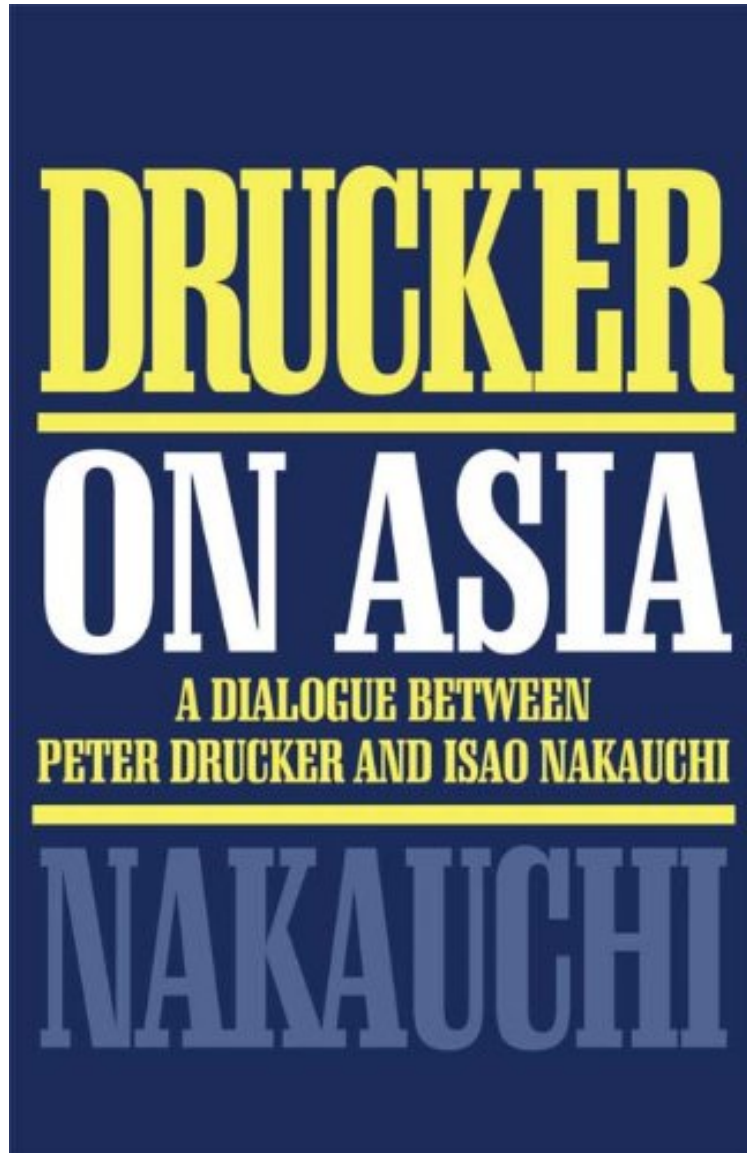


[FREE] Drucker on Asia

Drucker on Asia

Peter Drucker, Isao Nakauchi

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Peter Drucker, Isao Nakauchi : Drucker on Asia before purchasing it in order to gage whether or not it would be worth my time, and all praised Drucker on Asia:

0 of 1 people found the following review helpful. Good deal on used bookBy Michael J. BurtonShipped very fast, exactly as pictured/promised. A+. Bought all these books for a friend for Christmas and they were in good to fine condition and he was happy with them.0 of 0 people found the following review helpful. Peter Drucker On Asia 1995 - re-visited 2015By Peter de Toma sen.Manager, Germany, introduces this book with the following statement: The idea alone is good: two old men, the American management guru Peter F. Drucker and the Japanese tycoon Isao Nakauchi,

