



“I don’t predict. I just look out the window and see what’s visible but not yet seen.”
– Peter F. Drucker

the window



July-Aug 2011

Letter from Claremont



[Land, Labor, Bleh](#): “Is the West losing its taste for capitalism?”

The most popular Dx post in the past 30 days

In our [Drucker for Future Leaders](#) program, high school and middle school students learn Peter Drucker’s “Five Most Important Questions”: *What Is My Mission? Who Is My Customer? What Does the Customer Value? What Are My Results? What Is My Plan?* The students then use this framework to design and implement a community-service project, as well as to meet short-term and long-term goals.

At the Leadership in Entertainment and Media Arts pilot school in Los Angeles, seven students recently employed the Five Questions to fix the lunch program (which was running out of food, leaving kids hungry), as well as to launch a highly successful peer-to-peer tutoring initiative.

Our colleague Lawrence Greenspun, the driving force behind Drucker for Future Leaders, had this to say to the students as they completed the program in May:

Management is a term that may be new to many of you. It can be defined as maximizing human performance. . . . By that definition, this group of

young people has managed things quite well. . . . But in truth, we have managed this process from behind. We have been led by events (inadequate lunch service, academic struggles) rather than beginning with our dreams. We started with problems instead of visions, which might lead to a better world but not to the one we would create from the start—a world that reflects and embraces our boundless human dignity, our infinite worth . . . and the higher aims of our existence.

You see, management, when done right, is not just a tool for fixing problems; it’s for preempting them. It’s not just about determining what’s wrong and how to make it better, but about creating something better from the start. Then, and only then, does management become leadership.

And so that is the challenge that I leave you with here today: to take the lessons you’ve learned and to apply them not just to what is, but to what will be—if only you will make it so.

Over the next year, we expect to reach more than 1,200 students across the country with Drucker for Future Leaders.

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



Business consultant and writer Jim Collins once noted that Peter Drucker's "enormous impact" came, in part, because "he asked audacious questions."

With that in mind, the Third Global Peter Drucker Forum, set for Vienna on November 3 and 4, will explore fundamental questions about the role of managers in creating a more healthy and productive society.

"The goal," said Richard Straub, president of the Peter Drucker Society Europe, which will host the Forum, "is to hold a global dialogue on how organizations can create value while maintaining their values in the wake of the financial crisis." A world-class roster of speakers will lead the Forum conversation, entitled, "A Quest for Legitimacy: How Managers Can Shape the Future."

Among those sharing their insights and ideas will be Charles Handy, Rakesh

Khurana, Iqbal Quadir and Mark Kramer. Senior executives from General Electric, Haniel Group, Deutsche Telekom, Mazars and other major companies will join them.

Fresh perspectives will come from winners of the Drucker Challenge essay contest, for those 35 and younger. They will participate at the Forum after responding to the question: "Management, what is it good for?"

To learn more about the Forum and Drucker Challenge, please [click here](#). The events in Vienna will also serve as the backdrop for the annual gathering of the Drucker Society Global Network. "Drucker Society volunteers from around the world will share best practices," explained Deepjee Singhal, chair of the Network's Leadership Council. "The Forum serves as an ideal setting for the Societies to examine key questions concerning our mission and results"—questions Peter Drucker himself would have applauded.



Check out our new 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



Almost 30 years ago, John Bachmann, then the managing partner of the investment firm Edward Jones, wrote a blind letter to Peter Drucker. He was anxious to meet.

"What do I have to do to get you to sit down...[and] relate your philosophy of business to our company?" Bachmann asked. He noted that he and his team had read Drucker's 1973 classic, *Management: Tasks, Responsibilities, Practices*, so many times that "our copies are literally worn

out," but since "we are basically salesmen, we continue to have difficulty understanding some of your ideas."

Drucker was hooked. And in early 1982, he began consulting for Edward Jones.

As Drucker followed up in the memo shown here, he endeavored to be concise: "I did not want to write another book—you are badly infested with Drucker books anyhow, I would say."

Still, Drucker touched on several themes from their initial meeting, including

I have only one negative comment, but a pretty important one. Stop talking about "Druckerizing" your organization. Indeed, stop reading in very dubious sources. The job ahead of you is to "Jonesize" your organization--and only if you accept this would I be of any help to you. Otherwise I would rapidly become a menace--which I refuse to be.

the need for Edward Jones to harness its unique character. "Stop talking about "Druckerizing" your organization," Drucker demanded. "The job ahead of you is to 'Jonesize' your organization—and only if you accept this would I be of any help to you."

Clearly, Bachmann and his team were able to "Jonesize" the firm. Today, Edward Jones serves nearly 7 million clients and has more offices than any other investment firm in America.