



Applying The Drucker Approach To **REINVENTING** GOVERNMENT AGENCIES:

Extending the Teachings of the Man Who
Invented Modern Management



“It is the executive’s job (in every institution) to focus the organization on opportunity and away from problems, to re-create leadership and counteract the trend toward mediocrity, to replace inertia and its momentum by new energy and new direction”

— Peter F. Drucker

An E-Book Providing Direction, Method and Purpose
to Meeting New Budget Reforms

Presented by:



**MANAGEMENT
MATTERS** NETWORK

PART 4

OF A FOUR-PART E-BOOK SERIES

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Editor's Note

Said Peter F. Drucker: "The people responsible for the existing business will always be tempted to postpone action on anything new, entrepreneurial, or innovative until it is too late..."

Take-for example- Radio Corporation of America (RCA). Founded in 1919 and led by David Sarnoff was a telecommunications and media empire that included both RCA and NBC and at one point in time became one of the largest companies in the world.

RCA's extremely profitable radio receiver manufacturing business was a global leader. Several books (and Wikipedia's thumbnail sketch) detail how RCA made television into a commercial success.

According to Harvard's Ted Levitt:

"When Vladimir Zworykin, the father of television, demonstrated the first crude and enormously bulky TV system to his top management at RCA, the unimpressed reaction of one highly successful one executive was typical: 'Why don't you take this guy off this foolishness and put him and his team on something useful?' – like cutting costs on radio receivers, for example."

It was only when David Sarnoff, RCA's single-minded chief got wind of what the television new venture group was attempting; those involved with the venture received unqualified backing to move onward and independently with the project.

Sarnoff equivalently made the unit into a separate, autonomous operating unit and divorced it from the ongoing business.

Otherwise it was quite likely the innovative project would have been starved for required resources and inevitable setbacks, delays, and overspending in projects of this kind doomed it to the scrap heap.

Even though Zworykin estimated the venture would cost about \$100,000 to bring to market (it eventually cost \$50 million), Sarnoff stayed with it because he believed “it was a risk RCA could not “afford not to take.”

What Can Government Agency Executives Learn From This Example?

For starters, innovation measurements differ from measurements for the ongoing organization.

The RCA story illustrates the need for different measurements and different uses of budgets and budgetary controls from the ongoing business or organization.

To impose on innovating efforts, as is typically done in the majority of organizations, the measurements, & especially the accounting conventions that fit the ongoing business, is to paraphrase Drucker: “A surefire way to cripple the innovative effort... It’s like putting a 100 pound pack on a six-year-old going on a hike...”

The most successful innovating businesses (DuPont, HP, 3M) learned these lessons long ago. The right structure, does not guarantee innovation results. But the wrong structure aborts results & smothers even the best-directed innovation efforts.

Put bluntly: To impose the same measurements that fit the ongoing organization is misdirection.

Quick Summary of What You’ll Learn In Part IV

In Part III of this e-book, we discussed the need for every agency to define what they mean by results and the importance of measurement in determining whether or not they are succeeding in converting mission-driven goals into operating reality.

Furthermore in Part III, we presented an article on the importance of developing separate, autonomous centers of initiative for making innovation happen.

Part IV briefly outlines a very specific Drucker approach to structured/strategic planning for each government agency. When developing such a plan, agency executives will inevitably discover what new and different (i.e., innovative) things have to be done.

Once this is accomplished, it must be decided how it will be done. We suggest government agency executives learn the best practices in making innovation happen—practices used by both successful for-profit & not-for-profit organizations.

Part IV features an article on things every government agency executive should know about innovation, written by Dr. William Cohen, Major General, USAF, Ret. (and Drucker's first PhD student) & MMN's editorial staff.



Drucker's

STRUCTURED APPROACH

To Re-Thinking
Government Agencies



Drucker's Structured Approach To Re-Thinking Government Agencies

Peter F. Drucker developed a six-step approach to constructing and implementing a strategic (what-to-do) and tactical (how-to-do-it) planning system.

The planning system has been published in many forms but it is best presented by *Leader To Leader Institute* (originally called the Peter F. Drucker Foundation for Nonprofit Management). It comes under the title *The Five Most Important Questions Self-Assessment Tool–Participant Workbook*.

To work through the participant's workbook, government executives will need to understand many of Drucker's concepts, principles and practices. We are presenting a special workshop at our conference to equip participants with what is required to get started in Drucker's total planning process.

