

The Essential Drucker (instructions for detailed map)



- The document on the next page can be printed at Kinkos

The Essential Drucker

MANAGEMENT

- Management as Social Function and Liberal Art
 - ▲ The origins and development of management
 - ▲ Management and entrepreneurship
 - ▲ The accountability of management
 - ▲ What is management?
 - More than MBA tools
 - Essential principles
 - Human beings, joint performance, strengths effective, weaknesses irrelevant—purpose of organization
 - Embedded in culture. Culture used as a management building block
 - Commitment to common goals and shared values. Simple, clear, and unifying objectives. Management's first job: think through, set, exemplify
 - Individual growth and development. Teaching, learning, development that never stops
 - Communication and individual responsibility
 - Measurements of management and enterprise performance. Performance built into enterprise and its management. Continually improved
 - Results exist only on the outside
 - Management as a liberal art
 - Technology: action and application. Test is results
 - Humanity: People, their values, their growth and development. Impact on social structure and community. Deeply involved in moral concerns—nature of man, good, and evil
 - Liberal art:
 - Liberal: fundamentals of knowledge, self-knowledge, wisdom, and leadership
 - Art: Practice and application. Focus on effectiveness and results
- The Dimensions of Management
 - ▲ Mission
 - ▲ Worker achievement
 - ▲ Social responsibilities
- The Purpose and Objectives of a Business
 - ▲ The purpose of a business
 - What should our business be
 - ▲ Objectives, strategies, resource concentration, work
 - Marketing objectives
 - Innovation objective
 - Resource objectives
 - Productivity objectives
 - The social responsibilities objectives
 - Profit as a need and a limitation

SOCIETY

- A Century of Social Transformation—(from farmers and domestic servants to) Emergence of Knowledge Society
 - The Coming of Entrepreneurial Society
 - Citizenship through the Social Sector (includes the need for community)
- From Analysis to Perception—The New Worldview
 - ▲ ENIAC (1946) began an age in which information will be the organizing principle for work
 - ▲ The social impacts of information
 - The impact of information technologies on the material civilizations, on goods and services, and businesses
 - Sidebar: Impact of major changes
 - The impact on the nation state and totalitarian regime
 - Transformation of the twentieth-century city (impact of moving work to worker)
 - ▲ Form and function
 - Question of right size for the task and for the ecology.
 - Whatever handles most effectively the information needed for the task and function
 - The "skeleton" of the information-based organization will be the optimal information system (not computer system)
 - ▲ From analysis to perception

The Challenge Ahead

- the paradox of rapidly expanding economy and growing income inequality—the paradox that bedevils us now
- growing health care and education, possibly a shrinking market for goods and services
- center of power shifting to the consumer—free flow of information
- knowledge workers as an expensive resource
- governments depending on managers and individuals

THE INDIVIDUAL

- Effectiveness Must Be Learned
 - ▲ Why we need effectiveness
 - ▲ Who is an executive?
 - ▲ Executive realities
 - ▲ The promise of effectiveness
 - ▲ Can effectiveness be learned?

Will I choose the path of effectiveness or continue to operate?

THE INDIVIDUAL (cont. 2)

- Leadership as Work
 - ▲ Work, responsibility and trust earned

THE INDIVIDUAL (cont. 3)

- Principles of Innovation
 - ▲ Innovation as a practice
 - ▲ The dos
 - ▲ The don'ts
 - ▲ Three conditions for a successful innovation
 - ▲ The conservative innovator

THE INDIVIDUAL—effectiveness practices (cont. 1)

- Focus on Contribution
 - ▲ Own commitment
 - ▲ Contribution of knowledges
 - ▲ The right human relations
 - Communications
 - Teamwork
 - Self-development
 - Development of others
- Know Your Strengths and Values
 - ▲ What are my strengths?
 - ▲ How do I perform?
 - ▲ What are my values?
- Know Your Time
 - Effective Decisions
 - Process/element
 - Principle based decision needed
 - Boundary conditions
 - What is right
 - Building in the action
 - Feedback
 - Thoughts
 - Opinions rather than facts
 - Develop disagreement
 - Is a decision really necessary?
- Functioning Communications
 - ▲ Communication is perception, expectation, and demand
 - ▲ Downward and upward
 - ▲ Management by objectives

MANAGEMENT (cont. 1)

- What the Nonprofits Are Teaching Business
 - ▲ A commitment to management
 - ▲ Effective use of the board
 - ▲ To offer meaningful achievement
 - ▲ Training, training, training
 - ▲ A warning to business

