

**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

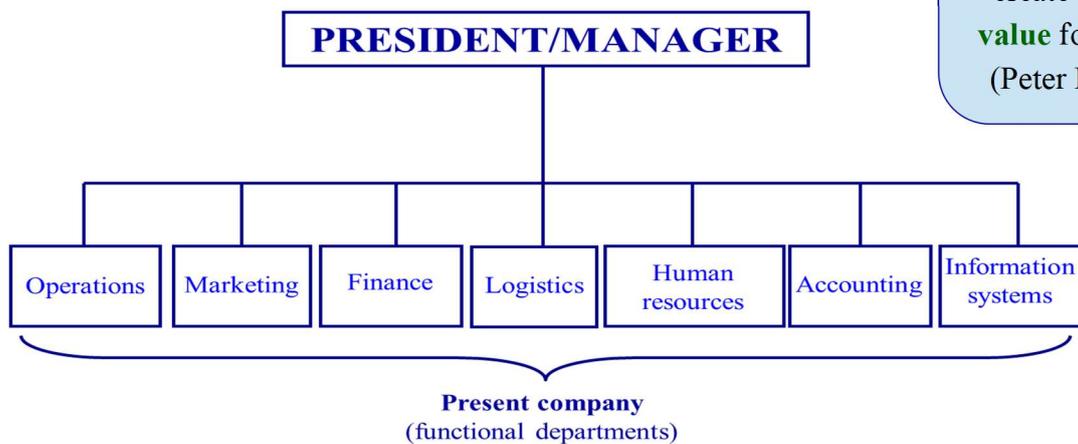
The neglected firm (and the need to manage it)

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.

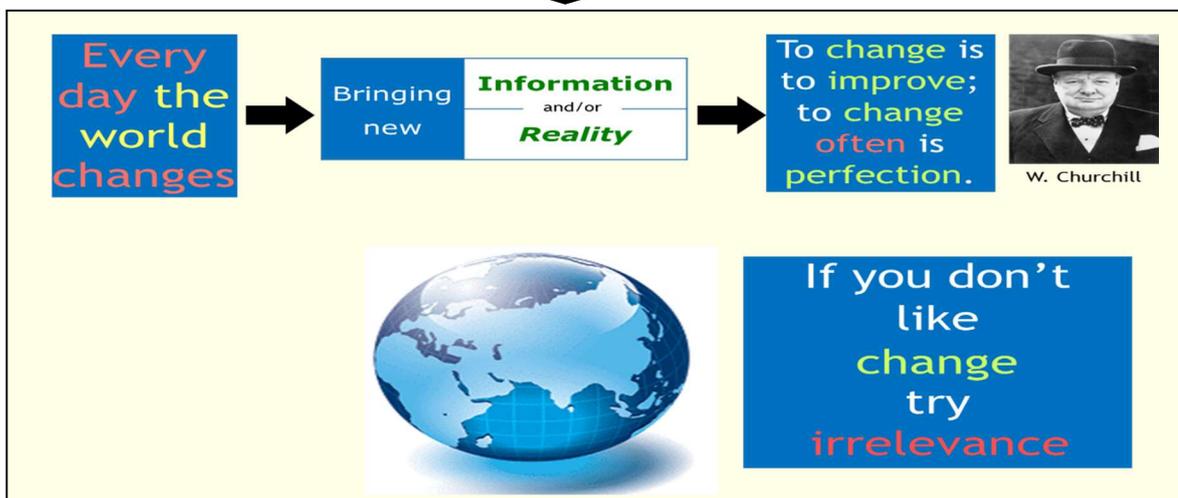


The first **duty** of a manager is to create a **profit, value** for society. (Peter Drucker)

