July 2020

What would Peter do?

* Manage with courage.
What would Peter do?  
Hold fast to the core.

* Manage with courage.
The Core

Mission and Values

* Manage with courage.
“There has to be something this organization stands for, or it degenerates into disorganization, confusion, and paralysis.”

Peter F. Drucker
Mission and Objectives

Department of Public Works

Building community through infrastructure

- Provide essential services to homes and businesses.
- Maintain and enhance community assets.
- Plan, design, and develop needed infrastructure.
Why Mission Matters

*The mission statement captures “the organization’s purpose and very reason for being.”*  
Peter F. Drucker

What happens if we are effective in pursuit of our mission?  
What happens if we are ineffective in pursuit of our mission?
Values

Ethical: Tend to be things with which no one could disagree

Operational: Tend to tell us how to work

Strategic: Tend to indicate a choice between two worthwhile options

* Manage with courage.
**Ethical/Operational Values**

**Public Works**

**Safe:** Work as if lives are on the line—because they are.

**Wise:** Work as if livelihoods are on the line—because they are.

**Supportive:** Elevate yourself by elevating others.

**Focused:** Embrace the future by facing forward.

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Operational/Strategic Values

Community Investment

- If you can’t measure/demonstrate its efficacy, you can’t do it.
- Go where there is momentum; don’t push boulders uphill
- “We’ve always done it,” is not a justification for doing it again.
- You must ask and answer, “What does this do for X?”
- Existing local businesses trump potential imports.

Manage with courage.
Why Values Matter

“There has to be something this organization stands for, or it degenerates into disorganization, confusion, and paralysis.”

Peter F. Drucker

What happens if we are effective in adhering to our values?

What happens if we are ineffective in adhering to our values?
Drucker on Why Mission and Values Matter

“Performing, responsible management is the alternative to tyranny and our only protection against it.”

Peter F. Drucker
What would Peter do?  

Set Priorities and “Posteriorities”
Setting Priorities  Courage and Concentration
"Concentration—that is, the courage to impose on time and events his own decision as to what really matters and comes first—is the [leader’s] only hope of becoming the master of time and events."

Peter F. Drucker
Drucker on Priorities

“Courage rather than analysis dictates the truly important rules for identifying priorities.”

Peter F. Drucker

* Manage with courage.
Setting Priorities  Courage and Concentration
Setting Priorities

Courage and Concentration
The Zero Budget Exercise

* Manage with courage.
The Zero Budget Exercise

1. List all of your major programs and services (work you do).
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2. What is the one program/service you would keep, the one program/service you would cut, and the new program/service you would start?
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3. What is the next program/service (or new program/service) you would keep, and what program/service would you cut?
The Zero Budget Exercise

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4. What is next program/service (or new program/service) you would keep, and what program would you cut?

5. Review and analyze your responses above and follow through.
Drucker on Priorities

“A great deal could be said about the analysis of priorities. The most important thing about priorities and posteriorities is, however, not intelligent analysis but courage.”

Peter F. Drucker
**Drucker on Priorities**

“Effective [individuals] concentrate on the few major areas where superior performance will produce outstanding results. They force themselves to set priorities. . . . They know that they have no choice but to do first things first and second things not at all. The alternative is to get nothing done.”

Peter F. Drucker
Money & People
Money/Revenue/Resources = Irrelevant
Summarize the message of *Romeo and Juliet*. 
Summarize the message of *Romeo and Juliet*.

Love kindles and burns.
Summarize the message of *The Catcher in the Rye.*
Summarize the message of The *Catcher in the Rye*. Adolescence is a bridge between two ceaselessly expanding endpoints.
Summarize the *Hebrew Bible*.
Summarize the message of the *Hebrew Bible*. Do what God says, or else.
Summarize the last 6,000 years of human history.
Summarize the last 6,000 years of human history.

Powerful men wreak havoc.
Pursue your mission and values.
Pursue your mission and values.

The specific level of funding or resources available to you is irrelevant. Your job is to pursue your mission and values as effectively as possible with what you have.
People: Communication and Relationships
People: Communication and Relationships

Pigtails and Penny Loafers

* Manage with courage.
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“The question of mission has become, if anything, even more important as our world becomes increasingly disruptive and turbulent. No matter how much the world changes, people still have a fundamental need to belong to something they can feel proud of. They have a fundamental need for guiding values and sense of purpose that give their life and work meaning. They have a fundamental need for connection to other people, sharing with them the common bond of beliefs and aspirations. They have a desperate need for a guiding philosophy, a beacon on the hill to keep in sight during dark and disruptive times. More than any time in the past, people will demand operating autonomy—freedom plus responsibility—and will simultaneously demand that the organizations of which they are a part stand for something.”

Peter F. Drucker
What will you do?

* Manage with courage.
“Don’t tell me you had an interesting meeting with me. Tell me what you’re going to do on Monday that’s different.”

Peter F. Drucker