A disciplined step-by-step approach is the only way government agencies will achieve permanent cost-cutting and avoid "amputation before diagnosis." In short, adhering to the following 6 steps is the key to making their agencies more effective.

Drucker's 6 Basic Planning and Implementation Steps

1. Refine your mission statement. Every three to five years, every agency must decide whether it needs to be refocused because its initial objectives have long since been accomplished.

Redefining the mission will help identify what is not working, have never worked, and the things which have outlived their usefulness and capacity to contribute to results. This immediately suggests what should be abandoned.

2. Set mission-driven goals. Goals are typically qualitative and should be few in number. Goals are overarching, and provide the organization with fundamental long-range direction. More than five goals inevitably lead to lack of concentration on the most important things that must be done.

Goals flow from the mission, steer the organization toward where it must go, and points the way to building on strength and eliminating those activities which detract from the central mission.

3. Set measurable and quantifiable objectives. In short, objectives are the specific and measurable levels of achievement that move the organization toward its qualitative goals.

The key results (those that must be quantified) are derived from the objectives. Many agencies think they have objectives but do not.

Drucker reminded us that lofty objectives will only hinder an organization from achieving results. This means that objectives must be actionable, capable of being converted into specific work assignments, with accompanying deadlines so that the performance of each can be routinely measured.

Take, for instance, Drucker's classic church example:

“Saving souls,’ as the definition of the objectives of a church’s mission is totally intangible. At least, the bookkeeping is not of this world. But church attendance is measurable. And so is the goal of bringing at least two-thirds of the young people of the congregation into the church and its activities.”

Another classic Drucker example:

“The development of the whole personality as the objective of a school is, indeed, intangible. But teaching a child to read by the time he has finished third grade is by no means intangible and can be measured easily and with considerable precision.”

4. Mobilize resources for action. A decision is not an action. It is only good intention. The following example, suggested by Andy Andrews in his bestselling book *The Noticer*, makes this point in an unforgettable manner:

If there are five birds resting on a branch and one decides to fly away, how many birds remain?

Of course, you realize this is a trick question. So, you hesitate to answer. But, in your mind, you believe only four birds remain.

Wrong! A decision is not an action. Indeed, a decision is supposedly a commitment to action.

The correct answer? Five birds remain.

Until the bird who made the decision actually flies away, there has been no action. It's only a good intention.

Without doubt, the bird who decided to fly away told the other birds about his/her decision. It's even possible the big boss bird blessed the exit decision with a statement such as: “Your decision to fly away has my full support.”

Everybody equivalently claps. Indeed, sometimes they even stand to clap.

The point of this example is that a specific tactical work plan must be developed and implemented. The plan contains work assignments, accountability, deadlines for performance, and the like. It details key activities that must be accomplished if the plan is to be turned into operational reality.

5. Determine budgets based on the tactical work plan. Many budgets are based on tradition, habit and inertia. In order to accomplish the work plan, the necessary level of resources must be made available.

6. Appraisal. Comparing actual results to predicted results is a must-do activity. As discussed in our article, Drucker's Performance Management & Measurement System, feedback from actual results alerts executives to what's working and what is not working...and provides opportunity to either change the strategy, change the tactics, or possibly adjust the goals.

Conclusion

These six steps -- refining the mission statement, developing goals, setting quantifiable objectives (and key results), mobilizing for action, determining budgets, and constant appraisal -- is what the structured planning process is all about.



Lessons In Change Leadership For
Government Executives:

PRINCIPLES & PRACTICES

For Creating A New Tomorrow

By William A. Cohen & MMN Editorial Staff



Lessons In Change Leadership For Government Executives: Principles & Practices For Creating A New Tomorrow

According to Peter F. Drucker, “One cannot manage change ... One can only be ahead of it.”

Making real change happen is painful and risky. But given a rapidly arriving, disruptive future, creating meaningful change must become the norm.

Change leaders won't let entropy triumph. There are two key elements continuous organizational reinvention – namely: (1) betterness and; (2) innovation.

Sustained success is largely a matter of focusing regularly on the right things and making a lot of uncelebrated little improvements every day. Getting better and better one step at a time adds up.

Successful innovation smashes the constraints of required routines and circumvents the systems over which innovation is squashed.

Every organization – whether a business, a government agency, a university, a hospital – is compelled to operate simultaneously in today's state of being and tomorrow's state of becoming.

