

# 21<sup>st</sup> Century Management Education



November 2009

# The Beginning ...



# Enterprising Outlook



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

# Relevant And Compelling Theory Of The Enterprise



## “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*

# Cohesive And Liberating Culture



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”



# Anchoring Results

...there are no results within the organization. All the results are on the outside.



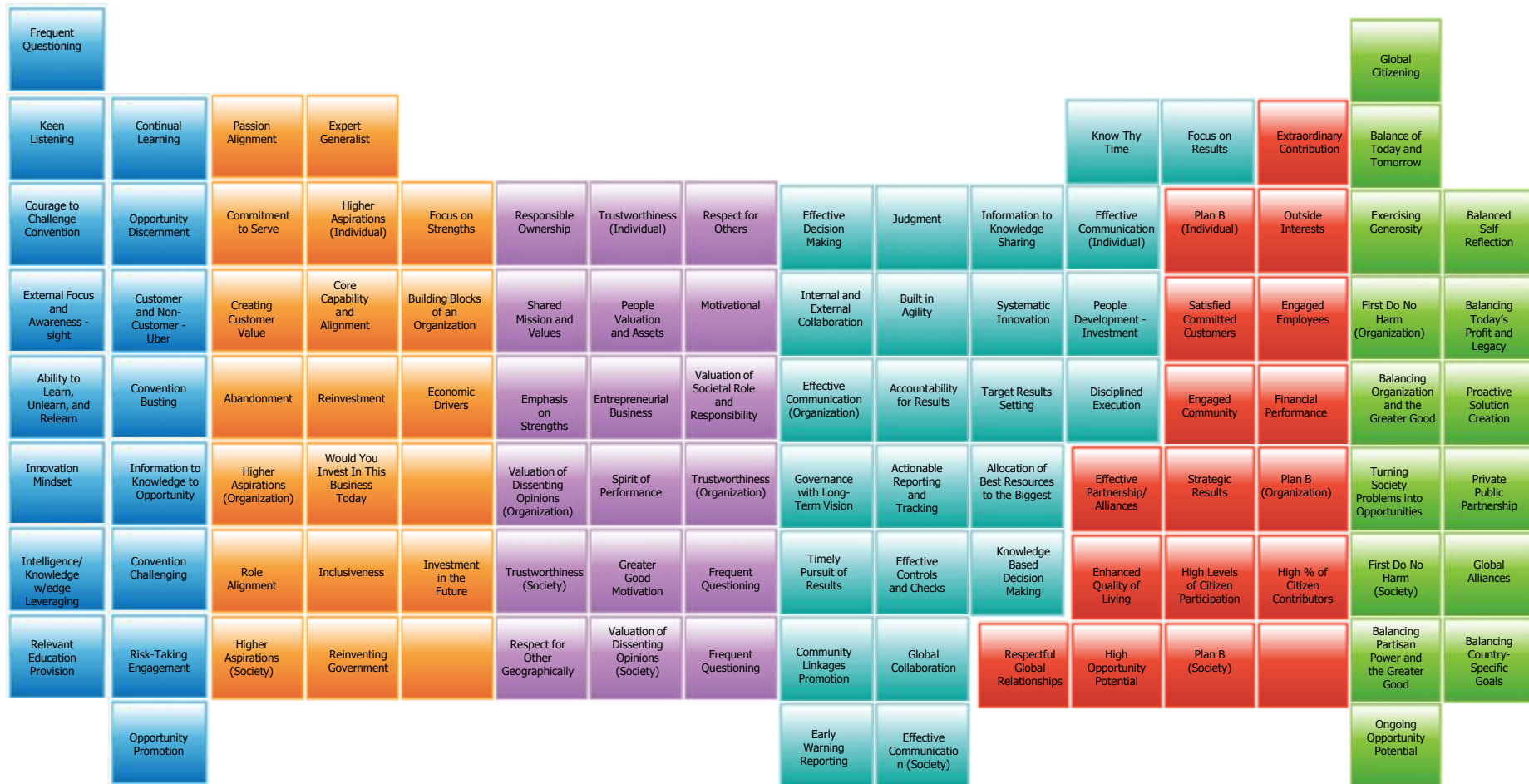
# Affirmative Builder Of Better Society

“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

INDIVIDUAL

ORGANIZATION

SOCIETY

FQ Frequent Questioning											GC Global Citizenizing				
KL Keen Listening	CL <sup>2</sup> Continual Learning (Within and	PA Passion Alignment	EG Expert Generalist								KT Know Thy Time	MbO Focus on Results	ExC Extraordinary Contribution	BT <sup>2</sup> Balance of Today and Tomorrow	
C <sup>3</sup> Courage to Challenge Convention	OD Opportunity Discernment	CS Commitment to Serve	HA <sub>1</sub> Higher Aspirations	FS Focus on Strengths	Ow Responsible Ownership	TW <sub>1</sub> Trustworthiness	RO <sub>1</sub> Respect for Others	ED Effective Decision-making	Ju Judgement	IKTS Information to Knowledge Sharing	EC <sub>1</sub> Effective Communication	Pb <sub>1</sub> Plan B	OI Outside Interests	EG Exercising Generosity	Bsr Balanced Self Reflection
EFA External Focus and Awareness – Sight	CUK Customer and Non-Customer – Uber	C <sup>2</sup> V Creating Customer Value	CC Core Capability and Alignment	B2 Building Blocks of an Organization	MV Shared Mission and Values	PVA People Valuation and Assets	Mo Motivational	IEC Internal and External Collaboration	BIA Built In Agility	SI Systematic Innovation	PD <sup>2</sup> People Development – Investment and	SCC Satisfied Committed Customers	EE Engaged Employees	FNH <sub>1</sub> First Do no Harm	BT2 Balancing Today's Profit and Legacy
