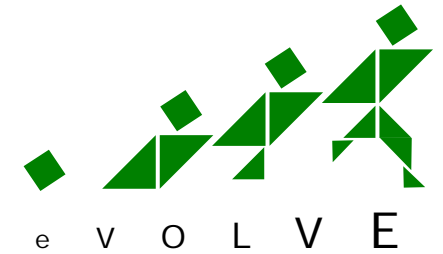


# Change Management through Trust

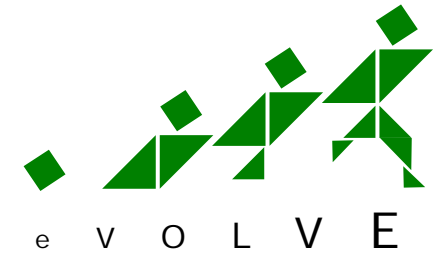
Presentation by eVolve Relationship Management Ltd  
[www.e-rm.org](http://www.e-rm.org) 01707 373700 [nick@e-rm.org](mailto:nick@e-rm.org)



“The Police are the Public and  
the Public are the Police”

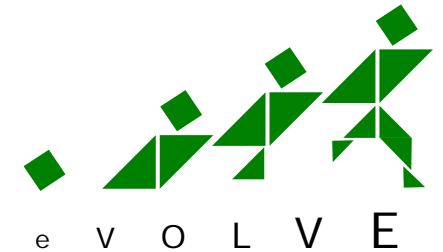
*Sir Robert Peel 1829*

# The Relationship with the Public



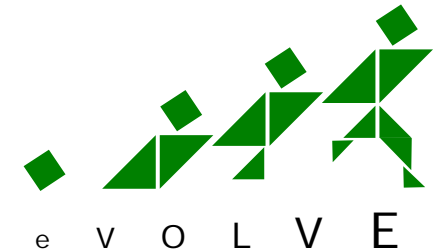
- Sir Robert Peel's quote only holds true where there is Trust
  - Trust, as we know, is earned by managing relationships
  - This presentation looks to explore how relationships work and why
- and
- To develop a model to manage those relationships

# Managing Relationships



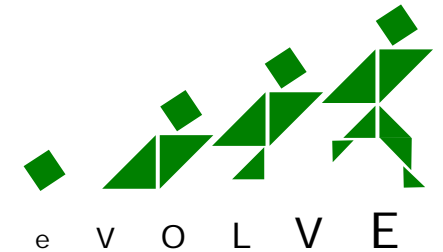
- We need to start with Who we are talking to
- Our World consists of a series of Communities
- The advent of online communications are making these communities multi-dimensional, sport, work, interests etc
- It is therefore increasingly difficult to use top down communication techniques to build relationships with communities
- Furthermore top down techniques tend to cause arguments as interest groups form to fight causes and polarise opinions
- However all communities have two things in common