In *Innovation And Entrepreneurship* (1985), Drucker outlined a rigorous methodology for making change leadership an acquired management skill.

In this article, celebrated Drucker Management guru, Dr. William Cohen, a retired Major General of the U.S. Air Force and Drucker's first PhD student, provides a thoughtful introductory to Drucker's insights and practices with respect to creating effective government agency change.

Introduction

The parade of once highly successful organizations that have disappeared is almost endless.

In recent memory, companies like Blockbuster Video, Circuit City, Pan American Airways, Polaroid and Toys R Us have all disappeared by failing to adapt while the change leaders prospered.

We can even list numerous American government agencies that have fallen. One agency in particular, at one time, held all the financial resources in the country.

The United States National Bank was once the largest government agency, in addition to being the Federal Reserve Board of its day.

After the War of 1812, Congress chartered the agency due to growing inflation as a result of war debt.

The agency became of vast importance as the country grew. The bank was only required to report to its directors and stockholders – and not to the electorate.

As a result, it was more popular among the wealthy, but not the poor.

In a survey prior to the bank's scheduled re-chartering, 126,000 people signed papers supporting the bank's re-chartering versus only 17,000 opposing it.

However, an unusually domineering president, Andrew Jackson, rejected all advice and vetoed the re-chartering bill and withdrew all funds.

After 20 years in existence, the once powerful and well-run National Bank of the United States disappeared from the American scene forever.

If Drucker was to give his two cents on the matter, he would have recommended the agency focus on what had to be done and when before being abruptly shutdown.

The National Bank of the United States needed an innovative strategy and implementation plan.

Apparently, the bank rested on past achievements and contributions. But it needed to see how things were changing and what new things had to be done to meet new challenges.

The demise of the National Bank proves that no organization is destined to live forever – especially, government agencies in today's era of results-focused, government performance.

The solution? Put into practice **Drucker's change leadership methodology.**

A Useful Digression: Drucker Management

On or about November 6, 1954, Peter F. Drucker equivalently invented management.

To be sure, management existed for centuries. But it was Drucker who converted management into a systematic methodology.

If a subject is converted into a methodology that can be taught, learned and practiced it is called a discipline.

Medicine is a discipline. Engineering is a discipline. Direct response advertising is a discipline. Said Drucker:

"No discipline can lengthen a person's arm ... But it can lengthen his/her reach by hoisting him on the shoulders of his predecessors..."

... Knowledge organized in a discipline does a good deal for the merely competent; it endows him/her with some effectiveness ...

... It does infinitely more for the truly able; it endows him/her with excellence."

Drucker was once asked if he had "invented" management, which was obviously something people had been doing for years.

He replied that his book *The Practice of Management* (1954) made

it possible for people to learn how to manage, something that up to then, only a few geniuses had been able to replicate.

He added, “Look, if you can’t replicate something because you don’t understand it, then it really hasn’t been invented; it has only been done.”

Drucker’s book *Innovation and Entrepreneurship* (1985) made the subject of leading change into a discipline.

Thanks to Drucker, managers in organizations of all kinds and sizes can learn how to produce and manage continuous and positive change.

Stated differently, mastering change is now an *acquired management skill* – not a Eureka moment!

Drucker’s 4 Keys To Making Change Happen

Drucker simplified the process by rendering explicit four distinct change-leader tasks.

These tasks are:

1. Formulate policies for systematic abandonment of the unproductive & obsolete.
2. Building continuous improvement into each and every mission-critical activity.
3. Assess what must be strengthened & where resources must be concentrated.
4. Organizing and implementing purposeful innovation initiatives & accompanying work plans for implementing innovation strategy.

These change leadership tasks require a distinct approach. Each asks different questions. Each comes out with different conclusions. Yet all four tasks must be done immediately, today.

In totality, all of these tasks, individually and collectively, lead to fundamental change. For example, continuous improvements in any area eventually transform the operation.

Said Drucker. “[Continuous improvements] lead to product innovation ... They lead to service innovation ... They lead to new processes ... They lead to fundamental change.”

This article focuses on the innovation task/component related to Drucker’s leading change methodology.

Why Can’t Government Innovate?

Yes, government resists change, but its “inability to innovate is grounded in government’s legitimate and necessary function as society’s protective and conserving organ.”

Yes, government is a poor manager, but as Drucker said: “government is also properly conscious of the fact it administers public funds and must account for every penny ... It has no choice but to be bureaucratic...”

