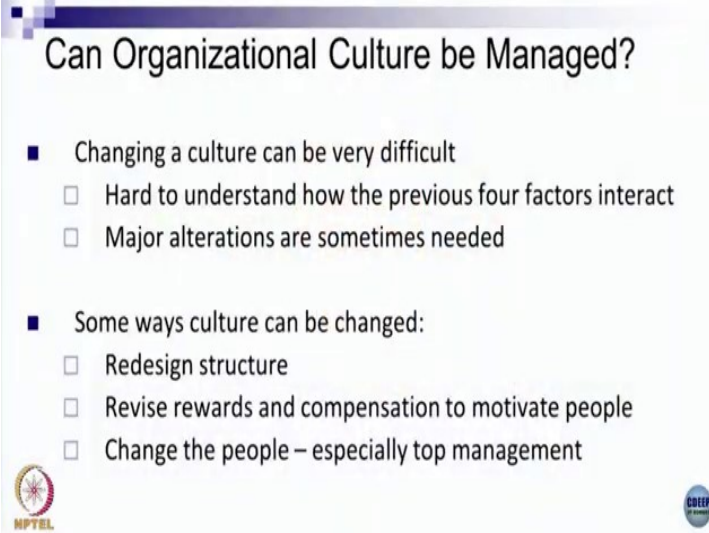


**Organization Development and Change in 21st Century**  
**Prof. Ashish Pandey**  
**Shailesh J. Mehta School of Management**  
**Indian Institute of Technology, Bombay**

**Lecture - 21**  
**Can Organization Culture be Managed- A Case Analysis**

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**Can Organizational Culture be Managed?**

- Changing a culture can be very difficult
  - Hard to understand how the previous four factors interact
  - Major alterations are sometimes needed
  
- Some ways culture can be changed:
  - Redesign structure
  - Revise rewards and compensation to motivate people
  - Change the people – especially top management

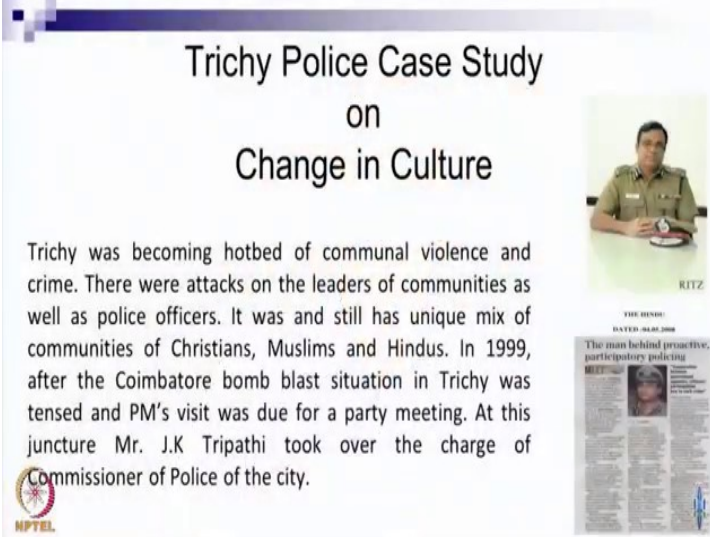
MPTTEL SDER

Our third learning objective is - can organizational culture be managed? I must say that changing a culture can be very difficult. It is hard to understand how the previous four factors that we discussed about interact.

Major alteration sometime is needed to bring about change in the organizational culture and that is not easy. It is not really very easy to change the structure; structure is probably the most difficult thing to change, financial and non-financial reward system are also not easy to change.

So, these four factors are not easy to change and we need to look at the implication of the change in those factors that link to structural and cultural aspect of the organization, but there are some ways the change can be done. So, changing culture is complicated OD intervention, but nonetheless it is being tried in many organizations very successfully.

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The slide features a title at the top center: "Trichy Police Case Study on Change in Culture". Below the title is a paragraph of text. To the right of the text is a photograph of a man in a police uniform sitting at a desk. Below the photograph is a small inset image of a newspaper clipping with the headline "The man behind proactive, participatory policing". In the bottom left corner of the slide is the NPTEL logo.