enter into a dialogue. The book that emerges from this is even better. If you read the whole book, which I recommend, and find only one topic like the following one which fascinates you, confirms my experience that it is always worth the time studying and digesting what Drucker has to say resp. to write. In Chapter 6 Reinventing the individual Peter Drucker provides insight into his personal development describing seven experiences. The first experience — taught by Verdi — "Striving for perfection" — goal and vision. "All my life as a musician" he wrote, "I have striven for perfection. It has always eluded me. I surely had an obligation to make one more try" — I have never forgotten these words — they made an indelible impression on me. Verdi, when he was my age, that was eighteen, was of course already a seasoned musician. I had no idea what I would become, except that I knew by that time that I was unlikely to be a success exporting cotton textiles. It was not until fifteen years later, when I was in my early thirties, that I really knew what I am good at and where I belong. The second experience — taught by Phidias — the greatest sculptor of ancient Greece — He was commissioned around 440 BC to make the statues which to this day, 2400 years later, still stand on the roof of the Parthenon in Athens. The accountant said — "Nobody can see anything but their fronts. Yet, you have charged us for sculpturing them in the round, that is, for doing their backsides, which nobody can see." — "You are wrong," Phidias retorted. "The Gods can see them." — I have always known that one has to strive for perfection even if only "the Gods" notice. The third experience — developing own method of studying. "Every three or four years I pick a new subject. Three years of study are by no means enough to master a subject, but they are enough to understand it. So, for more than sixty years, I have kept on studying one subject at a time. It has also forced me to be open to new disciplines and new approaches and new methods — for every one of the subjects I have studied, makes different assumptions and employs a different methodology. The fourth experience — taught by editor-in-chief — Since then, I have set aside two weeks every summer in which to review my work during the preceding year — I have never once truly lived up to the plan I make each August, but it has forced me to live up to Verdi's injunction "to strive for perfection" — even though "it has always eluded me" — and still does. The fifth experience — taught by the senior partner — What it requires is not superior knowledge or superior talent. It requires concentration on the things that the new assignment requires, the things that are crucial to the new challenge, the new job, the new task. The sixth experience — taught by the Jesuits and the Calvinists. — Whenever a Jesuit priest or a Calvinist pastor does anything of significance, for instance, making a key decision, he is expected to write down what results he anticipates. Nine months later, he then feeds back from the actual results to these anticipation. This very soon shows him what he did well and what his strengths are. It also shows him what he has to learn and what habits he has to change. Finally it shows him what he is not gifted for and cannot do well. I have followed this method for myself now for fifty years. The seventh experience — taught by Schumpeter — I have never forgotten that conversation. I have learned from it three things. First, one has to ask oneself what one wants to be remembered for. Secondly, that should change as one gets older. It should change both with one's own maturity and with the changes in the world. Finally, one thing worth being remembered for is the difference one makes in the lives of people. The same things are learned by successful people. I am telling this long story for a simple reason. All the people I know who have managed to remain effective during a long life, have learned pretty much the same things I learned. This applies to effective business executives and to scholars; to top-ranking military people and to first-rate physicians; to teachers and to artists. — Responsibility for development of the individual has to become responsibility for self-development. If this chapter has raised your interest you should also read Drucker's book "Manage Oneself" published in 1999. Both books complement each other.

5 of 5 people found the following review helpful. Eclectic dialogue between management guru and Daiei head By A Customer

A Man of Theory a Man of Practice In the early 1990s Peter Drucker wasn't one who fell in with those troubled over Japan's economy. Quite the opposite. Writing at the time, Drucker, considered by many "the seminal thinker on 20th-century business organization," called such pessimism "baseless." His reasoning? During its recession, Japan never relinquished global market share in key sectors and led in the development of Asia. Indeed, as Japan reinvigorates itself, Drucker's confidence just might be prescient. And his forecasting doesn't leave off with Japan.

Drucker on Asia: A Dialogue Between Peter Drucker and Isao Nakauchi (Butterworth-Heinemann, 1997) features the correspondence spanning 1994 and 1995 of Drucker and Isao Nakauchi, founder and head of Daiei, Japan's largest retailer with sales of over \$30 billion in 1996. Dated though the collection seems—it first appeared in Japan where Drucker enjoys the status of demigod—the topics are very much of the moment. The challenges posed by an emerging China and a Japan in the midst of reinvention can't be ignored. Thoughts on the evolution of our "knowledge society"—and the role corporations play in that evolution—are germane to all who'll inhabit planet earth 20 years hence. What do the two have to say about the future? Certainly Drucker is the more robust of the pair in prognosticating the shape of society and the fate of countries in the order of things to come. This is, after all, Drucker on Asia. Nakauchi's comments, though, flesh out the exchange with practical examples of how he managed to build Daiei into one of the world's largest food retailers.

