

**HELPING TOP MANAGEMENT TO
CREATE THE FUTURE COMPANY
BY IMPLEMENTING EVERY
SINGLE DAY THE **NON-ROUTINE**
TASKS**



Peter Drucker

Every manager
must manage
simultaneously
two companies: the
present and the
future one.

VS

Vasconcellos e Sá Associates, S.A.

A

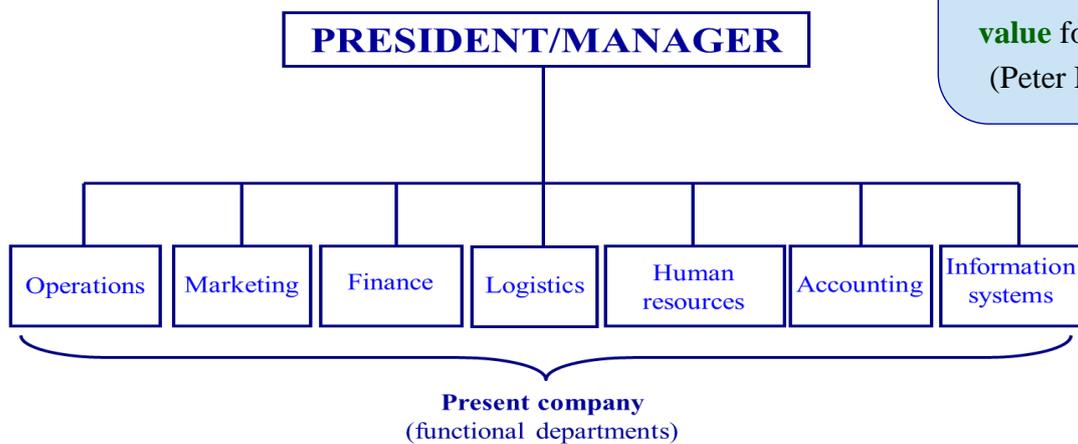
The neglected firm (and the need to manage it)

A1. A **manager's first task** is to maintain current operations running well, smoothly. That is the so-called **present company**.

A2. And to manage the **present company**, the manager has the team and departments of the company: operations, marketing, finance, logistics, etc.

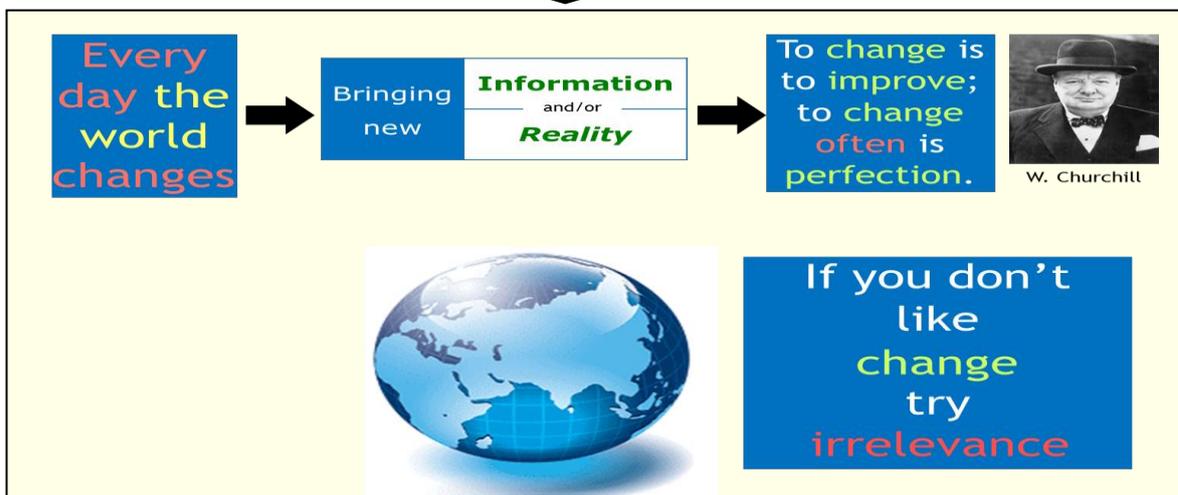


The first **duty** of a manager is to create a **profit, value** for society. (Peter Drucker)



A3. The focus here is on **efficiency**: otherwise the (**present**) **company**, will never reach the **future**.

A4. But... what about **new things**?, either **internal** (e.g. studying a new control, a new norm, restructuring a department, etc.) or **external** (e.g. researching a new product, market, benchmarking a competitor, etc.)?



A5. **Since,**

The world **changes** every day

Nobody can afford the luxury of **copying** the past.