## Trichy Police Case Study on Change in Culture

Trichy was becoming hotbed of communal violence and crime. There were attacks on the leaders of communities as well as police officers. It was and still has unique mix of communities of Christians, Muslims and Hindus. In 1999, after the Coimbatore bomb blast situation in Trichy was tensed and PM's visit was due for a party meeting. At this juncture Mr. J.K Tripathi took over the charge of Commissioner of Police of the city.

THE HINDU  
MAY 10, 2008

The man behind proactive, participatory policing

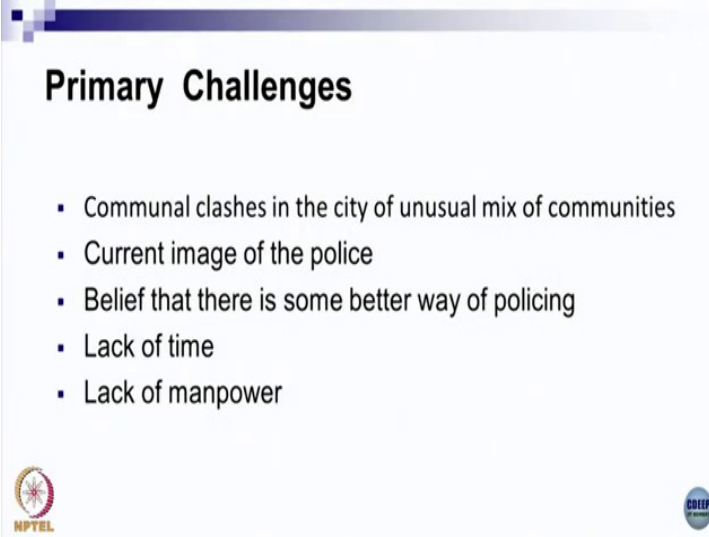
NPTEL

In the next part of the session we are going to look at a real-life case study where a major shift was carried out in terms of the cultural change. This case study is about Trichy police, the police department of the Trichy district in India which is in South of India.

So, Trichy as a town was becoming a hot bed of a communal violence and crime. This is the story of the late 90s, when this experiment was carried out. So, there were attacks on the leaders of communities as well as the police officers.

It was and still has a unique mix of communities of Christian, Muslims and Hindus. In 1999 after the Coimbatore blast; Coimbatore is another town in South of India; Trichy was also tensed and Prime Minister's visit was due for the party meeting and at this juncture Mr. J.K Tripathi took over the charge of commissioner of police of the city.

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## Primary Challenges

- Communal clashes in the city of unusual mix of communities
- Current image of the police
- Belief that there is some better way of policing
- Lack of time
- Lack of manpower

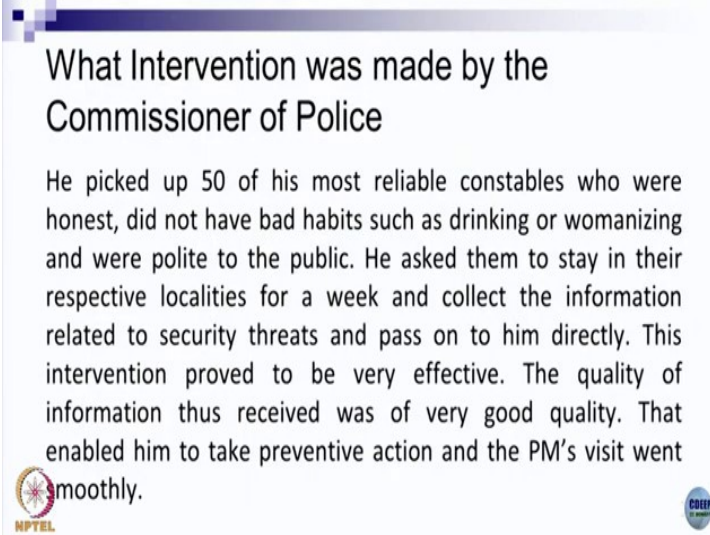
NPTEL CRIP

So, the primary challenges in this town in front of Mr. J.K Tripathi were that the mix of the communities was unusual in the sense there were one third of the Christians, one third of Muslim and one third of the Hindu population and there used to be the clashes amongst the different communities very often. The image of the police was not very positive. In the police department itself there was a belief that there cannot be any better way of doing their job than they were doing at that time.

