



## Jorge Vasconcellos e Sá'

“Drucker on Carving Success Out of the Crisis: The Four Questions Peter Drucker Would Ask Us ”

### Session

We are presently undergoing the greatest crisis since the great depression: every day new companies fail, more jobs are lost, and governments are forced to intervene. Drucker always saw crisis as great opportunities. Much in the same sense as the Chinese do not have a word for crisis, and so when they want to convey the

concept of crisis, they write two symbols: one for risk and the other for opportunity.

Indeed, doing nothing (or not enough) in a time of crisis may sink companies. But a crisis is also a time when – precisely because of the perceived risk – all stakeholders (employees, suppliers, shareholders, the government) are more willing to do what in other circumstances they would resist to. to go the extra mile. Besides some companies leave the market leaving space open to others. And there lies the opportunity.

In order to transform a risk into an opportunity, Drucker stressed the importance of asking four questions: the first related to past. The second focused on the present. The third on the future. And the fourth evolving around how a company should (re)organize itself.

### About Jorge Vasconcellos e Sá'

Jorge Vasconcellos e Sá is a professor at University of Lisbon and teaches at AESE. Vasconcellos e Sá is the president of the Portuguese Institute for Economic Freedom.

In 1997 he was awarded the Jean Monnet Chair (by the Jean Monnet Foundation at Brussels), the highest European academic award, and has in the past received several distinctions including Fulbright, and Beta, Gamma, Sigma fellowships.

Vasconcellos e Sá has published sixteen books on topics including general management, economics, and strategy; written over thirty articles in international academic reviews and has written more than one hundred articles in newspapers and magazines specialized in economics and management in English, Spanish and Portuguese. Vasconcellos e Sá was also ten times front cover in some of Europe's most important business magazines: Exam (1993); Fortune (1999); Business & Ideas (2001 and 2003); Marketeer (2002); Pure Management (2003); Pure Economics (2005); Premium (2005); and Business Digest (2005).

Vasconcellos e Sá is currently involved in a number of ongoing media. Since 2007 Vasconcellos e Sá alternates with the director of one of the largest circulating economics newspaper (Vida Economica), in writing the Director's column. He is also the European Business Editor of the magazine Paper Money published in the USA. Since 2007 Vasconcellos e Sá presents an economic program on three television channels

Jorge Vasconcellos e Sá has a master's degree from the Peter F. Drucker Graduate School of Management in California, where he studied with Peter Drucker. He has a doctorate in Business Administration from Columbia University. Vasconcellos e Sá also holds a degree as a professional soccer coach.

