

Rick Wartzman,
Executive Director



The Drucker Institute
CLAREMONT GRADUATE UNIVERSITY

**Are We Really Building a
Movement to Counter
“Maximizing Shareholder
Value”?**

How to Cure Our Managerial Myopia



There is a Difference



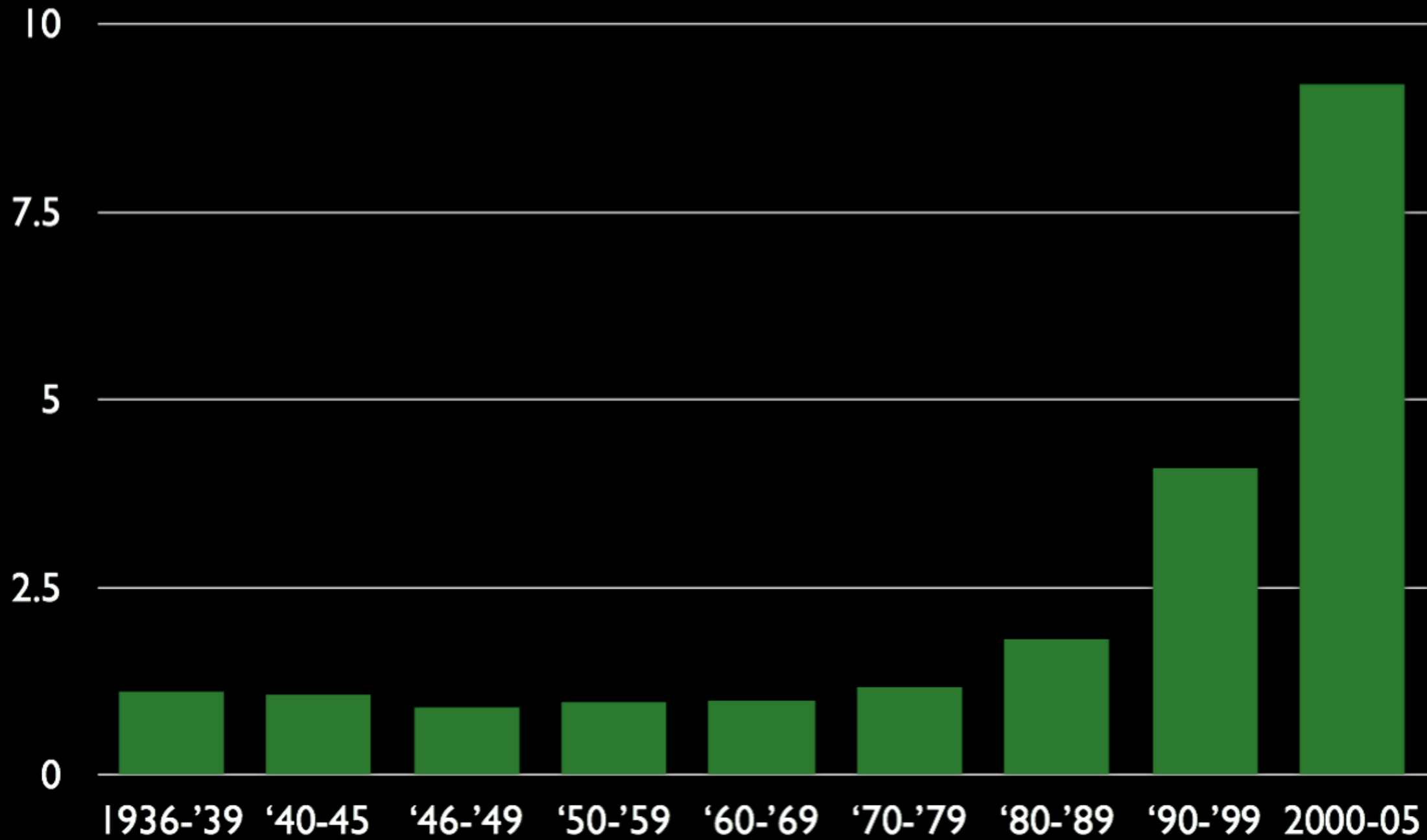
Shareholder



Stakeholder

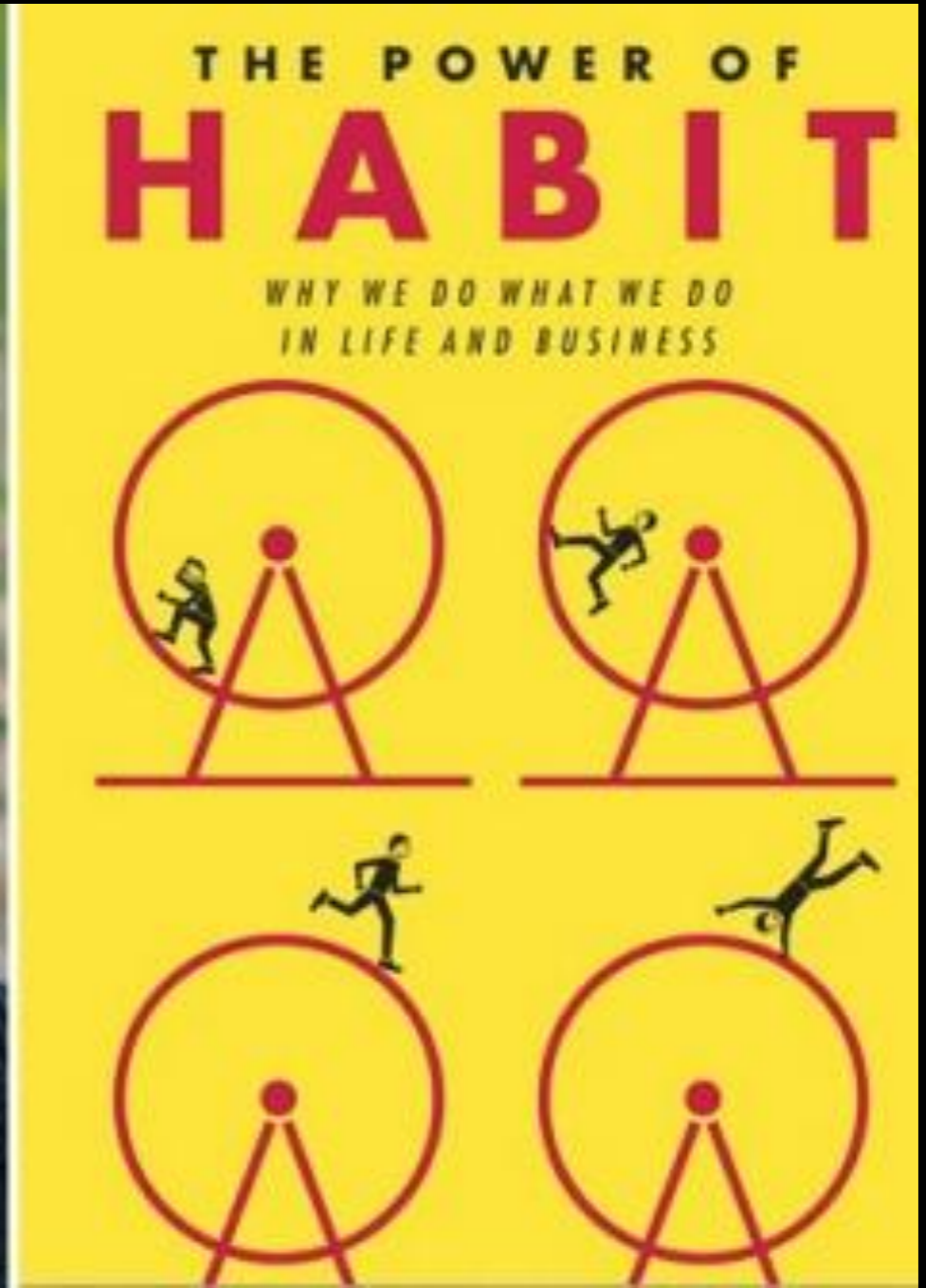
Executive Pay

■ Millions of Dollars (2000\$)

