

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

Summer has never felt so welcome.

Given the state of our world—the environmental disaster in the Gulf, ongoing turmoil in global financial markets and continued strife in the Middle East—who couldn’t use a break?

But we also know that, as much as we’d like this challenging time to simply give way to a more stable period, that isn’t likely. Indeed, as we talk with people from all sectors (public, private and nonprofit), one consistent theme emerges: Volatility in our world—and, by extension, in our organizations—seems here to stay.

With that in mind, we thought we’d share seven lessons from Peter Drucker to help leaders (once they get back from vacation) be effective through these turbulent times.

1. Face facts.

“A time of turbulence is a dangerous time. But its greatest

danger is a temptation to deny reality.”

2. As things change around you, there is an even greater need to be clear and consistent.

“To trust a leader, it is not necessary to like him. Nor is it necessary to agree with him. Trust is the conviction that the leader means what he says.”

3. Especially during periods of turmoil, remind others why they’re doing what they’re doing.

“A fundamental responsibility of leadership is to make sure that everybody knows the mission, understands it, lives it.”

4. This is the perfect time to plan what you’re going to stop doing.

“Planned, purposeful abandonment of the old and of the unrewarding is a prerequisite to successful pursuit of the new and highly promising.”

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Drucker Society Spotlight

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

In late May, the world descended upon Claremont.

Representatives from 28 Drucker Societies in 18 countries gathered together for our fourth annual Global Symposium.

Over the course of three days, Symposium participants received training in programs designed to better their local communities through the universal insights found in Peter Drucker’s work. By coming together in one place, Society members learn of “the variety of options we have to accomplish our mission,” said Rafael Estrada, who has applied to form a Drucker Society in Peru.

From wherever the Society members came—Auckland or Austria, Dallas or Dubai, Bangkok or Brazil—they went home prepared to make a difference.

“If my objective is to trigger a wave of positive change through a Drucker

Continued on the next page

Drucker Apps 2.0 is a new social-media tool that ties Drucker’s timeless wisdom to the hottest issues of today. Right now, readers are talking about [teamwork](#) and about [leadership in the wake of BP’s crisis in the Gulf](#).

**Bloomberg
Businessweek**

“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:

- [Wal-Mart’s Blended Learning Plan](#) June 18, 2010
- [Peter Drucker and the Hon Hai Suicides](#) June 4, 2010
- [When Retirement Is Not an Option](#) May 21, 2010
- [Goldman Sachs: Failure of Innovation](#) May 7, 2010

Letter from Claremont, cont'd

5. Have the courage to experiment—even amid the turbulence.

"Everything improved or new needs first to be tested on a small scale, that is, it needs to be piloted... Everything new gets into trouble. And then it needs a champion."

6. When resources are tight, spend your money on what matters most.

"No organization can do better than the people it has. The yield from the human resource really determines the organization's performance."

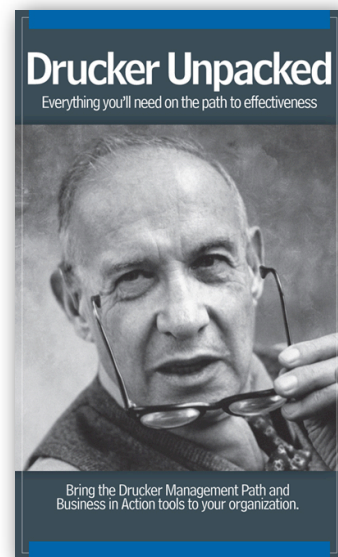
7. Be mindful that some things never change.

"Any organization... needs a commitment to values and their constant reaffirmation, as a human body needs vitamins and minerals."

May you have a safe and restful summer—one that restores you and steels you for whatever lies ahead.



Rick Wartzman and Zach First
Executive Director and Managing Director



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

FROM THE ARCHIVES

This summer, McGraw-Hill will release [The Drucker Lectures](#), a collection of classroom talks and other speeches from Peter Drucker. Here is a brief excerpt from Rick Wartzman's introduction to the book:



You can picture him perched on the edge of a classroom table, peering through thick glasses at the students who hang on his every word. His baritone voice washes over the room, his Austrian accent as thick as a Sachertorte.

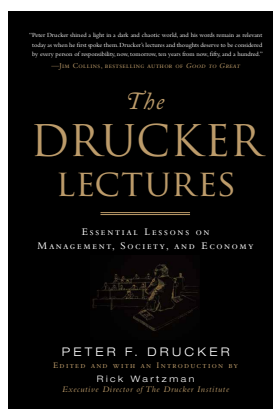
He doesn't refer to any written notes. But every now and again, his eyes roll back in his head and he pauses, almost like a computer downloading a store of information, before returning to his point and underscoring it with a new set of facts and figures.

His protean mind meanders from topic to topic—a discussion on cost

accounting bleeding into a riff on Mesopotamian city-states before he veers into a lesson on the history of higher education or health care. But, somehow, he magically ties it all together in the end. In his hands, discursiveness becomes a fine art.

Peter Drucker, widely hailed as the greatest management thinker of all time, is best known for the 39 books he wrote. But those who had the pleasure of attending a Drucker lecture, before he died in 2005 just shy of his ninety-sixth birthday, got to see another side of him.

Featuring lectures from the dawn of the television age straight through to the Internet age, from World War II to the aftermath of September 11, 2001, from the ascent into office of Chiang Kai-shek to the emergence of China as a global economic power, this book is designed to provide a taste of what that was like.



Society Spotlight, cont'd

Society in Egypt, then the Symposium was the right place to start," said Khaled Wahba, who traveled from Cairo for the event. The Symposium, he explained, allowed him "to be among those who created the vision" for what the Societies could accomplish and "to learn how others are [transforming] their communities" through programs such as the "Closing the Responsibility Gap" presentation, the Drucker-in-High-Schools initiative and a workshop on innovation and entrepreneurship.

Jack Bergstrand, whose Atlanta-based Drucker Society of Georgia is looking to improve the lives of 1 million children by sharing Drucker's ideas on effective management with nonprofits, described the Symposium as "a great opportunity to engage with a truly remarkable group of people so that we can collectively make a systematic and sustainable difference in the world."