

# **Drucker Management for Libraries**

**The Focus is on the Opportunity  
- And the Results**

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# The Drucker Society of New York City

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- Mission: To convert the Drucker principles into action across the community
  
  - Purpose of the presentation: To share some of these principles in terms of how they can apply to librarianship and the role of libraries in the community
  
  - Over 40 books and more than 10,000 articles – Drucker’s great legacy: the “principles of management”
    - Choosing to do “the right things”
    - Guidance for making the right things actionable
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# Peter Drucker Management Principles

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- Principles to consider and connect to library management:
    - What is the library's mission?
    - Who is the library's customer?
    - What does the customer/library patron value?
    - What are the results?
      - To the individual library patron?
      - To the community or organization with which the library is affiliated (town/academic institution/local government agency, *etc.*)?
    - What is the library's plan?
      - Is there a strategy for library service for the community or organization?
      - How does the plan match needs/requirements?
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# Peter Drucker Management Principles

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- Principles to consider (library staff/library managers/trustees):
  - Ask what needs to be done.
  - Ask what's right for the enterprise.
  - Develop action plans.
  - Take responsibility for decisions.
  - Take responsibility for communicating.
  - Focus on opportunities, not problems.
  - Run productive meetings.
  - Think and say "We," not "I."

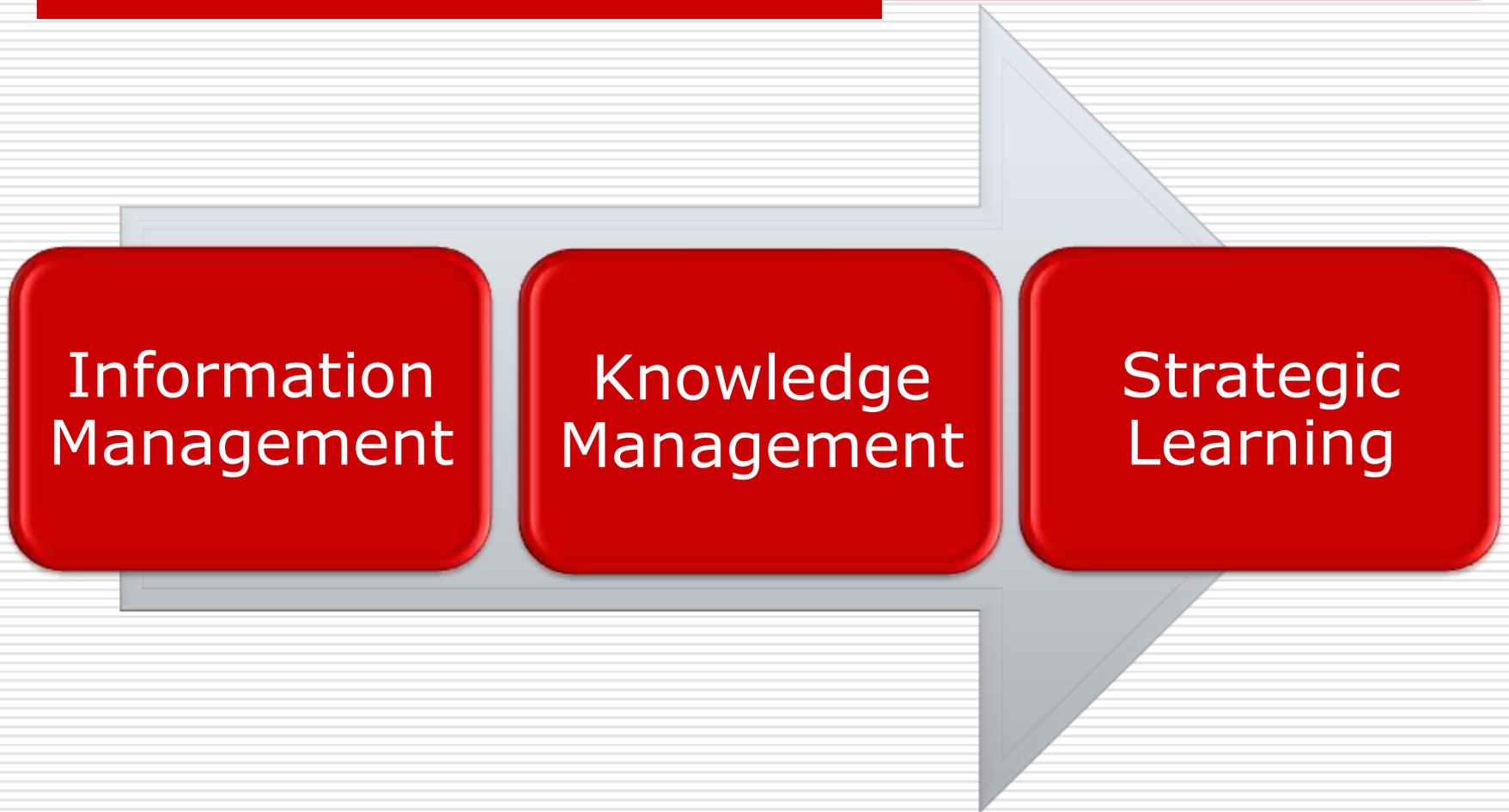
"What makes an effective executive?" *HBR*, June 2004

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# Knowledge Services

## The “Practical Side” of KM

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# Librarians as “Specialists”

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- Drucker: General libraries (public libraries) do not contain information. They contain data. The customer decides what is information. Specifically, the general library contains no more information than does the telephone book unless the customer knows what he needs and wants. The general library is just a store, although librarians can – and do – make the difference...

“The icon speaks – An interview with Peter Drucker”

*Information Outlook*, February 2002

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# Managers and Knowledge Workers

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- A manager's task is to make the strengths of people effective and their weakness irrelevant – and that applies fully as much to the manager's boss as it applies to the manager's subordinates.
- The subordinate's job is not to reform or reeducate the boss, not to make him conform to what the business schools or the management book say bosses should be like. It is to enable a particular boss to perform as a unique individual.

*Managing for the Future: The 1990's and Beyond (1992)*

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# Knowledge → Strategic Learning

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- That knowledge has become *the* resource, rather than a resource, is what makes our society "post-capitalist."

*Post-Capitalist Society (1993)*

- I think the growth industry of the future in this country and the world will soon be the continuing education of adults. ...I think the educated person of the future is somebody who realizes the need to continue to learn. That is the new definition and it is going to change the world we live in and work in.

*Managing in a Time of Great Change (1995)*

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# Values

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- ❑ “Any organization...needs a commitment to values and their constant reaffirmation, as a human body needs vitamins and minerals,” Drucker wrote. “There has to be something ‘this organization stands for,’ or else it degenerates into disorganization, confusion, and paralysis.”
  - ❑ Bruce Rosenstein: *Living in more than one world: How Peter Drucker’s wisdom can inspire and transform your life*
  - ❑ How do you – as trustees – relate the opportunity focus, the results focus, knowledge services, and strategic learning to libraries, librarianship, education, community?
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