

Winfried W. Weber, Gladius Kulothungan (Editors)

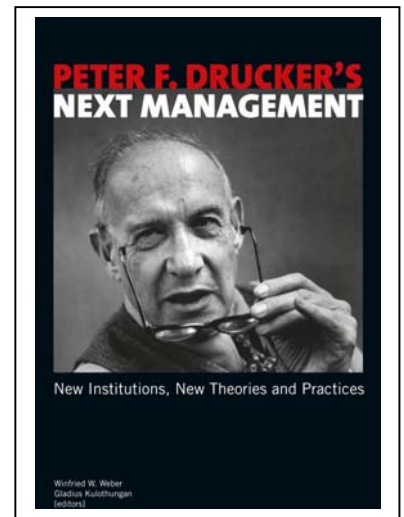
## Peter F. Drucker's Next Management New Institutions, New Theories and Practices

Verlag Sordon, Göttingen, 2010, hard cover, 250 pages, 2010

€ 29,90; \$ 42,52 (US-Price at Powell's Books), £ 23,07 (UK-Price Amazon)

ISBN 978-398102286-5

**Peter Drucker (1909-2005) was the most influential Management Thinker. On Nov. 19, 2009 his 100th birthday was celebrated.**



This 100th anniversary anthology is dedicated to Peter Drucker, the grand master of management. The insightful, exciting and path breaking articles deal with Drucker's life, influence, legacy; and the long-term effects of his profound ideas and thinking. What is Drucker's impact on the next management? In what ways has his thinking influenced current management practices and society?

Peter Drucker defined for the first time the principles of management and cleared the ground for the establishment of a rigorous new discipline. In as early as 1954 he wrote in the *Practice of Management*: "a manager sets objectives, a manager organizes, motivates and communicates; a manager establishes measuring yardsticks and develops people" – axioms that are relevant and very much operational to this day.

Leading Management thinkers and practitioners like Philip Kotler, Charles Handy, Hermann Simon, Fredmund Malik, Günter Faltn, Dirk Baecker, Atsuo Ueda, Young-Chul Chang, and Winfried Weber sketch in these writings a powerful yet vivid portrayal of Drucker's thinking and outline his lasting influence on the next management.

Authors from four continents - eight from America, nine from Europe, and six from Asia and the Arabian Peninsula - discuss why it is important to continue on the innovative trail Drucker built for the management discipline; and how his thinking can be applied for energizing the leadership of the 21<sup>st</sup> century business and society.

### Reviews

"Thank you so much for that Peter Drucker anthology. This couldn't be more timely. You were so kind to do this and I am most appreciative!" Steve Forbes, Chairman & CEO, Editor-In-Chief

"Congratulation on its publication." Prof. Dr. Nitin Nohria, Dean of the Harvard Business School

"Your book arrived today. You have done a remarkable job and I do congratulate you. Short and mostly very readable chapters. Interesting perspectives and good anecdotes. Peter would have been pleased. Thank you for doing it all." Charles Handy, Management Thinker

"Congratulations to this excellent anthology! You have attracted renowned authors. The broad range of topics is remarkable." " Glückwunsch zu diesem gelungenen Werk! Sie haben eine sehr renommierte Liga von Autoren gewinnen können, die Breite der Themen ist ebenfalls beeindruckend." Prof. Dr. Herman Simon, Simon Kucher & Partners

"I found many very insightful contributions. It's a remarkable compilation of perspectives and reflections." Prof. Dr. Yves Doz, INSEAD Fontainebleau

"It is great, congratulations! I particularly appreciate the pieces on innovation." Prof. Dr. Peter Lorange, President, Lorange Institute of Business Zurich

"A well produced volume with many excellent contributions. Please accept my sincere congratulations." Prof. Dr. Rolf D. Cramer, Dean China Europe International Business School

"As this collection can attest, Peter Drucker's insightful viewpoints have not only shaped the approach of twentieth century managers, but his timeless counsel will prove invaluable to the next generation of management thinkers." Prof. Dr. Thomas S. Robertson, Dean of The Wharton School, University of Pennsylvania

"The man who has influenced many managers".

Frankfurter Allgemeine Zeitung, 16.11.2009

"Drucker has founded a new discipline – management".

Handelsblatt, 19.11.2009

### If you would like to interview the editors, W. Weber and G. Kulothungan

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**Winfried W. Weber, Gladius Kulothungan (Editors)**  
**Peter F. Drucker's Next Management:**  
**New Institutions, New Theories and Practices**

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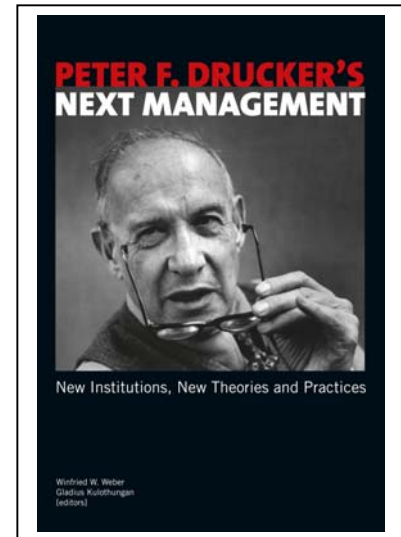
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**About the Authors**