Bureaucratic organizations tend to be characterized by organizational inertia, which always pushes for continuing what is already being done.

Bureaucratic organizations are always in danger of being overwhelmed by yesterday’s tasks and being rendered impotent by them.

Few would argue that a loss of confidence in government – which has sunk to depths Drucker could not imagine in 1968 when he wrote *The Age Of Discontinuity* – remains as Drucker called it “the most profound discontinuity” of our times.

Without doubt, our national economy is being eclipsed by the world economy.

But disenchantment with government, fed and furthered by “special-interest groups and the tyranny of the small minority” won’t even permit debate over governmental innovations essential to the security and well-being of the country.

In 2018, we expect the Trump administration to unleash solutions to many of the issues preventing mission-critical innovations within government including the possibility of incentivizing successful government agency innovation efforts.

Mindsets For The Status Quo And Mindsets For Positive Change

Jeremy P. Hunter, PhD, Associate Professor of Practice at the Peter F. Drucker Graduate School makes the distinction between mindsets for the status quo and mindsets for growth and self-renewal.

“The fixed mindset,” notes Hunter, “does not learn.” It seeks to support what it already knows. A growth mindset is flexible and tries to continuously improve as well as innovate.

Says Hunter: “In the collaborative world of knowledge work, [a growth mindset] fertilizes new thought, encourages risk-taking, and create stronger bonds of connection between team members.”

Without doubt, serious-minded government executives who continually put into practice Drucker’s approach to leading change inevitably develop an growth mindset that is opportunity-focused.

Able government executives are getting nowhere fast because their basic approach is wrong.

By enabling “a mindset change” the probability of launching new, successful government innovations increases exponentially.

Better yet, once the basic Drucker approach to leading change is understood, able and willing government executives (like you) will be equipped to communicate tomorrow’s vision and energize today’s work assignments in a way you never thought possible.

Government agency executives should keep asking themselves the famed Drucker question: What do we want to be remembered for?

It will induce you to focus on organizational renewal. It will push you and your agency to think through what you can become.

Learning how to re-imagine the power of your agency to fuel much-needed solutions for today's real societal problems is why many Drucker disciples have said: "Drucker is one of the few thinkers from any discipline, who can reasonably claim to have changed the world."

Institutionalizing Change Within Government Agencies

As stated above, the first step is organized abandonment of the outgrown, the outworn and the obsolete.

The second step is to understand and purposely initiate organized improvement programs (what the Japanese call *Kaizen*).

These continuous improvement methodologies involve mobilizing for structured programs such as *Lean Six Sigma*, *OKR (Objectives, Key Results)*, and organized sharing of best internal practices that can be used to set performance, quality and cost goals within a given agency.

The next two steps involve focusing on both exploitation of proven successes and innovation – at the same time. (Abandonment, organized improvement, exploitation of successes are discussed in detail at my workshop). In this article we briefly discuss *only* innovation.

Understanding What Innovation Means

Said Harvard's Ted Levitt:

"Generally speaking, innovation may be viewed from at least two vantage points: (1) newness in the sense that something has never been done before and (2) newness in the sense that something has not been done before by the industry or by the [institution] now doing it..."

... Strictly defined, innovation occurs only when something is entirely new, having never been done before ...

... A modest relaxation of this definition may be allowed by suggesting innovation also exists when something that may have been done elsewhere is for the first time done in a given institution [a government agency] ...

Viewing “Outsourcing” Social Tasks And Internal Functional Activities As Innovation

As discussed in other articles in this e-book, Drucker coined the term “re-privatization” and advocated privatization (i.e., outsourcing to both private and not-for-profit organizations) as a means toward restoring confidence in government to produce results.

Drucker believed government should set broad policy, supply the funding, and leave social tasks to the relatively new nongovernmental (not-for-profit) institutions that have sprung up and grown these last six or seven decades.

Further, Drucker recommended outsourcing many internal tasks now done by government (e.g., IT, facilities management) to businesses.

As discussed the Part I article, *The First Five Steps In Reinventing Government Agencies*, privatization recommends itself to Drucker on grounds broader than efficiency (but cost-efficiency is definitely a benefit of outsourcing if done correctly).

Parceling out of tasks once performed by big public bureaucracies to smaller private entities creates new opportunities for employee advancement as the civic service principle of seniority in promotion and job preference yields to the business principle of performance.