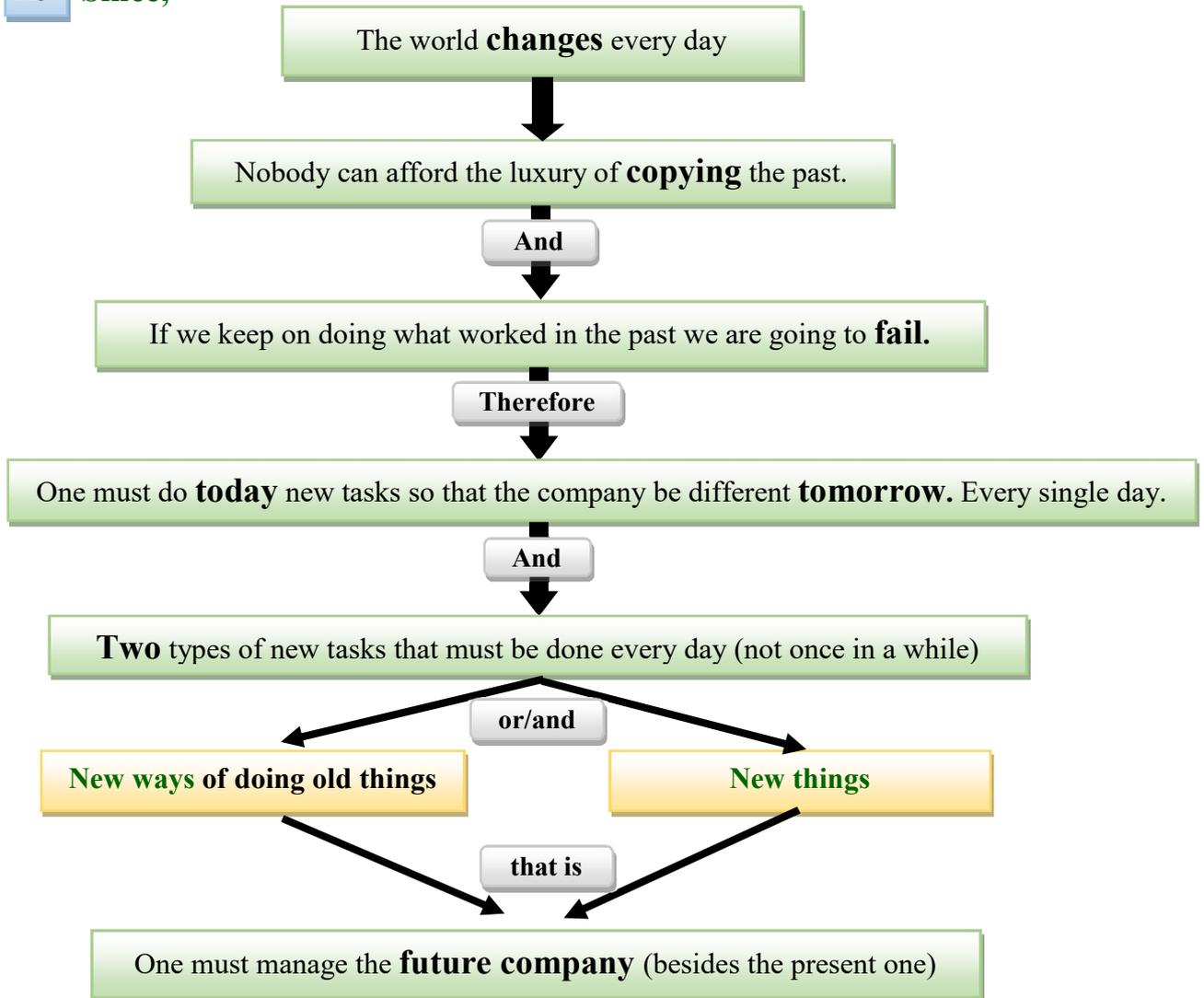


A3. The focus here is on **efficiency**: otherwise the (**present**) **company**, will never reach the **future**.

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.)?