The immediate challenge was that Prime Minister's visit was round the corner after few weeks and Mr. J.K Tripathi had very less time to make any intervention.



Another challenge was related to lack of manpower. In any case the number of police per 1000 or per 10000 population in India is very less as compared to developed countries and this was the case in Trichy as well.

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**What Intervention was made by the Commissioner of Police**

He picked up 50 of his most reliable constables who were honest, did not have bad habits such as drinking or womanizing and were polite to the public. He asked them to stay in their respective localities for a week and collect the information related to security threats and pass on to him directly. This intervention proved to be very effective. The quality of information thus received was of very good quality. That enabled him to take preventive action and the PM's visit went smoothly.

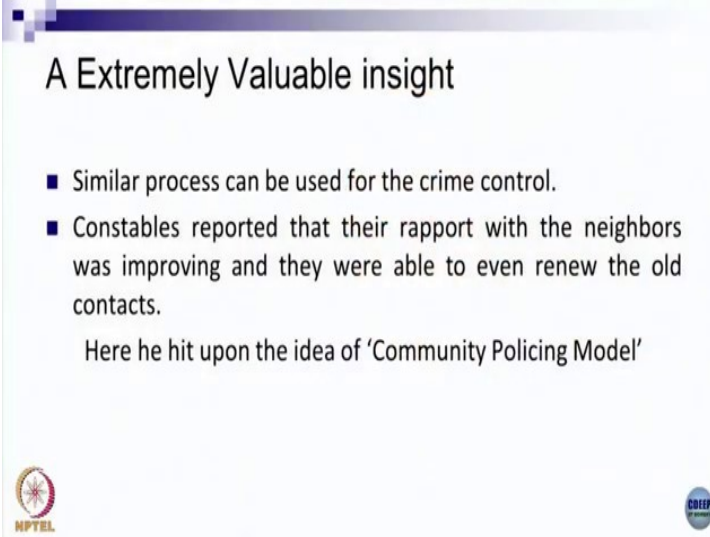
So, the intervention that Mr. Tripathi did was very interesting. He picked up 50 of his most reliable constables, who were honest, who did not have bad habits such as drinking or womanizing and were polite to the public. He got to know about these constables through the CID and the confidential character reports.

So, he used the official record to identify the 50 most reliable constables. He personally met them, communicated to them, and asked them to stay in their respective localities for a week and collect information related to security threats and pass on that information to him directly.

So, he gave his mobile number to these constables and the constables were supposed to remain in their respective localities. This was important because the kind of information they were getting till that time and their confidential information collections system was very weak and he had to strengthen the information gathering system. These constables were identified as the key change makers and were empowered to collect the key information about any security threat in their locality.

Very soon Mr. Tripathi realized that the quality of information received in this manner was of a very good quality and that enabled him to take preventive action and the Prime Minister's visit went smoothly. This was a very successful experiment. Some important insights emerged out of this experiment.



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**A Extremely Valuable insight**

- Similar process can be used for the crime control.
- Constables reported that their rapport with the neighbors was improving and they were able to even renew the old contacts.

Here he hit upon the idea of 'Community Policing Model'

First, Mr. Tripathi thought that a similar process can be adopted for controlling the crime. The crime rate was much higher in Trichy town at that time in comparison to the average cities in India. Another insight came when these 50 constables reported that when they were there in their locality their rapport with the neighbours was improving and they were able to even renew the old contacts they had.

So, based on these two insights Mr. Tripathi hit upon an idea of community policing model. The community policing model is popular and accepted in many developed countries; however, its application in India was not very common. It is still not very common in India. If we look at what were the forces which were supporting this change and what were the forces which were opposing the change of implementing the community policing model in Trichy we get a figure like this.

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The slide is titled "Force Field Analysis of the Pilot Project of Community Policing". It is divided into two columns: "Opposing Factors" and "Supporting Forces". Under "Opposing Factors", it lists "Station House Officers". Under "Supporting Forces", it lists "Informal reward and recognition", "Direct involvement of the leader", and "Flexibility in administration process". The slide also features logos for "NPTCL" and "CDP" at the bottom.

