

REVISED EDITION

Peter F. Drucker

The Drucker Foundation Self-Assessment Tool

PARTICIPANT WORKBOOK

Foreword by Frances Hesselbein



The Peter F. Drucker Foundation
for Nonprofit Management

Drucker Foundation Self Assessment Tool Participant Workbook

PT Brinkman



Drucker Foundation Self Assessment Tool Participant Workbook:

The Five Most Important Questions Self Assessment Tool Peter F. Drucker, Frances Hesselbein Leadership Institute, 2010-11-11 This transformational tool offers leaders a critical resource for better understanding their organizations and themselves honing their skills to become accomplished long range planners and strategic thinkers By working through the Participant Workbook leaders will gain the insight needed to plan for results learn from customers and clients and ascertain how to achieve extraordinary levels of performance The Participant Workbook draws on Peter F Drucker s The Five Most Important Questions and is grounded in his management philosophies that address the critical aspects that make organizations viable and valuable entities When leaders answer these questions thoughtfully and address them with purpose these questions take one down a path to organizational transformation and enlightenment By leveraging these essential questions the Participant Workbook challenges leaders to take a close look at the very heart of their organization and what drives it giving them a means to assess how to be and how to develop quality character mind set values and courage Drucker s The Five Most Important Questions lead to spirited discussions and action inspiring positive change and renewed focus Designed for today s busy professionals this concise clear and accessible workbook for social sector nonprofit and socially minded business and government leaders can be used as preparation for a workshop organizational self assessment or as a stand alone leadership development tool for individuals looking to develop themselves and their organizations Praise for the Participant Workbook Self Assessment Tool Time and again Drucker s The Five Most Important Questions have proven to be the most effective way for nonprofit organizations to conduct self assessment and develop plans that will help them achieve real and lasting results Cathey Brown founder and CEO Rainbow Days Inc and 2001 Frances Hesselbein Community Innovation Fellow The Five Most Important Questions Self Assessment Tool is a gift to the social leadership sector from the late management guru Peter Drucker and the Leader to Leader Institute It makes incredible sense it is easy to use and lays the foundation for strategic planning Irv Katz president and CEO National Human Services Assembly A must read for social entrepreneurs who are seeking to dramatically grow their organization s impact without losing sight of the heart of their mission Iris Y Chen president and CEO I Have A Dream Foundation High performing organizations and individuals know that self assessment through Drucker s The Five Most Important Questions is the starting point for defining today and making tomorrow Lee H Igel assistant professor New York University and president Peter F Drucker Society of New York City This nuts and bolts guide has become my compass for urging leaders and managers to ask the right questions to look beyond what they thought they knew and to focus on being relevant tomorrow rather than resting on yesterday s achievements Lieutenant Commander Carla J Grantham U S Coast Guard Retired Congressional Liaison for Diversity Recruitment and Talent Management U S Coast Guard **The Drucker Foundation Self-assessment Tool** Peter Ferdinand Drucker, 1999

Peter Drucker's The Five Most Important Question Self Assessment Tool Frances Hesselbein Leadership

