



Organisation Development & Research Ltd

Culture Change A Case Study

Dr Kay Sahdev

Organisation Development & Research Limited (ODRL)
3 Haybarn Business Park, Cublington Road, Aston Abbots
Buckinghamshire, HP22 4ND, UK
Tel +44 (0)1296 682790, Fax +44 (0)1296 680480

www.odrl.org



Overview

- Organisation culture and performance
- Designing and delivering culture change – A Case Study
- Key conclusions/lessons learnt



Organisation Culture and Performance

- Link between culture and organisational performance is firmly established
- Successful transformational change requires aligned cultures to build and sustain organisational effectiveness
- Culture influences key aspects of performance: e.g., innovation, client focus, adaptability to change, people management



- **Large complex organisations**
 - Police Forces
 - Local Government
 - International Development Organisations
 - United Nations



Case Study

Police Force

Approximately 6000 staff
One of the top performing forces
Changing context

Leadership Team's Aspirations

- Ambition to be consistently the best
- Drive a culture of excellence at all levels
- Need to challenge accepted working practices
- Responsive to the needs of the communities/stakeholders
- Cost effective and efficient
- Service-oriented mind-set



- **Analysis of the Context**
 - Review of relevant documents/reports
 - Changing expectations of people/stakeholders
 - Drive for efficiency
- **Leadership Team Development**
 - Importance of culture in driving performance
 - Articulation of current and desired culture
 - Shared understanding of leadership team's role
- **Staff Engagement**
 - Focus groups x 400 people
 - Interviews x 30
 - Culture Survey x 6000 staff

Force-Wide Culture Survey

- **Culture Survey**

- Analysis of the context
- Findings from focus groups and interviews
- Baseline profile of current culture profile
- Basis to make valid comparisons at a future date
- Snapshot and a detailed picture of the 'way we do things' in the force

