

Drucker on change

The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday's logic.

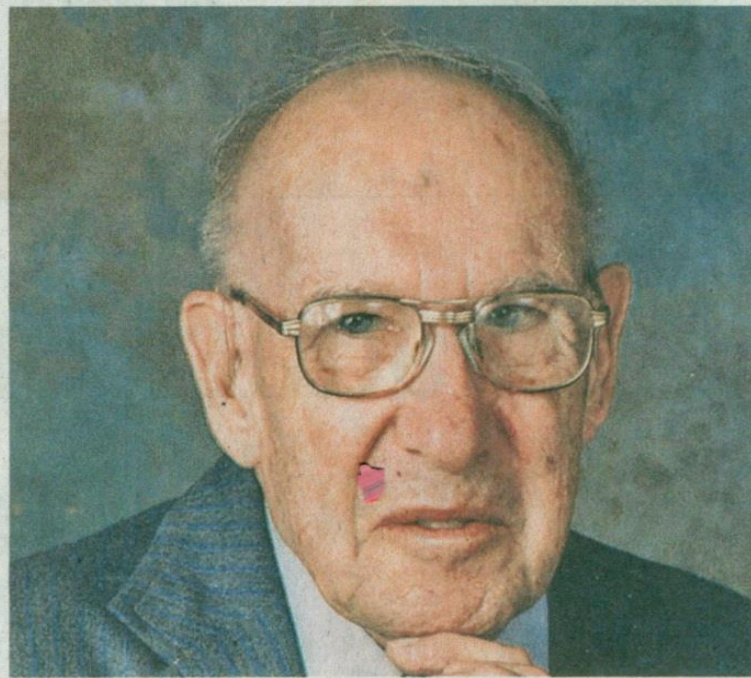
During periods of discontinuous, abrupt change, the essence of adaptation involves a keen sensitivity to what should be abandoned – not what should be changed or introduced. A willingness to depart from the familiar has distinct survival value.

All great change in business has come from outside the firm, not from inside.

Company cultures are like country cultures. Never try to change one. Try, instead, to work with what you've got.

Unless an organisation sees that its task is to lead change, that organisation – whether a business, a university or a hospital – will not survive. In a period of rapid structural change the only organisations that survive are the 'change leaders.'

Society, community, family are all conserving institutions. They try to maintain



Peter F. Drucker

stability, and to prevent, or at least to slow down, change. But the organisation of the post-capitalist society of organisations is a destabiliser. Because its function is to put knowledge to work – on tools, processes, and products; on work; on knowledge itself – it must be organised for constant change.

It takes far less energy to move from first-rate performance to excellence than it does to move from incom-

petence to mediocrity.

All great change in business has come from outside the firm, not from inside.

The critical factor of a problem is the element that has to be changed before anything else can be changed.

Innovation is the specific tool of entrepreneurs, the means by which they exploit change as an opportunity for

a different business or a different service. It is capable of being presented as a discipline, capable of being learned, capable of being practised. Entrepreneurs need to search purposefully for the sources of innovation, the changes and their symptoms that indicate opportunities for successful innovation. And they need to know and to apply the principles of successful innovation.

The entrepreneur always searches for change, responds to it, and exploits it as an opportunity.

Do not try to change yourself – you are unlikely to succeed. But work hard to improve the way you perform.

Everybody has accepted by now that change is unavoidable. But that still implies that change is like death and taxes – it should be postponed as long as possible and no change would be vastly preferable. But in a period of upheaval, such as the one we are living in, change is the norm.
