



# 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 summer in Southern California, and like most people in these parts, we’re heading out for vacation pretty soon. But before departing, we had some important business to take care of: We realized that the Institute needed a new mission statement.

A little over a year ago, we took on the mission of *advancing the ideas and ideals of Peter Drucker*. That goal remains at the heart of our work. But we’ve discovered that, as a mission statement, it’s not quite right.

A good mission statement, Drucker wrote, answers three questions for the organization:

1. Opportunities: Where is there a genuine need in the community?
2. Competence: What do you do well?

3. Commitment: What do you really believe in?

A good mission statement articulates the organization’s reason for being. It is the “rallying point,” as Drucker said, the thing that everyone connected with your organization—the board, the staff, your donors, your customers—must know, understand and live.

It’s also supposed to fit on a T-shirt.

Our original mission statement was a good start, but it left some critical questions unanswered: What’s the need we’re addressing? And what are we committed to achieving?

No matter how full of insight Drucker’s teachings are, simply advancing them isn’t enough. “The brilliant insight is

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## Drucker Society Spotlight

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

Peter Drucker used to instruct his consulting clients, “Don’t tell me you had a wonderful meeting with me. Tell me what you’re going to do on Monday that’s different.”

With apologies to Peter, the 2008 Drucker Society Global Symposium was a wonderful meeting. At this second annual gathering, the Drucker Societies focused on translating their interest in ethical leadership and effective management into positive results in their communities.

Societies shared their best practices. They included book clubs in Korea, where CEOs gather to discuss Drucker’s ideas and how to implement them in their companies, and the Los Angeles Society’s fledgling partnership with a local government agency seeking

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For more about the Drucker Institute, the Drucker Societies, and how you can get involved, visit us online at [www.DRUCKERinstitute.com](http://www.DRUCKERinstitute.com).

**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. Read more [here](#).

Rick’s recent *Drucker Difference* columns:

- [Drucker's Take on Making Mistakes](#) June 19, 2008
- [Obama's Drucker-Style Win](#) June 6, 2008
- [Conditioning the Corporate Athlete](#) May 22, 2008
- [Exxon Mobil Needs a Longer View](#) May 9, 2008

## Letter from Claremont, cont'd

not by itself achievement," Drucker cautioned. The trick is to convert insight into effectiveness, into action.

Working with our board, we decided to go back to Drucker's three basic questions for the mission. Our opportunity? It's society's need for ethical leadership and effective management. Our competence? It's in the Drucker difference: a view of management as a liberal art that combines individual growth with collective performance in the interest of society. And our commitment? It's in helping people and organizations in all sectors become more ethical and effective.

Here, then, is the Drucker Institute's new mission: *To stimulate ethical leadership and effective management across all sectors of society.* And wouldn't you know it? T-shirt weather is here again.



Rick Wartzman and Zach First  
Director and Assistant Director

## FROM THE ARCHIVES

Peter Drucker's reputation for generosity with his time is legendary, no matter the recipient's net worth or number of degrees. A.G. Lafley, Chairman and CEO of Procter & Gamble, recalled hoping "for an hour of [Peter's] time" at his Claremont home to talk about P&G, then getting four. When a Wharton MBA student phoned Drucker on behalf of the school newspaper, he got "a lengthy interview...full of insight." Drucker famously gave half of his consulting time, *pro bono*, to nonprofit organizations.

Yet Drucker was also acutely aware of the need to protect his time by turning down many of the requests he received. He kept a stack of pre-printed response cards at the ready that let him politely but firmly decline all manner of inquiries in seconds flat.

"Your accomplishments and your effectiveness," Drucker wrote, "are set, or limited, by the way you manage your time, your scarcest resource."

Those who've enjoyed the insights Drucker recorded while looking out his window owe a debt of gratitude to his always having kept one eye on the clock.

MR. PETER F. DRUCKER

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to appear on Radio or Television;  
to join Boards or Panels of any kind;  
to participate in Surveys or Focus Groups;  
to give Interviews or to contribute Articles;  
and to give Letters of Reference or Recommendations.



## 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.

A survey of high-ranking corporate executives found that

**82%** admitted to cheating on the golf course.

**Where will their moral compass point when the score really matters?**

Source: 2002 survey cited by [The Cheating Culture](#)

## Society Spotlight, cont'd

to apply Drucker's management principles in its day-to-day operations.

Symposium participants also heard from PainePR Managing Partner Eric Borsum about an online toolkit that will help Drucker Societies share knowledge and practices, and from Deloitte LLP National Service Line Leader David Rosenblum on measuring the impact of Drucker Society programs. Teach for America Senior VP Elissa Clapp spoke about the relentlessness it takes to build a large-scale movement for positive social change.

The Monday after the event marked the start of a new year for the Drucker Societies, one fueled by memories of a wonderful meeting, but more importantly one waiting to be filled with results: new programs, new success stories, and lots of good, hard work.