**'where are we
now'**

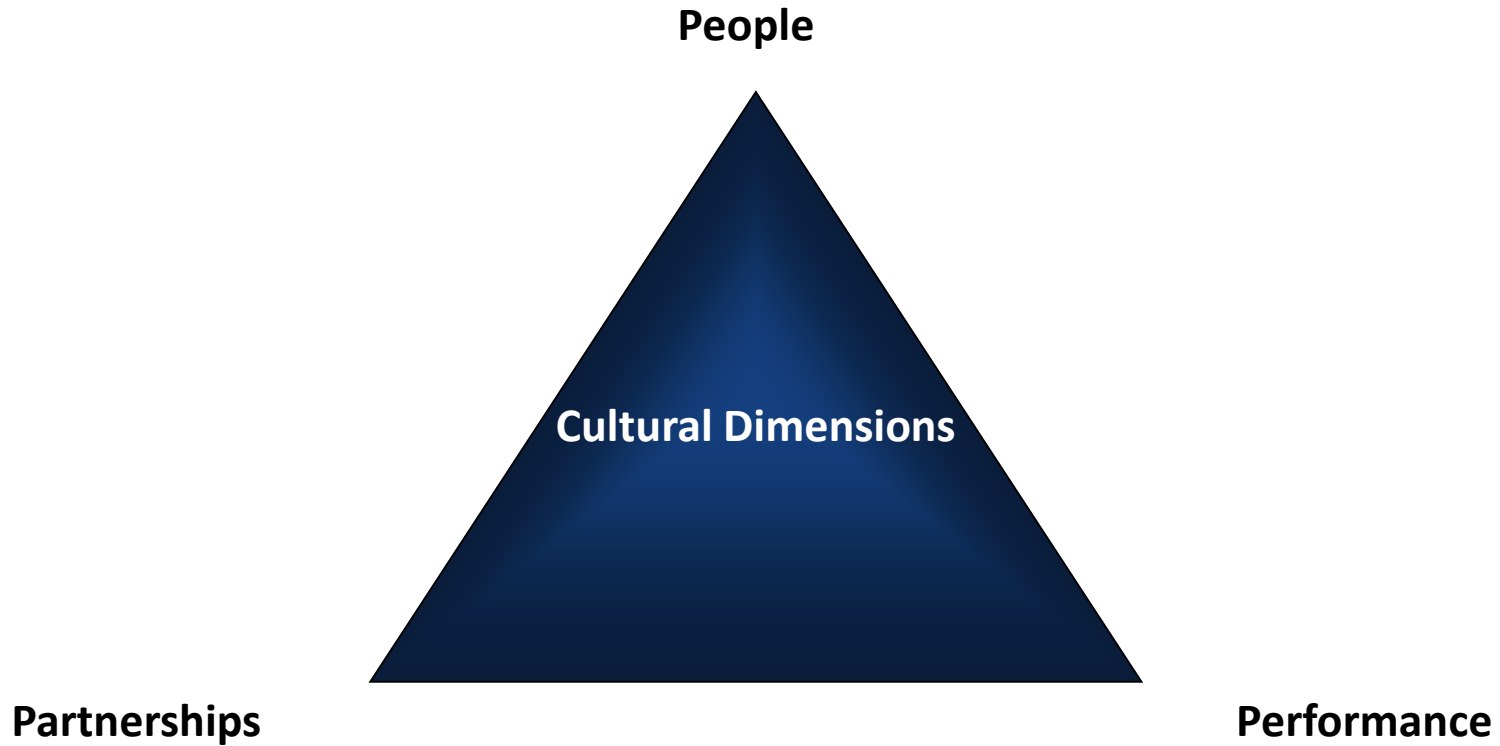


**'where do we want
to be in the future'**



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Themes of the Force-Wide Culture Survey





