



Comparative Police Studies in the EU

Organizational Change and Development Symposium

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EAWOP

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Organizational change

Change within organizations cannot be controlled arbitrarily. Organizations rarely do exactly what they are told to do.

(James March, 1981)

Most planned change endeavors fail to meet their targets



- Estimates of failures vary from 50% to 80%, fairly consistent over last 30 years

Hammer and Champy (1993); Beer and Nohria (2000); Kotter (2008); Senturia et al (2008); Ford and Ford (2010)

- Three observations of the nature of change
 - Change is a risky strategy
 - Universal remedies are counterproductive
 - Culture matters

First: Change is a risky strategy



- Organizational change is a risky strategy, as it is often related to the violation of an organization's core cultural values and, potentially, the organization's identity (Hannan, Pólos and Carroll, 2007).
- Therefore, we explicitly focus on the vital role of *organizational identity* to explain the successes and failures of organizational change.

Second: Universal remedies are counterproductive



- The organizational change industry is dominated by consultancies that offer universal solutions to organization-specific problems (Sorge and van Witteloostuijn, 2004).
 - Relying on universal remedies is counterproductive (Ostrom, 2007).

We incorporate a contingency perspective in our framework of organizational change that carefully diagnoses the *specific external and internal conditions* needed to make *specific organizational change programmes* into a success in *specific organizations* that operate in *specific environments*.

Third: Culture matters

- There is still a widespread habit within organizational change research to ignore the major influence of cross-country cultural and institutional differences (Sorge, 2005).
- Practices that look similar across organizations, cultures, or countries at the surface often turn out to be very different if analyzed more carefully.
- in a culturally diverse world, scholars of organizational change can not continue to assume with a quiet heart, that what are the change patterns in their corner of the world, are the world's pattern of change (Pettigrew and colleagues, 2001)

COMPOSITE in a nutshell

15 research institutes, 10 different countries,
25 police forces



COMPOSITE has 15 Research Partners who have extensive experience with organizational change in police forces

