



UNIVERSITY
OF TAMPERE



SCHOOL OF MANAGEMENT

INNOVATION MANAGEMENT IN POLICE ORGANIZATION

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Sirpa Virta and Harri Gustafsberg

POLICING MEETS TODAY INCREASING COMPLEXITY, UNCERTAINTY AND AMBIGUITY

Innovation management is seen as

- an organizational response to complexity and uncertainty
- a method to improve organizational performance
- and to enhance **organizational resilience**

Innovation management is the most important process in translating scientific and other innovations in to everyday policing and its all levels (operational, tactics, strategies, management and leadership)



WHAT IS INNOVATION?

"successful exploitation of new ideas" (DTI 1998)

"a process which brings some new method into an organization"
(Kimberly 1981) or just

"a new product or program"

"police innovation = new to policing" (Weiss 1992)

- How to serve and protect better? (new ways of thinking, new models, technology...)
- How to perform better?
- How to guarantee security and public order in contemporary complex and ever-changing environment?



INNOVATION PROCESS

The innovation management process is critical for both police practitioners and academics, yet the research literature is characterized by a diversity of approaches, prescriptions and practices.

In this presentation, the Innovation itself deals with iPrep training method and the Innovation Management Process Evaluation deals with the process from scientific innovation to everyday practice in police training and education.



FRAMEWORK OF THE INNOVATION MANAGEMENT PROCESS

Inputs management

Knowledge management

Innovation strategy

Organizational culture and structure

Portfolio management

Project management

Commercialization

(Adams, Bessant and Phelps, in International Journal of Management Reviews 2006. vol8, issue 1, 21)



FRAMEWORK FOR "INNOVATION-BASED" POLICING

Research co-production and knowledge mobilisation – translating research and scientific innovations to everyday practices in policing, police training and education

Evidence-based policing

Theory of disruptive innovation (Christensen 1997) :

Policing knowledge process called evidence-based policing is seen as a disruptive innovation – from craft-based mode of doing police business into the digital era

Process itself is an innovation (?) but it offers simultaneously an excellent framework for innovation management



POLICE TRAINING AND EDUCATION

Innovation management process:

1. Facilitative leadership and support (makes it possible)
2. Creativity embracing practices and atmosphere
3. Innovations from research and development projects are disseminated to the students in classes and by learning materials (two-way mechanism from RDI –units to teaching and training)
4. Evaluation of the outcome and results (how useful innovations are for the police and police education, and for the society and people)



THE CASE INNOVATION AND ITS WAY INTO THE POLICE EDUCATION

Case **iPREP** : the innovation is based on joint international interdisciplinary research project.

The researchers have published several scientific articles in 2015-2017

Harri Gustafsberg is one of the researchers and developers of the innovative police training method

Sirpa Virta has published articles on police management, education and policing regimes in transition (since 2002 in many anglo-american scientific journals and edited books)



PRELIMINARY EVALUATION RESULTS

iPREP case is an excellent example of successful innovation process

BUT:

There is no innovation management process in the police organization in Finland (*tradition, hierarchy, command and control ... many possible explanations*)

Organizational culture is one obstacle (*not very creative or supportive atmosphere for innovations*)

Internal factors -> internal input -> lack of facilitative leadership /nothing happens (*process failure*)

External environmental factors -> external pressures (*more likely to drive innovative thinking: have to do something...*)



INNOVATIVE POLICE ORGANIZATION

Innovation is part of daily job

Open space to discuss innovation (bottom-up process)

Better integrate innovation (give opportunity, open the door: "Feel free to present ideas")

Create and facilitate creative atmosphere (rewarding, encouraging)

BE INNOVATIVE IN MANAGEMENT OF INNOVATION!

(Thierry Hartmann, in the EU Commission's Security Research, Innovation and Education –conference in Tallinn 14th November)



THE UNIQUE NATURE OF POLICE WORK



12/3/17



” The police fight is a different kind of fight. It does not take place on a battlefield of a foreign country, but instead of the street of one`s own nation.”

– John M. Violanti –

ABOUT **iPREP**

Fully accredited and based on science, The International Performance Resilience and Efficiency Program (iPREP) trains use-of-force trainers and first responders on methods that improve mental and physical readiness in high-stress situations. Through effective, evidence-based resilience training, iPREP enhances situational awareness leading to improved critical decision making.

