

“But we used to be so good”
***Where things go wrong and how to prevent
it***

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Main thesis

- Key elements of any successful organisation
- Always at risk and need safeguarding
- In common across sectors - but context is all
- Weak organisations – stresses lead to crises
- *Over - celebrating* vision and innovation?
- *Under – valuing* day to day consistent management and under – pinning systems?

But we used to be so good....

“ Complacency is a disease, especially for individuals and organisations that have enjoyed success...It’s like dry rot or woodworm because, once damp gets into the brickwork or insects into the wood, you don’t notice the damage until it is too late.”

Sir Alex Ferguson



Key elements of successful organisation?

- Confidence in distributed leadership - transparency and approachability
- Governance - organisational “scaffolding”
- Judgment, knowledge, skills and context
- Drive for excellence.

How the scaffolding collapses

- Strong personalities; power in too few hands
- Fear of challenging prevailing views
- Decision – making too casual and informal
- Disunited , unprofessional behaviours
- Lack of respect for governance
- Lack of understanding of context and reality

Preventing decline

- A focus on standards and consistency
- Governance and systems
- Right person , right job
- Getting communication right
- The steady and the steadfast
- Collective endeavour



*“You can't rely on one person.
You're part of a process, that's
independent of your own ego”*

Hope Powell

(Photo thanks to Women in Football)