

Student NAME: Habad Khan

Rdi Student no: STU14791

University Registration no: 0811866967624

Enrolment Date: July 2009

Master of Business Administration: MBA

University Of Wales.

Date: January 2013

**Dissertation Title: Change Management in the
Police: A Study of Police Control Rooms.**

**Word Count 20600 words (excluding, Contents page, Declaration and Statements,
Diagrams, References and Appendices.)**

Declaration & Statements

This dissertation is a product of my own work and is the result of nothing done in collaboration.

I consent to RDI's free use including * online reproduction, including* electronically, and including adaptation for teaching and education activities of any whole or part item of this dissertation. (RDI)

Habad Khan

Acknowledgements

First of all, I would like to thank the Almighty for giving me the ability to study, granting me this opportunity and giving me the strength through the tough times.

My Mum and dad for giving me a wonderful life.

Thank you to my family, my wife Zareeda and my children Ibrahim, Zainab and Adam for putting up with my hours away from you. My brother Omar for proof reading this document and his great advice.

To my tutor Peter Byrne a great deal of thanks and gratitude for your feedback, which was invaluable and very informative in guiding me to my goal.

I would also like to thank ACC Iain Spittal and Superintendents Glyn Payne, Javad Ali, Richard Anderson and also Chief Inspectors Ian Thompson and Mark Khan for their assistance.

My colleagues and fellow workers in the FCR who completed the questionnaires and also took part in the interviews especially to Paul Richardson, Louise Coxon and Detective Mo Mohammed. You keep on helping those in need even when the chips are down. To you all I thank you for the great work you do day in day out which leaves me in awe.

To my learned teacher Mr Michael Devlin who taught me constant tests build character and my mentor Jane Mowat for ensuring I reflect on the path that lies ahead.

Finally, thanks to Ben Nicol from the North Yorkshire Police Performance Unit who helped collate the results of the questionnaires. To you all my heartfelt gratitude and thanks.

Abstract:

Change Management within the Police has been part of a few studies but has not received a great deal of attention. With the current economic crisis and the need in the near future for further public sector cuts, this study examined the effects of change management within the Control Rooms in North Yorkshire Police. Prior to May 2011, there were two Force Control Rooms in North Yorkshire. The cutbacks and the need under the Comprehensive Spending Review in 2010 by the newly elected Government meant that all Police Forces had to achieve savings of almost 20% from the overall budget BBC (2010). Originally, North Yorkshire Police proposed that this would mean a phased approach to the savings called the Nine Steps Programme.

However, in 2011 the former Chief Constable Grahame Maxwell decided to introduce the changes as quickly as possible and reduced the nine steps programme to two steps to achieve the savings within one calendar year. This study examined the effects of this two-step change management conducted within North Yorkshire Control Room in light of leadership style and will then further evaluate the effects and staff member's perception on the communication, implementation and resistance to changes. This research used qualitative methods to assess these four key themes.

A survey was sent out to staff at all levels of the control room to assess the viewpoints of staff regarding the changes in light of the four aforementioned key themes of resistance, leadership, communication and implementation. One also chose a sample of control room staff at random to participate in semi-structured interviews regarding their perceptions on the change initiative.

From this, one proposed certain recommendations, to benefit NYP, other Police Forces and other public sector organisations. In particular, the effects of transactional and transformational leadership on the type of resistance demonstrated were evaluated. The different types of communication and implementation issues, which arise, from different types of leadership was also evaluated.

Table of Contents:

Title Page.....	1
Declaration and Statement Page	2
Acknowledgements	3
Abstract.....	4-5
CHAPTER 1	
Introduction to Dissertation	
1.0 Introduction.....	8
1.1 Research Objectives and Aims.....	10
1.2 Outline	11
1.3 Structure and History of Changes within NYP.....	12
CHAPTER 2	
Literature Review	
2.0 Introduction.....	13
2.1 Resistance to change.....	15
2.2 Communication during Change.....	20
2.3 Leadership during Change.....	25
2.4 Implementation.....	32
2.5 Conceptual Model.....	38-40
CHAPTER 3	
Methodology	
3.0 Method.....	41
3.1 Justification of Method.....	42
3.2 Primary Research of Staff.....	43
3.3 Interviews.....	44
3.4 Surveys.....	45-46
3.5 Ethical Implications.....	47
3.6 Reliability, Replicability and Generalisability.....	48

CHAPTER 4

Data Analysis

4.0 Data Presentation and Analysis.....	49
4.1 Analysis of Surveys.....	49-80
4.2 Interviews.....	81-89

CHAPTER 5

5.0 Conclusions and Findings.....	90
5.1 Main Findings and Conclusions.....	90-102
5.2 Limitations to Study.....	101-102
5.3 Summary of Recommendations.....	103-107

Appendices:

Appendix 1 Email to participate in Questionnaires

Appendix 2 Email request to complete the questionnaire

Appendix 3 Email to participate in Interviews

Appendix 4 Questionnaire

Appendix 5 Semi Structured Interview questions

Introduction

Purpose:

The chosen project for my dissertation was a case study on the Police in managing change during times of austerity with an emphasis on four key subjects: leadership, implementation, communication and resistance to change.

Academic Perspective

This study was primarily based on change management theory. There is a great deal of literature on this subject. However, my research was important as it provided knowledge to a limited field of study. This concerned downsizing and changes within the Police in an adverse economic climate. Thus, it extended the research carried out by Hesketh (2011) who examined transformational police needed during public sector cutbacks. One's research linked in to this study and extended this by examining leadership, communication, resistance and implementation in one Police Force North Yorkshire Police in 2011 during the restructuring of the Force Control Rooms from two sites to one. This research was also the first of its kind extending the research on leadership to include the additional topics of resistance, communication and implementation.

Organisational Perspective

From an organisational point of view, this project allowed me to have some influence on future change and how implementation will be conducted and how resistance will be overcome. The current Assistant Chief Constable indicated to me that this is of value to the

organisation, as it will allow the needs of different stakeholders to be met particularly those most affected by the change i.e. staff and first line managers. Another important organisational gain was the fact that learning and development, which is a key part of North Yorkshire Polices strategic people plan, will be improved, as part of the questionnaires evaluated continuous learning and training within NYP.

Observable learning outcomes for North Yorkshire Police will be concrete recommendations for future change programmes and their implementation. A further observable outcome will be the fact the effectiveness of leadership by first line managers will allow learning not only for myself as manager but also for other colleagues who will no doubt face-renewed changes with newly elected Police Commissioners and need for more efficiencies.

Personal Perspective

This project was extremely beneficial to me in terms of career progression and personal development. In terms of the former, I see my future working in a strategic role within the Police and this focus on strategic change will enable me to make recommendations, which will benefit the organisation.

In terms of personal development, this project allowed me to develop skills and knowledge in change management, strategy, HR issues, time management, rapid reading, active listening and interviewing. All these have been a great advantage to me in my current role as Deployment Manager and developed me personally for my personal and working life.

Research Questions and Objectives

To examine the individual and organisational barriers to change within the NYP Control Room.

To investigate the process of change within NYP and establish acceptance/ resistance.

To evaluate the leadership during the changes.

To examine the effectiveness of communication during the process of change.

To assess the success of the changes and their implementation.

To propose recommendations for future changes within NYP.

Outline:

This dissertation will be a work based project aiming to reach the above clear objectives and also meet organisational needs by coming up with a concrete set of recommendations related to change management and which will be of use for future changes within NYP. The second chapter will be a critical review of current literature related to the four themes of leadership, communication, implementation and resistance to change. This review will compare and contrast the views of prominent authors and will look at shortcomings and limitations to some viewpoints. This will be clearly referenced throughout using Harvard referencing.

The next chapter will be the methodology section. This will examine the chosen methodological approach. In one's research, this will be qualitative data. The chosen methods of semi structured interviews and questionnaires will be justified fully. In this chapter, one will also look at both the sampling strategy and approaches used to improve the survey responses. Limitations to the approach particularly in terms of ethical implications and issues surrounding reliability, replicability and generalisability will also be explored.

Subsequently there will be a chapter on data analysis. This will present the most important themes and patterns from both the questionnaires and interviews to meet the objectives of this research. Those threads and themes, which are of most importance to the four key topics in change management, will be detailed. Finally, limitations to the current research and proposals for further future research will be articulated.

One's dissertation will end with a concluding chapter, which will compare and contrast one's research findings with the key parts of the literature review. The conclusions will also

propose a concrete set of objectives from one's research, which will attempt to improve change management within NYP.

Structure and history of changes within NYP:

NYP or North Yorkshire Police is a Police Force covering the largest geographical area within England of 3,341 kms. Prior to the changes, as demonstrated by the York Press (2012a), North Yorkshire Police had 1656 police officers in 2007. There was a reduction in officer numbers to 1402 officers in 2012. For Police staff according to the York Press (2012b) there was a loss of 245 jobs, and Police staff numbers reached a total of 989 staff in 2012 according to the BBC (2012). Part of the changes resulted in the closure of the force control room at Newby Wiske this was underlined by the BBC (2011). This meant that there would be one central control room in York and this would result in the loss of 120 posts to civilian call takers and dispatchers. This was the biggest changes in the handling of 999 calls within North Yorkshire Police for 10 years since 2002 when divisional control rooms relocated to two sites in Newby Wiske and York. This massive change and relocation meant that the changes needed to be effective to meet public demand.

Literature Review

In order to conduct a critical literature review a systematic analysis of key literature pertaining to the management of change will be examined. Crucially this literature will be evaluated in a critical way to assess the strengths and weaknesses of the key literature and its limitations. Existing sources of literature will be included in a comprehensive manner.

There a number of key themes one intends to analyse during this literature review. These are highlighted in the Pyramid in Figure 1:

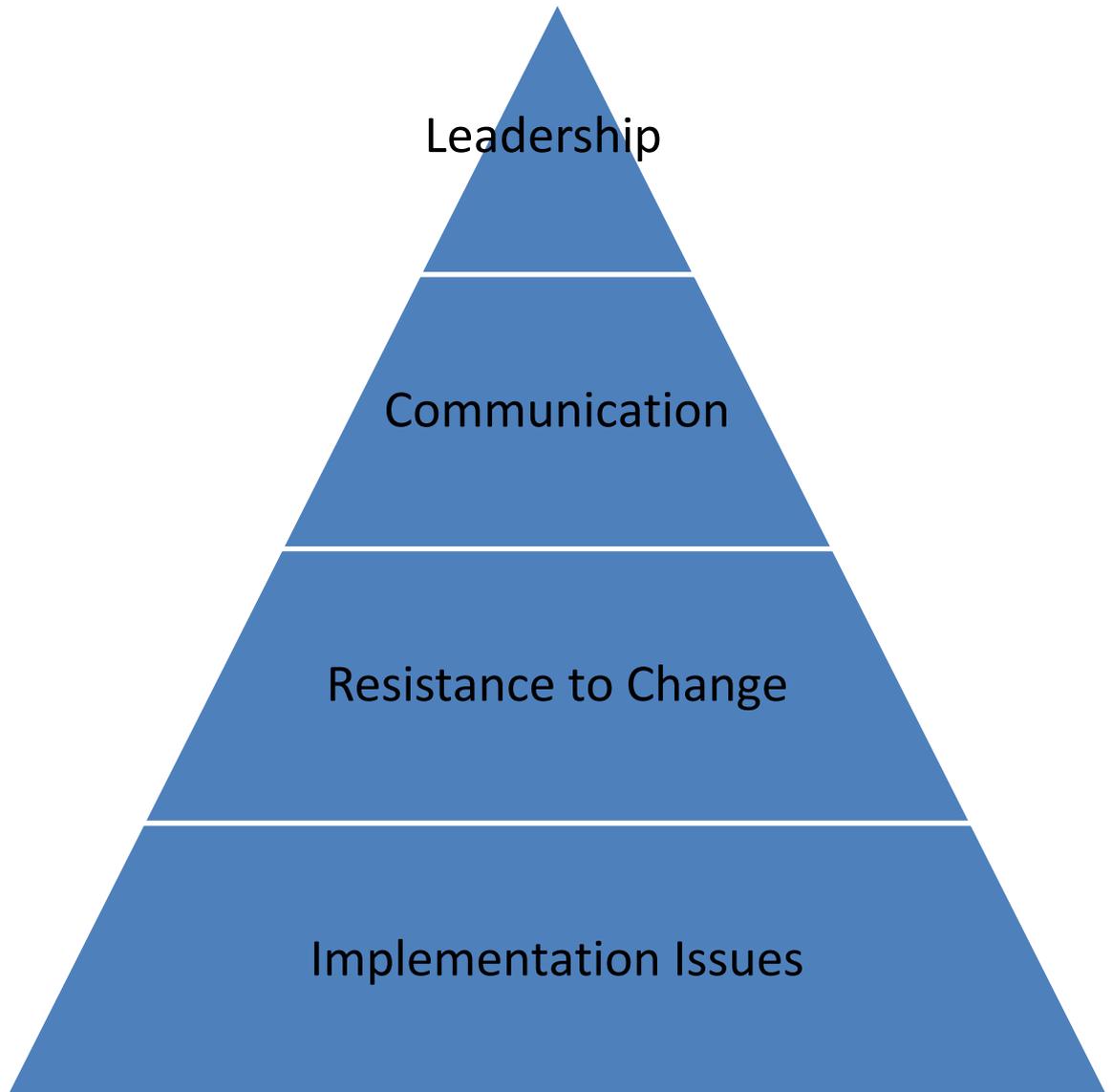


Figure 1: Key Themes for Literature

Resistance to Change:

Firstly, a number of crucial journal articles will be evaluated to assess why the type of leadership adopted has a bearing on the type of resistance demonstrated by staff. The correlation between the hierarchical and top down leadership in the Police and the resistance shown will be examined. Indeed, one will seek to explore whether or not the authoritarian and directive leadership in the Police had an effect on the resistance during these changes. This will also meet the objectives of this research by probing whether or not the leadership adopted by managers in North Yorkshire Police had a negative or positive impact on the resistance to the changes.

Some research such as that conducted by Bjorn et al (2009) and Oreg and Berson (2011) have looked at both resistance and also leadership. Bjorn et al (2009) states that trust in management can support change agents. Oreg and Berson (2011) suggest that leadership influences resistance. Oreg and Berson (2011) claim that staff in his studies demonstrated more resistance to change when the heads of schools adopted less transformational leadership and were less receptive to change. Maurer (2005) concurs with these studies by stating that there can be better management of resistance by ensuring commitment throughout the changes.

One author who takes a distinctively psychological approach to resistance to change is Bovey (2001). He looks at resistance to change as a behavioural and psychological issue rather than as an organisational issue.

Bovey (2001) states most authors examining resistance do not look at the human elements, which have a major impact on the success or failure of a change programme. The focus for most is on the technical and organisational management of change. Thus, Bovey (2001) examines the unconscious motivations for resistance and link resistance with anxiety levels. He states during organisational change anxiety levels increase. Bovey (2001)

suggests two types of interventions by management may be able to assist resolving resistance to change. These include information based interventions and counselling interventions.

Information based interventions according to Bovey (2001) provide staff with the information to deal with their feelings of anxiety and motivations for resisting. Counselling Interventions allow for group or individual to deal with their own defence mechanisms to the change.

Criticisms of this approach from Dent and Goldberg (1999) include the fact that this is essentially a psychological examination of resistance to change rather than being based on management theory. Equally, they suggest these solutions are not based upon experienced practitioners of change such as Kotter and Schlesinger (1979) or other change specialists.

Stanley et al (2005) also contend that resistance to change is an important psychological factor during change. Stanley et al (2005) distinguishes between scepticism of change and other forms of cynicism and distrust of management. In this study of sixty-five companies undergoing change, it is stated that change specific cynicism increases resistance to change. Thus, this article focuses on resistance to change in relation to employee cynicism a particular psychological effect of change.

Stanley et al (2005) therefore argue that employees who believe that management is engaging in change for other reasons than those explained to them will be unwilling to change their behaviour. This study therefore examines the relationship between increasing resistance and the negative perceptions and cynicism of staff affected by the changes. This is particularly pertinent to my research. Stanley et al (2005) thus posed a question surveyed in ones questionnaires as to whether cynicism was a factor in influencing their resistance to change.

The authors themselves acknowledge limitations in their approach as it relied heavily on self-reporting measures. There was also a further weakness as the link between different variables such as cynicism and resistance to change could not be established. This was essentially because causality was lacking. Equally, the methodology was lacking reliability, as it required further replication before the research could be relied upon fully.

Maurer (2005) concurs with Bjorn et al (2009) and Oreg and Berson (2011) by stating that resistance can be managed better by ensuring commitment throughout the changes.

Dent and Goldberg (1999) also challenge the view that resistance to change is an acceptable mental model in organizational change. They also criticise the view that it is always a management versus employee issue. The authors argue that if change managers were to let go of this idea of resistance to change it would be more useful in dealing with organizational change dynamics.

Dent and Goldberg's (1999) main argument is that whilst other authors contend that employees resist change. They are of the opinion that they do not actually resist change per se. The reasoning they give for this they contend that staff do not resist change but actually, what needs to be applied is a different mental model where staff do not wish to fully embrace changes management wish to introduce. Dent and Goldberg (1999) further argue that in their research there are a few examples of resistance to change in organisations. Thus, Dent and Goldberg (1999) contend that resistance to change is outdated mental model.

Piderit (2000) also contends that rather than pointing failure to the negative actions of individuals (i.e. resistance) what should be done is to assess the deficiencies in the change management. Thus, both authors argue that rather than analysing resistance to change what should be examined is the issues surrounding implementation. This is in distinction to

the thoughts and perceptions of aforementioned authors who think that resistance is the most important factor in the failure of change programmes.

Furthermore, a fundamental part of the methodology will be to assess these important issues on resistance to change and examine their relationship to one of the objectives of this study i.e. how well this was managed.

Ford et al (2008) state the story of resistance to change is decidedly one sided. This is because in their opinion Ford et al (2008) often change managers are seen as good and doing the right thing. Whilst those being affected by the change are seen as obstructive and creating barriers and being unreasonable. Hence Ford et al, (2008) assert there is no consideration to the fact that change agents are biased, and they attribute this to those being affected by the changes. Also another argument by Ford et al (2008) is that actually the behaviours of those affected by the changes, might be due to the change agents own mismanagement and inactions.

Maurer (2005) states that resistance can be better managed through commitment and engagement. Maurer (2005) demonstrate that resistance to change can be managed through a four-step method i.e. verifying facts, challenging faulty beliefs, acknowledging feelings and relating changes to people's values. Thus, the change from two control rooms to one can be assessed using this literature to examine two crucial ideas. In the first instance, whether the change according to staff was mishandled or not and how this contributed to their opposition to it. Secondly, to establish whether staff thought the change was needed in the first place or not.

Kotter and Schlesinger (1979) provide a classic model of how best to manage resistance. In their crucial article, they propose six methods for dealing with resistance. These include education and commitment, participation and involvement, facilitation and support, negotiation and agreement, manipulation and finally explicit and implicit coercion.

Palmer et al (2009) highlight that resistance to change can be due to a number of different factors including dislike of the changes, attachment to current ways of working, belief the changes were wrong and also disagreement with the way the changes are being managed. Palmer et al (2009) expand on this by stating that reactions to resistance can be verbal, passive or active and that initial reactions to changes can include anger, betrayal and confusion. Palmer et al (2009) also stated that belief changes were being mishandled can also increase resistance.

Communication.

At this juncture, another important topic to be examined in my dissertation can be introduced. This pertains to how staff perceived the communication when the changes were being conducted.

Some seminal articles highlight the significance of communication during change programmes. De Jager (2010) states that good change, is due good communication. However, others such as Palmer et al (2009) and also Fox and Amichai- Hamburger (2001) assert that communication during change which does not contend with emotions is too rational and disregards this key factor in change at its peril. Palmer et al (2009) are critical of an emotional viewpoint, as it does not consider different motivational influences on staff and their diverse backgrounds.

De Jager (2010) highlights that the utilisation of communication to force through change. Such as that it will be “this way or nothing” will infuriate employees. Thus, these issues surrounding communication, and whether they were sold to staff will influence the methodology. Issues pertaining to leadership will be correlated to establish whether communication could have been better and whether staff felt dictated to rather than them being involved and consulted.

However, the De Jager (2010) does not consider the emotions involved in change. Fox and Amichai- Hamburger (2001) state that emotions can be a useful instrument, with which to establish commitment and a willingness to change. Fox and Amichai- Hamburger (2001:86) contend that emotional appeals can be used to “create urgency and powerful change coalitions can be established.”

A significant weakness in change agents according to Palmer et al (2009) is the ability to direct emotions and Palmer et al (2009) also contend that in fact external issues on staff such as the impact of friends and family is neglected. Similarly Palmer et al (2009) criticise the method adopted by Fox and Amichai- Hamburger (2001) because of an underlying assumption made by them regarding emotions and that all people respond in the same manner to emotional appeals. According to Palmer et al (2009), this is unsound as it disregards the fact that people have different motivational factors and also avoids issues of culture and that people from diverse backgrounds respond differently to change.

Russ (2008) states most change programmes fail in the implementation stage. Russ (2008) examines two conceptual frameworks for change programmatic, which is focussed on telling and selling. Secondly, Participatory methods empower and involve people. Whilst, Programmatic change programmes often involve compliance of key stakeholders and the top down feeding of information.

The communication methods used in Programmatic Change are controlled and highly centralised. Little power is given to front line employees many of whom have a great deal of expertise in the areas being affected by the changes. Communication during programmatic change can involve pamphlets, small informal meetings and larger meetings.

Russ (2008) demonstrates that authors such as Nutt (1987) argue that programmatic change programmes are less effective than participatory ones. Equally, Lewis (2006) thinks they are considered less effective by stakeholders than participatory change programmes and communication methods.

Another crucial limitation to Programmatic Communication methods according to Russ (2008) is the fact that it only considers a one-way method of communication whilst authors such as Richardson and Denton (1996) consider two-way communication to be an absolute imperative. Russ (2008) also demonstrates that Programmatic Communication methods off

load a vast amount of information on employees often which is difficult to absorb due to the quantity of it.

As well as two way communication, consultation is important. Kavanagh and Ashkanasy (2006) state that if consultation is not conducted in a meaningful way then staff will feel managers are just paying lip service to it.

Participatory Change programmes according to Russ (2008), involve and consult with key stakeholders such as staff. Methods of communication include ad hoc committees, large formal meetings and smaller less formal ones. The main purpose of this communication is to elicit support from key stakeholders. Crucially it involves two-way communication to distribute information to stakeholders.

Vital limitations to this approach according to Russ (2008) are the fact that disengagement can occur as leaders may lose focus, as they are not able to direct communication. Russ (2008) also states some participatory programmes are seen as insincere as they may only consult employees in a symbolic rather than a meaningful way.

Russ (2008) also argues that a crucial limitation to participatory approaches of change is the fact they make an assumption most employees wish to be involved in change. As demonstrated by the earlier theme of resistance to change some staff may have negative feelings to the change and this may create barriers for their involvement in the change.

Richardson and Denton (1996) examine the process of communicating change, reasons for failure of communication and successful techniques used to communicate change in a variety of organisations.

They also argue that it is important in radical change to let employers know first rather than hear of rumours from outsiders. Richardson and Denton (1996) also highlight that during massive layouts such as the one involving Delta Airlines they examined that the company is often inundated with queries from staff and this needs managing carefully.

Richardson and Denton (1996) also state that often the best form of communication and one that staff value the most comes from their immediate line supervisors. Richardson and Denton (1996) demonstrate that key to successful change is communication and collaboration.

They also cite Hoffer (1986) who state that actually clearly stated intentions and listening are important interpersonal skills needed for successful change programmes as well as the art of collaborating with staff thorough making decisions in teams.

One of the main messages by Richardson and Denton (1996) is that change should be communicating internally rather than employers receiving the news through their car radio. Schweiger and Denisi (1991) are quoted as stating that if there are rumours, which have some truth in them, and management either deny them or do not deal with them trust in management and the changes they are introducing will be severely compromised.

Furthermore, Richardson and Denton (1996: 214) contend that it is not just communication, which aids change, but consistent behaviours, which can reinforce the messages. They state this “real communication is through deeds and not messages.”

Strengths to the arguments by Richardson and Denton (1996) include the positive points on dealing with rumours and being reliant on supervisors to deliver messages. However, a note of caution is noted here as some supervisors may not have the skills capacity to deliver messages or may be resistant to the changes themselves.

The ten points used by Richardson and Denton (1996) to demonstrate good communication are not always valid for a big organisation with a limited timeframe to communicate a massive change programme. However, a key strength is the fact Richardson and Denton (1996) state that employees should be involved in the change process and the decisions about the change.

Saunders (2000) states change programmes often fail to effect change and fail as programmes. She also states new channels of communication are needed in the emotionally charged environment of change.

Saunders (2000) state 12 points are needed to communicate change effectively

- (1) Specify the nature of change without slogans.
- (2) Explain why the changes are needed.
- (3) Let employees know the scope of changes even it is bad news.
- (4) Repeat the purpose of the change and the actions planned.
- (5) Make sure communication is two way.
- (6) Target Supervisors once again like Richardson and Denton (1996) they argue that supervisors should communicate the need for change.
- (7) Support change through new learning.
- (8) Point to real progress.
- (9) Don't limit communications to print and email.
- (10) Institutionalise the communication flow about the change.
- (11) Model the changes yourself.
- (12) Use graphics.

