



THE WINDOW

“I don’t predict. I just look out the window and see what’s visible but not yet seen.”

– Peter F. Drucker

Letter from Claremont

Welcome to the first issue of *The Window*, the Drucker Institute newsletter.

The last few months have been a whirlwind, as the Institute transitions from an archive of Peter Drucker’s writings into a full-blown think tank and action tank.

You can read more on our totally revamped website (at www.DRUCKERinstitute.com), including reports on the conference we held in November on the future of the social sector, the release on CD of *The Nonprofit Drucker*, and the winner of the Peter F. Drucker Award for Nonprofit Innovation.

Even with all of this activity, however, we remain mindful that simply being busy isn’t our goal. What we aim to do is improve lives—to help make people more effective managers

and ethical leaders through Peter Drucker’s teachings.

Several of our conference speakers focused on a central challenge for all nonprofits: measuring impact. As Tom Tierney, chairman of the Bridgespan Group, explained it, the first question every organization must ask itself is, “What are we going to hold ourselves accountable for?”

With so many worthy causes seeking time, talent and treasure these days, the best nonprofits are those that make a clear and compelling case that *an investment in us is an investment in effectiveness*.

In taking Peter Drucker’s ideas and ideals to new audiences, we publish columns and sponsor events, among many other things. But foot

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Drucker Society Spotlight

An update on Drucker Society activities from around the globe.

Drucker Societies have sprung up around the world to bring Peter Drucker’s wisdom and practical insights to a new generation of corporate and social sector leaders and scholars. They now number 11 strong, and are growing fast. Societies exist in eight countries and span the globe from China to Argentina, from New York to Vienna.

Their progress is amazing, whether it is the 6,000 new graduates of the Peter F. Drucker Academy in China this year, the launch of South Korea’s Drucker Innovation awards, or Vienna rediscovering itself as the proud birthplace of the father of modern management.

And just five months after the inaugural Global Symposium of

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BusinessWeek

“THE DRUCKER DIFFERENCE” ON BUSINESSWEEK.COM

Rick Wartzman, director of the Drucker Institute, writes an every-other-week column for BusinessWeek that ties Peter Drucker’s work to today’s headlines. Read more at www.businessweek.com/bios/Rick_Wartzman.htm.

Rick’s recent *Drucker Difference* columns:

- [For Managers, Ignorance Isn't Bliss](#) December 9, 2007
- [Has Toyota Lost Its Way?](#) November 26, 2007
- [The Countrywide Conundrum](#) November 9, 2007
- [Google: A Druckerian Ideal?](#) October 25, 2007
- [Drucker on . . . Radiohead?](#) October 11, 2007
- [The Problem with GM’s UAW Deal](#) September 30, 2007

FROM THE ARCHIVES

In 1969, just weeks after one of America’s most wrenching national elections, President Nixon’s newly minted assistant, Daniel Moynihan, wrote to Peter Drucker to report that he was so taken with one of Drucker’s articles, he sent it along to the president “to read over the weekend.”

In the article—“The Sickness of Government”—Drucker lamented the ineffectiveness of the public sector and declared that it “is sick—and just at the time when we need a strong, healthy, and vigorous government.”

Moynihan later wrote again to say that Nixon ordered the piece reproduced and sent to “major members” of the administration.



The Evidence

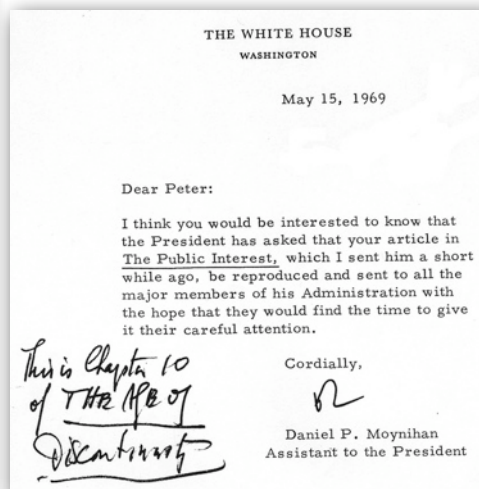
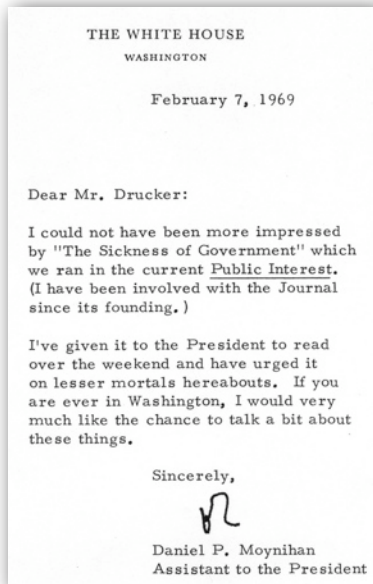
The need for ethical leadership and effective management—that is, the need for Peter Drucker’s principles and practices—has never been greater.

Over **50%** of cancers in the U.S. could be prevented if we would simply act on what we already know about the causes of the disease.

That’s not a medical problem.

That’s a management problem.

Source: 1996 Harvard Reports on Cancer Prevention



Society Spotlight, cont’d

Drucker Societies here in Claremont, there is already evidence of the bright future ahead.

Urs Jaeger, managing director of the Center for Social Enterprise at St. Gallen University—home of the Drucker Society of Switzerland—is working with Cecilia Regueira, founder of Instituto Hartmann-Regueira (IHR)—home of the Drucker Society of Brazil—to bring young faculty from St. Gallen to help IHR teach effective management practices to Brazilian NGOs.

Plans are taking shape now. “We are still dreaming,” says Jaeger. Clearly, though, with foundation representatives, a former Latin American university president, and St. Gallen faculty and students set to gather this spring, the dream is ready to come alive.

Letter from Claremont, cont’d

traffic and eyeballs, though keys to success, are only means, not ends.

Too many nonprofits confuse activities with results, says Harvard Business School professor Robert Kaplan, and envision only what they will *do*, not what they will *achieve*. Although every organization should be efficient and fiscally sound, adds Kaplan, nonprofits should ultimately be accountable “for how well they meet a need in society.”

At our conference, we worked like mad to build our audience. We asked our 100+ attendees to rank the event on a scale of 1 to 10, and they came back rating it an 8-plus. That’s a number to celebrate.

The true test of the event, though, was in the minds we changed. And of the 50% of attendees who arrived with either moderate or no knowledge of Peter Drucker’s work, 80% said they finished the day deeply inspired to learn more. That’s a number that motivates.

Rick Wartzman and Zach First
Director and Assistant Director