THE INDIVIDUAL (cont. 4)

- The Second Half of Your Life
 - ▲ Three answers
 - ▲ Revolution for the individuals
 - ▲ Transformation of every society

MANAGEMENT (cont. 2)

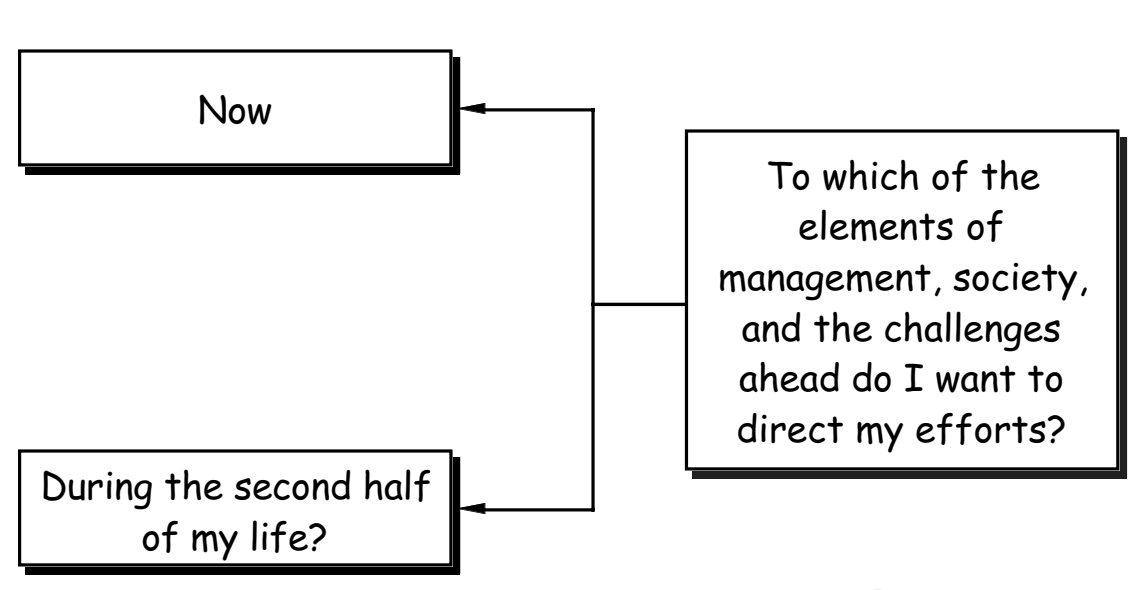
- Social Impacts and Social Problems
 - ▲ Responsibility for impacts
 - ▲ How to deal with impacts
 - ▲ Social problems as business opportunities
 - ▲ The limits of social responsibility
 - ▲ The limits of authority
 - ▲ The ethics of responsibility
 - Not knowingly to do harm
 - Executive compensation
 - Benefit plans (golden fetters)
 - Profit rhetoric

THE INDIVIDUAL (cont. 5)

- The Educated Person
 - ▲ At the core of the knowledge society
 - ▲ Knowledge society and society of organizations
 - ▲ Technes and the educated person
 - ▲ To make knowledges the path to knowledge

MANAGEMENT (cont. 3)

- Management's New Paradigms
 - ▲ Management is the specific and distinguishing organ of any and all organizations
 - ▲ Management needs to learn to look for, to develop, to test the organization that fits the task
 - ▲ One does not manage people. The task is to lead people. The goal is to make productive the specific strengths and knowledge of each individual
 - ▲ Neither technology nor end-use is a foundation for management policy. The foundations have to be customer values and customer decisions on the distribution of their disposable income. It is with those that management policy and management strategy increasingly will have to start
 - ▲ Management's scope is operational and will have to embrace the entire process. It has to focus on results and performance across the entire economic chain around the globe
 - ▲ Outside results
 - ▲ Management's concern and management's responsibility are everything that affects the performance of the institution and its results—whether inside or outside, whether under the institutions control or totally beyond it
- The Information Executives Need Today
 - ▲ From cost accounting to yield control
 - ▲ From legal fiction to economic reality (the entire economic chain)
 - ▲ Information for wealth creation
 - ▲ Where the results are



Connecting arrows can be drawn to designate areas of interest

MANAGEMENT (cont. 4)