The main strengths to the approach adopted by Saunders (2000) are about not using large meetings but smaller groups to communicate change, as they are more effective. Another strength to this is explaining the changes to staff so they understand them.

Leadership during the Changes.

Goffee and Jones (2000) highlight that leadership is important for change to be sustained. Kotter (1995) agrees with this premise. Gill (2003) also concurs that effective leadership is essential for the managing of change. Many other such as Kanter et al (1992) and Ulrich and Wiersema (1989) states that leading change is the most important management task facing modern managers. Authors such as Tichy and Devanna (1986) and Bass (1990) Kanter (1983) all state transformational leadership of change is needed.

Goffee and Jones (2000) also contend that leadership is relational meaning it does done with people not to them. Similarly, Brenner (2008) states that people are the greatest lever in change management. Brenner (2008) contends that many leaders are rational rather than looking at psychological factors, which motivate people to change behaviours. According to Brenner (2008), this latter point allows staff to adopt behaviours, which are of utmost importance in a change programme. Brenner (2008) states that organisations must look for solutions to inertia and resistance by starting with its own key stakeholders its people. Brenner (2008) states a top down strategy of change only leads to resentment what is needed is people to be thought of first, inspired and also live the organisations values and mission.

Gill (2003) states directive leadership is less effective and Tannenbaum and Schmidt (1973) agree with this by highlighting that democratic leadership has more influence on staff. Others such as Graetz (2000) states charismatic leadership is the key in managing change.

Landrum et al (2000) like Graetz (2000) and Tannenbaum and Schmidt (1973) state that charismatic leadership is needed to communicate a vision and mobilise others to change.

On the other hand some authors such as Nadler and Tushman (1989 cited Steers et al 1989) and Hogan et al (1990 cited Clark and Clark 1990) contend that during a turnaround situation directive leadership is what is required and not democratic tendencies. For example Nadler and Tushman (1989 cited Steers et al 1989) argue that transformational leadership alone will not suffice for a turnaround situation such as that faced by NYP in its control rooms. They believe that utilising transformational leadership alone in this situation could lead to failure.

Hogan et al (1990 cited Clark and Clark 1990) and Janis (1983) also state that due to the development of a group mentality transformational leadership could be damaging to a change transformation by allowing unethical or controlling behaviour. This is in contrast to Bass (1990) and Tannenbaum and Schmidt (1973) who both contend that transformational leadership is the key to change programmes. Thus Nadler and Tushman (1989 cited Steers et al 1989) and also Hogan et al (1990) do not believe that turnarounds are suited to transformational leadership.

These issues raised by the literature will influence the methodology. As one will endeavour to investigate in the methodology whether the leadership style within NYP was of a democratic and empowering style and nature or whether it was of a more transactional and directive style during these changes.

Gill (2003) proposes a model of leadership in successful change. This is based on a vision, strategy and culture to support the vision. Kotter (1995) agrees that a vision is the key. Gill (2003) also argues that management is not enough to carry through change and it is leadership not management which is required although aspects of both are needed. Burnes (2004) also makes the distinction between management and leadership during change.

Kotter (1995) argues that commitment and urgency to change needs to be demonstrated. Graetz (2003) also concurs that leadership commitment is required. Both authors similarly argue over visions. Kotter (1995) states that leaders need to provide an overall vision and focus.

Graetz (2000) goes further by declaring that leaders are not just at the top but are present at all levels of an organisation. DTI (2002) agree with this as they states that leaders are needed who can motivate and lead teams through change at all levels of an organisation.

DTI (2002) similar to Kotter (1995) and Graetz (2000) also stated that what was needed was a vision in a fast moving environment.

Bass (1990) argues that charismatic leadership can be learnt through adequate training to instil the necessary qualities in a leader. Bass (1990) also highlights that few managers rely on power alone to enforce their leadership.

Transactional management is explained by Bass (1990) as the transaction of employees been rewarded based on their performance. Therefore, it is essentially a reward for a job or task carried out. Transactional managers are known according to Bass (1990:20) as not willing to change so they espouse of an attitude, which is anathema to change managers which is "if it ain't broke don't fix it." Bass (1990:21) contrasts this attitude with superior or "transformational leadership with inspiring leaders who encourage acceptance of a new purpose or mission a new vision." This one again agrees with authors such as Kotter (1995) and also Graetz (2000) who both talk about selling a vision during change.

Transformational leaders according to Bass (1990) encourage staff to think of the organisation and move beyond selfish interests. These type of leaders according to Bass (1990) have a greater influence and instil a great deal more trust amongst followers. This is important in ones current research as it essential to gain commitment of staff and stakeholders during any change programme.

Bass (1990) also suggests that Transformational leadership is very much based upon individualised leadership whilst transactional leadership is not. The resultant effect of transformational leaders is that staff see them as more effective than those stuck in the transactional mode of leadership Bass (1990).

The key aspects of transformational leadership according to Bass (1990) were the fact leaders of this type provide a vision and sense of mission and gain respect and trust of followers. Furthermore, according to Bass (1990: 22) they provide good communication of high expectations and “express important purposes in simple ways.” Whilst Bass (1990) indicates that transactional managers act in a corrective manner to discipline those who do not act according to rules instead of inspiring them to think beyond self interests.

Leaders of a transactional nature also demonstrate passive management and “laissez faire.” attitude. Neither of which, assist in a major change programme. Bass (1990) concludes by stating that employee performance improves significantly when transformational leadership behaviours are present.

Tichy and Devanna (1986) indicate that transformational leaders go through a specific process during change. This involves according to Tichy and Devanna (1986) alternating phases of recognising the need for change, creating a new vision and then institutionalising the new approaches.

Caldwell (2003) demonstrates like Kotter (1996) that change leadership and change management are two separate entities. Caldwell (2003) also states that managers play an important role in the implementation of change. Caldwell (2003) also argues that managers engender commitment and encourage staff to embrace change.

The methodology will include topics such as whether in NYP there were change leaders or change managers present during the change programme. Caldwell (2003) makes a

distinction between the attributes of change managers and those of change leaders. Burnes (2004) also concurs that change managers are distinct from change leaders.

This was done through a specific methodology. This involved analysing one hundred and forty seven recruitment adverts in UK newspapers and then the main attributes identified for both change managers and change leaders were evaluated by a panel of experts.

One of the attributes identified for change leaders was once again to have an inspiring vision. There was also a consensus amongst the experts that there needed to be open communication by both change leaders and change managers to engender trust. This is because Caldwell (2003) states that trust is the most important factor influencing the anxieties engendered by change.

Crucially an attribute present in both change managers and change leaders was openness to new ideas. This was because of the fact according to Caldwell (2003) managers are dependable and predictable whilst what is needed is new ways of working.

A study by the DTI (2002) examined whether management and leadership had inherent weaknesses in Britain in both private and public sectors, which were damaging performance and productivity.

This reports highlights despite more and more managers having management qualifications. A number of important weaknesses were apparent in manager's skills. These included according to the DTI (2002) that creating a vision in a fast changing environment was lacking. Factors such as, motivating and leading teams through change were not present at all levels of an organisation. The DTI (2002) also highlighted that leadership was needed at all levels of an organisation. DTI (2002) also have also developed a framework for leadership and management which they state will improve leadership within the UK.

In conclusion, DTI (2002) state that those companies with consistent frameworks for developing leadership are generally rated higher by staff than those organisations, which

do not have these. However, companies that do possess these frameworks according to DTI (2002) are also more profitable and have better performance.

DTI (2002) state with traditional management being replaced with new structures what is needed is not technical expertise but an emphasis on interpersonal skills. Graetz (2000), Gill (2003) and Kotter (1996) also agree that leaders need strong interpersonal skills during change.

In addition, Graetz (2000:550) also states two types of leadership are needed during change charismatic, which is demonstrated, by strong interpersonal skill and “empowering and energising staff.” Instrumental leadership, on the other hand, is about control and reward.

The central question for the research conducted by Hesketh (2011) is whether transformational leadership is needed during radical change imposed on the Police service with budget constraints Hesketh (2011) demonstrates that current Police leadership training with the National Police Improvement Agency (now called the College of Policing) recognises that transformational leadership, is important. Whilst, also maintaining that at times a transactional approach is also needed during some occasions. The main conclusion reached by this author is that transformational leader is indeed important and relevant to the Police during these austere times.

It has crucial benefits according to Hesketh (2011) in terms of allowing staff to feel satisfied in their employment. Equally, Hesketh (2011) highlights that middle managers play a pivotal role, in helping their staff through the change. They also have to be great communicators and facilitate the communication process from senior managers. Hesketh (2011) states that transformational leadership allows leaders in the Police to do best do this.

Hesketh (2011) also points out that Home Office research does demonstrate that some senior leaders in the Police driven by performance remain in a transactional mode.

However middle managers should according to Hesketh (2011) adopt a transformational approach in order to achieve performance.

There is also a contradictory position take by Dobby et al (2004) who actually argue that as the Police face more economic constraints they may have to actually become transactional in nature. However, Dobby et al (2004) do state this is unlikely to be a successful approach in the long term. Finally Hesketh (2011) states that although many in the Police recognise the need for change few are prepared for its implementation Hesketh (2011) states transformational leaders behaviours create trust and satisfaction and in turn create organizational citizenship behaviours.

In turn for this dissertation, one will examine in the methodology issues related to this literature and whether transactional leadership has resulted in less trust and satisfaction and in turn less positive change behaviours.

In terms of transformational leadership, many authors have questioned the morality and ethics of this type of leadership. It is associated with manipulation and deceit. Hay (2012) demonstrates some of the main criticisms of transformational leadership. Hay (2012) states that many see transformational leadership as important due to it being able to assist organisational improvement and improve culture thereby aiding change. However, Hay (2012) also points out that this leadership can lead to abuse in power and is amoral.

Howell and Avolio (1992) also concur with Hay (2012) and state that this type of leadership manipulates and controls others. Conger (1996 cited Steers et al 1989) suggests that the unethical side of this type of leader could in fact disrupt and ruin a turnaround programme.

Bass and Steidlmeier (1999) also suggest that transformational leadership does not allow for participative decision-making, and does not allow for shared leadership with staff. Bass and Steidlmeier (1999) thus think that transformational leadership is against organisational learning.

Implementation Issues.

Strategic change programmes such as that conducted within the NYP control rooms are futile unless there is good implementation during the execution of the changes. Two seminal articles highlight that implementation is the most important task in change programmes.

Firstly, Kotter (1995) states that many change programmes are failures. Beer et al (1990) concur with this assessment. Beer et al (1990) go further and states that changes by human resources or formal structures are not as effective as those conducted by managers on an ad hoc basis with employees. This is because managers are able to create solutions to business problems with informal structures according to Beer et al (1990).

Also Beer et al (1990) state that this allows the focus on the work itself rather than issues such as culture and participation. Beer et al (1990) also argue that best way to change is to create a new organisational context and thereby allow staff to gain new attitudes through new responsibilities and roles.

This is in contrast to what Beer et al (1990) state is the current focus on individual attitude change, which leads to individual behaviour change. However Beer et al (1990) demonstrate that most change programmes do not produce change according to Beer et al (1990) due to the fact they treat change like a process. Beer et al (1990) state most change agents believe that once people change their individual attitudes this will affect the behaviours of others and lead to a conversion of others through individual attitude change.

Beer et al (1990) disagree with the assertion that changing individual attitudes and formal structures will affect employee's behaviours. They state that most answers are with peripheral divisions rather than corporate headquarters. Beer et al (1990) also state that two factors are vital to change implementation. Teamwork and co-ordination and also the

acquisition of new competencies. Which include interpersonal skills, knowledge and ability to analyse.

Kruger (1994 cited De Wit and Meyer 2010) agrees with both Kotter (1995) and Beer et al (1990) that implementation is important by arguing that implementation is the key core task of change management. He also highlights that managers sometimes use an old understanding of implementation problems to come up with solutions. Thus, they implement the solution to the wrong problem by relying on an old experience rather than judging the individual circumstance.

Kruger (1994 cited De Wit and Meyer 2010) also states that information, training and supervision are crucial after changes have been introduced. However unlike Beer et al (1990) who argued against participation Kruger (1994 cited De Wit and Meyer 2010) states that as well as teamwork and coordination consultation, participation and quality circles need to be embedded for change programmes. This is in line with continuous learning and the ideas of Senge (1993) and a learning organization.

Kruger (1994 cited De Wit and Meyer 2010) also demonstrates that implementation must be integral part of the changes rather than a separate function. Kruger (1994 cited De Wit and Meyer 2010) highlights certain tools that can be used during implementation. These include project teams to look at the need for change. Conference style meetings to decide on producing results and communication and finally pilot projects to diminish the risk of failure of the new changes. Thus, Kruger (1994 cited De Wit and Meyer 2010) argues that these tools aid effective implementation of change.

Kotter (1995) demonstrates eight key mistakes that can lead to implementation failure. Kotter (1995) states that there a number of phases that a change programme goes through. Kotter (1995) suggests that not going through a phase can lead to failure. Kotter (1995) also

states that mistakes during each phase can be of utmost importance and can have serious consequences for the change initiative.

The first error highlighted by Kotter (1995) is not establishing a sense of urgency. Kotter (1995) refers to the fact that commencing a change programme requires teamwork and the close co-operation of many staff. If they are not motivated according to Kotter (1995), they will not assist and the change programme will fail.

Kotter (1995) states that this phase can be an abject failure for many firms due to senior management not fully considering how difficult it can be to take staff out of their areas of familiarity.

The third phase Kotter mentions is a lack of vision. Kotter (1996) states a vision can help establish the direction for the future. Kotter (1996) also states without a vision for the future changes can become a mixture of confused projects that may result in the wrong direction being taken.

Kotter (1995) states that error number four is to under communicate the vision. Kotter (1995) states that some organisations have a good vision but they only communicate this in a single meeting or single briefing item.

Kotter (1996) states that change needs the mobilization of thousands of staff to assist. They will not according to Kotter (1996) do this unless they believe that effective change is possible. Kotter (1996) suggest this can only be done by influencing staff through proper communication.

Equally, Kotter (1996) demonstrates that even though some organisations are good at communication however, the behaviours demonstrated by senior leaders are the exact opposite of the vision. This can result in increased cynicism amongst staff according to Kotter (1996).

Kotter (1995) states error number five during implementation is to not remove the obstacles to the new vision. Kotter states that rejuvenation of an organisation cannot be done through communication alone. Barriers to the vision and new direction being implemented need to be removed Kotter (1995).

All too often according to Kotter (1995) staff understand and appreciate the vision but there are blockages and barriers which prevent their implementation.

Kotter (1995) uses the example of an organisation, where a senior manager paying lip service to the changes and thereby not urging staff to change their behaviour derailed the changes. Thus Kotter (1995) states that the key to the removal barriers and obstacles to the changes are leaders being consistent in their deeds and actions matching what they are saying..

Expert Program Management (2012) highlight some criticisms of this model include the fact that Kotter's model depends on change leaders to do all the work and not employees. Expert Program Management (2012) suggest that the model is too simple and also does not take on board the issue of resistance to change and associated problems of staff not being in favour of changes. Also according to Expert Program Management (2012), this model only allows for top down management of change whilst some authors contend that participation and involvement of employees is crucial.

Beer et al (1990) highlight the fact that despite mission statements and visions for organisational change actually most change programmes fail on producing any meaningful change at all.

The authors examine change programmes in six companies and concluded that the greatest obstacle in the way of change is companywide programmes especially those sponsored by human resources. Beer et al (1990) call this fallacy of change and argue that formal structures and processes cannot lead to organization renewal.

This is of great importance in NYP, as this literature will help to examine whether or not the change from two control rooms to one actually created meaningful change for staff and managers. Alternatively, whether the changes were symbolic changes to formal structures and processes and not a cultural or transforming change.

Beer et al (1990) also argue that programmes where managers have greatly contributed rather than CEOs have greater change.

This is because general managers, do not rely upon formal systems or processes instead they solve problems. Also Beer et al (1990) refer to managers creating task alignment by focussing their energy on the change itself rather than peripheral factors. Beer et al (1990) focus on six key managerial interventions.

Managers who greatly contributed to change according to Beer et al (1990) were those that concentrated on creating a climate of change and selling success stories and learning from mistakes.

Beer et al (1990) state although change can come from the top and suggest having a committed CEO is important in change. However, they argue that change is most effective when lead by the grassroots and managers and then moves out to senior management. Rather than the other way round.

Another crucial aspect of Beer et al (1990) thinking is the fact that they believe that many change agents in companies have outdated ideas of change. Thus according to Beer et al (1990) they think that changes in attitude will lead to changes in individual behaviour. That this will then lead to changes in behaviour as more and more people replicate other people's individual positive behaviours.

Beer et al (1990) believe that the exact opposite should be done and in fact, attitudes should be reinforced by new organizational roles and responsibilities.

Beer et al (1990) are against a one-size fits change programme a so called magic bullet. A number of significant ideas are proposed by Beer et al (1990) to create effective change:

These include:

(1) Mobilising commitment through joint business problem solving

This means a shared vision of what the business problem is and what needs to improve.

Using staff and managers to solve these problems this engenders commitment

(2) Develop a shared vision of how to manage and organize for competitiveness

Once a group has started on attempting to solve a problem. A manager can then introduce task realignment for staff through new roles and responsibilities

However, the key here for Beer et al (1990) is to realign roles with no changes to titles or compensation as this encounters greater resistance

(3) Foster consensus for the new vision, competence to enact it and cohesion to move it along

Due to the fact, not everyone can contribute to the design of a new vision, Beer et al (1990) state role of the general manager and leadership is of utmost importance. This because managers will need to lead the change so those who do not commit may need counselling or even replacement.

One important criticism of the arguments by Beer et al (1990) is the fact that authors such as Kotter (1996) emphasise the importance of gaining support from the top of the organization for change. Most authors in change management do not adopt the bottom up strategy proposed by Beer et al (1990).

A further limitation is the fact Beer et al (1990) are overly reliant upon general managers to solve problems. Within NYP, one will examine in the methodology whether new managers had not been suitably developed or trained to deal with the multitude of problems created by the changes.

Conceptual Framework:

One would like at this juncture, in conclusion to summarise the key concepts and arguments elucidated in the literature review with a conceptual framework.

The key concepts explored in ones literature review pertain to leadership style, resistance to change, communication and implementation.

Thus in the conceptual framework in figure 2 it is argued that the type of leadership style adopted influences resistance, communication and impacts on implementation issues:

Thus, it is contended that the difference between transactional and transformational leadership can increase resistance amongst staff. As stated by Bjorn et al (2009) and expanded upon by Oreg and Berson (2011) leadership affects the type of resistance demonstrated. The more transformational the leadership the less resistance is shown. Also as explained by Stanley et al (2005) transformational leadership is likely to engender cynicism and distrust. Stanley et al (2005) mention that negative perceptions of leaders and management are likely to increase resistance.

Ford et al (2008) state that change managers and leaders might be obstructive to the changes. Once again linking in with the objectives and the methodology the questionnaires will explore staff perceptions on whether managers were demonstrating commitment to the changes.

One will now move onto the influence of leadership style on implementation issues. Transformational leadership allows the use of bottom up informal solutions by staff as explained by Beer et al (1990). Equally in terms of Kotter's eight steps Kotter (1996) is clear that transformational leadership is linked to his eight-phase model.

Thus, the data to be collected in the methodology will be linked to this conceptual model. It will examine whether or not transformational and transactional leadership styles resulted in different communication, implementation and resistance issues.

However this conceptual framework only explains one significant objective, that of examining the leadership style of change leaders within NYP. Other objectives which are reinforced by this literature review will include issues such as the need to examine individual and organisational barriers to change, the communication, resistance and implementation issues during the changes.

Methodology

Method

This study was an investigation into employee's perceptions on the changes from two control rooms to one in North Yorkshire Police. In particular, this investigation involved the researcher obtaining detailed information from a cross section of staff in the control rooms including employees and managers. The use of inductive methods was combined with deductive methods. This is because open questions to test certain propositions were inductive. Whilst closed questions for the collection of qualitative data were deductive. This multi method approach according to Bryman and Bell (2003) allowed the researcher to collect data related to attitudes and experiences of the individuals who faced the changes. In ones research, one has depended in the main on qualitative methods. This is because as stated by Bryman and Bell (2003) this allows for a better comprehension of studies with complexities such as the change programme one is examining. It also permitted a more thorough insight into issues, which have just emerged, and the complexities of particular case studies in comparison to quantitative questionnaires.

Two primary research tools were utilised in ones dissertation. In the first instance, questionnaires allowed employees to voice their thoughts and opinions on the changes and the subsequent implementation of the changes to one control room.

One also compiled a list of questions a tool called SNAP research software, which was utilised to aid the primary research. This programme allowed research to be electronically managed and all participants are entirely anonymous. The results were then evaluated.

Justification of methodological Approach

Primary data was obtained from peers in the organisation North Yorkshire Police. A sampled response to questionnaires was conducted within the new control room to gauge the response of individuals to the changes, which have occurred. These are staff that had been directly affected by the changes to one control room such as Control Room Dispatchers, Communications Officers, Crime Recording and Deployment as well as Control Room Managers. Also Police Officers such as Chief Inspectors and also the Control Room Superintendent.

Quantitative data obtained from the questionnaires were used to examine trends and patterns regarding a number of factors including resistance to change, communication, implementation and leadership. One then conducted interviews on the key themes using a series of open and closed questions.

Methodological Approach

The approach to this research was to examine existing literature and research pertaining to the topic, conduct a survey and interviews of existing staff within the new control room and to present the primary research. Discuss the findings of the primary data and come up with conclusions relating to gaps with my research and existing literature on change management, and where my research could be extended.

Primary Research of staff

The questionnaires allowed employees to voice their thoughts and opinions on the changes and the subsequent implementation of the changes to one control room.

The questionnaire had two purposes. Firstly, to assess whether the primary objectives of the research have been met. The research design sought to explore staff's opinions and perceptions on how the changes have been managed. In particular how communication, implementation, resistance and leadership was conducted during the changes to one control room.

In addition, the questionnaires explored staff's perceptions on the organisational and individual barriers to change. The questionnaire linked into key literature such as whether or not the six points of how to deal with resistance as explained by Kotter and Schlesinger (1979) were achieved or not. Furthermore, literature such as Tichy and Devanna (1986) were evaluated to see whether transformational aspects of leadership were present and needed during these changes.

Hence, the research sought to meet the main objectives of examining individual's perceptions concerning individual and organisational barriers to change, to investigate the process of change and establish acceptance/ resistance and to evaluate the communication, leadership and implementation during the changes.

Interviews:

At the same time as conducting the questionnaire, one also interviewed 20 members of staff who worked at the two sites before the merger. This allowed one to establish the thoughts of operational staff on key aspects of the changes including the four key themes in the literature review of Resistance, Communication, Leadership and the Implementation of the changes.

Prior to the interviews, a general email was sent out to staff asking for their assistance with the interviews. Once staff replied affirming that they will participate, a brief email introducing them to the key themes and an overview of some of the questions was provided. As indicated by Saunders et al (2009) this allowed staff to understand and appreciate the nature of the interviews prior to them taking place.

There was a clear correlation between the questionnaires and the interviews and the main objectives of this dissertation. The questionnaire sought to establish perceptions of individual and organisational barriers to change. In addition, the questionnaire attempted to establish whether staff resisted the changes and their initial reactions to the proposals for the changes. Furthermore, the leadership style adopted during the changes will be put to the staff to see if they would have preferred a more transformational leadership style. Individual's thoughts on the communication during the changes was also examined. Finally the questionnaire sought to establish whether the organisation North Yorkshire Police were good at implementing the changes and whether NYP needs to improve its ability to implement change in the future. Thus, the questionnaire wanted to address each of the five main objectives explained in the introduction.

The interviews expanded on the four themes and had seventeen mostly open questions. These explored whether staff were engaged with, whether resistance was decreased, and

examined whether there was a sense of urgency to the changes and whether there was a vision explained to them as indicated by Kotter (1995).

The interviews also clarified whether staff thought they were allowed to offer bottom up solutions, how effective and well communication was conducted by first line managers and whether the communication was rational and calm or emotional. All the questions in both the interviews and the questionnaires had a direct link with the literature review and the four key themes of resistance, communication, leadership and implementation.

Survey Invitations

One had already received approval from the Assistant Chief Constable of North Yorkshire Police Iain Spittall and also head of the communications Directorate Superintendent Richard Anderson to conduct this survey and also the interviews. Thus, Survey invitations were sent to all current control room staff via an email and using a link to the SNAP research software. In total, there were 160 employees at the Control Room for North Yorkshire Police based at York. Staff were then able to complete questionnaires during work time.

Survey Sampling Strategy

There were two main methods of sampling. These include random and quota sampling. One utilised both methods. The questionnaire was very random with a link to the questionnaire sent to all 160 current staff members.

Quota Sampling was pertinent to the interviews as a select number of operational staff who agree to be interviewed will take part. This allowed for an honest discussion with staff who had agreed at random to be interviewed.