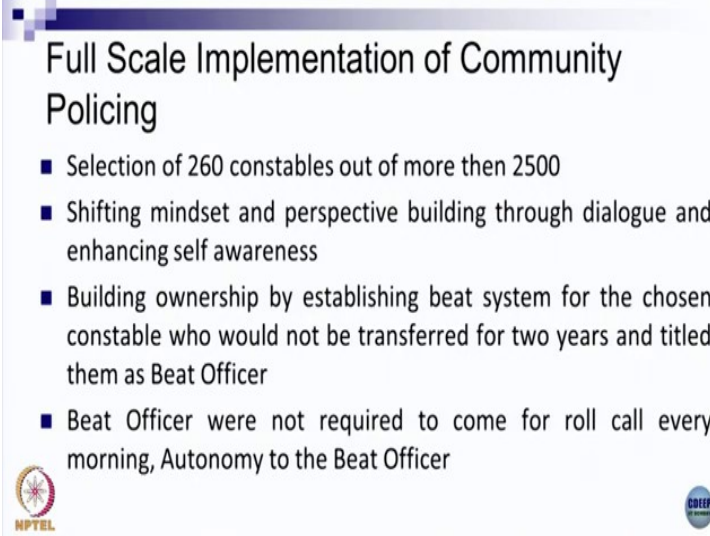
| Opposing Factors       | Supporting Forces                     |
|------------------------|---------------------------------------|
| Station House Officers | Informal reward and recognition       |
|                        | Direct involvement of the leader      |
|                        | Flexibility in administration process |

So, the opposing factors were the middle level police officers, those who are in between Assistant Police Commissioner and constables, they are called station house officers. They were responsible for specific beat, specific areas in the town and they used to give very close instructions sometimes even at the hourly basis on what beat or at what location a constable should be or should not be.

However, there were some supporting forces as well. The powerful supporting force was informal reward and recognition which came through by identifying these sparks, by identifying these constables. By identification of reliable constables and asking them to remain in the locality and making them free by permitting them not to come every morning for the drill which otherwise all other police constables had to, that acted as a informal reward and recognition to these constables.

Secondly, Mr. Tripathi was directly involved. He gave his mobile numbers to these constables to pass on any critical information and he was constantly observing and supporting the work of these constables. By implementing the beat system by implementing the community policing even to a limited extent brought a flexibility in the police administration process in that town.

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### Full Scale Implementation of Community Policing

- Selection of 260 constables out of more than 2500
- Shifting mindset and perspective building through dialogue and enhancing self awareness
- Building ownership by establishing beat system for the chosen constable who would not be transferred for two years and titled them as Beat Officer
- Beat Officer were not required to come for roll call every morning, Autonomy to the Beat Officer

NPTCL CDCEP

So, this was a kind of an action research to test the promises of the community policing approach. In this action research, Mr. Tripathi found that the application of the community policing approach can be useful in the town of Trichy for a general purpose as well and with that insight the full-scale implementation of community policing started.

So, how was it done? He selected about 260 constables out of more than 2500 constables of the city police force. He conversed with all of these constables and he did not talk only about the work and what are the responsibility these constables will have to hold. He talked about their neighbourhood, he talked about their childhood, how they have grown up, who are their friends and what they are doing in the society.

Through these conversations, the constables realized that some of the criminals were their friends in their childhood. So, they were living in the similar locality, but because of some environmental reason, because of various reasons on which they themselves did not have much control these friends chose the path of crime for earning their livelihood. That made the constables realize that nobody is criminal by birth. People turn towards crime sometime because of the circumstantial reasons.

So, in this way a mind shift took place through these conversations. Mr. Tripathi wanted a shift in the mindset of the constables from criminal control mentality to the crime