And

If we keep on doing what worked in the past we are going to **fail**.

Therefore

One must do **today** new tasks so that the company be different **tomorrow**. Every single day.

And

Two types of new tasks that must be done every day (not once in a while)

or/and

New ways of doing old things

New things

that is

One must manage the **future company** (besides the present one)



Heraclitus
(535 BC - 475 BC)

There is nothing constant except... **change**.



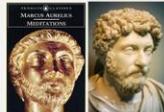
Buddha
(563 BC - 483 BC)

Everything **changes** except... **change**.



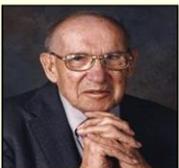
Camões
(1524 - 1580)

Only **change** is... **constant**.



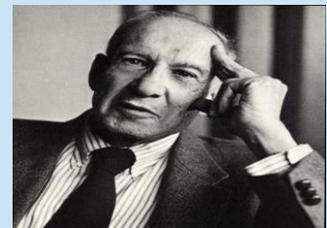
Marcus Aurelius
(121 - 180)

The universe is **change**.



Peter Drucker

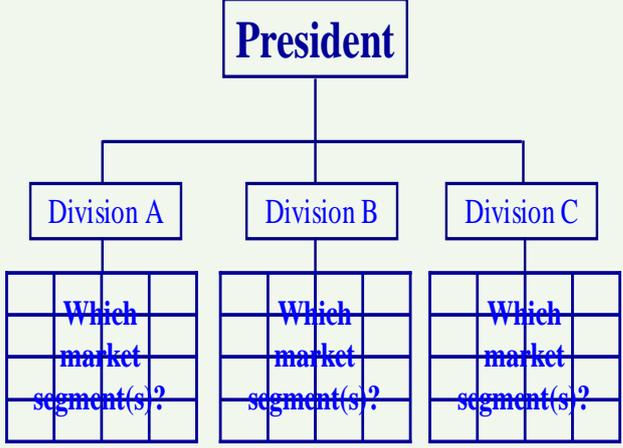
If we keep on doing what **worked** in the **past**, we are going to **fail**.



The **only way** in which any type of institution can maintain continuity is by building systematic, organized, **innovation** into its very structure.
(Peter Drucker)

A6.

Examples

New ways of doing old things	New things
Documents (prepare internal and analyze external ones)?	Competitor benchmark? Launch a new product?
Establish a new rule/procedure?	Abandon a less profitable service (which creates an opportunity cost)?
Analyze the possible merge of two departments?	Consider a joint venture (advantages and disadvantages)?
Outsource an activity?	Help the SBUs/divisions managers develop their strategic plans? 
Internalize a presently subcontracted task?	
Create a new organizational chart?	
Change the incentives system?	
Set up a new control system?	

DIVISIONAL STRATEGY?

Or simply provide an opinion:

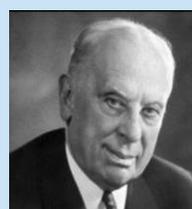
What do you think of...?

Research and prepare a powerpoint presentation

Etc.

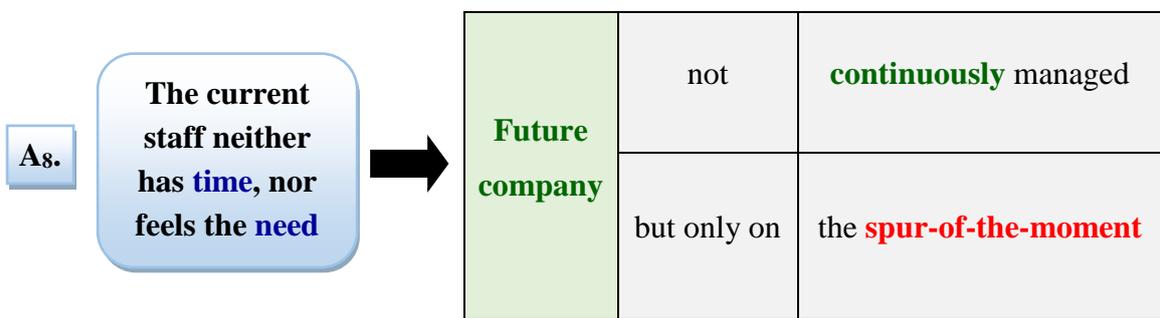


Defending **yesterday** is a **greater risk** than doing **tomorrow**.
(Peter Drucker)



I never make a **decision** when there is a **consensus**: everything has both **advantages** and **disadvantages**, and so different **perspectives** are essential.
(A.Sloan)

A7. Who does this in a company? Who helps to manage the **future company**?
 Creating today / every single day, adaptations to the **future**?
 If undone the organization will become obsolete.