Improving Survey Response

Rather than sending a general and bland email with no meaning. Prior, to sending out the email one personally briefed all the shifts who work within the control room. I also created a power point briefing for others managers to present during their shifts. This was in order to explain why I was conducting this survey and to explain the learning outcomes, which I hoped, would improve their daily work and the way in which change is managed within North Yorkshire. I also attempted to counter some cynicism amongst staff by emphasising the fact that resistance to change and why there are barriers to change are a core part of this study. I also stated that this is for the benefit of organisational and workplace learning. Once this had been done, an email was sent out with the link to SNAP research software to all FCR Staff. Finally, in order to elicit more responses to the survey a prize draw of a fifty-pound gift voucher for Amazon was offered to all participants.

Data Analysis

Data was analysed using the SNAP survey's function of creating bar charts based on the results of the questionnaire. This then allowed the researcher to examine key trends within the primary research.

Ethical Implications

Confidentiality of staff taking part in both the interviews and questionnaires was safeguarded. Moreover, there were open discussions and communication with staff to ensure they do not reply to questions in a bias manner.

This was done by collating the results in an anonymised form via SNAP software. This was so that staff will be able to answer freely, truthfully and without any fear of any repercussions. One also offered a fifty pound gift voucher as incentive to be handed out after all results had been collected via a prize draw of all respondents' names. However, other researchers have done this in the past in order to maximise returns on the questionnaires. There were no physical measures involved in this research and nothing involving vulnerable persons.

Issues of Reliability, Replicability and Generalisability

Confidentiality of staff taking part in both the interviews and questionnaires was ensured. In addition, there were open discussions and communication with staff to ensure they do not reply to questions in a bias manner.

According to Bryman and Bell (2003:76), reliability is about making certain that, “the results of a study are repeatable.” This applies to ones questionnaires where both qualitative and quantitative data were combined to ensure an even measurement of the data. As alluded to by Bryman and Bell (2003) one conducted a sample and then tested this once more to ensure that the results were not unstable.

One also safeguarded the testing by making sure there was not a major interval between the testing and the actual sample to remove any reliability bias. Bryman and Bell (2003) also refer to the issue of validity. They define this as whether a concept is truly measured or not. Lewis and Ritchie (2003) state that external validity, can be perfected by allowing triangulation of data. One will attempt to do this as a mixture and multi method approach consisting of both qualitative and quantitative data as asserted by Bryman and Bell (2003), allows triangulation and thus permits the researcher to verify the validity of the data gathered.

Replicability was concern for the interviews. Thus, one had to ensure that the interviews could be repeated in a setting, which is similar so that they could all be evaluated and compared in the same manner. Also so there can be a comparison between those done by the present researcher and those done by others in a similar setting.

Data Analysis section

Respondents and Survey

Figure 3:

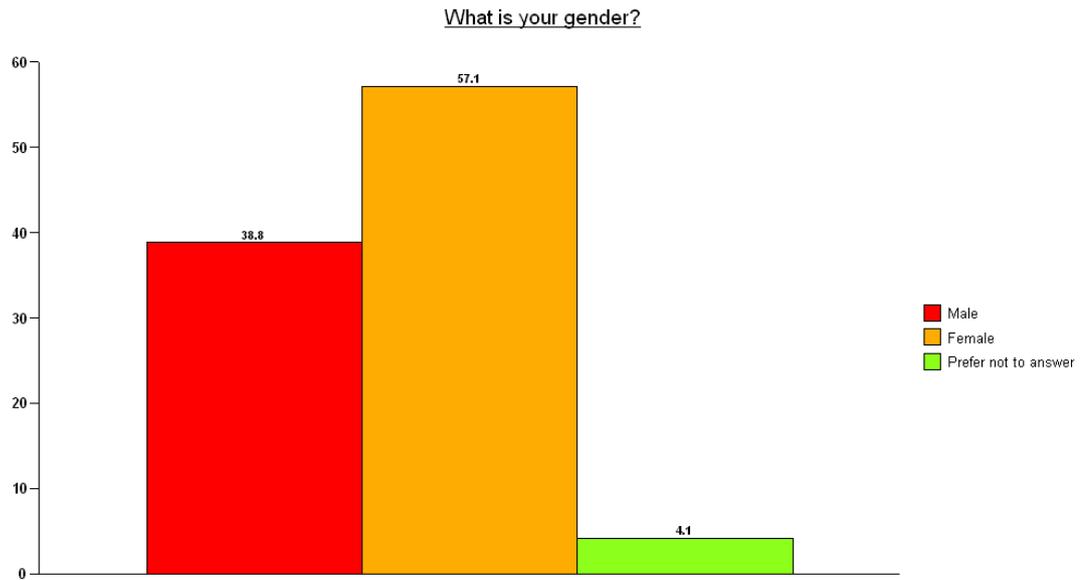
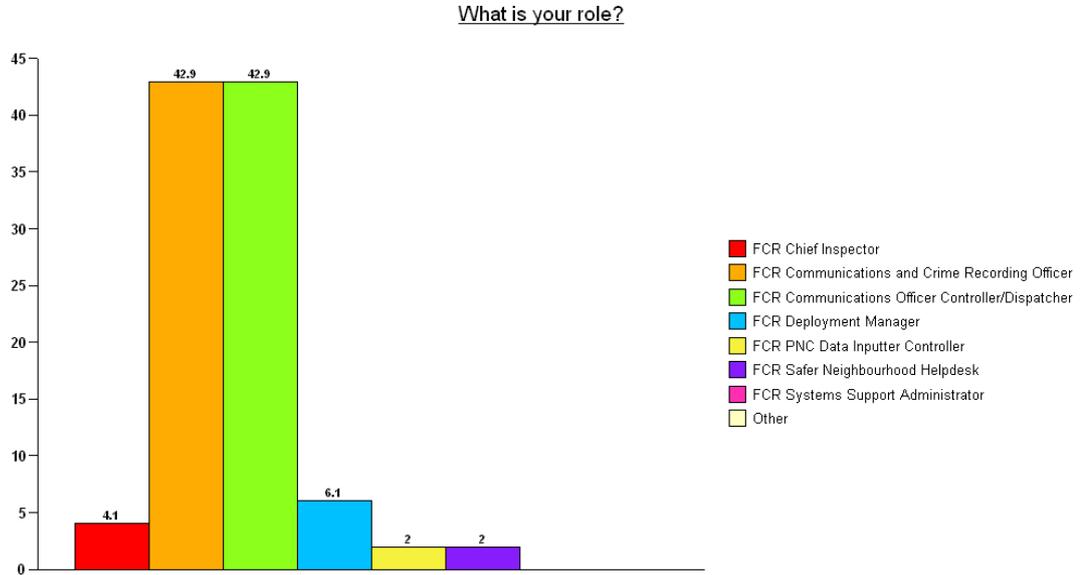


Figure 4:



The survey was sent out in the month of September 2012 to 160 members of control room staff. Of which 49 people responded. This represents a response rate of 31%, which has enough significance to be of relevance. The results demonstrated that of the respondents, 38.8% were male, 57.1 % were female and 4.1% of respondents preferred not to declare their gender. The roles conducted by the respondents varied. 4.1% of respondents were of Chief Inspector rank. 42.9 % were communications officers and 42.9 % were dispatchers. Also 6.1% were Deployment Managers, 2% Pnc Data Inputters and 2% Safer Neighbourhood officers. Most respondents were willing to declare their roles although this was not a compulsory part of the questionnaire.

Figure 5:

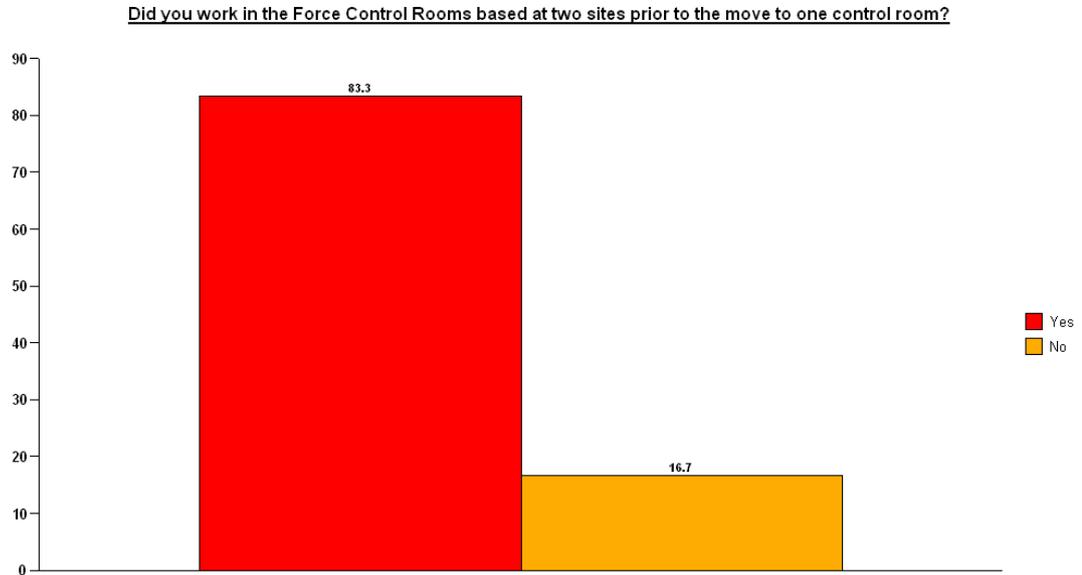


Figure five: which was the filter question asking respondents whether they worked at the Force Control Rooms based at two sites prior to the move at York. 83.3% of respondents completed the entire survey whilst 16.7% did not and were filtered out at question three. This asked them whether they had worked at the old sites for the control rooms prior to the merger. So they were thanked for responding to the questionnaire and that was the end of their input into this survey.

Figure 6:

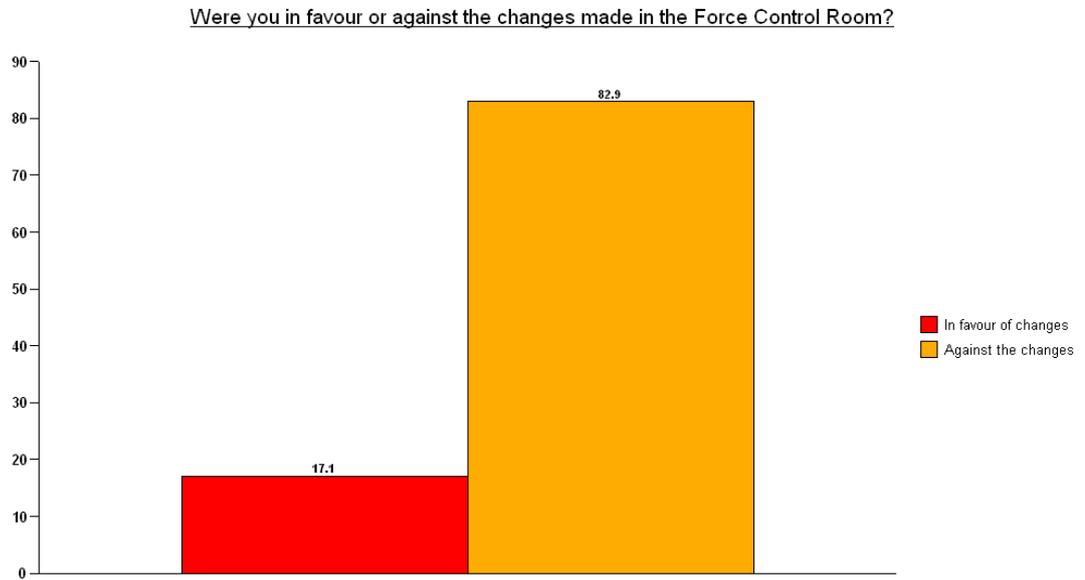


Figure 7:

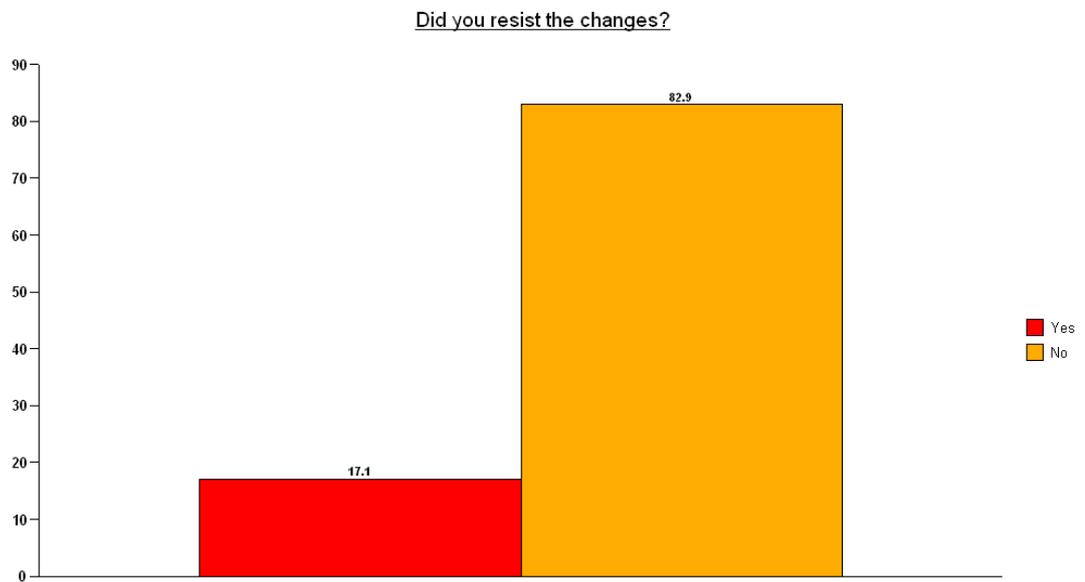
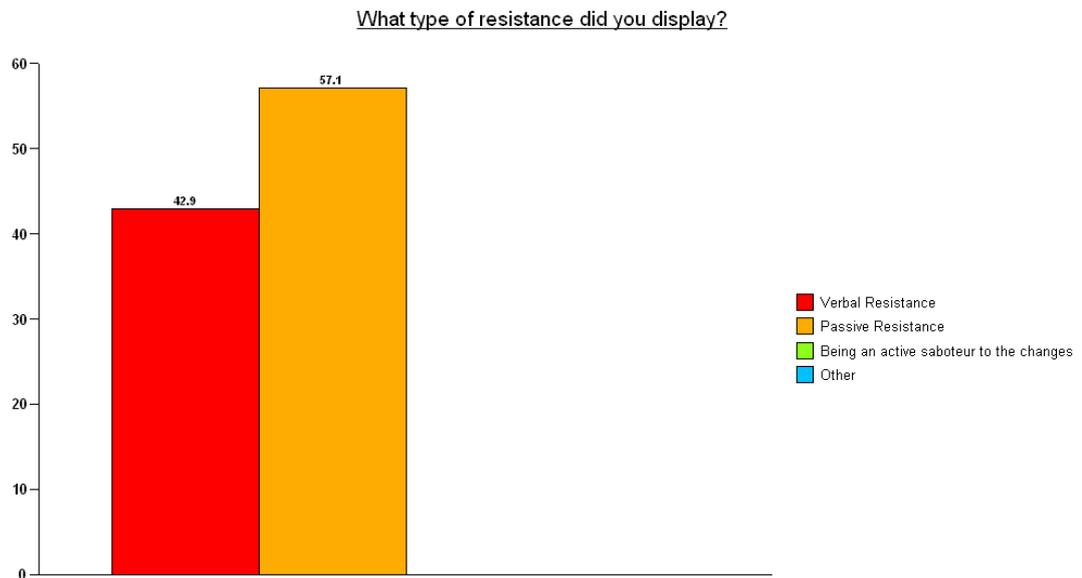


Figure 8:



The results for the next question demonstrated that according to the survey an overwhelming 82.9 % were against the changes made. Whilst only 17.1% stated they were in favour of the changes. In terms of resistance 82.9% stated that they did not resist the changes. Only 17.1 % confirmed that they had resisted these changes. Again, there was a filter after this question so respondents who replied no were directed to the question on what their initial reaction was to the changes. On the question of what kind of resistance staff demonstrated. 42.9% replied that they had demonstrated verbal resistance. 57.1 % replied that had been passively resistant to the changes.

Figure 9:

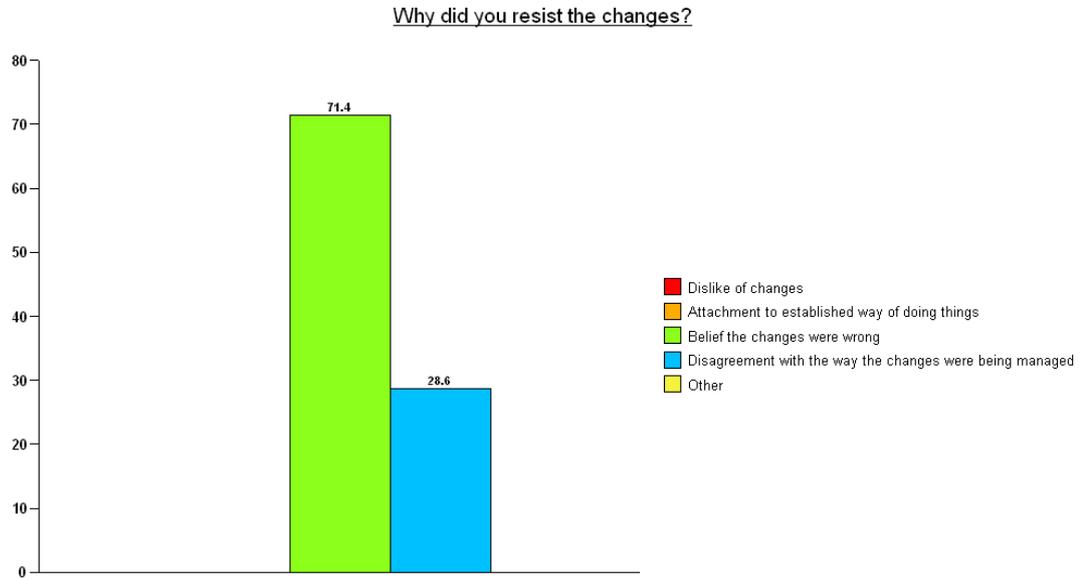


Figure 10:

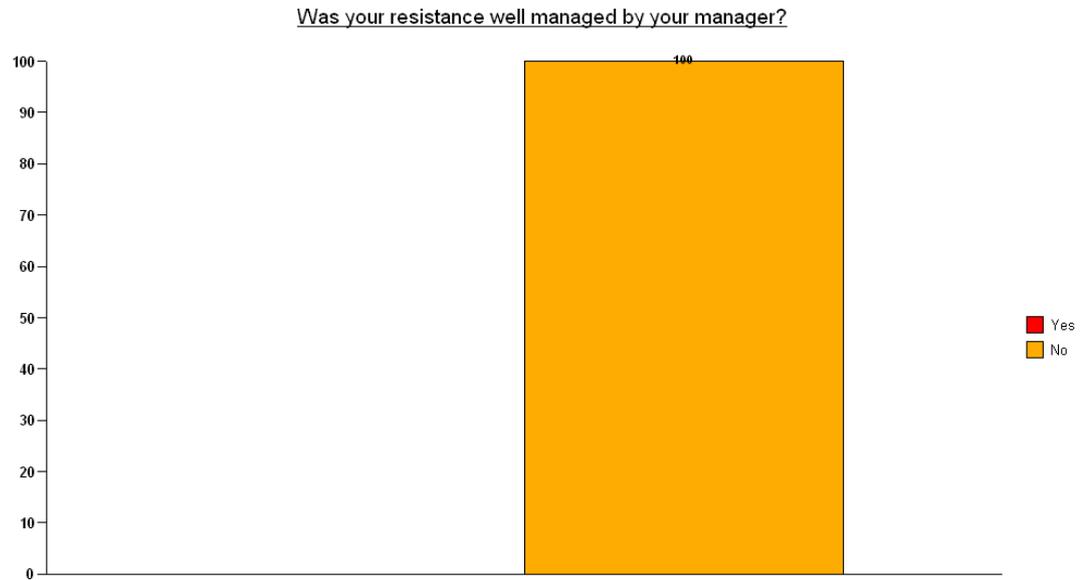
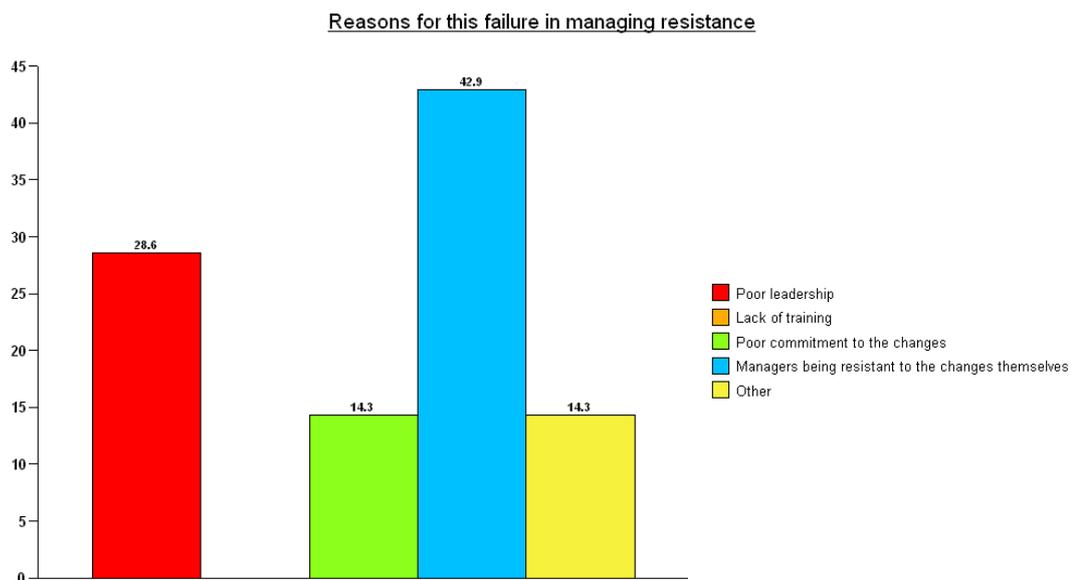


Figure nine highlights that respondents were then asked why they resisted the changes. 71.4% thought that in their belief the changes were wrong. Equally, 28.6% thought that resisted the changes because of their disagreement with the way the changes were managed. On the issue of whether the resistance was well managed by their managers interestingly 100% of the respondents thought that this was not the case because all the respondents replied no to this question.

Figure 11:



The subsequent question, related to Figure eleven asked respondents to answer why they thought their line managers poorly managed the resistance. 42.9% replied that this was due to the managers being resistant to the changes themselves. 28.6 % were of the opinion that resistance was managed due to poor leadership. Equally, 14.3 % thought it was due to poor commitment to the changes and 14.3 % gave other reasons for the resistance by managers.

Thus, a large majority of staff either thought the poor management of resistance was due to the resistance and poor commitment to the changes by managers.

Figure 12:

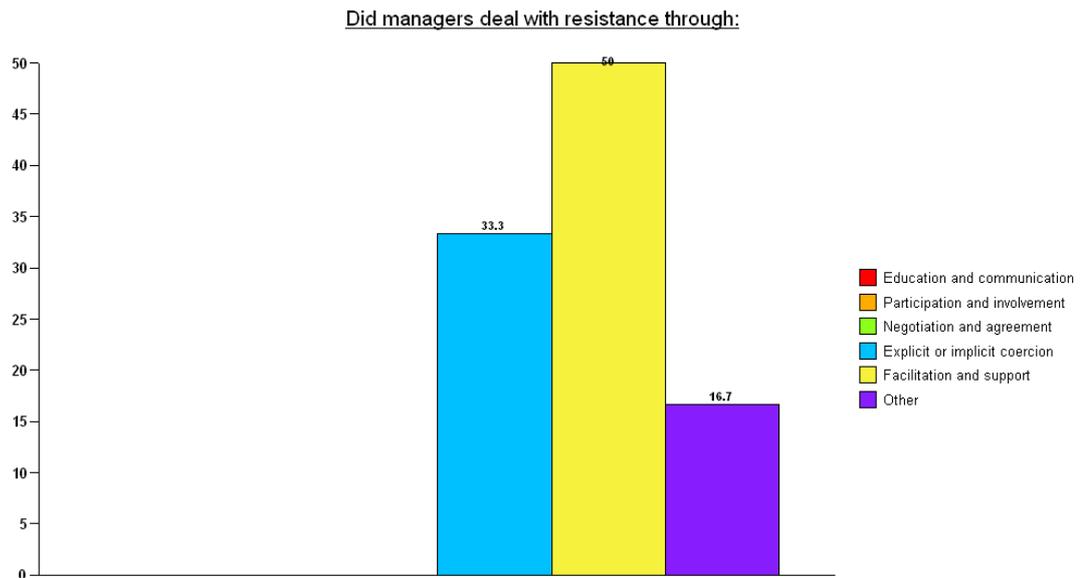
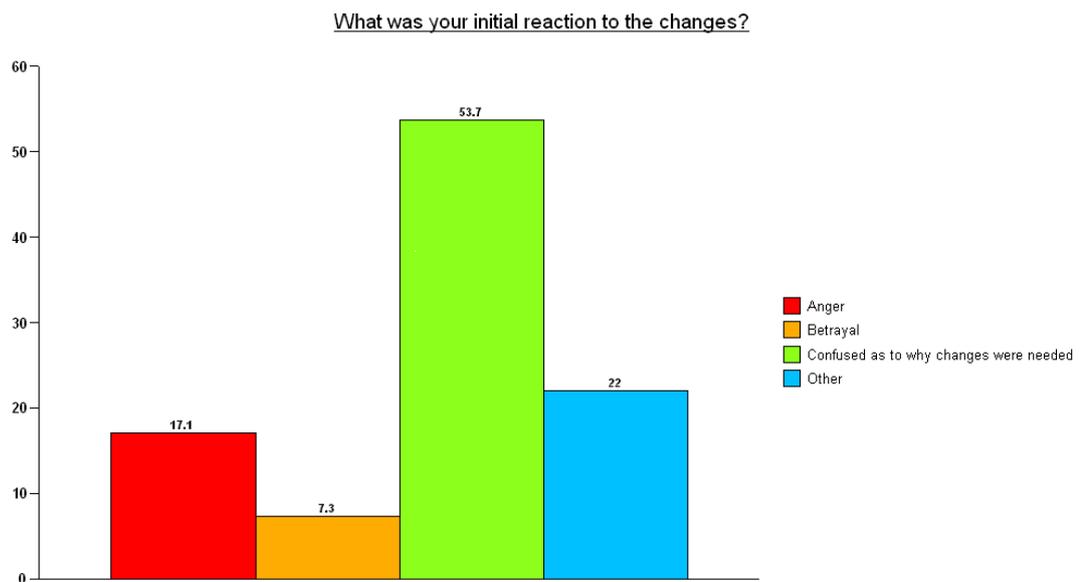


Figure 13:



The survey highlights that 33.3% of respondents thought that managers dealt with resistance by explicit or implicit coercion. Whilst 50% of staff thought that, it was managed through facilitation and support. 16.7% gave other reasons on how resistance was managed by managers. For the initial reactions to the changes, an overwhelming 53.7% of respondents thought that they were confused as to why the changes were needed. 22% gave other reasons for their initial response to the changes. 17.1 % stated their initial reaction to the changes was anger and 7.3 % sensed they had been betrayed by the changes.

