

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

We couldn’t have asked for a more exciting end to 2009.

The Drucker Centennial—a global celebration of what would have been Peter Drucker’s 100th birthday—was capped this fall by conferences and lectures in Southern California, Vienna (Drucker’s birthplace), Sao Paulo and Tokyo.

Their quality was extraordinary. Among the speakers at these Centennial events were 10 of the Thinkers 50, the definitive list of the world’s leading management minds: C.K. Prahalad, Paul Krugman, Philip Kotler, Jim Collins, Jack Welch, Rosabeth Moss Kanter, Stephen Covey, Roger Martin, Warren Bennis and Charles Handy.

But as tempting as it is to revel in the recent past, Drucker would have been the first to urge us to look forward. And so, our attention now turns to our Drucker-inspired New Year’s resolutions for a healthier and more productive 2010:

We will not simply set priorities for the new year; we will set “posteriorities” too.

This was Drucker’s word for those tasks that you consciously decide *not* to tackle. “Setting a posteriority is . . . unpleasant,” Drucker warned. “Every posteriority is somebody else’s top priority. It is much easier to draw up a nice list of top priorities and then to hedge by trying to do ‘just a little bit’ of everything . . . This makes everybody happy. The only drawback is, of course, that nothing whatever gets done.”

We pledge to slow down, unplug from the iPhone and the avalanche of email, and find more time to think.

“Follow effective action with quiet reflection,” Drucker advised. “From the quiet reflection will come even more effective action.”

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Drucker Society Spotlight


How Drucker Societies worldwide are advancing ethical leadership and effective management.

The Drucker Society of Japan (known there as the Drucker Workshop) recently helped to mark the Drucker Centennial with a one-day conference at Tokyo’s Waseda University. The event was a home run, with one presenter using Drucker literally to hit the ball out of the park.

Keynote speakers included Waseda Business School Associate Dean Isao Endo, who highlighted the practical value of Drucker’s dictum that workers be valued as assets and not liabilities. Ira Jackson, dean of the Peter F. Drucker and Masatoshi Ito Graduate School of Management, made the case that Drucker’s insights are more relevant now than ever, while Mr. Ito himself reflected on his decades-long personal and professional relationship with Drucker.

Two of the most intriguing presentations, meanwhile, were made at the post-conference reception. Kunio

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Find out what the world’s greatest management thinker means to today’s business leaders in a new book co-authored by the faculty of the Drucker School of Management. [Order now](#) from .

BusinessWeek

“The Drucker Difference” on BusinessWeek.com

Rick Wartzman, executive director of the Drucker Institute, writes a bimonthly column for *BusinessWeek* online that ties Peter Drucker’s work to today’s headlines. For a list of all of his columns, [click here](#).

Rick’s recent “Drucker Difference” columns:

- [Getting Toyota Out of Reverse](#) Dec 18, 2009
- [Authentic Engagement, Truly](#) Dec 4, 2009
- [Management Lessons on Nothingness, Drawn from Art](#) Nov 13, 2009
- [Executives Are Wrong to Devalue Values](#) Oct 30, 2009

Letter from Claremont, cont'd

When we do get back to work, we will stop multitasking.


"We rightly consider keeping many balls in the air a circus stunt," Drucker observed. "Yet even the juggler does it for only 10 minutes or so. If he were trying to do it longer, he would soon drop all the balls."

We will actively encourage dissent from our colleagues.

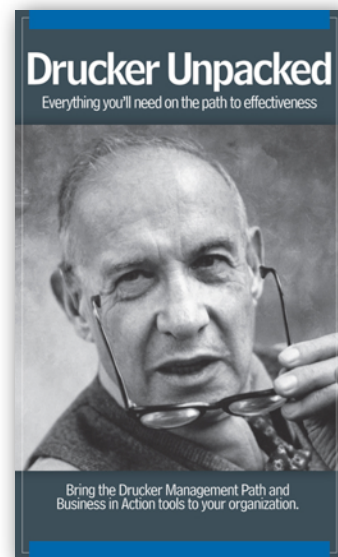
Decisions, Drucker wrote, "are made well only if based on the clash of conflicting views . . . the choice between different judgments."

We will turn a great 2009 into an even better 2010.

"The first—and usually the best—opportunity . . . is to exploit one's own successes and build on them. Problems cannot be ignored . . . But to be change leaders, enterprises have to . . . starve problems and feed opportunities."



Rick Wartzman and Zach First
Executive Director and Managing Director



Learn more about the
Drucker Management Path at
www.DruckerUnpacked.com.

FROM THE ARCHIVES

If none of the New Year's resolutions in our "Letter from Claremont" grab you, how about another that Peter Drucker surely would have recommended? Find a nonprofit you're passionate about and sign up to volunteer.

"Where you have responsibility, you see results and you quickly learn what your values are," Drucker explained. "There is no better way to understand your strengths and discover where you belong than to volunteer in a nonprofit."

Throughout his career, Drucker was actively involved with nonprofit organizations. He had an especially close relationship with the Cooperative for Assistance and Relief Everywhere (CARE), a leading humanitarian organization dedicated to fighting global poverty.

Drucker began his working relationship with CARE in 1967. Not only did he give the organization *pro*



bono management advice, he also helped it develop a brochure and video in which he underscored the importance of giving to CARE.

In his role as consultant, Drucker helped CARE officials see that they have "two constituencies: the people of the developing world to whom they must provide increasing support, and the American public with whom they must generate awareness and understanding of critical issues."

In 1995, CARE honored Drucker for his philanthropic contributions to the organization with its International Humanitarian Award.

In the years ahead, Drucker wrote, "Americans will look increasingly to the nonprofits to tackle the problems of a fast-changing society." There's no time like the New Year, he might have added, to start lending a hand to others—and to start learning a bit about yourself in the process.

Society Spotlight, cont'd

Tsukamoto, a high school senior and winner of the Workshop's "Boys and Girls, Read Drucker Now!" essay contest, explained how he has applied Drucker's management principles to his own life.

Specifically, Kunio is using Drucker's ideas on self-management to prepare for study at an undergraduate business program in a foreign country. His ultimate goal is to pursue a graduate degree at the Drucker-Ito School.

Finally, conferees heard from Natsumi Iwasaki, author of the just-released Japanese best-seller *If a Girl Manager of a High School Baseball Team Read Drucker's Management*.

In this fictional account, a high school baseball team is transformed from a perennial loser into a champion with the help of Drucker's management lessons.

Farfetched? Drucker did advise the Cleveland Indians one season, and helped turn around the ball club.