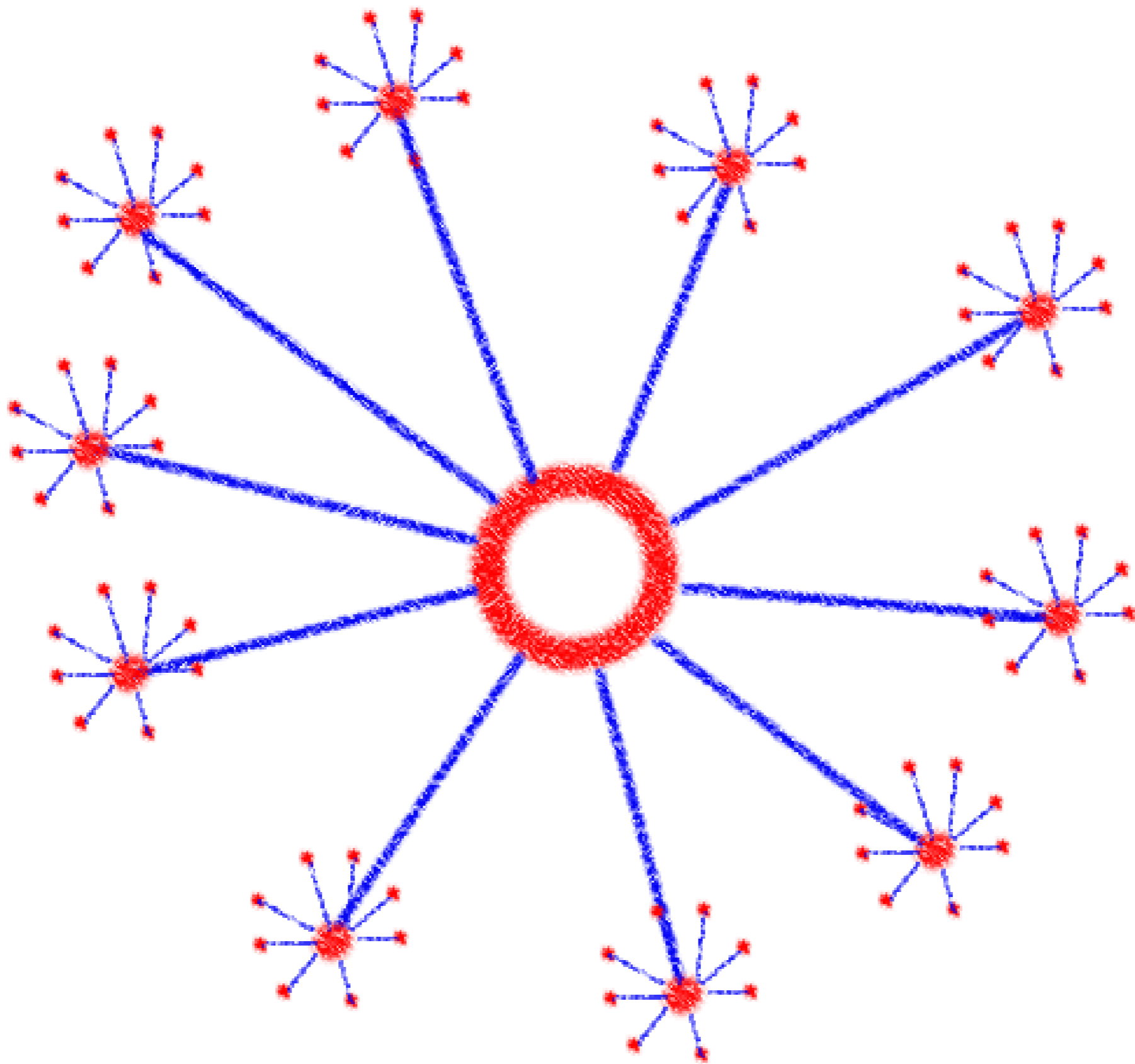














MANIFESTO FOR AGILE SOFTWARE DEVELOPMENT

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

INDIVIDUALS AND INTERACTIONS —OVER PROCESSES AND TOOLS
WORKING SOFTWARE —OVER COMPREHENSIVE DOCUMENTATION
CUSTOMER COLLABORATION — OVER CONTRACT NEGOTIATION
RESPONDING TO CHANGE —OVER FOLLOWING A PLAN