Institute,2010-11-09 The Leader to Leader Institute's best selling The Five Most Important Questions Self Assessment Tool has helped facilitators leaders and consultants guide thousands in unleashing their organizations full potential in serving their mission and clients The third edition of this critical resource builds on the original and offers facilitators working with nonprofits and social sector organizations as well as business and government a clear and accessible model for helping participants achieve results that align mission goals and plans At the heart of this tool are Peter F Drucker's enduring The Five Most Important Questions that facilitators use to lead participants in addressing the critical things that make their organizations viable and valuable entities When answered thoughtfully and addressed with purpose these questions take one down a path of organizational transformation that leads to impact and success The Facilitator's Guide includes Steps for designing and conducting an organizational self assessment including how to gain commitment and form a team set goals gather and analyze data prepare for and engage in facilitated dialogue and how to create action by appraising and implementing strategic and operational plans Workshop preparation including how to deliver two day full day and half day workshops and resources to help you design and prepare a workshop An introductory workshop script with step by step guidance preparing you to deliver the information participants need A Microsoft PowerPoint™ presentation for running a workshop A bound in copy of the Participant Workbook Praise for the Facilitator's Guide Self Assessment Tool Time and again Drucker's The Five Most Important Questions have proven to be the most effective way for nonprofit organizations to conduct self assessment and develop plans that will help them achieve real and lasting results Cathey Brown founder and CEO Rainbow Days Inc and 2001 Frances Hesselbein Community Innovation Fellow The Five Most Important Questions Self Assessment Tool is a gift to the social leadership sector from the late management guru Peter Drucker and the Leader to Leader Institute It makes incredible sense it is easy to use and lays the foundation for strategic planning Irv Katz president and CEO National Human Services Assembly A must read for social entrepreneurs who are seeking to dramatically grow their organization's impact without losing sight of the heart of their mission Iris Y Chen president and CEO I Have A Dream Foundation High performing organizations and individuals know that self assessment through Drucker's The Five Most Important Questions is the starting point for defining today and making tomorrow Lee H Igel assistant professor New York University and president Peter F Drucker Society of New York City This nuts and bolts guide has become my compass for urging leaders and managers to ask the right questions to look beyond what they thought they knew and to focus on being relevant tomorrow rather than resting on yesterday's achievements Lieutenant Commander Carla J Grantham U S Coast Guard retired Congressional Liaison for Diversity Recruitment and Talent Management U S Coast Guard

The Drucker Foundation Self-Assessment Tool Process Guide Gary J. Stern, Peter F. Drucker Foundation for Nonprofit Management, 1999 This self assessment tool for nonprofit organizations provides help in clarifying an organization's mission and plan This revised edition contains a new emphasis on implementing the discoveries made in the assessment process

The Drucker Foundation Self-Assessment Tool Peter F. Drucker Foundation for Nonprofit Management,1998-10-23

Peter F Drucker Foundation for Nonprofit Management As a tool for clarifying the thinking of volunteer boards the Drucker Self Assessment Tool is unparalleled This is a real way to develop a language get to the critical issues and move on the most practical and efficient method I have seen As facilitator of over 175 retreats it is the best thing I ve used and I appreciate the enhancements and improvements Peggy Outon board chair National Alliance for Nonprofit Management The Drucker Foundation s Self Assessment Tool has made a lot of changes in the way we do business The workbook was a good beginning The interactions and homework reports on flip chart paper were a vital part of this learning process Sue H Brown executive director Senior Centers of Spartanburg County Inc The results far surpassed our expectations The Drucker Process literally revitalized the organization The board members have rallied around a new mission statement taken on a variety of tasks and designed new programs which are very realistic Beth S Cole former executive director American Academy of Home Care Physicians For over fifty years Peter F Drucker has shared his wisdom with organizations in the private public and nonprofit sectors The Drucker Foundation Self Assessment Tool puts his invaluable management experience into your hands and gives you the means to rediscover the mission and potential of your nonprofit organization Originally published in 1993 the best selling Self Assessment Tool has helped and inspired nonprofit boards executives and teams to apply Drucker s insights to their organizations needs Based on extensive user feedback and research the new and improved Participant Workbook has been streamlined for greater flexibility and focus The revised Participant Workbook presents Peter Drucker s Five Most Important Questions and fully updated worksheets There is no right way to use this tool you make it your own Its clear directions and straightforward method make it easy to implement with groups of any size management level or planning experience By the And of the self assessment process participants will not only have a stronger understanding of their mission values and customers but also an effective plan to apply what they learned Multiple Uses for the Self Assessment Tool The leadership team the chairman of the board and the chief executive can lead the organization in conducting a comprehensive self assessment refining mission goals and results and developing a working plan of action Teams throughout the organization can use the Tool to invigorate projects tailoring the process to focus on specific areas as needed Governing boards can use the Tool in orientation for new members as means to deepen thinking during retreats and to develop clarity on mission and goals Universities and colleges can use the Tool as a guide for field projects with organizations from the nonprofit business and government sectors and as a resource for boards and faculty Working groups from collaborating organizations can use the Tool to define common purpose and to develop clear goals programs and plans **Peter**

