

Leadership

Innovation

Collaboration

2001 IN REVIEW



The Peter F. Drucker Foundation for Nonprofit Management



Vision for the Foundation 2010

The Drucker Foundation will chart the future path for the social sector to become the equal partner of business and government in developing responsible leaders, caring citizens, and a healthy, inclusive society. The Foundation will bring the best leadership and management voices from across the world to people of the world with a focus on providing social sector organizations with the ideas and tools that enable them to better serve their customers and communities.

The Drucker Foundation will realize this vision by:

Spotlighting social sector innovations and teaching the generic lessons of leadership and management to all three sectors.

Packaging knowledge and experience into tools for social sector leaders in critical areas such as: fund development, marketing, volunteer management, collaboration, self-assessment, innovation, and measuring results.

Focusing social sector leadership's attention on the customer's best interest as the sector consolidates, collaborates, and evolves into new organizational forms.

Persuading organizations to adopt the imperatives of collaboration, diversity, and working together as the means to realize their full potential.

Tracking the evolving state of social sector leadership, and communicating progress and the opportunities and challenges that lie ahead.

Approved by the Board of Governors, May 15, 2000

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Frances Hesselbein

2001, the first year of the twenty-first century, reminded us with grave consequences that we will be working in a world where rapid change is the norm and we must be prepared each day to face new challenges in our communities.

The work of social sector organizations is essential to the development and maintenance of a healthy society around the world. The mission of the social sector is to change lives. It accomplishes this mission by addressing the needs of the spirit, the mind, and the body—of individuals, the community, and society. The social sector also provides a significant sphere for individuals and corporations to practice effective and responsible citizenship.



Rob Johnston

The Drucker Foundation is honored to serve the leaders and organizations whose common bottom line is changing lives. We report on our 2001 work to serve those leaders in three overlapping areas: *leadership, innovation, and collaboration.*

Leading for Innovation Our 2001 book, *Leading for Innovation: and Organizing for Results*, gathers twenty-eight thought leaders to address what leaders can do to help their people and their organizations achieve a new dimension of performance. It documents that innovation is a leadership responsibility.

Innovation The 2001 winner of the Peter F. Drucker Award for Nonprofit Innovation, the Florence Immigration and Refugee Rights Project, demonstrates how an organized approach can enable people to help themselves, even when facing a judge to prevent their deportation.

Collaboration *Meeting the Collaboration Challenge* is the Foundation's latest tool for nonprofit leaders. The workbook, video, and workshop help leaders to develop effective nonprofit-business alliances. Collaboration is a way of working for the Foundation: starting with the 270 thought leaders who contribute to our publications and speak at our conferences; our conferences with The Conference Board and the United States Army; our publishing program with Jossey-Bass; and our workshops presented with organizations across the country.

We are honored to work with these indispensable partners, and look forward to working with you to strengthen daily life and civil society in the years to come.

Frances Hesselbein

Frances Hesselbein
Chairman & Founding President

Rob Johnston

Rob Johnston
President & CEO

“If this experience teaches anything it is *not* to abandon daily life and civil society—that’s exactly what the terrorist wants. It is, on the contrary to *strengthen* daily life and civil society and to re-affirm their basic values and fundamental decencies. **And that is after all, what the Drucker Foundation is all about.**”

Peter F. Drucker in a message to the Drucker Foundation following September 11, 2001.

The highlights of 2001 indicate our continuing efforts to achieve the goals of our Vision 2010. Many programs support more than one of the goal areas.

Spotlighting **social sector innovation** and teaching the generic lessons of **leadership** and management to all three sectors.



Peter F. Drucker, Geneva Johnson, and Frances Hesselbein present the award to Saul Diskin, FIRRPP Chairman, Patricia Mejia, and Andrea Black, Executive Director of FIRRPP.

The Florence immigrant & Refugee Rights Project (FIRRPP) received the 2001 **Peter F. Drucker Award for Nonprofit Innovation** in recognition of its *Eloy Model*. FIRRPP's mission is to provide free legal assistance to immigrants and asylum-seekers detained by Immigration and Naturalization Services in Arizona, and advocate nationally on issues related to immigration detention.