That is, while there is value in the items on the right, we value the items on the left more





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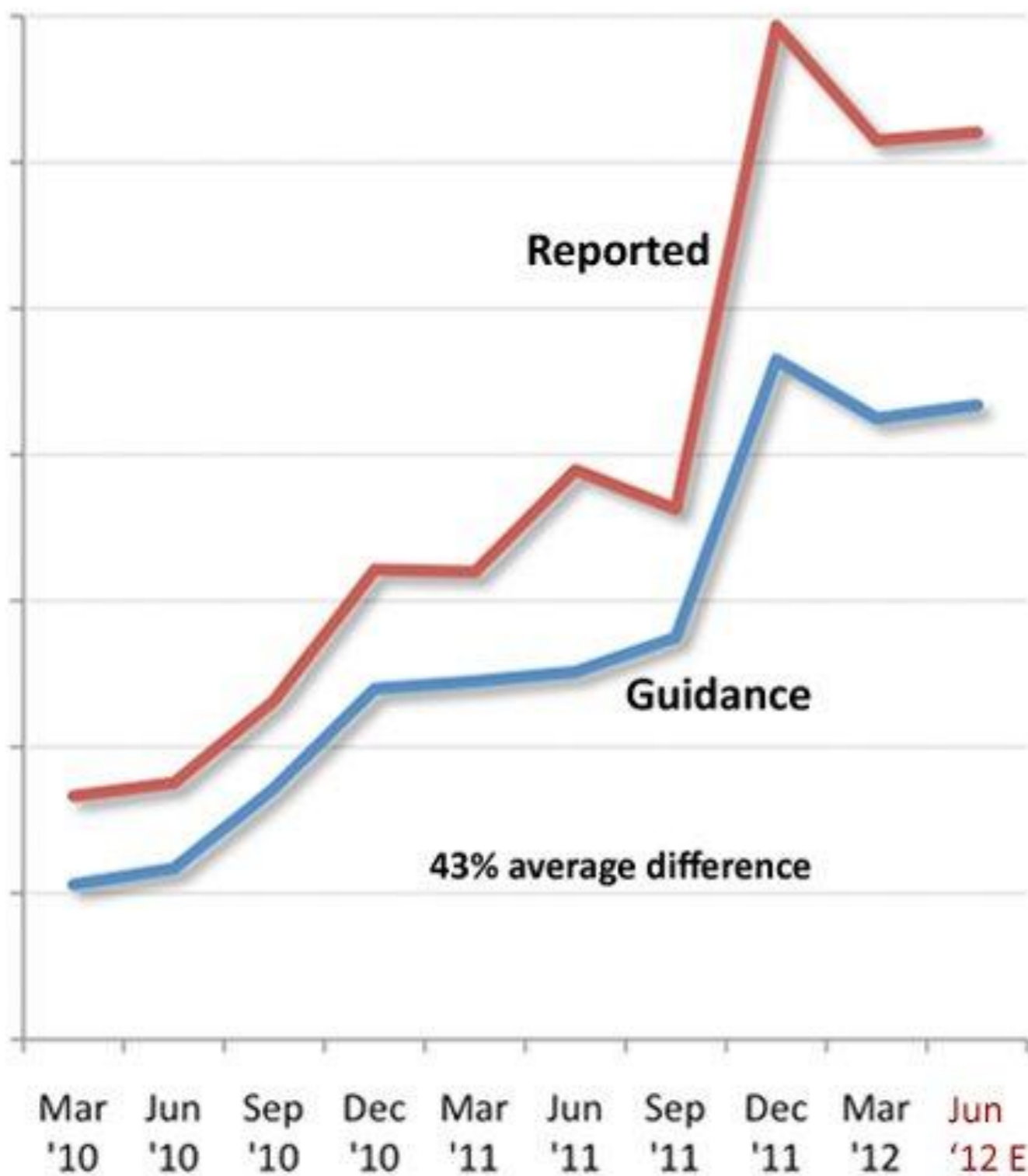
Unilever





