

the leader to leader institute

Established in 1990 as the Peter F. Drucker Foundation for Nonprofit Management, the Leader to Leader Institute furthers its mission—"to strengthen the leadership of the social sector," by providing social sector leaders with essential leadership wisdom, inspiration and resources to lead for innovation and to build vibrant social sector organizations.

It is our belief that the social sector, in collaboration with its partners in the private and public sectors, will engage in work that changes lives.

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The mission of the Leader to Leader Institute is to strengthen the leadership of the social sector.

message from the president

2009 marks the 19th year of the Leader to Leader Institute and the 100th anniversary of Peter Drucker's birth. Whether Korea in June, or Claremont, China, and Hong Kong in October, or all the events in between, every gathering is always a celebration of Peter's life and work, as is every day at Leader to Leader Institute, founded as the Peter Drucker Foundation for Nonprofit Management.

Peter Drucker's philosophy, his work, the mountain of resources he gave us—all are as relevant as the day he delivered them, and needed now more than ever. Drucker, the greatest thought leader of his generation, 100 years after his birth, is a contemporary in prescience, concepts, language. In every speech I give, in the United States and around the world—so far in 68 countries—I share Peter Drucker's legacy, his philosophy, and his messages: "Think first, speak last," and "The leader of the future asks. The leader of the past tells. Ask, don't tell." Also, "It is not business, it is not government, it is the social sector that may yet save society." I add that Peter was not a pessimist, but he was very sober about this decade.

Throughout 2009, we have worked to provide the inspiration and support needed to strengthen the leadership of the social sector. We are challenged to be good stewards of Drucker's legacy and the work of the more than 400 thought leaders who have contributed their wisdom to our publications, conferences and training programs.

We welcomed our new president, Barack Obama, in January and I recalled the words of my most revered president of the past—from the closing sentence of Abraham Lincoln's second inaugural address:

"With malice toward none, with charity for all, with firmness in the right as God gives us to see the right, let us strive on to finish the work we are in, to bind up the nation's wounds, to care for him who shall have borne the battle and for his widow and his orphan, to do all which may achieve and cherish a just and lasting peace among ourselves and with all nations."

I will always remember 2009, the richness of the encounters, the celebration of the lives and contributions of great thought leaders in our country, and globally.

We thank our dedicated board of governors, committed staff and generous donors for supporting our work and the creative network of authors, speakers, coaches and educators who share their wisdom with Leader to Leader Institute and all those we serve.

In the pages that follow, may we share with you the highlights of 2009?

Frances Hesselbein

FRANCES HESSELBEIN PRESIDENT AND CEO



a global community

Strengthening leadership globally: The countries we visited and organizations we worked with in 2009 are making an enormous difference as they change lives—living their mission and values. The big question we ask in reviewing invitations is, "Are they making a difference? If we go, will we make a difference?" If they are, and we think we could, together we try to change lives.



We celebrated Peter Drucker's 100th birthday in Seoul, Korea June 16-17 at the Drucker Centennial Global Conference, "The Drucker Solution: The Key to Responsible High-Performing Society." hosted by The Peter F. Drucker Society of Korea. This conference was just one of a series of events being held around the world in honor of the father of modern management. Frances Hesselbein delivered a keynote address titled "The Global Leadership Imperative: Innovation and Entrepreneurship across the Sectors." Participants included: Dr. Doris Drucker, Ira Jackson, Dean of the Drucker Institute at Claremont, Geneva Johnson, Leader to Leader Board of Governor member, Kook-Hyun Moon, Peter F. Drucker Society of Korea Honorary Chairman, Ikujiro Nonaka, Distinguished Drucker Scholar, and Mr. Shao Minglo, Bright China Group Founder and Chairman.

We also celebrated the centennial in Beijing. Nanchang, Shanghai and Hong Kong, China. The audiences—Chinese students, faculty, business leaders, philanthropists, philosophers, and community organization leaders, who are devoted to Peter Drucker, his philosophy and his works—were warm and responsive. Frances Hesselbein delivered a keynote speck, "Drucker and Me" in Beijing, "The Leader of the Future—Imperatives of Leadership," in Nanchang, and in Shanghai, Hesselbein gave a keynote address to the China Executive Leadership Academy, "Change Leaders." She was also awarded the first China Drucker Fellow Award, presented by Bright China Group's founder and Chairman, Ming Lo Shao. Leader to Leader had reached 5,000 people in four cities, in five days, by the end of our journey.

