



THE UNIVERSITY OF  
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## **10<sup>th</sup> District Police Station Case Analysis**

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## **Executive Summary**

A case analysis on the DTF and the 10<sup>th</sup> District Police Station was made in order to examine the problems that are currently encountered by the organization. Firstly, change that occurred is outlined. Changes that have occurred were mainly the election of DI White as acting head after the resignation of DI White, and the merger of CBD DD and Richmond DD. Two drivers of change were identified and they are external: mishandling of minorities and cut in state funding to the police force. Nevertheless, the change that has occurred did not work as well as anticipated. Subsequently, the case was analyzed based on three theories, the Dawson's Processual Approach, Kotter's 8-Steps to Change, and Mishra and Spreitzer's Framework. The Dawson's Processual Approach was used to analyze the case in a process perspective and because of its emergent approach. Kotter's 8-Steps to Change is a systematic approach that suggests the implementation of change in eight steps. The last theory chosen is Mishra and Speitzer's Framework that looks at the change from a behavioural and employee's perspective. However, these theories have their limitations. Therefore, recommendations were suggested based on the combination of the three theories and the case objectives such as, creating a sense of urgency, removing obstacles to change, creating short term wins, institutionalizing change, having an open communication and a transparent change process.

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## 1.0 Introduction

*Change programs 'works' insofar as they are fine-tuned and adjusted by actors in particular contexts – that is, insofar as they are further changed on an ongoing basis. Unless we have an image of change as an ongoing process, a stream of interactions, and a flow of situated initiatives, as opposed to a set of episodic events, it will be difficult to overcome the implementation problems of change programs reported in the literature (Tsoukas and Chia, 2002:568 – 569).*

This paper examines and identifies the changes that had occurred, analyzed the effects and implications on the Drug Task Force (DTF) and the 10<sup>th</sup> District Police Station using Dawson Processual Perspective, Kotter's 8-Steps to Change and the Mishra and Spreitzer Framework. Recommendations were then proposed, addressing problems on the team merger, mishandling of minority issues and to bring forth a cohesive team with its own identity to facilitate better communication process and channels within the DTF.

## 2.0 Outline of Change

### Outline of the changes in the DTF case

The 10th District Police Station experienced or will experience three different changes:

- (1) DI Smith resignation that was replaced by DI White (happened in August 2000)
- (2) Merger between 10th District Drugs Investigations Division (CBD DD) and the 9th District DD (Richmond DD) (happened in October 2000) into a new 10th District Drug Task Force (DTF)
- (3) Enhanced diversity program that requires some detectives in the new 10th District DTF to be transferred and replaced with detectives from minority groups (will happen in near future)

### Drivers of change

Many researchers argue that drivers of change can be categorized into two main types: (1) external factors and (2) internal factors (Whelan-Berry et al. (2003), Kanter (1983), Armenakis and Bedeian (1999), Kelly and Amburgey (1991)). Whelan-Berry et al. (2003) argues that change occurs in response to either a major shift in the environment or as a result of an internal planned effort. This complies with Kanter (1983) who also argues that external and internal forces exert varying degrees of influence on the organization.

In this case, we have found two main drivers of change, both external: (1) Minority groups' complaints after a critical incident that involved them and DI Smith, which triggered his resignation and the initiation of an enhanced diversity program; (2) A cut in state funding to the police force that triggered the restructure of various areas of the police force and a merger between CBD DD and Richmond DD. Triggers of these changes were caused by factors outside the organisation.

### Nature of change

DI Smith's resignation occurred almost immediately after the incident. The events took place rapidly and affected the whole division (there was no transition phase and CBD DD command was taken over by DI White immediately). A similar situation also happened with the merger of the CBD DD and the Richmond DD. Hence, the nature of this change can be classified as *punctuated* or "bold stroke" approach. As described by Kanter et al. (1992), a "bold stroke" approach is transformational and occurs rapidly,

affecting the whole organisation. However, Senior (1997), describes this change as a “discontinuous change - change marked by rapid shifts in the strategy, structure or culture, or in all three.”