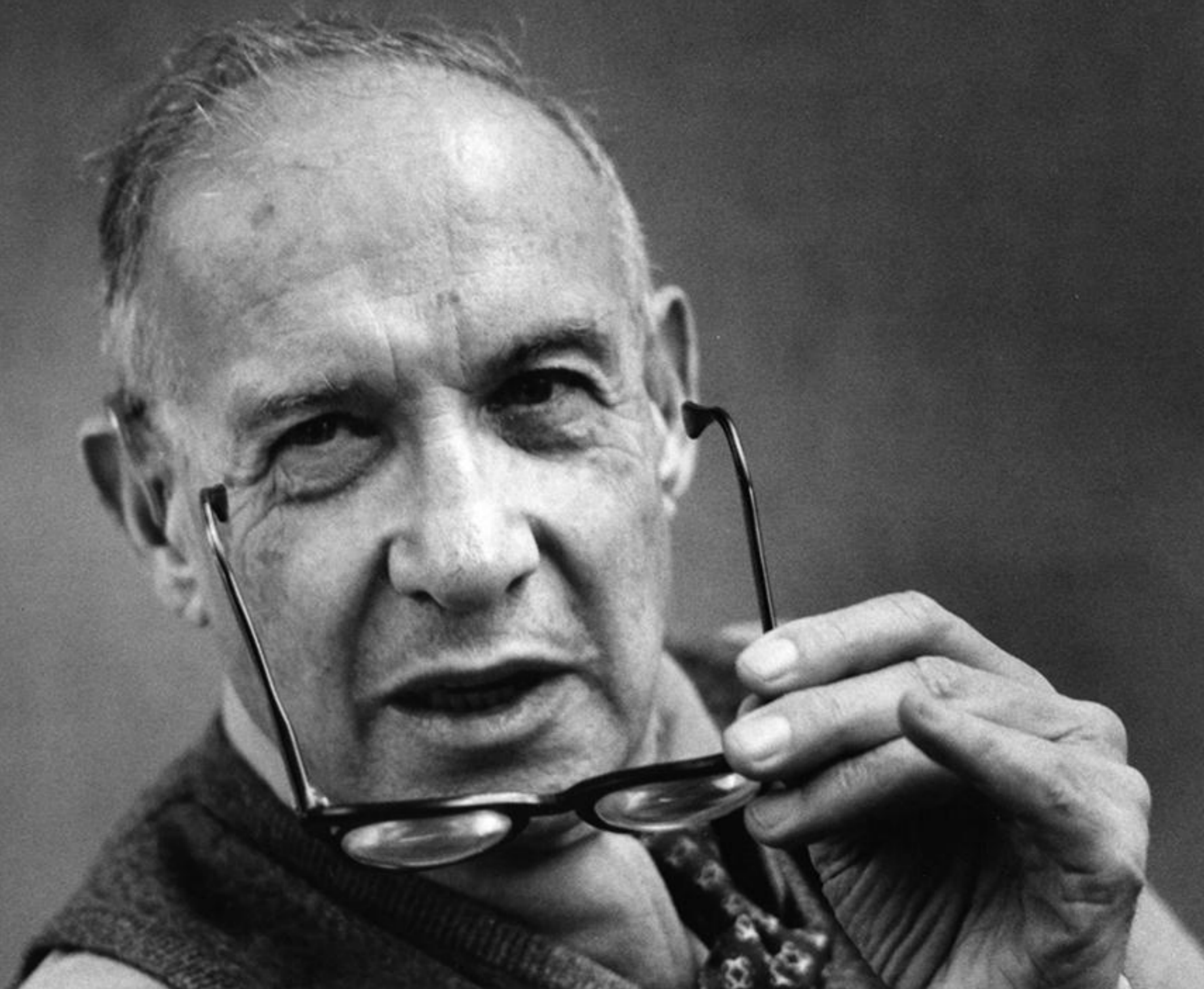
Apple's Guidance Game: EPS And Revenue

Earnings Per Share



Revenue (In Billions)





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