

FACILITATING ORANIZATIONAL CULTURE: NEW CHIEF OLD VALUE SYSTEMS.

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Abstract:

Anyone who desires to be Chief of Police has to know and understand it is a daunting task. This is a case study of a Chief of Police who took office in May 2008 and the challenges he faced while attempting to introduce new values and a new culture into a police organization. Some of the greatest challenges facing a new chief are the deeply entrenched values and a culture that has been in place for years and involves many artifacts and/ or roadblocks. The analysis of this case study reveals that, in order for the change to be successful, he must become a master of history, understanding agency politics, community perceptions, and the organizational structures. History offers insight into the missing elements and why predecessors have failed or succeeded. The case study is not limited to one agency. This study is of interest to police administrators, police officers, and academicians. The study deals with the challenges of facilitating cultural change within a police organization.

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