Reckoning with China Drucker anticipates a multi-centric world economy emerging from what was a triadic relationship between the US, Japan and Western Europe. At the center of the Asian sphere is China—a country, in Drucker's estimation, offering investors a volatile mix of both the greatest

dangers and greatest rewards. The rewards are obvious. The Ninth Five-Year Plan, which is unofficial but attributable to the Chinese government and released after Drucker and Nakauchi had concluded their correspondence, projects China as the world's largest economy by 2030. To achieve this, the plan acknowledges, it will have to attract an immense amount of Western and Asian capital and completely privatize the 11,000 large state-owned enterprises. But foreign capital isn't a given. Many investors are becoming less tolerant of China's fluctuating business climate. New government regulations introduced every six months send the wrong message to firms looking for stability. Don't misunderstand, China continues to collect a massive amount of foreign direct investment. However, a recent Wall Street Journal article has the Chinese government bracing for a sizable drop this year. Foreign investment was strongest in 1995 at \$92 billion, dipped slightly last year and will fall by an expected \$7 billion in 1997. Dependent nonetheless on money from abroad, China is doing much of its economy-building with help from overseas Chinese. The Chinese diaspora "constitute[s] an invisible economic network" building multinational corporations with little or no outside investment. Lacking a financial infrastructure, mainland China benefits from returning Chinese who provide money, "a critical mass of educated people," and a legal framework for doing business. Idle Hands Still, help from overseas Chinese and foreign investors may not have much bearing on the growing mass of unemployed peasants leaving the farm. The Ninth Five-Year Plan sets the goal of full employment and acknowledges that high unemployment could lead to social instability. This admission echoes one of Drucker's primary concerns. Drucker cites Chinese dynasties toppled by peasant revolt and relates that in 1994 over 100 million peasants left their homes in a futile search for work. Nearly 200 million remained behind without work. A recent Chinese Ministry of Labor report puts the figure of those currently idle in the hinterlands at 330 million. Astonishingly, the report adds, the entire Chinese work force--those employable but not necessarily employed--expands by 10 million people annually. Drucker worries about the very real possibility that the Chinese government will bungle this issue. All in All China's problems shouldn't repel investors. One should know the odds, though. Likening the growth prospects of China to Japan after the war, Drucker hastens to reiterate the risks involved in the proposition. "It is a gamble . . . in which a negative outcome is at least as likely as a positive one." Taking everything into consideration, Drucker asks, can a businessman afford to ignore China? He answers emphatically, "No." Nakauchi takes to heart Drucker's "No." Long considering expansion into China, he takes it as his duty to help modernize China's distribution system. As it turned out, this was not a decision Nakauchi had to make on his own. In late 1995 Chinese Premier Li Peng requested the cooperation of Daiei in introducing the fundamentals of the Japanese distribution network into rural China. Daiei had come a long way from its modest drugstore beginnings--a start that Nakauchi doesn't easily forget. In fact, he acknowledges the importance of 1957 as the year in which he embarked on a process of ceaseless business education. Innovation in Sweets and Meat It was in 1957 that Nakauchi opened his first store. Business in the first three days exceeded all expectations. On the fourth day a competitor opened nearby and began drawing away customers. To win patrons back Nakauchi conducted an informal poll asking what it was the store should sell. At the time the most popular pastime of a very poor Japan was to sit down with television-owning friends in front of the tube and share sweets. The people answered Nakauchi's question by urging him to offer . . . yes, that's right: sweets. Nakauchi followed the advice of his patrons and sold sweets by weight as was the custom. The store was a hit again, crowded day after day. Soon a problem presented itself. Because of the slow method of service inherent in selling by weight servers couldn't meet demand. Throngs were turned away. Something had to be done. In what was considered a radical decision, Nakauchi pre-packaged sweets using a new product, the polyethylene bag. Customers were hesitant. Before, they were able to sample a sweet before they purchased it. Of course, pre-packaging made this impossible. Nakauchi responded by offering a money-back guarantee to anyone dissatisfied. Few were. Nakauchi's first lesson, in his own words: "Innovation means parting with convention." He also happened to be the first to introduce pre-packaged servings at the meat counter. A recounting of Nakauchi's business lesson segues perfectly into Drucker's vision of the adaptable information-based organization of tomorrow. Of most interest are his predictions on how the Japanese company will be reorganized. In 20 years the kachocirc; or section chief will be a memory. There will be fewer senior executives. And as for the rest of the organization, a leveling will occur and "full information-responsibility" will be expected from each employee. Drucker's thoughts are nothing short of unsettling to many Japanese since individual advancement in the Japanese company means moving into and through management positions. Nakauchi embraces Drucker's pronouncement, however, and answers with one of his own: "The understanding by executives of their responsibilities [in bringing about the company reorganization] will hold the key to the revitalization of Japan." --Peter R. Tyksinski