Figure 14:

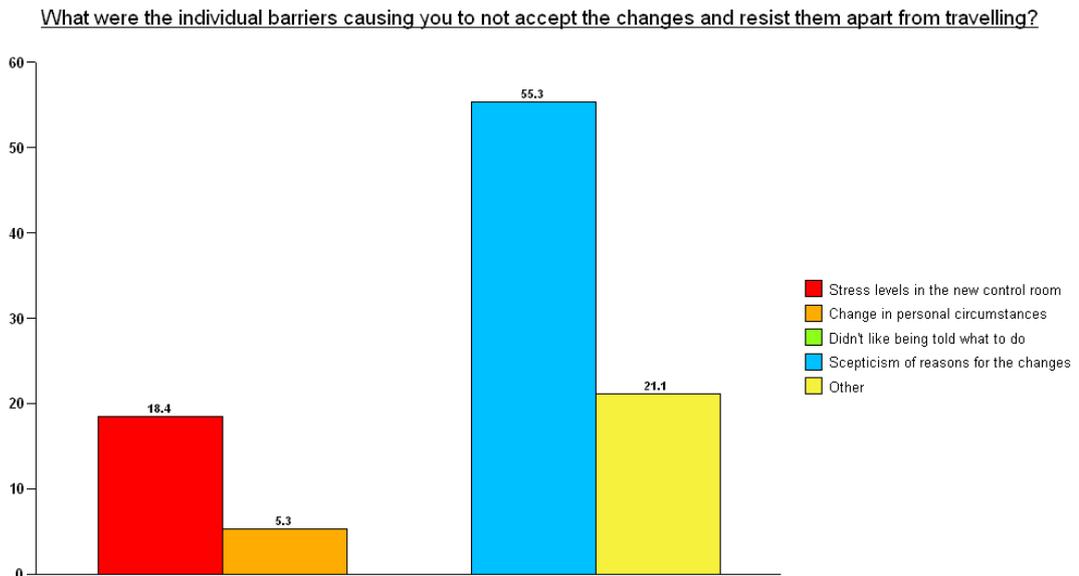


Figure fourteen highlights the individual barriers to the changes. An overwhelming 55.3 % stated that their key individual barrier was scepticism of the reasons for the changes. 21.1 % gave other reasons for individual barriers. These were included in free text. 18.4% stated that their individual barrier was due to stress levels in the new control room. Finally, 5.3% stated their individual barrier was due to a change in personal circumstances.

Figure 15:

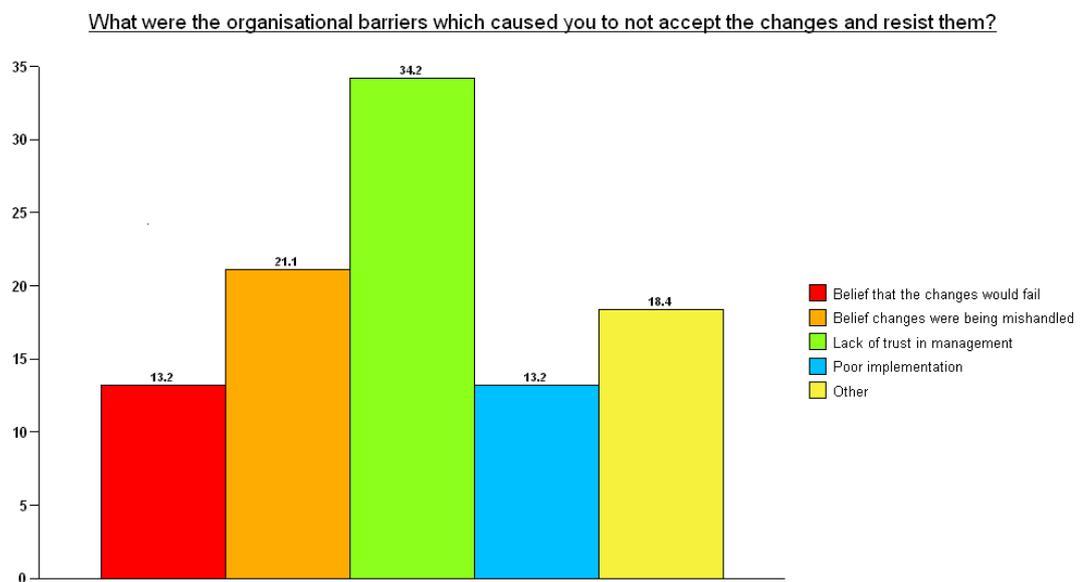
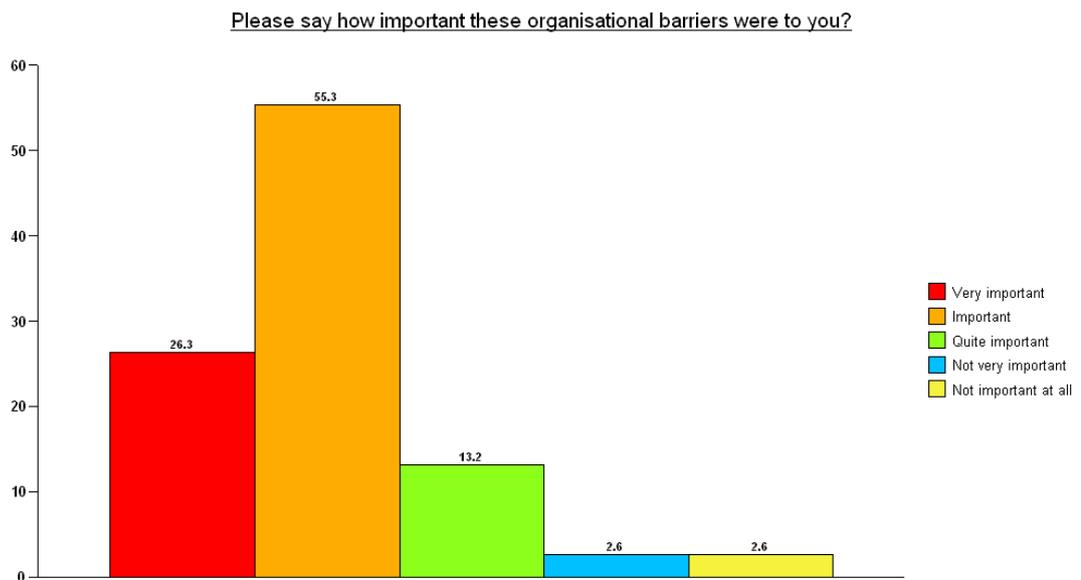


Figure 16:



The next question pertained to organisational barriers to the changes. In relation to this question 34.2 % stated that the key individual barrier was their lack of trust in management. 21.1 % stated that the main organisational barrier was their belief the changes were mishandled. 13.2 % stated that the most important organisational barrier was their belief that changes would fail. 13.2 % also stated the main organisational barrier was poor implementation. Whilst 18.4 % gave other reasons for organisational barriers, which influenced whether the respondents accepted the changes. Respondents were then asked to reply as to how important these organisational barriers were to them. 55.3% stated they were important. Equally, 26.3 % stated they were very important. Therefore, in summary 81.6% of respondents thought the organisational barriers were important. On the

other hand, 13.2 % stated they were quite important whilst only 2.6% stated they were not important at all and 2.6% stated they were not very important.

Figure 17

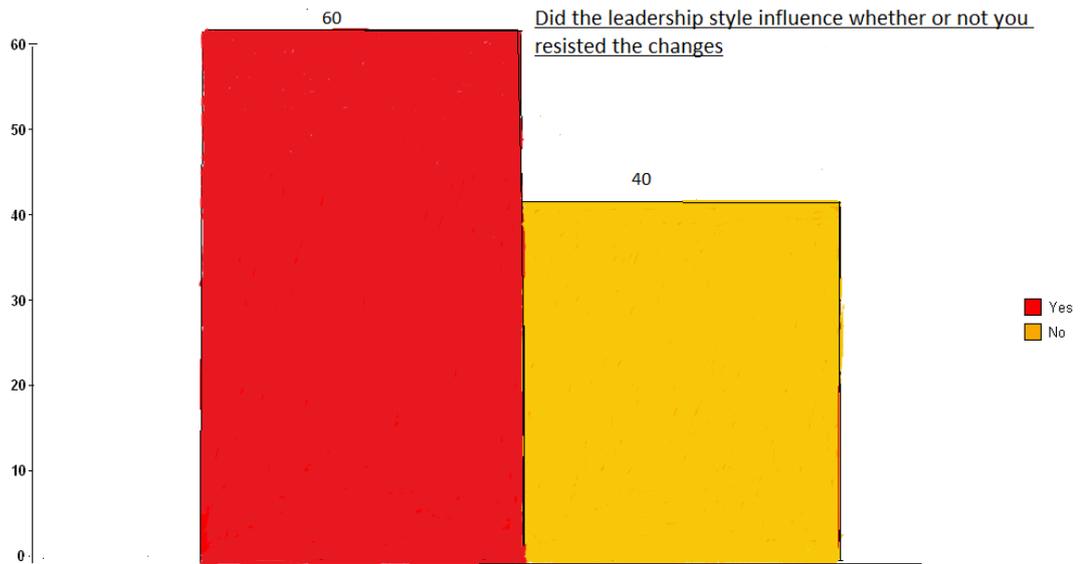


Figure 18:

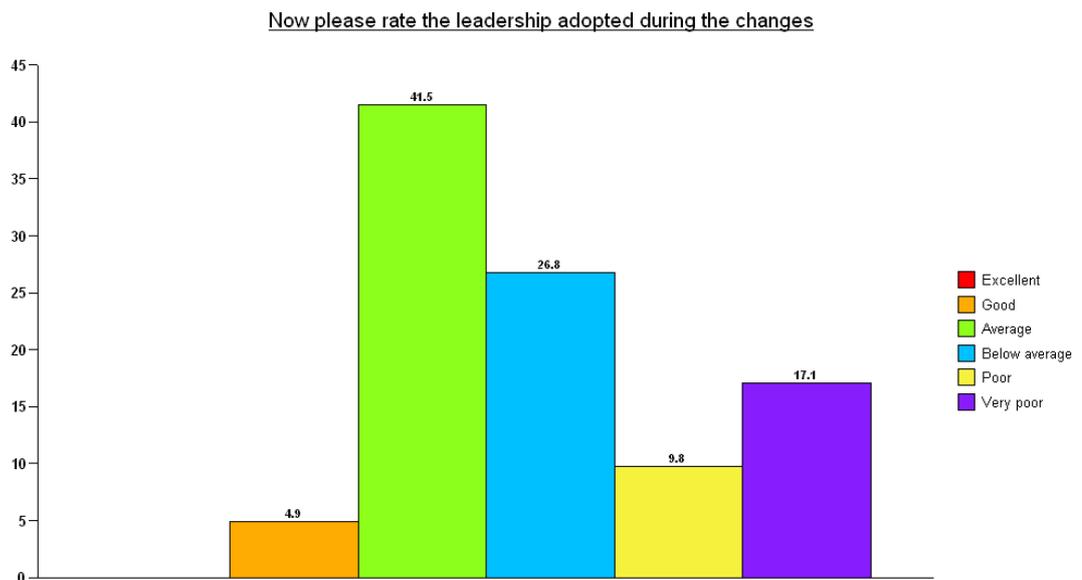


Figure 19:

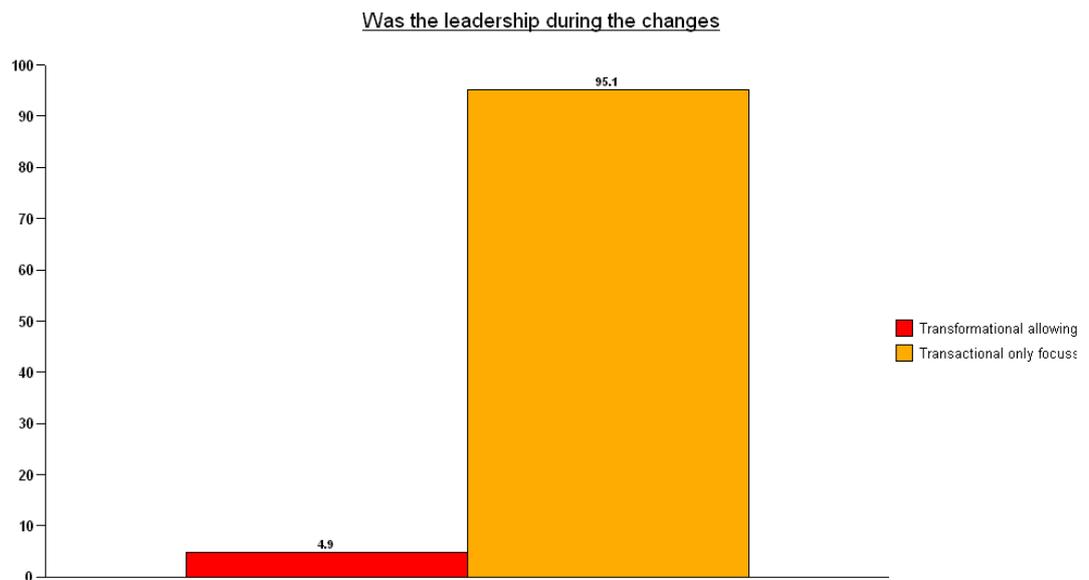
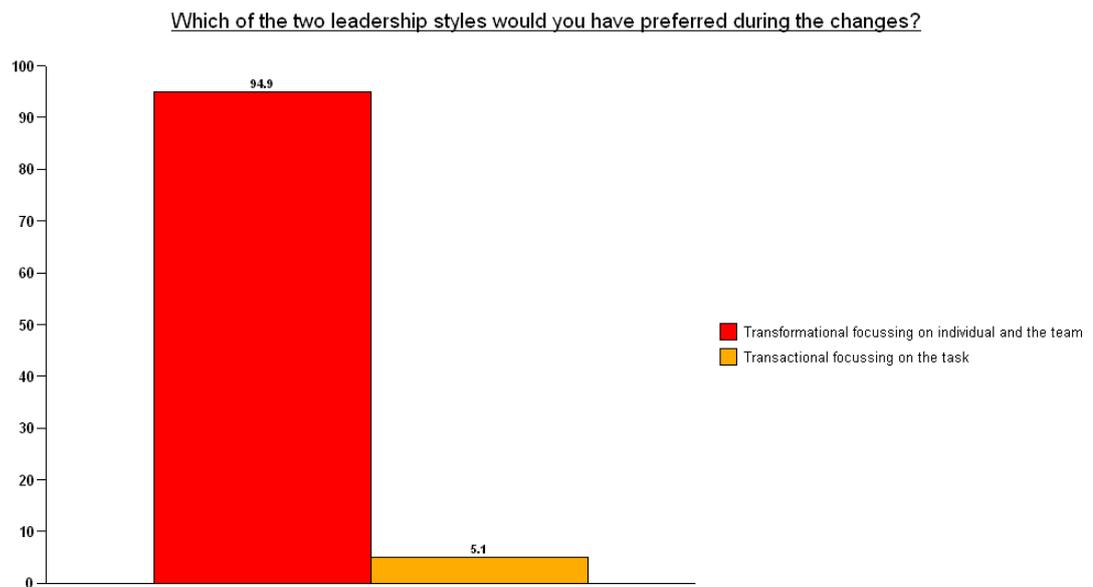


Figure 20:



60% of respondents thought that the leadership style adopted during the changes influenced their resistance to the changes. However, 40% of respondents stated no to this question. Respondents then rated the leadership during the changes. 4.9% thought that it was good. 41.5% thought it was average. 26.8% stated it was below average. 17.1% were of the opinion that it was very poor and 9.8% thought it was poor. Thus, most respondents were of the opinion that the leadership during the changes was average or worse than this. An overwhelming 95.1 % thought the leadership during the changes was transactional focusing on the task. Only 4.9% thought that it was transformational allowing empowerment. In contrast, 94.9% of respondents would have preferred transformational leadership whilst only 5.1% were of the opinion that transactional leadership was preferable during the changes.

Figure 21:

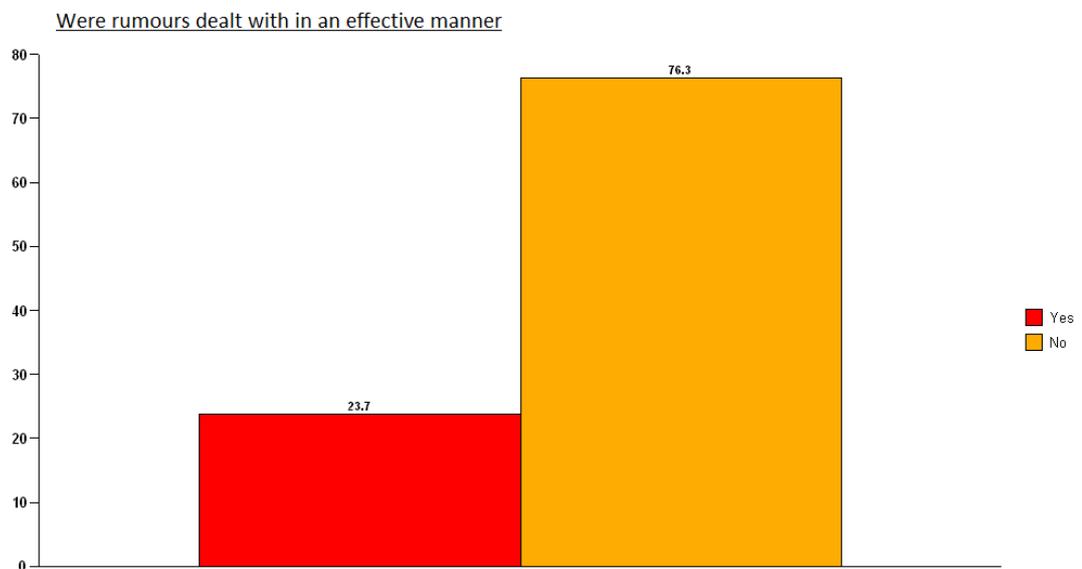


Figure 22:

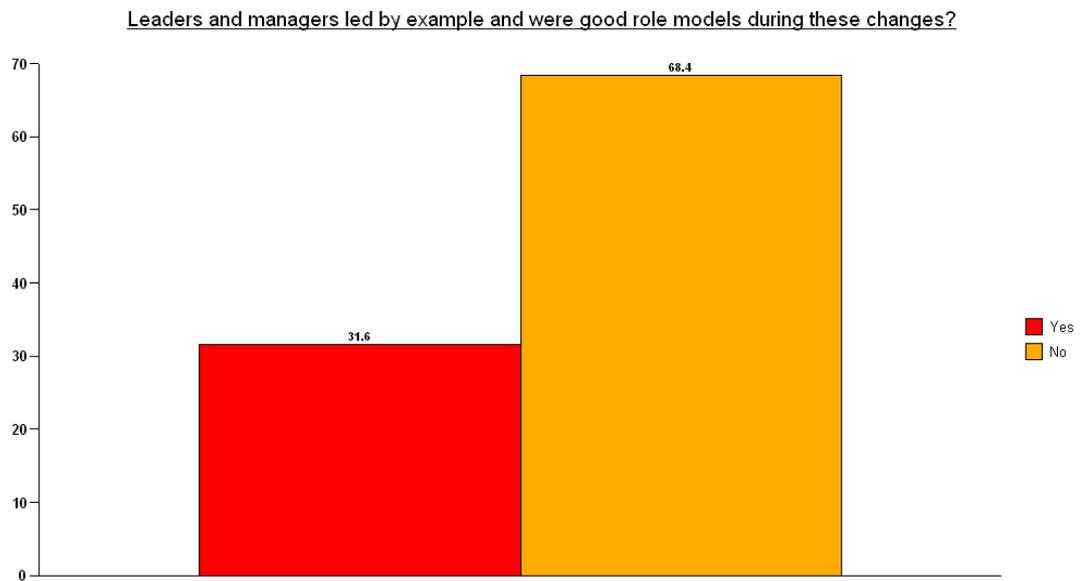
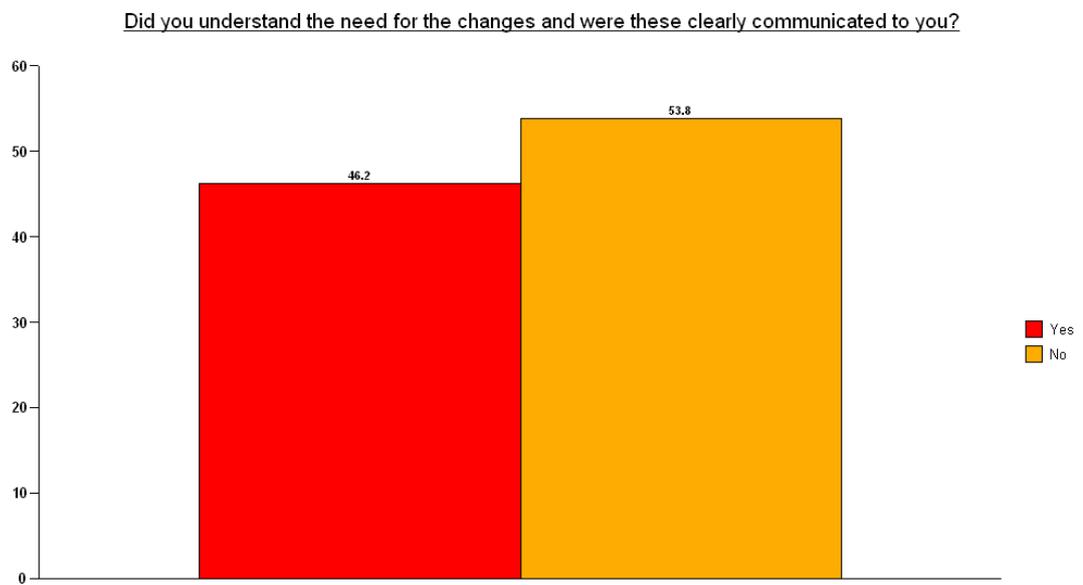


Figure 23:



For the question where rumours effectively controlled only 23.7 % stated yes they were effectively controlled. In comparison 76.3 % stated, they were not controlled well. In relation to whether line managers were good role models during the changes 68.4 % of respondents stated no they were not. Only 31.6 % stated that yes they were good role models during the changes. The responses to the question did you understand the need for the changes and were these clearly explained to you. The respondents were evenly divided. 46.2 % stated yes whilst 53.8 % stated they did not.