Yet government agencies must manage these outsourced activities ... and allocate significant resources to insourcing – that is, growing mission-critical areas such as cyber security, defense, protecting the environment and the like.

If done correctly, strategic outsourcing could very well be considered a major government innovation.

To reiterate: Taking an idea that has worked for other kinds of institutions and applying that idea to, say, government agencies, can be considered a major innovation for government agencies.

A Few Words About Internal Benchmarking

Many business organizations routinely benchmark themselves against the best in the world to improve their performance. This is called external benchmarking.

Creatively imitating entirely new operating methods and digital strategies is an essential ingredient to the Trump administration's plan to reinvent government agencies.

Perhaps the innovation within government agencies would be to make external benchmarking a fully funded and fully staffed managed activity.

"Swipe From The Best With Pride"

Every organization must learn to copy (with unique adaptation) from the best. It must also innovate and do truly new and different things.

Drucker and Levitt pointed out "innovative imitation" is clearly a contradiction in terms.

What is innovative must surely be original. And if there is one thing imitation is not, it is "original." But there is innovation involved in adapting best practices from other industries and institutions.

Perhaps the widely accepted process of "benchmarking best practices" has legitimized the need to continually "swipe from the best with pride."

Peter F. Drucker has shown the success of many of today's Fortune 1000 companies owes to systematic, disciplined "creative swiping."

In the final analysis, the sum total of all the creative swiping of best practices (from different organizations) truly creates a different organization.

Tom Peters forcefully hammered home this message when he said:

"Put NIH (Not Invented Here) behind you – and learn to copy (with unique adaptation/ enhancement) from the best!

... Become a 'learning organization' ... Shuck your arrogance – 'if it isn't our idea, it can't be that good' – and become a determined copycat / adapter / enhancer ..."

What Every Government Executive Needs To Know About Innovation

Government agency executives will have to learn to build and manage an innovative organization.

They will have to learn to build and manage a human group capable of identifying the new things that must be done and capable of converting vision into operating reality.

There are many types of innovation including business model innovation, organizational structure innovation, process innovation, product/service innovation, customer engagement innovation and more.

Everyone is usually in favor of innovation of all kinds. Yet, nearly every kind of organization conspires to kill innovative efforts once sincere attempts are made to make it really happen. (See article on *Producing & Managing Innovation Within Government Agencies*.)

Every organization, if it plans to innovate, needs an innovation strategy.

This is usually derived from what is called innovation planning. According to Philip Kotler, a noted marketing authority, planning is the first factor in the total innovation process.

Says Kotler: "Planning enables us to align our efforts with corporate [organizational] strategy, allocate resources efficiently and feed the innovation process pipeline in an orderly manner..."

... Senior management must take charge of innovation planning, since it is a strategic area and critical to the survival of any organization ..."

How To Innovate: A Drucker Perspective

In his analysis of successful innovations, Drucker repeatedly said: "The first decision [in the innovation process] is to abandon what does not work, what has never worked – the things that have outlived their usefulness and their capacity to contribute ..."

In short, every agency director should review every program, system, or constituency group, and ask of it: "If we were not committed to this today, would we go into it?"

If the answer is no, say to yourself, "How can we get out – fast?"

By abandoning the unproductive and the obsolete, Drucker pointed out government agencies will have more time to concentrate on building on success, that is, strengthening what does work. This will lead to higher standards in terms of performance and results.

You must choose, according to Drucker "the right concentrations." He viewed putting precious resources into result-less programs as sinful.

Equally important, by getting rid of the "problems," more time and monies will be available to thoughtfully and thoroughly work through the all-important Drucker questions: *What does the new require? What do we have to do today to deserve the future? When do we have to start work to get results when we need them?*

Some Essential “Making Innovation Happen” Realities

According to Dr. Cohen, here are just a few areas government agencies must address in order to ignite real change happen within their organizations

1. Who In Our Agency Should Work On The New Innovation?

This is a crucial question. There will not be a positive result unless three conditions are met – namely: opportunity, competence and commitment.

Every major new innovation must be “piloted” by someone who really wants the innovation to turn into reality, who wants it to grow and who believes in it.

Always assign first-class people with proven competence and performance to first-class opportunities. Otherwise the innovative idea will quickly become “just a good intention” and eventually condemned to the “scrap heap.”

It’s a reality of life. A truly new, innovative project gets into trouble. The unpredictable always occurs.