### **Stakeholders involved in the change**

There were six stakeholders that were or will be involved in the change:

- *All officers at CBD DD and Richmond DD* (including the division heads). They were the most affected from the change as their divisions were restructured and merged.
- *Internal police change agents*. They assisted in the change and were functioned to ease the change process.
- *Chief Commissioner of the Victorian police force*. He ordered the restructuring of the police force. He also issued a vision statement to assist in the merger.
- *Head of the CBD Station*. He was concerned with the development in the DTF and about the complaints he still received from the minorities.
- *Minority groups of Melbourne CBD*. They kept complaining to the police force because they were culturally mishandled by the detectives.
- *Incoming detectives from minority groups*. These detectives will replace the transferred officers from the 10th District DTF. One of key success factors of the diversity program will be the acceptance and performance of these incoming officers in their new division.

### **Approach taken**

The changes that occurred in the 10th District DTF were only responses to the external incidents (DI White resignation and diversity program to respond minorities' complaints, merger to respond cost funding). The triggers of these changes were beyond the organization's control. The Head of 10th District Police Station was unable to predict the drivers of change that occurred and the proposed solutions were more of a spontaneous change than a carefully planned change.

Hence, this change does not suit the description of planned approach. As Burnes and Salaroo (1995) pointed out, “Planned change was developed specifically for, and in

response to, top-down, autocratic, rigid, rule-based organisations operating in a somewhat predictable and controlled environment”. Hence, this change takes more of an emergent approach, as Coram and Burnes (2001) state “emergent approach to change is based on the assumption that all organisations operate in a turbulent, dynamic and unpredictable environment”.

### **Consequences of Change**

Prior to the merger, DI Smith’s ‘forced’ early retirement was accepted by the chief commissioner. Detectives in the CBD DD felt that DI Smith has been let-down by the police force as the general view was that the minority groups were to blame for the incident. This sense of abandonment served as an even greater binding force between the CBD detectives and led to a strong sense of division between the DD and the rest of the station.

The merger of the CBD and the Richmond DD to form the new DTF was viewed to be ‘not as successful as anticipated’. The sense of division from the rest of the station caused the old CBD detectives to stick to their old procedures of operation. The leadership of DI Opal was undermined by DI White as he did nothing to prevent these detectives from reporting to him. It was compounded by the lack of new procedures and controls from DI Opal’s part to ensure collective working within the task force and to promote a sense of camaraderie between the CBD and Richmond detectives. The old Richmond detectives worked like they used to in the Richmond DD (individualistic approach). This created strong rifts between the “old” and the “new” but the DTF was still performing efficiently. The lack of communication between these detectives eventually led to the bungling of a major “drug bust”. Also the complaints against the detectives of being culturally insensitive did not abate with the combining of the two DD’s.

The most important consequence of the merger, we feel, is the police forces’ decision to bring us in. It is our understanding that they have identified that another change is required in order to rectify the damages caused by the current one. We feel that the police force has understood the need to look at change as a process (contrary to an

event) in itself and the need to manage it effectively to achieve success in its implementation.

### 3.0 Theoretical Analysis

In this section, we analyze the DTF case study using 3 different theories: Dawson's Processual Perspective, Kotter's 8-Steps to Change and the Mishra and Spreitzer Framework

#### 3.1 Dawson's Process Perspective

Dawson process perspective (1994:173) states that "*change is viewed as an ongoing process which is both progressive and regressive, is planned and unplanned, and incorporates intended and unintended innovations from the initial conception of the need to change through to the emergence of new work arrangement*". Thus, it is an emergent approach where change is considered to be rapid and complex and cannot be planned completely in advance. It is viewed as a continuous cyclic process rather than a series of linear events.

The *processual perspective* (Dawson, 2003a) is made of: conception of the need to change; process of transition; operation of new practices and procedures, which are defined and determined by three determinants of change - the context, politics and substance of change.

It is necessary that the management recognizes the need to implement a change. The merger of the CBD and the Richmond DD was the result of a restructuring program directly attributed to the governments' decision to cut funding for the police force in Victoria. It is also imperative that the management communicate to its employees, why the change is being brought about. They need to know how the change initiative is going to affect and improve things on a day-to-day basis. By doing this, the management will be able to gather support from their employees and will face comparatively reduced resistance to change.



Dawson's determinants of change can be used to illustrate to the employees the context, politics and what the substance of change is going to be.