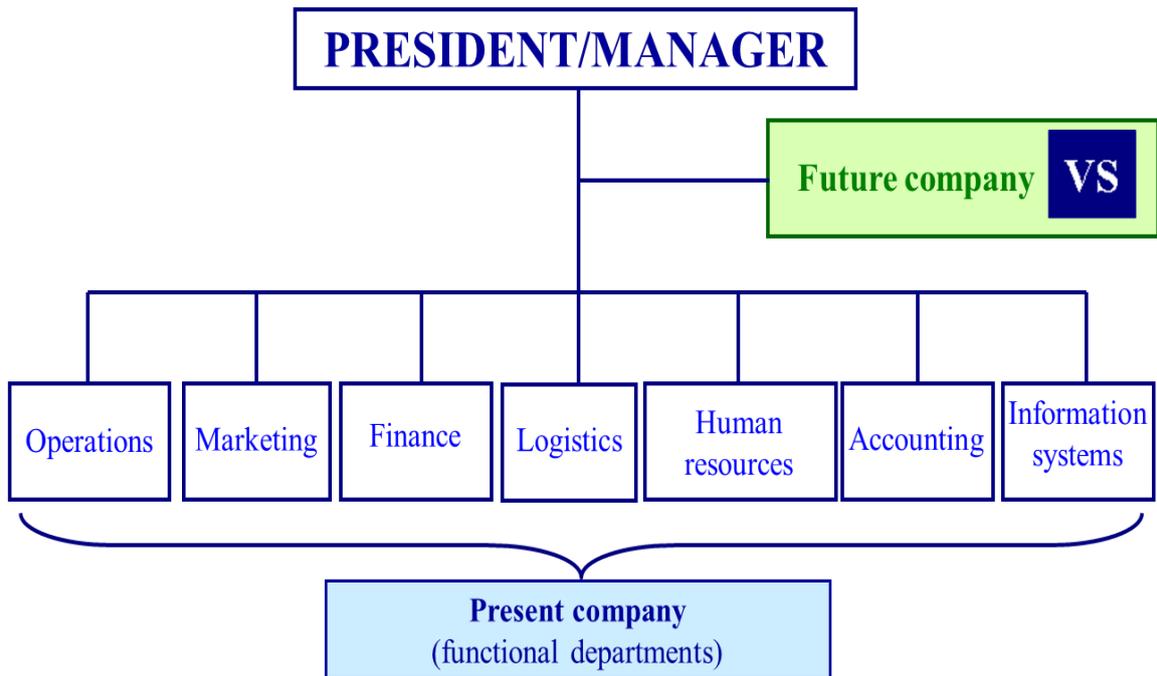


There are **two basic rules in life**: **change** is **inevitable** and everybody **resists change**; ask someone in your staff to do **something new** and he/she will immediately try to postpone it.

(W. Deming)

B The role of VS

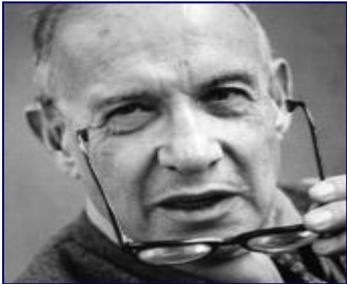
B1. That is the role of VS, acting as an **outsourced department** and reporting directly to the CEO.



B2.

To manage the **future** company does not concern future actions, but the actions that have to be taken **today**, in the **present**, for the company to be different **tomorrow**.

Managing the **future** company is not about **future** actions, but about the **futurity** of the **present** actions.



P. Drucker

C

In short,

Every manager must manage two companies: the **present** and the **future** one.

If one does not manage the **present company**, it will never **reach the future**.

If one does not manage the **future company**, it will become **obsolete**.

And both must be done systematically, every single day, not once in a while.

5 Ps: Proper Planning Prevents Poor Performance

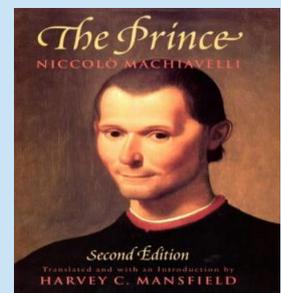
Who helps you today managing the future company?



Change has **no constituency**. People **like the status quo**. They like the way it was. When you start changing things, the good old days look better and better. You have got to be prepared for **massive resistance**.
(Jack Welch)



Machiavelli



There is **nothing more difficult** than to introduce a **new order** of things because the innovator has for **enemies** all those who have done well under the old conditions and **lukewarm defenders** in those who may do well under **the new**.

