

MANAGEMENT CHALLENGES for the 21st Century

Peter F. Drucker

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PETER F. DRUCKER

Management Challenges for the 21st Century

*"Invaluable advice for building a business bridge to the 21st century."
—Kirkus Reviews*

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Peter F. Drucker : MANAGEMENT CHALLENGES for the 21st Century before purchasing it in order to gauge whether or not it would be worth my time, and all praised MANAGEMENT CHALLENGES for the 21st Century:

83 of 87 people found the following review helpful. The Most Timely of Peter Drucker's BooksBy Donald MitchellMANAGEMENT CHALLENGES FOR THE 21ST CENTURY is a breakthrough work, even for Peter Drucker. Through 6 impressive essays, Professor Drucker sets the agenda for the next several decades, for every organization and individual. He begins by pointing out that the way most people think about management is all wrong, and immediately needs to be changed. He outlines the needed changes. He then picks the key strategy issues that will strongly affect all organizations for the next 50 years. Next, he points out that we live in turbulent times and that one

must lead the changes that one's organization must make so they occur faster than for the competition. There is no choice for any organization, except to fail to survive. From there, he points out that we have information TECHNOLOGY, but very little information worth looking at on the devices the technology brings us. He goes on to define what must be done to create the right information. In a remarkable section, he then tells how to create knowledge worker productivity (something he has said in the past that no one knows how to do). Finally, he provides a remarkable essay on how to get the most out of yourself, for yourself. These essays were previewed in leading publications, and substantially improved from the originals. There is no repetition of his work and thinking from earlier books. This is like finding a whole new Peter Drucker. I especially loved the new examples that he included, as well as his historical references that only Peter Drucker can make. **YOU ARE MAKING A BIG MISTAKE IF YOU FAIL TO BUY, READ, AND APPLY THE IMPORTANT LESSONS OF THIS BOOK.** If you read only one book by Peter Drucker, read this one! I was especially pleased to see that he addressed the stalls that delay organizational progress such as the old habits reinforced by tradition, unwillingness to address the new through disbelief, poor communications at all levels (he states the rules that you must follow to be a better communicator and be more effective), needless interactions fostering mindless bureaucracy, the temptation to procrastinate (standing still in front of a truck about to run you over is a mistake you will not repeat), avoiding the unattractive key issues of your organization (he recommends doing the dirty jobs yourself for several weeks a year in order to understand how to improve), and failing to set high standards. As always, the book is filled with powerful questions that you can answer for yourself in order to accomplish much, much more and feel great while you do so. Read and apply the lessons of this book and you will have many more 2,000 percent solutions (achieving 20 times the usual results with the same resources or getting the same results 20 times faster). 14 of 14 people found the following review helpful. A beautiful management mind!

By Max More Peter Drucker has a beautiful mind, forever fresh and overflowing with innovative thoughts. This book, published just as the master of management began his tenth decade of life, shows him at his perpetual best. The text carries with it the sweeping knowledge, deep experience, and astute analysis that a reader might expect from Drucker at this point in his life. But you will find no timid conservatism, no holding on to safe ground here. Drucker has made a lifelong habit of leading the way in business thought and this book confirms that he just can't help himself. In contrast to the typical business book which is 200 pages too long, every chapter and every page of *Management Challenges for the 21st Century* relentlessly tweaks the noses of bad assumptions while focusing our attention on the future. Drucker pulls together diverse trends and forces to map out the truly new management challenges. His first chapter, "Management's New Paradigms" argues that organizations (or what ManyWorlds calls "business architecture") will have to become part of the executive's toolbox, yet we continue to operate on outdated assumptions about the role and domain of management. Fortunately much recent management thinking explicitly challenges one assumption pulled apart by Drucker: The idea that the inside of the organization is the domain of management. This assumption, says Drucker, "explains the otherwise totally incomprehensible distinction between management and entrepreneurship". These are two aspects of the same task. Management without entrepreneurship (and vice versa) cannot survive in a world where every organization must be "designed for change as the norm and to create change rather than react to it." Although Drucker is intent on uprooting old certainties and focusing organizations on constant change, he does not leave the reader without a compass. In the second chapter, "Strategy-The New Certainties", Drucker says that strategy allows an organization to be "purposefully opportunistic" and explains five certainties around we can shape our strategy. While other writers have addressed a couple of these, too little attention has been paid to some of the inevitabilities analyzed here, including the collapsing birthrate, shifts in the distribution of disposable income, and the growing incongruence between economic globalization and political splintering. The book's third chapter, "The Change Leader", gives Drucker's unique perspective on the need for 21st organizations to be change leaders. "One cannot *manage* change. One can only be ahead of it." Change leaders have four qualities. They create policies to make the future which means not only continual improvement but *organized abandonment* - a practice still almost unknown in practice. Contrary to typical company reactions, change leaders will starve problems and feed opportunities. For Drucker this means, in part, having a policy of systematic innovation and - in tune with recent calls for new budgetary practices - having two separate budgets to ensure that the future-creating budget is not stopped off in difficult times. Strong as the first chapters are, I found the other chapters of this book even more incisive. The reader may come away with the sense that many of Drucker's points are obvious, but will realize that they only *became* obvious after hearing them. In his chapter on "Information Challenges", Drucker gives his own, historically-rich, controversial, and provocative take on our current information revolution - the fourth such revolution, he says. The man who coined the term "knowledge worker" has no shortage of fresh thoughts in the chapter on "Knowledge-Worker Productivity", and has profoundly important things to say in the final chapter on "Managing Oneself". *Management Challenges for the 21st Century* is, of course, essential reading for aspiring manager-entrepreneurs in these confusing times. As for aspiring business writers, I can only say: Read it and weep!