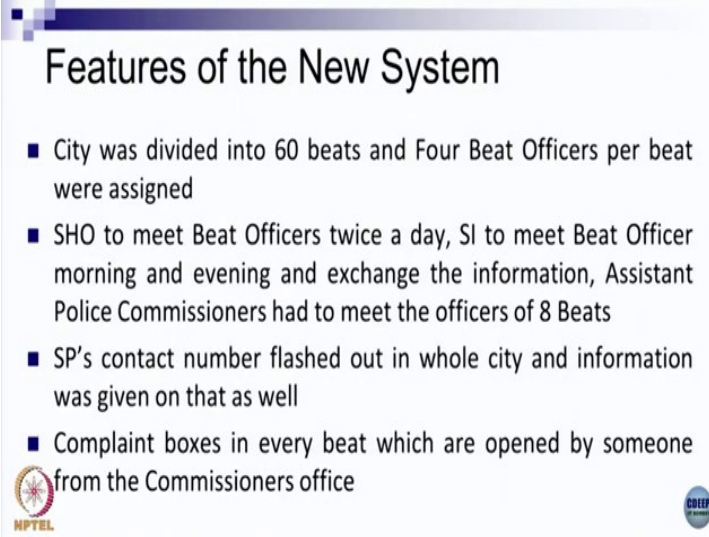
control mentality. Building ownership was another very important element of implementation of the community policing approach.

He also established the beat system. The constables were chosen for the specific beat system and they were told that they will not be transferred out of that beat for about two years. That gave a sense of ownership to these constables for the law and order situation in their beats.

So, these constables who were responsible for the specific beats were also called beat officers and the beat officers were not required to come for the roll call every morning. Another rule was that on a beat at least one constable will be there at any point of the day, but who will be out at what time in which part of the beat was to be decided by the beat officers among themselves.

So, the whole town was divided into the 60 beats and each beat had 4 beat officers and they had the autonomy to choose who will be out in the beat at what time during the day. Beat officers were equipped with walkie talkie. At that time only the senior police officers used to have this facility of walkie talkie, but beat officers were also provided this facility.

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**Features of the New System**

- City was divided into 60 beats and Four Beat Officers per beat were assigned
- SHO to meet Beat Officers twice a day, SI to meet Beat Officer morning and evening and exchange the information, Assistant Police Commissioners had to meet the officers of 8 Beats
- SP's contact number flashed out in whole city and information was given on that as well
- Complaint boxes in every beat which are opened by someone from the Commissioners office

HPTCL CRIP

So, the new system was implemented. In this new system, the city was divided into 60 beats and 4 beat officers per beat were assigned. Now coming to the role of a station



house officer who was the senior to the constables and the sub inspectors. They were supposed to meet the beat officers twice a day and sub inspector were supposed to meet the beat offices in the morning and evening and exchange the information.

Assistant police commissioners had to meet the beat officers of 8 beats. So, 30 beats were under the jurisdiction of the assistant police commissioners, 8 beats were under the jurisdiction of the SHO's and 4 to 5 beats were under the monitoring and control of the SI or the sub inspectors.

The phone numbers of Superintendent of Police and the Police Commissioners' Mr. Tripathi's contact number was flashed out in the whole city. So, and the information was also given about that in the news through the newspapers, in the local cable TV operators.

Not only that a complaint boxes was put up in every beat where anyone could post and could leave the complaint about any civil issue or some information about the crime or about the criminals and this box was opened directly by someone from the Commissioner's office. This system had a phenomenal impact on the culture of the police department in the Trichy town and their engagement with the community.

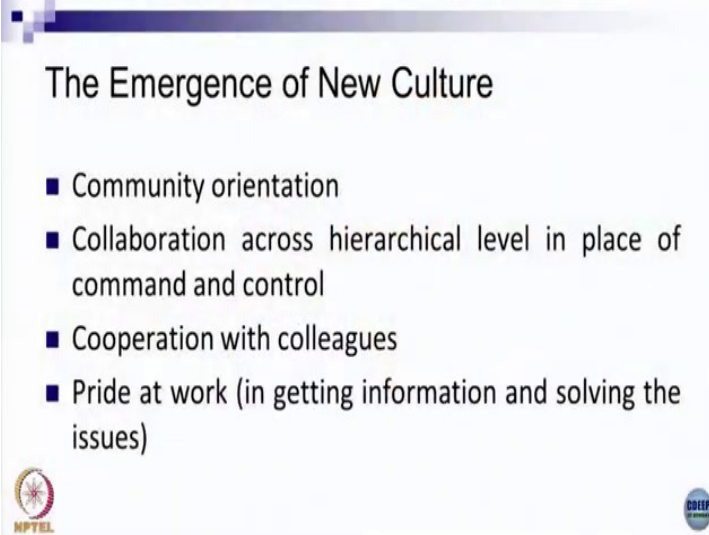
The impact could be seen at the community level, at individual level, at the level of the interaction of the colleagues in the police department as well as their interaction with the SI and SHOs. What was the change? The change was that the working of the police department of the town shifted from a department-oriented approach or boss-oriented approach to the community-oriented approach.

