

## Master of Science Gestalt in Organisations

The Gestalt Academy of Scandinavia & Derby University, England



Foto Gro Laupsa Holm

## **KIM visits the Police**

A study examining a hypothesis on the effect of increased systemic awareness  
within the Police Authority of Västernorrland County

### **Abstract**

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with a foreword by Sten-Olov Hellberg, the County Police Commissioner,  
of the Police Authority of Västernorrland County  
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## Foreword

In the autumn of 2005 I was approached by KIM AB, concerning a possible cooperative research venture. Their offer came at a most appropriate moment, because for some time we had been actively developing leadership, communication, ethical and human values within our traditional masculine organisation. The results of an employee survey encouraged us to further strengthen our managers' communication skills and their sense of responsibility as employers.

Our cooperation with KIM AB has more than met my expectations. The Police Authority's positive annual result for the year 2006 was in part, unprecedented throughout the whole country. The development intervention that was carried out has directly contributed to this.

The positive developmental effects have continued into 2007. Partly for this reason, the Police Authority has extended its cooperation with KIM AB, this time focusing on a different management group, the first-line managers.

**Sundsvall, June 2007**

**Sten-Olof Hellberg**

The County Police Commissioner

Police Authority of Västernorrland County

## Abstract

“KIM visits the Police” is a qualitative pilot study examining a hypothesis. It is research into climate and behavioural changes after a consultant intervention in a large organization.

The **Hypothesis** of the study is that the Paradoxical Theory of Change is valid not only on an individual level, but also on the level of a complex system. The intervention in combination with the research is the method used to examine the validity of the hypothesis. The intervention is carried out by using the holistic KIM Model™ and the systemic oriented KIM method™.

**The participants** in the research project are the Police Authority of Västernorrland County and KIM Ltd. Within the Police there are three different groups: the Operational Management Group (OP) and the two focus groups, The Strategic Management Group (LG) and the staff (M). In KIM Ltd there are the two consultants one of whom is both the researcher and the initial creator of the KIM Model™.

**This study** was carried out during a period of six months in 2006, and consisted of the following meetings: one workshop intervention on three consecutive occasions using the KIM Model™, and two focus groups from strategic management level and some representative members of staff. The focus groups met before, during and after the intervention to contemplate and to discuss any changes they experienced. After two months, the preliminary research results were confirmed during a workshop with everyone involved in the study.

**Complexity theories** such as Paradoxical Theory of Change, System Theory, Chaos Theory, Field Theory and Holistic Theory form the basis of both the model and the method of the consultant intervention, as well as of the research design and analysis of data.

**The result** Climate and behavioural changes are experienced both inside and outside the OP. The focus groups have undergone a transformation towards a more proactive attitude with a broader perspective.

**Conclusion** The results indicate that the hypothesis Paradox of Change is valid on a systemic level and that the systemic oriented consultant intervention in combination with the research is a valid method for increasing the systemic awareness of the participants.

**Key concepts** are Metaphor, Holism, Systemic Awareness, Silent Knowledge and Hidden Processes.

**Assessment** of Dissertation by Jonas Borg, 2007 03 29

*Distinktion A = Excellent in most respects*

*Concluding remarks: The strength in the study is the clearness with which an intervention in a bigger organisation is conducted and combined with a research part. I find this study as a model and an example of how critical reflective perspective of your own practice can contribute to the participants.*