People

- Putting People First
- Integrity and Valuing People
- Development of Staff

Performance

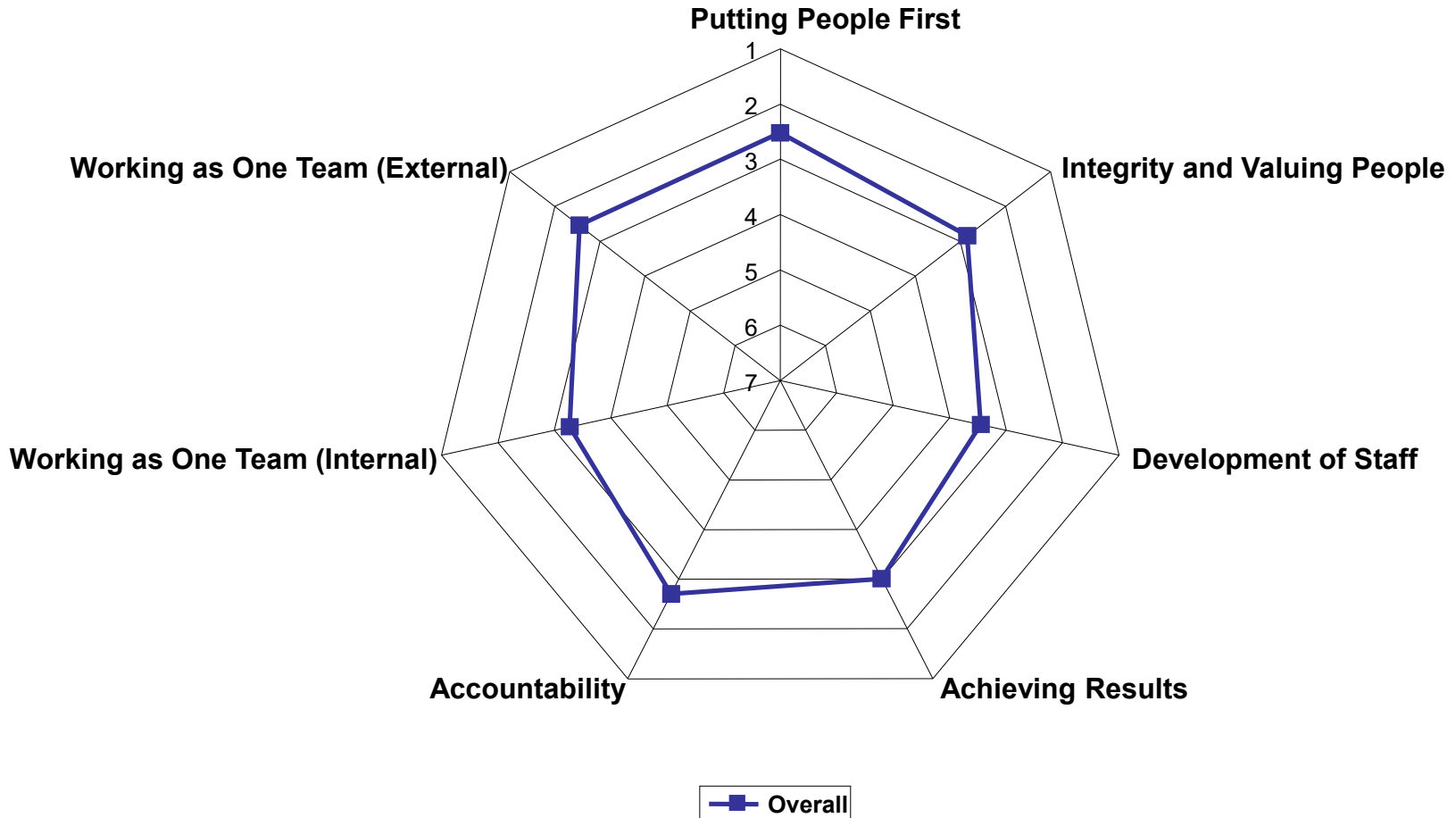
- Achieving Results
- Accountability

Partnerships

- Working as One Team – Internal
- Working as One Team – External



Overall Summary – Force-Wide Culture Survey Where Are We Now?





Strengths and Areas for Improvement (People) Where are We Now?

Strengths

PUTTING PEOPLE FIRST PEOPLE

- Selfless approach
- Clear understanding of the needs of customers
- Driven by 'whole-customer' experience
- Prepared to go the extra mile to solve customers' problems
- Open minded, understand and act on the diverse needs of the customer

INTEGRITY AND VALUING PEOPLE

- Understanding of how individual roles contribute to be the best force
- Accuracy and transparency governing principles with which information is recorded

DEVELOPMENT OF STAFF

- Appreciation of the challenges of the community
- Confidence to investigate issues in diverse communities