LUR Ability to Learn, Unlearn, and Relearn	CB Convention Busting	AB Abandonment	RI <sup>2</sup> Reinvestment	ED Economic Drivers	ES Emphasis on Strengths	EB Entrepreneurial Business	VRR Valuation of Societal Role and	EC <sub>2</sub> Effective Communication	ACR Accountability for Results	TRS Target Results Selling	DE Disciplined Execution	EC Engaged Community	FRI Financial Performance For	BOG Balancing Organization and the Greater	PSC Proactive Partnership Creation for
IM Innovation Mindset	IKO Information to Knowledge to Opportunity	HA <sub>2</sub> Higher Aspirations	WUD Would You Invest In This Business Today		VDO <sub>1</sub> Valuation of Dissenting Opinions	SP Spirit of Performance	TW <sub>2</sub> Trustworthiness	GOV Governance with Long-Term Vision	ART Actionable Reporting and Tracking of	AB <sup>2</sup> Allocation of Best Resource to the Biggest	EPAL Effective Partnerships/Alliances	SR Strategic Results	PB <sub>2</sub> Plan B	PO Turning Society problems into opportunities	PPP Private Public Partnership
IKL Intelligence/Knowledge Leveraging	CoC Convention Challenging	RA Role Alignment	Inc Inclusiveness	IF Investment in the Future	TW <sub>3</sub> Trustworthiness	GGM Greater Good Motivation		TPR Timely Pursuit of Results	EC <sup>2</sup> B Effective Controls and Checks &	KCD Knowledge-Based Decision-	EQL Enhanced Quality of Living	HCP High Levels of Citizen Participation	CCo High % of Citizen Contributors	FNH <sub>3</sub> First Do no Harm	GA Global Alliances
REP Relevant Education Provision	RTel Risk-Taking Engagement	HA <sub>3</sub> Higher Aspirations	R <sup>2</sup> G Reinventing Government		RO3 Respect for Other Geographically	VDO <sub>2</sub> Valuation of Dissenting Opinions		CLPC Community Linkages Promotion	GC Global Collaboration	RGR Respectful Global Relationships	HOP High Opportunity Potential	Pb <sub>3</sub> Plan B		BPG <sup>2</sup> Balancing Partisan Power And the Greater	BCG Balancing Country-Specific Goals
	OP Opportunity Promotion								EWR Early Warning Reporting	EC <sub>3</sub> Effective Communication					

