

# **A Different View on Effective Management: The Legacy of Peter Drucker**

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50th Congress of Association of Austrian Travel  
Agencies

Thursday, April 22, 2010



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# Agenda

- Characteristics of a leader
- Effectiveness & how to become effective
- Your next step

# Characteristics of a leader (1)

- Analytical conceptual characteristics and linkage between the functions
- Knowing the industry & product
- Knowing the skills (communication, negotiation, teambuilding, valuation of people)

# Characteristics of a leader (2)

## Personal characteristics

- Energy
- Completeness (totality and parts)
- Results oriented
- Creativity
- Cultural flexibility
- Personal charisma (inspiring of others)
- Values (feeling for what is right and what is wrong)

# Effective Management

- Get the right things done
- Effectiveness is a self-discipline
- Peter Drucker:  
Effectiveness can and must be learned
- Steps to become an effective manager

# Step 1: Know your time

- Effective managers work systematically at managing the little of their time that can be brought under their control
- If done with continuity, *this step alone* will bring substantial improvement
  - Record time (weekly, monthly)
  - Manage time (what and how)
  - Consolidate time (setting the time aside)



## Step 2: Focus vision on contribution

- Gear efforts to results rather than work
- The question “What can I contribute” looks for *unused potential*
- An executive’s focus on contribution by itself is a powerful force in developing people
- To focus on contribution is to focus on effectiveness

## **Step 2: Focus vision on contribution (2)**

**Focus on contribution supplies the four basic requirements of effective human relations.**

- Communications
- Teamwork
- Self-development
- Development of others

## **Step 3: Build on strengths (1)**

- Effective Managers build on their own strengths, the strengths of their superiors, colleagues and subordinates
- They concentrate on the few major areas where superior performance will produce outstanding results
- Appreciative Inquiry is a method of doing the same thing for an organization

## Step 3: Build on strengths (2)

### Manage your boss

- The effective executive tries to make fully productive the strengths of his own superior
- Key to subordinate's own effectiveness
- Questions to ask:
  - What can my boss do really well?
  - What has he/she done really well?
  - What does he/she need to know to use his/her strength?

## Step 4: Prioritise (1)

- Setting priorities is of utmost importance for the effective use of one's own time
- Managers often give priority to what is **URGENT** and not to what is **IMPORTANT**.

# Step 4: Prioritise (2)

	<b>URGENT</b>	<b>NOT URGENT</b>
<b>IMPORTANT</b>	<p><b>20-25%</b> <b>25-30%</b></p>	<p><b>65-80%</b> <b>15%</b></p>
<b>NOT IMPORTANT</b>	<p><b>15%</b> <b>50-60%</b></p>	<p><b>less than 1%</b> <b>2-3%</b></p>



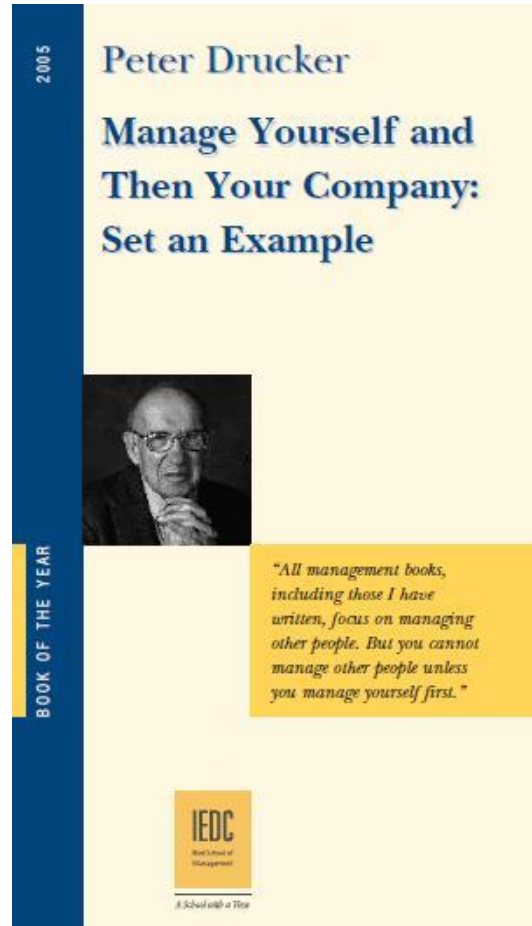
## Step 5: Make effective decisions

- Effective executives know that effective decision is always a judgment based on “dissenting opinions” rather than on “consensus on the facts”
- They make decisions on the highest conceptual level, the solution is simple and close to the working level

# **The right way to set priorities is set by courage, rather than analysis**

- Pick the future against the past
- Focus on opportunity rather than on problem
- Choose your own direction – rather than climb on the bandwagon
- Aim high, aim for something that will make a difference

# Your next step – manage yourself



# **Your next step – learn to manage others**

- Learning by doing
- Learning from your colleagues
- Learning from coaches and mentors
- Learning in management schools