Areas for Improvement

DEVELOPMENT OF STAFF

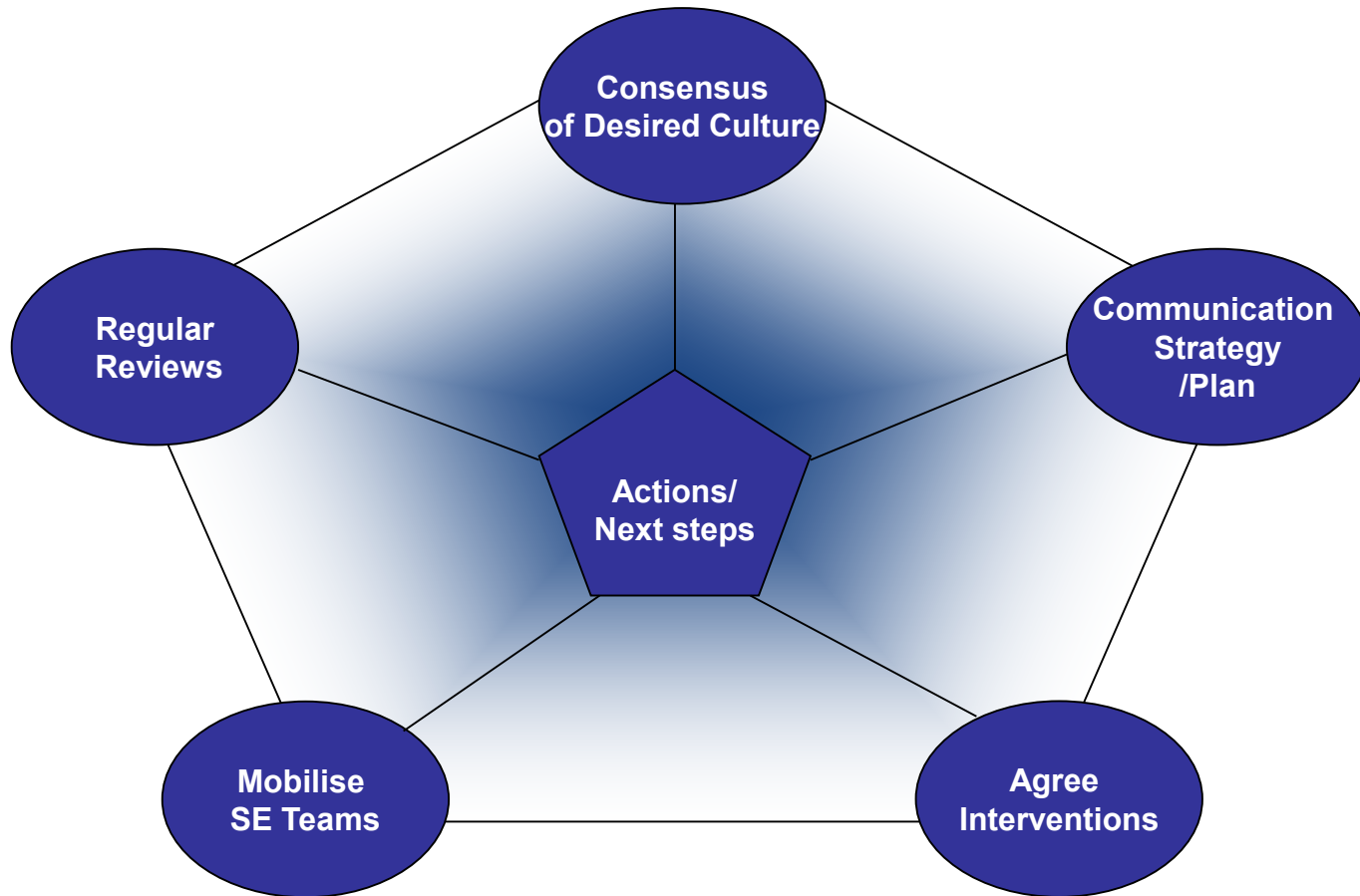
- Staff development needs to be a priority
- Access to career development opportunities needs to be more equitable
- Morale could be higher

INTEGRITY AND VALUING PEOPLE

- Need to celebrate successes
- Not enough recognition for a job well done
- Leaders/managers could do more to balance task/people issues, visibility
- More discretion needed at the individual level to improve working practices
- Address blame culture



Overview of Actions/Next Steps





Action Plan

GOOD

- Constructive Leadership Behaviours – Top Team
- Sense of pride in working for the Constabulary
- Externally focused – Partnership/CF approaches
- Results-oriented
- Appreciation of the diverse needs of communities
- Personal accountability
- Desire to provide excellent service
- Highly driven

