

Yi-jung and Donna

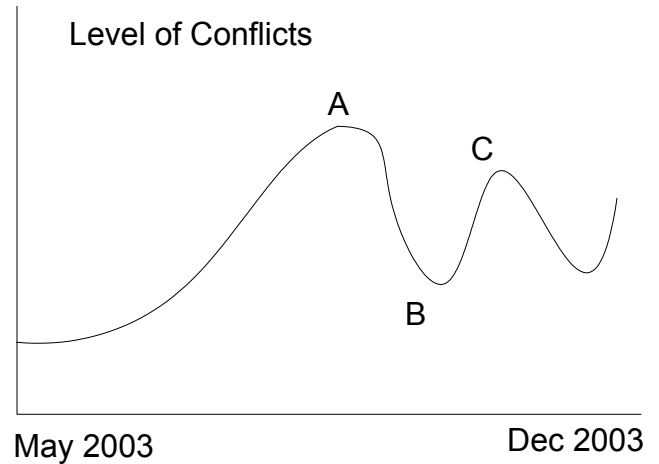
Level of Conflicts-

Ø May-Sept.: People were in the process of learning and perceiving the purposes of the meeting and the project. The level of conflict was not high in the beginning.

Ø Sept-Oct: This was the period when most of the communication and clarification started. After people recognized the missions in the project, they also began to acknowledge the conflicting interests among different agencies. The level of conflicts started to rise and hit the peak.

Ø Nov: The sky began to clear out because things are clearer to everyone through the increasing communication.

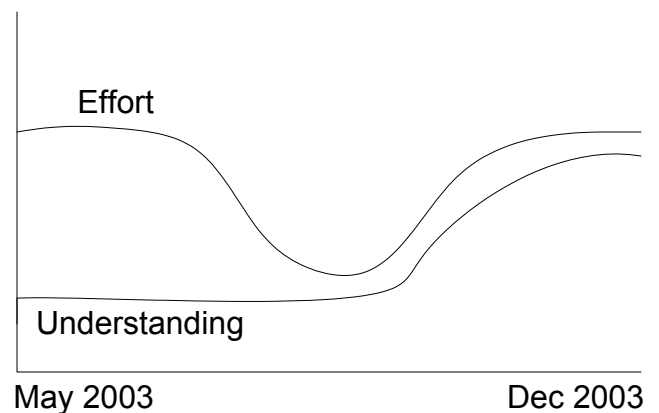
Ø Nov 20: This was the voting day for deciding what are the things to be included in the recommendation. Therefore, people came in with some sort of "defensive mechanism" trying to defend their turf as well as their beliefs. However, due to the prior communication and clarification, people are more flexible in terms of compromising with each other. Even though the level of conflicts has raised again, it was not as tensional as it was (the Sept.-Oct. level).



Level of Understanding the Reality vs. Level of Involved Effort-

Ø The group started with a moderate level of effort. However, when they realized that the reality was not what they originally thought, the level of effort was withdrawn. And the low level of involved effort lasted until Oct.

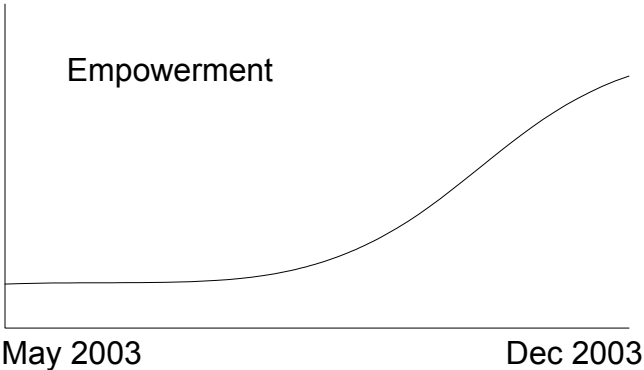
Ø Critical point-Oct. meetings: The Oct. meetings were the avenues for the group to understand the reality and the big picture of the project. They were given a lot of "assignments" in these meetings and started to feel the ownership of the product. Besides, they also began to realize they could actually make some influence in the process by making recommendations. Once this concept is embedded in their minds, the level of involvement and engagement started to rise.



