

# 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

We’ve always had a strong sense that Peter Drucker’s words amount to a kind of universal language, one that transcends countries and cultures. But at no time has this notion come through more clearly than it did during a recent trip to Vietnam.

The Drucker Institute was invited to take part in the *Ascending Dragon Music Festival and Cultural Exchange*, a State Department-sponsored initiative that marked the 1,000th anniversary of the founding of Hanoi and the 15th anniversary of the normalization of relations between the U.S. and Vietnam.

*Ascending Dragon* was spearheaded by Southwest Chamber Music, a Grammy Award-winning ensemble based in Pasadena, California. The program that Southwest put together with the Vietnam National Academy of Music included four world-premier concerts in Vietnam and 17 U.S. premiers.

Yet Southwest wanted to do more than simply make music—and this is where we came in.

As part of *Ascending Dragon*, we were asked to help the National Academy learn how to be a more effective arts organization. To that end, we worked closely with the Academy’s administrators and musicians—some of whom are poised to be the institution’s future leaders.

During a wonderful week in Hanoi, we introduced them to Peter Drucker’s leadership philosophy, stressing that integrity and results matter much more than force of personality or charisma. Leadership is “mundane, unromantic and boring,” Drucker declared. “Its essence is performance.”

A few weeks later, the Vietnamese musicians visited Claremont, where we shared Drucker’s teachings on honing the

*Continued on the next page*

### Drucker Society Spotlight

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

The Drucker Society Global Network has lost a good friend.

Management scholar C. K. Prahalad died on April 16 after a brief illness.

A professor at the University of Michigan, Prahalad served as a consultant to some of the world’s leading companies. In his pathbreaking book *The Fortune at the Bottom of the Pyramid*, he championed the view that the world’s poor represented a tremendous, untapped market—worth perhaps as much as \$13 trillion.

He also wrote on matters of corporate strategy, innovation, and the role of what he called the “responsible manager.” “Leadership,” Prahalad asserted, “is about self-awareness, recognizing your failings, and developing modesty, humility and humanity.”

Prahalad’s loss will be most keenly felt by the Drucker Society of Europe on

*Continued on the next page*

**D**rucker 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 [common educational standards](#) and about [the Goldman Sachs scandal](#).

**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:

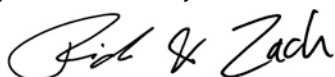
- [Reflecting on Prahalad Reflecting on Drucker](#) Apr 23, 2010
- [Japanese Baseball and Management Revelations](#) Apr 13, 2010
- [The Service Sector Snag](#) Mar 19, 2010
- [Toyota’s Management Challenge](#) Mar 5, 2010

## Letter from Claremont, cont'd

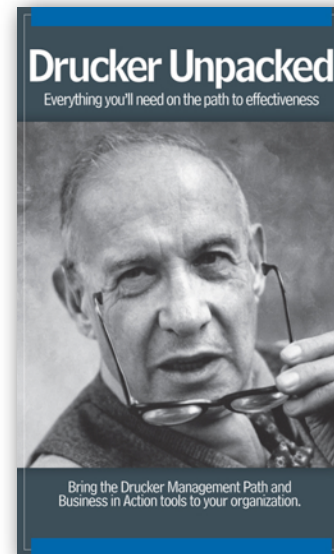
organization's mission, creating value for one's customers, identifying results and forging plans for action. The exchange was rich: Our guests were stimulated by Drucker's ideas, and eager to put them into practice when they returned home. And we learned a lot about one of the most dynamic countries in the world.

In between our time in Hanoi and the workshop in Claremont, meanwhile, we saw people come together around another universal language: music. As part of our Drucker Centennial celebration, we hosted a South Korean social enterprise called noridan, which takes discarded bicycles, scrap metal and other unwanted items and recycles them into musical instruments.

During a forum with students and faculty, a public instrument-making workshop and a festive parade through campus, noridan (winners of a major social innovation award from the Drucker Society of Korea), imparted lessons on sustainability, arts education, job creation and leadership—sweet sounds all around.



Rick Wartzman and Zach First  
Executive Director and Managing Director



Learn more about the  
Drucker Management Path at  
[www.DruckerUnpacked.com](http://www.DruckerUnpacked.com).

## FROM THE ARCHIVES

At the Drucker Institute, we strive to inspire others to turn ideas into action. In doing so, we are taking a page out of Drucker's book—literally.

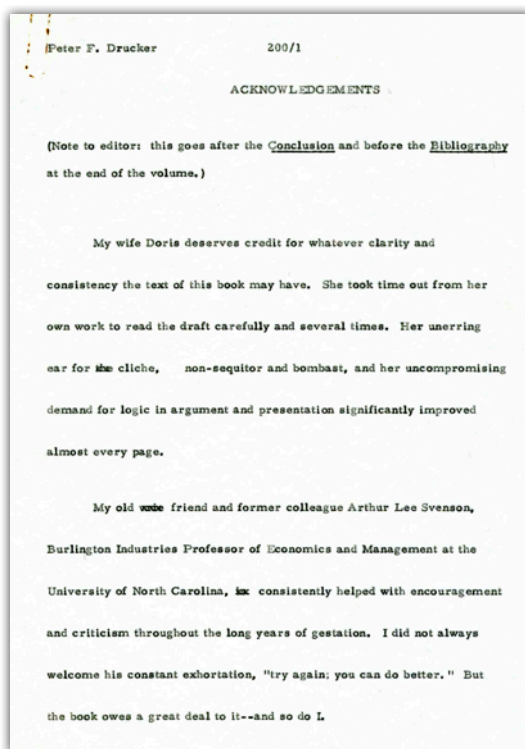
An item newly acquired by the Drucker Archives is the original typescript acknowledgments for Drucker's 1973 classic *Management: Tasks, Responsibilities, Practices*.

In this never-before-published piece, Drucker draws a sharp contrast between his 1954 book, *The Practice of Management*, and his latest work.

"The purpose of *The Practice of Management* was to make managers *think* about management," he wrote. "This of course is also one aim of the present book. But above all the present book aims at motivating managers to act. The focus of the present book is not on knowledge alone. It is on performance and responsibility."

As it happened, these words

did not make it into the final version of *Management*. But this spirit clearly infuses the entire book—and it continues to power our action-oriented focus here at the Institute.



## Society Spotlight, cont'd

whose Scientific Advisory Board Prahalad had agreed to serve.

Richard Straub, the head of the newly formed, European-wide Society, described Prahalad and Drucker as being "in total unity" in their "understanding of management as a concern for society" as a whole.

Straub noted that Prahalad had "provided a new perspective on alleviating poverty and thus given an invaluable impetus to change people's lives for the better."

Among Prahalad's last major public events prior to his passing was the presentation he made at the Drucker Society of Austria's Global Drucker Forum held last November in Vienna. During the forum, Prahalad challenged his academic colleagues to be more Drucker-like by strengthening their connection to the realm of practice.

To watch Prahalad's speech in its entirety and to share a remembrance of this remarkable man, please [click here](#).