Drucker's Five Most Important Questions Peter F. Drucker,Frances Hesselbein,Joan Snyder Kuhl,2015-03-23 Enduring Management Wisdom for Today s Leaders From Peter F Drucker Peter Drucker s Five Most Important Questions provides insightful guidance and stirring inspiration for today s leaders and entrepreneurs By applying Drucker s leadership

framework in the present context of today's leaders and those who lead with them this book is an essential resource for people leading managing and working in all three sectors public private and social Readers will gain new perspectives and develop a solid foundation upon which to build a successful and bright future They will learn how to focus on why they are doing what they're doing how to do it better and how to develop a realistic motivational plan for achieving their goals This brief clear and accessible guide peppered with commentary from distinguished management gurus contemporary entrepreneurs and dynamic millennial leaders will challenge readers and stimulate spirited discussion and action within any organization inspiring positive change and new levels of excellence In addition to contributions from Jim Collins Marshall Goldsmith and Judith Rodin the book features new insights from some of today's most influential leaders in business GE and Salesforce.com academia Harvard Business School and Northwestern University social enterprise Levo League Pencils of Promise and Why Millennials Matter and the military United States Military Academy who have been directly influenced by Drucker's theory of management

The Five Most Important Questions You Will Ever Ask About Your Organization Peter F. Drucker, 2008-04-18 With Peter Drucker's five essential questions and the help of five of today's thought leaders this little book will challenge readers to take a close look at the very heart of their organizations and what drives them A tool for self assessment and transformation answering these five questions will fundamentally change the way you work helping you lead your organization to an exceptional level of performance Peter Drucker's five questions are What is our Mission with Jim Collins Who is our Customer with Phil Kotler What does the Customer Value with Jim Kouzes What are our Results with Judith Rodin What is our Plan with V. Kasturi Rangan These essential questions grounded in Peter Drucker's theories of management will take readers on a exploration of organizational and personal self discovery giving them a means to assess how to be how to develop quality character mind set values and courage The questions lead to action By asking these questions readers can focus on why they are doing what they are doing in their work and how to do it better Designed for today's busy professionals this brief clear and accessible book will challenge readers to ask these provocative questions and it will stimulate spirited discussions and action within any organization inspiring positive change and new levels of excellence helping all to envision the future of theirs or any organization

The Drucker Foundation Self-Assessment Tool (SAT II) Set, (includes the Revised Process Guide & 1 Participant Workbook) Peter F. Drucker, Gary J. Stern, 1998-10-22 This is a time to shape the future precisely because everything is in flux This is a time for self assessment clear minded decisions and above all a time for action Peter F. Drucker As a tool for clarifying the thinking of volunteer boards the Self Assessment Tool is unparalleled This is a real way to develop a language get to the critical issues and move on the most practical and efficient method I have seen As facilitator of over 175 retreats it is the best thing I've used and I appreciate the enhancements and improvements Peggy Outon board chair National Alliance for Nonprofit Management Since its publication in 1993 the best selling Drucker Foundation Self Assessment Tool has helped countless nonprofit boards executives and teams to rediscover

the direction and potential of their organizations The revised edition now offers even more powerful guidance to help organizations uncover the truth about their performance focus their direction and take control of their future The Process Guide provides step by step guidelines and resources while this Participant Workbook presents thought provoking introductions and easy to follow worksheets Here specific and concise directions help facilitators promote discussion and assist in the self assessment process Participants will not only gain new insights about their organization s potential but also forge strategies for implementation and future success Purchase your 5 Participant Workbooks now at this discounted price