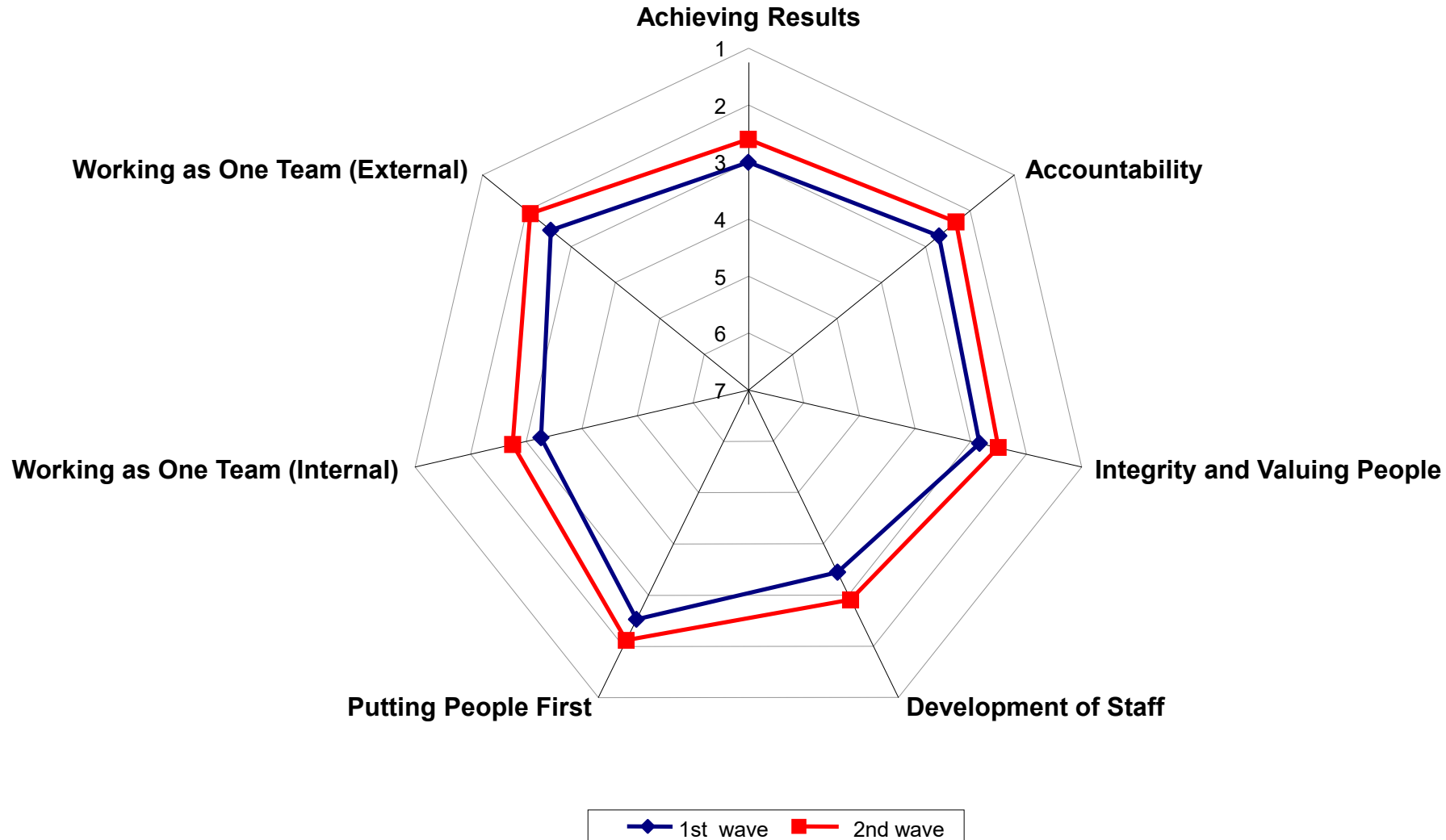
‘Step Change’

GREAT

- Consistency of leadership styles at all levels
- Internal partnerships
- Performance Management
- Celebrate success
- Process improvements
- Quality vs. Quantity
- Bureaucracy, discretion
- Strategic perspective on Learning & Development & HR