# Managing Relationships



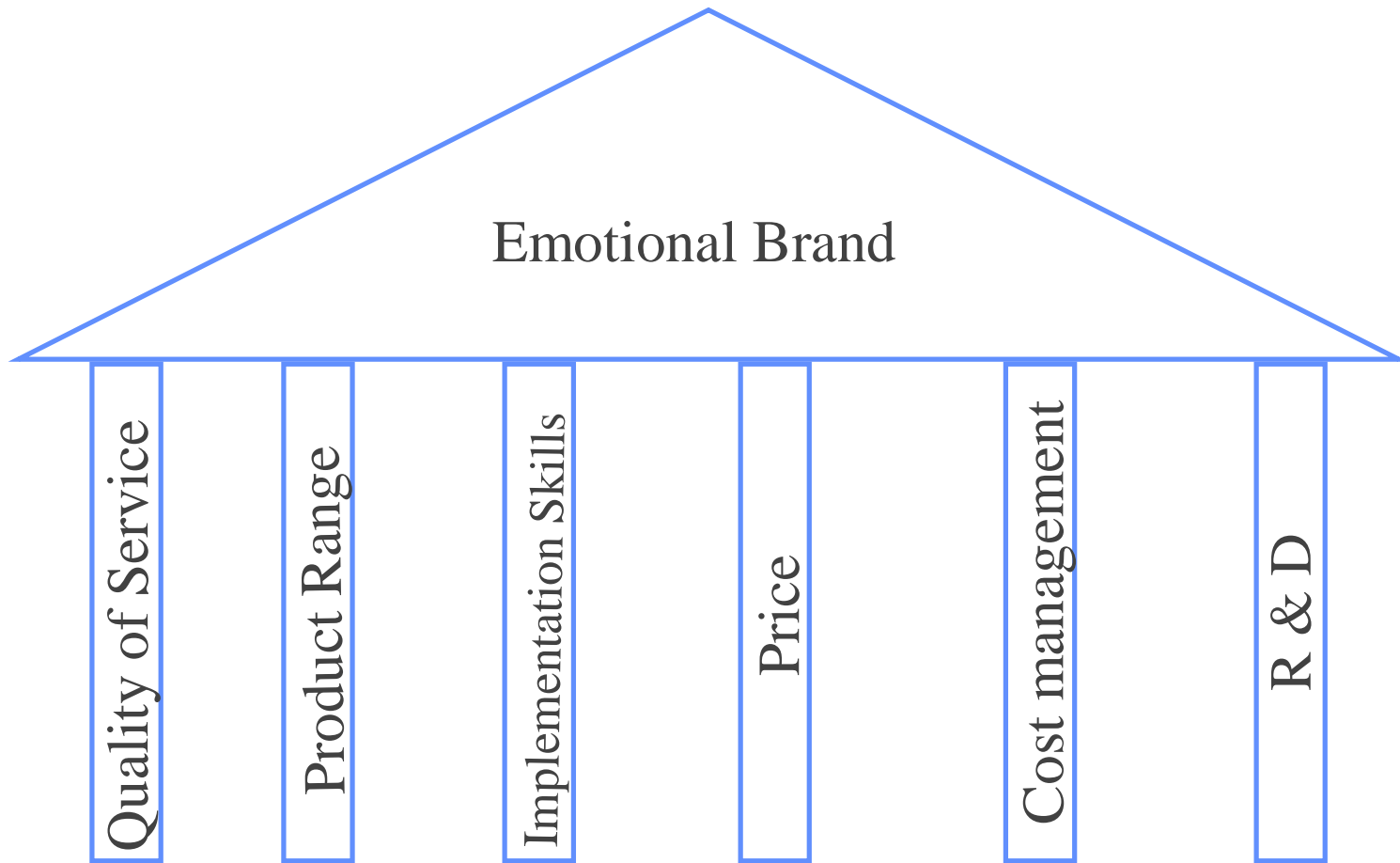
- Communities comprise of :-
  - Individual People  
and
  - Places where those People Live
- Lets look at what matters to individual people first
- To understand this let us look at how the communications industry builds relationships with individuals and hence define their own communities

# Relationships with Individuals



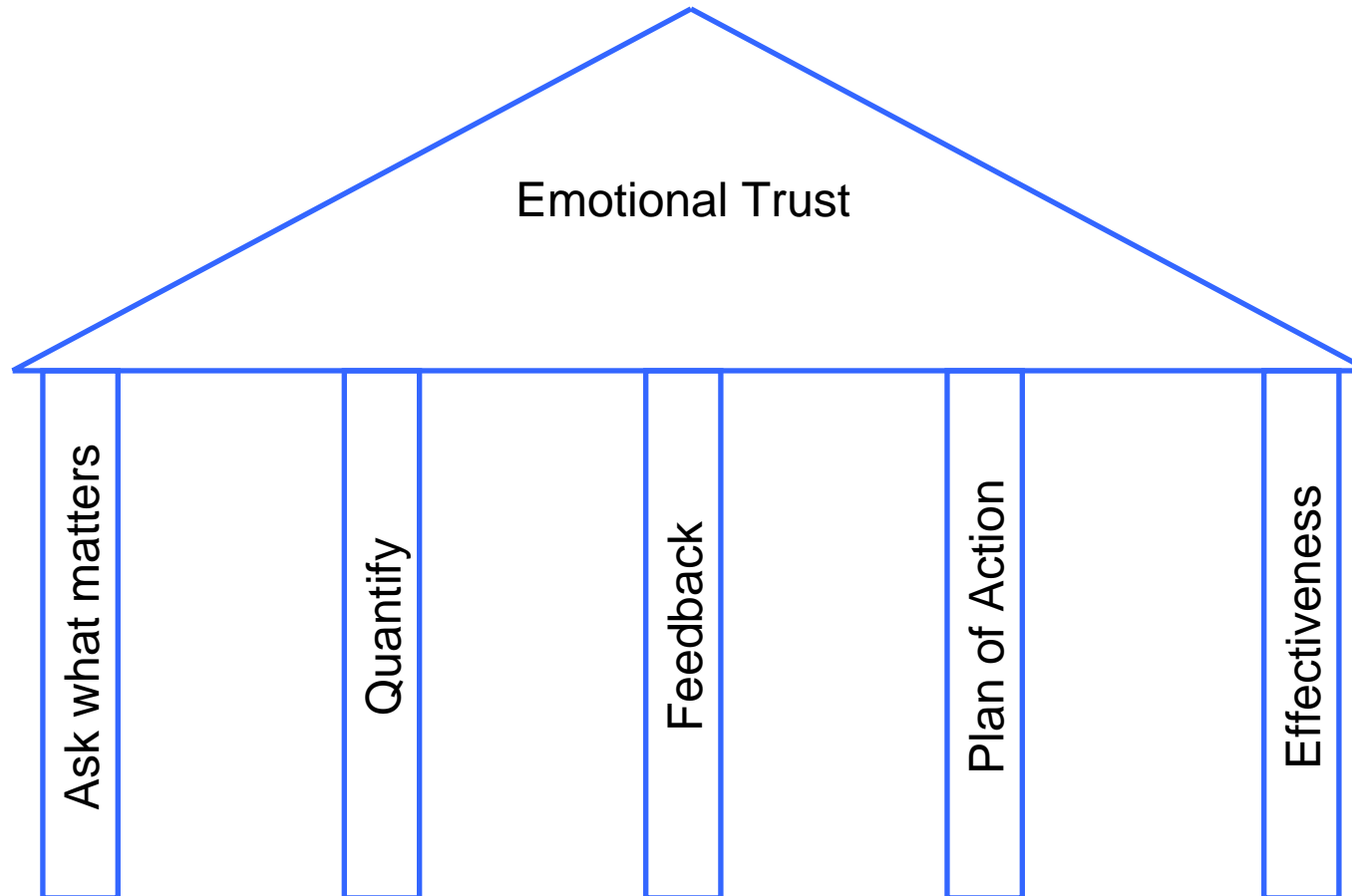
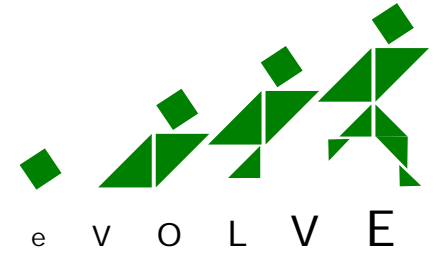
- These are considered from both a Rational and an Emotional viewpoint
  - Rational “What is in it for me?”
  - Emotional “How does this relationship effect my status amongst my peers?”
- Effectively the relationship with any brand starts of as a series of Rational interactions
- If these Rational interactions deliver a positive experience then a positive Emotional relationship starts