<https://proresilience.org>

12/3/17

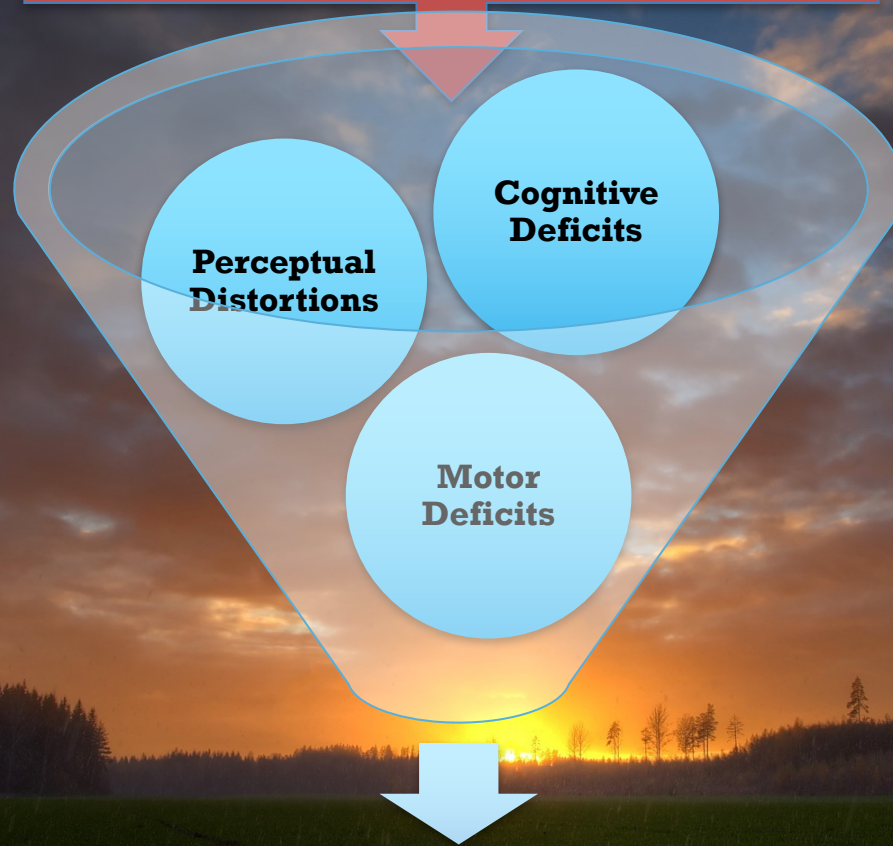


Resilience is an individual's ability to cope when faced with adversities. It refers to an individual's ability to stay functional, recuperate and bounce back from times of stress and even become mentally stronger.

(Luthans 2007)



STRESSORS



PERFORMANCE



CONTENT

The Science of Acute Stress and Performance

- Information on:
 - Acute stress
 - Stress physiology
 - Performance implications
- Self-awareness tools
- Self-regulation tools

DELIVERY

The Science of Learning

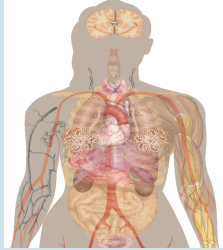
- Facilitator interactions
- Timing and type of feedback
- Scenario design and delivery



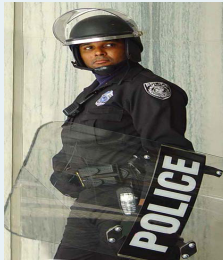
THE YOU FACTOR !