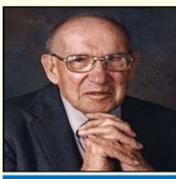


A5. **Since,**

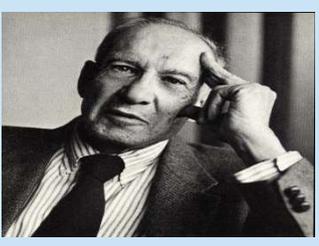


 Heraclitus (535 BC - 475 BC) There is nothing constant except... change .	 Buddha (563 BC - 483 BC) Everything changes except... change .	 Camões (1524 - 1580) Only change is... constant .	 Marcus Aurelius (121 - 180) The universe is change .
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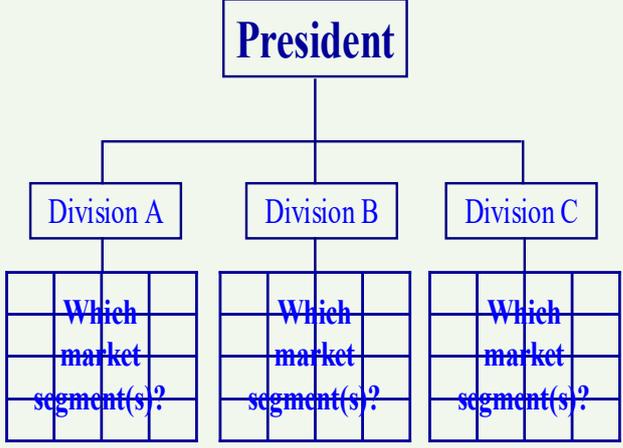


If we keep on doing what **worked** in the **past**, we are going to **fail**.



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:

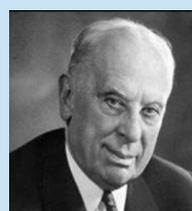
What do you think of...?

Research and prepare a powerpoint presentation

Etc.



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

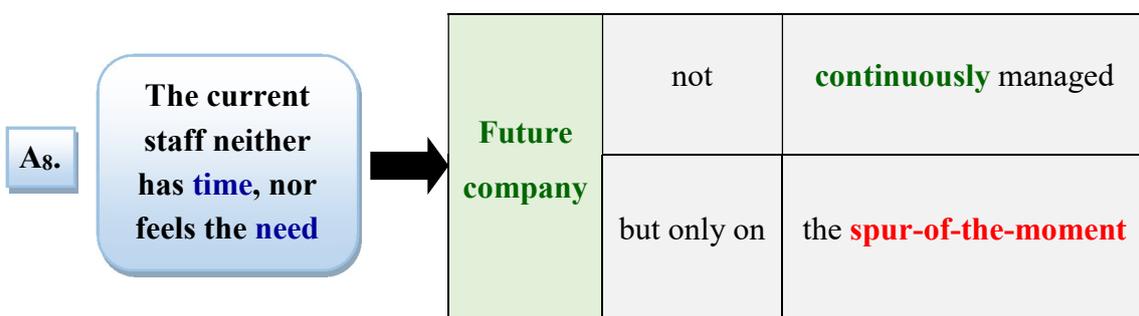


I never make a **decision** when there is a **consensus**: everything has both **advantages** and **disadvantages**, and so different **perspectives** are essential.
(A.Sloan)

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.



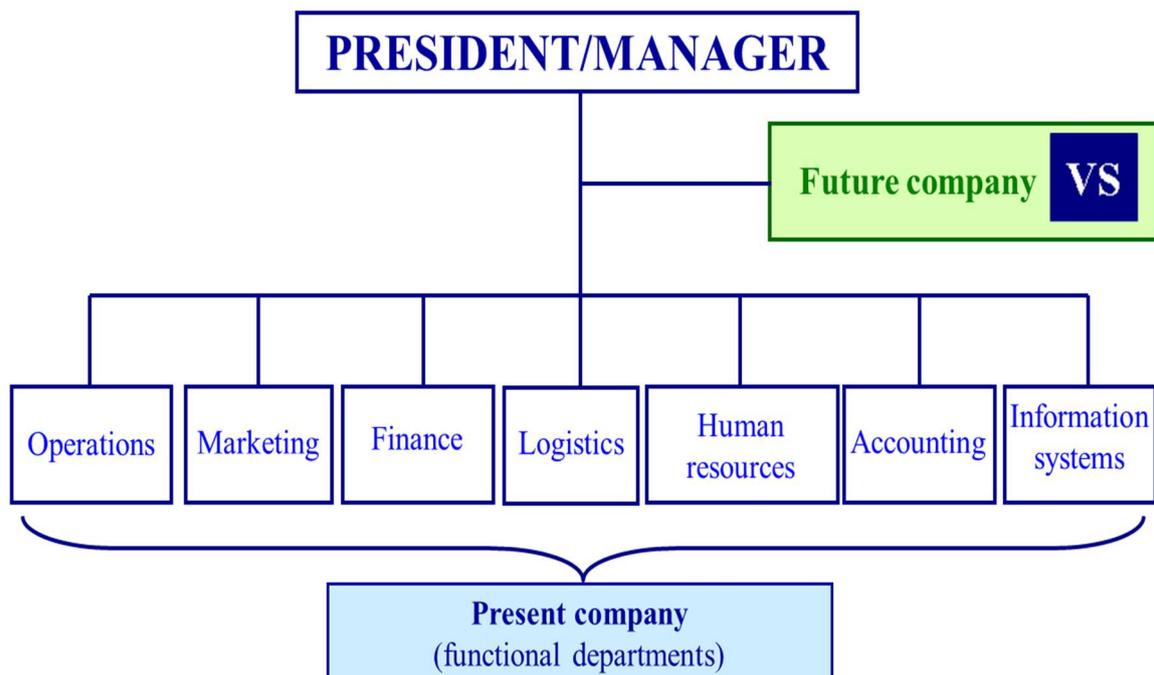
There are two basic rules in life: **change** is **inevitable** and everybody **resists change**; ask someone in your staff to do **something new** and he/she will immediately try to postpone it.