# Rational Interaction builds upon or undermines Emotional Perception of the Brand



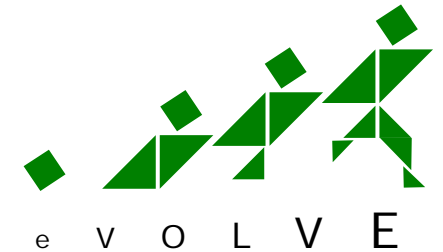
Sitting upon Rational Pillars

# The Police and the Community



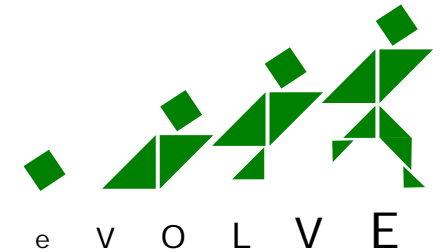
Based on Rational Interaction

# Relationships with Individuals



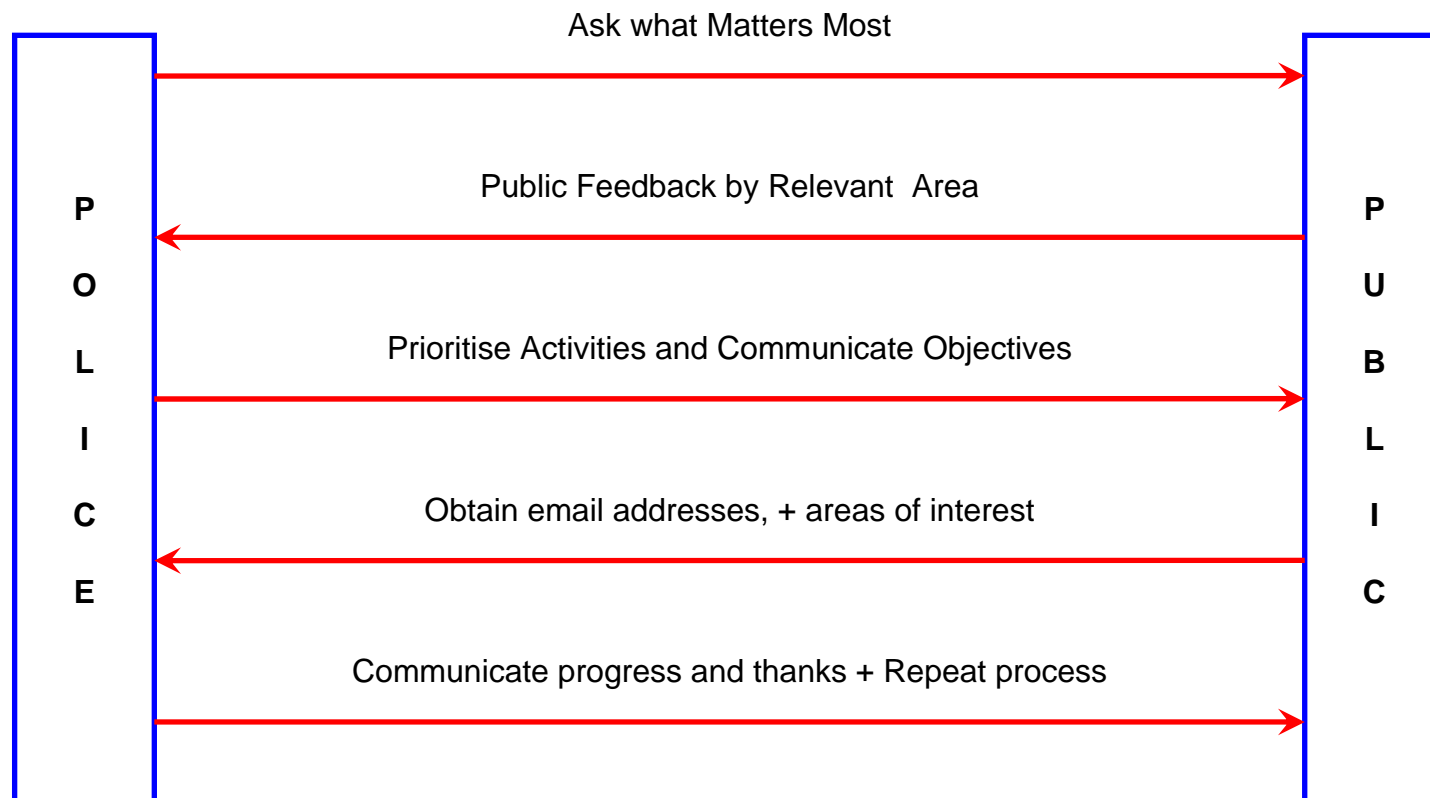
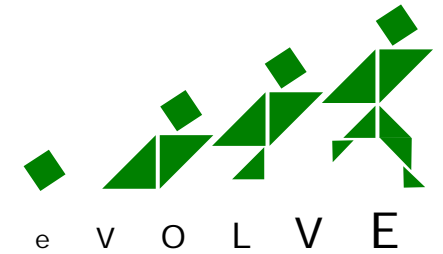
- The point being that a good Emotional relationship is based upon Trust
- It buys you time, allows you to make mistakes, etc.
- It allows the individual to be forgiving
  
- A bad Emotional relationship results in unforgiving individuals and communities, violence, riots etc
  
- It is therefore important to ensure that positive Rational interactions take place, that build emotional trust

# Building Positive Rational Interactions

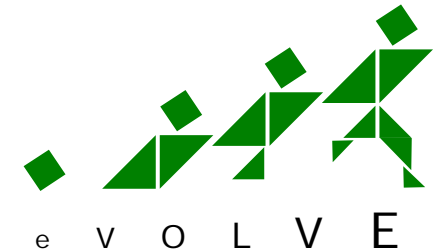


- Relationships are a two way process
- They need to be relevant to the needs of both parties
- The need to be ongoing
- The need to be involving
- They need to follow a well defined and cyclical path
  - Ask what matters most to people
  - Obtain feedback What matters, to Whom and How much
  - Communicate a Plan of action, What, Where, by Whom and by When
  - Identify Who wants to be informed of What, build email database
  - Communicate Progress and Thanks
  - Ask again
- This cyclical process builds trust