Training 'The You Factor'



1- Body and Brain
(Neurology, Heart Rate, Breathing)



2- Optimizing Function
(Self-Awareness, Self-Regulation)



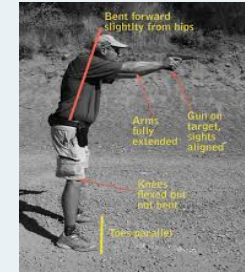
3 - Optimizing Practice and Learning

Training UOF Tools

1- Firearm
(feed, fire, extract, eject)

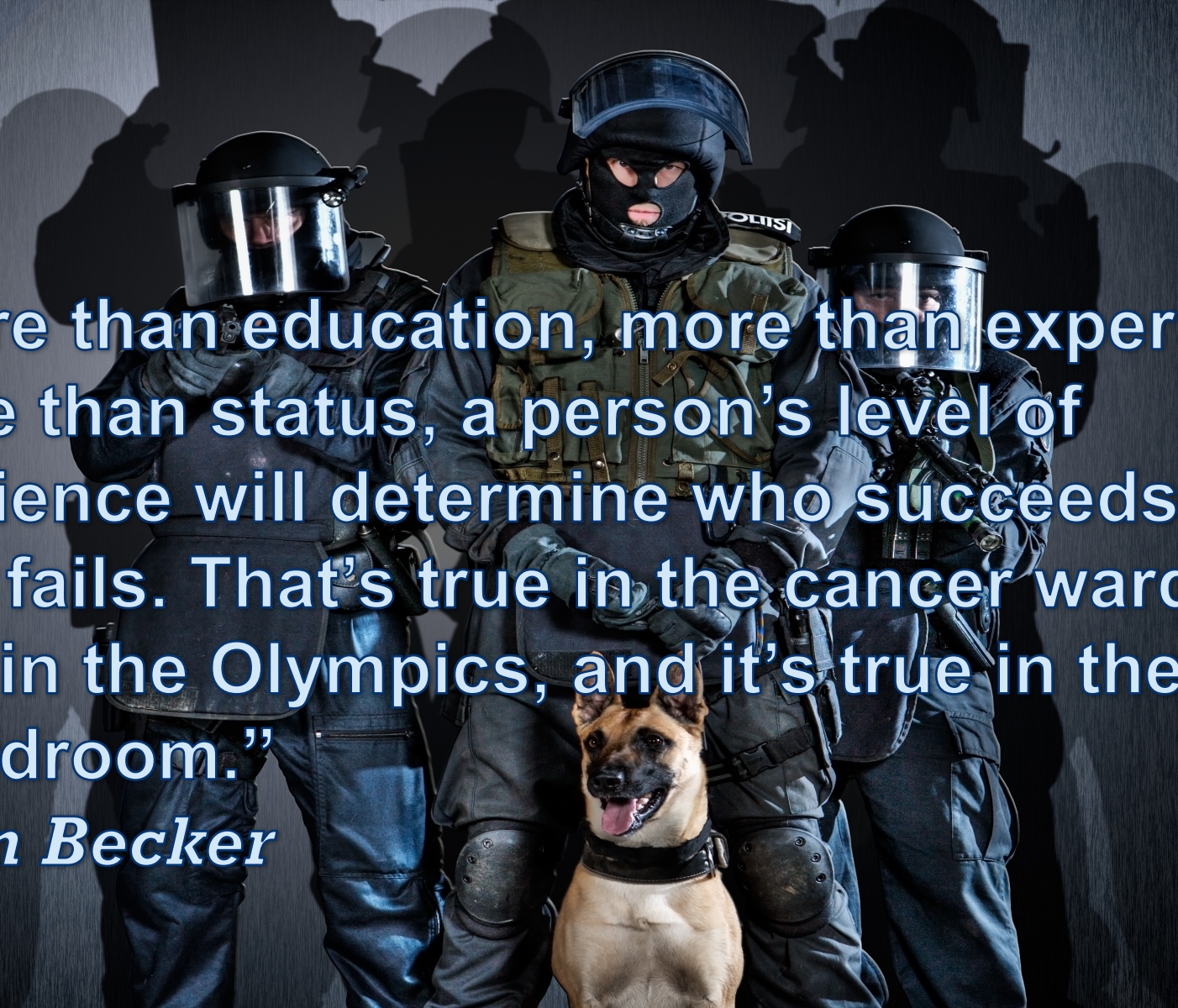


2- Optimizing Function
(stance, grip, trigger control)



3 - Practice





“More than education, more than experience, more than status, a person’s level of resilience will determine who succeeds and who fails. That’s true in the cancer ward, it’s true in the Olympics, and it’s true in the boardroom.”

Dean Becker



Thank You!
We can change the world only if we know how it works.



Sirpa.virta@uta.fi
harri@mentoritiimi.fi