Enterprising Outlook


Relevant And Compelling Theory Of The Enterprise

Cohesive And Liberating Culture

Disciplined, Results-Driven Practices

Anchoring Results

Affirmative Builder Of Better Society



ELEMENTAL DRUCKER

Periodic Table of Management

# 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?

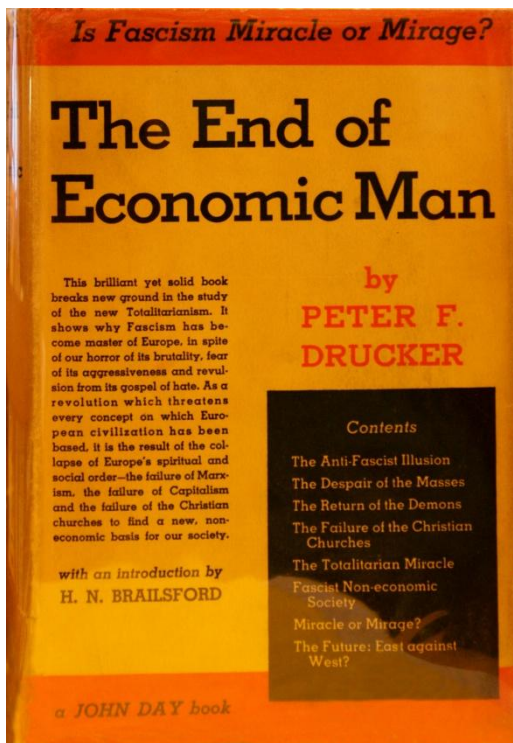
## A Few of the Possibilities

- 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



# OBJECTIVE: Resource for Managers of the Future

## KNOWLEDGE PLATFORM

# ENTERPRISING OUTLOOK

## INDIVIDUAL Self Managed Knowledge Worker

**FQ**  
Future Questioning

**GC**  
Global Gathering

**KL**  
Knowledge Linking

**CL<sup>2</sup>**  
Creative Learning

**PA**  
Process Alignment

**KT**  
Know Thy Time

**MbO**  
Focus on Results

**ExC**  
Extraordinary Contribution

**BT<sup>2</sup>**  
Balance of Today and Tomorrow

### INDIVIDUAL

**C<sup>3</sup>**  
Change to Challenge Competence

**OD**  
Opportunity Development

**CS**  
Commitment to Service

**HA<sub>1</sub>**  
Higher Aspirations

**FS**  
Focus on Strengths

**Ow**  
Ownership Development

**TW<sub>1</sub>**  
Trustworthiness

**RO<sub>1</sub>**  
Respect for Others

**ED**  
Effective Decision-making

**Ju**  
Judgement

**IKTS**  
Information to Knowledge Strategy

**EC<sub>1</sub>**  
Effective Communication

**Pb<sub>1</sub>**  
First Step

**OI**  
On-line Initiatives

**EG**  
Empowering Generosity

**Bsr**  
Beyond Self Reflection

### ORGANIZATION

**EFA**  
Extend Focus and Awareness Scope

**CUK**  
Culture and Knowledge

**C<sup>2</sup>V**  
Creative Customer Value

**CC**  
Core Capacity and Alignment

**B2**  
Building Blocks of an Organization

**MV**  
Shared Vision and Values

**PVA**  
Process Validation and Assets

**Mo**  
Motivation

**IEC**  
Internal and External Collaboration

**BIA**  
Built in Agility

**SI**  
Systemic Innovation

**PD<sup>2</sup>**  
Proactive Decision-making

**SCC**  
Shared Customer Connection

**EE**  
Empowered Engagement

**FNH<sub>1</sub>**  
First Do as You Would Be Done By

**BT2**  
Beyond Today's Work and Learning

**LUR**  
Learn to Learn, Listen and Reason

**CB**  
Creative Business

**AB**  
Abundance

**RI<sup>2</sup>V**  
Resilient and Innovative Business

**ED**  
Economic Drivers

**ES**  
Emotional Strength

**EB**  
Entrepreneurial Business

**VRR**  
Validation of Social Responsibility

**EC<sub>2</sub>**  
Effective Communication

**ACR**  
Accountability for Results

**TRS**  
Target Results Setting