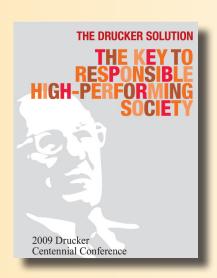
In addition to the celebrations abroad, we celebrated Peter Drucker's Centennial at the Drucker Graduate School CEO Forum, in California, which was led by A.G. Lafley. We shared the significance of our moments with Peter with students, faculty and leaders

in all three sectors. We came from all over the world to celebrate the 100th Birthday of "the man who invented modern management."



Address, Beijing





"As Drucker said, any objects created by man, be it structures, models, system or concepts, are bound to be imperfect by birth. It will fail or become an obstacle through time, which is precisely the reason for innovation and entrepreneurship.

However, throughout history there will be something that stands the challenge of time.

It is human's quest for his own basic value, which is the foundation of the continued existence of the human society."

Chairman Shao Ming Lo, Founder and Chairman of Bright China Group

a global community





Members from the staff and board of the Leader to Leader Institute gathered in Pittsburgh to celebrate the forty-four dynamic student leaders who were selected from colleges and universities from thirty-seven states and three countries as Hesselbein Fellows in the first class of University of Pittsburgh's Hesselbein Global Academy for Student Leadership and Civic Engagement.

From July 11-14, the Fellows were inspired by eleven talented mentors including Ms. Tina Doerffer, Dr. Elizabeth Haas Edersheim, Major General Randal Fullhart, Lieutenant Commander Carla Grantham, U.S. Coast Guard (Ret.), Ms. Toshiko Inoue, Mr. Charles O'Connor, Mr. Gregory Roberts, Mr. Keith Schaefer, Dr. Betty Siegel, Ms. Tamara Woodbury and Mr. Sam Zacharias.

Students and mentors were joined by 250 guests for the inaugural ceremony. Margaret Daniels Tyler, the distinguished program director of the Bill and Melinda Gates Foundation, introduced Jim Collins, author and management educator, who delivered the keynote address.

Collins recalled the day he shadowed Peter Drucker. "You know, Jim," Drucker said, "you worry about two things—survival and success. Forget about that. You must worry more about being useful."

Next year fifty students—twenty-five national students and twenty-five global students will convene and we anticipate the same remarkable results, with the added dimension of even greater diversity.



Pitt Global Summit 2009 .. Student Leaders



Student Presentations



Jim Collins and the Student Leaders





An Adventure Girl Scouts Overseas-North Atlantic convened 170 Girl Scout leaders from around the world in Germany for the Adult Learning Conference, "Envision the Journeys." It was girl and future focused—global in thinking as well as an appreciation of diverse communities all over the world. Women from Armenia, Georgia and Germany shared a common language, a common purpose.

> Unannounced on the program, for security reasons, was a "leadership chat"—a dialogue between General William "Kip" Ward, the commander of the U.S. Army Africa Command, based in Stuttgart, and Frances Hesselbein.

A Dialogue with the **Troops**

On February 13, Frances Hesselbein had a video dialogue on leadership with General Lloyd Austin III's 18th Airborne Corps in North Baghdad. In November 2007, before they were deployed to Iraq, Jim Collins and Frances Hesselbein spoke to the 18th Airborne at Fort Bragg. Mutual of America Life Insurance Company contributed their teleconferencing facility in New York as the officers gathered on the battleground of North Baghdad.

"When we were asked to define leadership on our terms, in our own language, it was amazing how much alike we were in our responses. General Ward's answer reflected a deep appreciation for the U.S. Army Warrior Ethos that begins: "I will always place the mission first." My response communicated the values of Leader to Leader Institute: "mission focused, values based, demographics driven." We manage for the mission."

- Frances Hesselbein

engaging and mentoring leaders

Finding common values, common aspirations, and common ground: We are dedicated to serving leaders from all three sectors, providing executive leadership training through management seminars and development workshops.

Serving the Social Sector

The Leader to Leader Institute continued our partnership with the American Management Association (AMA) offering 75 scholarships that include one-year AMA and Leader to Leader Institute memberships, a subscription to the award-winning Leader to Leader journal and participation in one of more than 140 world-class programs ranging from general management to executive leadership in executive conference centers in Atlanta, Chicago, New York, San Francisco and Washington, D.C.