Theresa and Fiona - 1

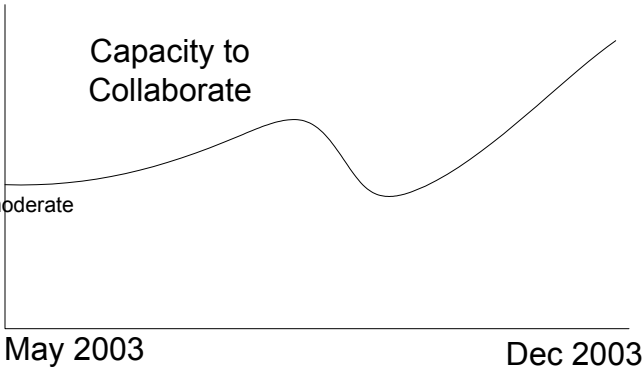
Empowerment:

What are artifacts (documentation?) that drive those dips+turn-arounds?



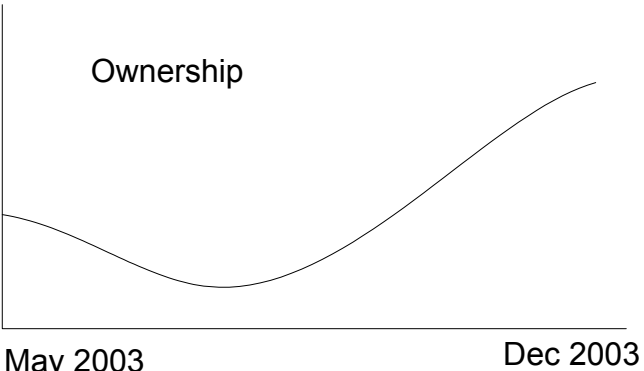
Capacity to Collaborate:

Shift in type of collaboration to formal governance



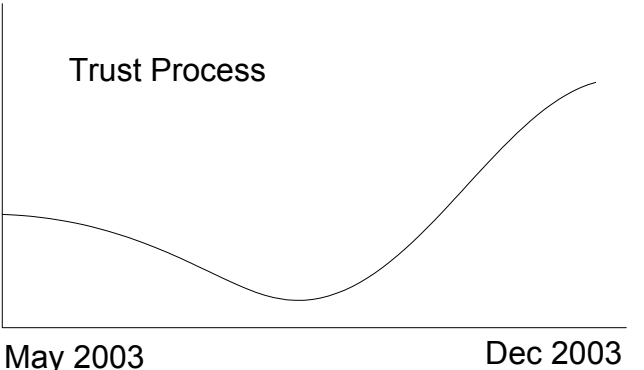
Ownership:

Shift in understanding CTG involvement from consultant w/ answer to facilitator.



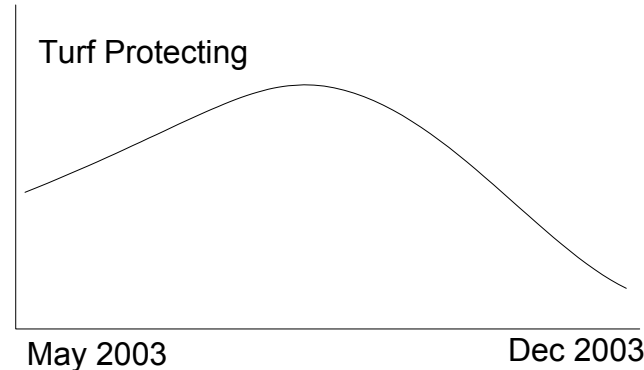
Trust Process:

In the beginning, the team thought that "wasn't the project we expected...it is the governance thing."
Pre-existing bias toward mistrust overcome by consistent accumulation of ???