### **Context of change**

The context (circumstances and conditions which surround the event) of change can be analyzed with an internal and external perspective. The external perspective refers to the forces outside the organization. In the case study, a cut in funding for the police force by the government is an external context. Internal contexts can better help to understand what the change is going to address: the people, structure, technology or task. The case dealt with the restructuring (merger) of DD's in certain areas of the police force (structure). Why was the merger selected over another alternative such as reducing the size of individual task force? The reduced task force will lead to considerable cost savings but there were apparent interconnections between cases handled and issues faced by the two DD's and they were situated in adjacent geographic locations. A merger meant that one division was dissolved completely, bringing down administration cost.

The new change that is proposed currently (to bring in detectives from other cultures) to enhance diversity in the police force has its external context: to cope with the changing social expectations of the general public for the police to treat minority groups with views unbiased by culture. The internal context will focus on people (due to cultural diversity) but it has a historical perspective too. The organizational merger (the result of the previous change) has brought about the need for change in the attitudes, values and working practices (mateship vs. individualistic) of the detectives that are currently in the DTF. This is in direct agreement with Dawson's view that change is rapid, cyclic and that past events in the organization shape its future.

### **Politics of change**

This refers to the political activities of consultation, conflict and resistance which occur inside and outside of the organization. Politics come into play because the best interest of one group is not always the same to another. In this case, the

different methods of operation and management of the two merged DD's caused serious problems. In the process of transition, it is necessary to diffuse the tension between the groups and to sort out the leadership issues if the cultural diversity drive is to be a success or else it will end up to be just addition of new "groups" into the DTF and the task force will never work as a unit. Internal politics is running strong within the organization. The "new" detectives continue to work as they did back in the Richmond DD and the "old" detectives still report to DI White like they used to. The police force and its change leaders did not take into account the social complexities that accompanied the change in the implementation of the merger during transition phase and did not take any steps to effect new procedures and practices to promote cohesion between the "old" and "new" detectives.

### **Substance of change**

Substance of change is not static and is interdependent on politics and the context of the changes. It comprises four main elements:-

*i) Scale and scope of change*

Change ranges from small-scale discrete change (as in this case, with change made at a divisional level of both the CBD and Richmond DD units) to a large radical change.

*ii) The defining characteristics of the change program*

This refers to the label attached, such as the merger between CBD and Richmond DD to form a new Drug Task Force (DTF), and the actual content of what the change is about. The name "cultural diversity drive" will clearly communicate to the existing detectives of the DTF what to expect from the change. The restructuring of both forces aim to reduce the complaints involving the mishandling of minority groups and increase the efficiency of handling drug problem in Central Melbourne.

*iii) Timeframe of change*

This refers to the period over which change occurs; the way tasks and activities overlap and interlock; and how the programs evolve incrementally by a fairly rapid and specified period of implementation. The changes in this

case happened instantly with rapid transformation in their task and activities which resulted in detectives' refusal of sharing information and increased rivalry between peers due to the individual reward system applied by DI Opal. The lack of transition period left no chance of development of any sort of trust between the "old" and "new" detectives.

*iv) Perceived centrality of the change*

This refers to the extent of which the change is viewed as being critical to the survival of this force. In line with Dawson's view, the implication on overall commitment and respond of the detectives towards the changes, values of DTF, working as a team, the need to share resources, dualism in leadership must be addressed immediately. It is necessary for the change agent to communicate the alterations that will be brought about in the operating procedures. It is also essential that the process of change be a negotiated one where all stakeholders ("old", "new" and detectives from different cultures) have their say in the operating procedures.

### **3.1.1 Limitations on the Dawson's Process Perspective**

Change is viewed as an ongoing process (Dawson, 1994: 173), different views and experiences of individuals and groups are valuable to the organization (Dawson, 2003a: 110-111). However, in the reality of life, with limited resources and time constraints, we question on the practicality of collecting data on the processes of an organization change.

From this case study; we can see that changes are driven by goals and a desired end-state; which challenges the concept of a processual perspective approach.

### 3.2 **Kotter's 8-Steps to Change**

In his research on change implementations in organizations, Kotter (1995) suggests 8-steps to change and highlights the importance of each step.