The *Eloy Model* is a self-help training program that provides immigrants detained in Eloy, Arizona with the tools to represent themselves in court. FIRRPP's staff attorney and corps of volunteer law students offer a range of materials, legal advice, research, and individualized intensive counseling in preparation for each stage of an individual's case.

An estimated 95 percent of those detained in Eloy lack legal representation due to poverty. The *Eloy Model* allows FIRRPP to reach over 2,000 individuals detained annually. Clients served include asylum seekers from around the world,

long-term permanent residents facing exile, long-term undocumented residents, and U.S. citizens who are being unjustly detained. Working in coordination with the courts and the Eloy Detention Center, FIRRPP pursued nearly 600 individual cases in 1999-2000. Of those clients who were aided in preparing for their final hearings on applications for humanitarian waivers, 76 percent won their cases.

The *Eloy Model* exemplifies innovation as defined by Peter F. Drucker: "change that creates a new dimension of performance." It serves as a model of how an organization with limited resources can tap the energy and abilities of detained individuals to represent themselves. With training and accurate legal information, these individuals multiply the effect of limited professional resources, producing impressive results. It truly is transforming lives.

Norma Hotaling, Executive Director of the 2000 Drucker Innovation Award winner SAGE Project, received Oprah's Angel Network's "Use Your Life Award" in April 2001. The honor included an appearance by Ms. Hotaling on the Oprah Winfrey show, and a \$100,000 prize. Oprah's Angel Network learned of the SAGE Project from the Drucker Foundation's 2000 Award video.

SPECIAL RECOGNITION PROGRAMS

The **Southeast Kansas Area Agency on Aging** of Chanute, KS was recognized for **High Touch Mentoring Works!** The program places retired, successful individual mentors at facilities that employ former welfare recipients. The program fosters one-on-one interaction that combines the wisdom of life experience with the energy and hopefulness of youth to make a positive difference in the lives of both generations. In the first two years 749 welfare recipients were served and 411 were placed in jobs at an average hourly wage of \$7.50 per hour. For each individual removed from the welfare rolls and entered into employment, Kansas taxpayers saved an estimated \$700 per month.

Esperanza Community Housing Corporation (ECHC) of South Central Los Angeles was recognized for **Mercado La Paloma** (the "Dove Market"). The market creates a neighborhood gathering place integrating multiple aspects of community, including health, arts, employment, community outreach, and education. *Mercado La Paloma* has created 80 jobs and entrepreneurial positions and is in a key location for residents to learn about educational, training, recreational and cultural opportunities offered by ECHC and by other neighborhood institutions. The program is succeeding because of the major role residents have played in its creation.

Frances Hesselbein and Peter F. Drucker respond to audience questions at the 2001 Fall conference.



Robert Cialdini at Fall Conference.

The 2001-2002 Hesselbein Community Innovation Fellows



Cathey Brown
Executive Director
Rainbow Days
Dallas, TX



Ashfaq Ishaq
Executive Director
International Child Art
Foundation
Washington, DC



Thang Dinh Nguyen
Executive Director
Boat People SOS
Falls Church, VA



Sven Schumacher
Executive Director
Lutheran Child and
Family Services
Indianapolis, IN



Marilyn Sullivan
Executive Director
Bethlehem Haven of
Pittsburgh
Pittsburgh, PA

The Drucker Nonprofit **Innovation Discovery Site** was enlarged with entries from 1999 and 2000. Total discovery profiles number 145. The **Innovation of the Week (IOW)** email notice annual circulation increased to 250,000. Each week the IOW shares an example of nonprofit innovation in action, along with news about the Foundation and its programs. 52 Issues of the Innovation of the Week email broadcast were sent out in 2001, plus a special issue announcing SAGE Project's winning of Oprah's Angel Network's "Use Your Life Award." To subscribe, go to www.drucker.org/join/.