AMA and the Leader to Leader Institute established the AMA Scholarship Program in 2007 to assist social sector organizations in developing strong leaders who will lead their organizations into the future. Providing scholarships and member benefits speaks directly to our mission to strengthen the leadership of the social sector. Practitioners on every level of expertise can benefit from the myriad AMA offerings throughout our country. Combining management training and development opportunities, the scholarship package provides a dynamic but practical gift to leaders in the social sector community.

"I just wanted to say thank you again for the scholarship. I just completed my certification training this past week in Chicago and it was such an "eye opening" experience. I look forward to helping my customers. Again, Thank you!"

- Melanie Staggers, Expressions of Grace Ministries

Assisting Transitioning Leaders

The Generals in Transition program, a collaboration between Leader to Leader Institute and the Office of the Chief of Staff of the Army, provides resources and a leadership network for general officers in the U.S. Army to transition to leadership roles in the social sector and non-defense private sector. Generals in Transition dinners are held quarterly at Fort Belvoir for active duty officers who attend a week-long transition course presented by the Army's General Officer Management Office (GOMO).

Since its launch in November 2003, the Generals in Transition program has served more than 200 general officers. In 2009, Brigadier General Nolen Bivens became a member of the Board of Governors for Americans for the Arts and Major General Gale S. Pollock (Ret.) became Executive Director for the Center for Ocular Regeneration and Vision Restoration at the University of Pittsburgh Medical Center.

In June, Major General Paul Eaton, a United States Army retiree, spoke at the United Nations alongside Thomas J. Moran, Chairman, President and Chief Executive Officer of Mutual of America Life Insurance Company and Frances Hesselbein on the topic Leadership Capabilities in Times of Crises.



Enabling Organizational Excellence

While Peter Drucker's *The Five Most Important Questions Self-Assessment Tool* has been used for more than sixteen years since its launch in 1993, Leader to Leader launched the first in a series of Facilitator Network Training Programs, which took place April 25–26 in San Diego, California. This two-day training workshop provided certification in facilitation of *The Five Most Important Questions* to thirty-nine professional coaches, business consultants, trainers and facilitators from four continents, seven countries and eighteen states.

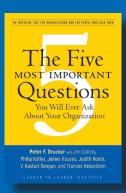
The training program was delivered by Master Facilitators lain Somerville, Cathey Brown and Carla Grantham, who are fluent in Drucker's methodology.

Certified facilitators help boards, staff and volunteers to enable organizations to lead themselves towards excellence in performance and innovation by assisting them in delivery of Drucker's *The Five Most Important Questions Self-Assessment Tool*.

"One of the tasks of leaders is constantly to make sure that we put scarce resources of people and money where they do the most good. We have to be resultsfocused and opportunity-focused. Good intentions are no longer enough."

- Peter F. Drucker







Facilitator Network Training Program San Diego



Guestion Training San Diego

providing leadership wisdom

Moving leadership inspiration around the world: Our common leadership language unleashes new alliances, new partnerships and new understanding as organizations in all three sectors move beyond the old walls toward a new realization of the common good.

Award-winning publications

Thought leaders and practitioners provide relevant leadership insight through our written materials. Our quarterly *Leader to Leader* Journal and more than twenty-seven books provide best-practices and thought provoking suggestions for leaders in all three sectors. In 2009, the *Leader to Leader* Journal offered Issues 51 through 54, providing articles authored by, among others, Debbe Kennedy, Warren Bennis and Peter Senge.

In July, *Leader to Leader* received the APEX 2009 *Award of Excellence for Magazines & Journals*—for print over 32 pages.

According to the APEX 2009 judges, "The awards were based on excellence in graphic design, editorial content and the success of the entry in achieving overall communications effectiveness and excellence."

Envisioning the Future



Released in February, *The Organization of the Future 2* offers wisdom from twenty-seven thought leaders of our day. Experts including Jan Masaoka, Rosabeth Moss Kanter, General Eric K. Shinseki, Stephen R. Covey, Sally Helgesen and Noel Tichy share their unique vision of what the organization of the future should

look like and what organizational leaders must do to survive in the tumultuous twenty-first century.













Citizen Schools June 2009



Scotia-Glenville KidsTraveling Museum September 2009



Universal Giving November 2009



Getting Out and Staying Out December 2009

Profiling New Dimensions of Performance



Furthering the mission: to strengthen the leadership of the social sector, Leader to Leader celebrates a social sector organization's innovative strategy, service, product, partnership or collaboration employed to make a difference in the lives of the people it serves in the biweekly e-newsletter, *Innovation of the Week*. In collaboration with the Drucker Institute, we also highlighted award submissions for the *Peter F. Drucker Award for Nonprofit Innovation*.