#### **Step 1: Establishing a Sense of Urgency**

The first step to successful change effort is identifying and analyzing the areas that need to be changed and to communicate the information to everyone. Cooperation is required from every individual. Thus, it is important to motivate the people so that the change effort will follow through. Kotter (1995) further emphasized that change requires creating a new system which demands leadership and highlights that unless the urgency rate is high enough, the change process will fail and the long-term future of the organization is at risk. He recommends that an urgency rate of 75% is required else serious problems might surface at the later stage of the change process.

In the case study of DTF, though the areas for change have been identified, however, there was no thorough analysis of how the change should be implemented. They had no strategic and systematic plans. There were no cooperation between the "old" and "new" DTF detectives after the merger and there was strong sense of rivalry between them. The "old" DD resisted reporting to their new boss, DI Opal and DI White also did not try to stop the "old" detectives from reporting to him after the merger. The sense of urgency for the change was not properly communicated to everyone, though the higher management recognized the seriousness of the minority issues and did not want another such incident to happen again.

#### **Step 2: Creating a Powerful Guiding Coalition**

In his study of changes processes in organizations, Kotter observed that it is essential that the leadership coalition grows over time and has a shared commitment towards the change. In this case, DI Opal did not have strong leadership and was not able to win the "old" detectives with his leadership. The idea of the weekly meetings to share case notes were abandoned when it became a meeting for venting grievances instead. In addition, the efforts for implementing the change were not consistent as 2 groups of detectives adopted

different working cultures and hence, it was not consistent with the vision statement issued by the Chief Commissioner.

Kotter (1995) also stressed that active support from the head of the organization is important. Change efforts that do not have a powerful guiding coalition tend to make progress for a while then the opposition gathers up and stops the change. The guiding coalition in the DFT was not powerful as the detectives in the higher management were not active supporters of the change. More effort could be made in trying to develop trust and teamwork between the “old” and “new” DTF detectives. Senior Sergeant Jones’ talk on the vision statement and his emphasis on the values of camaraderie, teamwork were seen as just paying lip service by the DTF detectives.

### **Step 3: Creating a Vision**

A vision of the future is created by the guiding coalition and communicated to every individual. It helps to clarify the direction that the organization is heading towards. Without a vision, there will be confusion amongst employees and the change effort could be dissolved into a list of confusing and incompatible projects (Kotter, 1995).

Though Senior Sergeant Jones created a vision statement to assist in the merger, the merger was not properly planned and carried out as there were no proper procedures to guide the detectives during the transition and after the change was implemented.

### **Step 4: Communicating the Vision**

The change process requires each individual’s effort and participation in order to be successful. Hence, credible communication is required to convince people that a change is necessary. Kotter (1995) highlights that the vision, after the change has been implemented, should be broadcast to everyone using every possible communication channels. He adds that all communication should be consistent in both words and deeds.

Other than a couple of talks, a one-day orientation program and a team building workshop, no other efforts have been made to reinforce the vision as well as to guide the detectives in the newly merged DTF.

### **Step 5: Removing Obstacles to Vision**

As the transformation process advances, more people gets involved in the transformation process. Quite often employees are encouraged to be innovative. However, there may be obstacles that hinder progress. Obstacles can include organizational structure, resistance to change, and compensation or performance appraisal systems. The main obstacles are to be dealt with and removed (Kotter, 1995).

This step was not properly dealt with in this case but is one of the crucial phases in order to move on and ensure that change is successful. The inconsistent reward system between the Richmond DD and CBD DD carved the “us and them” culture of both groups. Another major obstacle is the leadership style of DI Opal that is very different from the DI Smith and DI White. DI White makes matters worse when allowing detectives to report to him. In addition, Senior Sergeant Jones did not remove obstacles or rather decide on giving more time to develop the DTF. He did not communicate the sense of urgency to the others.

### **Step 6: Systematically plan for and create short-term wins**

Kotter (1995) highlights that the transformation process may lose momentum if there are no short-term goals. If there are no short-term wins, people may join those that are resisting the change effort. Short-term wins may include achieving short term targets or goals. Pressure from the sense of urgency can also play a part in producing short-term wins.

The planning and creation of short-term wins are not evident in the case. Although it is mentioned that the DTF was ‘still performing well’, there are no indications that there are specific goals to achieve by the task force.

**Step 7: Use credibility afforded by short-term wins to tackle bigger problems**

After a while, managers may feel that the change is successful. However, once the success is celebrated, old traditions may seep in again. Kotter (1995) observed that it is more important to “use credibility afforded by short-term wins to tackle even bigger problems”.