Figure 24:

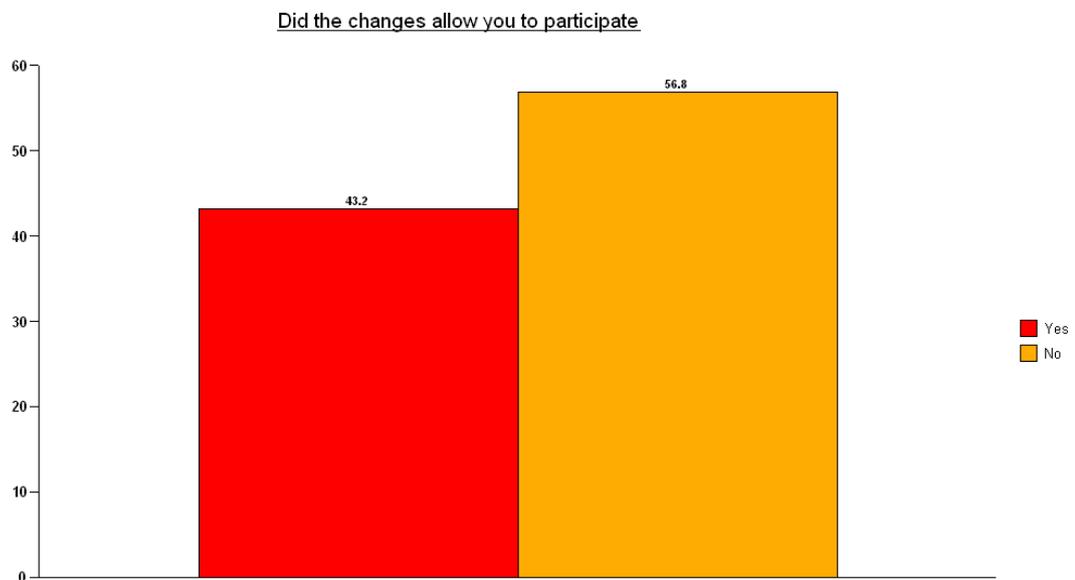


Figure 25:

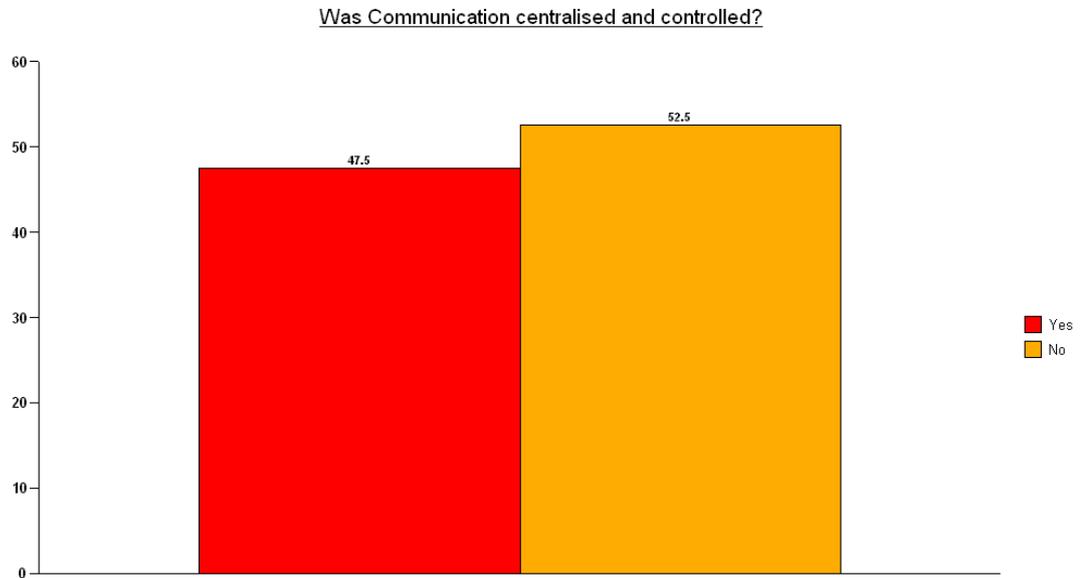
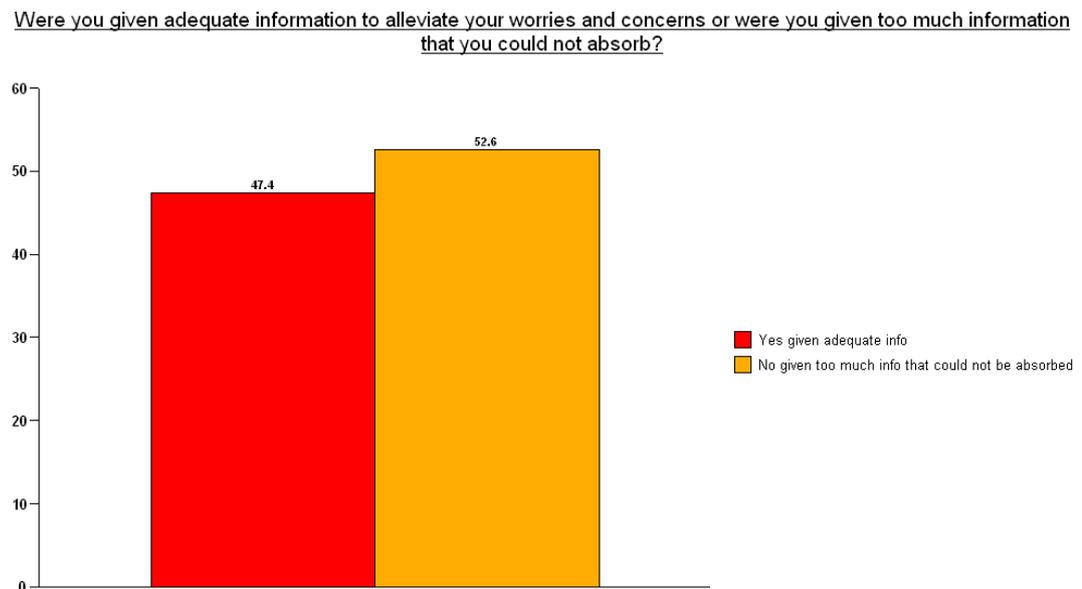


Figure 26:



On the matter of whether or not staff thought, they were allowed to participate in the changes 43.2% stated yes they were allowed to participate. However, 56.8 % of

respondents thought that the changes did not allow them to participate. Concerning communication being centralised and controlled 49 % thought this was the case. Although 53.4 % thought, this was not correct and communication was not centralised and controlled. Another even split was found amongst respondents for the issue of whether or not adequate information was provided during the changes. 47.4% thought they had received enough information but the majority 52.6% responded by stating that there was too much information that they could not absorb.

Figure 27:

Was the communication a two way process and did you feel your concerns were listened to or was it simply one way with no feedback allowed?

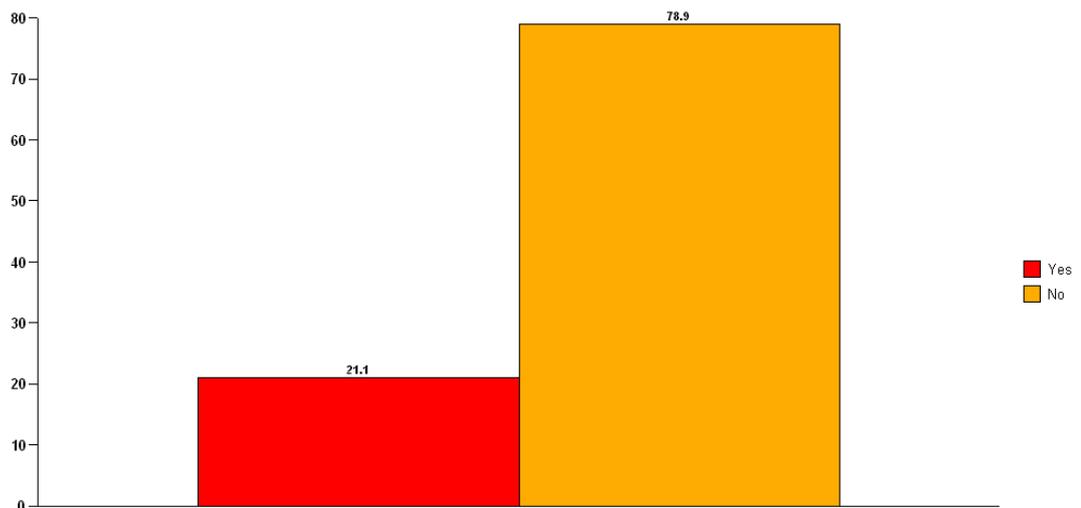
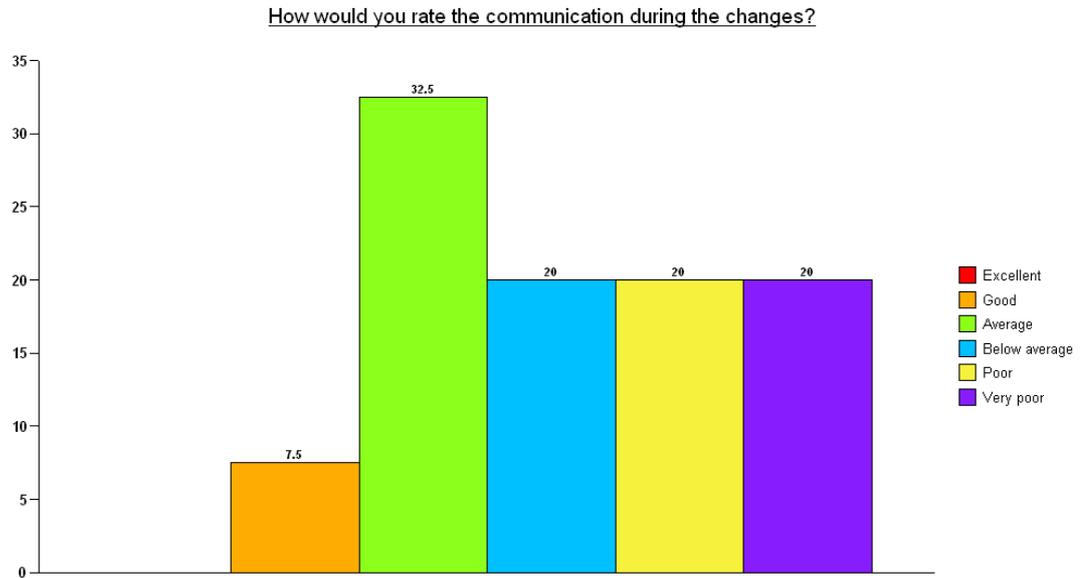


Figure 28:



Equally another issue explored was whether communication was a two way process and individuals thought that their concerns were listened to an overwhelming 78.9% thought that the communication was not two way. Only 21.1 % stated the communication was two way and their concerns were listened to. When examining staffs perceptions on the communication during the changes, only 7.5% of staff stated that the communication was good. 32.5% agreed that the communication was average. A further 20% demonstrated that the communication was below average and 20% also said that it was poor, a further 20% thought it was very poor.

Figure 29:

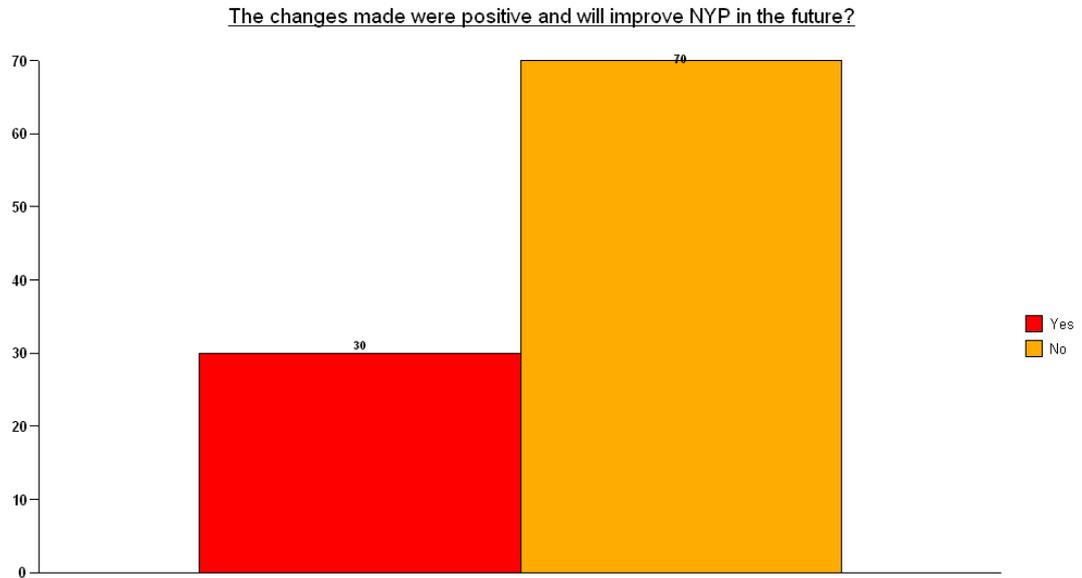
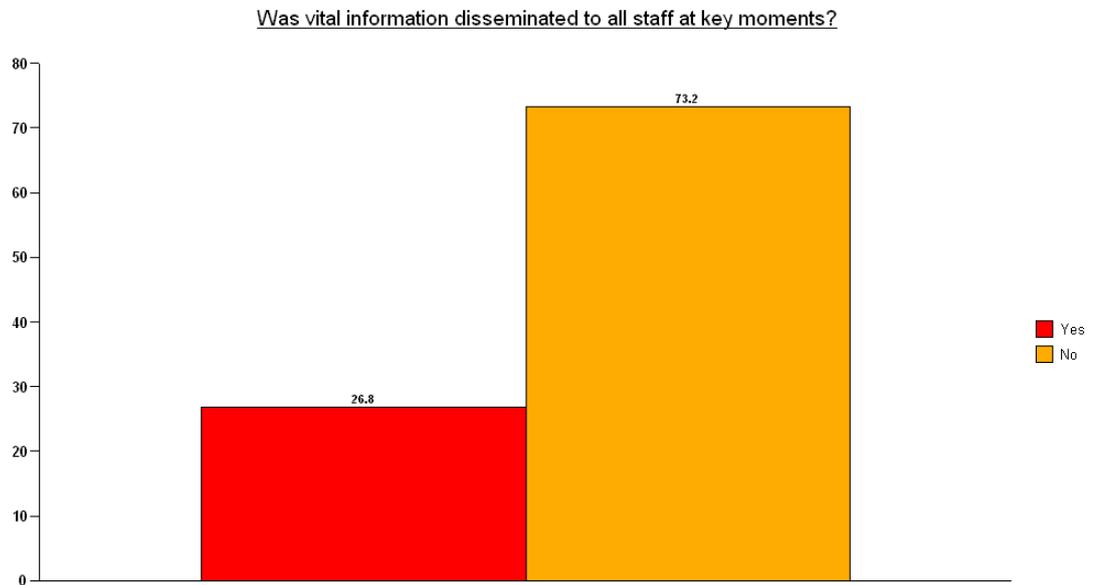


Figure 30:



In terms of staff perceptions on the positivity of changes, approximately 70% agreed that the changes were not positive and would not improve NYP in the future. Only 30% of staff the changes were positive and would improve NYP .The question of the needs of staff being

met 92.7% of staff affirmed that the changes did not meet individual's needs. 7.3% of respondents stated that this was not the case and that individual's needs were met throughout the changes. Respondents felt that vital information was not disseminated to them during key moments of the change. 73.2% of respondents felt this was the case. Only 26.8% believed that vital information was passed to them at key moments.

Figure 31:

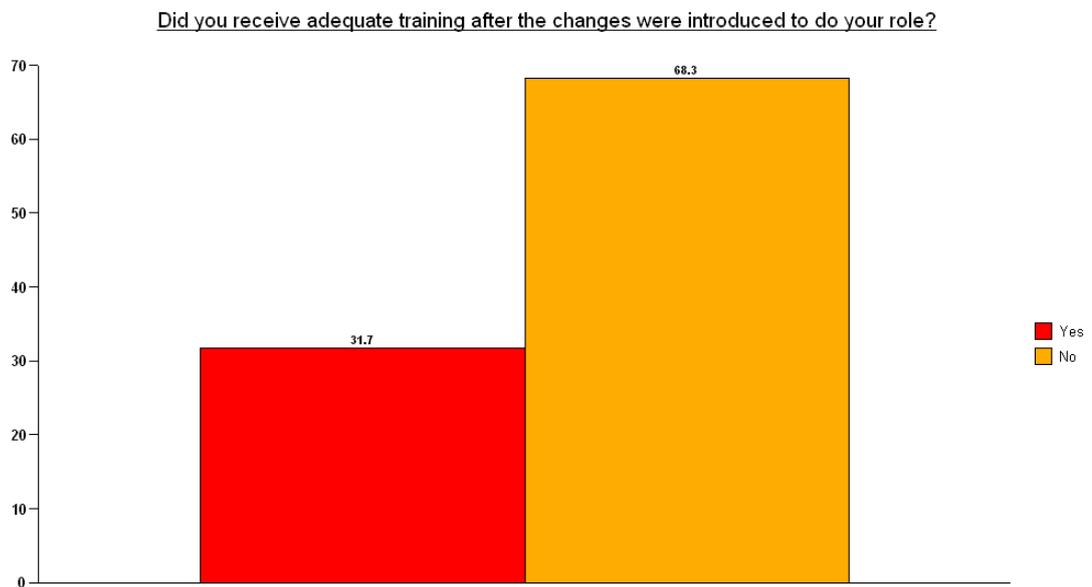


Figure 32:

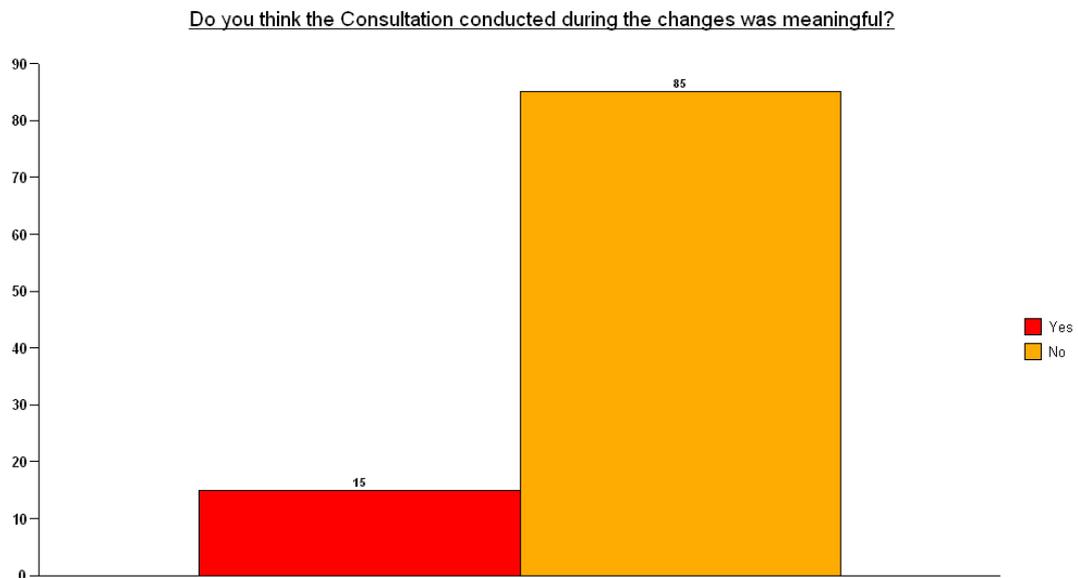
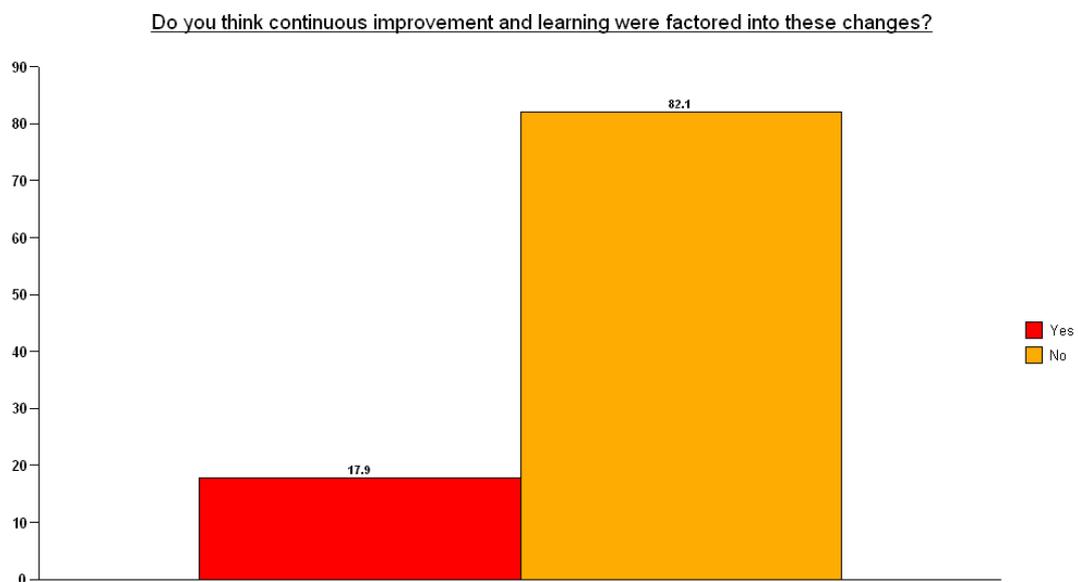


Figure 33:



The survey highlights that 68.3 % of respondents felt that there was not adequate training after the changes to their role. Again only 31.7% thought that the training was adequate. Furthermore, 85% of respondents stated that the consultation during the changes was not meaningful. Whilst 15% stated the consultation was meaningful. In a similar vein, 82.1% of

respondents, felt continuous improvement and learning were not factored into the changes. In contrast, 17.2 % of respondents felt that this was the case and that continuous improvement and learning were part of the changes to one control room.

Figure 34:

Were the changes to formal structures and to the new Force Control Room meaningful? Did it really change the way we work or was it more of a symbolic change?

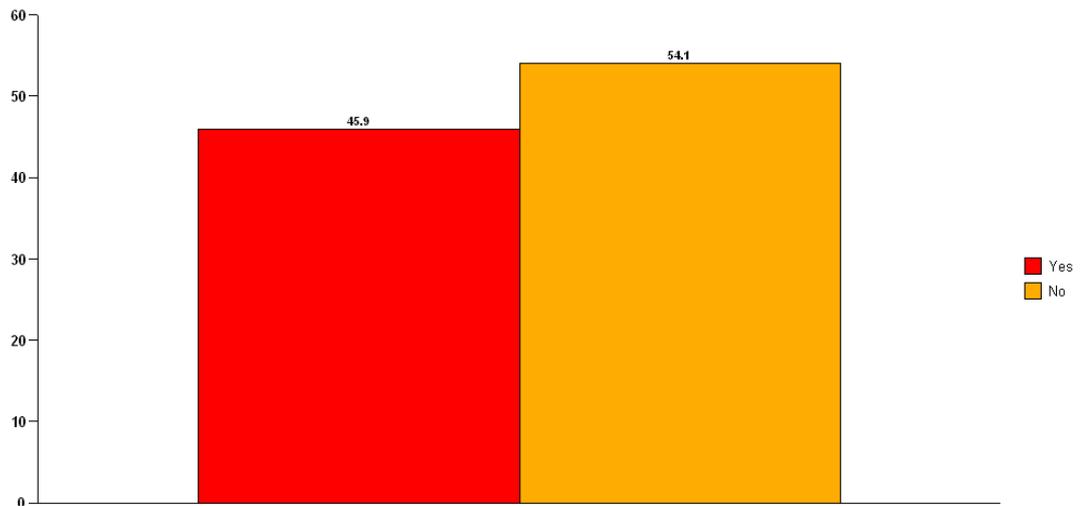


Figure 35:

Since the change to one Force Control Room do you enjoy work more?

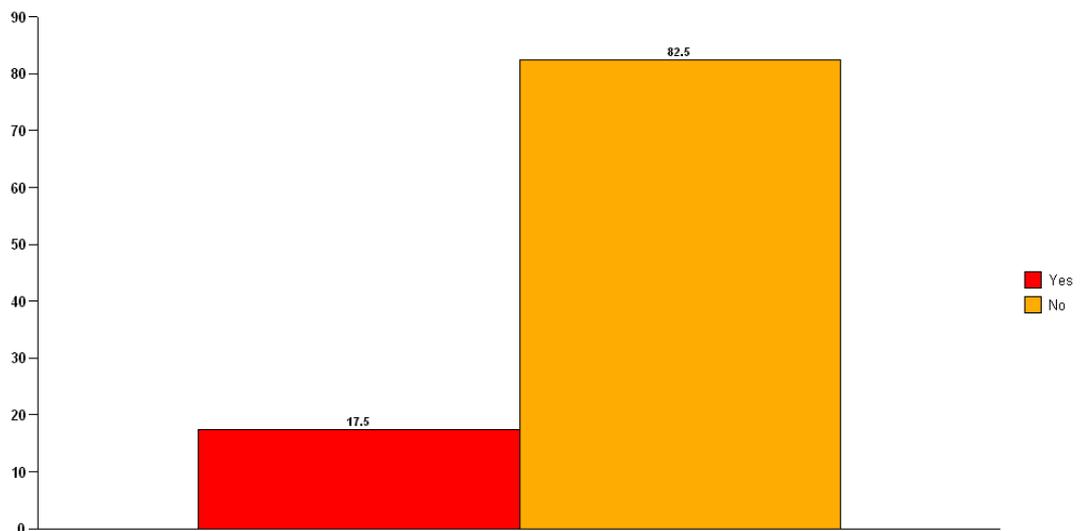
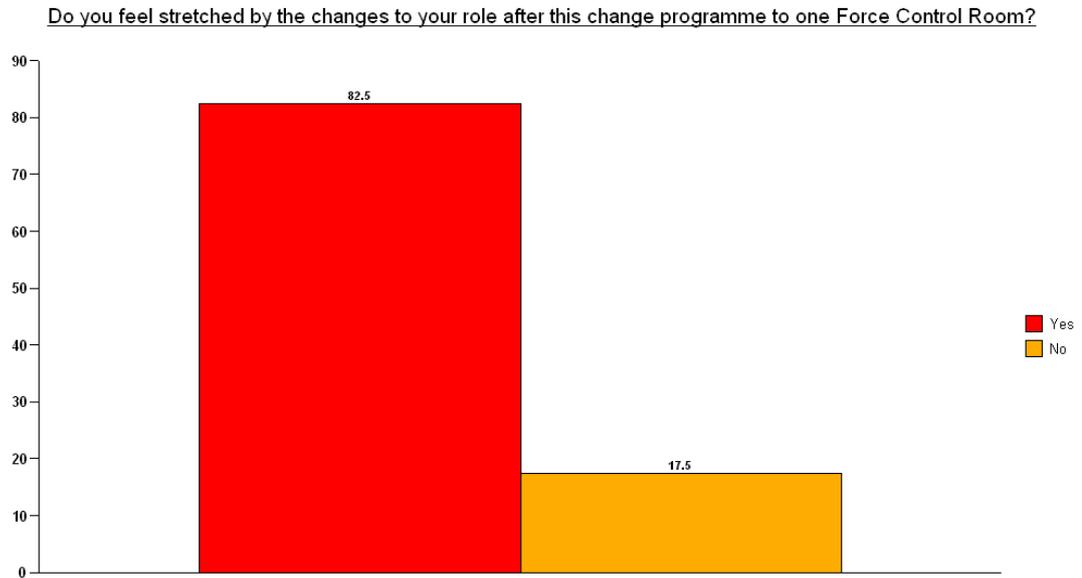


Figure 36:



When questioned about whether the changes were symbolic only 45.9 % felt this was the case. 54.1% of respondents felt this was not the case. Respondents overwhelmingly felt that they did not enjoy work more since the changes. 82.5% stated they did not enjoy more. 17.5% suggested they did enjoy work more. Respondents also stated that they were stretched in their role with the changes. 82.5 % demonstrated that they were stretched within their role since the changes. Only 17.5% suggested that they were not stretched.

