

“Visible but not Seen”: The Genius of Peter Drucker

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<p>The Future of Industrial Man. A Conservative Approach (1942)</p>	<p>1939</p>	<p>The End of Economic Man (1939)</p>
<p>The New Society: The Anatomy of Industrial Order (1950) America's Next Twenty Years (1955) Technology, Management & Society (1958)</p>	<p>1949</p>	<p>Concept of the Corporation (1946) The Practice of Management (1954) Landmarks of Tomorrow: A Report on the New "Post-Modern" World (1957)</p>
<p>The Effective Executive (1967) Drucker on Management; Men, Ideas & Politics: Essays; The New Markets & Other Essays (1971) The Unseen Revolution – How Pension Fund Socialism Came to America (1976) Adventures of a Bystander (1979)</p>	<p>1959</p>	<p>Managing for Results (1964) The Age of Discontinuity; Preparing Tomorrow's Business Leaders Today, Ed. (1969)</p>
<p>Management: Tasks, Responsibilities, Practices (1973)</p>	<p>1969</p>	<p>An Introductory View of Management; People and Performance; Management Cases (1977)</p>

<p>Toward the Next Economics and Other Essays (1981)</p> <p>The Temptation To Do Good: A Novel (1984)</p>	1980	<p>Managing in Turbulent Times (1980)</p>
<p>The Frontiers of Management: Where Tomorrow's Decisions are Being Shaped Today (1986)</p>	1989	<p>The Last of All Possible Worlds; The Changing World of the Executive (1982)</p> <p>Innovation & Entrepreneurship: Practice & Principles (1985)</p>
<p>Managing the Non-Profit Organisation: Practices and Principles (1990)</p>		<p>The New Realities, In Government and Politics, in Economics and Business, in Society and World View (1989)</p>
<p>Managing for the Future: The 1990s and Beyond (1992)</p>		<p>Our Changing Economic Society: The Best of Drucker's Thinking on Economic and Societal Change (1991)</p>
<p>Managing in a Time of Great Change (1995)</p>		<p>The Ecological Vision: Reflections on the American Condition; Post-Capitalist Society (1993)</p>
<p>The Executive in Action; The Pension Fund Revolution; Landmarks of Tomorrow (1996)</p>		<p>Peter Drucker on the Profession of Management (1998)</p>
<p>The Essential Drucker: The Best of Sixty Years of Peter Drucker's Essential Writings on Management (2001)</p>	1999	<p>Management Challenges for the 21st Century (1999)</p>
<p>A Functioning Society (2003)</p>		<p>Managing in the Next Society (2002)</p>
<p>The Effective Executive in Action; Classic Drucker (2006)</p>	2009	<p>The Daily Drucker (2004)</p>

What Characterizes Drucker?

1. The Volume and Range of Work
2. Sixty five Years of Productive Life (1939-2004)
3. Continuous Innovation (cutting edge)
4. New Topics, New Issues, New Perspectives
5. Commitment to a few Core Themes
6. Very Productive after 1979 (After Seventy)
7. Enormous Impact on Management Practice

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Perpetual Idea Machine: an “Outlier”

What Questions for Management Scholars ?

What Characterizes Drucker?

1. Focus on the Future

Next Practice not Best Practice

Amplify Weak Signals

See New Patterns

Focus on “outliers”?

Focus on Customers, Markets

Ask New, Big Questions



“I never predict. I look out of the window. I see what is visible but not seen.....”*

* Source: Frances Hesselbein

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Question for Scholars?

What is our Focus?

Next Practice? Best Practice or Current Practice?

Data as Illustration or Data as Proof?

What are the Limitations of our Dominant Methodological Preferences?

What Characterizes Drucker?

2. Action Bias

Management by Objectives,
Five Questions Leaders
must Ask,
Mission Driven,
Focus on Performance,
Focus on People,
Focus on Motivation



“Management as a Liberal Art;
not Science.”

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Question for Scholars?

Who is our Primary Audience?
What is our Bias?
What is the Basis for impact
On Management Practice?
Is Management Art? Science?
or Art with Embedded Science?

What Characterizes Drucker?

3. Focus on Work of Leaders

Leadership as a Function and
Work

Disaggregating Elements of
Work

Command and Control to
“Volunteerism”

Leaders and “mis - Leaders”

Focus on Effectiveness



“Truman didn’t have an ounce of
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 - Leadership as a Function and Work
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Question for Scholars?

- Study of Leadership – a Person, Outcomes, or Functions?
- Functions of the Leader as an Evolving Phenomenon?
- Measures of Effectiveness of Leaders?

What Characterizes Drucker?

4. Focus on Concepts/Ideas

Power of an Idea,
Synthesis of Multiple Streams
of Data,
Look beyond Corp. world –
NGOs, Religious Order (s),
Operationalize Concepts,
Clear and Simple Language,
Passion for Communication,



“Was never afraid. Didn’t limit himself.
Looked beyond firms to understand
Management. Never stopped asking question”*

* Source: Jose Salibi Neto

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Question for Scholars?

Primary Focus- Analysis or Synthesis?
Theory to Phenomena or Phenomena to Theory?
Communication Strategy?
Outlets? Style?

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What Characterizes Drucker?

5. Evolution of Practice

The Evolutionary Nature of
Management Practice,
Constancy of Values and
Changes in Context,
Identifying New Patterns,
Evolving Tools of Practice,



“Innovation & Entrepreneurship(85)
---Ecological Vision(93)Management
Challenges for The 21st Century (99) ...
Managing in the Next Society...(02).”

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Question for Scholars?

What is Constant and what is
Contextual?