SECTION ANALYSIS - OVERALL SUMMARY COMPARISONS



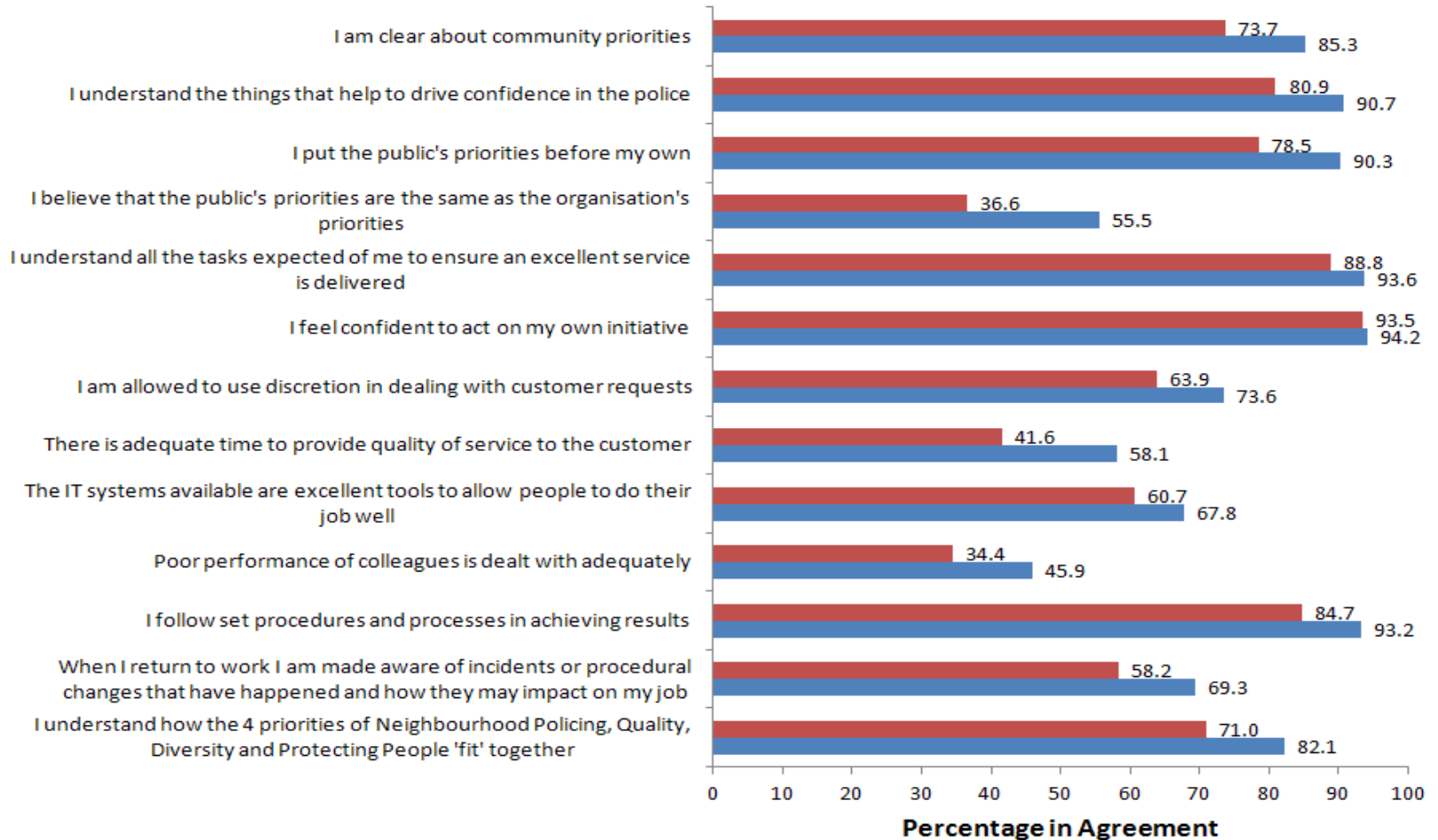
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NB: Closer the scale score is to the outer rim, the better the performance