Figure 37:

There was a continued focus to ensure the project was successful after the changes were introduced, i.e. in the implementation stage?

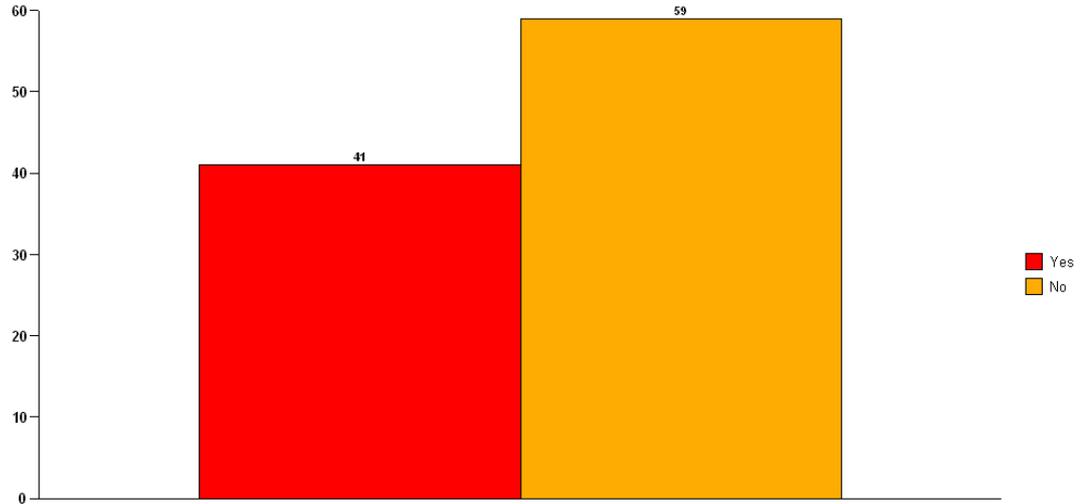


Figure 38:

NYP were good at implementing the changes?

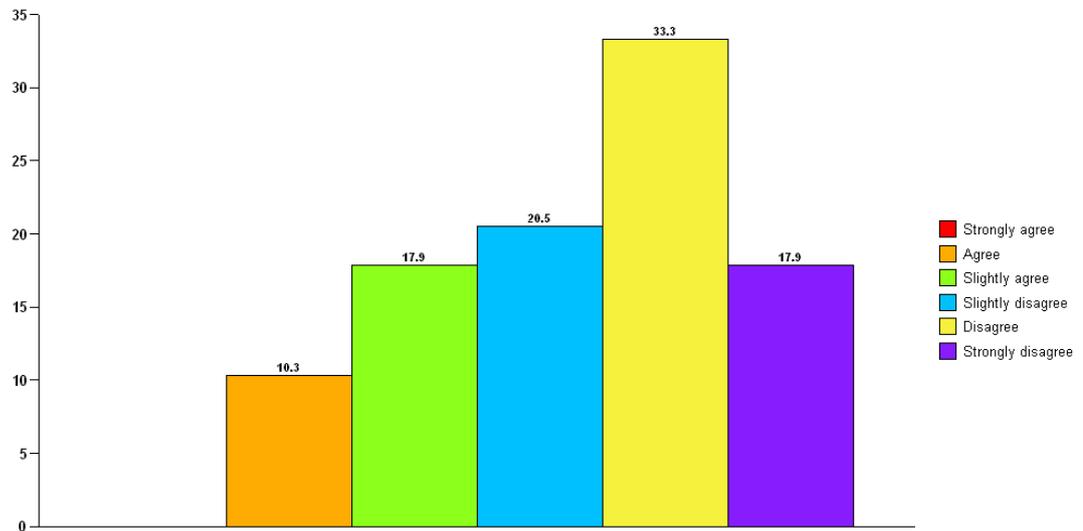


Figure 39:

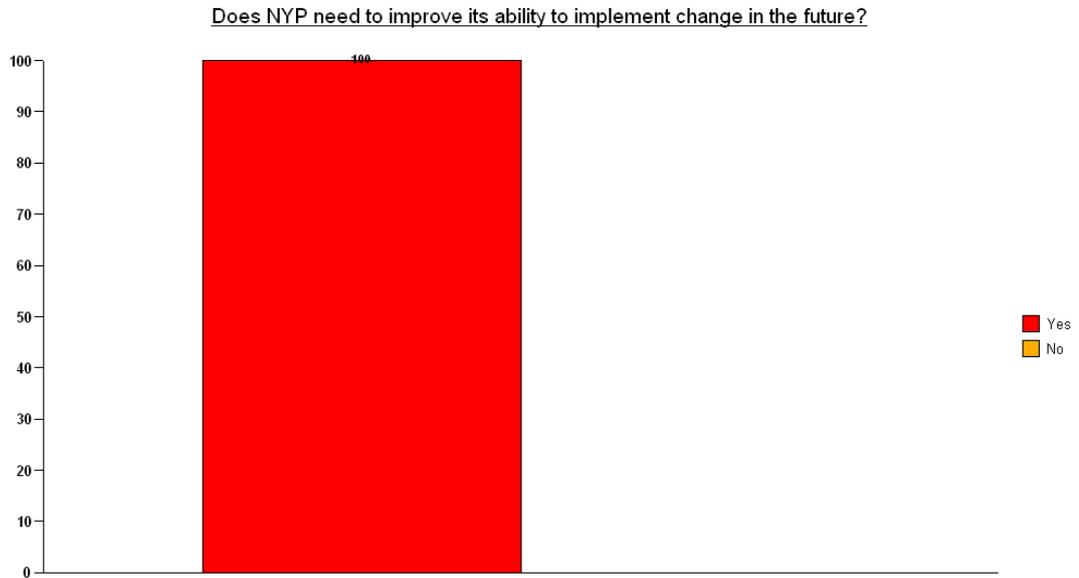
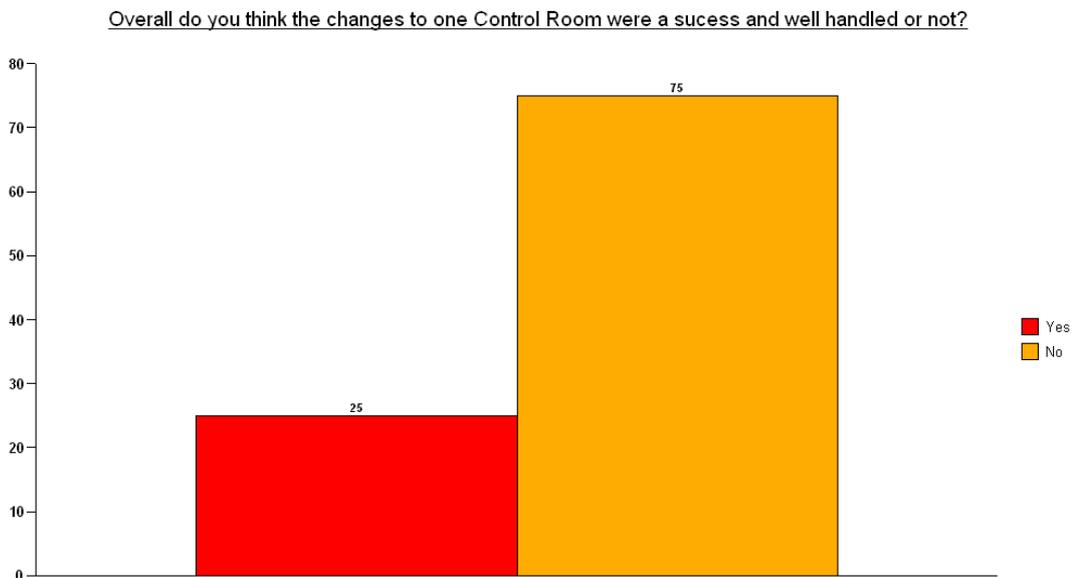


Figure 40:



Also with regards to implementation, 59% of respondents felt that there was not a continued focus during the implementation phase. 41% of respondents stated that there was indeed a continued focus on the implementation stage. On the question of whether NYP was good at implementing the changes, 10.3% stated that agreed NYP were good at

implementing the changes. 17.9 % slightly agreed with this statement. In opposition 20.5 % of respondents slightly disagreed with this assertion. 33.3 % of respondents felt they disagreed, and 17.9 % strongly disagreed. This in summary 52% of respondents disagreed that NYP were good at implementing the changes. Continuing on the subject of implementation, 100% of respondents stated that NYP has to improve its ability to implement change in future. Finally, only 25% of respondents thought the changes were a success. However, 75% of them stated that the changes were not a success. They gave various reasons for this. Comments included the fact respondents were of the opinion that the communication was poor as they learnt more about the changes from the media than the organisation. In addition, respondents suggested that the crime-recording role merging with 999s led to a decrease in data quality. Others stated that the decision to reduce the nine steps programme, which would have spread the changes over an 18-month period, had a negative impact on the lack of success of the changes. However 25% of respondents thought the changes were a success due to the fact targets were being met and savings were achieved. Although one respondent stated that this came at a cost and as a result many experienced staff have left and the remaining staff are more stretched in their roles.

Figure 41:

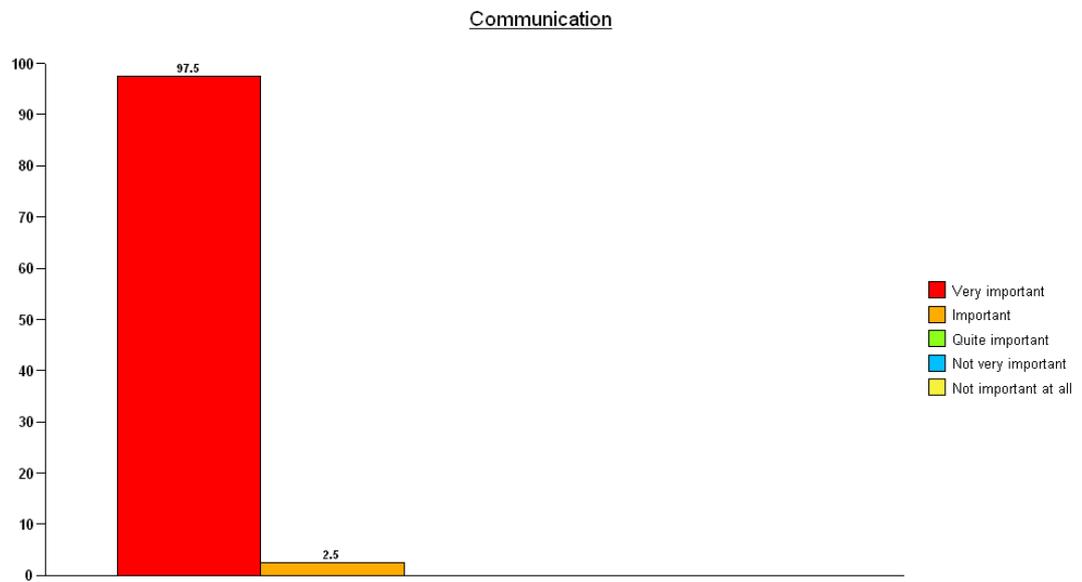


Figure 42:

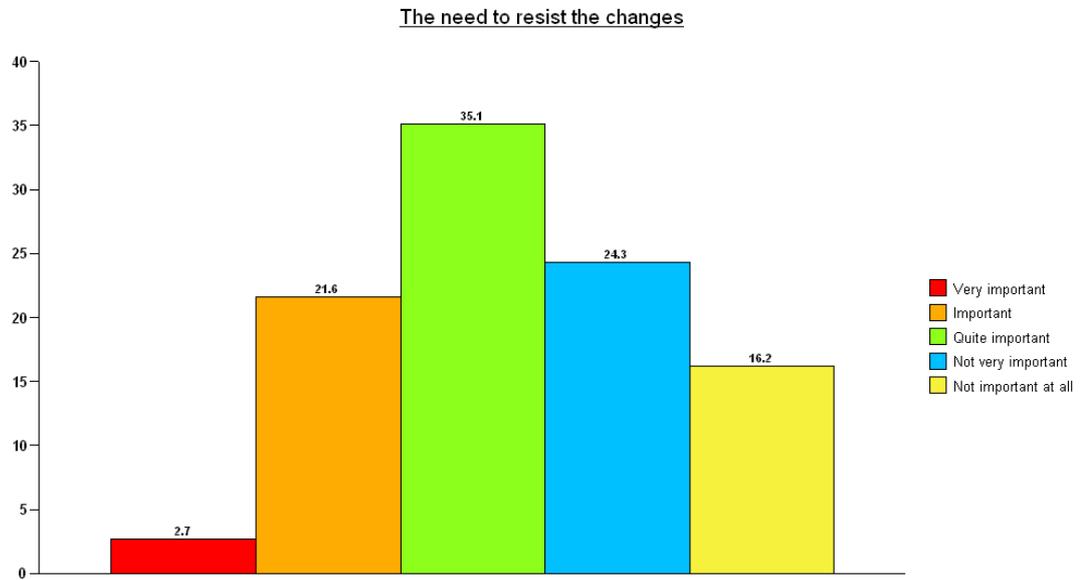


Figure 43:

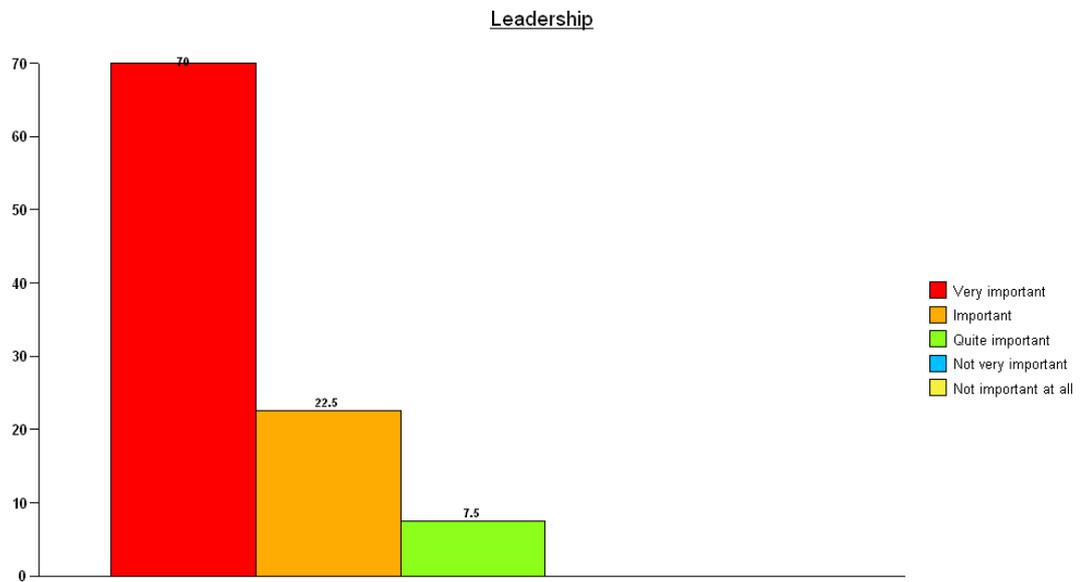


Figure 44:

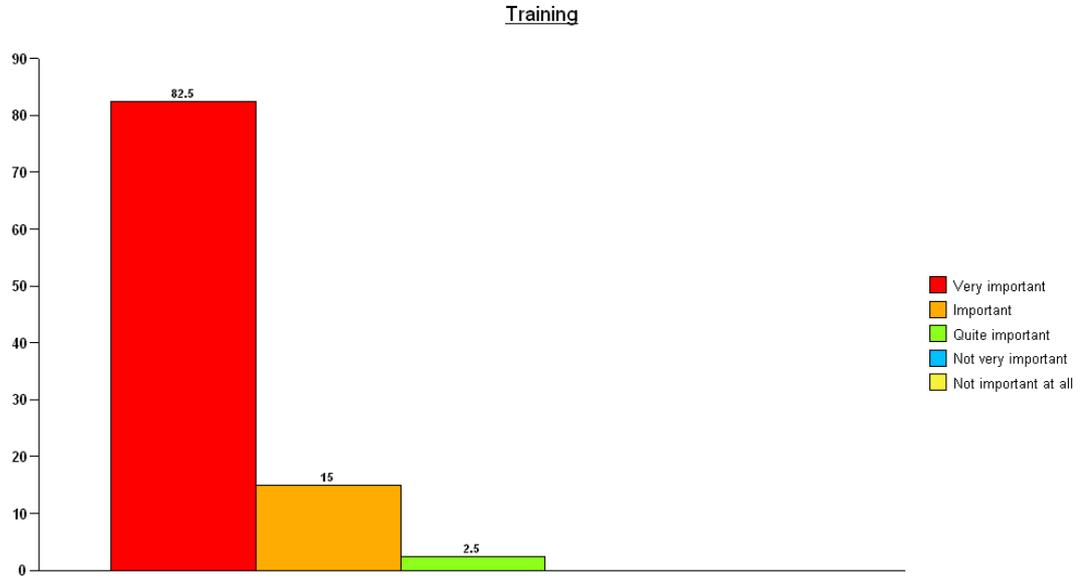


Figure 45:

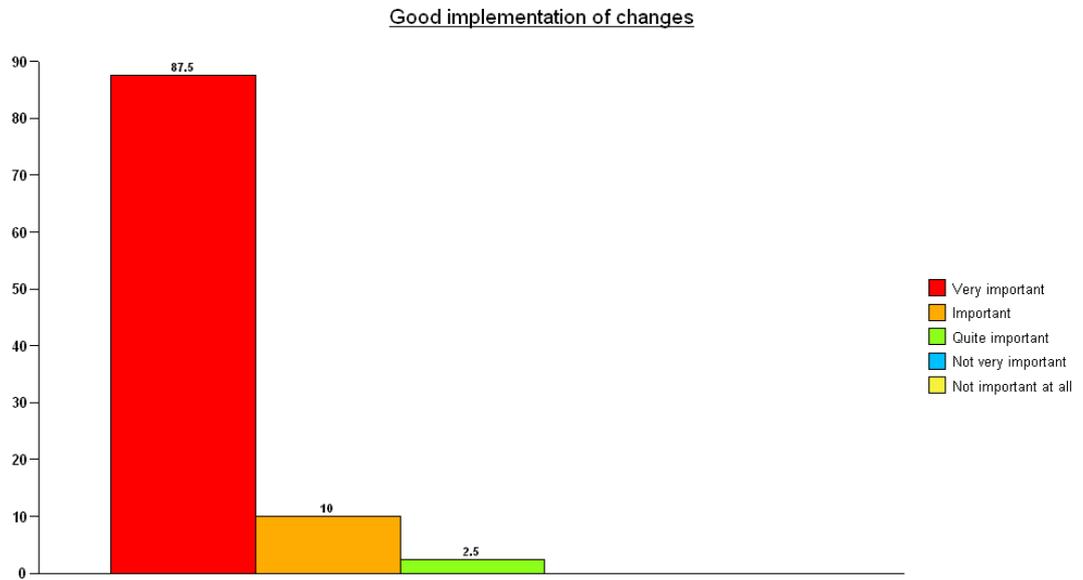
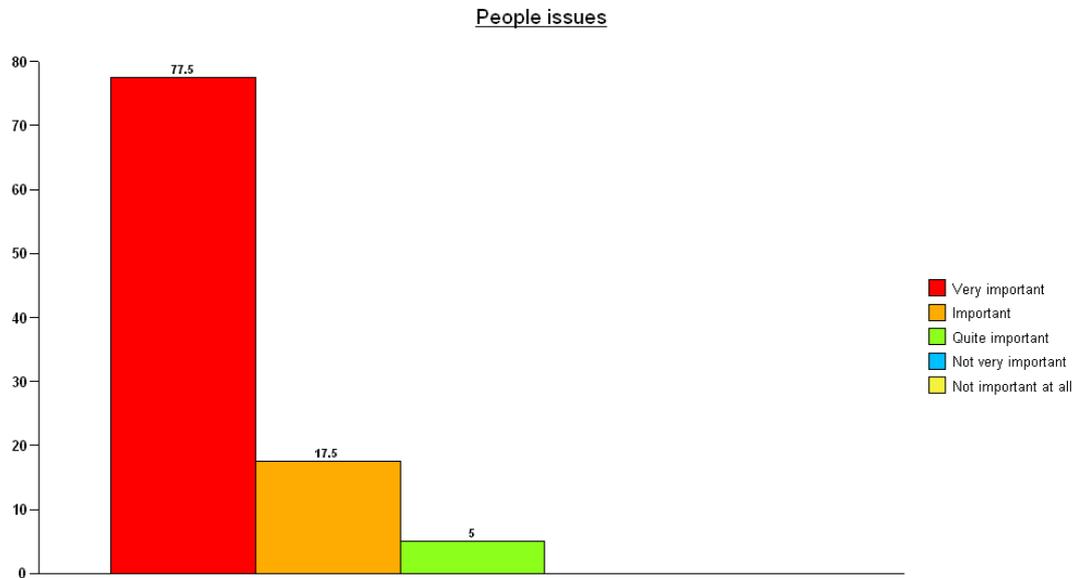


Figure 46:



The final set of questions relate to respondents being asked to rate whether certain factors during the changes were important to them or not. So the first set of questions in this particular series inquired whether respondents thought communication was important or not. 97.5 % stated that it was very important and 2.5 % stated it was important thus, the majority of respondents thought communication was very important.

Secondly, respondents were asked how important the need to resist the changes was to them. 2.7% stated it was very important to them, whilst 21.6 % and 31.5% respectively stated it was important and quite important to them. Only 16.2 % stated that the need to resist the changes was not important to them at all. Thus, the majority of respondents almost 53.1% were of the opinion that the need to resist was an important factor.

Thirdly, 70% of respondents stated that leadership was very important to them and 22.5 % suggested it was important. Only 7.5% indicated it was quite important whilst no

respondents said that it was not important. Hence, leadership was considered by respondents to be an important factor in the changes.

Fourthly, good implementation of the changes was considered by 87.5% of respondents to be very important. A further 10% stated it was important whilst no respondents suggested that it was not important to them.

In the fifth instance 82.5% of staff stated that training was very important to them. 15 % stated that it was important. Thus, once again most respondents thought training was important to them.

In the final bar graph 77.5% stated that people issues were very important to them whilst only 17.5% and 5% respectively thought that people issues were important and quite important. In summary, the most important factors during the changes to respondents were communication, the need to resist, leadership, good implementation and training.

Interviews:

The approach to the interviews was semi structured. This was because although the same questions were asked to all interviewees the questions were structured in different ways and probing questions were different for each interviewee. Twenty interviews were conducted mainly from a cross section of staff. There were seventeen questions during the interviews. There were thirteen open questions and four closed questions in these interviews.

The first question was "Some staff at the time were of the opinion that senior managers did not demonstrate urgency and commitment to the changes. What are your views on this?"

The first part of the question, related to the sense of urgency. Most respondents thought there was a sense of urgency. One respondent relayed that she thought that the urgency did come across.

Another interviewee asserted that: "I did think there was a sense of urgency. It is going to happen and going to happen now and how we are going to introduce cutbacks. It was not very co-ordinated and was uncertain. But there was definitely was a sense of urgency." Thus in summary most interviewees thought there was a sense of urgency during the changes.

However, to the second part of the question one "Did all managers demonstrate a commitment to the changes?" This was mostly responded to in a negative manner. Even managers at York did not demonstrate a sense of commitment. As demonstrated by the following interviewee: "Uncertainty round deployment manager's role and who was going to get job and still be here lead to a lack of commitment. There wasn't commitment in beginning when people's roles were uncertain but afterwards there was commitment."

