

MANAGING THE NON-PROFIT ORGANIZATION

Practices and Principles

Peter F. Drucker

*Including interviews with Frances Hesselbein, Max De Pree,
Philip Kotler, Dudley Hafner, Albert Shanker,
Leo Bartel, David Hubbard, Robert Buford,
and Roxanne Spitzer-Lehtmann*



1-11 TTERWORTH
E I N E M A N N

Contents

<i>Contributors</i>	vii
<i>Preface</i>	ix
PART ONE: The Mission Comes First: and your role as a leader	1
1. The Commitment	3
2. Leadership Is a Foul-Weather Job	7
3. Setting New Goals - Interview with Frances Hesselbein	21
4. What the Leader Owes - Interview with Max De Pree	27
5. Summary: The Action Implications	33
PART TWO: From Mission to Performance: effective strategies for marketing, innovation, and fund development	37
1. Converting Good Intentions into Results	39
2. Winning Strategies	45
3. Defining the Market - Interview with Philip Kotler	55
4. Building the Donor Constituency - Interview with Dudley Hafner	65
5. Summary: The Action Implications	75
PART THREE: Managing for Performance: how to define it; how to measure it	79
1. What Is the Bottom Line When There Is No 'Bottom Line'?	81
2. Don't's and Do's - The Basic Rules	87
3. The Effective Decision	93
4. How to Make the Schools Accountable - Interview with Albert Shanker	101
5. Summary: The Action Implications	107

PART FOUR: People and Relationships: your staff, your board, your volunteers, your community	111
1. People Decisions	113
2. The Key Relationships	123
3. From Volunteers to Unpaid Staff - Interview with Father Leo Bartel	127
4. The Effective Board-Interview with Dr David Hubbard	135
5. Summary: The Action Implications	143
v	
PART FIVE: Developing Yourself: as a person, as an executive, as a leader	147
1. You Are Responsible	149
2. What Do You Want to Be Remembered For?	153
3. Non-Profits: The Second Career - Interview with Robert Buford	159
4. The Woman Executive in the Non-Profit Institution - Interview with Roxanne Spitzer-Lehmann	165
5. Summary: The Action Implications	173
/	
<i>Index</i>	176