What is the Source of
Additive Quality to work in
Management?

What is the Focus of our
Teaching?

What Characterizes Drucker?

6. Focus on Entrepreneurship

Entrepreneurship and
Innovation,
Iterative, Continuous, and
“Interactive”,
Knowledge work and
decentralized Innovation,
Dominant Societal Concern



Discontinuities provide opportunities.
Entrepreneurs welcome change.
Innovation is a discipline and can
be learned

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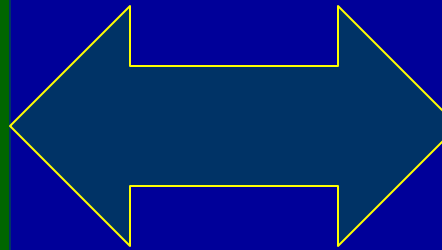
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Question for Scholars?

How do we research / teach
Entrepreneurship?
Can Entrepreneurship be
democratized?
Can Entrepreneurship be
the norm rather than be
an Exception?

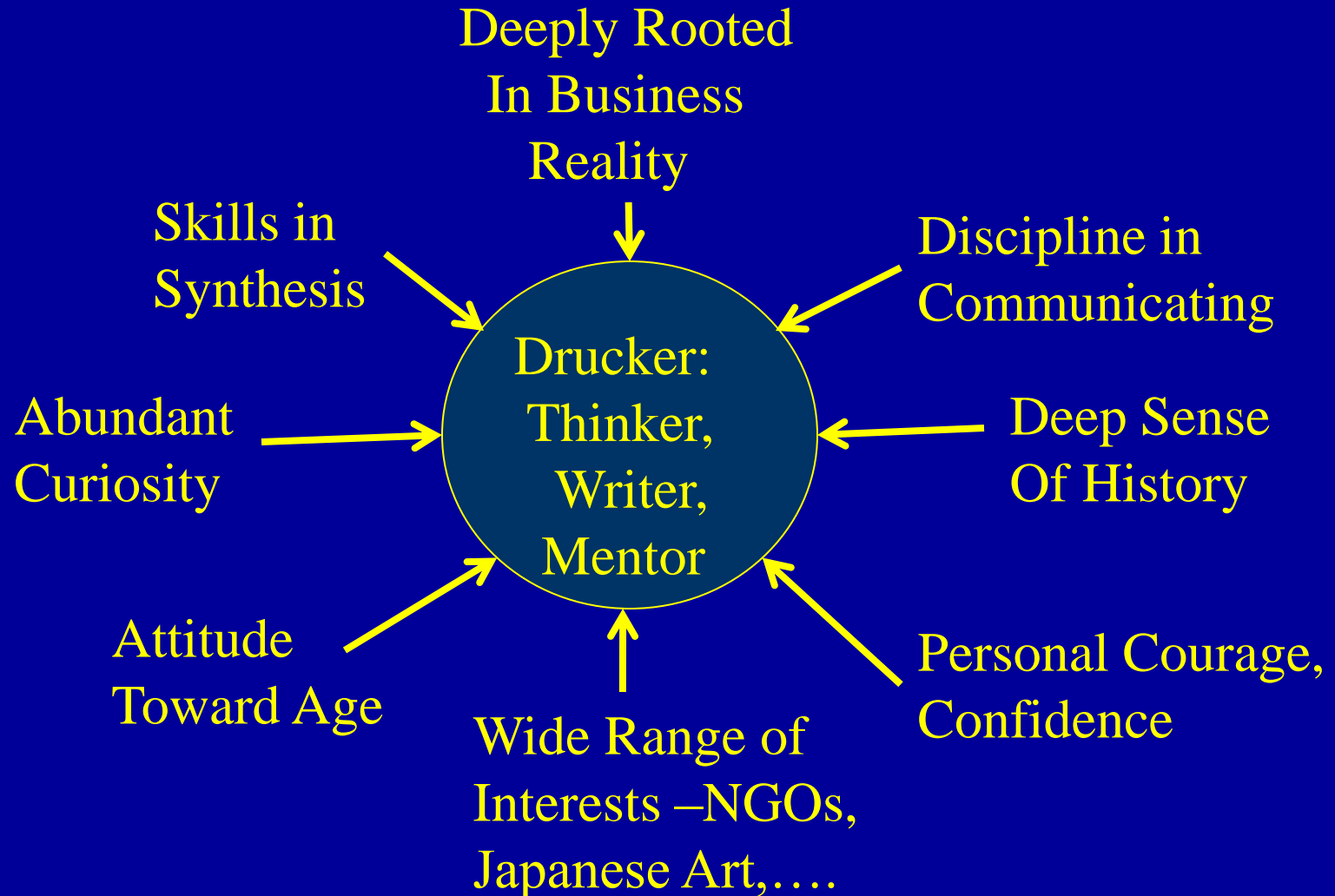
Constant Themes in Drucker

Purpose,
Performance,
People,
Accountability,
Change,
Entrepreneurship &
Innovation,
Future,
Discipline and
Process



Leaders

What Made Drucker Different?



Questions for Academics

1. What is the Measure of our Work? Measure of our Impact?
2. In a Rapidly Changing World, how should Our Approach to Research Change?
3. Does “Focus on Rigor” push out “Relevance”?
4. How do we Maintain a high Level of Personal Productivity?
5. What is the Right Balance between Synthesis and Analysis?
6. What are the Limitations of the Dominant Methodology?
7. What determines “additive quality” in Research?
8. How do we Communicate? Outlets? Language?
9. Do we have an Obligation to Operationalize Concepts?
10. Is Action Bias in Research Appropriate?