

## Peter Drucker: Management Consultant Par Excellence

A convert to Christianity, Peter Drucker (1909 – 2005) was an Austrian-born American management consultant, educator, and author, whose writings contributed to the philosophical and practical foundations of the modern business corporation. He was also a leader in the development of management education, and he invented the concept known as management by objectives. Drucker's books and scholarly and popular articles explored how humans are organized across the business, government, and nonprofit sectors of society.

Touted as the “Father of Management Consulting”, he is one of the best-known and most widely influential thinkers and writers on the subject of management theory and practice. His writings and work among nonprofits is legendary. He argued that factors critical to successful nonprofit enterprises were greatly needed in the for profit business world - transparency, integrity, absence of conflict of interest, dedication to mission and commitment to service. His books on nonprofit development are filled with useful counsel highly applicable to parish development.

Here are a few of his countless keen observations on leadership, management and development of organizations:

"The only things that evolve by themselves in an organization (parish) are disorder, friction and malperformance."

“Management is doing things right; leadership is doing the right things.”

“The best way to predict your future is to create it”

“The most important thing in communication is to hear what isn't being said.”

“The leaders who work most effectively never say 'I'. And that's not because they have trained themselves not to say 'I'. They don't think 'I.' They think 'we'; they think 'team'. They understand their job to be to make the team function. They accept responsibility and don't sidestep it, but 'we' gets the credit. This is what creates trust, what enables you to get the task done.”

“If you want something new, you have to stop doing something old.”

“There is nothing quite so useless, as doing with great efficiency, something that should not be done at all.”

“Plans are only good intentions unless they immediately degenerate into hard work.”

“Knowledge has to be improved, challenged, and increased constantly, or it vanishes.”

“People who don't take risks generally make about two big mistakes a year. People who do take risks generally make about two big mistakes a year.”

“What's measured improves.”

“Results are obtained by exploiting opportunities, not by solving problems.”

“The most serious mistakes are not being made as a result of wrong answers. The truly dangerous thing is asking the wrong question.”

“Unless commitment is made, there are only promises and hopes; but no plans.”

“When a subject becomes totally obsolete we make it a required practice.”

“Innovation is the specific instrument of entrepreneurship...the act that endows resources with a new capacity to create new and improved service.”

“Rank does not confer privilege or give power. It imposes responsibility.”

“People in any organization are always attached to the obsolete - the things that should have worked but did not, the things that once were productive and no longer are.”

“A manager is responsible for the application and performance of knowledge.”

“Your first and foremost job as a leader is to take charge of your own energy and then help to orchestrate the energy of those around you.”

“This defines entrepreneur and entrepreneurship - the entrepreneur always searches for change, responds to it, and exploits it as an opportunity.”

“So much of what we call management consists in making it difficult for people to work.”

“Whenever you see a successful organization, someone once made a courageous decision.”

“The three most charismatic leaders in this century inflicted more suffering on the human race than almost any trio in history: Hitler, Stalin, and Mao. What matters is not the leader's charisma. What matters is the leader's mission.”

“We all have a vast number of areas in which we have no talent or skill and little chance of becoming even mediocre. In those areas a knowledge workers should not take on work, jobs and assignments. It takes far more energy to improve from incompetence to mediocrity than it takes to improve from first-rate performance to excellence.”

“The computer is a moron.”

“A person can perform only from strength. One cannot build performance on weakness, let alone on something one cannot do at all.”

“It is more productive to convert an opportunity into results than to solve a problem - which only restores the equilibrium of yesterday.”

“The knowledge that we consider knowledge proves itself in action. What we now mean by knowledge is information in action, information focused on results.”

“Effective leadership is not about making speeches or being liked; leadership is defined by results not attributes.”

“The 'nonprofit' institution neither supplies goods or services nor controls. Its 'product' is neither a pair of shoes nor an effective regulation. Its product is a changed human being. The nonprofit institutions are human-change agents. Their 'product' is a cured patient, a child that learns, a young man or woman grown into a self-respecting adult; a changed human life altogether.”