

# Peter Drucker: A Forerunner of Strategic Agility as a Dynamic Capability?

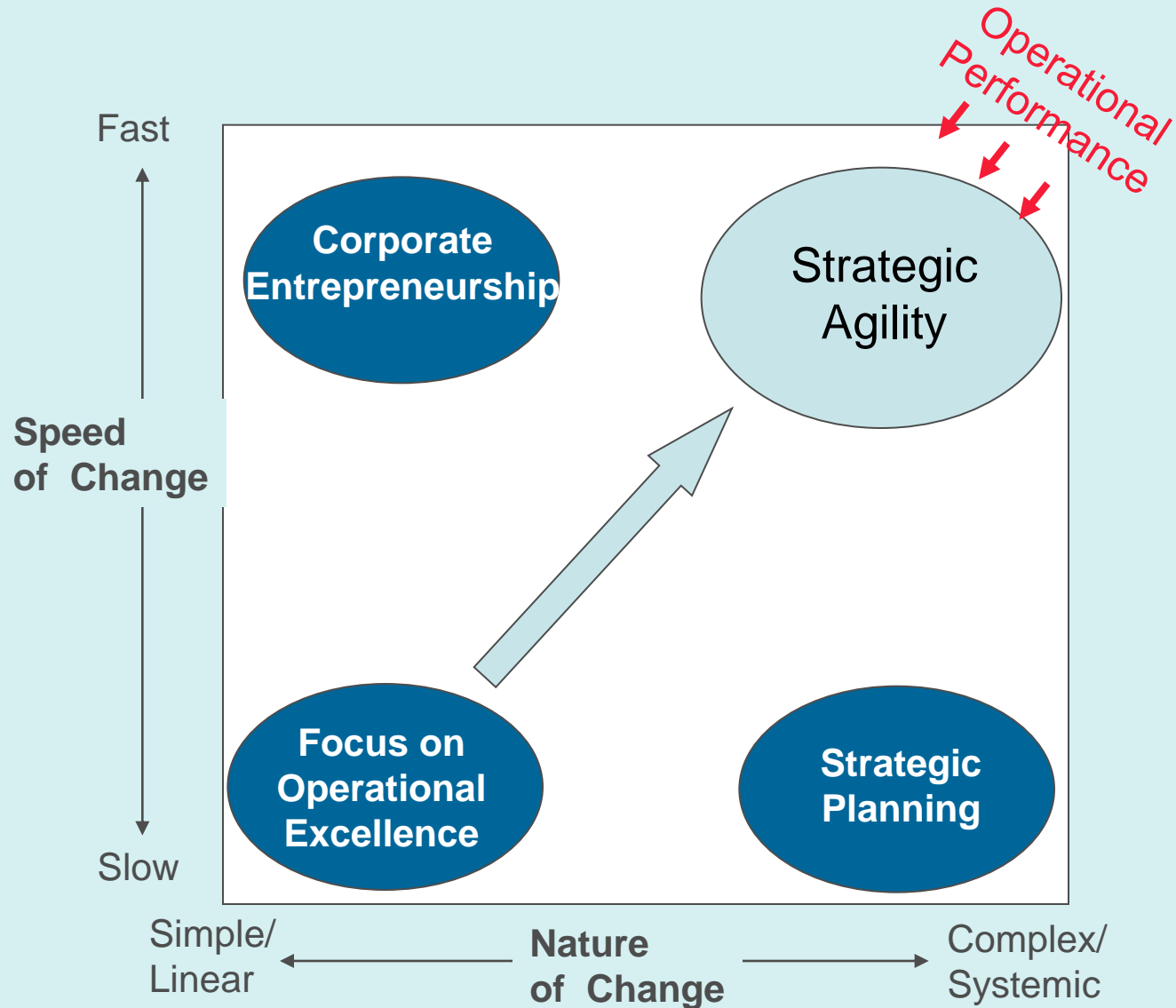
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# Some of what we learn from reading Peter Drucker:

- Focus on the Future through today's window: weak signals, trends, discontinuity pattern recognition, synthesis
- Focus on marketing (the most important function), customers and non customers, incongruities, surprises
- Organized abandonment is a precondition to innovation
- Innovation is a systematic process, that can be managed with discipline
- The Theory of the Business matters (business system, model)
- Knowledge and knowledge workers' engagement are key
- We need organizational flexibility, multidimensionality
- Organizational and governance innovations are key enablers
- Leadership is not charisma but purpose, hard work, discipline and process
- The power of synthesis...and systemic understanding
- Management is the art of making things happen in a social system