Mastering the Management Buckets John Pearson,2011-07-24 In the most practical humorous and fast moving chapters you ve ever read on business and nonprofit leadership and management this in the trenches management expert presents his 20 Management Buckets System for understanding and organizing your important mission When you don t know what you don t know says John Pearson the Law of Unintended Consequences will derail you every time Based on Pearson s 48 hour Management Buckets Workshop Experience Mastering the Management Buckets offers detailed implementation tools including 99 practical takeaways that a leader could implement immediately plus nine management breakthrough strategies Learn how The People Bucket The Donor Bucket The Hoopla Bucket The Customer Bucket and others can make or break your organization For managers and leaders to use on their own in weekly staff meetings mentoring young leaders and managers and a host of other ways

Social Business Andrea Grove,Gary A. Berg,2014-02-13 Conceptualized and put into practice by Nobel Peace Prize Laureate and Presidential Medal of Freedom recipient Dr Muhammad Yunus social businesses work to address social ills such as poverty lack of health care gaps in education and environmental challenges This book explores the ideation practice and evaluation of the concept of social business Not just theoretical foundations but several case studies of social businesses around the world and state of the art assessment of the issues that arise in the planning marketing and evaluation of social businesses are featured in this book This cutting edge collection of articles presented by the California Institute for Social Business CISB in collaboration with Professor Yunus is one of the first comprehensive collections of theory and research on the emerging field of social business The diverse group of authors come from around the world and from various disciplinary backgrounds representing the leading academic experts on social business phenomena

Museum Marketing and Strategy Neil G. Kotler,Philip Kotler,Wendy I. Kotler,2016-08-25 This newly revised and updated edition of the classic resource on museum marketing and strategy provides a proven framework for examining marketing and strategic goals in relation to a museum s mission resources opportunities and challenges Museum Marketing and Strategy examines the full range of marketing techniques and includes the most current information on positioning branding and e marketing The book addresses the issues of most importance to the museum community and shows how to Define the exchange process between a museum s offerings and consumer value Differentiate a museum and communicate its unique value in a competitive marketplace Find create and retain consumers and convert visitors to

members and members to volunteers and donors Plan strategically and maximize marketing s value Achieve financial stability Develop a consumer centered museum *Nonprofit Organizations* Helmut K. Anheier,2006-08-21 This text is the first to dedicate itself to the nonprofit sector It provides a comprehensive overview of nonprofit and voluntary organizations nongovernmental organizations philanthropic foundations and civil society institutions Taking an international perspective it details the background and concepts behind these organizations and examines the theory management and policy which informs them Questions answered include What are nonprofit and voluntary organizations What is the history of the nonprofit sector What is the scale and structure of the nonprofit sector How can we explain the existence and behaviour of nonprofit organizations How do nonprofits obtain funding and how do they manage resources With strong pedagogical features and the author s own extensive experience this book is a valuable reference for all those involved in non profit making organizations as well as those in the wider public administration and management arena **The Five Most Important Questions You**

Will Ever Ask About Your Organization Peter F. Drucker,2011-01-11 With Peter Drucker s five essential questions and the help of five of today s thought leaders this little book will challenge readers to take a close look at the very heart of their organizations and what drives them A tool for self assessment and transformation answering these five questions will fundamentally change the way you work helping you lead your organization to an exceptional level of performance Peter Drucker s five questions are What is our Mission with Jim Collins Who is our Customer with Phil Kotler What does the Customer Value with Jim Kouzes What are our Results with Judith Rodin What is our Plan with V Kasturi Rangan These essential questions grounded in Peter Drucker s theories of management will take readers on a exploration of organizational and personal self discovery giving them a means to assess how to be how to develop quality character mind set values and courage The questions lead to action By asking these questions readers can focus on why they are doing what they are doing in their work and how to do it better Designed for today s busy professionals this brief clear and accessible book will challenge readers to ask these provocative questions and it will stimulate spirited discussions and action within any organization inspiring positive change and new levels of excellence helping all to envision the future of theirs or any organization Benchmarking for Nonprofits Jason Saul,2004-10-30 The no cost way to improve your organization on a