# Building Positive Rational Interactions



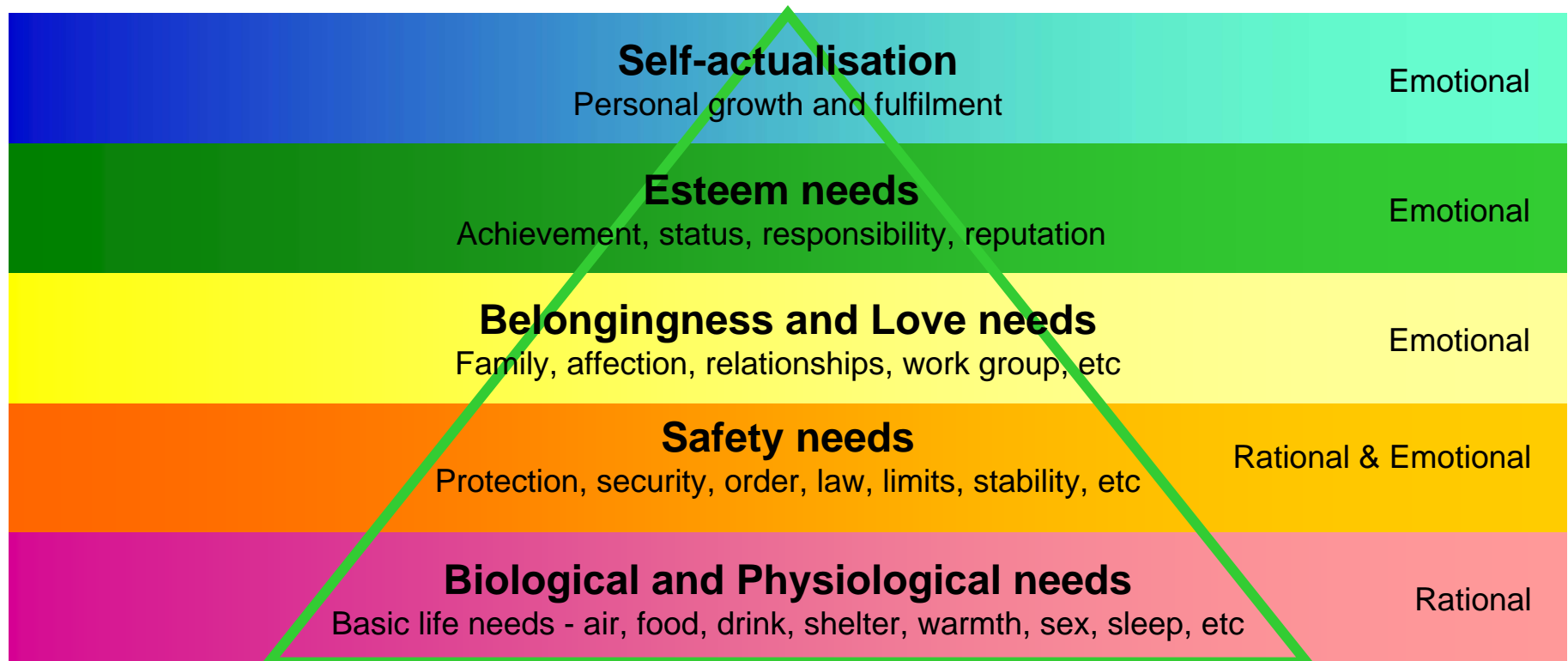
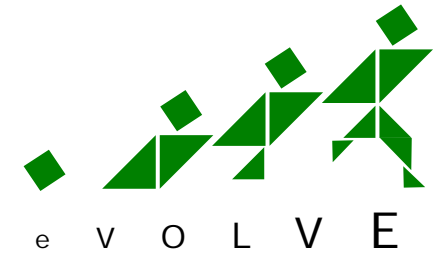
# Building on Trust

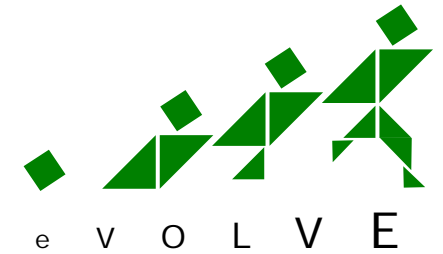


- By involving individuals in a rational dialogue, they will begin to see that they can make a difference
- This is the beginning of the Emotional Trust that is a fundamental human need
- These “Human Needs” have a hierarchy, described by Maslow