Most news headlines paint successful innovators in the most fetchingly charismatic terms: unshakeable movers and doers.

To accomplish the dramatically new and different involves major setbacks. The historical details of successful innovations usually contain blundering and mismanagement.

Indeed, senior-level executives involved in innovative projects in many instances resign from the project or the organization on the verge of exhaustion.

Senior-level executives must be truly committed, that is, act as champions in making the innovation happen. They must fully support the innovation team and create the right organizational structure for making innovation happen.

But experienced, senior-level executives must put their “Shark Tank” hats on and attempt to discover if additional resources amounts to “funding problems” as opposed to “funding solutions.”

2. Can Our Agency Skip The Pilot Stage?

Neither exhaustive research nor polling about constituency needs, wants and expectations can substitute for the concrete test of actually doing and comparing expected results to actual results.

Most things do not work as initially planned. Think small. Everything big starts small. First, test on a small scale.

Said Drucker: “[If you want to guarantee innovation failure] don’t experiment, be dogmatic ... Whatever you do, do it on a grand scale at the first try ...

... Successful application always means adaptation, cutting, fitting, trying, balancing ... It always demands testing against reality before there is a final total commitment.”

Take, for example, Drucker’s view on the need to reinvent government in order to avoid what he called “embarrassing nonresults.”

He made this astute observation in 1995 but it still rings true today: “There will be no results unless there is a radical change in the way the federal government and its agencies are managed and paid.”

Of late, there has been much rumored talk about this. Lots of opposition can be expected. Further, what to measure and how to measure it must be rigorously defined and enforced.

Our point? This would be a great pilot program to see if it works. As discussed in other articles in this e-book measurement-managed government agencies is one of the goals of the Trump administration.

3. Why Is It Necessary To Be On The Lookout For The Unexpected Result?

Righteous arrogance is the term Drucker used to describe people who tend to be so proud of their innovation they are not willing to adapt it to the needs or wants of the actual market.

Further, in many instances, an innovation appeals to an entirely different market than the one the innovator initially intended to target.

In *Managing the Nonprofit Organization* (1990), Drucker provides the following memorable example of this reality:

"I remember one of my pastoral friends saying of a new program: 'Great, a wonderful program for the newly married.'

... The program was indeed a success ... But to the consternation of the young assistant pastor who designed it and ran it, not a single newly married couple enrolled in it ...

... All the participants were young people who were living together and wondering whether they should get married ...

... And as the senior pastor told me, he had a terrible time with his brilliant young assistant, who became righteous and said, 'we haven't designed it for them.'...He wanted to throw them out."

4. Why Is It Essential To Have Opportunity Meetings?

People see what is presented to them; what is not presented tends to be overlooked.

Said Drucker: "Most meetings discuss problems –especially in the areas where performance falls below expectations – which means that managers tend not to see the opportunities. They're simply not being presented with them."

Drucker said again and again: "Of course, problems have to be paid attention to, taken seriously, and tackled ... But if they are the only thing that is being discussed, opportunities will die of neglect."

Now, many organizations have two meetings: one meeting to discuss and solve problems – and another meeting to identify and focus on opportunities.

You should try integrating the "opportunity meeting" into your management practices. It works wonders.

5. Should We Persist If An Innovative Strategy Doesn't Seem To Be Working?

Persistence: it's an admirable quality. But beating your head against a wall is more likely to give you a headache than success in obtaining your goal.

Said Drucker: "The first time around, a new strategy very often doesn't work ... Then one must sit down and ask what has been learned ... Try to improve it, to change it and make another major effort."

But after one or two more sincere and adequately funded tries, it's quite improbable the new innovation will work as currently formulated.

Increasingly, scarce resources should be withdrawn and re-allocated to areas with proven results that need expansion. These tips and mindsets will steer your organization toward operational efficiency.

[1] Drucker, Peter F. *Innovation and Entrepreneurship*, (New York: Harper & Row, 1985) pp. 130-132.

[2] McLellan, Dennis, "Inventor of Powerful Adhesive Super Glue," *Los Angeles Times*, March 31, 2011, p. AA4.

[3] Powell, Colin L., with Joseph E. Persico, *My American Journey* (New York: Random House, 1995) p. 167.

[4] Ibid.

[5] Ibid.

[6] For a complete and detailed discussion of the Wright's innovative processes in inventing the airplane, see Wright, Orville. *How We Invented the Airplane*. (Mineola, New York: Dover Publications, 1988).