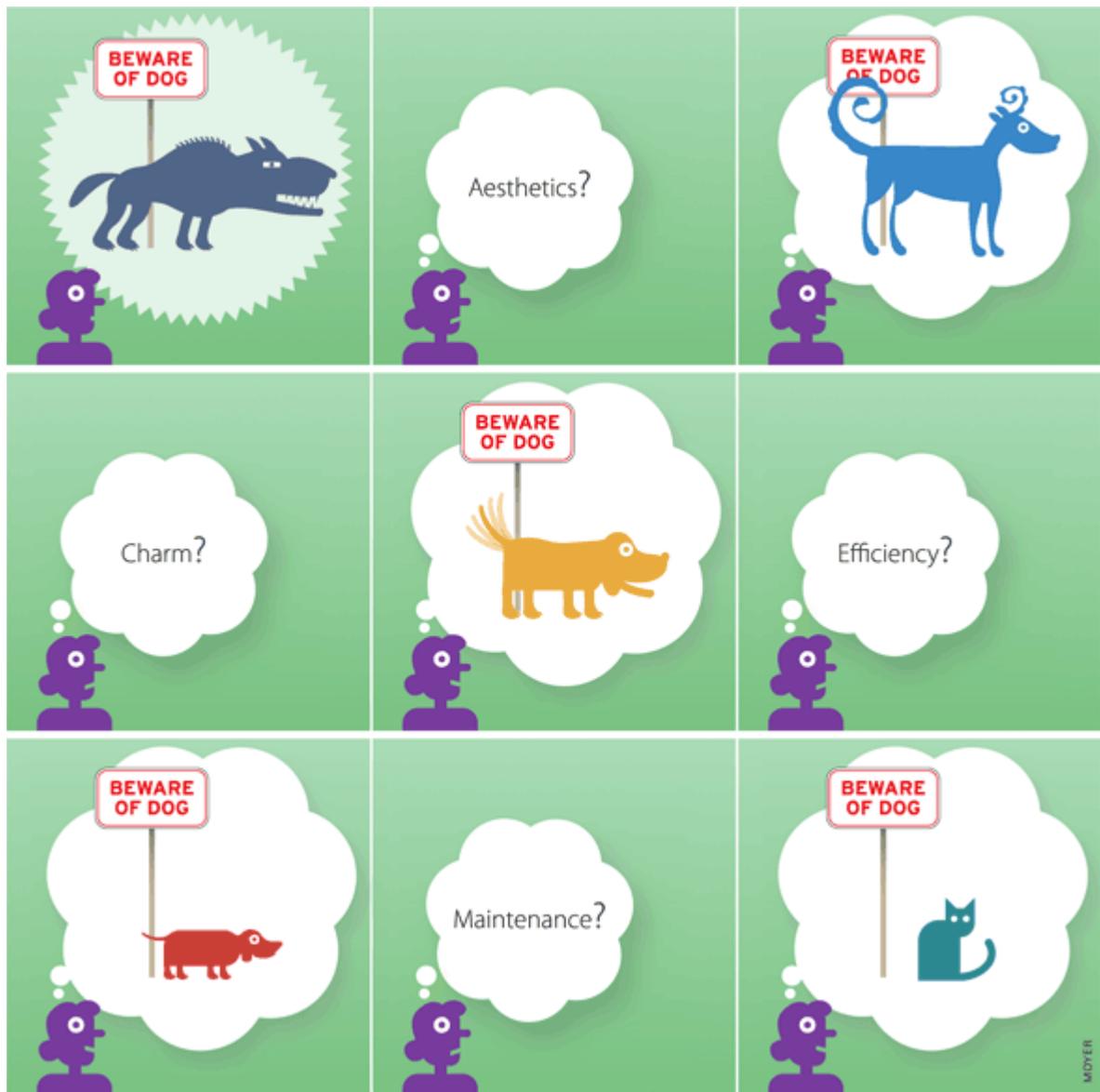


Moving Target

by Don Moyer



A willingness to compromise can be a valuable trait in managers—unless it leads them to lose sight of the goal.

Peter Drucker’s advice about decision making includes this, from *The Essential Drucker*: Determine “what is ‘right,’ that is, the solution that will fully satisfy the specifications before attention is given to the compromises, adaptations, and concessions needed to make the decision acceptable.” Why? “One has to start out with what is right rather than what is acceptable...precisely because one always has to compromise in the end.”

Final solutions seldom exceed original expectations. So when you set the specifications for a problem you want to solve, aim high. Drucker offers three

questions to force thinking to a higher level. In *The Daily Drucker*, he writes, “Effective decision makers ask: What is this all about? What is pertinent here? What is the key to this situation?”