Turf Protecting:

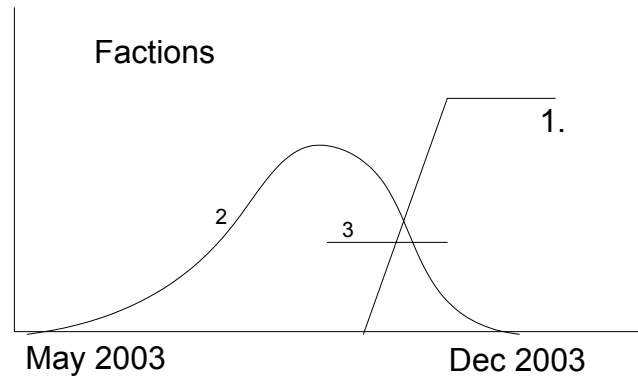
related to governance, not understanding project and future.



Theresa and Fiona -2

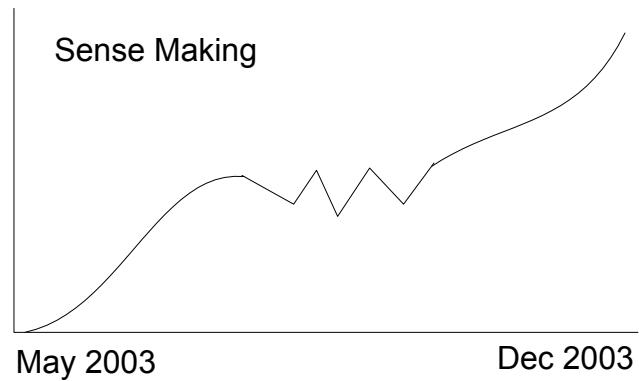
Factions:

1. Subgroups forming--doing work--
2. Launching organized attacks against the process.
3. Dyad forming--team to help each other (Dennis/ Carol)



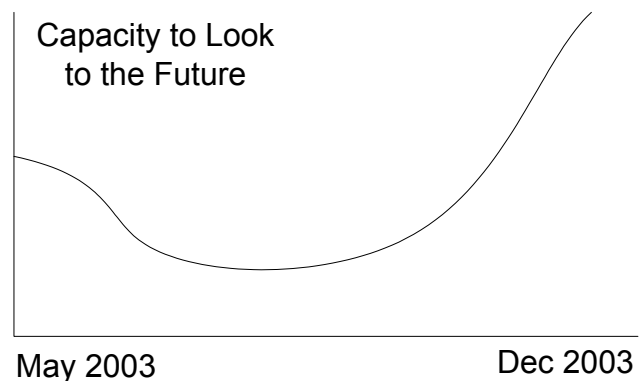
Sense Making:

George: "perceived" vs. "actual" understanding



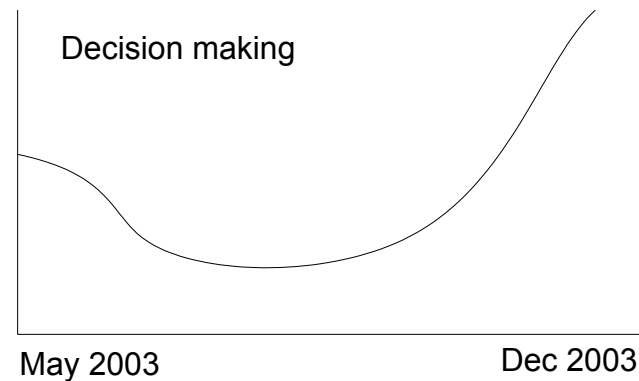
Capacity to Look to the Future:

In the beginning they thought the work won't be accepted by Parker. Toward the end they thought "the document can outlast Parker."