Peter Drucker defined innovation as "change that creates a new dimension of performance." Highlighted organizations this year included America Forward, Citizen Schools, Concern Worldwide, Echoing Green, Getting Out and Staying Out, Peace Through Business, Scotia-Glenville Kids Traveling Museum and Universal Giving. In each issue, an excerpt from a Leader to Leader publication is also highlighted that is relevant to the social sector organization's mission.

which are addressing ethical problems and developing values-based leaders by integrating ethics not only into their curriculum, but into their environment and culture.

Each e-newsletter, which reaches more than 5,000, includes hyperlinks to the Leader to Leader Institute's blog, social networking sites including LinkedIn, Twitter and Facebook, membership information and Institute publications.

"There is no hope for a productive enterprise within its walls, if the community outside its walls cannot provide a healthy, energetic, competitive, and motivated workforce essential to the corporation of the future."

-Leading Today, July 2009

Informing the Social Sector



Launched in January, Leader to Leader publishes a monthly e-newsletter, *Leading Today. Leading Today* serves as an online avenue providing frequent communication with our supporters, customers, volunteers, board members and leadership community.

Leading Today addresses topics and themes relevant to today's ever-changing times. In July, we highlighted the Peter F. Drucker and

Masatoshi Ito Graduate School of Management at Claremont Graduate University and Virginia Tech's Pamplin College of Business—both of

celebrating leadership

Manage for the mission, manage for innovation, manage for diversity, and manage for the future, not for the past: In the end it is the quality and character, a leader's understanding of how to *be*, not how to *do*, that determines the performance, the results.

A leader of the Future

On November 2, Leader to Leader Institute held its annual *The Leader of the Future Award* Celebration. This was our fourth annual award dinner, and the 2009 honoree was the Honorable Eric K. Shinseki, now Secretary for Veterans Affairs in President Obama's Cabinet. General Shinseki, U.S. Army (Ret.), was the former Chief of Staff of the U.S. Army and one of our great principled, ethical, effective leaders, with a long and inspiring leadership history. Frances Hesselbein's tribute to General Shinseki and his moving response are on our Web site at www.leadertoleader.org/events.

Guests included our first Leader of the Future Awardee Alan Mulally, president and CEO of Ford Motor Company. The 35th floor of Mutual of America Life Insurance Company's headquarters in New York was filled with leaders from corporations, social sector organizations, and government—all three sectors gathered to honor a leader whose work, whose career, and whose example inspire citizens across the sectors, around the world. Warm tributes were also paid to Patty Shinseki, who is as admired and revered as her husband.

The Study of Leadership

The West Point community welcomed Frances Hesselbein at a reception in her honor on Tuesday, October 27. Hesselbein was appointed as the *Class of 1951 Chair for the Study of Leadership* in the Department of Behavioral Sciences and Leadership—the first woman and first non-graduate of West Point appointed to the position.

Department head Colonel Thomas Kolditz introduced Mrs. Hesselbein as "a pinnacle leader who brings a personal strength of character" to the Chair.

A two-year appointment, every six weeks Frances will go to West Point and her plans include inviting a

great thought leader, chosen from one of the three sectors, to go with her to engage the cadets in a Leadership Dialogue.

"All who are privileged to command should approach their duties with a sense of reverence for those whom they serve."

- Honorable Eric K. Shinseki

Excellence in Leadership

Linkage hosted the 11th Annual Women in Leadership Summit in San Francisco. In 2006, the Frances Hesselbein Excellence in Leadership Award was established and as the chairman of the Women in Leadership Summit, Frances Hesselbein presented the 2009 Excellence in Leadership Award to Laureen Seeger, executive vice president, general counsel, and chief compliance officer of McKesson Corporation.

The award presentation was followed by a panel discussion *Having It All: Your Happiness, Success, and Fulfillment*, which focused on the competencies of the leader of the future and how leadership is changing as the work landscape changes and becomes increasingly complex.

Managing in a New Era

September 15-16, The Leader to Leader Institute partnered with the Conference Board in the annual *Organization Design Conference*, convening leaders and providing leadership expertise.

THE CONFERENCE BOARD







Frances Hesselbein introduced Mr. Tom Moran, Chairman, President and CEO of Mutual of America Life Insurance Company, who offered the keynote address, "The Organization of the Future 2: Visions, Strategies, and Insights on Managing in a New Era." His speech, inspired by an Institute publication of the same name, addressed the qualities Organizations of the Future should possess. He talked about mission, integrity, values and respect and shared stories of visiting South Africa and of his work with Concern Worldwide, an international humanitarian organization dedicated to reducing suffering and ending extreme poverty.