The second question during the interviews was “Can you comment on whether short term wins created by NYP were sold to staff?” Most staff both at Newby Wiske and York were of the opinion that short term wins or positives were not emphasised to staff.

An interviewee stated that feedback was not given at all and positives were not stressed.

An additional interviewee suggested that short terms benefits were not given to them and that the main emphasis was on long terms benefits such as financial savings.

A further respondent declared that nothing was really emphasised apart from the fact everyone would be in one room. Thus, in conclusion the short-term wins created during the changes were not sold to staff at all.

In terms of the third question: How were your managers able to communicate the vision of the change and did you accept this vision? Most interviewees thought there was no vision whatsoever. One respondent maintained that there was no vision articulated and that the focus was just on plans and business as usual rather than an overall vision.

For the fourth question on “Did you see whether communication was dealt with emotionally or did you feel it was calm and rational? Most respondents agreed that the communication was emotional and not calm and rational.

Although some York staff thought this was not the case, as apart from their managers they did not feel under threat from redundancies. One respondent suggested there were not enough face-to-face briefings and that it was very much emotional communication until everyone came to one control room at which point the communication became more rational.

Another respondent declared there was an undercurrent of militancy and hardcore resistance at Newby Wiske. She also stated that she was aware of the emotional side of communication as well. She also stated that managers were not always calm and rational it was emotional.

Regarding the fifth question on “What are your feelings about whether immediate supervisors conducted good communication throughout the changes?” Overwhelmingly all the interviewees thought that communication by supervisors was good. However, they did point to the fact that they did not always have the necessary information themselves.

An interviewee suggested that his old supervisor did not know that much about the situation and that supervisors were not well informed and had been kept in the dark. Also, that they were unaware of certain changes until the last minute. There were questions asked by staff and they did not know the answers as the supervisors had not been updated.

A different interviewee also concurred by suggesting that a lot of the information he got was hearsay and communication through direct supervisors rather than senior managers would have been preferable.

With Regards to the sixth question “Were you cynical of the reasons for the change and did this increase your resistance to the changes? The responses to these changes were very much divided. Newby staff who were facing redundancy and closure of their control room very much felt cynical of the reasons given for the changes. Whilst York staff did not feel as cynical.

An interviewee stated that she did not understand what the overall idea for combining the two control rooms was. However, she was cynical of the reasons for the changes and remains so today. She expands on this further by stating that she understands that change is sometimes needed, but did not understand why it was so drastic and why it was done so quickly. Equally, she states although she understood the need for savings she still to this day does not understand the need to merge the two roles of communications officers and crime recording as it adversely impacted on data quality. Several other interviewees suggested similar views on the role of crime recording.

The seventh question during the interviews related to “What are your feelings on whether your acceptance of the changes was improved by engagement and commitment or did this not happen?”

Overwhelmingly all the respondents thought there was no engagement and commitment during the changes. The respondents stated that commitment was not demonstrated by managers and there was no engagement or involvement of staff. One respondent expressed that there was no opportunity to engage or come up with ideas at all. He also stated that he did not remember having his ideas sought or implemented.

One more interviewee also avowed that there was no consideration of staff’s input concerning any aspect of the changes whatsoever. Equally, a further respondent stated that ideas were sought from outside the control room such as other departments and managers but nobody sought the opinions of those facing the changes within the control room.

The eighth question asked interviewees “what were the key problems during implementation?” Respondents thought that the implementation was poorly planned and executed and that there were a number of important issues during the implementation. One respondent was of the opinion that although there was an overall plan to the implementation. It had not been properly tested or gone through all the different levels to weed out any potential problems.

Issues raised regarding the implementation by this interviewee included the fact the room was half built by go live date. There were still desks to go in. 999 service was not provided according to this respondent due to a shortage of computer spaces. Once again, he also thought the role of crime recording was not properly thought through. An additional interviewee stated that she laughed because the changes were so poorly implemented. This was because she thought the room was too crowded there was not enough room to

accommodate all staff and staff did not fit in one meal room. He made the comment “it was hard to implement changes in a period of such mad confusion.”

Question ten related to “Can you comment on whether you feel you were asked to come up with bottom up solutions/ suggestion to the various problems in implementing the changes and were your managers open to new ideas? Would this be a good idea for the future? Most respondents similar to the earlier question on engagement responded to this in a negative manner. Almost all thought they had not been asked for bottom up solutions. Equally, they all thought that it would be a very good idea for future changes.

One interviewee intimated the following that since the changes a year later, there had been a lot more feedback but at the time no feedback or bottom up solutions were encouraged. One more interviewee responded with the fact there could have been more involvement of staff. He also made the point that if staff were involved and empowered in decisions then that would have been preferable. Further comments by a respondent included the fact that nobody consulted or asked staff about how to introduce the changes.

The eleventh interview question concerned “Can you please comment on whether these changes part of a strategy which has been explained to you and are you aware of NYPs long term strategy?” Again, most staff did not know what the long-term strategy for the new control room was. Some indicated that the only aspect of long-term strategy or plan they were aware of was the need for the force to make cost savings.

The twelfth question related to “Was the leadership by senior managers during the changes to your expectation? What would you ask your leaders to do differently in future changes in terms of their leadership style? Most respondents thought the leadership style was too directive and needed to adopt some softer aspects of leadership. A number made suggestions on how leadership could be improved for future changes.

A different respondent identified that the leadership in the main was directional. No options were raised for people to consider. He also suggested that if staff had suggested alternatives to aid the changes they would never have got off the ground at all. He also intimated that there was little interaction with senior managers apart from one meeting

Question thirteen asked interviewees "What are your views on whether your leaders motivate and enthuse you during these difficult changes and were they managers or leaders?" Almost all the interviewees affirmed that the managers were acting as managers throughout the changes and not leaders. Most also thought they did not have inspirational or motivating qualities in the changes. Some thought this was because they could not do this whilst facing threats to their own roles through redundancies.

An interviewee made the following comments: That once the direction had come down a more open meeting could have been arranged. In addition, staff could have passed certain feedback back to senior managers so they felt part of the decisions being made. This could have acted as a morale booster according to this interviewee.

Another interviewee referred to the following that the new managers had a massive transition from being supervisors to being managers. She indicated that Deployment Managers had such a massive amount to learn. Moreover, that they were not leaders. As they had so much to do in their daily workload. She also said that managers had to manage the shop floor and guiding staff that they did not have the opportunity to be leaders at all.

A staff member also commented that the leadership needed to be more participative and consultative. She stated she expected consultation and participation but there was not any. Even as a union member, she suggested that the first thing she knew of any changes was when they were being introduced.

A respondent also said that the leadership was not to her expectation. She said it was directional as this is what we are doing. She stated that transformational leadership would

have made it better. This particular interviewee stated, "I think that does help in giving staff feedback. As they feel they can have a say if the leadership is transformational."

One interviewee also indicated that he was very resistant to directive style of leadership. He felt that power from above made him feel devalued. Since then there was more face-to-face contact and a more approachable Superintendent who took time to sit with staff sit with staff and listen to their concerns. He did not feel this that at the time of the changes. This particular member of staff also said, "They probably felt we are going to get a lot of resistance to this so let's squash it."

Another member of staff stated that there has to be a degree of flexibility as you are dealing with human beings. He indicated that he preferred a more engaging style of leadership. So that there are discussions. He said he liked to think that he was heard and during this process, he did not feel he was.

Question fourteen pertained to "Did the top down strategy and leadership adopted increase or decrease your trust in management? Most interviewees thought top down leadership had decreased their trust of management. One interviewee implied that this type of leadership was certainly frustrating. She went to say that since staff do daily they can suggest to you how to improve things. This can then be taken on board. She went on to say," It is not only satisfying for us it allows us to come up with ideas." Furthermore, she stated that she did not feel there was any way she could contribute. Finally she stated that if there was transformational leadership that would have been an interesting aspect to it. An aspect of leadership she commented on was that .There is a lot of temporary leadership. She affirmed that there is no consistency in leadership as Chief Inspectors do their role and then move on.

A further interviewee said the leadership style has to involve staff that is the main message. He went to elaborate and said that there was one Chief Inspector in particular in the

control room who has the style he preferred. Also he inferred that he was the only person that he can think of at that level of supervision that everyone has trust in. The reasons given for this trust were in the following comments “he speaks to staff on the same level, he shows genuine interest, and he actual listened to what staff say. He will not implement everything staff suggest. Nevertheless, he will take suggestions and ideas on board. And he has made some positive changes especially training and people being tutors. He really involves staff and it is a genuine involvement. We do not feel he is doing this to progress his career. This is a feeling we get from other managers. He is very transformational and that leadership was not present during these changes.”

Question fifteen related to “What are your views on whether Human Elements were factored into the changes and did you feel changes were done with individuals or to them?” Most interviewees thought that changes were done to people rather than with them. Furthermore, they were of the opinion that human elements were not present during the changes apart from travelling allowances and flexible working for some.

One member of staff stated that the changes were done to people as they were simply told what was going to happen. They were allowed to make comments on smaller things such as room layout. Nevertheless, the initial move down to one control room was according to this member of staff done to people

An additional interviewee stated she strongly believed that the changes were done to people not with them. She did not believe anyone was listened to. She also thought that nobody involved staff or considered their feelings. She went on to say there was little chance to voice an opinion. Thus, it is clear changes were done to people not the other way round according to interviewees.

The final two questions a number of suggestions were made on how the changes could have been done differently, and interviewees added several comments to the other

comments section. This included the fact that retention was not factored into the thinking during the changes. A respondent stated that many quality staff with experience were lost through the changes and this has had an effect on quality of work. In addition, another interviewee thought that there should have been more involvement and consultation of staff. Equally, an interviewee said that once the direction had come that managers could have considered workshops and focus groups to consider the way forward and encourage an input about the implementation of the changes. Finally, a respondent mentioned that there was no consistent leadership in the control room. Chief Inspectors were seeking promotion to the next rank and moved within two years sometimes sooner. So according to this respondent they never actually finished many of the projects they started. She also indicated that this lack of permanent leadership is a disadvantage.

Conclusions and Findings

This conclusion section will refer to how the findings of one's research compares and contrasts to the key literature in the literature review. Subsequently one will also examine the recommendations from the main findings and how one's research meets the main objectives.

The first conclusion relates to resistance to change. Although most staff (82.9%) stated they did not resist the changes, respondents were critical of the way the resistance was managed by their line managers. Thus, the resistance needed better management. Related to this a lot of respondents thought that the resistance was poorly managed because line managers were either resistant or not committed to the changes themselves.

The interviews also demonstrated that not all managers were committed to the changes. This was in part due to the old supervisors roles facing redundancies. Thus, it is recommended that in future a two-tier approach be made to the changes to allow managers to be the first to be considered for redundancies so that they are then in a position to relay commitment to the changes. It is difficult to be committed to the changes whilst their roles are under threat. Thus if they were in stage one of the change programme they would have known if their positions were safe. This would also have allowed a good takeover of staff and commitment to the changes. As during the actual changes many acting supervisors were used who had no commitment to the changes whatsoever as they were not permanent supervisors or managers. Also, those supervisors who were to remain in the new manager's role did not know at this time whether they had been successful for the new managers role

Resistance to the changes could have also been improved if first line managers did not always resort to implicit or explicit coercion and adopted the facilitation and support approach adopted by other managers. Thus as mentioned by Kotter and Schlesinger (1979)

resistance to change could have been improved through more facilitation and negotiation rather than coercion.

Short-term wins needed to be sold better to staff. Most managers did not emphasise these enough at all. As Kotter (1996) indicates short-term wins can assist the change process. Therefore, within NYP, the short-term wins were not visible, nor were they clear unambiguous and related to the changes. As NYP did not emphasise short-term wins there was no reinforcement of the change effort as suggested by Kotter (1996), and it did not aid the vision of the change effort. Hence, the changes within NYP did not correspond to Kotter (1996) ideas of generating short-term wins.

There needed to be a clear vision and this needed to be communicated to staff. In addition, communication could have been less emotional and more rational if managers were given the tools and necessary time to deal with this. Again, this means a two-tiered approach to the changes so that managers were in tier one and would know their jobs were safe. This would have assisted language being less emotional and more calm and rational.

Overall most respondents thought communication was conducted well by first line managers. However, there needed to be more face-to-face briefings. In addition, managers in general according to respondents kept out of the loop and did not know what was actually going on with the changes. Thus in order for managers to be more involved they needed more information to be passed to them.

A further recommendation is that change resistance could have been improved through engagement and commitment. Most respondents particularly during the interviews were of the opinion that their ideas and involvement should have been sought. Maurer (2005) contended that challenging faulty beliefs and acknowledging peoples values and feelings to the changes would allow resistance to be better managed. Conversely, in my research

during the semi-structured interviews most respondents did not think their acceptance of the changes was improved by engagement, as that did not occur at all during the changes.

In a related theme most respondents thought that bottom up solutions would be a good idea for the future. However, they felt that they were given little opportunity to come with ideas or solutions during the changes. Thus, it is recommended that NYP seek staff's involvement in the changes through workshops, which allow them to offer bottom up solutions to problems during the changes and their implementation.

Equally, there needed to be a clear strategy of the changes over the long term, which should have been communicated to staff. This was not done so most respondents had no idea of the direction the control room would take in the future. Kotter (1996) demonstrates that a sensible vision and the future an organisation is heading to is needed to ensure all are going in the same direction and with the same focus.

During the interviews again in the survey, it became clear that the changes were done mostly in a directive and transactional style of leadership. However, aspects of transformational leadership were almost certainly needed. Staff also referred to this in the survey by stating they would have preferred a more transformational style of leadership during the changes. Individuals did not rate the leadership style during the changes very highly. Thus, it is recommended that transactional aspects of leadership were combined with transformational aspects to allow staff more empowerment.

The top down and directive style of leadership decreased trust in management during the changes according to my interviews. Thus as well as directing a more participative and consultative style of leadership was needed.

In relation to the conceptual model, the survey indicated that the type of leadership style during the changes that was mostly transactional, did influence the resistance shown by staff. As 60% of respondents stated this was the case. Transactional leadership also led to

communication issues as interviewees thought the communication was direct and emotional. There were also related issues of cynicism towards management during interviews again due to direct transactional leadership. Thus, a more transformational leadership style could potentially have improved communication and resistance. However, a crucial limitation in adopting leadership that is more transformational would have been the need for more time than was allocated to the changes.

There also needed to be a development of leadership skills amongst the new Deployment Managers within the single control room. This is because during interviews it became clear that most staff thought that there were few leaders amongst Deployment Managers. When this was explored further with the managers, they had not been given any input on leadership. They had been promoted from supervisors to Managers during the changes but not given any training or coaching into being leaders. So most defaulted back into almost being supervisors again. The research demonstrated that training for managers was severely lacking and was not included in the implementation plan.

In terms of leadership, a number of points are needed. Most staff within NYP agree with Gill (2003) in that they see a key failure in the changes as being poor leadership. Also since the new role of deployment, managers lacked training in leadership and management this resulted in staff being more resistant. This once again concurs with Gill (2003) who states if leadership is not present then a simple managerial response leads to resistance and conflict.

As demonstrated by staff within NYP the leadership during the changes was directive and transactional. This concurs with the assertions by Tannenbaum and Schmidt (1973) that directive leadership is less effective and also that it leads staff to feel more dictated to. Equally, in my research it is evident that staff did not feel they were consulted with in a meaningful way. Although they did think that they were involved from the start, they did

not think that this was in a positive or meaningful way. Hence, this concurs with Kavanagh and Ashkanasy (2006) who state that if staff are not truly consulted then they will think management are paying lip service to the consultation. Thus, a recommendation for NYP is to have proper meaningful consultation.

Goffee and Jones (2000) expound the idea of leadership is done with people not to them. However, this is in contrast to NYP whereby my research demonstrates that leadership was directive and did not involve people as most staff thought it was transactional and focussed on the task and not individuals or people. Furthermore Goffee and Jones (2000) state leadership has to be contextual and leaders have to tailor the responses to the staff. However, my research demonstrates leadership was poor during the changes and some of those interviewed during semi-structured interviews thought the response by senior leaders was not individualistic but rather bland and general.

NYP have to take on board some of the comments by DTI (2002) this because it appears during these changes NYP does not have any leadership development frameworks DTI (2002) state that companies with frameworks for leadership and development are generally rated higher by staff. This is also the case in NYP as most staff did not rate the leadership highly and so would concur with this view.

Thus, a key recommendation for NYP would be to have had a transformational type of leadership that is tailored to individual needs. Rather than transactional leadership style focussing on the task.

Most of my research concurs with Hesketh (2011) this is because my research points out that staff believe NYP needs transformational leadership. Hesketh (2011) main assertions are linked to the fact he believes the Police need to adopt more transformational leadership during these austere times. Also, my research demonstrates that staff enjoy

their work less since these changes have been introduced. Hesketh (2011) states that staff will be more satisfied in their work if they have transformational leadership.

Furthermore Hesketh (2011) highlights that senior managers within the Police are stuck in transactional mode based on performance. Thus, my survey also agrees with this as staff state their preferred style of leadership is transformational but this is not what they think leaders were doing during these changes.

Thus, another recommendation for NYP is to adopt ideas by Tichy and Devanna (1986) as transformational leadership will allow NYP to adopt three key stages creating a vision for change and institutionalising change.

However, my studies contrast with Hesketh (2011) on one point. Hesketh (2011) suggests that even in austere times the Police service will have to become engaging and collaborative, focussed on transformational and not transactional leadership. Within NYP, the leadership was said by staff not to be engaging and collaborative. Thus, this is the next recommendation for the leadership within NYP to be engaging and collaborate with staff even in difficult financial times. During the interviews, it was self evident that many staff did not feel they were involved or consulted.

In terms of Implementation my research does not agree with the work of Beer et al (1990) who state that change is best through the grassroots and then moves out to senior management. In spite of this, within NYP the changes were lead top down and directed as indicated by staff who did not feel involved or consulted.

Hence, another recommendation for NYP would be to allow grassroots staff to be more involved in the changes. I fully appreciate this is not always possible in the financial decisions which lead to the changes. However operationally staff could and should have been involved in changes at a grassroots level.

Individual barriers to the changes were mostly related to scepticism of the reasons for the changes. Again, emphasising short-term wins and clearly communicating the reasons for the changes could have assisted this. It should be emphasised that although there was good communication by managers according to staff, there was only one face-to-face briefing with senior managers and no subsequent meetings or briefings with immediate supervisors. Thus, it is recommended that communication should have involved more meetings and briefings with immediate supervisors.

The main individual barrier to staff resisting changes was related to both changes in personal circumstance and stress levels in the new control room. Whilst the latter could not have been changed with a reduction in staff, the former could have been assisted by taking on board staff's individual needs such as car sharing and flexible working. This is interconnected with the need to take on board human elements during the changes.

The most important organisational barrier causing resistance to the changes was a lack of trust in management. Thus in order to diminish the effects of organisational barriers implementation and trust in management needed to improve. This could have been encouraged as staff also stated there was a need to have a more transformational and less directive approach as well as better communication.

Oreg and Berson (2011) contended that leadership affects the type of resistance shown, as staff were more resistant to change according to Oreg and Berson (2011) where organisations were less open to transformational leadership. My research agreed with this. A significant amount of staff 60% of respondents stated that the type of leadership adopted during the changes affected their resistance to the changes.

Bjorn et al (2009) also stated that trust in top management assists change agents. However, in my primary research most staff thought that managers were not good role models and during the interviews, it was obvious that commitment from senior managers was not

there. Equally, a significant organisational barrier for many staff was the lack of trust of management. Therefore, this fundamentally contradicts Bjorn et al (2009) and might explain why change agents at NYP were unable to break down resistance to the changes.

In terms of the type of resistance shown by 53.7 % mentioned the fact they were confused as to why the changes were needed. Thus, my research closely agrees with Stanley et al (2005) who thought that employees would be unwilling to engage in change if they thought the reasons for the change were for other reasons than explained to them. In free text, respondents had also mentioned that the changes were a done deal and what they said made no difference. Thus, many did think that the changes were for other reasons than those given by senior managers.

However, my research fundamentally disagrees with the literature by Dent and Goldberg (1999) and Piderit (2000) who are both critical of resistance to change as a psychological factor. While both these authors contend that implementation and the quality of the change programme is more important than resistance to it.

This disagrees with my research in which 55.3% of staff thought that their organisational barriers were an important factor to them resisting the changes during these change. Equally, my primary research disagrees with Dent and Goldberg's (1999) concept that resistance is an outdated model. This is because many staff demonstrated various aspects of resistance to change in my research including ridiculing the changes, verbal resistance and indeed 42.9% of staff described themselves as having verbally resisted the changes. Thus, this is not harmony with authors such as Dent and Goldberg (1999), and Piderit (2000). Who think resistance to change is not an important factor in change anymore.

Also in relation to managing resistance to change again, an overwhelming 100% of respondents thought that managers poorly managed resistance. This is where

recommendations by authors such as Kotter and Schlesinger (1979) and Maurer (2005) could assist the managing of resistance by managers within NYP.

In terms of Communication NYP managers within the Force control room could learn from De Jager (2010) who thought that communication is the key to change. It appears NYP did not heed this message as 32.5% of staff thought that the communication was average whilst 20% each thought it was poor or very poor. Vital messages were not passed at important times and staff did not know what was happening on go live date. One mistake was demonstrated by my research in which most staff stated that the communication failed to take be rational and calm and was very much emotional this contrasts with Palmer et al (2009) as they criticise emotional response to communication. However, ones research does concur such as Fox and Amichai Hamburger (2001) who argue that emotions should be considered during changes, as they are very important.

One's survey highlighted that many staff thought that communication was very direct and matter of fact. This concurs with De Jager (2010) who state that communication emphasising "this way or nothing" infuriates employees. Thus, another recommendation would be to adopt two-way communication, which was lacking and sell the vision to staff rather than adopting the attitude of "this way or nothing."

Also in interviews, it was clear that managers and supervisors were not informed of all the changes. This disagrees with the research done by Richardson and Denton (1996) who states that the best form of communication is through fist line supervisors. This is another recommendation for NYP to involved first line managers in disseminating key messages and to aid communication with employees.

NYP did have to adopt some of the positive elements of Saunders (2000) and his 10-point plan on effective change communication. Particularly the points raised by Saunders (2000)

such as making communication two-way, repeating the purposes of the changes and supporting the changes through new learning.

During the interviews and the survey it is clear that implementation of the changes needed to improve. Therefore, it is recommended that there is sufficient time to allow the planning of such a massive change. It is further recommended that the plan be properly tested and reviewed so that any initial issues could be rectified, as respondents did not believe this was done.

There was a positive in the interviews, which indicated that managers felt the new responsibilities and new role allowed them to change attitudes. This corresponds with Beer et al (1990) who states that new attitudes can be created by new responsibilities and roles. Staff also agreed with Beer et al (1990) by stating that management had adopted a one-size fits all approach to implementation and change. This brings us to another recommendation which is for NYP to adopt a tailor made approach to the changes based on the circumstances instead of a one size fits all approach.

This then brings one onto to a set of recommendations to be adopted from Beer et al (1990) .Firstly NYP should have used staff and managers to solve problems. Secondly, a shared vision of how to organise and manage was not adopted within NYP and was needed according to Beer et al (1990). Thirdly as indicated, by my survey most staff do not understand what the vision for the new control room will be in three years. Thus as Beer et al (1990) state a consensus is needed on the new vision.

In addition, Kotter (1996) points out that lacking a vision is a key reason for failure within a change programme as well as under communicating the vision and empowering others to the new vision. Thus, these are further recommendations for NYP to take on.

An important recommendation is the need to consider continuous improvement through training and development for both managers and staff.

In consultation with the NYP training department, in order to accommodate this the following costs have been devised:

Financial Costing for the Training programme:

Unit Cost for each training session for each staff member per day= trainers cost at 1.5 days to include preparation and one days salary for each type of staff member

FCR staff one day's salary:	£72
FCR Managers one days salary	£106
Trainers Salary at 1.5 days	£100
Number of staff to be trained	160 staff (including 12 managers)
Number of occasions per year:	12 training sessions on per annum
Staff Costing:	148 staff x £72= £10656 x 12 sessions
Managers Costing:	12 Managers x £106 = £1272x 12 sessions
Break down :	£127872 for staff and £ 15264 for managers
Trainers costs:	£100 X 12 sessions= £1200
Trainer's additional costs per year	£1200 x 3 trainers to cover amount of staff
Total for trainers	£3600
Total costs:	£127872 +£ 15264+£3600
Total Training Expenditure:	£146 736
Total Budget for FCR:	£6,100 000
Percentage of Total budget	0.02%

Thus in order to train all staff and managers a total cost to NYP is envisaged of almost £146736. Out a total budge of £6.1 million this is only two percent of the total budget. Even in these stringent times, this is a feasible recommendation. It would also assist those staff struggling with the Omni- competent nature of particularly the communications officer role combined with crime recording. Accordingly, it is recommended that based on these financial costs that NYP has a rolling training programme of at least one training session per month. It is also worth noting that no rental or property charges apply, as NYP owns the buildings.

Limitations to my study

This work is concentrated and focussed on North Yorkshire police a further piece of work which could enhance this study is to compare these changes to other public sector organisations or other Police Forces. This would give an accurate idea of how Police Forces nationally are dealing with these four factors of resistance to change, leadership, implementation and communication during difficult economic constraints.