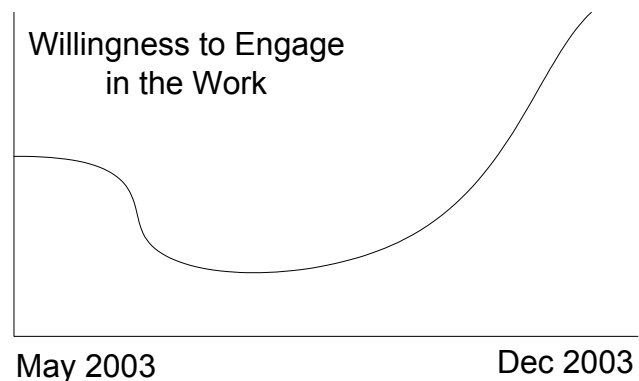
Decision Making:

Connected to capacity to look to future + willingness to engage in the work



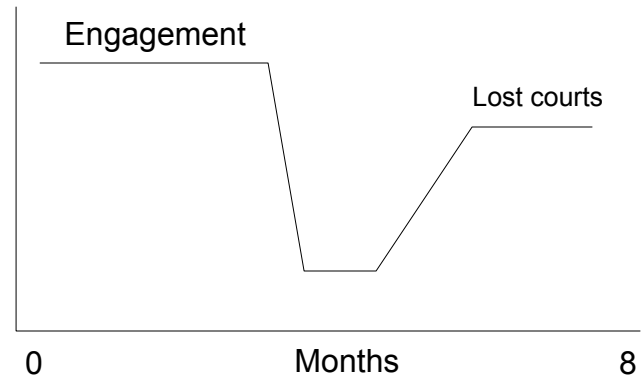
Willingness to Engage in the work:

In the beginning they expected a technical project.

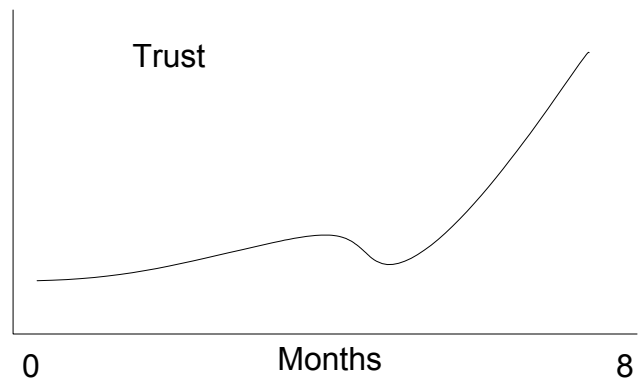


Brian

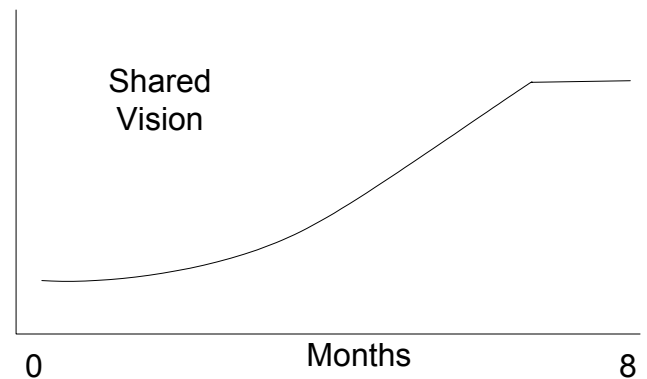
Engagement: At the start of the CTG and CJIT project in May, all but one CJIT agency was represented. As the group worked on defining the scope of the project, agency participation remained high but it appeared skepticism over whether this group would be able produce "something" and whether whatever was produced would be implemented or accepted by DCJS and the Director of Criminal Justice grew. Engagement fell drastically in mid September but steadily grew after that to a new level of engagement. This new level was minus one agency but was maintained and represented a core group of criminal justice agencies. The drop and then increase in engagement correlates with the drop and increase in trust and shared vision growth.



