

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

In 1993, the federal government and the University of Illinois released the first graphical web browser: “Mosaic for X.”

That same year, Peter Drucker wrote: “Every few hundred years in Western history there occurs a sharp transformation... Within a few short decades, society rearranges itself—its worldview; its basic values, its social and political structure; its arts; its key institutions.

“Fifty years later, there is a new world. And the people born then cannot even imagine the world in which their grandparents lived and into which their own parents were born.”

Drucker concluded that we were smack in the middle of our own, equally profound transformation—the move to knowledge work.

But as rapidly as we’ve gotten here, Information Technology has been, by and large, too focused on the T—that is, the collection,

storage, transmission, and presentation of data—and not focused enough on the I. As Drucker put it: “What is the meaning of the information? What is the purpose?”

What we need now, according to Drucker, is not, as a rule, “more data, more technology, more speed.” What we need is to step back and better determine what kind of information is required to perform the tasks at hand.

Peering out at the shelves of Drucker books here in the Institute—which total 39 titles and some 10,000 pages—it’s plain to see that those of us working to put Drucker’s ideas and ideals into practice face a similar challenge.

As with IT, “more data, more technology, more speed” alone won’t cut it.

Amid a deep global recession, spectacular cases of fraud, and the uneasy transition to a knowledge

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Drucker Society Spotlight

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

Who says you can’t go home again? Although Peter Drucker’s insights transcend borders, “his mind” according to Drucker Society of Austria founding president Richard Straub, “was shaped in Europe.”

This is the key insight behind the Vienna-based Drucker Society of Austria’s first Global Peter F. Drucker Forum—“Reaching Out—Coming Home.” The event will run from November 18-20, 2009. Drucker was born in Vienna on November 19, 1909.

Featuring an invitation-only senior executive symposium as well as an open-enrollment conference, the Forum will focus on topics that are relevant to 21st century managers. Key themes will include management as a social function, entrepreneurship and innovation, and the role of nonprofits in the economy of the future.

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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:

- [A Marketing Spill on Starbucks’ Hands](#) Feb. 20, 2009
- [Making Music with Drucker](#) Feb. 6, 2009
- [Obama’s Call to Duty Echoes Drucker](#) Jan. 23, 2009
- [Ask “For What?” Before “Who?”](#) Jan. 9, 2009

Letter from Claremont, cont'd

economy, the world clearly needs Drucker's wisdom now more than ever. For too many of us, though, time to read and reflect is in short supply. We are awash in technology that all too often fails to help us find meaning in the information it so quickly offers up.

That's why we were so excited to announce a few weeks ago the launch of *Drucker Apps*. This new product—being spearheaded by our Institute colleague, Christina Johnson—combines Drucker's teachings with the latest from today's Drucker-like thinkers and doers, and distills it all into a bite-sized downloadable collection of useful insights for the everyday.

In other words, this is timeless wisdom delivered by the latest in 21st century technology. So fire up Mosaic for X, or your browser of choice, and check out [Drucker Apps](#). It's time to use all that high-tech gear to deliver not just more information, but information with real meaning.



Rick Wartzman and Zach First
Director and Assistant Director

FROM THE ARCHIVES

It seems lately that every day brings a new medium for transmitting information across the Internet. In a world of Twitter and Facebook, email already feels outdated.

With new technologies comes the double-edged sword of abundant data. In the 1980s, Peter wrote in *The New Realities* that "information is data endowed with relevance and purpose." The flood of facts that the Internet provides can be overwhelming, leaving us to wonder where the relevance and purpose is in this sea of data.

Although easy access to massive amounts of information has only recently become ubiquitous, the idea of information overload predates the computer revolution by several decades.

In a 1995 letter to Drucker, Solomon Dutka, CEO of the market research firm Audits and Surveys, wrote that in "trying to put together a paper on the issues of information vs. meaning," he came across a 1939 poem by Edna St. Vincent Millay:

Upon this gifted age, in its dark hour
Rains from the sky a meteoric shower
Of facts... They lie unquestioned,
Uncombined.
Wisdom enough to leech us of our ill
Is daily spun, but there exists no loom
To weave it into fabric...

Times may have changed since the days before WWII, but the theme remains the same: The more we know, the more desperate we become for a way to make sense of it all.



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.

80%

of worldwide spending on IT is "dead money" that doesn't create growth or enhance competitive advantage.

Do your resources really go to creating new opportunities?

Source: Gartner Research

Society Spotlight, cont'd

The historic Federation of Austrian Industry building will serve as the location for the conference, which will be held under the patronage of Vienna's mayor.

The Drucker Society of Austria has formed conference partnerships with leading European business and academic institutions.

Doris Drucker, Peter's widow and a noted entrepreneur, inventor, and author, is among those set to address the Forum.

"Peter Drucker was a global citizen," said Straub, but "his unique approach to society and management has deep roots in this continent."

With its Drucker Forum, the Drucker Society of Austria intends to put on a fitting tribute in a fitting place, one in which people from around the world will gather not just to revisit ideas from the past but to apply them to the future in order to effect positive change in their companies and communities.