In this case, the DTF did not celebrate victory in the initial change process but had internal consultants reevaluate the success of the merger. The internal consultants acknowledge that the merger is not as successfully as initially thought and other actions are needed to make it work. They identified inconsistencies between the merger and the vision.

**Step 8: Institutionalising change in corporate culture**

Kotter (1995) says that there are two factors that are important in institutionalizing change. Firstly, try to illustrate how the change would improve performance and needs communication. Secondly, make sure that the next generation of top management is a change champion.

A vision statement from the Chief Commissioner of the Victorian Police Force was issued to all DTF members but the two DDs ignored the statement and ridiculed it instead.

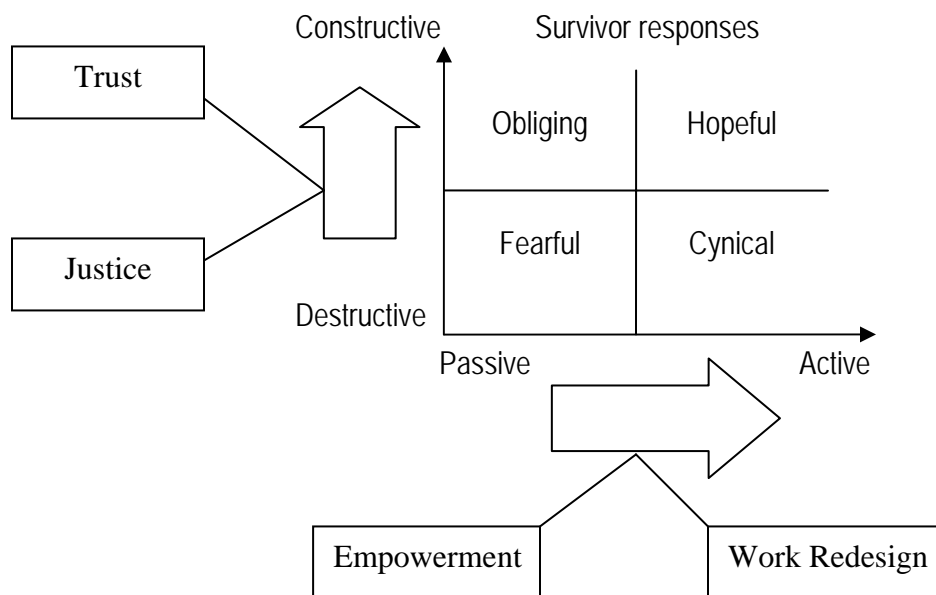
**3.2.1 Limitations of Kotter’s 8-Steps to Change**

Kotter’s theory is quite recent and it is an improvement of the Lewin’s theory. Hence, there are not many critiques around. However, Lee and Krayner (2003, 6) critique that although the 8-step theory takes a systematic approach, it does not identify the roles and responsibilities of people that would take to achieve each step.

### 3.3 Mishra and Spreitzer Framework

While the Dawson model and Kotter theory discuss change from a process and systematic perspective respectively, Mishra and Spreitzer framework (Mishra and Spreitzer, 1998) discuss change from an employee's perspective. Mishra and Spreitzer (1998) based their framework in an organization downsizing phenomenon. This framework proposes solutions to support employees in coping with *survivor syndrome* so that they can remain supportive and proactive to the organization after downsizing.

Mishra and Spreitzer framework was developed using Farrell's Theory (Farrell, 1983) and Lazarus's stress theory (Lazarus, 1966) (See Appendix A). By applying Lazarus's stress theory to Farrell's two dimensions, Mishra and Spreitzer analyzed that employees can behave more constructively and more actively if trust, justice, empowerment and work redesign are put into practice (See Figure 1).



**Figure 1 – Theoretical Framework of Survivor Responses to Downsizing**

(Source: Mishra and Spreitzer (1998) *Explaining How Survivors Respond to Downsizing: the Roles of Trust, Empowerment, Justice, and Work Redesign*. *Academy of Management Review*, 1998, vol.23, no. 3, p. 574)



As seen in Figure 1, Mishra and Spreitzer (1998) suggest that trust in management and justice in the implementation process should make employees feel more secure that the management supports them and feel that they are treated fairly. Hence, they will likely be more constructive in doing their job. Mishra and Spreitzer (1998) also suggest that the employees will likely be more active if they are empowered in their work role or their work are redesigned so that they believe they can still have control with their work and face the downsizing without having their work overloaded.