# Why is this so relevant today ?



# The Dimensions of Strategic Agility

## Strategic Sensitivity

Both the sharpness of perception and the intensity of awareness and sense-making

## *Systemic Interactions and Dynamic Capability Building*

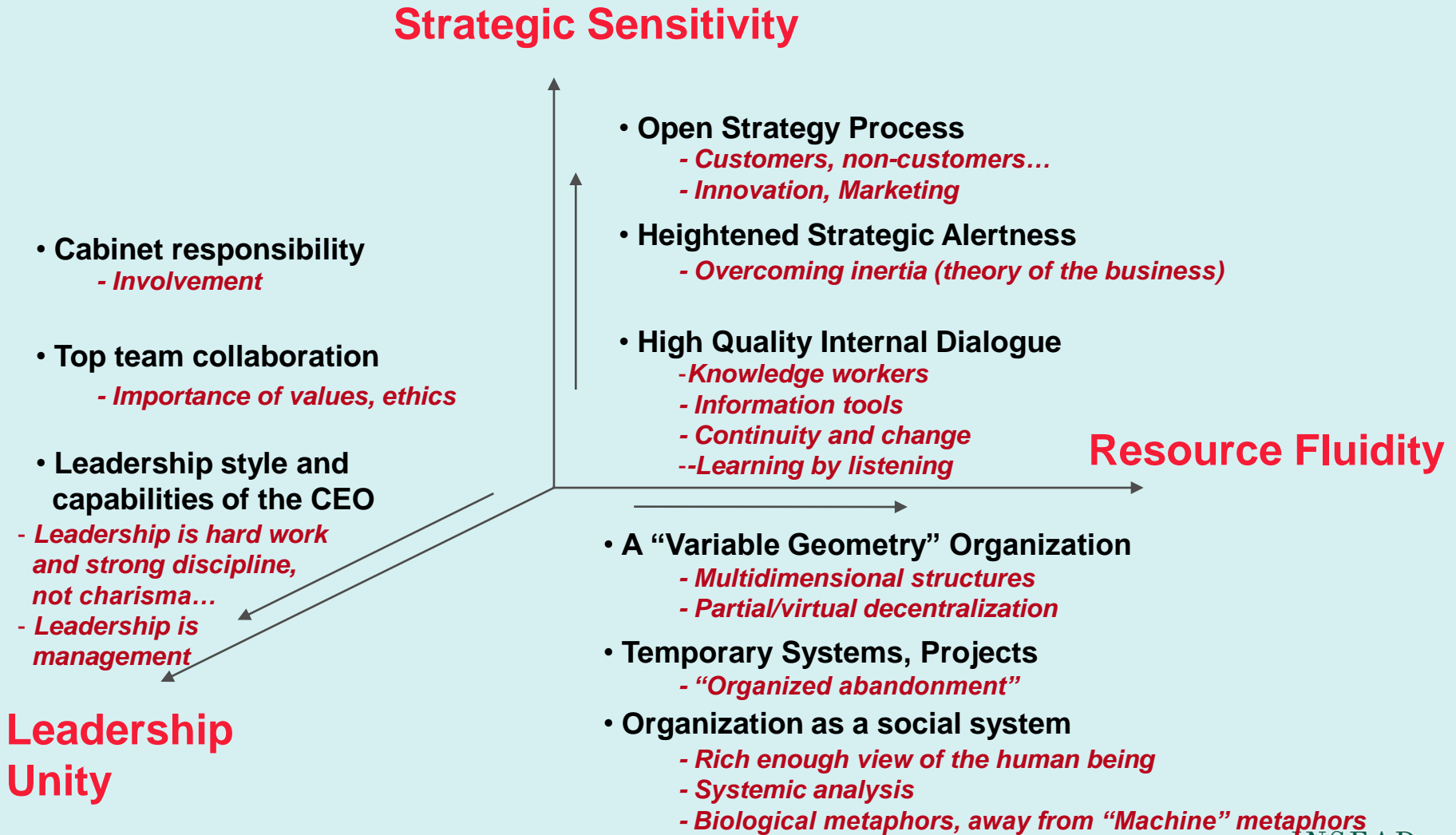
## Resource Fluidity

The internal capability to reconfigure business systems and redeploy resources toward new opportunities rapidly

## Leadership Unity

The ability of the top team to make bold decisions fast, without being bogged down in “win-lose” politics at the top, and to implement these decisions wholeheartedly

# Key Capabilities enabling Strategic Agility



# Lessons from Drucker' work for a World of Volatility and Complexity...

1. **Separate “enduring truths” from immediate contexts...**  
**Learn/extract general patterns from specific stories/context**
2. **Be interdisciplinary without prejudices**  
**Problem driven, integrative, inclusive**
3. **Understand the process and dynamics of complex changes**  
**(“The future that already happened”)**
4. **Apply power of reason... clarity of thought and argument**
5. **Focus attention on management, individuals in action, in context...**
6. **Develop a rich, deep, empathetic understanding of and appreciation for human beings...**