Drucker on Asia is written in two parts (Times of Challenge Time to Reinvent) which is the result of a dialogue between Peter Drucker and Isao Nakauchi on international themes. Drucker On Asia is the result of extensive dialogue between two of the world's leading business figures, Peter F Drucker and Isao Nakauchi. Their dialogue considers the changes occurring in the economic world today and identifies the challenges that free markets and free enterprises now face with specific reference to China and Japan. * What do these economic changes mean for an individual country and its economy? * What do these changes mean to Japan? * What do these changes mean to society; the individual

company; the individual professional and executive? These are the questions that Drucker and Nakauchi address in their brilliant insight into the future economic role of Asia.

From Publishers Weekly There are no underdeveloped countries anymore, only mismanaged ones, declares bestselling management thinker Drucker in this series of conversations, letters and faxes exchanged in 1994-1995 with Japanese retail mogul Nakauchi. Drucker, who dominates their dialogue, emphasizes that developing nations don't need government-to-government aid or grandiose World Bank projects but, instead, partnerships with private enterprises in industrial nations. Nakauchi discusses the problems of doing business in China and stresses that Japan urgently needs to amend its conformist educational system as well as its industrial structure to foster innovation, entrepreneurship and creativity. Their wide-ranging talks, broken up by subheads for easy reference, briefly touch on a multitude of topics, from ways to reconstruct and revitalize an enterprise to the failure to stop nuclear proliferation. Drucker offers unusually candid autobiographical asides here but spends too much time on commonplace observations and themes familiar to readers of his previous books. Copyright 1996 Reed Business Information, Inc. From Booklist The focus of attention on the Pacific Rim has been diffused recently by a faltering Japan, by the ascendancy of such countries as Indonesia, Singapore, and Malaysia, and by the prospect of a Hong Kong under Chinese control. Nonetheless, it is clear that Japan will continue to dominate economically. Those interested in the future prospects of Asia and disappointed by John Naisbitt's overgeneralized, readily apparent views in *Megatrends Asia* (1996) will be better served by this series of conversations between Drucker and the man sometimes called "the Sam Walton of Japan." Nakauchi is a maverick in his own country; he is the largest retailer in Japan and solved the problem of Japan's convoluted and costly distribution system by building his own trucking fleet. Based on exchanges that took place over a two-year period beginning in 1994, this "dialogue" between Drucker and Nakauchi looks at the role of China, the prospects of a "borderless world," and the impact of the "knowledge society." David Rouse "The idea alone is good: two old men, the American management guru Peter F. Drucker and the Japanese tycoon Isao Nakauchi, enter into a dialogue. The book that emerges from this is even better.....Drucker knows so much, and views the economic situation more from the outside. Nakauchi can do so much, which means of course that he is right in the thick of it. An ideal mix for all future entrepreneurs, as the founders of tomorrow must achieve both: theoretical reflection and hands-on creativity." *Manager*, October 1996 "Peter Drucker was the first of the analytical futurists and the first of the management philosophers. And for me he is still the best." *Wall Street Journal* "His breadth of vision, his internationalism and his sober realism combine to make his analysis of the present and predictions about the future gripping." *The Economist* "...Drucker, the most enduring management thinker of our time." *Business Week* "...it would be difficult to overestimate his contribution to management thinking." *Financial Times*