Now they were in direct contact to the community, they were spending more time in the community and they were working towards the well-being of the community. So, there was a close interaction of the community and the police beat officers so, much so, that the local people started calling them with the title of Anna (elder brother). These beat officers were not only taking care of the information gathering or prevention of the crimes, they were also helping the community to resolve some of the civil problems.

For example, at some places if the street light is not working, they would help the community to lodge the complaint in the municipality and sometime they used their own influence or the contact to get this done through the municipality.

So, there was a locality in the Trichy town close to its airport and this locality was not directly connected to the main town through a road. The beat officer who were affectionately called anna, they communicated this problem to the municipality and influence the municipality authorities to construct a road and this small road was named as police road because it was constructed due to the intervention and the initiative of the police department. That reduced travel time very significantly for the people of this community to reach to the main town.

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**The Emergence of New Culture**

- Community orientation
- Collaboration across hierarchical level in place of command and control
- Cooperation with colleagues
- Pride at work (in getting information and solving the issues)

MPTEL CBEP

There was a change in the interaction at the different level of hierarchy within the police department in this town. The SHOs and SI had more authentic conversation and more collaboration with the constables.

So, constables were not operating just based on the command and control way, but they were operating in collaboration with the SHO and SI. The beat officers were working as team so cooperation started amongst them and they had autonomy, which they had to use very responsibly because they were good performer and there was the pressure of a good performance because they were chosen ones. They were trusted by their seniors in the department and that infused them with pride for their work.

Now, when they took pride in getting the information and solving the issue, they were working truly for the community and that gave them sense of meaning and purpose for their job. There was a healthy competition amongst the SHO, SI and the beat officers.

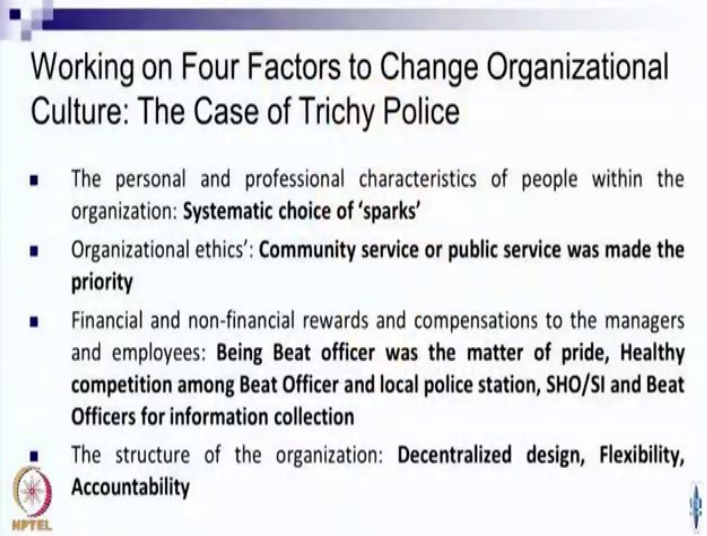
For example, a beat officer would not be very pleased to see that the commissioner is getting information through the complaint box before that information reaches to the beat officer. SHOs tried their level best to ensure that they get information, or they are able to solve the issue before the commissioner get information or intervene in solving the issue.

Similarly, SI and SHO thought that they should be productively working to address the issues brought up by the beat officers. Instead of police commissioner intervening in the issues and had to address the issue directly.

So, a healthy competition started amongst different members of the police department and that initiative lasted for few years. It totally transformed the culture of the police department and as an outcome of this, they were able to nab more than 260 hard core criminals from the town and the crime rate reduced to 40 percent of its rate of at that time when this initiative was started.



So, you can see that this is excellent example of the cultural change and if we map the cultural change through the concepts which we looked at, we can see the concept which we discussed about, that is changing the organizational culture, are implemented in the case study as well.