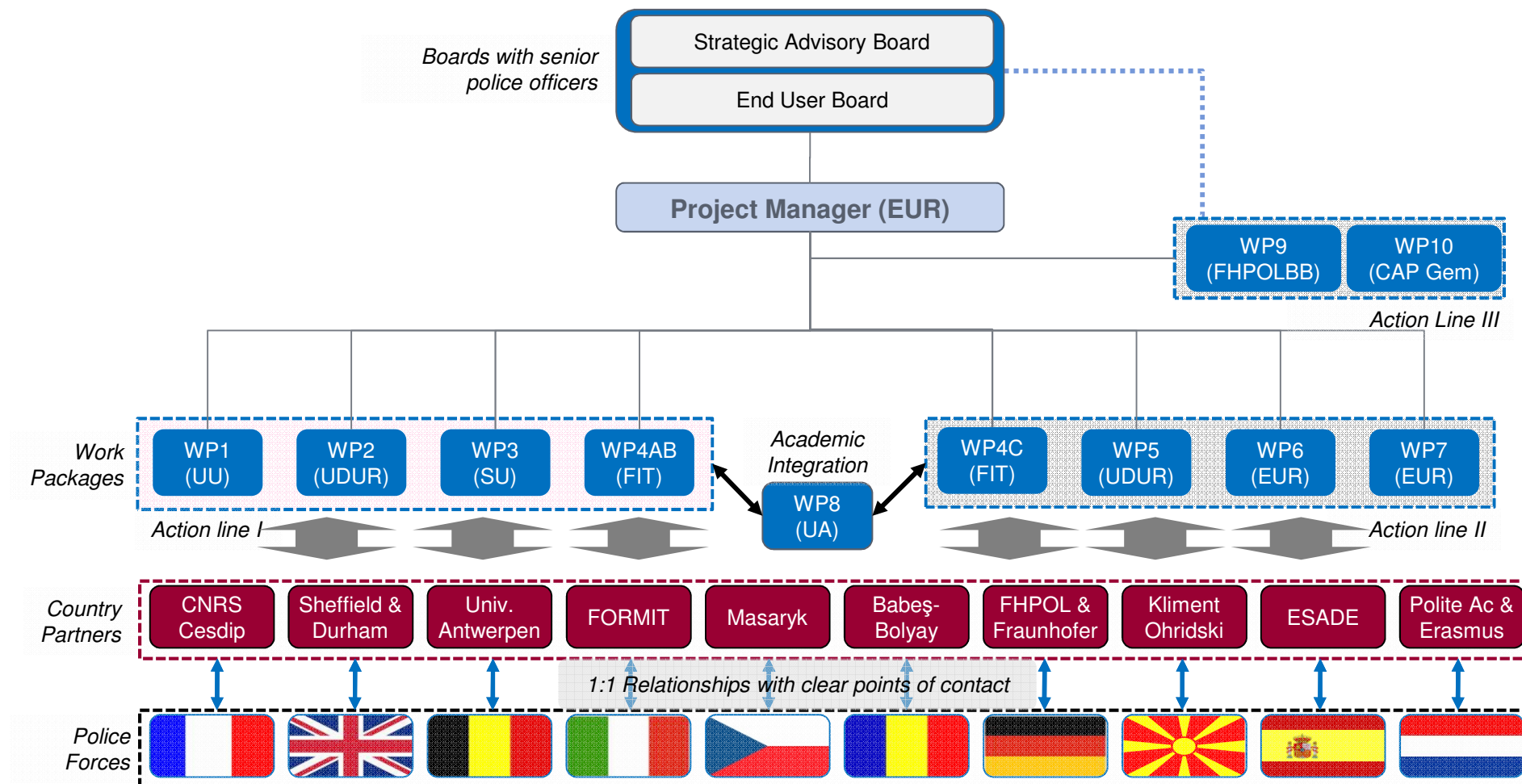


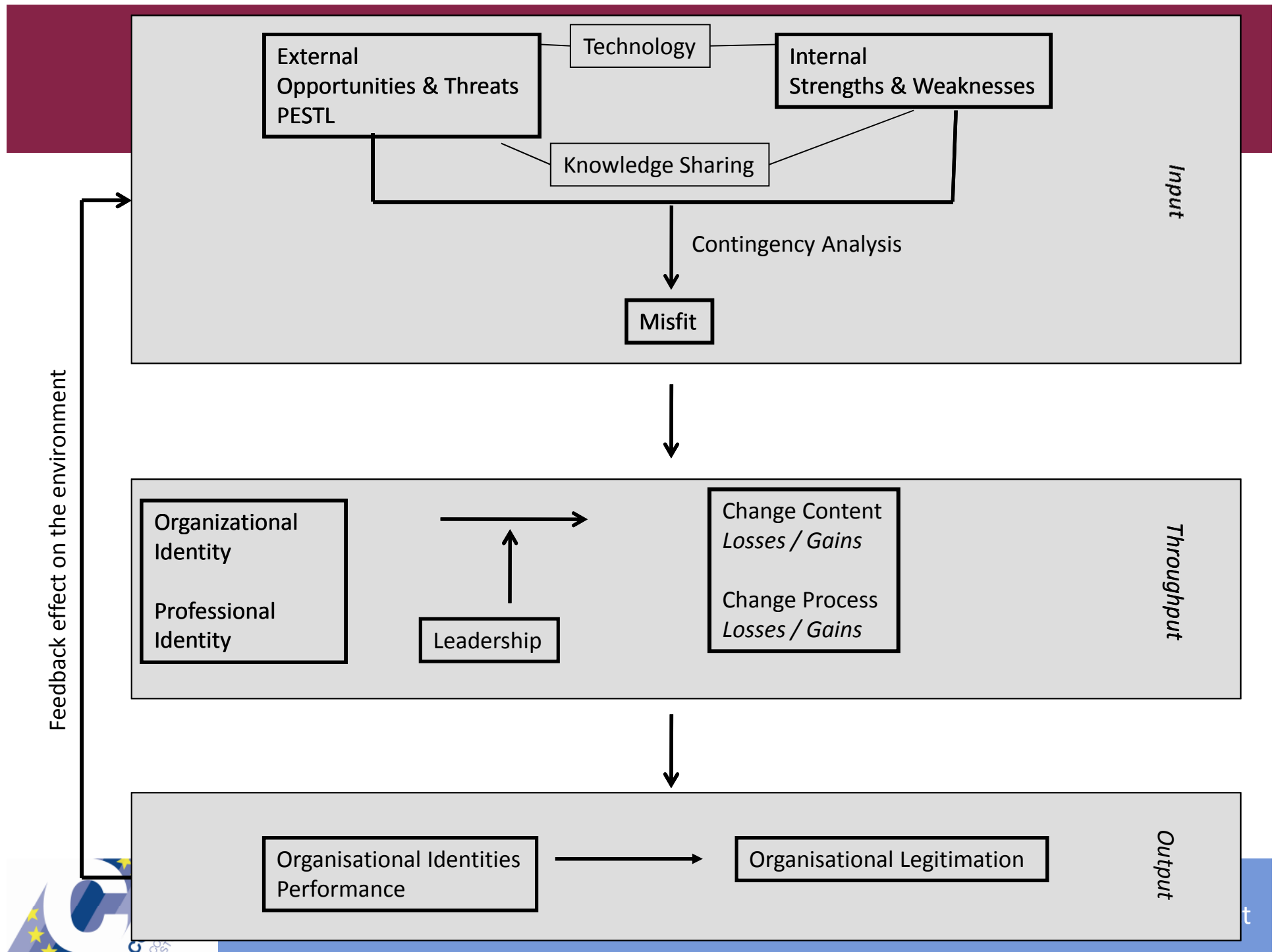
Pluralism in many respects



- ★ Multi-disciplinary
- ★ Multi-level
- ★ Multi-method
- ★ Multi-country
- ★ ... and connecting theory and practice

Pluralism translated into Governance





1. The Societal Positioning of European Police Forces: Police Accountability and Identity

Dominique Lapprand (Security governance and security systems consultant, France) dominique.lapprand@wanadoo.fr

2. The Acceptance of Social Media

Jean Brunet (Capgemini Group, France)

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Dominique Lapprand (Capgemini Group, France),

Sebastian Denef (Fraunhofer, FIT)

3. Knowledge Sharing: The Cultural and Hierarchical Determinants

Lucia Rațiu (Department of Psychology, Babeș-Bolyai University, Romania) luciaratiu@psychology.ro,

Claudia Rus (Department of Psychology, Babeș-Bolyai University, Romania),

Gabriel Vonaș (Department of Psychology, Babeș-Bolyai University, Romania),

Adriana Băban (Department of Psychology, Babeș-Bolyai University, Romania)

4. Taylorising Investigative Police Work: The Effects on Professional Identity and Performance

Stefanie Giljohann (Fachhochschule der Polizei des Landes Brandenburg, Germany) stefanie.giljohann@fhpolbb.de,

Nathalie Hirschmann (Fachhochschule der Polizei des Landes Brandenburg, Germany),

Mario Gruschinske (Fachhochschule der Polizei des Landes Brandenburg, Germany),

Susanne Stein-Müller (Fachhochschule der Polizei des Landes Brandenburg, Germany)

5. Enablers and Barriers to Successful Change

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In the news...

2013-05-08 13:34

COMPOSITE Deliverables: 5.1, 6.1, 7.1

COMPOSITE deliverables submitted to the EU.

[Read more ...](#)

2013-04-29 12:05

COMPOSITE research insights: "COMPS – Composite Members Present Studies"