The **Frances Hesselbein Community Innovation Fellows Program** provides innovative social sector leaders with leadership learning opportunities. The 2000-2001 class of Hesselbein Fellows concluded their year of activities at the 2001 Fall Leadership Conference. Highlights of the Fellows Program included the individual mentoring program (the mentors for the 2000-2001 class were Christopher Capp, Michele Hunt, Peter M. Senge, and Richard F. Schubert); a visit to the Foundation in New York where Fellows participated in a day of leadership training and a communications seminar with James Peterson, Senior Vice President, Leadership Development, Mutual of

America; and attendance at the 2001 Organization of the Future Conference.

A group of 14 current and former Hesselbein Fellows met for breakfast and a round-table discussion during the Fall conference in Los Angeles.

The 2001-2002 class of Frances Hesselbein Community Innovation Fellows was introduced at the Fall conference in November, 2001.

The Drucker Foundation's **2001 Leadership and Management Conference** *Leading for Innovation And Organizing for Results*, was held in November in Los Angeles, California. 94 percent of the evaluations received expressed a "very valuable" or "valuable" rating. Despite smaller than anticipated registration in the wake of September 11, the 2001 conference attracted a leading group of speakers and 333 participants. Speakers at the conference included: Robert Cialdini, Peter Drucker, Frances Hesselbein, Gladys Styles Johnston, Rosabeth Moss Kanter, and Raul Yzaguirre. Participants hailed from all three sectors and from 10 countries. Attending were 51 Fellows, sponsored by 5 different organizations or individuals.

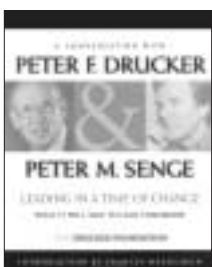
Packaging knowledge and experience into **tools for social sector leaders** in critical areas such as: fund development, marketing, volunteer management, **collaboration**, **self-assessment**, innovation, and measuring results.



Meeting the Collaboration Challenge: Developing Strategic Alliances Between Nonprofit Organizations and Businesses
The Foundation's new workbook, workshop and video based on Dr. James E. Austin's book, *The Collaboration Challenge*, published by the Foundation in 2000. The workbook was made available for download on the Foundation Web site in early November. More than 10,000 copies were downloaded by year-end. Lead funding for the workbook and video was provided by the W.K. Kellogg Foundation. Additional funding for the workshop development was provided by the GE Fund, United Way of New York City, Washington Mutual, and others.



Leading For Innovation, Organizing For Results, a collection of original chapters on innovation by internationally known thought leaders including Jim Collins, Max De Pree, Howard Gardner, Rosabeth Moss Kanter, and Margaret J. Wheatley, was published in October 2001. The editors are Frances Hesselbein, Marshall Goldsmith, and Iain Somerville.



Leading in a Time of Change: What it Will Take to Lead Tomorrow, a video conversation with Peter F. Drucker and Peter M. Senge, with an introduction by Frances Hesselbein, was developed in 2000 and published in early 2001. The video and workbook are packaged as a training tool.

Four issues of *Leader to Leader*, the Foundation's quarterly leadership journal, were published. Contributors included: Clayton M. Christensen; Peter F. Drucker; Frances Hesselbein; Gary Hirschberg; Carole Hyatt; Jon R. Katzenbach and Douglas K. Smith; Joe Lumarda; Brook Manville; Bill Meehan and Les Silverman; Debra Meyerson; Bob Nelson; Nigel Nicholson; Parker Palmer; Richard Tanner Pascale; Harvey Seifter; Jack Stack; and Carol Sturman. The journal has nearly 10,000 paid subscribers.



Focusing social sector leadership's attention on the **customer's best interest** as the sector consolidates, collaborates, and evolves into new organizational forms.

The ***Self-Assessment Tool*** training effort continued with enthusiastic support of communities across the country. In 2001, 50 workshops or conference sessions were presented, and approximately 2,400 nonprofit leaders were reached.

The Mandel Foundation provided funding to enhance the *Self-Assessment Tool* workshop program and to create a new position of a Director of Engagement (Mandel Fellow) to further market the *Tool* workshops.