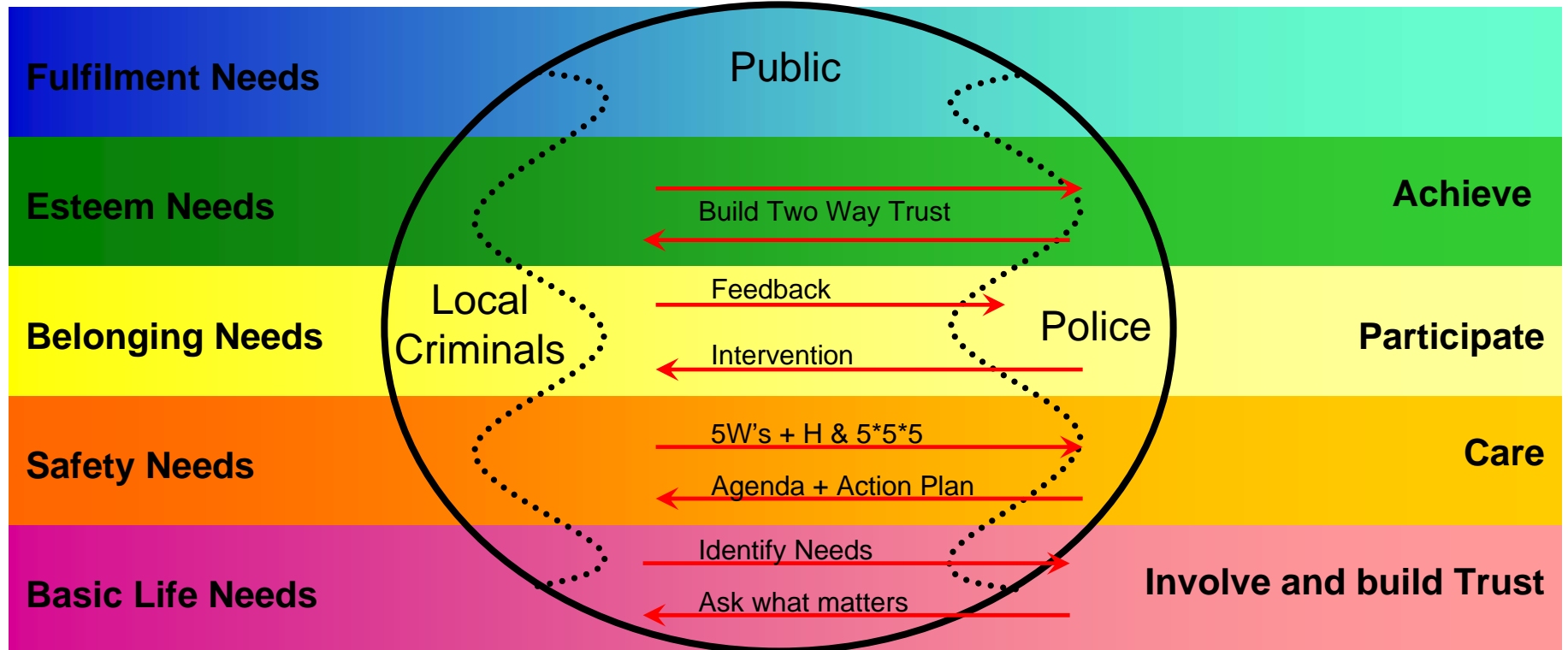
# Maslow's Hierarchy of Needs

(Original five stage model)

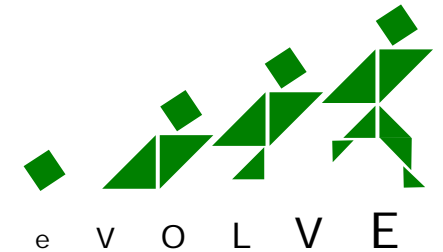




## Local Community



# West Midlands Police



- There follows, by way of illustration, a campaign we undertook with The Birmingham Community Safety Partnership in the Aston area of Birmingham
- We have categorised the responses by importance to the community (Order) then by Maslow's Hierarchy (Colour)
- What is clear is that Basic Life and Safety needs are what matter to the community.

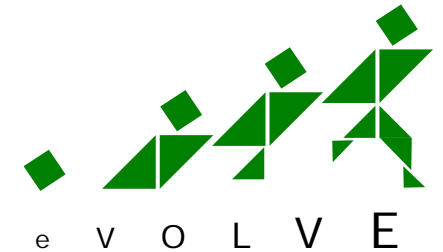
Score	West Midlands Police BCSP Re-assurance Survey Aston 2005 A High Score is a Bad thing. (Q1 to 10 free flow text and not reported on)	Relative Importance
10025	[17] How safe do you feel when walking alone after dark?	100
8492	[18b] Fly Tipping or dumping rubbish	85
8479	[15] To what extent do you feel you can influence decisions affecting your neighborhood?	85
8395	[18c] Street Cleanliness and litter	84
8368	[12] Do you feel your neighborhood is cleaner than it was 12 months ago?	83
8227	[18j] Nuisance caused by young people	82
8049	[11] Do you feel your neighborhood is safer than it was 12 months ago?	80
7991	[14] On the whole do you think that your neighborhood is better than it was 12 months ago?	80
7730	[13] How satisfied are you with your neighborhood as a place to live?	77
7722	[19c] Litter is cleaned up quickly	77
7706	[18d] Vandalism	77
7659	[19r] There are strong and active community groups	76
7585	[18q] Dangerous driving	76
7548	[19p] There are visible patrols by police	75
7285	[16] How safe do you feel when walking alone in the area where you live during the day?	73
6844	[18e] Abandoned cars; damaged, dumped, burnt out or untaxed	68
6733	[18h] Robbery / mugging	67
6596	[18k] Burglary	66
6563	[19o] CCTV is used	65
6390	[19f] Council, police and other services listen to what people want	64
6338	[18f] Poor street lighting	63
6281	[19i] Traffic calming measures to stop dangerous driving are used	63
6269	[18i] Theft of or from cars	63
6190	[19d] Graffiti is cleaned up quickly	62

