



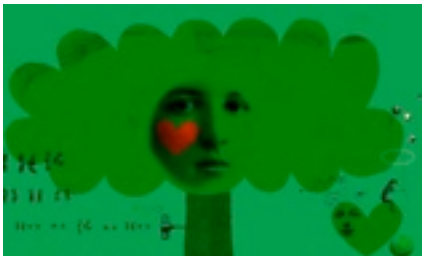
"I don't predict. I just look out the window and see what's visible but not yet seen."
— Peter F. Drucker

the window



Nov-Dec 2011

Letter from Claremont



[Of Mind, Heart and Backbone:](#) "Can good character be taught?"

The most popular Dx post in the past 30 days

It won't be long before China surpasses the U.S. to become the world's biggest economy. But what are the chances that China can also become one of the most Drucker-like nations on earth?

If our friend Minglo Shao has anything to say about it, the odds may actually be pretty good.

Shao is the founder of the Peter F. Drucker Academy, an educational institution that trains thousands of managers a year across China.

In September, the Drucker Academy put on its sixth annual management forum, drawing more than 1,500 attendees in three cities—Beijing, Nanjing and Guangzhou. Rick was honored to deliver the keynote address in each location, with a talk that echoed the forum's theme: "Undertaking Responsibility in a Time of Great Change."

Rick and the other speakers were candid about the myriad challenges that China faces, including a fundamental misunderstanding among many

businesspeople that profit and social responsibility are somehow at odds.

"Management's authority . . . can only be built on a standard that puts the public's interest first," Shao told the forum.

Walking the streets of Beijing or Nanjing, it's hard not to be blown away by the pace of development all around you. But as Drucker knew so well, that's the least important part of the equation.

"A developing country can easily import technology," Drucker noted. "It can easily import capital. But technology and capital are simply tools. They only become effective if properly used . . . by competent and effective management." The creation of such a pool of managerial talent, he added, "is both China's greatest need and China's greatest opportunity."

Rick Wartzman and Zach First
Executive Director and Managing Director

Local Links

How people around the world are bettering their communities by applying Peter Drucker's ideas



South Bend, Indiana—best known as the home of Notre Dame University—has a new claim to fame: It's host of the first school-district-wide implementation of [Drucker for Future Leaders](#).

The DFL program "taught me how to think a step ahead, to analyze a problem or situation and create a plan for the best outcome," said Sydney, an eighth-grade student at the South Bend Community School Corporation's LaSalle Intermediate Academy.

Sydney is one of roughly 1,400 eighth-grade students in nine schools who will participate in DFL this academic year. Through DFL, the students [learn core Drucker management and leadership principles](#), such as identifying and working from their strengths, practicing planned



Kinadi, a student at South Bend's Jefferson Intermediate Center, displays her DFL completion certificate

abandonment and applying Peter Drucker's "Five Most Important Questions" framework. They use these lessons to design and carry out a community service project. The students then utilize these same methods to develop self-management plans to pursue academic, personal and other long-term ambitions.

Indiana University's Center for Evaluation and Education Policy is conducting a third-party assessment of DFL in South Bend. The curriculum will be refined based on the Center's analysis of the program's results and impact.

"There are so many things the kids want to do, things that are in their reach, but they just don't know how to get them," said LaSalle business teacher Brenda Wishin. "DFL provides the students with a tool to get what they want."

Check out our monthly radio show, "[Drucker on the Dial](#)," where timely issues meet timeless principles. And please urge your local public radio station to pick it up.



Bloomberg Businessweek

The Drucker Institute's Rick Wartzman writes a column for *Bloomberg Businessweek* online that ties Peter Drucker's work to today's headlines.

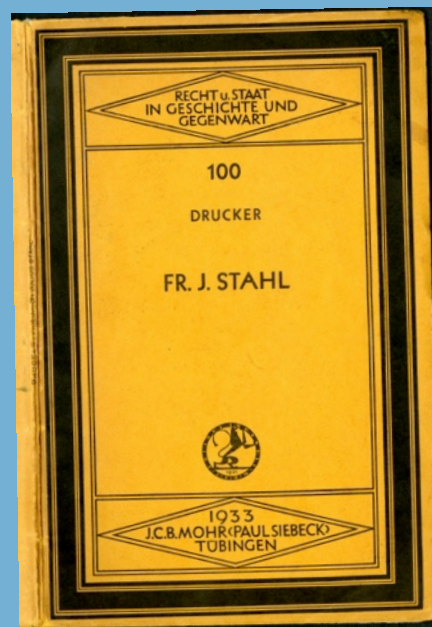
[Read the latest.](#)

From the Archives



In his autobiography, *Adventures of a Bystander*, Peter Drucker recalls a conversation he had with a close friend, Berthold Freyberg, in the spring of 1932. "Suddenly I heard myself saying: 'One thing I do know, Berthold. If the Nazis come to power, I shan't stay in Germany.'

"I had not, I think, given conscious thought to the decision at all until then," Drucker added. "But the moment I heard myself say this, I knew that I had made up my mind."



Peter Drucker's 1933 pamphlet on Friedrich Julius Stahl was banned and burned by the Nazis.

The Nazis would soon make up their minds about Drucker, as well.

After that conversation with Freyberg, Drucker began writing a monograph on Friedrich Julius Stahl, a Conservative political philosopher who also happened to be Jewish. Drucker knew that "a monograph on Stahl, which in the name of conservatism and patriotism put him forth as the exemplar and preceptor for the turbulence of the 1930s, represented a frontal attack on Nazism."

He was certainly correct about that: When the monograph was published in 1933, the Nazis found it so offensive that it was banned and burned.

Drucker saw early on the toxic nature of Nazism. In the pamphlet he wrote: "The Conservative theory of the state also knows that political freedom is only of value, when it is anchored in a higher communal obligation; otherwise the result is self-destruction and anarchy and an inevitable slide to despotism and dictatorship."