**Bibliography**



*“The corporation as we know it, which is now 120 years old, is unlikely to survive the next twenty-five years. Legally and financially, yes, but not structurally and economically.”*

Peter Drucker, *Managing in the Next Society*, 2002, p. 68

*“The central feature of the Next Society, as of its predecessors, will be new institutions and new theories, ideologies, and problems.”*

Peter Drucker’s closing remark in his book,  
*Managing in the Next Society*, 2002, p. 299

## Preface

No one on the planet has left an imprint on management to rival that of Peter Drucker (1909-2005). He numbers among the most important management thinkers not only in America and Europe, but also in many countries of Asia. And his ideas continue to exercise a huge influence on the business world right up to today. In fact, many people maintain that “Management” itself is Drucker’s own discovery. Yet for all this, he did nothing more than originally formulate what this discipline’s tasks actually are, what you have to do to learn them and why they have become so centrally significant for modern society. He was a cosmopolitan, Viennese by birth, holder of a doctorate in law from the University of Frankfurt and the world’s first professor of management from 1950 on in New York, and he became an advisor to many significant 20<sup>th</sup> century leaders in America, Europe and Asia. In this book, we aim to acknowledge the 100<sup>th</sup> anniversary of his birth - 19<sup>th</sup> November 2009 - by posing the questions: What does he still have to tell us today? What have we learned from him? Which of his ideas still hold good?

Peter Drucker has not only shaped our current understanding of what management is these days. Beyond that, he has greatly influenced how modern organisations develop all around the world today. Jack Beatty, one of the editors-in-chief at the renowned US magazine, *The Atlantic Monthly*, even goes so far as to maintain: “It is not really an exaggeration to say that the way we understand the world today is a result of Peter Drucker’s thinking.” So if, in Drucker, we are dealing with a Great Mind, then nowadays we would perforce find indexes of his thinking everywhere.

Drucker was one of the first thinkers to analyse a phenomenon scarcely understood before his time, namely the mass expansion of the management profession, and to set out the tasks of this new discipline in so many words, the first to formulate them, then. In 1954 he sketches the tasks of a manager in five points: a manager sets up goals, a manager organises, a manager motivates and communicates, a manager assesses results and a manager develops and brings people on, not least themselves. And in the same year, he writes about management that, “rarely in history has a new institution proved itself so indispensable in so short a time. And still rarer is a new institution capable of establishing itself with so little opposition, unrest and controversy.”

Every organisation – every car manufacturer, every hospital, every theatre and every government department is managed today. And the practitioners of management do their managing today by observing how their decisions affect staff, customers and competitors and by observing how other managers do it. What you then do practically as a manager needs a handy formulation; you talk about *management by objectives*, you direct *profit centers*, motivate *knowledge workers*, *decentralise* structures, *do things right (efficiency)* and *do the right things (effectiveness)* or you improve *customer orientation*. Readers will already have guessed: all concepts from Drucker’s mental laboratory.

To commemorate his 100<sup>th</sup> birthday, we are celebrating the exceptional life of this researcher and advisor by bringing together a group of authors from various disciplines and completely different perspectives in an attempt to represent the dynamism of that life. The authors come from various areas of society. People with leadership experience and academics, all with varying backgrounds in the commercial world, in non-profit organisations and in the public sector, are tackling Peter Drucker’s ideas in this commemorative collection. They recollect the impulses they gained from his books, his lectures and from conversations with him. They describe how he affected both those in leadership positions and society at large, recapitulate his most important ideas and discuss the most important outcomes from these. To conclude, our authors will make so bold as to presage what out of Drucker’s thinking will stand the test of time and how his thinking will influence what comes next in management.

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The first section deals with the question as to why management thinkers like Peter Drucker are so influential. In the second and third sections, we introduce Drucker's thinking and complement it with two personal appreciations. A few of this book's authors belong to the network of *Peter Drucker Societies*, which has formed in almost twenty countries since Drucker's death four years ago. In these societies, it is usually management practitioners who gather to discuss the question: "How do you work with Drucker's ideas?" This question also brackets the book's fourth and fifth sections. In the sixth section, our authors set out for readers the reasons why it will be worth engaging with Peter Drucker's concepts in the "next society" too

One day, we will have to write the history of Peter Drucker's influence on society. This volume renders one of its most important aspects visible already. Eight authors from America, nine from Europe and six from Asia and the Arabian Peninsula are writing on management's perspectives now that it has become a truly global discipline. Drucker's models have laid the foundations for this development and here we bring together management thinkers and practitioners from all regions of the world, not only to celebrate the life and enormous influence of Drucker, but also to sketch out the trail blazing paths he has left behind - for us to explore further along.

Winfried Weber and Gladius Kulothungan  
Mannheim and London, March 2010

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