Score	West Midlands Police BCSP Re-assurance Survey Aston 2005 A High Score is a Bad thing. (Q1 to 10 free flow text and not reported on)	Relative Importance
6140	[18g] Dog fouling / stray dogs	61
6133	[19a] Facilities are provided for young people	61
6107	[19t] Council, police and other services give advice to make you and your neighborhood feel safer	61
5917	[19e] People causing environmental problems such as litter or graffiti are caught and prosecuted	59
5779	[19s] Council, police and other services respond to calls for service	58
5713	[18l] Evidence of drug use or drug dealing	57
5642	[18a] Graffiti	56
5581	[19b] Abandoned cars are removed quickly	56
5495	[19g] Council, police and other services work together effectively to solve problems	55
4972	[19m] People causing crime are caught and prosecuted	50
4944	[19k] Information about neighborhood is available through bulletins and newsletters	49
4872	[19j] People causing driving problems are caught and prosecuted	49
4707	[19h] Council, police and other services hold public meetings to discuss problems	47
4453	[18o] Violent attacks and assaults	44
4430	[19n] There are Neighborhood watch, Shop watch and Pub watch schemes	44
3527	[18r] Aggressive begging	35
3444	[18m] Being a victim of crime because of your race, disability, gender, religion, sexuality	34
2536	[18p] Rape / Sexual assault	25
2287	[18n] Prostitution	23
2172	[19l] Information about neighborhood is available through the internet and email	22
18	[19q] There are visible patrols by community safety wardens and others	0

# What Matters to Aston

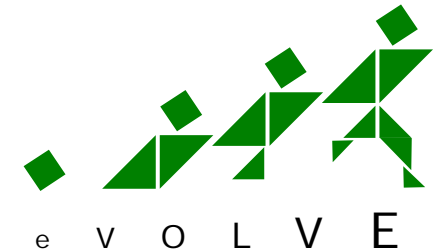
- Curiously dog fowling, which was not a particular problem, provides a cut off point
- The Basic Life and Safety needs were understandably more important
- Those needs of Belonging and Esteem were less important than dog fowling. They were simply not credible to the community
- With the exceptions of:-
  - “To what extent do you feel you can influence decisions effecting your neighbourhood?”
  - and
  - “The Council and the Police Listen to what people want”
- The Community was asking to start the TRUST process

# In Summary



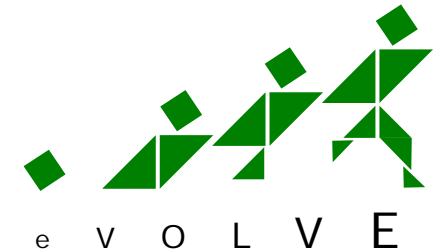
- Maslow's Hierarchy of needs provides a model for measuring the effectiveness of communication with communities over time
- The Aston Community wants to start that process, you are pushing on an open door
- What is required is a mechanism for implementation and change management
- This moves us into how you:-
  - Quantify the feedback data,
  - and
  - Internal communications

# Quantifying Data



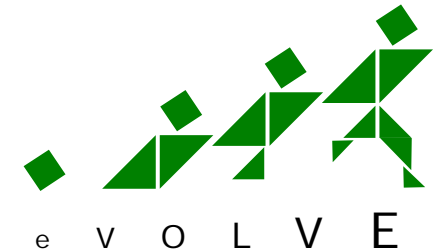
- The private sector has years of experience of quantifying consumer data
- The techniques revolve around post code analysis, and provide statistical levels of certainty based upon life stage and wealth criteria
- We have used these techniques for organisations such as the British Army and BSkyB, and in terms of Local Community activity, have worked with The Learning and Skills Council, in the Borough of Broxbourne
- The Outputs are manageable customer feedback that can be used to drive internal change management

# Internal Communications



- This is another large area and we will cover it in summary form. The Process is:-
- Quantify Community Needs
- Make addressing these your external brand to build trust
- Your Internal brand then has to deliver against those external expectations or trust is breached
- Therefore your internal communications flow must be based upon, and structured according to, community feedback
- This sounds like a massive step, but it is not

# Internal Communications



- Fortunately the needs of the Police are, from a Maslow perspective, the same as those of the Community
- In terms of delivering a learning organisation, the stages are