### **Case Analysis**

The case has shown that previous merger was certainly unsuccessful as the newly formed DTF was not integrated properly (e.g. strong sense of unhealthy rivalry among groups, conflicting team culture). Obviously, the management has neglected the psychological aspect of those detectives. The detectives felt a sense of insecurity in their jobs and felt that the management did not support them anymore (e.g. “feeling deserted”, feel that SS Jones was only paying lip service to the vision statement, “everyman for himself”). This situation would prove hostility towards the upcoming diversity program.

By using this framework, we will able to identify the employees’ current responses and motivate them to be more constructive and more active toward incoming changes. This is also in line with Kotter’s theory (Kotter, 1995) that pointed out the need of cooperation from all individual within the organization.

Based on Farrell’s dimensions, the detectives’ responses should be aligned along the destructive line. Some of the responses can be categorized as fearful response (e.g. feeling no support from management, “every man for himself”). Some others can be categorized as cynical (or sabotage) responses (e.g. sense of rivalry and underestimating the other group, hiding relevant information from others, DI White disrespecting DI Opal leadership). Unfortunately, no constructive responses can be identified (See Figure 2). This indicates that the responses are really not conducive to embrace previous merger and incoming changes.



## 4.0 Recommendations

Upon analyzing the case with the 3 theories mentioned in the above sections, the following recommendations are proposed:

### Recommendation 1: Create a sense of urgency and need to change

Based on Dawson (1994) and Kotter (1996), there is a need to create a sense of urgency for the need to change. A team should be formed to thoroughly examine the changes required. This team may include representatives from the 'old' DD and the 'new' DD, and leaders such as DI Opal and DI White. Once the changes are identified, it should be announced to the DTF to make them aware of the urgency of change. Frank discussion of issues should also be encouraged in order to gather the thoughts of people.

### Recommendation 2: Remove obstacles that are hindering the change process

The obstacles that hinder the change should be removed:

- i. Swapping DI Opal or DI White to other divisions so that the DTF would have a mutual leader in order to make the culture more consistent and reduce the "us and them" attitude.
- ii. Encourage and motivate DDs to work in teams by having a consistent reward structure that encourages teamwork. Previously there were 2 different reward systems in place.
- iii. Educate the DDs on the various cultures of the minority group by organizing talks, publishing articles in newsletters etc.
- iv. According Mishra and Spreitzer (1998), work can be redesigned by rotating the teams that the DDs work in so that they get to work with other colleagues in the division. This allows the DDs to get to know one another and to develop and improve working relationships.
- v. When minorities are transferred into the DTF, organize social events to "break the ice" in the team to reduce cultural differences and make them at ease with each other.

Recommendation 3: Create short terms wins i.e. goals, milestones, bonus and rewards

Short term goals should be set so that the detectives can be kept motivated. According to Harvard Business School Press (2005), this can be done through publications or articles in local newspaper (such as The Melbourne Times and The Leader) about the DTF's diversity program. These publications may motivate the DDs and improve the image of the DTF to the minority population. Also, incentives could be given to the DD when complaints from the minority community are reduced significantly.

In order to avoid radical changes, we propose that the diversity program be implemented incrementally rather than swapping all ten detectives at the same time. It will be easier for the DTF to adapt to changes and allow more time for the detectives to consider whether or not to request for transfer. In addition, new procedures of working and new reward system will be slowly incorporated into DFT. The table below shows the implementation plans for DTF for a period of 8 months. Goals are set in each month and they can be used as an indicator for achieving short-term wins.