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**Working on Four Factors to Change Organizational Culture: The Case of Trichy Police**

- The personal and professional characteristics of people within the organization: **Systematic choice of 'sparks'**
- Organizational ethics': **Community service or public service was made the priority**
- Financial and non-financial rewards and compensations to the managers and employees: **Being Beat officer was the matter of pride, Healthy competition among Beat Officer and local police station, SHO/SI and Beat Officers for information collection**
- The structure of the organization: **Decentralized design, Flexibility, Accountability**

You might remember that first thing we discussed was that personal and professional characteristics of the people within the organization determine the culture of an organization. By choosing the sparks of the department, by choosing the most reliable constables of the department and giving them the key responsibilities of being beat officer, a culture was initiated - the culture of accountability and community orientation was initiated in the department.

Then organizational ethics we studied that the sense of right and wrong prevailing in the organization decides the organization culture and in this case we see that community service became paramount. The community service became the most important value through this intervention and ethics of the work in the police department was driven by this value of community service or public service.

Then we studied financial and non-financial rewards and compensation to the managers and employees and their role in determining the culture and obviously, in bringing about desired change in the culture. Now we see that there was hardly any monetary reward to be a beat officer. There were financial rewards which were already announced by the department for nabbing different criminals, but the award money was not different for the beat officers and rest of the members of the police force in that town.

But the real reward was informal. It became a matter of pride to be identified as the beat officer. In fact, there were very few cases where the beat officers were found to be engaged in corrupt practices. In such situations, straight away, their beat officer tag was removed, they were called back in the general activities of the police and sometimes they were line attached. So, this was an informal punishment as well which no beat officer wanted to be subjected to.

As I mentioned high competition started amongst the beat officers and even with the local police station. Wherever there was a situation of crime or some accident, beat officer considered this to be a matter of importance, matter of pride to reach on the location before the police personnel of the local police station, and SHO and SI and beat officers were collaborating in finding information enacting upon that. So, we can say that predominantly based on the non-financial reward a major shift in the culture was brought into the department.

Last point we discussed was what the structure of organization change is and how it helps in bringing about change in the culture. We see there was a minor structural change in the department of police in the town of Trichy.

Only 60 out of 2500 constables were picked up and there were chosen at the beat as a beat officer. Their role was majorly redefined, and the role of other officers and other constables remained same. But even this specific change in the role and the reporting system of these 60-70 beat officers brought about a major shift in the culture.

Little bit of flexibility in this role and more accountability in autonomy to these people - these cannot be termed as major structural change. But even with the minor structural change a major shift in the culture was achieved. So, if we look at what are the keen sights of the Trichy police case about the cultural change.

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**Change in Culture: Insights from Trichy Police Case**

- Leadership is the most important source of culture
- Structure, process and culture needs to be handled together
- Dialogue is the essential component of change in culture
- Communicating strongly through punishment about what is non-negotiable

MPTEL CRIP

We see in this case that leadership is the most important source of culture and cultural transformation. We also see that structure, process and culture need to be handled together for any transformation or for any change. We also observed in this case that dialogue is an essential component of the change in culture.

You see an extensive dialogue between the leader Mr. Tripathi and the constables who were his change agents in his mission of establishing community policing model. There was extensive dialogue between the beat officers and the local community. There was also enhanced dialogue and collaboration amongst the different hierarchical levels of the organization. We also see that communicating strongly through punishment about what is non-negotiable is very important to sustain the cultural change.

Even for one incident of the corrupt practice by any beat officer was enough for him to be transferred from the position of beat officer to a normal constable. That was a strong message and beat officers took their role very seriously. We also see that culture change happens when people are awakened to the broaden horizon.

When meaning and purpose is being created for their work and they are able to help to see the impact of their work for the larger cause there is a shift in the mind set and the shift in the mind set results in the desired change in the behaviour and when people's behaviours and mindset changes, culture also changes.

So, in this session we looked at what are the factors of organizational culture, how organizational culture is defined, what is the role of values in organizational culture, how to inculcate a certain type of organizational culture, what are the strategies of socialization which has a significant impact on the organization culture.

And then we saw through a real-life case of Trichy police that how a cultural shift and cultural change towards more efficiency, towards more positivity can be achieved by working on these factors. In the next session we will look at how introduction of IT can help to transform any organization.

Thank you.