Basic Life Needs

Safety Needs

Belonging Needs

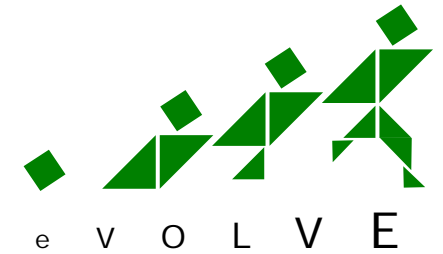
Esteem Needs

Trust your Colleagues

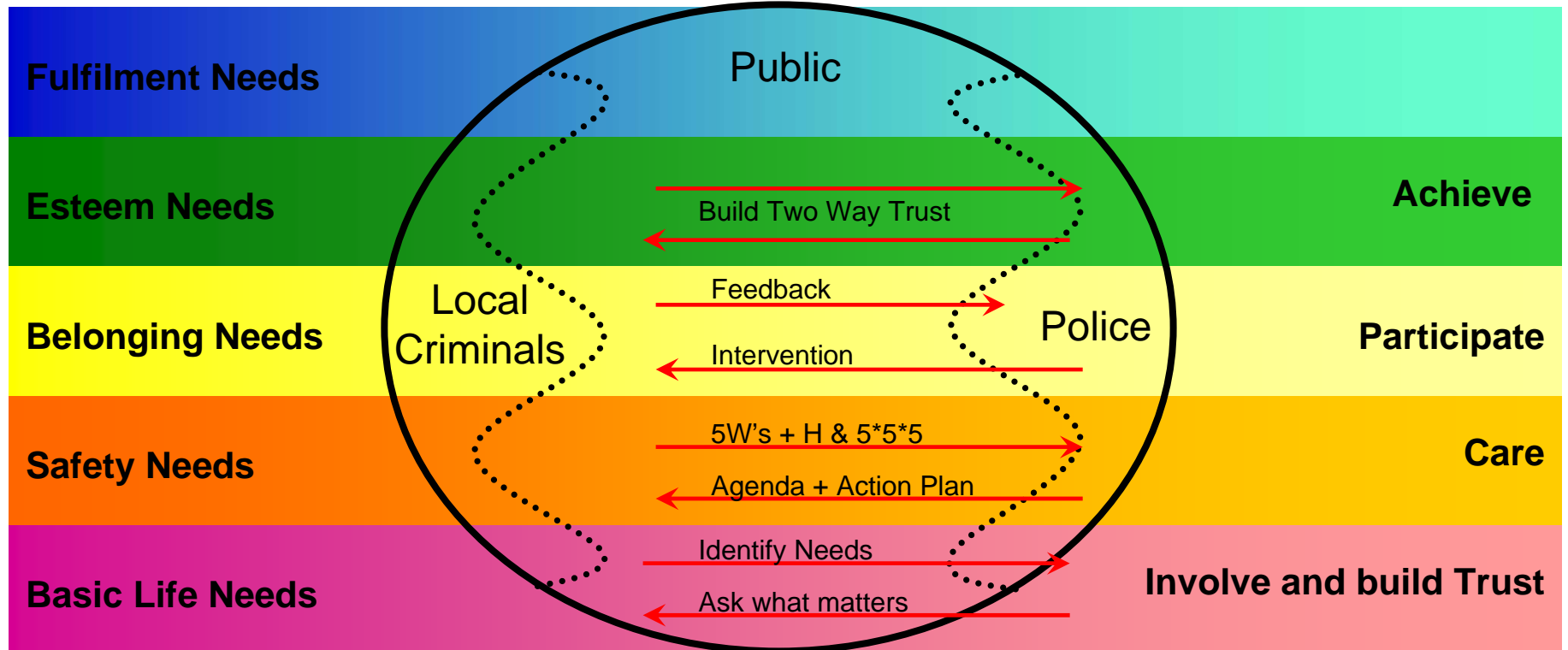
Care for each other and  
the Job

Participate and learn

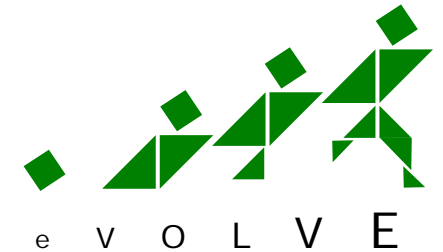
Achieve and gain respect



## Local Community

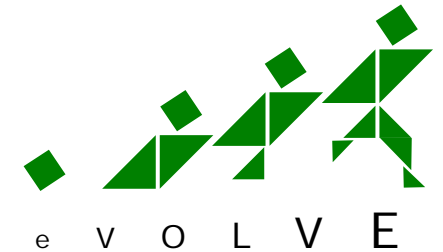


# Internal Communications



- Care, Participate, Achieve. CPA  
Continuous Professional Assessment
- This moves us into the realms of Questions Based Systems, which really require demonstrating, but in essence they avoid procedural approaches to learning, by asking questions about achieved outputs, whilst providing drill down support
- In this manner you can monitor achievement and learning, for assessment, in a structured on the job manner
- It also facilitates easy delegation, the essence of a learning organisation

# Internal Communications



- Managing this process of community needs being addressed in an on the job manner is the essence of change management
- It is also how we can rebuilt the credibility of  
“The Office of Constable”

and make

“The Police are the Public and the Public are the Police”  
a Reality based upon TRUST