Enterprising Outlook

“I never predict I look out the window, I see what is visible but not seen.”
“Assumptions Matter”

A theory of the business has three parts.

First, there are assumptions about the environment.

Second, there are assumptions about the specific mission of the organization.

Third, there are assumptions about the core competencies.
To ask, “What can I contribute?” is to look for the unused potential in the job – what is considered excellent performance in a good many positions is often but a pale shadow of the job’s full potential of contribution.
Disciplined, Results-Driven Practices

“If you can’t replicate something it is not a discipline…”

Experience without theory teaches us nothing”
...there are no results within the organization. All the results are on the outside.
“The task of the next generation is to make productive for individual, community, and society the new organized institutions of our new pluralism. And that is, above all, the task of management.”
Putting It Together
And Adding People
A Comprehensive Framework & A Common Lexicon

The Elemental Table Of Management Effectiveness
What Could We Do With The Elemental Table?

Use it as a web-based definition and measure of effectiveness to guide enterprises, knowledge workers, and investors. For example:

1. A meaningful language and perspective that is broadly and globally applied:
   – By the individual manager for assessing his/her own effectiveness
   – By profit and not-for-profit organizations for assessing their effectiveness
   – By society for assessing management effectiveness of institutions

2. A platform for the annual rating of management effectiveness at businesses globally, which can be formalized and tracked to evaluate viability and sustainability of global society
What Could We Do With The Elemental Table?

A Few of the Possibilities

• Accessible from every portable phone

• With quotes and authors rated

• With your favorite writers highlighted for you

• A tool customized for use inside companies, with company-specific anecdotes and quotes
OBJECTIVE: Resource for Managers of the Future

KNAPSACK STUFFER

*Is Fascism Miracle or Mirage?*

*The End of Economic Man*

This brilliant yet solid book breaks new ground in the study of the new Totalitarianism. It shows why Fascism has become master of Europe, in spite of our horror of its brutality, fear of its oppressiveness and revulsion from its gospel of hate. As a revolution which threatens every concept on which European civilization has been based, it is the result of the collapse of Europe's spiritual and social order—the failure of Marxism, the failure of Capitalism and the failure of the Christian Churches to find a new non-economic basis for our society.

*by PETER F. DRUCKER*

*Contents*
- The Anti-Fascist Illusion
- The Despair of the Masses
- The Return of the Demons
- The Failure of the Christian Churches
- The Totalitarian Muscle
- Fascist Non-economic Society
- Miracle or Mirage? The Future: East against West?

*a JOHN DAY book*
OBJECTIVE: Resource for Managers of the Future

KNOWLEDGE PLATFORM
Moving Forward, What Kind of Action/Collaboration Is Needed?

Short-Term Plans

*Target Completion Date 3/31/2010*

Develop element descriptions by adding quotes (starting with 4 to 6 of PFD’s books in 3 languages)

Complete design of a first-cut audit of management effectiveness and preliminary exercises for students and practitioners

Test the framework and lexicon in academic environments (e.g., map curriculum to framework)

Complete systems sequencing

Beta-test usability and identify improvements required
- As a tool for lifelong learning
- As a social network
- As an effectiveness audit
One Dimension of the Elemental Table Of Management Effectiveness: People

Self-managing knowledge worker

An orchestrated structure in which multiple people join to achieve a common mission

All communities around the globe touched or influenced by the enterprise
Who Are The Customers For Management Education?

The Leaders of Tomorrow

– Upstarts and social entrepreneurs – the “Crucible Generation”

– Actual and potential entrepreneurs inside enterprises, social agencies, government institutions around the world

– Lifelong learners

The Managers of Today
“Greenleaf said, ‘The secret of institution building is to be able to weld a team of people by lifting them up to grow taller than they would otherwise be.’ The only way I can learn that is by trying every day. They don’t teach that in business schools – anyplace”

– Mark Zuckerberg
The Elemental Table of Management Effectiveness

<table>
<thead>
<tr>
<th>Enterprising Outlook</th>
<th>Relevant And Compelling Theory Of The Enterprise</th>
<th>Cohesive And Liberating Culture</th>
<th>Disciplined, Results-Driven Practices</th>
<th>Anchoring Results</th>
<th>Affirmative Builder Of Better Society</th>
</tr>
</thead>
<tbody>
<tr>
<td>INDIVIDUAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ORGANIZATION</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SOCIETY</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>