daily basis Most nonprofits are already benchmarking informally This unique book defines a formal way to benchmark You ll learn how to prepare your organization measure performance and implement best practices as well as learning the five key steps of benchmarking the arguments against benchmarking and why you should disregard them how benchmarking differs from evaluation and assessment how to form a benchmarking team how to create a success equation that helps you measure your organization s performance how to make sure to measure what matters how to choose your benchmarking partners and what you can learn from the wrong partner and how to overcome staff resistance to benchmarking Practical tools help you benchmark what matters Real world examples illustrate benchmarking in action Exercises and worksheets guide you through

processes such as drafting a benchmarking plan identifying and analyzing the things in your organization that need improvement prioritizing which processes to focus on identifying your CTQ critical to quality outcomes and more The way to survive as a nonprofit in today's market is to thrive With so many organizations seeking the same dollars only the best will endure Benchmarking ensures that your organization is always operating at peak performance It's something you can't afford not to do especially since you can do it for free

Winning Gifts Thomas C. Wilson, 2008-01-09 The secret to getting gifts and making donors feel like winners Know the best approaches to people centered fundraising Understand the role of executive director fundraisers program managers and volunteers in the win win framework the importance of listening the case for a donor centered approach and the direct ways these concepts can be applied in a variety of fundraising settings Includes numerous real world examples taken from the author's own experience as chief philanthropy officer in nonprofits and as a leader in a well known national nonprofit consulting company Thomas D Wilson is the vice president and western regional manager for Campbell Company His career in fundraising spans more than 25 years and includes building successful campaigns from inception reinvigorating stalled initiatives and board staff training *Handbook for Continuous Improvement* Corporation for National Service (U.S.), 1994

[Marketing Workbook for Nonprofit Organizations](#) Gary J. Stern, 1997-08-15 Don't just wish for marketing results get them If marketing seems too commercial or too complex or if your current efforts aren't delivering results this book is for you With this helpful guide you can create a simple usable marketing plan designed to get results Since its first edition in 1990 the Marketing Workbook has helped thousands like you use marketing to reach the people you want to help and attract the money and support your organization deserves Now this updated second edition offers an easy to follow five step process to create an effective marketing plan provides an expanded resources section including Internet examples and includes web wisdom to help you set reasonable web goals build an on line reputation and learn about the possibilities and pitfalls of web promotion Use it to be sure you have the right services to meet people's needs reach the audiences you want with a message that motivates people to respond and make a strong impact in your community and beyond This book will guide you through each stage of the marketing process You'll learn how to link marketing with strategic planning set goals and evaluate your success conduct a marketing audit using the Six Ps of Marketing position your organization in a unique niche and develop a marketing plan and promotional campaign Plus you also get 27 proven promotional techniques dozens of tips for writing and design a sample marketing plan a case study of how one nonprofit implemented their plan and much more Get the Marketing Workbook and start putting the power of marketing to work in your organization

The Drucker Foundation Self-Assessment Tool (SAT II) Set, (includes the Revised Process Guide & 10 Participant Workbooks) Peter F. Drucker, Gary J. Stern, 1998-10-16 This is a time to shape the future precisely because everything is in flux This is a time for self assessment clear minded decisions and above all a time for action Peter F Drucker As a tool for clarifying the thinking of volunteer boards the Self Assessment Tool is unparalleled This

is a real way to develop a language get to the critical issues and move on the most practical and efficient method I have seen As facilitator of over 175 retreats it is the best thing I ve used and I appreciate the enhancements and improvements Peggy Outon board chair National Alliance for Nonprofit Management Since its publication in 1993 the best selling Drucker Foundation Self Assessment Tool has helped countless nonprofit boards executives and teams to rediscover the direction and potential of their organizations The revised edition now offers even more powerful guidance to help organizations uncover the truth about their performance focus their direction and take control of their future The Process Guide provides step by step guidelines and resources while this Participant Workbook presents thought provoking introductions and easy to follow worksheets Here specific and concise directions help facilitators promote discussion and assist in the self assessment process Participants will not only gain new insights about their organization s potential but also forge strategies for implementation and future success Purchase your 5 Participant Workbooks now at this discounted price The Organization of the Future 2