This study was also constrained by the fact that before I could conduct my survey there was a similar survey carried out by the Chief Constables Office into the implementation of the changes. This meant I had to delay my survey for several months as staff were going through some “survey fatigue.”

In terms of the literature review, the topic of change is fascinating and very interesting to a first line manager. However in order to ensure I stuck to the topics chosen I had to ensure that I eliminated all reading that was not relevant. This was very challenging as there are so many good books and articles on managing change that one can get overwhelmed. Thus, I had to be very focussed and selective in my chosen reading.

In addition, although there is a lot of literature on change management there were only a few theses which related to change management within the Police most notably Hesketh (2011). Thus, this was rather frustrating, as one could not find literature on the topic and how it related to the Police Service. Thus, this is a notable area for further research.

There was a wide-ranging programme of change covering all areas of the NYP force. This would have made the scope of the study too large and insurmountable. Thus, the present research focussed on the changes within the Control Room. A larger piece of research could encompass the whole Police Force's changes rather than one area.

A further limitation was the time it took to complete the surveys. On average, the feedback was that it took between 15 minutes to complete. However, most of the staff were emergency 999 call takers or dispatchers and managers so this time could not always be afforded.

Equally, a poor recollection of the events one year on from when the changes were implemented may also distort the viewpoints of some staff.

Finally in relation to the questions whether leadership for example was poor average or excellent. These terms are not clearly defined so someone's notion of what constitutes an average leader is like might differ from another colleagues.

Summary of Recommendations:

Two Tier approach to Redundancies

It is recommended that in future a two-tier approach be made to the changes to allow managers to be the first to be considered for redundancies so that they are then in a position to increase commitment to the changes. The way in which the changes were introduced meant that line managers at York faced redundancy whilst their staff did not. In one's research, it was evident that was an important factor influencing why there was a lack of commitment to the changes by first line managers. Thus for future changes NYP should allow managers to face redundancy before their staff, to allow them to be better informed if their jobs are safe. Staff will then face redundancy at a later stage. Thus, this two-tier stage of redundancies will allow better commitment and allow managers to be proactive in leading the changes in future.

Short Terms wins, vision and strategy of the changes.

Short-term wins needed to be sold better to staff. Most managers did not sell these enough at all and as a result, respondents felt there was not much emphasis on short-term positives. A vision for the changes and the future needed to be communicated to staff. Many did not know what the future direction of the control room would be.

There needed to be a clear long-term strategy for the changes and this needed communicating to staff. Even now, many do not know what the strategy or vision of the control room is. This would certainly aid future changes, as individuals would be fully aware of the future strategic direction. Thus, the recommendation is to have a clear vision and strategy linked to the changes as well as selling short term wins.

Engagement of staff through Bottom up Solutions

NYP should seek the involvement of staff in the changes through workshops, which allow them to offer bottom up solutions to problems during the changes and their implementation. Staff needed to participate more in the changes. It was clear from ones research that staff did not feel part of the changes. Although financial cutbacks and relocation were decisions, in which staff could not have an input. In other areas, staff could have contributed such as the new ways of working within the new control room and changes in processes. Hence, staff could have been involved and their expertise sought in offering bottom solutions particularly in relation to implementation and the need to restructure.

Adopting more transformational aspects of leadership

It is recommended that transactional aspects of leadership were combined with transformational aspects to allow staff more empowerment. As well as directing a more participative and consultative style of leadership was needed. Most individuals in ones research felt transformational leadership would have been preferable to transactional leadership.

First line managers and managers were not good role models and did not lead by example during the changes according to interviewees. Again, this needed to change and they needed to take on board softer skills and transformational qualities. Leadership needed to be done with people rather than to them as indicated by Goffee and Jones (2000). Also, Deployment Managers were overall according to interviews managers and not leaders. Hence, another recommendation is the development of such managers in leadership competencies and frameworks as demonstrated by DTI (2002). All these managers had

been supervisors prior to the changes and were not given the necessary tools or skills in order to lead and motivate their teams through the changes.

☒ Training and change to the Crime Recording Role.

One's research demonstrated that most staff did not feel they received adequate training during the changes. There was a change to the crime-recording role, which meant that these staff had to take 999 calls. This decision has affected data quality and in future, it is recommended that a small separate unit conduct the slower administrative function so that data quality can improve. Control Room Staff still need to take 999 calls and crimes and be Omni-competent. However, an additional Crime Recording Unit is needed to carry out slower enquiries and tasks and improve data quality.

In addition, training days for the control room need to be reinstated. This is because most staff felt that there is not enough training for the roles they perform. Financial costing has been devised calculated and this indicates it would cost around £146846 to have a training session per month for control room staff for one calendar year. Hence, it is recommended there is a return to training days for the control room to encourage continuous learning.

☒ Communication.

Respondents rated communication as very important during the changes, however most felt communication was poor. This could have been improved by first line managers being more involved in the communication to staff rather than relying on senior managers to conduct briefings. Senior managers did also not pass information at vital moments to managers and supervisors. There seemed to have been a barrier to the information being passed down the chain.

The best form of communication as indicated by Richardson and Denton (1996) is through first line supervisors. This was not done with NYP as senior managers conducted the briefings. Hence, a further recommendation to aid communication is to have this conducted by first line managers.

Another important recommendation is for communication to be two way and not as direct and matter of fact as this would have assisted the selling of a vision of the changes. Communication could also have been improved by communication not being as emotional it needed to be more rational and calm. Again if manager's positions were not under threat at the same time as staff this would possibly have assisted communication being less emotional.

▣ Implementation.

Implementation needed to improve by allowing sufficient time to allow the planning of such a massive change. It is further recommend that the plan be properly tested and reviewed so that any initial issues could be rectified. A thorough and detailed plan was needed for this implementation, which according to interviewees did not occur.

It is further recommended that as demonstrated by Beer et al (1990) NYP should have used managers to solve problems and as stated in the recommendation for communication a consensus was needed on a vision, which could have been used to organise and manage issues within the changes.

NYP also need to adopt a tailor made approach to the changes based on the circumstances instead of a one-size fits all approach to implementation. However, the following recommendation may explain why the implementation seemed to be haphazard to respondents.

☒ Nine Steps Programme should not have been reduced to two within the control room.

The original programme of nine steps programme to achieve the savings should not have been reduced to two steps as this led to many of the leadership, resistance, communication and implementation issues. Hence, it is recommended that in future the timing required to introduce such changes properly be maintained. This will also allow the implementation and communication to be planned more thoroughly.

It is felt by many respondents during interviews that the key stakeholders in the process such as staff, senior managers and the union were ignored due to the need to introduce the changes as quickly as possible before the former Chief Constable Grahame Maxwell retired. Originally, it was proposed that the changes be introduced over an eighteen-month period. However, in March 2011 this was reduced to three months. Thus the original timetable would have better suited these changes. Although the fast track timetable did lead to significant financial savings it also had a substantial impact on resistance, implementation and communication issues.

References

Bass B, M., (1990). From Transactional to transformational leadership : learning to share the vision. *Organizational Dynamics*, Winter, pp.19-31.

Bass B, M. & Steidlmeier, P., (1999). Ethics, Character and Authentic Transformational Behaviour. *Leadership Quarterly*, 10(2), pp.pp181-218

BBC (2010) *Spending Review 2010 Key points at glance* [online] available at:

<http://www.bbc.co.uk/news/uk-politics-11569160> accessed [03 Jan 2013]

BBC (2012) *Police and Crime Commissioner Elections: North Yorkshire* [online] available at:

<http://www.bbc.co.uk/news/uk-england-19476998> accessed [03 Jan 2013]

BBC (2011) *North Yorkshire Police control room to close* (2011) [online]

<http://www.bbc.co.uk/news/uk-england-york-north-yorkshire-12975317> accessed [03 Jan 2013]

Beer, M., Eisenstat R, A., Spector & B, (1990). Why Change Programmes Don't Produce Change. *Harvard Business Review*, Nov- Dec, pp.158-66.

Bjorn, M., Stegmaier, R. & Sonntag, K., (2009). Affective Commitment to Change and innovation Implementation Behaviour, The Role of Charismatic Leadership and Employees Trust in Top Management. *Journal of Change Management*, Dec 9(4), pp.399-417.

Bovey W, H., (2001). Resistance to Organizational Change: The Role of Defence Mechanisms.. *Journal of Managerial Psychology* , 16(7), pp.pp.534 - 548.

Brenner, M., (2008). Its all about the people: Change Management's Greatest Lever. *Business Strategy Series*, 9(3), pp.132-37.

Bryman, A and Bell ,E (2003) *Business Research Methods*,1st Edition, Oxford, Oxford University Press

Burnes, B., (2004). *Managing Change A strategic Approach to Organisational Dynamics*. Fourth Edition ed. London: Prentice Hall.

Caldwell, R., (2003). Change Leaders and Change Management: different or complementary. *Leadership and Organization Development Journal*, 24(5), pp.pp285-293.

Clark K, E. & Clark M, B., (1990). Measures of Leadership. *Leadership library of America*, pp.343-54

De Jager, P., (2010). 7 ways to Communicate Change. *Human Resources Magazine*, Oct/Nov 15(4), pp.24-25.

De Wit, B. & Meyer, R., (2010). *Strategy Process, Content and Process An International Perspective*. 4th ed. CEENGAGE Business Press.

Dent E, B. & Golberg S, G., (1999). Challenging Resistance to Change. *Journal of Applied Behavioural Science*, 35(1), pp.25-41.

Dobby J, Ascombe, J & Tuffin, R (2004) *Police Leadership: expectations and impact* [online] Available at <http://webarchive.nationalarchives.gov.uk/20110220105210/rds.homeoffice.gov.uk/rds/pdfs04/rdsolr2004.pdf> [Accessed 07 July 2012].

DTI Department of Trade and Industry (2002). High Performance Workplaces: The role of employee involvement in the modern economy. In *DTI Discussion paper*. London, 2002. Routledge.

Expert Program Management, (2012). *Kotter Change How to Lead Change*. [Online] Available at: <http://www.expertprogrammanagement.com/2010/11/kotter-change-how-to-lead-change/> [Accessed 8 July 2012].

Ford, JD, Ford, L and D' Amelio A (2008) Resistance to Change the Rest of the Story, *Academy of Management Review*, Vol 33, No 2, pp 362-377

Fox, S. & Amichai-Hamburger, Y., (2001). The Power of Emotional Appeals in Promoting Organizational Change Programmes. *Academy of Management Executive*, 15(4), pp.84-95.

Gill, R., (2003). Change Management or change leadership. *Journal of Change Management*, May, pp.307-18.

Goffee, R. & Jones, G., (2000). Why Should anyone be led by you Authentic leadership? *Harvard Business Review*, Sep- Oct , (Sep- Oct), pp.pp 62-70.

Graetz, F., (2000). Strategic change leadership. *Management Decision*, 38(8) 550-562, 38(8), pp.550-62.

Hay, I., (2012). *Transformational Leadership Characteristics and Criticisms*. [Online] Available at:<http://www.leadingtoday.org/weleadinlearning/transformationalleadership.htm> [Accessed 18 July 2012].

Hesketh, I., (2011). Leading through change: To what extent is transformational leadership appropriate during unprecedented restructuring in the Police. Thesis. CMI.

Hoffer S, J., (1986). Behaviour and Organizational Performance: An Empirical Study. Doctoral Thesis. Stanford CA.

Howell J, M. & Avolio B, J., (1992). The Ethics of Charismatic Leadership: Submission or Liberation. *The Academy of Management Executive*, 6(2), pp.43-55.

Janis, I., (1989). *Crucial Decisions: Leadership in Policy making and Crisis Management*. 1st Edition, New York: Free Press.

Kanter R, M., (1983). *The Change Masters: Innovation for Productivity in American Corporations*. New York: Simon and Schuster.

Kanter, R.M., Stein, B. & Jick T, D., (1992). *The Challenge of organizational change. How companies experience it and leaders guide it*. New York: Free Press.

Kavanagh M, H. & Ashkanasy N, M., (2006). The impact of leadership and change management strategy on organizational culture and individual acceptance during a merger. *British Journal of Management*, 17, pp.81-103.

Kotter J, P., (1995). Why Transformation Efforts Fail. *Harvard Business Review*, March - April, pp.59-67.

Kotter J, P (1996). *Leading Change*. Boston, Massachusetts, Harvard Business School Press.

Kotter J, P. & Schlesinger L, A., (1979). Choosing Strategies for Change. *Harvard Business Review*, March- April, pp.106-14.

Landrum N, E., Howell J, P. & Paris, L.(2000) . Leadership for strategic change. *Leadership and Organizational Development Journal*, 21(3), pp.150-56.

Lewis, J and Ritchie, J (2003) *Generalising from Qualitative Research Practice- a guide for social science students and researchers* ,pp263-286, , London, Sage Publications, London

Lewis, L. K (2006). Employee perspectives on implementation communication as predictors of success and resistance, *Western Journal of Communication*, 70(1), pp23-46

Maurer, R., (2005). Sustaining Commitment to Change. *Journal for Quality and Participation*, Spring 28(1), pp.30-35.

Nutt P,C (1987). Identifying and appraising how managers install strategy. *Strategic Management Journal*. 8 (1) pp 1-14

Oreg, S. & Berson, Y., (2011). Leadership and Employees Reactions to Change: The Role of Leaders personal attributes and transformational leadership style. *Personnel Psychology*, Autumn 64(3), pp.627-59.

Palmer, I., Dunford, R. & Akin, G., (2009). *Managing Organizational Change a Multiple Perspectives Approach*. 2nd Edition, International Edition, New York: McGraw Hill.

Piderit S, K., (2000). Rethinking Resistance and Recognising Ambivalence: A Multi Dimensional view of attitudes toward an organizational change. *Academy of Management Review* 783-94, 25, pp.783-94.

Richardson, P. & Denton, D., (1996). Communicating Change. *Human Resource Management*, 35(2), pp.203-16.

Russ, T., (2008). Communicating Change: A review and Critical Analysis of Programmatic and Participatory Implementation Approaches. *Journal of Change Management*, 8(3/4), pp.199-211.

Saunders, M, Lewis, P and Thornhill, A (2009) *Research Methods for Business Students*, Pearson Education Limited

Saunders R, M., (2000). Communicating Change A dozen Tips From Experts. *Harvard Management Communication*, Vol 2(Issue 8), pp.1-3.

Schweiger D, M. & Denisi A, S., (1991). Communication with Employees during a Merger: A Longitudinal Field Experiment. *Academy of Management Journal*, 34(1), pp.110-35.

Senge, P., (1993). *The Fifth Discipline: The Art and Practise of a Learning Organization*. 1st ed. London. Random House

Stanley, J., Meyer J, P. & Topolnytsky, L., (2005). Employee Resistance and Cynicism to Change. *Journal of Business and Psychology*, 19(4).

Steers R,M, Porter, L,W. & Bigley G, A., (1989). *Motivation and Leadership at work*. 6th ed. New York: Mcgraw Hill.

Tannenbaum, R. & Schmidt W, H., (1973). How to choose a leadership pattern. *Harvard Business Review*, 51 May-June, pp.162-80.

Tichy N, M. & Devanna M, A., (1986). *The Transformational Leader*. New York: Wiley.

Ulrich, D and Wiersema, M, F, (1989), Gaining a strategic and organisational capability in a turbulent business environment, *The Academy of Management Executive*, Vol III, no (2) pp115-122

York Press (2010) *More Civilians join North Yorkshire Police*. [online] available at:

http://www.yorkpress.co.uk/news/8168594.More_civilians_join_North_Yorkshire_Police_force Accessed [03 Jan 2013]

York Press (2012) [online] Police Chief cuts anger available at:

http://www.yorkpress.co.uk/news/9841314.Police_chief_s_cuts_anger/ Accessed [03 Jan 2013]

York Press (2012) One in 25 axed from force [online] available at:

http://www.yorkpress.co.uk/news/9488324.One_in_25_police_axed_from_force/ Accessed [03 Jan 2013]

Appendices:

Appendix 1:

Duties can you please circulate to all dispatchers and comms officers please. Thanks

Regards Habad

Dear all

I am undertaking studies in an MBA (Masters in Business Administration) . I am currently in year 3 of my studies and for my final dissertation I wish to examine individuals perceptions on the changes from 2 to 1 control room. I will need volunteers who will be willing to take part in interviews with myself on these changes. These will be recorded via a dicta phone but all results will be totally anonymous.

I am keen to understand individuals views on Communication, Implementation , Resistance to change and also leadership during the changes from the old Control Rooms to one based at York.

I will also be sending an online questionnaire for staff to complete in September.

All those who take part in interviews and also complete the full questionnaire will be entered into a prize draw for a £50 gift voucher for Amazon. This will also provide an alternative independent research and learning into these changes.

Thanking you in advance for your assistance in this matter. If volunteers for interviews could please reply to myself via email.

Regards Habad Deployment Manager

Appendix 2:

From:		Khan,		Habad
Sent:	05	September	2012	21:21
To:		Duties		FCR
Subject:		Questionnaire		Link
Importance:	High			

Please forward to all FCR staff

Thanks

Dear all

I am undertaking studies in an Masters Degree. I am currently in year 3 of my studies and for my final dissertation I have chosen to research Change Management and individuals perceptions on the changes from two to one control room.

I am keen to understand your views on communication, implementation, resistance to change and also leadership during the changes from the old Control Rooms to one based at York.

The following questionnaire has been compiled to allow direct feedback from those affected by the changes. Could I kindly ask you to complete this questionnaire. It will only take 5 to 10 minutes of your time to do. All results will be totally anonymous. I will analyse the findings myself and put forward a set of recommendations for the organisation.

All those who complete the full questionnaire will be entered into a prize draw for a £50 gift voucher for Amazon. This will also provide an alternative independent research and learning into these changes.

Thanking you in advance for your assistance in this matter. The closing date for the survey will be on 06 October 2012.

Please be as open and critical as you wish as this will add value to the questionnaire and its subsequent conclusions.

The survey is on the link below:

http://subsites/performance/Snap_Surveys/Control%20room%20survey/control_room_survey.htm

Kind Regards Habad

Deployment Manager

NOT PROTECTIVELY MARKED

Appendix 3:

Dear all

Thanks for volunteering to take part in this. I thought I would take this opportunity to give you some information prior to the interviews for my MBA so that you may be in a better position to reflect on the key issues.

The topic for my dissertation relates to Change Management and in particular the changes from two to one control room and the implementation phase

- The four main themes I wish to explore are Leadership, Communication, How Resistance to change was managed and also Implementation issues
- So for the questions on leadership I wish to explore whether senior managers demonstrated urgency and commitment to the changes, whether the leadership style was to your expectation or needed to change and whether leaders motivated and enthused you or were directive?
- For Communication whether this was done in a rational or emotional manner and whether it was done through immediate supervisors?

- Resistance to change whether or not lack of trust and cynicism lead to more resistance to the changes, and whether or not human elements were factored into the changes and was commitment to changes improved by engagement and commitment?
- Implementation issues such as key problems to good implementation, whether a one size fits all approach was done, or staff were encouraged to come up with ideas and bottom up solutions?
- Whether you are aware of a vision being proposed for the changes, or the long term strategy for the Control Room and whether the changes could have been done differently?

Apologies for the lengthy document but hopefully you will be in a position to think through the pertinent issues prior to the Interview taking place.

Kind Regards Habad

Deployment Manager

Appendix 4: Questionnaire:

The survey will be made up of 37 questions asked to members of control room staff.

Two questions will be demographic in nature

(1)What is your gender?

Male

Female

Prefer not to answer

(2)What is your role?

FCR Chief Inspector

FCR Communications officer/ Crime Recording

FCR Communications Officer Controller/ Dispatcher

FCR Deployment Manager

FCR Pnc Data Inputter Controller

FCR Safer Neighbourhood Desk

FCR Systems Administrator

Other

(3) Did you work at the Force Control Room when it was based at two sites prior to just one at York?

Yes

No

If answered no goes directly to the question on initial reactions to changes

The following questions Focussed on resistance to change

(4) Were you in favour of the changes or against them

In favour of the changes

Against the changes

(5) Did you resist these changes?

Yes

No

(6) What type of resistance did you display?

Verbal resistance,

Passive resistance,

Being an active saboteur to the changes,

Other

If other please explain in free text box

(7) Why did you resist the changes?

Dislike of changes,

Attachment to the established way of doing things,

Belief the changes were wrong,

Disagreement with the way changes were being managed

Other

If other please explain in free text box

(8) Was your resistance managed well by your manager?

Yes

No

(9) Reasons for failure to manage resistance?

Poor leadership,

Lack of training,

Poor commitment to the changes,

Managers being resistant to the changes themselves

Other

If other please explain in free text box

(10) Did managers deal with resistance ?

Education and communication,

Participation and involvement,

Negotiation and agreement,

Explicit or implicit coercion

(11) What was your initial reaction to changes?

Anger,

Betrayal

Confused why changes needed

Other

If other please explain in free text box

(12) What were the individual barriers causing you to not accept the changes and resist apart from travelling?

Stress levels,

Change in personal circumstances,

Didn't like what being told to do,

Scepticism of reasons for changes

Other

If other please explain in free text box

(13) What were the organisational barriers causing you to not accept the changes and resist them ?

Belief changes would fail,

Belief changes mishandled,

Lack of trust in management,

Poor implementation

Other

If other please explain in free text box

(14) Please list on a scale of 1 to 5 how important these were to you?

Very Important

Important

Quite Important

Not Very Important

Not Important at all

Leadership and Communication

(15) Did the leadership style influence whether or not you resisted the changes?

Yes

No

(16) Now please rate the leadership during the changes?

Excellent

Good

Average

Below Average

Poor

Very Poor

(17) Was the leadership during the changes

Transformational allowing you empowerment and to voice your opinion and focussing on your needs?

Transactional only focussing on the job and task to be done?

(18) Which of these two styles would you have preferred during the changes?

Transformational focussing on the individual and team

Transactional focussing on the job only

(19) Were Rumours dealt with in an effective manner?

Yes

No

(20) Leaders and managers led by example were good role models during these changes?

Yes

No

(21) Did you understand the need for the changes and were these clearly communicated to you?

Yes

No

(22) Did the change allow you to participate?

Yes

No

(23) Was communication centralised and controlled?

Yes

No

(24) Were you given adequate information to alleviate your worries and concerns was given or whether you were given too much information that you could not absorb?

Yes adequate info

No Too much info

(25) Was the communication during the changes two way process and did you feel your concerns were listened to or was it simply one way with no feedback allowed?

Yes

No

Please explain in free text box

(26) How would you rate the communication during the changes

Excellent

Good

Average

Below Average

Poor

Very Poor

Please explain in free text box

(27) The changes made were positive and will improve NYP in the future?

Yes

No

Free Text box to explain

(28) Was vital information disseminated to all staff at key moments?

Yes

No

(29) Did you receive adequate training after the changes were introduced to do your role?

Yes

No

(30) Do you think the Consultation conducted during the changes was meaningful or not?

Yes

No

Please explain in free text box

Implementation issues

(31) Do you think continuous improvement and learning were factored into these changes?

Yes

No

Please explain in free text box

(32) Were the changes to formal structures and to the new control room meaningful? Did it really change the way we work or was it more of a symbolic change

Yes

No

(33) Since the changes to one control Room do you enjoy work more?

Yes

No

(34) Do you feel stretched by the changes to your role after the changes?

Yes

No

(35) There was a continued focus to ensure the project was successful after the changes were introduced ie in the post implementation stage?

Yes

No

(36) How good were NYP at implementing the Changes?

Strongly agree

Agree

Slightly agree

Slightly disagree

Disagree

Strongly agree

(37) Do you think NYP needs improve its ability to implement change

Yes

No

(38) Overall do you think the changes to one Control Room were a success and well handled or not?

Yes

No

Can you please type in free text why you think the changes were a success or a failure?

(39) The following important factors please list the importance with 5 being very important and 1 being least important during the changes?

Communication

The need to resistance the changes

Leadership

Good implementation of changes

Training

People issues

Appendix 5:

Semi- Structured Interview Question For staff 230812

(1) Some staff at the time were of the opinion that senior managers did not demonstrate urgency and commitment to the changes? What are your views on this?

(2) Can you comment on whether short term wins created by NYP were sold to staff?

(3) How were your managers able to communicate the vision of the change and did you accept this vision?

(4) Did you see whether communication was dealt with emotionally or did you feel it was calm and professional?

(5) What are your feelings about whether immediate supervisors conducted good communication throughout the changes?

(6) Were you cynical of the reasons for the changes?

(7) What are your feelings on whether your acceptance of the changes was improved by engagement and commitment or did this not happen?

(8) What were the key problems during implementation?

(9) What are your views on whether during the implementation phase the needs of individuals were met or whether senior managers go for a one size fits all approach to the changes?

(10) Can you comment on whether you feel you were asked to come up with bottom up solutions/ suggestions to the various problems in implementing the changes and were your managers open to new ideas?

(11) Can you please comment on whether these changes part of a strategy which has been explained to you and are you aware of NYPs long term strategy?

(12) Was the leadership by senior managers during the changes to your expectation? What would you ask your leaders to do differently in future changes in terms of their leadership style?

(13) What are your views on whether your leaders motivate and enthuse you during these difficult changes and were they managers or leaders?

(14) Did the top down strategy adopted increase or decrease your trust in management?

(15) What are your views on whether Human Elements were factored into the changes and did you feel changes were done with individuals or to them?

(16) Could these changes have been done differently?

(17) Any other comments you would like to add?

