

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

It’s been a remarkable couple of months here at the Drucker Institute.

In June, our Board of Advisors appointed leading social entrepreneur, author, and former cable TV executive Bob Buford as our chairman. This formalized in title what Bob has already been doing: serving as the sage advisor, intellectual anchor, and head cheerleader for the Institute.

We’ve also made great progress in our most vital work. The Drucker Society Global Network continues to flourish and grow. (See the “Drucker Society Spotlight,” at right.)

We are moving ahead on our Drucker curriculum project, and hope to have an announcement on it soon.

On September 12, we will launch a revamped website, chock-full of inspiration, insight, and new material. (You can see our new logo at the bottom of page 2.)

The Responsibility Gap show is rolling out around the world, with

recent appearances at academic, corporate, and nonprofit events in Korea, Colorado, and Texas. We are beginning work with a world-class entertainment industry partner to produce a documentary version, too.

But among our most exciting initiatives is one being spearheaded by our academic director, Joe Maciariello. It’s to explore Drucker’s concept of management as a liberal art.

Joe’s long interest in this idea was given energy and urgency by Bill Pollard, a member of the Drucker Institute’s board. Pollard, chairman emeritus of ServiceMaster Co., saw in Drucker’s thinking an answer to twin frustrations he’s encountered again and again in American higher education. “How can business schools teach ethics without teaching about management as a human-centric activity, as a liberal art?” he asks. “And how can colleges

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Drucker Society Spotlight

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

In 1996, Peter Drucker told *Inc.* magazine that Korea was “undoubtedly” the world’s most entrepreneurial country.

In honor of Drucker’s many contributions to Korea’s remarkable growth over the last half century, the Drucker Society of Korea created in 2007 an annual award to recognize the best of the innovative, Drucker-like companies and NGOs in their country.

Just a few weeks ago, it announced the winners of the second annual Drucker Awards for Innovation. All four are exemplars of Drucker’s definition of innovation: “change that creates a new dimension of performance.”

The award winners were: construction management giant Hanmi Parsons, which fights corruption within the building industry and donates its services to erect homes for the disabled; Volunteer 21, which trained 10,000 volunteers in the

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Starting on September 12, check out our totally revamped website at www.DRUCKERinstitute.com. It will be loaded with new content on closing the Responsibility Gap, creating global change, and tools for effectiveness.

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:

- [Organizations Need Structure and Flexibility](#) August 28, 2008
- [Why Manners Matter at Work](#) August 14, 2008
- [What Drucker Would Say About Mervyns](#) July 31, 2008
- [When 2008 Feels Like 1968](#) July 17, 2008

Letter from Claremont, cont'd

teach liberal arts without making the connection from those disciplines to the world of work and doing?"

Thanks to Pollard's generous support, Joe has embarked on a project to find out whether teaching management as a liberal art—infused with the lessons of history, sociology, philosophy, anthropology, theology, and more—can help solve those puzzles.

"What we're really trying to do is light a fire about developing the human being," Maciariello says. He'll start with a monograph and a series of journal articles to catalyze conversation in the academic community.

Our goal is to spark a new generation of business and liberal arts graduates to discover that management is not where their interests part; it's where their purposes meet. That could revolutionize not only the academy but, ultimately, the realm of practice.



Rick Wartzman and Zach First
Director and Assistant Director

FROM THE ARCHIVES

It's back-to-school season in the U.S.—time for millions of kids to stock up on supplies, talk about their summer vacations, and ask for the 1,000th time why they need to bother with algebra.

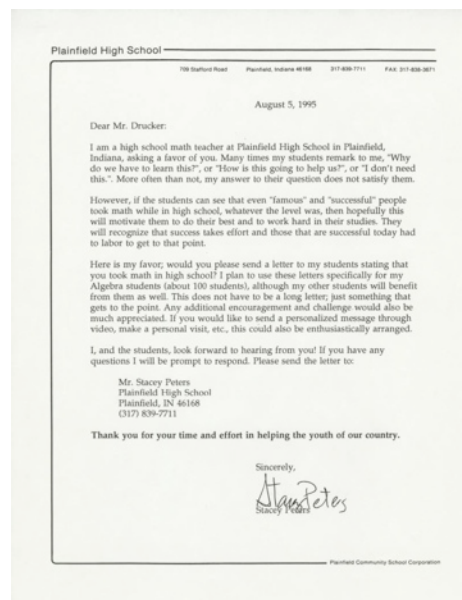
One Indiana math teacher, Stacey Peters, heard that question a few times too often, and decided to do something about it. He wrote to Peter Drucker to ask, "Would you please send a letter to my students stating that you took math in high school?"

Maybe Peters figured that if he couldn't convince his students that math was important, the father of modern management could.

Drucker replied with great enthusiasm. "There are only **three universal tools** you'll need in whatever you are going to do...They are the ability to **read** and **listen**...to **express yourself** both through the **written word** and in **speech**. And there is the ability to **organize your own thoughts** and to **communicate them**—and that is **mathematics**."

Peters ultimately wrote to dozens of public figures. Most wrote back. And he reads those replies to his students every year.

"Be grateful for a teacher like Mr. Peters," Drucker wrote in closing. "You aren't going to find many more like him."



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.

In 1950, 2.5 billion individuals inhabited the planet. That's expected

to exceed **9 billion** around mid-century.

Will we be ready to make everyone's strengths productive?

Source: United Nations

Society Spotlight, cont'd

past year and rebranded volunteerism as an enjoyable achievement rather than a chore; the Korea Workers Compensation and Welfare Service, a national government agency that emphasizes and invests in lifelong learning for its employees; and the Yeongdeung-po Ward Office, a City of Seoul agency that is turning its neighborhood into "the Mecca of high-quality government-owned construction projects."

Unlike the U.S. and Canadian Drucker Innovation Awards—which are given exclusively to nonprofits—the Korean Drucker award recognizes innovation in the public, private, and social sectors to emphasize that in healthy societies, all three must grow in balance.

Like the other prizes, the Korean award is given not for promise or intent, but for—as Drucker so often emphasized—programs that are delivering a measurable impact to society.