

L&D Executives...
Want to learn the
best, most practical
principles & practices
for leading change &
producing &
managing purposeful
innovation ever
created?

Attend our Powerful Virtual...

DRUCKER

Master Class Day

March 30, 2021

Drucker Insights, Advice & Practices You'll Want To Heed

As our once-secure world goes into a tailspin, you'll need new leading change & producing & managing innovation skills to cope, adapt, adjust, & stay in control.

We are living in a "future that has already happened." There is a time lag between recent happenings & its full impact. But rest assured, the impact is coming.

Economists of all stripes believe we will experience turbulent times, a potentially high inflation rate, & increases in both corporate & individual taxes likely to dampen business investment & consumer spending.

Businesses have to act. Peter F. Drucker created very specific prescriptions for dealing with a period of rapid change including re-strategizing for growing profitable revenues & effectively cutting costs (eliminating fat not muscle).

These will be discussed in detail at Drucker Master Class Day.

SHRM

SHRM-CP | SHRM-SCP

RECERTIFICATION
PROVIDER
2021

SHRM credits are also
available for those who
attend. What are you
waiting for?

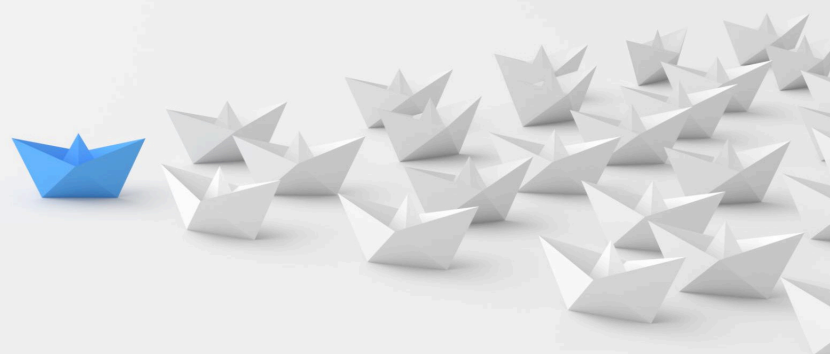
Corporate Learning
Network is recognized by
SHRM to offer professional
Development Credits (PDCs)
for the SHRM-CPSM.

A Corporate Learning
Network membership
provides accreditation that
fits into your busy schedule.



The Drucker Master Classes Will Be Led By...

Dr. Bernard Jaworski – Professor at the
*Peter F. Drucker & Masatoshi Ito Graduate School of
Management* – undisputedly one of the world's most
authoritative experts on the teachings of Peter F. Drucker.



Turn the page & learn more about Dr. Jaworski's two dis-
tinct (but highly interrelated) Master Classes for putting
into practice Drucker's *Leading Change & Producing &
Managing Innovation* methodologies.

Big Changes Ahead! Are Your Front-Line Executives Prepared to Manage in Turbulent Times?

To thrive & survive in a world turned upside down, requires executives to come to grips with it, and to succeed in spite of it.

But one cannot take a reactive approach.


The true objective of effectively leading change requires dealing with chaos proactively... and looking at the chaos as a source of competitive advantage, not a problem one hopes will magically disappear.

Drucker's Prescriptions for Leading Effective Change & Creating Purposeful Innovation Have Never Been More Important!

It's time to discover or re-discover Peter F. Drucker's 4 step leading change methodology proven successful in thousands of profit & not-for-profit organizations including Girl Scouts of America... ServiceMaster... Herman Miller... The Salvation Army... Rick Warren's Saddleback Community Church organization... General Electric & Edward Jones.

That's why we have organized Drucker Master Class Day (March 30) – to share with you the all-time best change management methodology ever created.

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“ ... In a period of upheavals, such as the one we are living in, change is the norm... But unless it is seen as the task of the organization to lead change, the organization – whether a business, university, hospital and so on – will not survive...”

Peter F. Drucker

How Drucker Master Class Day Is Organized

There are three distinct parts to this one-of-a-kind learning program that could be the most important event you'll attend this year:



Master Class # 1:
Leading Change:
4 Drucker Prescriptions
for Making Effective
Change Happen.
(12 PM – 2 PM EST)



Master Class #2:
**Producing & Managing
Successful Innovation:**
The Best, Most
Practical Approach to
Innovation & Internal
Entrepreneurship Ever
Created.
(2:15 PM– 4:00 PM EST)



Roundtable Discussion:
Representatives from
major organizations
will discuss how
they successfully
implemented Drucker's
prescriptions for leading
change & outcome-
driven innovation.
(4:15 PM – 5:15 PM EST)



“First-class people must always be allocated to major opportunities... And first-class opportunities must always be staffed with people of superior ability and performance.”



... To be change leaders, enterprises have to focus on opportunities...
They have to starve problems and feed the opportunities...”



Our Drucker Master Class Day Will Be Led By...

Celebrated Drucker management guru, Dr. Bernard Jaworski, Professor at the Peter F. Drucker & Masatoshi Ito Graduate School of Management & teacher extraordinaire.