| Month  | Goals   |
|--------|---|
| First  | <ul style="list-style-type: none"> <li>• create sense of urgency</li> <li>• swap DFT leader with leader from another district</li> <li>• restructure reward system</li> <li>• announce diversity program and transfer selection</li> <li>• start individual discussion</li> <li>• scout for volunteer for the transfer</li> </ul> |
| Second | <ul style="list-style-type: none"> <li>• work rotation implemented</li> <li>• discussion meeting started</li> <li>• regular after-hour socialisation started</li> <li>• interviewed at least 8 people to be recruited under diversity program</li> </ul>  |
| Third  | <ul style="list-style-type: none"> <li>• 3 or 4 people selected for diversity program</li> <li>• hold ice breaking event</li> <li>• interviewed 15 people</li> </ul>  |
| Fourth | <ul style="list-style-type: none"> <li>• review and improvise changes</li> <li>• publish diversity program successes</li> </ul>   |

|         |   |
|---------|---|
|         | <ul style="list-style-type: none"> <li>interviewed 20 people</li> </ul>   |
| Fifth   | <ul style="list-style-type: none"> <li>another 3 or 4 people selected</li> <li>interviewed 25 people</li> </ul> |
| Sixth   | <ul style="list-style-type: none"> <li>has interviewed all</li> </ul>   |
| Seventh | <ul style="list-style-type: none"> <li>last 3 or 4 people selected</li> </ul>                                   |
| Eighth  | <ul style="list-style-type: none"> <li>final review</li> </ul>  |

**Table 1: Implementation plans for DFT**

Recommendation 4: Institutionalizing change when everything is in place

The vision statement created by the Chief Commissioner of the Victorian police force emphasized on camaraderie and teamwork. Thus, DI Opal should change his way of leadership that encourages individualism and instead motivate the DDs to cooperate with each other and to share information. New policies and reward systems should also be tied-in to emphasize teamwork. Once these behaviours are rooted in the norms and shared values, the change will be institutionalized.

Recommendation 5: Send a consistent vision or mission statement across all the time

Vision or mission statement should be communicated consistently through various channels so that people become aware of it. Examples include:-

- i. organize regular team-building workshops, after-hours drinks to allow the DDs to mingle and get to know one another better
- ii. articles in newsletter and discussions during meeting

Recommendation 6: Open communication

Both the Dawson (1994) and Mishra and Spreitzer (1998) theories emphasized the need to communicate with the employees. The management should communicate with employees why the reasons and benefits of the change. This could potentially increase support from employees and reduce the resistance to change. Early notification of change to the employees could increase their level of trust. Communication can also be enhanced through discussion forums to discuss issues, such as on diversity and subsequently increase trust.

Recommendation 7: Individual informal discussions

The management can approach detectives and have individual discussions with them to illustrate that they notice and understand each individual's needs. Here, management may be able to note any constructive input from the detectives. Hence, the team will feel more empowered and be more active towards change.

Recommendation 8: Transparent change process

Communicate to the officer to let them know and understand that the transfer procedure is fair. Use voluntary transfer whenever possible. Selection for transfer would be made taking into consideration the geographical location and family circumstances of the detectives. Hence, negative effect during transfer can be minimized.

Recommendation 9: Regular meetings and discussions

Regular meetings will be held to keep the detectives updated on the current issues in the community, and as a way to exchange and share information with one another. Detectives could talk about their case success stories to increase team morale and share success tips within the team. Bring experts in if required to train detectives on handling minorities.

**Summary of recommendations that meet objectives of change case**

| <b>Objectives</b>  | <i>Recommendation 1</i> | <i>Recommendation 2</i> | <i>Recommendation 3</i> | <i>Recommendation 4</i> | <i>Recommendation 5</i> | <i>Recommendation 6</i> | <i>Recommendation 7</i> | <i>Recommendation 8</i> | <i>Recommendation 9</i> |
|--|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Implement Diversity Initiative                                   |                         | ✓                       | ✓                       |                         |                         |                         |                         | ✓                       |                         |
| Reduction in official complaints involving minority mishandlings |                         | ✓                       | ✓                       |                         |                         |                         |                         |                         | ✓                       |
| Improve communication processes and channels                     |                         | ✓                       |                         | ✓                       | ✓                       | ✓                       | ✓                       |                         | ✓                       |
| Create a work environment where trust is integral                | ✓                       | ✓                       |                         | ✓                       | ✓                       | ✓                       | ✓                       |                         | ✓                       |
| DTF as a cohesive team unit                                      | ✓                       | ✓                       | ✓                       | ✓                       | ✓                       | ✓                       |                         |                         | ✓                       |
| Unit is fully functional within 8 months                         |                         |                         | ✓                       |                         |                         |                         |                         |                         |                         |