- Management by Objectives and Self-Control
 - ▲ Misdirection
 - ▲ What should the objectives be?
 - ▲ Management by "drives"
 - ▲ How should objective be set and by whom?
 - ▲ Self-control through measurements
 - ▲ The proper use of reports and procedures
 - ▲ A philosophy of management
- Picking People—The Basic Rules
 - ▲ The basic principles
 - ▲ The decision steps
 - ▲ High risk decisions

MANAGEMENT (cont. 5)

- The Entrepreneurial Business
 - ▲ Structures
 - ▲ The don'ts
- The New Venture
 - ▲ The need for market focus
 - ▲ Financial foresight
 - ▲ Building a top management team
 - ▲ "Where can I contribute?"
 - ▲ The need for outside advice
- Entrepreneurial Strategies
 - ▲ Introduction of an innovation
 - Being fustest with the mostest
 - Creative imitation
 - Entrepreneurial judo
 - Ecological niche strategies
 - The toll-gate strategy
 - Specialty skill
 - Specialty market
 - ▲ Strategy as innovation
 - Creating utility
 - Pricing
 - Adaptation to the customer's social and economic reality
 - Delivering what represent true value to the customer

Outline	Action
The Essential Drucker	
<ul style="list-style-type: none"> ▼ • Introduction: The Origin and Purpose of The Essential Drucker 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▼ • Purposes 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Coherent and fairly comprehensive Introduction to Management 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▼ • Overview of works on management 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Where do I start to read Drucker? 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Which of his writings are essential? 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▼ • Atsuo Ueda (Japanese friend, translator, editor) 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Three volumes Japan, Taiwan, China, Korea, Argentina, Mexico, and Brazil 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▼ • Cass Canfield 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> ▼ • Western audience 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Growing number of people who, while not themselves executives, have come to see management as an area of public interest 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • An increasing number of students in colleges and universities, while not necessarily management students, see understanding of management as part of a general education 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • A large and rapidly growing number of mid-career managers and professionals who are flocking to advanced-executive programs, both in universities and their employing organizations 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▶ • Sources (original publications) 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▼ • Omits 5 important books: 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • The Future of Industrial Man (1942); 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Concept of the Corporation (1946); 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Managing for Results (1964; the first book on what is now called "strategy," a term unknown for business forty years ago); 	

The Essential Drucker TOC with action identification column

Outline	Action
• Managing in Turbulent Times (1980);	
• Managing the Non- Profit Organization (1990).	

Outline	Action
<ul style="list-style-type: none"> ▼ • MANAGEMENT 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▼ 1. Management as Social Function and Liberal Art 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • The origins and development of management 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Management and entrepreneurship 	
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<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▼ • What is management? 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • More than MBA tools 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▼ • Essential principles 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Human beings, joint performance, strengths effective, weaknesses irrelevant- - purpose of organization 	
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<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Commitment to common goals and shared values. Simple, clear, and unifying objectives. Management's first job: think through, set, exemplify 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Individual growth and development. Teaching, learning, development that never stops 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Communication and individual responsibility 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Measurements of management and enterprise performance. Performance built into enterprise and its management. Continually improved 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Results exist only on the outside 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▼ • Management as a liberal art 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Technology: action and application. Test is results 	

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<ul style="list-style-type: none"> • Humanity: People, their values, their growth and development. Impact on social structure and community. Deeply involved in moral concerns- - nature of man, good, and evil 	
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<ul style="list-style-type: none"> ▼ 2. The Dimensions of Management 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • Mission 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • Worker achievement 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • Social responsibilities 	
<ul style="list-style-type: none"> ▼ 3. The Purpose and Objectives of a Business 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▼ • The purpose of a business 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • What should our business be 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▼ • Objectives, strategies, resource concentration, work 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Marketing objectives 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Innovation objective 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Resource objectives 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Productivity objectives 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • The social responsibilities objectives 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Profit as a need and a limitation 	
<ul style="list-style-type: none"> ▼ 4. What the Nonprofits Are Teaching Business 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • A commitment to management 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • Effective use of the board 	
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<ul style="list-style-type: none"> ▼ 5. Social Impacts and Social Problems 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • Responsibility for impacts 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • How to deal with impacts 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • Social problems as business opportunities 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • The limits of social responsibility 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • The limits of authority 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • The ethics of responsibility 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▼ • Not knowingly to do harm 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Executive compensation 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Benefit plans (golden fetters) 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Profit rhetoric 	