1,500 facilitators were trained, and the Foundation database now holds 710 facilitator names and is available on the Foundation's Web site. Also on the site, the Foundation has added more examples and samples of the *Tool's* use. The revised Request for Information form enables customers to get timely responses to their inquiries regarding the *Tool*.

The first ***Meeting the Collaboration Challenge*** workshops were conducted and nearly 200 people were trained.



Persuading organizations to adopt the **imperatives of collaboration, diversity, and working together** as the means to realize their full potential.

The Foundation co-sponsored the February **2001 Organization of the Future Conference** with The Conference Board, in New York City, with over 200 participants from all three sectors, and about 50 percent from the social sector.

The majority of survey respondents were extremely pleased with the speakers, the actionable ideas presented, and the materials handed out. Speakers at the conference included: Jim Collins; Frances Hesselbein; Robert E. Knowling, Jr.; and Timothy P. Shriver.

The Drucker Foundation in collaboration with the Conference Board and the United States Army, presented the **2001 Human Resources Conference**. With 150 participants from all three sectors, the conference was held in New York City on October 23-24, 2001. Conference speakers were CEO's, public and nonprofit sector leaders and HR professionals, and included Marshall Goldsmith, Alliance for Strategic Leadership; General John M. Keane, Vice Chief of Staff, United States Army; and many other leaders.

The Foundation continued its efforts to build a viable and sustainable organization. Development efforts resulted in new partnerships and commitments. The Supporters section on page 8 lists the Foundation Partners and those who provided major gifts and in-kind support.

New programs were developed and implemented in 2001 to aid in the development of funds. The first Drucker

Foundation Partner Meeting with Peter Drucker was held in Ontario, CA on June 13, 2001. A Summer Campaign was initiated to raise funds for the Fall Management Conference and to cultivate relationships with Drucker Foundation supporters. All Summer Campaign contributors were recognized in the October issue of the *Drucker Foundation News*.

Tracking the evolving **state of social sector leadership, communicating progress, and the opportunities and challenges that lie ahead.**

The Foundation's Web site, www.drucker.org, was revised and launched on May 1. The revised Web site has fewer graphics, more content, and better navigation. A Thought Leaders Forum was added to the site offering information on 270 individuals, their publications and contact information. Over the year, the site increased by 50 percent from approximately 800 pages in January to 1200 pages at year-end (total is 1500 including PDF documents for downloading). In 2001 visits increased approximately 16 percent to 820,000 and total pageviews increased to approximately 2.35 million.

The Foundation launched its **Membership Campaign** in the fall of 2000. A \$75 annual membership fee allows members to receive information, discounts on publications, and other benefits. See page 10 for details. Through 2001 the Foundation has signed up over 500 members. Interested parties can join online, or by returning the membership application by mail.



Jim Collins

Drucker Foundation Funders 2001

The Drucker Foundation is a 501(c)3 public charity. It is your support as our generous partners, contributors, volunteers, and members that enables the Drucker Foundation to bring the best of leadership and management thought and practice to social sector leaders. The Foundation is grateful to the following generous supporters who provide financial and volunteer contributions.

You are invited to join the Foundation or make a gift to further our work.

Multi-Year Partners (2001)

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Bright China Management Institute
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Peter Drucker Meets with Foundation Partners

From left to right: Frances Hesselbein, Foundation Chairman; Rob Johnston, Foundation President & CEO; Adam Drost, Drake Beam Morin; John Selover, Christian Science Monitor; Peter F. Drucker; C. William Pollard, ServiceMaster; Anne Dowling, Texaco Foundation; Chairman Shao Ming Lo, Bright China Management Institute; Marshall Goldsmith, Financial Times; and Robert La, Bright China Management Institute.