Frances Hesselbein, Marshall Goldsmith, 2009-01-27 With 26 inspiring chapters this book celebrates the wisdom of some of the most recognized thought leaders of our day emerging and established experts who share their unique vision of what the organization of the future should look like and must do to survive in the turbulent 21st Century Outsmart Your Rivals by Seeing What Others Don t Jim Champy Organization Is Not Structure but Capability Dave Ulrich Norm Smallwood The Leader s Mandate Create a Shared Sense of Destiny James M Kouzes Barry Z Posner A Different Kind of Company Srikumar S Rao Free to Choose How American Managers Can Create Globally Competitive Workplaces James O Toole Managing the Whole Mandate for the Twenty First Century Ditching the Quick Fix Approach to Management Paul Borawski Maryann Brennan The Values That Build a Strong Organization Thomas J Moran Revisiting the Concept of the Corporation Charles Handy Mobilizing Emotions for Performance Making the Most of the Informal Organization Jon R Katzenbach Zia Khan Beyond Retirement Mature Workers Are Essential Talent for Organizations of the Future Richard J Leider The Best Hope for Organizations of the Future A Functioning Society Ira A Jackson Reframing Ethics Spirit and Soul Lee G Bolman Terrence E Deal Environment Drives Behavior and Expectations Bill Strickland with Regina Cronin Dynamic Organizations for an Entrepreneurial Age Christopher Gergen Gregg Vanourek Multidimensional Multinational Organizations of the Future Jay R Galbraith Designing Organizations That Are Built to Change Edward E Lawler III Christopher G Worley Refounding a Movement Preparing a One Hundred Year Old Organization for the Future Kathy Cloninger Three Challenges Facing Nonprofits of the Future People Funding and Strategy Roxanne Spillett Pioneering the College of the Future Building as We Walk Darlyne Bailey The Organization of the Future Will Foster an Inclusive Environment Lee Cockerell The Leader as Subculture Manager Edgar H Schein The New High Performance Horizontal Organization Howard M Guttman The Leadership Blueprint to Achieve Exponential Growth David G Thomson Leadership Judgment The Essence of a Good Leader Noel M Tichy Christopher DeRose The Leader of the Future William A Cohen Leadership by Perpetual Practice Debbie

Kennedy **Meeting the Collaboration Challenge Workbook** Peter F. Drucker Foundation for Nonprofit Management, 2002-05-24 In his award winning book *The Collaboration Challenge* James E Austin demonstrated how nonprofits and businesses can succeed through strategic alliances Now in *Meeting the Collaboration Challenge* the Drucker Foundation provides specific guidance to help nonprofits of every size put collaboration into practice This workbook its companion videotape and *The Collaboration Challenge* help your nonprofit organization further its mission through strategic alliances with businesses *Meeting the Collaboration Challenge* emphasizes the assets and capabilities that nonprofit organizations bring to alliances with business It presents a four phase process of preparing your organization for alliances planning alliances developing alliances and renewing alliances Each phase is intended to encourage participation in successful nonprofit business alliances and to organize information and guide discussions about them Its practical resources help to Identify assets and capabilities a nonprofit might provide and benefits it might seek in alliances Review strategic goals and readiness for developing alliances Research each potential alliance to assess strategic fit and opportunities Discover additional businesses with which a nonprofit might create alliances Design a marketing approach for each alliance Develop the management plan for each alliance Appraise each alliance and its potential Through this systematic process for developing your nonprofit s alliances with businesses you can build collaboration that benefits both partners and the customers and communities they serve

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