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<ul style="list-style-type: none"> • Outside results 	
<ul style="list-style-type: none"> • Management's concern and management's responsibility are everything that affects the performance of the institution and its results-whether inside or outside, whether under the institutions control or totally beyond it 	
<ul style="list-style-type: none"> ▼ 7. The Information Executives Need Today 	
<ul style="list-style-type: none"> • From cost accounting to yield control 	
<ul style="list-style-type: none"> • From legal fiction to economic reality (the entire economic chain) 	
<ul style="list-style-type: none"> • Information for wealth creation 	
<ul style="list-style-type: none"> • Where the results are 	

Outline	Action
<ul style="list-style-type: none"> ▼ 8. Management by Objectives and Self- Control 	
<ul style="list-style-type: none"> • Misdirection 	
<ul style="list-style-type: none"> • What should the objectives be? 	
<ul style="list-style-type: none"> • Management by “drives.” Not a good thing. 	
<ul style="list-style-type: none"> • How should objective be set and by whom? 	
<ul style="list-style-type: none"> • Self- control through measurements 	
<ul style="list-style-type: none"> • The proper use of reports and procedures 	
<ul style="list-style-type: none"> • A philosophy of management 	
<ul style="list-style-type: none"> ▼ 9. Picking People- The Basic Rules 	
<ul style="list-style-type: none"> • The basic principles 	
<ul style="list-style-type: none"> • The decision steps 	
<ul style="list-style-type: none"> • High risk decisions 	

Outline	Action
<ul style="list-style-type: none"> ▼ 10. The Entrepreneurial Business 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • Structures 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • The don'ts 	
<ul style="list-style-type: none"> ▼ 11. The New Venture 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • The need for market focus 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • Financial foresight 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • Building a top management team 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • “Where can I contribute?” 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • The need for outside advice 	
<ul style="list-style-type: none"> ▼ 12. Entrepreneurial Strategies 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▼ • Innovation introduction 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Being fustest with the mostest 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Creative imitation 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Entrepreneurial judo 	
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<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Specialty skill 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Specialty market 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▼ • Strategy as innovation 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Creating utility 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Pricing 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Adaptation to the customer's social and economic reality 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Delivering what represents true value to the customer 	
<ul style="list-style-type: none"> ▼ • THE INDIVIDUAL 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▼ 1. Effectiveness Must Be Learned 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Why we need effectiveness 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Who is an executive? 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▼ • Executive realities 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • External time demands 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Positive action vs. operating 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Within an organization 	

Outline	Action
<ul style="list-style-type: none"> • Within an organization 	
<ul style="list-style-type: none"> • The promise of effectiveness 	
<ul style="list-style-type: none"> ▼ • Can effectiveness be learned? 	
<ul style="list-style-type: none"> • A complex of practices 	
<ul style="list-style-type: none"> ▼ 2. Focus on Contribution 	
<ul style="list-style-type: none"> • Own commitment 	
<ul style="list-style-type: none"> • Contribution of knowledges 	
<ul style="list-style-type: none"> ▼ • The right human relations 	
<ul style="list-style-type: none"> • Communications 	
<ul style="list-style-type: none"> • Teamwork 	
<ul style="list-style-type: none"> • Self- development 	
<ul style="list-style-type: none"> • Development of others 	
<ul style="list-style-type: none"> ▼ 3. Know Your Strengths and Values 	
<ul style="list-style-type: none"> • What are my strengths? 	
<ul style="list-style-type: none"> • How do I perform? 	
<ul style="list-style-type: none"> • What are my values? 	
<ul style="list-style-type: none"> 4. Know Your Time 	
<ul style="list-style-type: none"> ▼ 5. Effective Decisions 	
<ul style="list-style-type: none"> ▼ • Process/element 	
<ul style="list-style-type: none"> • Principle based decision needed 	
<ul style="list-style-type: none"> • Boundary conditions 	
<ul style="list-style-type: none"> • What is right 	
<ul style="list-style-type: none"> • Building in the action 	
<ul style="list-style-type: none"> • Feedback 	
<ul style="list-style-type: none"> ▼ • Thoughts 	
<ul style="list-style-type: none"> • Opinions rather than facts 	
<ul style="list-style-type: none"> • Develop disagreement 	
<ul style="list-style-type: none"> • Is a decision really necessary? 	
<ul style="list-style-type: none"> ▼ 6. Functioning Communications 	
<ul style="list-style-type: none"> • Communication is perception, expectation, and demand 	
<ul style="list-style-type: none"> • Downward and upward 	
<ul style="list-style-type: none"> • Management by objectives 	