Investment in America

The sixth annual Investment in America Forum, hosted by the United States Army, The Conference Board and Leader to Leader Institute, took place on November 12-13, 2009 at the United States Military Academy at West Point. The forum gathers a small, select group of leaders from the public, private and social sectors to examine the challenges facing the nation and to establish a network for cross-sector initiatives that strengthen America.

This year's forum, *The New Economy: Building the Workforce of the Future,* featured a keynote by Tony Wagner, Co-Director of the Change Leadership Group, Harvard Graduate School of Education, and was moderated by Institute Board member Darlyne Bailey, Dean and Professor of the Graduate School of Social Work and Social Research and Special Assistant to the President for Community Partnerships, Bryn Mawr College.

Hosts included General George W. Casey, Jr., Chief of Staff, United States Army; The Honorable John M. McHugh, Secretary, United States Army; Frances Hesselbein, President and CEO or Leader to Leader Institute; and Jonathan Spector, President and Chief Executive Officer, The Conference Board, Inc. Organizations represented included America's Promise, The Boeing Company, Getting Out and Staying Out, Humana Inc., "I Have a Dream" Foundation, National Association of State Boards of Education, State Farm Insurance Companies, the United States Army, and the University of Pennsylvania School of Social Policy & Practice.



Fred Alfstadt, the Shinseli's and Frances Hesselbein



Mrs. Patti Skinseki



General William "Kip" Ward and Joyce Ward



Investment in America Forum November 12 and 13, West Point



Investment in America Forum General Freakley

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2009 financials

Years Ended December 31, 2009

Revenue and Support

Contributions	305,697
Contributed facilities	150,000
Contributed professional services	59,294
Special events, net of direct costs of \$22,698 and \$15,508	273,455
Publication royalties	125,876
Membership fees	15,495
Workshop fees and books	24,978
Interest and dividend income	584
Other Income	3,323
Total Revenue and Support	<u>958,702</u>
Expenses	
Program activity	801,096
Fundraising	58,979
General and Administrative	220,948
Total Expenses	1,081,023
Total Expenses	1,001,025
Change in net Assets	(122,321)
Net Assets, Beginning of Year	177,245
Net Assets, End of Year	54,924
recensees, that of real	34,724

The Leader to Leader Institute has always prided itself on doing an enormous amount of work with limited resources. We are working to build on our assets and accomplishments to secure our ability to further our mission to strengthen the leadership of the social sector. Contributions are necessary for our organization to thrive and achieve long-term impact. Your gift, in any amount best suited to your personal circumstances, will be deeply appreciated and carefully stewarded by the Institute. As you consider your annual, capital and planned giving, we hope you will remember us. To make a donation, please visit us online at www.leadertoleader.org/donate.

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Our work "to strengthen the leadership of the social sector" is made possible by your individual, corporate and foundation gifts. As we serve those who serve, gifts to the Leader to Leader Institute benefit diverse nonprofit organizations working to build healthy children, strong families and inclusive, caring communities.

The Leader to Leader Institute, formerly the Peter F. Drucker Foundation for Nonprofit Management, is a 501(c) 3 nonprofit organization.

The Leader to Leader Institute welcomes gifts of cash and securities for program support and general operations and is pleased to explore with you 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 of the Institute.

Your commitment to the Leader to Leader Institute will play a critical role in the Institute's efforts to serve countless nonprofit organizations by bringing together great thought leaders from all three sectors to inspire, educate and prepare the leaders of today and tomorrow through the publication of books, the *Leader to Leader* Journal and online resources.

For more information about the work of the Leader to Leader Institute—both how you can benefit, and how you can help—please call or email us. We welcome your inquiries, feedback and involvement. You can contact the Institute to make a credit card gift by telephone or to request a donation envelope. You can also make a contribution on our website, leadertoleader.org.

CORE MEMBERSHIP BENEFITS

- * 1 year subscription to Leader to Leader Journal
- * Subscription to e-newsletters, Innovation of the Week, Leading Today and Leadership Tip of the Day
- * 20% off Jossey-Bass/John Wiley publications
- * Invitations to events and learning opportunities
- * 10% off Leader to Leader training programs

Individuals joining at the Builder and Premium membership levels receive additional benefits.



Mission: To strengthen the leadership of the social sector

Leader to Leader Institute

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