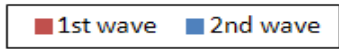


ACHIEVING RESULTS

PERFORMANCE

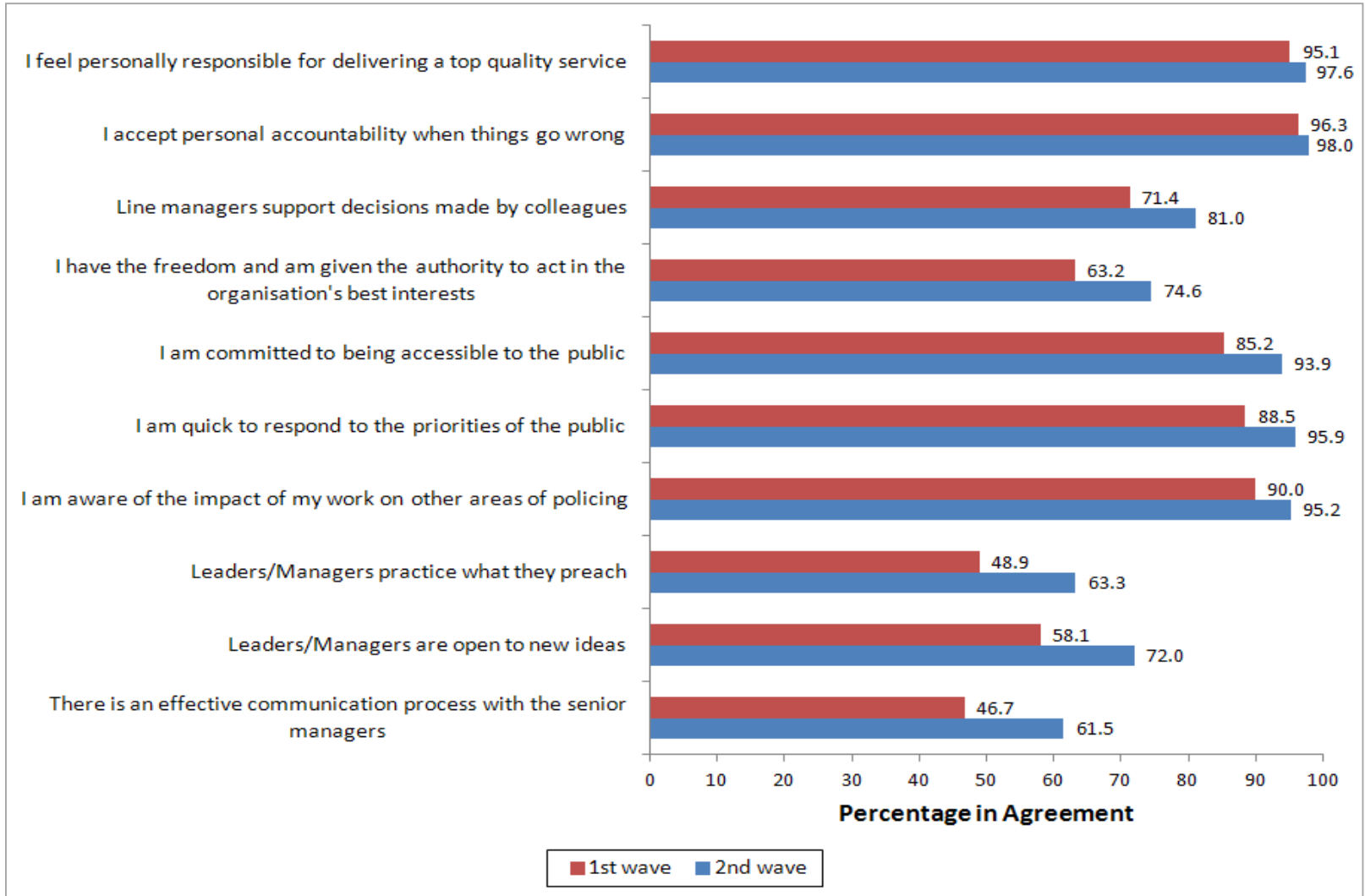


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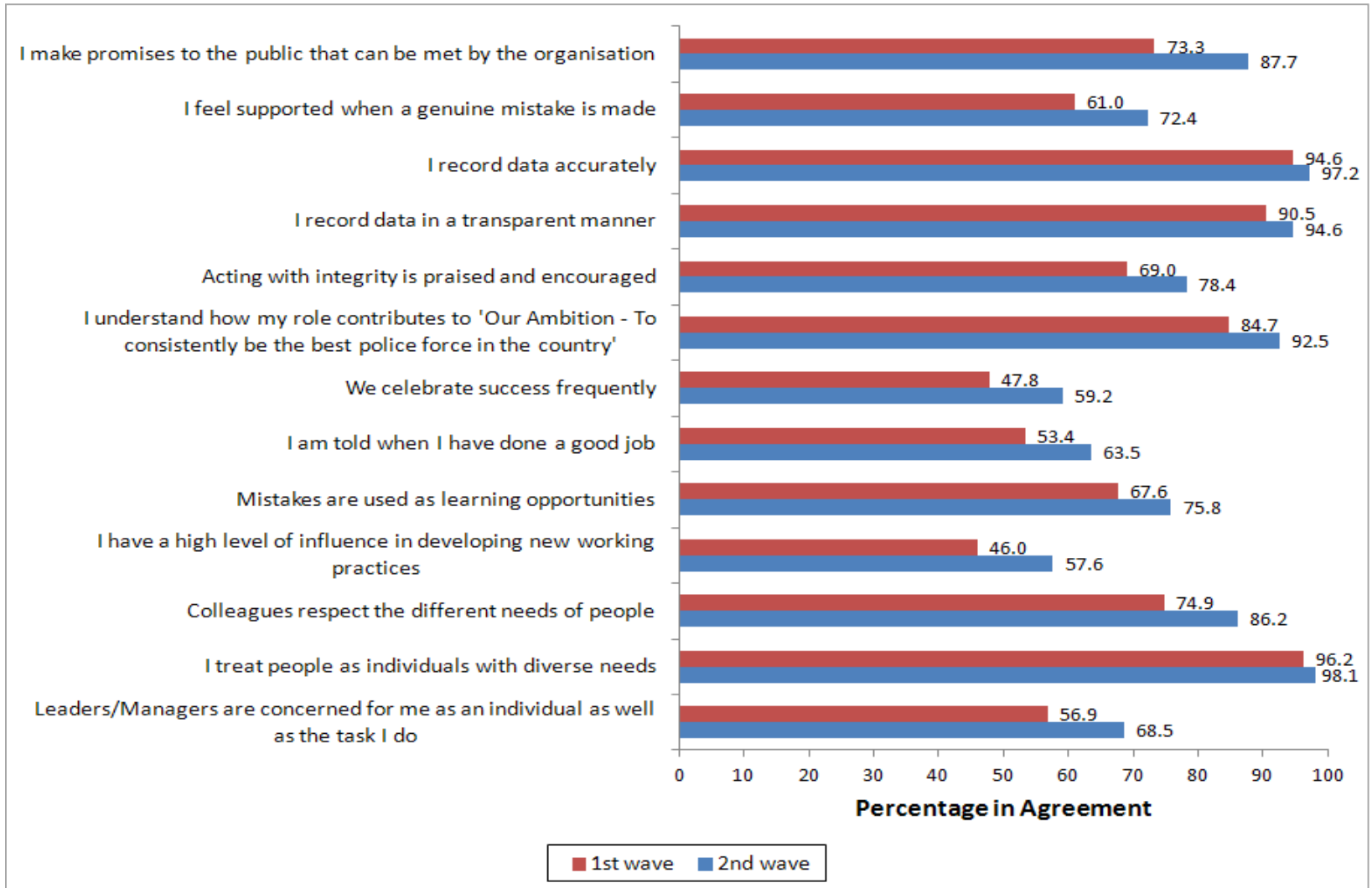
ACCOUNTABILITY PERFORMANCE



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INTEGRITY AND VALUING PEOPLE PEOPLE



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Key Conclusions

- Importance of evidence-base of culture change
- Leadership sponsorship is key to achieving successful outcomes
- Engagement of staff at all levels is critical
- Sustainable culture change requires internal ownership and tenacity