

The Peter Drucker Questions and Me!

Ed Morgan
President and CEO
The Bowery Mission and
Kids With A Promise
May, 2010

1

A Lifestyle of Asking the Right Questions*

- ❑ Aspiring to I Samuel 3:19
- ❑ Leaders who are insightful questioners win
- ❑ “Pronouncers” and “talkers” eventually lose
- ❑ Questions refocus everyone on what’s important
- ❑ The right questions create fresh perspectives
- ❑ Questions elicit wisdom from others (many counselors)
- ❑ Questions expose differences and help create alignment

Examples of breakthrough questions (personal and organizational)

- *If you could do anything you wanted and you had all the time, money, staff, education and every resource you needed and you knew for certain that you couldn’t fail, what would you do?*
- *What difference will this decision make 5-10-50 years from now?*
- *What can I do to make the most significant difference for God in my lifetime?*
- *What three measurable things could we do in the next 90 days which would make a 50% difference in our ministry?*

* Credit: Bobb Biehl

2

Peter Drucker's five questions have been very helpful to me in our ministry:

1. What is our mission?
2. Who is our customer?
3. What does the customer value?
4. What are our results?
5. What is our plan?

3

Question 1: What is your mission?

- **It is possible to be well managed and “do lots of good” without being focused.**
 - “The desktop novelty machine”
 - CHA when I walked in
- **Being focused means having a mission statement by which everything is measured**
 - Pleases the King (Biblical) (Matt 22, 25, 28)
 - Inspirational
 - Fits on a T-shirt (Drucker).(Well, at least the slogan should)
- **Importance of translating the mission into a goal and vision**
 - Money follows vision

Bowery Mission Example

OUR PURPOSE STATEMENT

We are called to minister in New York City to men, women and children caught in cycles of poverty, hopelessness and dependencies of many kinds, and to see their lives transformed to hope, joy, lasting productivity and eternal life through the power of Jesus Christ.

OUR GOAL

To be the most effective provider of compassionate care and life transformation for hurting people in New York City.

4

Question 2: Who is our customer?

□ Our journey to an effective answer

- For Drucker it's always the person helped ("the bottom line for every non-profit is changed lives")
- But Rescue Missions, it's debated.
 - Client? Donor?
 - The Bowery Mission answer—witnessing both "up" and "down"
 - The Bowery Mission results
- For churches, the answer is also complicated. "Audience of one?"

Question 3: What does the customer value?

□ Our clients value...

- Unconditional caring first
- Immediate felt needs vs. real needs!

□ Donor, and prospects value different things...

- Seven overall donor motivations—the communitarian, the devout, the investor, the socialite, the altruist, the repayer, the dynast.
- Our donor's top values: integrity, personal involvement and results.

5

Question 4: What are our results?

- What should you measure anyway?
 - Changed lives? (Drucker)
 - "Touched lives"? (World Vision)
 - Attendance? (many churches)
 - Financial growth? (many parachurches)
 - Decisions for Christ? (BGEA, etc.)
 - "Fully devoted followers"? (Willow Creek and many others)
- Is "process" a result?
- Should there be a primary result or are "all results created equal"?
- How we do it—transformed lives.

Question 5: What is our plan?

- Our answer: have one document that defines you
- Brief it to everyone—from Board to staff to membership to major donors
- Update it on a rolling three year basis
- Treat it as a guide but "look for God's fingerprints" on other things too.
- How we do it—the three year rolling masterplan.

6

After You Get the Five Questions Right—Ways to Succeed or Fail, in My Experience

1. Teach your Board to behave like a Board.

- Clearly defined roles—boards create policy.
- Bob Andringa's three hats are right.
- Teach them using the CEO/Chair relationship or Pastor/Chair.
- The 20% rule
- Get written objectives.
- Line up your direct reports also. (handout)
- Local dysfunctional examples/AGRM dysfunctional example

2. Get the vision right.

- I got it wrong the first time.
- Is it exciting? Does "the dog hunt"?
- Is it yours in a special way? (Hybels and holy discontent)
- Renew: plans, people, yourself. In current creation, only God doesn't need renewal

7

Ways to Succeed or Fail (continued)

3. Let everyone see your heart.

- Or else you'll be a manager not a leader
- It's the best way to solve the unsolvable
- Works 360 degrees
- Use stories

4. Be a simplifier and focuser.

- Prerequisite: a one sentence inspiring mission
- All the great themes are simple – (complex plans are fine)
- Dissembling is fatal
- Consistently weed out people who make simple things complex.
- Over communicate – vision is like "signal strength".

8

Ways to Succeed or Fail (continued)

5. Recognize when it has to be perfect

- Everything public “speaks” (Vickers).
- Everything “on the platform” is 10x in importance (Hybels).
- When delegation is abdication.

6. Never do anything you don’t want published in the *New York Post*.

- Squeaky clean and transparent—or else the clock is ticking
 - Includes personal behavior
 - Special deals and favors
 - Disappearing records
 - Stuff done for the right reasons but the wrong way

9

Ways to Succeed or Fail (continued)

7. Recognize you’re always part of the problem—just don’t be a big part of it

- Every critic has a piece of the truth (Keller)
- The most annoying critics have a bigger piece
- Weed your garden—repentance, forgiveness, reconciliation

Questions – discussion?

10