REMEMBER...

Risk comes from **Rizq** in the Pahlavi language
(Persia: 300 BC – 950 AD) meaning:

Daily bread

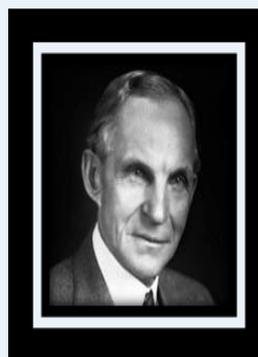


Charles Darwin
(1809-1882)

It's not the **strongest** who survive but the most able to **adapt**.

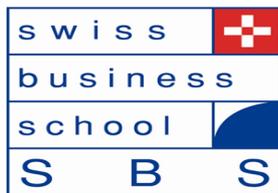


At Bill Gates office there is a picture of Henry Ford to remind him that



Henry Ford

He kept on manufacturing the T model until... oblivion



Vasconcellos e Sá Associates, S.A.
 (website: www.vasconcellosea.com)

JORGE SÁ

MBA Drucker School / PhD Columbia University / Jean Monnet Chair
 Professor Swiss Business School / AESE(IESE)

ACTIVITIES	<div style="border: 1px solid black; padding: 5px; display: inline-block;">Research</div>	<p>Twenty four books in twelve languages:</p>  <div style="display: flex; flex-wrap: wrap; justify-content: space-around;"> <div style="border: 1px solid gray; padding: 2px 10px; margin: 2px;">English</div> <div style="border: 1px solid gray; padding: 2px 10px; margin: 2px;">Portuguese</div> <div style="border: 1px solid gray; padding: 2px 10px; margin: 2px;">Spanish</div> <div style="border: 1px solid gray; padding: 2px 10px; margin: 2px;">Russian</div> <div style="border: 1px solid gray; padding: 2px 10px; margin: 2px;">Ukrainian</div> <div style="border: 1px solid gray; padding: 2px 10px; margin: 2px;">Norwegian</div> <div style="border: 1px solid gray; padding: 2px 10px; margin: 2px;">German</div> <div style="border: 1px solid gray; padding: 2px 10px; margin: 2px;">Lithuanian</div> <div style="border: 1px solid gray; padding: 2px 10px; margin: 2px;">Korean</div> <div style="border: 1px solid gray; padding: 2px 10px; margin: 2px;">Thai</div> <div style="border: 1px solid gray; padding: 2px 10px; margin: 2px;">Chinese (Mandarin)</div> <div style="border: 1px solid gray; padding: 2px 10px; margin: 2px;">Iranian</div> </div>
		<div style="border: 1px solid gray; padding: 10px; display: inline-block;"> <p>Half a hundred academic/blind referee articles</p> </div>
		<div style="border: 1px solid gray; padding: 10px; display: inline-block;"> <p>Institute for Economic Freedom Site: www.institutoliberaldadeeconomica.blogspot.pt/</p> </div>  <p>Libertas</p>
	<div style="border: 1px solid black; padding: 5px; display: inline-block;">Public speaking + Consultancy</div>	<p>Speakers agencies:</p> 
	<div style="border: 1px solid red; padding: 2px; display: inline-block; color: red;">22 countries</div>	 <div style="border: 1px solid gray; padding: 10px; display: inline-block; text-align: center;"> <p>You can check Professor Jorge Sá latest conference at TED USA at: https://youtu.be/S0kjPV11Fts</p> </div> <div style="border: 1px solid black; padding: 10px; display: inline-block; text-align: center; background-color: black; color: white;"> <p>JORGE SÁ DRUCKER'S QUESTIONS TO CREATE COMPETITIVE ORGANIZATIONS ARE ETERNAL</p> </div>

Twitter: @VasconcelloseSa

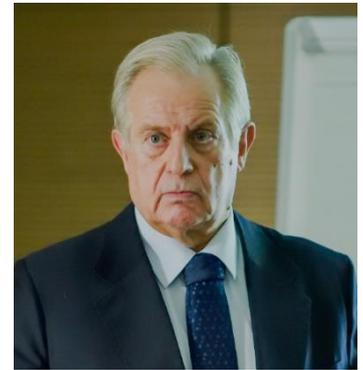
LinkedIn Jorge Sá: <http://www.linkedin.com/in/vasconcellosea>

LinkedIn Vasconcellos e Sá Associates: <https://www.linkedin.com/company/vasconcellos-e-sa-associates/>

