

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

Last month, we marked what would have been Peter Drucker’s 99th birthday in enterprising fashion: We started planning for his 100th.

November 19, 2009 will be a major milestone, a reminder that a century has passed since Drucker was born in a quiet neighborhood in Vienna.

As we look to the century ahead, we see a society rocked by mismanagement, fraud, and the reckless pursuit of profit. We see financial markets in crisis, political institutions around the globe in turmoil, and much of the world continuing an uneasy transition to “knowledge work.”

Drucker’s insights on effective management, ethical leadership, and social responsibility have never been more essential.

Quite simply, we need Drucker now more than ever.

Fueled by this urgency, we announced the Drucker Centennial, a time of commemoration, celebration, and renewal, which will be crowned by a week of special events at Claremont Graduate University in November 2009 and supplemented by other activities from Fall 2008-2010.

But the Drucker Centennial is no mere birthday party.

Among the activities being planned are a one-day summit with corporate leaders on “The Drucker CEO of the 21st Century”; a

Drucker Centennial Public Lecture Series, to be held in conjunction with the Library Foundation of Los Angeles; and a series of onstage conversations between Rajiv Dutta

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Drucker Society Spotlight

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

In Dallas, one woman is relentlessly focused on five questions.

Cathey Brown, the new head of the Drucker Society of Dallas, is gearing up to start preaching what she has been practicing for more than two decades: using Peter Drucker’s *The Five Most Important Questions You Will Ever Ask About Your Organization* to help nonprofits become more effective.

Brown founded her own nonprofit, Rainbow Days, in 1982. The organization provided the first support group for young children of alcoholics in the Dallas area. Demand for its services grew rapidly, and today it operates an array of alcohol, tobacco, and other drug prevention programs in and around Dallas-Fort Worth.

Rainbow Days has served more than 82,000 children since its inception, and it has trained more than 24,000 professionals from across the U.S. to

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The Drucker Institute offers free tools for effectiveness online. Whether you work for a corporation, nonprofit, government, or yourself, there’s something there for you. Get effective at www.DRUCKERinstitute.com/tools.

BusinessWeek

“The Drucker Difference” on BusinessWeek.com

Rick Wartzman, 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:

- [When Cutting Costs is Not the Answer](#) Dec. 5, 2008
- [Auto Bailout: What Drucker Would Have Said](#) Nov. 21, 2008
- [What Obama Shouldn’t Do](#) Nov. 7, 2008
- [No Magic Bullet for the Economic Crisis](#) Oct. 24, 2008

Letter from Claremont, cont'd

—a Drucker Centennial committee member and former president of eBay Marketplaces—and senior executives on “Managing in the 21st Century.”

We also anticipate as part of the Centennial the premiere of the documentary “Closing the Responsibility Gap”; a doubling around the world of the number of Drucker Societies—the all-volunteer groups that use Drucker’s teachings to bring about positive change in their communities; and a major conference devoted to Drucker’s concept of “management as a liberal art.”

We will launch an enhanced Peter F. Drucker Award for Nonprofit Innovation with a first-prize of \$100,000; host a forum featuring two decades of past winners of the award; and co-sponsor a special Japanese art exhibition to underscore how Drucker drew on all the humanities to inform his thinking.

The Drucker Centennial is an ambitious initiative, we know. But the challenges we will face in the next 100 years call for nothing less.



Rick Wartzman and Zach First
Director and Assistant Director

FROM THE ARCHIVES

In stores all across the U.S. this time of year, shoppers are endlessly serenaded with familiar tunes. *Sleigh bells ring, are you listening?*

But it’s the sound of actual bells that announces the arrival of one of the season’s oldest traditions: the Salvation Army’s Red Kettle Campaign. First deployed in San Francisco in 1891, Red Kettles now blanket the country every year, accompanied by 25,000 volunteer bell ringers.

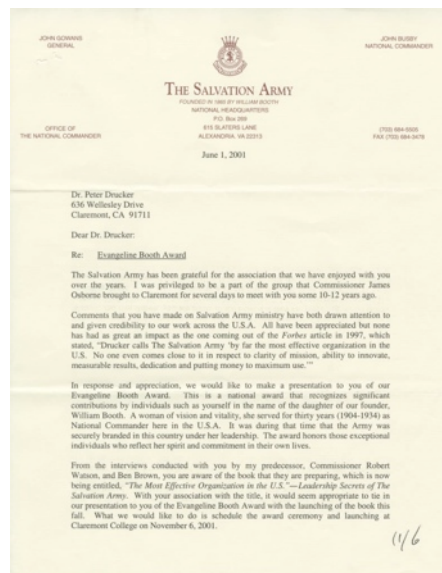
In 2001, the Salvation Army invited Peter Drucker to receive their Evangeline Booth Award. Named for the daughter of the Salvation Army’s founder, William Booth, the award “honors exceptional individuals who reflect her spirit and commitment in their own lives.”

Drucker was more than an exemplar—he was also a fan. In an interview with *Forbes* in 1997, Drucker told the magazine that the Salvation Army is “by far the most effective organization in the U.S. No one even comes close to it.”

This was a stunning observation from a man who spent decades as a consultant to corporations such as GE, Toyota, and Procter & Gamble.

In Drucker’s view, though, there was no arguing with results: more than \$100 million in pocket change raised each year by volunteers, providing assistance to 29 million American families in need.

For one man, at least, the constant ringing was music to his ears.



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.

The proportion of CEOs who feel their organizations are unprepared for the change they face is up nearly

3x

since 2006.

How are you and your organization fostering innovation?

Source: IBM 2008 Global CEO Study

Society Spotlight, cont'd

implement support groups and other accredited prevention programs with children in their own communities.

All along, Brown has been guided by Drucker’s penetrating queries: *What is our mission? Who is our customer? What does the customer value? What are our results? What is our plan?*

Now, the Drucker Society of Dallas is preparing to educate local nonprofit executives on the five questions through a half-day workshop developed by the Drucker Institute.

“I look forward to being part of something so needed and worthwhile,” Brown said.

Bob Buford, chairman of the Drucker Institute’s Board of Advisors and himself a Dallas resident, praised Brown as “a superb leader and a longtime Drucker fan.” In her new role with the Drucker Society, she will get to combine these qualities and help her city find a brighter future ahead.