



# CJI Management Briefs



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The Criminal Justice Institute was created to provide management education and training to municipal, county and state law enforcement and other criminal justice system personnel that support the law enforcement function.

This quarterly newsletter is designed to provide, current, timely and useful information to improve the management, leadership and performance skills of supervisors.

*Your comments and suggested  
are solicited and welcomed.*

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to make copies of  
this publication and  
distribute them to  
others in your  
agency.***

## EMBRACING CHANGE

Change is inevitable. No doubt every law enforcement officer is well aware of this fact. They have indeed been impacted by some of the significant advances that have been made in the technology and procedures available to perform their duties.

As is often the case, this exposure to change can effect your organization in a variety of ways. This article will attempt to offer useful advice as to how to deal effectively with change.

### Know What To Expect

Price Pritchett of Dallas, Texas is an authority in organizational change. In his 1996 work, *Resistance: Moving Beyond The Barriers To Change*, he offers insight that can prove very useful and applicable to the field of law enforcement. He suggests that one should expect resistance to change. This should be a normal side effect. Knowing this, an agency head can be prepared and be better able to deal with it. His observation is that change will trigger certain organizational immune systems. This resistance might signal ill effects of the change and act as a protective device. At any rate, an agency head cognizant of potential resistance will anticipate it and be in a better position to handle it.

Dr. Pritchett advocates an open educational process whereby agency members are given the rationales behind the change. It should be fully

explained how significant the change is to the organization and just exactly how it fits with agency core values. Granted, not everyone will accept the explanations at face value, but the "why" behind the change is openly discussed. Their reaction, either good or bad, can be monitored and they can be held accountable.

### Choose An Approach

Change can be implemented in one of three ways. The agency should choose its tact very carefully. One optional is to be subtle in the implementation process. Time constraints may not allow this option. Second, the agency can be dramatic and charge full ahead. Obviously, this tactic will gain attention and shatter the status quo. The third method is the traditional middle-of-the-road approach. While being the most common, it is the least effective. The opening move will be very critical and one must choose the one most appropriate for their situation.

### Involve Everyone

The administrator must remember that individuals lose their nerve if they are uncertain as to which direction the organization has taken. It is therefore extremely important that some sort of clear objective is aimed for to relieve this ambiguity. Price Pritchett advises, "A well defined aiming point helps everyone navigate through the usual mess and confusion." The aim is to reduce resistance



anticipated. Most importantly, careful monitoring will help one identify the “champions” working with you. This will present opportunities for organizational celebrations that are valuable tools for embracing visions.

## Be A Role Model

In closing, Dr. Pritchett advocates agency head self-evaluation. Will you serve as a viable role model leading up to and during the essential change process? Consider how many eyes are watching you, hungry for any cue as to how they should respond. His last bit of advice, “And when change hits, remember to move yourself first, so you don’t get in the way of others”.

**SOURCE:** *Resistance: Moving Beyond The Barriers To Change* (1996), Price Pritchett, Pritchett & Associates, Inc., 13155 Noel Road, Suite 1600, Dallas, Texas 75240.

“It is in changing that things find purpose.”

—Heraclitus

“Observe always that everything is the result of change, and get used to thinking that there is nothing Nature loves so well as to change existing forms and make new ones like them.”

—Marcus Aurelius

“I think we should follow one simple rule: if we can take the worst, take the risk.”

—Dr. Joyce Brothers

“Creativity is all about seeing what everybody else is seeing and thinking what nobody else is thinking.”

—Robin S. Sharma

# CHOICES WE MAKE

**R**ead this, and let it really sink in...Then choose how you start your day tomorrow...

Jerry is the kind of guy you love to hate. He is always in a good mood and always has something positive to say. When someone would ask him how he was doing, he would reply, “If I were any better, I would be twins!” He was a unique manager because he had several waiters who had followed him around from restaurant to restaurant. The reason the waiters followed Jerry was because of his attitude. He was a natural motivator. If an employee was having a bad day, Jerry was there telling the employee how to look on the positive side of the situation. Seeing this style really made me curious, so one day I went up to Jerry and asked him, “I don’t get it! You can’t be a positive person all of the time. How do you do it?”