Dr. Jaworski is known for engrossing his audience with actual “mini-cases” that produce near-perfect comprehension... and is as knowledgeable about what must be done to successfully become a change leader as anyone you’ll ever meet.

For the past five years, Dr. Jaworski has taught the “Drucker on Management” signature course for MBA & Executive MBA students & has prepared Peter F. Drucker curriculums for use throughout the world.

For more information about the Peter F. Drucker & Masatoshi Ito Graduate School of Management, click [here](#).

The Major Theme of Dr. Jaworski’s Presentations Focuses on Drucker’s ACE-I Methodology

Dr. Jaworski will discuss why & how executives can free their leading change decisions from costly guesswork by putting into practice the rigorous Drucker ACE – I methodology...

Abandonment of the unproductive & the obsolete...

Continuous productivity improvement in all areas...

Exploiting successes... and

Innovation – systematic search for innovation-prone opportunities



Innovative organizations realize the existing organization cannot also do tomorrow's job very well... Tomorrow's job needs a new structural entity, an autonomous organization of its own..."

Still More About Your Instructor – Dr. Bernard Jaworski

When asked to describe himself, Dr. Jaworski doesn't blink an eye. "I'm a high-content speaker who laterally extends Drucker's timeless principles & practices into the 21st century."

That's not being boastful – it's being honest, as hundreds of leading executives & Executive MBA students who have taken Dr. Jaworski's award-winning courses will attest.

Dr. Jaworski brings so much to his two Master Classes: he's been awarded teacher of the year multiple times... a brilliant Drucker Management synthesizer who will first present Drucker's principles & and then illustrate specific practices for turning those principles into immediate action.

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Master Class #1 will focus on ACE components of leading change.



Master Class #2 will focus on the I component – that is, Drucker's outcome-driven approach to producing and managing successful innovation.

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Drucker Master Class Descriptions



The best way to predict the future is to create it.”

Master Class #1

Leading Change: 4 Drucker Prescriptions for Making Effective Change Happen

“Change-skilled.” It’s fast becoming the most valuable asset an executive can offer.

After all, you & your colleagues are faced with pandemic-related disruption & upheaval, almost daily. Some companies won’t make it through the current crisis & tough times ahead.

Those that do face a new business climate that demands a great deal of very hard work & mastery of a specific set of Drucker-inspired principles & practices for counteracting the worst of situations with new energy & new direction.

In essence, this expertly taught Master Class will focus on the ACE component of Leading Change. (The “1” component will be discussed in Master Class #2.)

ACT NOW.

Register yourself –
and a team of key
people – today!

Master Class #1 Highlights

- A leading change checklist: systematic abandonment... continuous productivity improvement... finding & exploiting seen & initially unseen successes, & purposeful innovation – and why without all four Drucker prescriptions no organization can hope to become a Change Leader.
- How to determine what to abandon & how to abandon the unproductive & obsolete... and why abandonment leads to explosive productivity growth & meaningful innovation.
- How to continually & systematically seek to endow existing resources with new wealth-creating capacity through organized improvement & purposeful innovation.
- How to systematically identify through a variety of methods successes that should/must be exploited.
- How to acquire the needed opportunity-focus required for success & why organizations that focus just on problems tend to confuse motion with progress.
- How to avoid the three traps the majority of change leaders find themselves susceptible to & inevitably self-sabotage well-intentioned change efforts.
- How to use “internal benchmarking” & measurement to quantitatively compare the performance of an operation with the performance of all others, the best becoming the standard to be met by all the following year.
- Discovering an unrecognized truism: continuous improvement in any area eventually transforms the operation & leads to fundamental change in many areas including processes, service, mission, desired results & more.
- How to avoid three traps the majority of change leaders find themselves susceptible to & inevitably self-sabotage well-intentioned change efforts.
- Why the last component for the change leader to build into the enterprise is a systematic policy of INNOVATION.
- And much, much more!



“Bright ideas are the riskiest and least successful source of innovative opportunities.”

REGISTER NOW!

Drucker Master Class Descriptions

Master Class #2

Producing & Managing Successful Innovation: The Best, Most Practical Approach to Innovation & Internal Entrepreneurship Ever Created

Systematic & purposeful innovation (the I in the ACE-I formula) is an acquired management skill thanks to the pioneering work of Drucker who made the practice of innovation into a discipline that can be taught, learned, & practiced.

The foundation in a discipline gives today's competent manager a capacity to purposefully create needed innovations well beyond that of the ablest executive of 40 years ago.

Best of all, it enables today's outstanding executive to achieve innovations the business genius of yesterday could hardly have dreamt of.

In short, successful innovation is not a "Eureka" moment... It's an acquired management skill.

Learn from Dr. Bernard Jaworski how to use Drucker's step-by-step approach to optimizing innovation outcomes by converting "innovation tasks" into how-to-do-it methodologies, "so executives can perform them systematically, purposefully, with understanding, & with a high probability of accomplishment."

ACT NOW.

Register yourself – and a team of key people – today!