New series on COMPOSITE targeted studies.

[Read more ...](#)

COMPOSITE invited to CENTRIC at Sheffield Hallam University (United Kingdom)



COMPOSITE research project

COMPOSITE – short for "Comparative Police Studies in the EU" – is a research project that large scale change processes in police forces all over Europe. New types of crime, open bor technologies, changing public expectations and tighter financial resources are directly or affecting police forces in most European countries. These new demands require modern po that are managed efficiently, are capable of acting flexibly and have the means to coop forces in other countries. Many police forces respond by introducing ambitious change pro aiming at modernising and rationalising the way policing is conducted. As such the face of policing is slowly changing.

Some of these change projects reach their goals, but some fail or face serious problems way. The required amounts of time and resources often turn out to be heavily underestimate many projects to be deemed failures, not only by police forces, but also by politicians, the the general public. In addition, large scale change processes may be perceived as threaten police's organisational identity resulting in resistance by police officers and the public alike lead to a critical decrease in commitment, loyalty, and effectiveness and consequently a dec public's perception of legitimacy.

Based around 11 interconnecting work-packages. COMPOSITE attempts to find out wh organisational structures, organisational identities and cultures, leadership styles, and proces police across ten European countries. During the initial phase, work-packages aimed at inv the content of current change programmes in European policing by analysing the police's

Contact



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Looking forward to hearing from you.