**DE**  
Decisive Execution

**EC**  
Empower Community

**FRI**  
Futuristic Performance

**BOG**  
Beyond Organization and the Global

**PSC**  
Proactive Social Connection

**IM**  
Innovation Model

**IKO**  
Information to Knowledge to Opportunity

**HA<sub>2</sub>**  
Higher Aspirations

**WUD**  
World You Need to Take the Business To

**VDO<sub>1</sub>**  
Validation of Diverse Outlook

**SP**  
Spirit of Performance

**TW<sub>2</sub>**  
Trustworthiness

**GOV**  
Governance with Long-Term Vision

**ART**  
Artistic Reporting and Thinking

**AB<sup>2</sup>**  
Acceptance of and Resilience to the Big Picture

**EPAL**  
Effective Problem-solving

**SR**  
Strategic Results

**PB<sub>2</sub>**  
Proactive Performance

**PO**  
Turning Goals into Opportunities

**PPP**  
Proactive Public Performance for Success

**IKL**  
Intelligence to Knowledge Learning

**CoC**  
Creative Connection

**RA**  
Role Alignment

**Ine**  
Inclusiveness

**IF**  
Investment in the Future

**TW<sub>3</sub>**  
Trustworthiness

**GGM**  
Greater Good Motivation

**TPR**  
Timely Pursuit of Results

**EC<sup>2</sup>B**  
Effective Controls and Checks & Balances

**KCD**  
Knowledge-based Decision-making

**EQL**  
Effective Goals of Learning

**HCP**  
High Capacity of Learning

**HCC**  
High Capacity of Contribution

**FNH<sub>3</sub>**  
First Do as You Would Be Done By

**GA**  
Global Alignment with Shared Vision

**REP**  
Resilient Learning Platform

**RTEL**  
Resilient Learning Engagement

**HA<sub>3</sub>**  
Higher Aspirations

**R<sup>2</sup>G**  
Resilient and Rewarding Governance

**RO3**  
Resilient and Rewarding Outlook

**VDO<sub>2</sub>**  
Validation of Diverse Outlook

**CLPC**  
Community Learning Platform

**GC**  
Global Collaboration

**RGR**  
Resilient Goals and Resilience

**HOP**  
High Opportunity Potential

**Pb<sub>3</sub>**  
First Step

**BPG<sub>2</sub>**  
Beyond Public Performance for Success

**BCG**  
Beyond Global Alignment with Shared Vision

**OP**  
Opportunity Platform

**OOP**  
Ongoing Opportunity Potential

### SOCIETY

THE PERIODIC TABLE OF  
MANAGEMENT



# 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



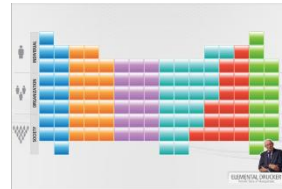
# One Dimension of the Elemental Table Of Management Effectiveness: People



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

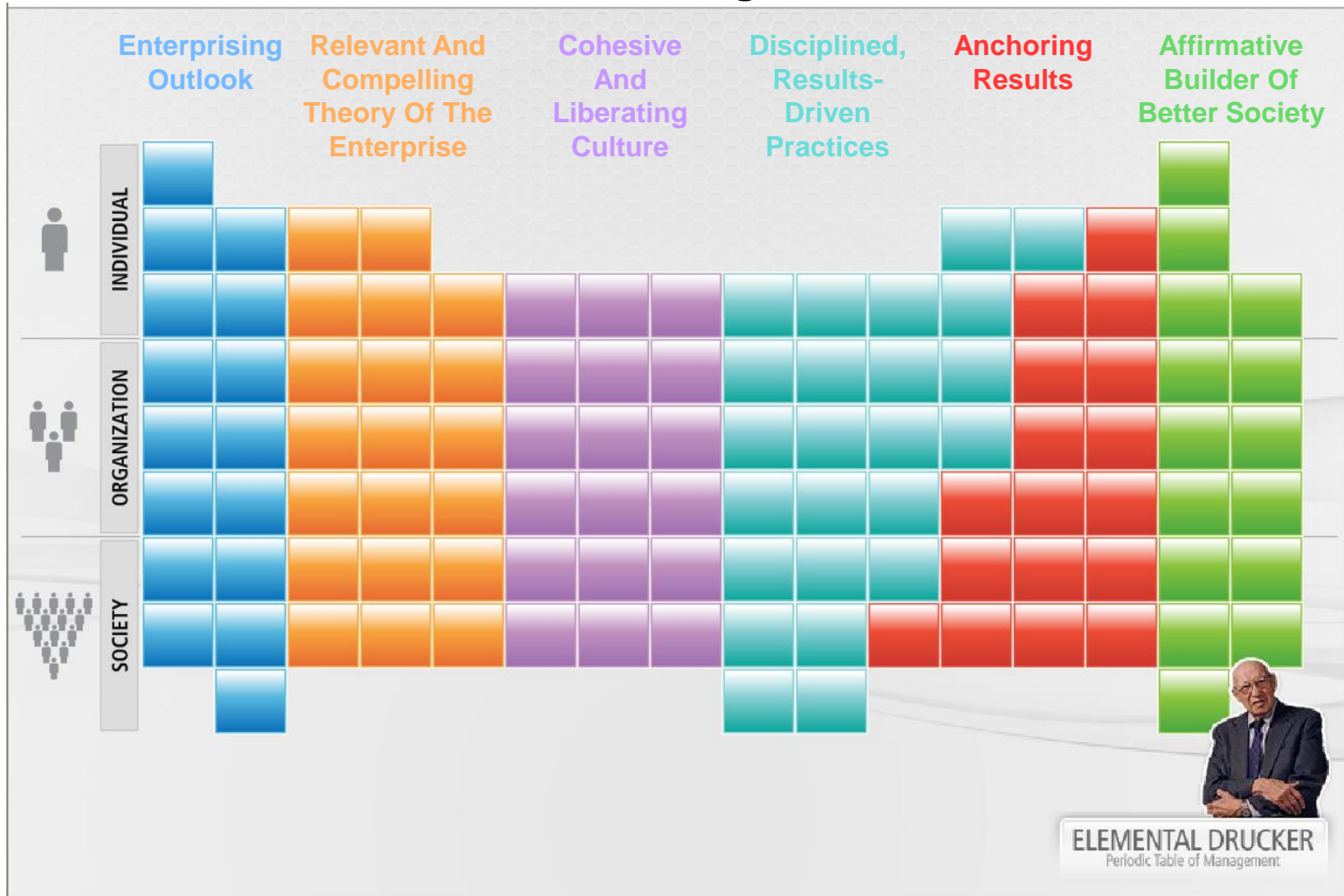
## The Managers of Today

# What Do The Customers Value?

“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



# A Final Word From Peter Drucker