**Legend:-**

*Recommendation 1: Create a sense of urgency and need to change*

*Recommendation 2: Remove obstacles that are hindering the change process*

*Recommendation 3: Create short terms wins i.e. goals, and milestones, bonus and rewards*

*Recommendation 4: Institutionalising change when everything is in place*

*Recommendation 5: Send a consistent vision or mission statement across all the time*

*Recommendation 6: Open communication*

*Recommendation 7: Individual informal discussions*

*Recommendation 8: Transparent change process*

*Recommendation 9: Regular meetings and discussions*

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## 5.0 Conclusion

It is easy to be lost in the change process unless we possess a systematic way of understanding the movement of change and transition taken place. Despite the change of nomenclature, we can see that the emerging changes to DTF were not properly managed, detectives' needs are not identified and there is no support from higher authority.

From the issues raised in this report, we knew that the road ahead will depend strongly on the communication and collaboration of detectives within DTF. As state by Tsoukas and Chia (2002: 567) *"Change, we argue, is the reweaving of actors' webs of beliefs and habits of action to accommodate new experiences obtained through interactions"*.



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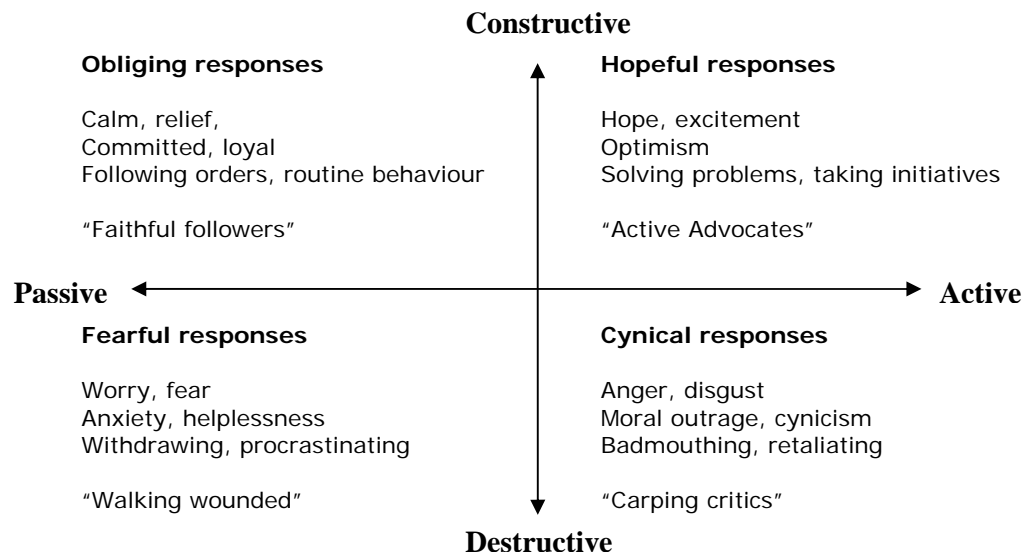
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## Appendix A

### Mishra and Spreitzer framework derivation

Mishra and Spreitzer built their framework by following Farrell's argument (Farrell, 1983), which argued that employee responses to job dissatisfaction can be classified into two dimensions: constructive/destructive and active/passive. Mishra and Spreitzer then applied them to analyse employee responses to organisation downsizing (see Figure 1). This resulted in four archetypes of survivor responses to downsizing: (1) fearful, (2) obliging, (3) cynical, and (4) hopeful.



**Figure 3 – Archetypes of Survivor Response**

*(Source: Mishra, A.K. and Spreitzer, G. M. (1998). Explaining How Survivors Respond to Downsizing: the Roles of Trust, Empowerment, Justice, and Work Redesign. Academy of Management Review, 1998, vol.23, no. 3, p.569)*

Based on this concept, Mishra and Spreitzer then used Lazarus's stress theory (Lazarus, 1966) to evaluate employees' response and propose actions so that employees can be more active and constructive in facing downsizing.

Lazarus's stress theory proposed two steps in evaluating employees' response. First, it evaluated potential threat of stressor. By evaluating the threat, employees noted their weaknesses and can plan ahead on covering those aspects when facing the

stress. This step is called primary appraisal. Second, it evaluated the resources and capability for coping with stressor. Employees then can noted their strength and resource on facing the stress. Hence, they will be better prepared. This step is called secondary appraisal.

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