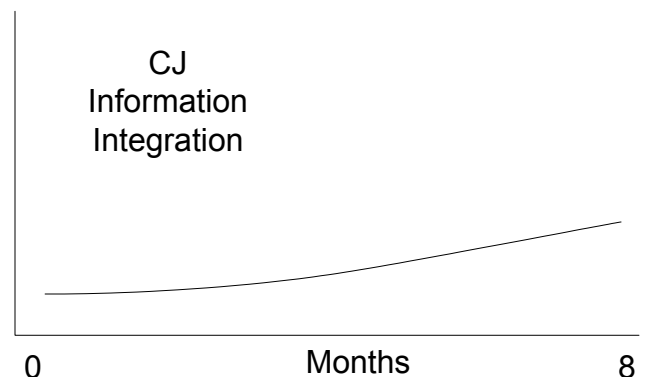
Trust: Trust among the agency participants was low at the beginning of the project. It slowly grew over the first four months but appeared very fragile. In mid September it appeared trust dipped. This dip illustrated how fragile the existing trust was. However, quickly after the dip, trust appeared to grow steadily (much quicker than before) and appeared more resilient to conflict.



Shared Vision: There was no shared vision in the beginning because the scope of the work was not clearly defined. Difficulty in developing a shared vision exacerbated by a lack of explicit vision or guidance from senior leadership. Once the group defined its own scope of work it was able to reach a shared vision and then produce results. From day one, the group was working towards a shared vision but the going was slow. As group work progressed, the shared vision development increased.

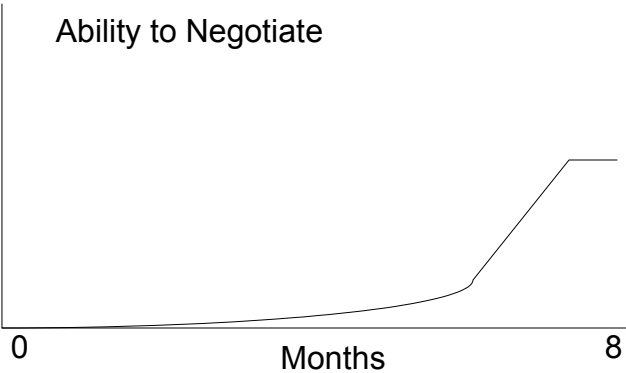


Information Integration: Very little criminal justice information integration was going on during the CTG and CJIT project (within our outside of the project meetings). CJ integration has been occurring for years but within slow, inconsistent, and non-formalized processes.



Brian

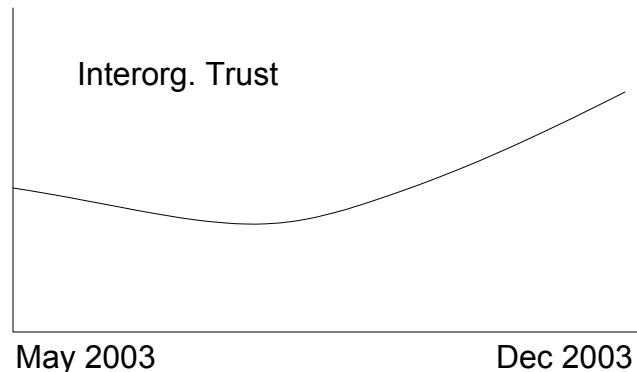
Ability to Negotiate: When the CJIT group met with CTG it primarily was a body to exchange and share information. At the start of the project, the group was in no position to negotiate among members and make decisions. Throughout the CTG and CJIT project, as the scope of the project was defined, a shared vision was developed, and a level trust in the process was established, the group gradually was capable of shifting from an information sharing to a decision-making body. The majority of this shift occurred in the 6th and 7th month as the group began to take ownership of the process and the Framework Recommendation document during the repeated review and revising of the Recommendation options. This process provided the participants with the evidence that each of their comments, suggestions, concerns were being addressed during this review and revising period.



