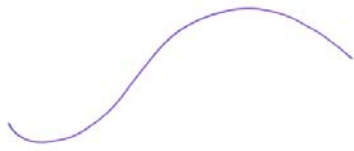


THE WINDOW

“I don’t predict. I just look out the window and see what’s visible but not yet seen.”

– Peter F. Drucker

Letter from Claremont



“This is the curve of life,” declared Charles Handy, Distinguished Drucker Scholar in Residence, during a recent public lecture in Claremont. “This is the curve of everything.”

Indeed, this little wave can describe the life cycle of a product, the ups and downs of a political candidate, the ebb and flow of a business—even the story of one’s own life.

But all life need not be measured by a single rise and fall. “You can maybe have a second curve, and a third curve,” Handy explained.

The trick, he said, is that “you have to choose the next

curve before the first curve peaks so that you have enough resources coming in to experiment...because it always takes about two years from the beginning of a new curve until the point where it transcends the peak of the old.”



Trouble is, too many people and organizations fail to seek new curves until it’s too late. As Handy put it: “They wait until they see death staring them in the face before they start trying to find their next curve.”

The central dilemma of the curve of life is, in other words,

Continued on the next page

Drucker Society Spotlight

How Drucker Societies worldwide are advancing ethical leadership and effective management.

We asked Lee Igel, founder of the new Drucker Society of New York City, what inspired him to launch the group late last year. It’s about the past, he said. It’s a way to honor his grandparents, Holocaust survivors who came to America and never let their grandson forget that Peter Drucker was one of the first to recognize the full scope of Hitler’s evil. (See related article, “From the Archives,” on the next page.)

Yet Igel’s work is also about the future. It’s for the students in his courses at NYU who need more opportunities to learn about Drucker “because his enormous body of work is the starting point and the definitive source for what they need to know to be effective in their work for the rest of their lives.”

Continued on the next page

For more about the Drucker Institute, the Drucker Societies, and how you can get involved, visit us online at www.DRUCKERinstitute.com.

BusinessWeek

“THE DRUCKER DIFFERENCE” ON BUSINESSWEEK.COM

Rick Wartzman, director of the Drucker Institute, writes a bimonthly column for BusinessWeek that ties Peter Drucker’s work to today’s headlines. Read more [here](#).

Rick’s recent *Drucker Difference* columns:

- [What Can Microsoft Offer Yahoo?](#) Feb 14, 2008
- [Muhammad Yunus: The Unlikely Disciple](#) Jan 31, 2008
- [Wikia's People-Powered Engine](#) Jan 17, 2008
- [Getting from Giving](#) Dec 27, 2007

Letter from Claremont, cont'd

knowing when to get off in time to prepare for the second curve.

Here at the Drucker Institute we are well into our first curve, which is taking us from being strictly an archive into a think tank and “action tank.” We’ve run conferences, published articles, launched new research projects, seeded Drucker Societies around the world, and begun to market a comprehensive Drucker curriculum. And we’re building capacity to do even more of this work in 2008.

But we know we can’t stop there. Our real aim is to evolve from a beehive of activity into the hub of a full-fledged global movement that sparks effective management and ethical leadership across society. Our ambitions are big. Getting there won’t be easy; we still have many years of hard work ahead. But thanks in part to Charles Handy’s wisdom, we’re already seeking our second curve.



Rick Wartzman and Zach First
Director and Assistant Director

FROM THE ARCHIVES

On June 5, 1943, Nazi U-boats were terrorizing the North Atlantic, tanks were rumbling across North Africa, D-Day planning was underway, and Peter Drucker was thinking about food.

“Nothing is so productive of internal hatred,” Drucker wrote in *The Saturday Evening Post*, “as a black market for food on which those with money can buy while the poor have to go hungry.”



Drucker saw the Nazis creating artificial food shortages across Europe, encouraging exorbitant black markets for basic staples, and he knew that more than hunger was at stake.

Starvation, inflation, and ethnic conflict would be, in the words of an American monetary expert Drucker cited, the “land mines which are to cover Germany’s retreat.”

“The real Nazi offensive,” Drucker concluded, “[is] against the future.” He saw that their legacy would outlast the horrors of the present by spurring a generation or more of mistrust, alienation, and civil unrest.

Drucker did see one bright spot, though, in the Nazi’s wake. He thought the fear of a post-war economic collapse might encourage Europeans to repair their broken ties and pursue “close continental economic collaboration.” With that, we can add the E.U. to the future that Drucker saw out his window.



The Evidence

The need for ethical leadership and effective management—that is, the need for Peter Drucker’s principles and practices—has never been greater.

Worldwide, 2.6 billion people go without sanitation, 1.1 billion people lack clean water, and

1.8 million
kids die every year as a result.

“The real crisis, experts say, is not a lack of water but **a lack of water management.**”

Source: [U.S. News & World Report](#)

Society Spotlight, cont'd

The Drucker Society of NYC includes both Drucker experts and neophytes. “The common denominator,” Igel said, “is an interest in building community by thinking through, understanding and applying Drucker’s principles.”

Igel recalled that members quickly “came together on a discussion about mission—What needs doing?” The answer, they agreed, was to put Drucker’s principles into action.

The group is now exploring how well their public schools are preparing the next generation of knowledge workers (a term Drucker coined in 1959) and what the Drucker Society can do to help. Concrete plans are still taking shape. But this much is clear: Theirs is, as Drucker wrote, a belief “in responsibility...grounded in competence and compassion.”