

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

For years, top executives from Procter & Gamble, Edward Jones, the American Red Cross and countless other organizations made the pilgrimage to Peter Drucker’s home in Claremont to seek his wisdom. Drucker is no longer with us, but business and social-sector leaders are still streaming in. These days, though, they are seeking each other’s wisdom.

The venue is a series of forums hosted by the Drucker Institute. The goal is for participants to explore various Drucker-inspired topics by trading insights and experiences with each other, and to then take back to their own companies, nonprofits and government agencies at least one good idea they can turn into action.



The 2010 Drucker Innovation Forum

We used this model just before the holidays at the Drucker Innovation Forum, a gathering of two dozen senior executives from a remarkably wide range of organizations. Among them: Boeing,

Coca-Cola, Intuit, the Rainforest Alliance, Teach for America and the Willow Creek Association.

Attendees spent the day exploring how to tackle the most pressing challenges they face in managing innovation. One example: A major consumer-products

company is struggling to figure out how to introduce sustainable packaging without wrecking its pricing structure.

Working in small teams—and benefiting from the incredible

Continued on the next page

Drucker Society Spotlight

How Drucker Societies worldwide are advancing effective management and responsible leadership

The pen may or may not be mightier than the sword, but it’s definitely mightier than the clock.

At least that’s what members of the Drucker Society of Thailand have discovered by implementing insights on time management penned by Peter Drucker in his 1967 classic, *The Effective Executive*.

“We wanted to give our members a practical way of applying Drucker’s lessons in their workplace,” said Kitikorn Dowpiset, the founder of the Thai Society. “So we brought together executive managers, MBA students, academics and others” in a Drucker book club.

But this isn’t just any book club in which members simply talk about the text they’ve read. The goal, according to Dowpiset, is “to improve our members’ management skills” and make their organizations more effective.

Continued on the next page



[The Drucker Exchange](#) is our blog about bettering society through effective management and responsible leadership. Our most popular recent items include [Your Not-to-Do List](#) for 2011 and [Bye-Bye, Boss](#).



“The Drucker Difference” on Bloomberg Businessweek

Rick Wartzman, executive director of the Drucker Institute, writes a column for *Bloomberg 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:

- [Drucker Does Spirituality](#) December 17, 2010
- [Cloud Computing and Peter Drucker](#) December 3, 2010
- [As the Walkman Retires, Sony Rewires](#) November 19, 2010
- [The Wall-less Office](#) November 5, 2010

Letter from Claremont, cont'd

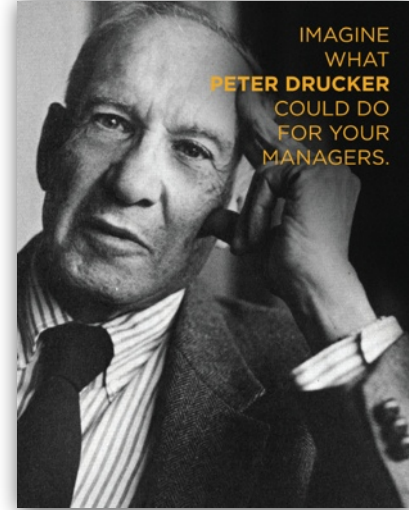
diversity of perspectives in the room—the participants quickly moved to identifying how to convert such challenges into opportunities. Next week will mark 60 days since the event, and we will be following up with everyone to see how they've applied what they learned at the forum.

Meantime, we're busy gearing up for the 2011 Drucker CEO Forum, which will be held in February. Following a design similar to that of the Innovation Forum, chief executives from about 30 organizations—public, private and nonprofit—will consider what it means to lead in turbulent times.

All told, we hope we are fulfilling a vision that Peter Drucker laid out for academic institutions more than 40 years ago: to “bring together knowledge and skills from a great many disciplines and integrate them into effective application outside the university.”



Rick Wartzman and Zach First
Executive Director and Managing Director



Learn more about the [Drucker Management Path](#) training system, and what it can do for the managers in your organization.

FROM THE ARCHIVES

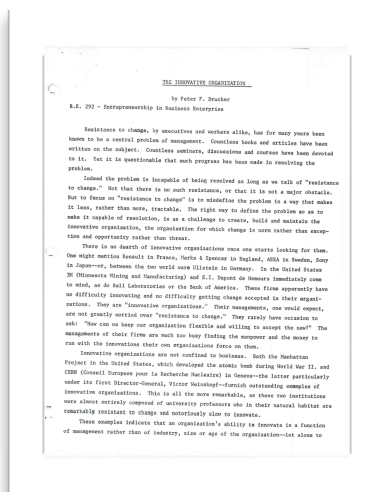
Innovation has become a hot topic in the last few years, with titles such as *The Other Side of Innovation*, *The Innovator's Way* and *Medici Effect: What Elephants and Epidemics Can Teach Us About Innovation* flying off the shelves.

Peter Drucker, though, was writing and talking about innovative organizations long before they became all the rage. In a lecture from the 1970s, which recently made its way to the Drucker Archives, he described the shift from the 19th century inventor—a solitary “great innovator”—to the “innovative organization [that] manages to innovate without such towering genius at its head.”

Drucker saw the innovative organization as “a human group” that is constructed for ongoing innovation and that makes “change into norm.”

Drucker's audience was his Business Enterprise class, and he seemed determined to get his students to realize that they, too, could be innovators. “The innovative organization institutionalizes the innovative spirit and creates a habit of innovation,” he told them.

He added by way of encouragement that there is “no dearth of innovative organizations once one starts looking for them.” It's a safe bet that a few hundred or so authors writing on the topic today would wholeheartedly agree.



Society Spotlight, cont'd

One member of the Thai Society who did just that was Sutthisak Inthawadee of Merlin's Solutions International, a consulting firm that specializes in information and communication technology.

Inthawadee followed Drucker's recommendation in *The Effective Executive* to keep a time log to determine where his hours were actually going—as well as to spot those “time wasters” that could be delegated to others or eliminated altogether. By applying this system throughout his division at Merlin, Inthawadee has been able to reduce time spent in meetings by 20 percent.

“The client meeting is one of the key activities in our work,” said Inthawadee. Yet “time wasted in meetings was also one of the biggest problems we faced.” Thanks to Drucker's pen, Inthawadee added, time is now “under control” at Merlin.