Outline	Action
<ul style="list-style-type: none"> ▼ 7. Leadership as Work 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • Work, responsibility and trust earned 	
<ul style="list-style-type: none"> ▼ 8. Principles of Innovation 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • Innovation as a practice 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • The dos 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • The don'ts 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • Three conditions for a successful innovation 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • The conservative innovator 	
<ul style="list-style-type: none"> ▼ 9. The Second Half of Your Life 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • Three answers 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • Revolution for the individuals 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • Transformation of every society 	
<ul style="list-style-type: none"> ▼ 10. The Educated Person 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • At the core of the knowledge society 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • Knowledge society and society of organizations 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • Technes and the educated person 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • To make knowledges the path to knowledge 	

Outline	Action
<ul style="list-style-type: none"> ▼ • SOCIETY 	
<ul style="list-style-type: none"> ▼ 1. A Century of Social Transformation—(From farmers and domestic servants to) Emergence of Knowledge Society 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • Farmers and domestic servants 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • The rise and fall of the blue-collar worker 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • The rise of the knowledge worker 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • The emerging knowledge society 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • The employee society 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • The social sector 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • The new pluralism 	
<ul style="list-style-type: none"> ▼ 2. The Coming of Entrepreneurial Society 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • Planning does not work 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • Systematic abandonment 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • A challenge for the individuals 	
<ul style="list-style-type: none"> ▼ 3. Citizenship through the Social Sector (includes the need for community) 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • A “Third Sector” 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • The need for community 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> • The volunteer as citizen 	
<ul style="list-style-type: none"> ▼ 4. From Analysis to Perception- The New Worldview 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▼ • ENIAC (1946) began an age in which information will be the organizing principle for work. 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Information is the basic principle of biological rather than of mechanical processes. 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • Major impact on civilization. A new basic civilization came into being 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▼ • The social impacts of information 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> • The impact of information technologies on the material civilizations, on goods and services, and businesses 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▼ • Sidebar: Impact of major changes 	

Outline	Action
<ul style="list-style-type: none"> • Triggers an explosion of entrepreneurship 	
<ul style="list-style-type: none"> • We're in the fourth surge 	
<ul style="list-style-type: none"> • The impact on the nation state and totalitarian regime 	
<ul style="list-style-type: none"> • Transformation of the twentieth-century city (impact of moving work to the worker) 	
<ul style="list-style-type: none"> ▼ • Form and function 	
<ul style="list-style-type: none"> ▼ • Question of right size for the task and for the ecology. 	
<ul style="list-style-type: none"> ▼ • Communication 	
<ul style="list-style-type: none"> • Whatever handles most effectively the information needed for the task and function 	
<ul style="list-style-type: none"> • The “skeleton” of the information-based organization will be the optimal information system 	
<ul style="list-style-type: none"> ▼ • From analysis to perception 	
<ul style="list-style-type: none"> • Information is analytical and conceptual 	
<ul style="list-style-type: none"> • Yet information is the organizing principle of every biological process (life is matter organized by information). Biological process is not analytical—deal with “wholes” 	
<ul style="list-style-type: none"> • In the biological universe perception is at the center. We hear “cat” not “C” “A” “T” 	
<ul style="list-style-type: none"> • Descartes: “I think therefore I am.” “I see therefore I am.” 	
<ul style="list-style-type: none"> ▼ • New realities are configurations and call for perception as much as analysis 	
<ul style="list-style-type: none"> • Dynamic disequilibrium of the new pluralisms 	
<ul style="list-style-type: none"> • Multitiered transnational economy and transnational ecology 	

The Essential Drucker TOC with action identification column

Outline	Action
<ul style="list-style-type: none">• The new archetype of the “educated person” that is so badly needed	
<ul style="list-style-type: none">• The shift from a mechanical to a biological universe will eventually require a new philosophical synthesis	

Outline	Action
<ul style="list-style-type: none"> ▼ • Afterword: The Challenge Ahead 	
<ul style="list-style-type: none"> • the paradox of rapidly expanding economy and growing income inequality- - the paradox that bedevils us now 	
<ul style="list-style-type: none"> • growing health care and education, possibly a shrinking market for goods and services 	
<ul style="list-style-type: none"> • center of power shifting to the consumer- - free flow of information 	
<ul style="list-style-type: none"> • knowledge workers—expensive resource 	
<ul style="list-style-type: none"> • governments depending on managers and individuals 	
<ul style="list-style-type: none"> • Index 	