Master Class #2 Highlights

- Understanding the true meaning of innovation (e.g., innovation is not spinoffs from science and technology, but rather new value).
- How the best use Drucker's methodology for identifying the key sources of innovation opportunities.
- How the best develop a meaningful innovation strategy.
- How the best determine what areas innovations are needed or where the organization is innovation-prone.
- Why innovation strategy requires different measurements & a different use of budgets & budgetary controls from those appropriate to an ongoing business.
- Why innovations related to process reengineering, organizational design, business models, distributive channels, competitive strategy and the like must be distinguished from innovation as a "Business."
- Why innovative organizations realize they cannot simultaneously create the new and take care of what one already has – and why the best put the new into separate organizational strategic business units concerned with the creation of the new and different.
- Why successful change management requires two separate budgets – one budget for the present business & a separate budget for projects/ventures focused on creating a new future.
- Why senior management must understand the tendency of executives to avoid trading off short-term profits for long-term growth if their compensation is based on short-term profitability... and how the DuPont company solved this problem 100 years ago when they developed their much-imitated management control system.
- Why the introduction of change, the totally new and different, must be PILOTED.
- Why the best believe neither market research, untried social science theories, focus groups, nor computer modeling are a substitute for the test of reality – that is, testing/piloting on a small scale (as opposed to doing it on a grand scale at the first try).
- And much, much more!

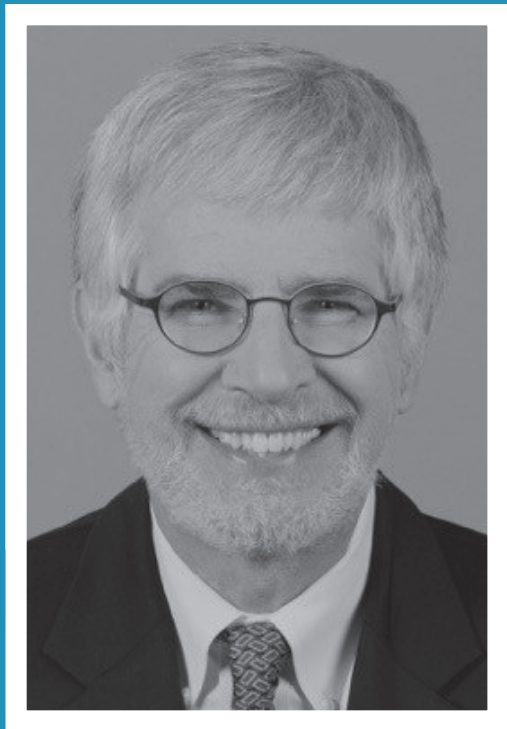


“Entrepreneurial organizations always search for change, respond to it, and exploit it as an opportunity.”

REGISTER NOW!

Roundtable Discussion Information

Following the Master Classes, representatives from major organizations will discuss how they successfully implemented Drucker's prescriptions for leading change & outcome-driven innovation into their everyday strategies.



This discussion will be moderated by Bruce Rosenstein, Managing Editor of *Leader to Leader*, a publication of The Frances Hesselbein Leadership Forum and Wiley/Jossey-Bass.

Bruce is the author of *Create Your Future the Peter Drucker Way*, published by McGraw-Hill and Brilliance Audio in 2013, and *Living in More Than One World: How Peter Drucker's Wisdom Can Inspire and Transform Your Life* (Berrett-Koehler, 2009).

He has studied Drucker's work for more than 30 years and wrote extensively about Drucker for more than a decade, for *USA TODAY* and elsewhere, before the publication of his first book. He conducted one of the last interviews with Drucker, seven months before his death, in 2005.

Besides *USA TODAY*, he has written for *Leader to Leader*, *PBS Next Avenue*, *Forbes.com*, *Leadership Excellence*, *GAMA International Journal*, *American Executive*, *Information Outlook* and many other publications.

Bruce has presented for the Drucker Authors Festival at the Drucker School at Claremont Graduate University in Claremont, California; the Wharton Club of Philadelphia; the London Business School Club of New York; the Rotman School of Management, in Toronto; at the Library of Congress and National Press Club in Washington, D.C.; and in Tokyo, at the Drucker Workshop/Waseda University and elsewhere.

His website is www.brucerosenstein.com.



Distinguishing Between Principles & Practices

Maximizing opportunities is the key to long-term success. Profit maximization is a myth. Successful organizations understand the need to trade off short-term profits for long-term growth.

A Drucker principle is: “Resources to produce results must be allocated to opportunities rather than to problems... Problems must be dealt with, but the focus must be on opportunities.”

Sounds nice. But how is Drucker’s opportunity maximization principle turned into operating reality?

According to Drucker, the typical business meeting is concerned with the care and feeding of problems; successes (i.e., opportunities) are usually ignored.

So, what can be done to create a meaningful opportunity focus rather than a problem focus?

One simple practice (or tactic) is to have two kinds of meetings namely: (1) a meeting that discusses problems and; (2) a meeting that discusses/drills down on/methodically identifies opportunities.

Without “opportunity meetings” chances are the organization will struggle with problems at the expense of capitalizing/exploiting opportunities.

Bottom line: Principles *must* be turned into how-to-do-it tactics or practices that must be practiced.

Throughout Dr. Jaworski’s presentation he will illustrate both the principles and their accompanying practices.



REGISTER NOW!