Tamas and Tony

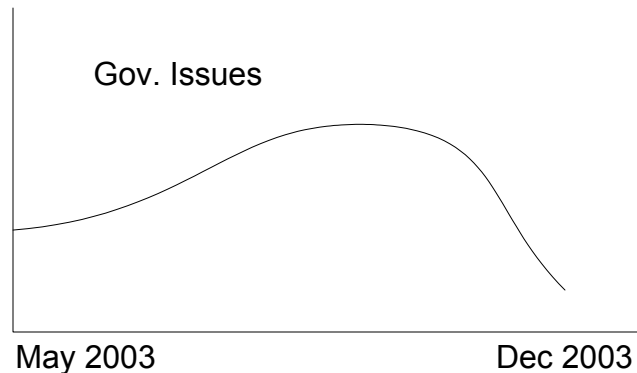
Interorganizational Trust

Initially and necessarily (due to the special cop and criminal justice culture, the culture of mistrust) interorg. trust was at a low or moderate level. In accordance, the criminal justice people in the group did not really trust each other and, during the struggle of defining and understanding the situations and the work needed to be done, even this moderate-level trust seemed to drop. However, by September, the task and the issue positions of the organizations had become clearer. Along with the above process, the level of interorganizational trust significantly increased.



Governance Issues

From the beginning, governance issues had become the focus of the work. This tendency reached its highest point around September- October. Then a rapid drop took place. This process probably has to do with the trust factor. The moderate and end even decreasing interorganizational trust forced the people to protect the interests of their own organizations by trying to maximize their influence on governance issues discussions. Later on, when compromises and well-integrated (integration of various interests) decisions were reached regarding the governance issues, the emphasis on these issues rapidly dropped and, partially due to this outcome, interorganizational trust increased.

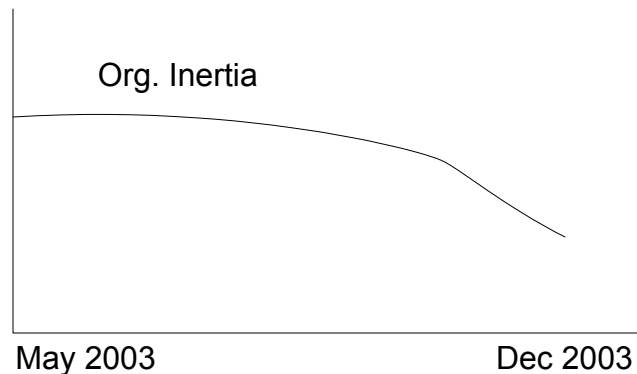


Organizational Inertia

The most relevant aspect of organizational inertia is resistance to change. Its level was originally high. However, from the middle of the period, it began to drop.

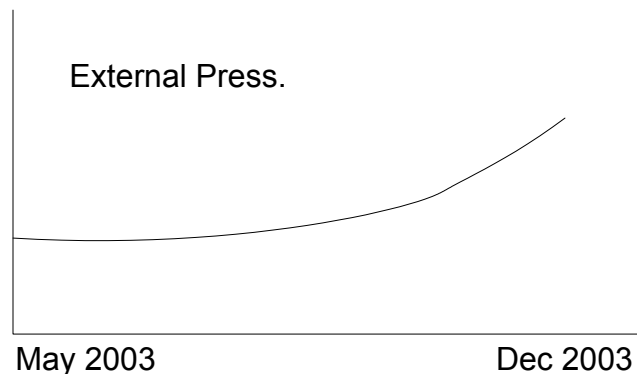
The causal structure behind this trend is complex.

Sensemaking, task understanding, and external pressure probably had significant role in organizational inertia. The successful handling of governance issues can be considered as an indicator of decreasing organizational inertia.



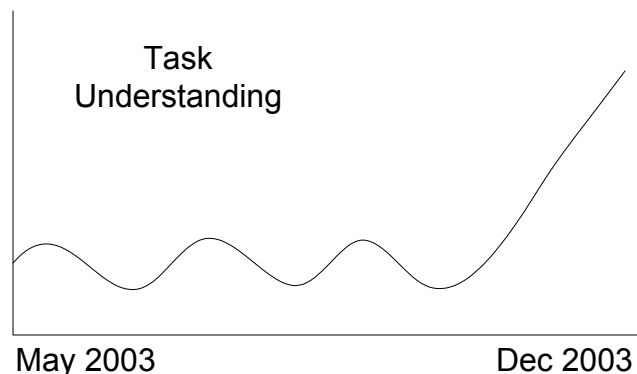
External Pressures

External pressure on the group was constituted by two factors. First, time pressure, that is, the nearing deadline of finishing the work. Second, along with the time pressure, DCJS's and the Director of Criminal Justice's - more and more deeply understood - intention also placed increasing pressure on the people.