10 of 0 people found the following review helpful. Five Stars
By Edward L Sitzer
Good words

Peter F. Drucker discusses how the new paradigms of management have changed and will continue to change our

basic assumptions about the practices and principles of management. Forward-looking and forward-thinking, *Management Challenges for the 21st Century* combines the broad knowledge, wide practical experience, profound insight, sharp analysis, and enlightened common sense that are the essence of Drucker's writings and "landmarks of the managerial profession." --Harvard Business Review

.com No single person has influenced the course of business in the 20th century as much as Peter Drucker. He practically invented management as a discipline in the 1950s, elevating it from an ignored, even despised, profession into a necessary institution that "reflects the basic spirit of the modern age." Now, in *Management Challenges for the 21st Century*, Drucker looks at the profound social and economic changes occurring today and considers how management--not government or free markets--should orient itself to address these new realities. Drucker sees the period we're living in as one of "PROFOUND TRANSITION--and the changes are more radical perhaps than even those that ushered in the 'Second Industrial Revolution' of the middle of the 19th century, or the structural changes triggered by the Great Depression and the Second World War." In the midst of all this change, he contends, there are five social and political certainties that will shape business strategy in the not-too-distant future: the collapsing birthrate in the developed world; shifts in distribution of disposable income; a redefinition of corporate performance; global competitiveness; and the growing incongruence between economic and political reality. Drucker then looks at requirements for leadership ("One cannot manage change. One can only be ahead of it"), the characteristics of the "new information revolution" (one should focus on the meaning of information, not the technology that collects it), productivity of the knowledge worker (unlike manual workers, knowledge workers must be seen as capital assets, not costs), and finally the responsibilities that knowledge workers must assume in managing themselves and their careers. Drucker's writing career spans eight decades and the years have only served to sharpen his insight and perspective in a way that makes most other management texts seem derivative. While *Management Challenges for the 21st Century* is no quick airplane read, it is a wise and thought-provoking book that will both challenge and inspire the diligent reader. This book is for people who care about their businesses and careers in the information age--CEOs, managers, and knowledge workers. Highly recommended. --Harry C. Edwards
From Library Journal
In his 31st work, esteemed sociologist Drucker follows his last major management work, *Post-Capitalist Society* (LJ 2/15/93), with his ideas on how the concept of management is changing, focusing on the major critical issues, problems, practices, and strategies management faces in the new century. Instead of offering a futurist set of predictions, Drucker discusses major challenges facing management that are already manifest in today's rapidly changing world. In a sweeping macro-level analysis of social, economic, and demographic changes at work across the globe, Drucker outlines the changing role of management, the new realities of strategy, how to lead in times of great change, how to develop new information sources for effective decision-making, and how individual workers must assume responsibility for managing their own careers. With his trademark keen insight and his ability to see connections among disparate forces, this visionary thinker has again produced an essential book for all libraries, especially academic collections.
Dale F. Farris, Groves, TX
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From Booklist
Most of what we've seen from Drucker over the last five years has been autobiographical reminiscences, reissues of earlier classic works, and collections of conversations and writings. This new title is being promoted as Drucker's first major book since *Post-Capitalist Society* (1993). Even so, it is more a collection of themes--albeit grand ones--that have occupied Drucker during this last decade of the century. And, as Drucker acknowledges, he has already "pilot-tested" much of this material in the form of major articles in *Forbes*, *California Management*, and *Harvard Business*. His overriding concern is the future challenges we face together as a society. Drucker divorces management from business, arguing that it is the "distinguishing organ of any and all organizations." He examines the concept of productivity as it applies to knowledge workers. Finally, in a crowning finale, he stresses the new demands that will be placed on the individual, concluding that workers will outlive the organizations that employ them--putting responsibility on each of us to "manage [our]selves." David Rouse