

# Tipping Point Leadership





# Background Of Case Study

- **William Bratton - Police commissioner of New York city**
- **High crime rate - New York big apple referred to as Rotten apple.**
- **The 35,000 New York Police force were notoriously difficult to manage.**
- **Turf wars among top brass has on-going for 30 years**
- **Social scientists concluded that Police's intervention cannot stop New York's crime rate.**



# How?

- How did Bratton turn around the entire 35,000 police work force in 8 years?
- December 2002 - Statistics revealed that New York overall crime rate is the lowest among the 25 largest cities in the United States

# Mind Map



# Organizational Change - Analyze Against Model

- Cognitive
- Resource
- Motivational
- Political





A desk with a lamp, a brick wall, and a document titled 'Actions Taken'. The document is the main focus, with a list of seven actions. There are two pens on the desk: a silver one and a red one. A large blue arrow is also visible on the document.

# Actions Taken

1. Get buy-in and approval from key stakeholders
2. Raise IT request
3. Pilot programme on a small scale to minimize risks
4. Spread project in 3 phases
5. Decide on measurements and track results
6. Evaluate pilot results
7. Roll out programme

The background of the slide features a desk with a lamp in the top left corner, a brick wall at the top, and a faint blueprint or architectural drawing. Two pens, one silver and one red, are visible on the right side of the desk.

# Lessons Learnt

- Develop a strategist mindset
- Cognitive hurdle - Difficulty in getting key stakeholders to experience the problem
- Embrace and apply the success formula outlined in Tipping Point Leadership against all odds

A desk with a lamp, a brick wall, and papers. The lamp is on the left, and the brick wall is in the background. The desk is covered with papers, and there are two pens on the right side.

# Lessons Learnt

- Not all strategies can be applied in real life as every problem is unique
- Past failures is tomorrow Success!
- Importance of establishing a holistic strategy that builds on soft and hard skills

A desk setup featuring a desk lamp in the top left corner, a large sheet of paper with faint architectural or technical drawings, and two pens (one red, one silver) lying on the paper. The background is a brick wall.

# **Change Models : Applying What Your Knowledge**

A desk with a lamp, a brick wall, and papers with pens.

# Change Model ~ DVD

- Cognitive Hurdle
  - Modus Operandi - things have always been done this way
  - Lack of communication between surgeons and nurses, leading to rigid listing lists designed based on nurses' lunch hour
  - No one to oversee the problem
  - Need to overcome a culture problem to initiate change - too hierarchical



# Change Model ~ DVD

- Resource Hurdle
  - OTs were under utilised
  - Doctors do not work on Fridays - historical and became the “norm”
  - “Cover charge” imposed on Fridays
  - No continuity in the surgical process - e.g. lag time for surgeons between cases
  - Change: Eliminate the time lapse between cases by re-allocating manpower

A desk with a lamp, a brick wall, and a blueprint. The lamp is on the left, casting light on the desk. The brick wall is in the background. The blueprint is on the desk, showing a grid and some faint lines. Two pens are on the desk: a silver one and a red one.

# Change Model ~ DVD

- Motivational Hurdle
  - Spotted and engaged key supporters who were keen to be the change agent
  - Ensured that views of all parties were heard

The background of the slide features a desk with a lamp in the top left corner, a brick wall at the top, and a blueprint or architectural drawing on the desk surface. Two pens are visible on the right side of the desk. The title 'Change Model ~ DVD' is centered in a large, bold, black font.

# Change Model ~ DVD

- Political Hurdle
  - Build alliance by involving all the key influencers in the trial - CEO, nurses, paramedics, etc
  - Brought in credible external consultant

A desk with a lamp, a brick wall, and architectural blueprints. The lamp is a silver desk lamp with a glass shade. The brick wall is made of reddish-brown bricks. The blueprints are spread out on the desk, showing various architectural drawings and lines. Two pens, one red and one silver, are lying on the desk. The overall scene is a workspace for design or engineering.

# Q & A Session

- Name the four hurdles
- What is the final implementation?
- Give us any learning points gathered in this session.