(W. Deming)

B

The role of VS

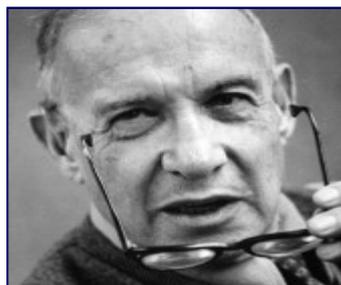
B1. That is the role of VS, acting as an **outsourced department** and reporting directly to the CEO.



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.

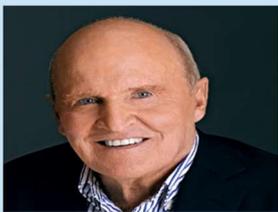
If one does not manage the **present company**, it will never **reach the future**.

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

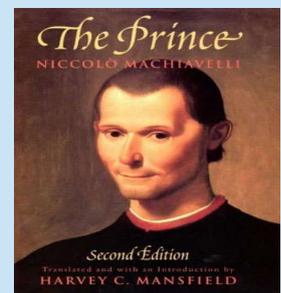
Who helps you today managing the future company?



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

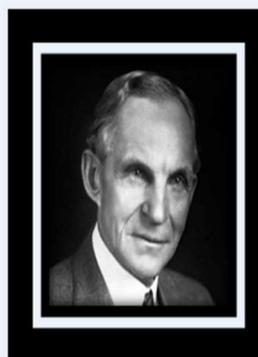


Charles Darwin
(1809-1882)

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



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 Economics School and Drucker University

A C T I V I T I E S	<p>Research</p>	<p>Twenty five books in twelve languages:</p> 
		<div style="display: flex; flex-wrap: wrap; justify-content: space-around;"> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; margin: 5px;">English</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; margin: 5px;">Portuguese</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; margin: 5px;">Spanish</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; margin: 5px;">Russian</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; margin: 5px;">Ukrainian</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; margin: 5px;">Norwegian</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; margin: 5px;">German</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; margin: 5px;">Lithuanian</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; margin: 5px;">Korean</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; margin: 5px;">Thai</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; margin: 5px;">Chinese (Mandarin)</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; margin: 5px;">Iranian</div> </div> <p style="text-align: center; border: 1px solid gray; border-radius: 10px; padding: 10px; margin-top: 10px;">Over twenty academic/blind referee articles</p>
	<p>Public speaking + Consultancy</p> <p style="border: 1px solid orange; padding: 2px; display: inline-block; margin-top: 5px;">22 countries</p>	<p>Speakers agencies:</p> 
		<div style="display: flex; align-items: center;">  <div style="border: 1px solid gray; border-radius: 15px; padding: 10px; flex-grow: 1;"> <p style="text-align: center;">You can check Professor Jorge Sá latest conference at TED USA at: https://youtu.be/SOkjPV1lFts</p> </div> <div style="background-color: black; color: white; padding: 10px; flex-grow: 1; margin-left: 20px;"> <p style="text-align: center; font-weight: bold; font-size: 1.2em;">JORGE SÁ</p> <p style="text-align: center; font-size: 0.8em;">DRUCKER'S QUESTIONS TO CREATE COMPETITIVE ORGANIZATIONS ARE ETERNAL</p> </div> </div>

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VS

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**Vasconcellos e Sá
Associates, S.A.**

Amat victoria curam

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 **linguish**.
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. (-)

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