Jerry replied, “Every morning I wake up and say to myself, Jerry, you have two choices today. You can choose to be in a good mood or you can choose to be in a bad mood. I choose to be in a good mood. Each time something bad happens, I can choose to be a victim or I can choose to learn from it. I choose to learn from it. Every time someone comes to me complaining, I can choose to accept their complaining or I can point out the positive side of life. I choose the positive side of life.”

“Yeah, right, it’s not that easy,” I protested. “Yes it is,” Jerry said. “Life is all about choices. When you cut away all the junk, every situation is a choice. You choose how you react to situations. You choose how

people will affect your mood. You choose to be in a good mood or bad mood. The bottom line, It’s your choice how you live life.”

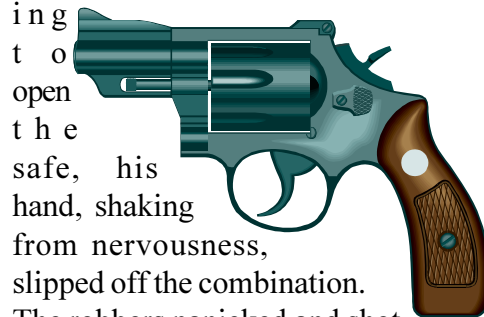
I reflected on what Jerry said. Soon thereafter, I left the restaurant industry to start my own business. We lost touch, but I often thought about him when I made a choice about life instead of reacting to it.

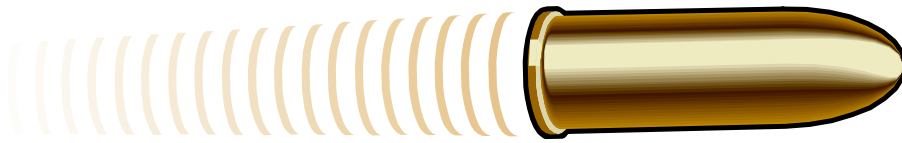
Several years later, I heard that Jerry did something you are never supposed to do in a restaurant business, he left the back door open one morning and was held up at gunpoint by three armed robbers. While trying to open the safe, his hand, shaking from nervousness, slipped off the combination. The robbers panicked and shot him. Luckily, Jerry was found relatively quickly and was rushed to the local trauma center.

After 18 hours of surgery and weeks of intensive care, Jerry was released from the hospital with fragments of the bullets still in his body. I saw Jerry about six months after the shooting. When I asked him how he was, he replied, “If I were any better, I’d be twins. Wanna see my scars?”

I declined to see his wounds, but did ask him what had gone through his mind as the robbery took place. “The first thing that went through my mind was that I should have locked the back door,” Jerry replied. “Then, as I lay on the floor, I remembered that I had two choices, I could choose to live or I could choose to die. I chose to live.”

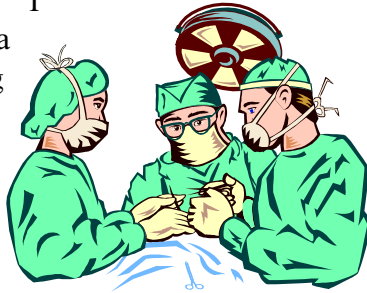
“Weren’t you scared? Did you lose consciousness?” I asked. Jerry





continued, "...the paramedics were great. They kept telling me I was going to be fine. But when they wheeled me into the ER and I saw the expressions on the faces of the doctors and nurses, I got really scared. In their eyes, I read 'he's a deadman.' I knew I needed to take action."

"What did you do?" I asked. "Well, there was a big burly nurse shouting questions at me," said Jerry. "She asked if I was allergic to anything. 'Yes,' I replied. The doctors and nurses



stopped working as they waited for my reply. I took a deep breath and yelled, 'BULLETS!' Over their laughter, I told them, 'I am choosing to live. Operate on me as if I am alive, not dead.'"

Jerry lived thanks to the skill of his doctors, but also because of his amazing attitude. I learned from him that every day we have the choice to live fully. Attitude, after all, is everything. You have two choices now:

1. Ignore this.
2. Repeat it to people you care about.

I hope you will choose #2. I did.

Attributed to:

*Penny L. Flanders*

NOTE:

The above story was retrieved from an e-mail discussion list. It speaks to the necessity of retaining a proper attitude when engaging in life's decision making process. Attitude is a commodity that is very essential when interacting with others, and it can have a deciding effect upon decisions that are made. As one can see, a proper attitude could easily be incorporated in the supervisory capacity as well.

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