Weekly articles and diagrams: <http://economiasemana.blogspot.pt/>

Jorge Sá

A short bio



1. Jorge Sá is a Drucker expert, a former Drucker student (who offered letters of recommendation and endorsements for his books) and Professor at the Swiss Business School in Zurich, New University and Catholic University and AESE/IESE of Barcelona. Jorge Sá has a **master's degree** from the Peter F. Drucker Graduate School of Management in California and a **doctorate (PhD)** in Business Administration, from Columbia University, in New York, where he was a student, research and teaching assistant. Also holds *two undergraduate* degrees (in business administration and economics) and a *graduate degree* in Macroeconomics.
2. Awarded the **Jean Monnet Chair** by the Jean Monnet Foundation in **Brussels**, received several distinctions including Fulbright fellowships, Beta, Gamma, Sigma, and published **twenty four books in twelve languages: English, Chinese (Mandarin), Russian, Ukrainian, German, Spanish, Portuguese, Lithuanian, Thai, Korean, Norwegian and Iranian** which received **endorsements**, among others, from Peter F. Drucker, Cecily Drucker, Philip Kotler, Al Ries (author of the bestsellers Marketing Warfare and Positioning), Don Hambrick (Professor at Columbia University and at The Pennsylvania State University), Karl Moore (Professor at Oxford and McGill University), Luiz Moutinho (Professor at Glasgow University), Peter Starbuck (President of the London Drucker Society), etc.
3. Has addressed **conferences and given seminars** at several institutions including TED USA (<https://youtu.be/SOKjPVi1Fts>), Drucker University, London Business School, IESE, Glasgow Business School, ESSEC (France), ESSAM (European Consortium of Business Schools), Oxford, Manchester Business School, George Washington University, University of São Paulo School of Economics, Institute of Experimental and Technological Biology, Liberty Forum (Brazil), University Jorge Amado, American Chamber of Commerce Luxembourg, Foundation Idea/Chamber of Commerce Luxembourg, European Centre For International Political Economy, Timbro, European Commission, Marketing Institute Estonia, Enterprise Ireland, etc. Has also addressed conferences and presented articles in several academic meetings, such as Academy of Management, Western Economic Association, Peter Drucker Society of Europe, etc. and published over thirty academic papers.
4. Worked as **private consultant, non-executive director** or taught in the **executive programs** of **multinational companies** such as: Coca-Cola, SHELL, Unisys, IBM, Price Waterhouse, Klynveld Peat Main Goerdeler, Glaxo, British Petroleum – BP, Dun & Bradstreet, Deloitte & Touche, Makro (Metro group), Système U, I.F.A, Intermarché, Mini Prix Bonjours, Accenture, Watson Wyatt, Cap Gemini, Cesce, Scottish & Newcastle, Sara Lee, Microsoft, Total, Johnson & Johnson, Pfizer, Logica, Indra, Grandvision, Jafep, Euler Hermes, Cosc, Pestana Group Hotels, Tivoli Hotels & Resorts, Millennium Bank, Julius Baer, SGG, Henkel, Abencys, Broadbill, Volkswagen Group, McDonald's, MiTek, United Steel Products, Base Group, UnitedHealthcare, Inapa, Vodafone, IDC, Merck, BPI Bank, Milestone, etc.
5. Professor Sá founded the Institute for Economic Freedom and his hobbies are History (wrote several books on the lessons of military campaigns for management) and football (degree as a professional coach). He speaks and writes (by alphabetical order) English, French, German, Portuguese and Spanish.

“Congratulations Professor Sá on your wonderful career.”

(Peter Drucker, founder of modern management)





**Vasconcellos e Sá
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Opus artificem probat

To act upon one's **convictions**, while **others** sit on the sidelines.

To create a **positive** force, when **cynics** do nothing.

To offer a **choice**, to those who **languish**.

To make things **better**, by venturing into the seemingly **impossible**.

To do that and bring **understanding** where **discord** reigns.

That is to make a **difference**: to leave **footprints** in life. (-)



Tel: (+351) 21 482 1544
(+351) 21 482 1563
(+351) 21 484 1028

Fax : (+351) 21 482 1566

Email: associates@vasconcellosesa.com

Website: www.vasconcellosesa.com

LinkedIn: <http://www.linkedin.com/in/vasconcellosesa>

Twitter: [@VasconcelloseSa](https://twitter.com/VasconcelloseSa)

• LinkedIn VSA: <https://www.linkedin.com/company/vasconcellos-e-sa-associates/>

• Blog: www.institutoliberaldadeeconomica.blogspot.com