2001 Gifts

\$100,000 & Above

W.K. Kellogg Foundation
Collaboration Challenge Workbook & Video
Peter F. Drucker
Documentary

Mandel Foundation
Self-Assessment Tool/ Mandel Fellow

Mutual of America
In-kind Office Space & Services

\$75,000 to \$99,999

Humana Foundation
Fall Conference
Peter F. Drucker
Documentary

Yamazaki Baking Co.
Peter F. Drucker
Documentary
Multi-Year Partner

\$50,000 to \$74,999

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Bright China Foundation
Fall Conference
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Collaboration Challenge Workbook
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ServiceMaster
Fall Conference
Collaboration Challenge Workbook
Multi-Year Partner

Texaco
Multi-Year Partner
Donations

\$10,000 to \$24,999

General Electric/GE Fund
Collaboration Challenge Workbook

Washington Mutual
Collaboration Challenge Workbook

\$5,000 to \$9,999

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Donation

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Collaboration Challenge Workbook

\$1,000 to \$4,999

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Collaboration Challenge Workbook

\$500 to \$999

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\$250 to \$499

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You can help the Drucker Foundation Further the Mission and Change Lives

If you share the Drucker Foundation's vision of a society that recognizes the social sector as the leading force in creating healthy and cohesive communities, and where the social, public and private sectors work in partnership for a better tomorrow, please join us in our efforts.

Members receive:

- weekly email updates on organizational innovation
- the quarterly *Drucker Foundation News*
- access to over 270 national and international thought leaders
- complimentary copy of *Community of the Future* with pre-paid shipping costs
- a member discount at the 2002 Annual Leadership Conference (November 18-19 in Philadelphia)
- a 20 percent discount on all Jossey-Bass/John Wiley Publications

The Peter F Drucker Foundation for Nonprofit Management is a 501(c)3 nonprofit, operating foundation. Our strength does not come from funding reserves or endowments. Our work "to lead social sector organizations toward excellence in performance" is made possible by your individual, corporate, and foundation gifts. As we serve those who serve, gifts to the Drucker Foundation also benefit diverse nonprofit organizations that are working to build strong families, healthy children, and cohesive communities.

The Foundation welcomes gifts of cash and securities for program support and general operations and is pleased to help you explore special opportunities such as tribute and memorial gifts, bequests, and gifts designated for specific projects. Multi-year partnerships and endowment gifts help sustain and ensure the future for the Foundation.

Your commitment to the Drucker Foundation will play a critical role in the Foundation's efforts to serve countless nonprofit organizations by bringing together thought leaders from all three sectors to inspire, educate and mentor the leaders of today and tomorrow.

For more information about the work of the Drucker Foundation—both how you can benefit, and how you can help—please write, call, or email us. We welcome your inquiries, feedback, and involvement. You can contact the Foundation to make a credit card gift by telephone or to request a donation envelope. You can also make a contribution at our Web site.

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About the Drucker Foundation

The Peter F. Drucker Foundation for Nonprofit Management is named for and inspired by the acknowledged father of modern management. The Drucker Foundation furthers its mission by providing educational opportunities and resources.

Since its founding in 1990, the Drucker Foundation's special expertise and role have been to serve as a broker of intellectual capital, bringing together the finest thought leaders, consultants, and authors in the world with the leaders of social sector voluntary organizations. By providing intellectual resources to leaders in the business, government, and social sectors, and by fostering partnerships across these sectors, the Drucker Foundation works to strengthen the social sectors of the United States and of nations around the globe.

What We Believe

The Foundation believes that a healthy society requires three vital sectors: a public sector of effective governments; a private sector of effective businesses; and a social sector of effective community organizations. The mission of the social sector is to change lives. It accomplishes this mission by addressing the needs of the spirit, the mind, and the body—of individuals, the community, and society. This sector also provides a significant sphere for individuals and corporations to practice effective and responsible citizenship.

What We Do

The Drucker Foundation is a 501(c)3 charitable organization that does not make financial grants; rather, its offerings include:

- *The Self-Assessment Tool, Meeting the Collaboration Challenge*, and workshops for nonprofit organizations;
- Conferences and video teleconferences featuring great thought leaders;
- Leadership and management resources and publications;
- The Peter F. Drucker Award for Nonprofit Innovation; and
- The Frances Hesselbein Community Innovation Fellows Program.

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