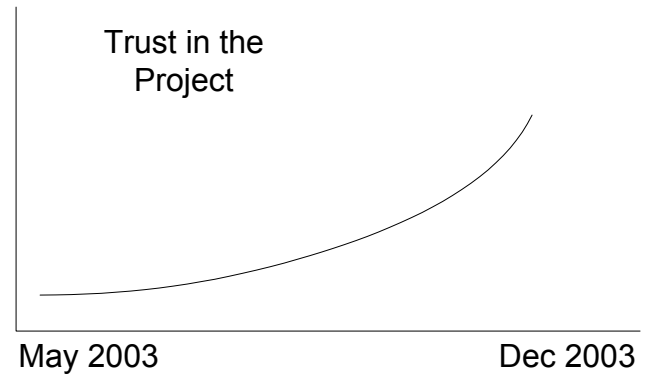
Task Understanding

Initially task understanding was low and it remained low or moderate until September. The successful ending of the governance debates had a positive, deliberating effect: during the governance discussions and in addition, during the individual initiative discussions, the group gained significant task understanding.

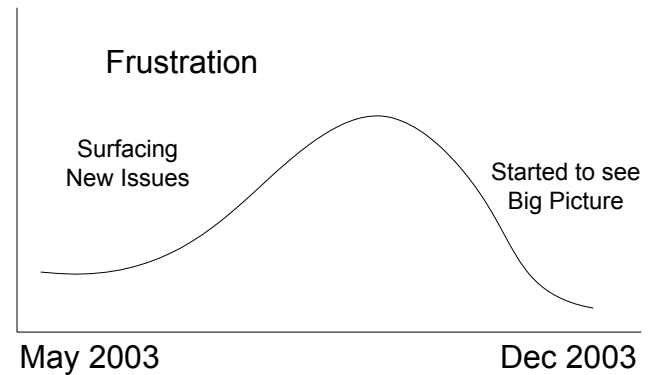


Fikret and Mohammad

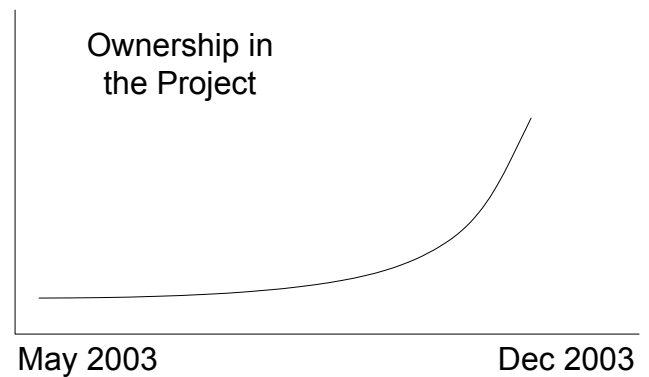
Trust in the Project's Success: In the beginning some participants were skeptical, they saw the project as another attempt highly likely to fail. Towards the later stages due to management support and unwavering efforts trust increased.



Frustration: Participants had to tackle many new issues in early stages but later there were many clarifications like CTG role (consultant to facilitator), vision of integrated justice (EJNY as a portal to Integrated Justice vision); powerlessness feeling has disappeared and frustration decreased.



Ownership in the Project: It increased in parallel with trust and anticipation of success. As participants got closer to producing some results the ownership increased. More task focus in later stages increased ownership.



Being Afraid of Losing the Control of Data: Some agencies were hesitant to give up their control over data, especially mission critical data. Fear has declined for mainly two reasons: An agency's control over some data related with their "core function" will remain the same and the "middleware" approach will enable agencies to retain their control over their data.

