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Gary Hamel on Creating Organization Fit for the Future

Alexandria, VA (October 6, 2015) — Gary Hamel, a highly regarded business thinker, and member of the faculty of the London Business School for more than 30 years, gave the business keynote presentation at ALDA's recent Senior Management Conference in Half Moon Bay, California. Dr. Hamel spoke on building organizations that can thrive in a changing world and made the following points:

- Evolutionary Advantage: The world is changing – four billion people have mobile phones and two billion photos are posted online every day – however, many organizations are not changing as fast as the world around us.
- Innovation Advantage: As a result of innovation, many of 2010's many popular companies have been replaced by 2015 - What is the response if your employees are asked: have you been trained as a business innovator; do you have ready access to experimental funding; and are you and your boss clearly accountable for innovation?
- Inspiration Advantage: 13 percent of employees are actively engaged while 63 percent are not engaged, and 24 percent are actively disengaged. Passion tops the pyramid of desired behavior followed by imagination and initiative.
- Bureausclerosis: While bureaucracy is superior in terms of precision, stability, discipline and reliability, management layers get added, leaders get isolated, decision cycles get longer, etc. The biggest issue in the emerging age is the tension between creativity and organization.

Professor Hamel outlined a four-pronged strategy to “hack” management:

- 1) Challenge your assumptions, e.g., that strategies are set at the top, big leaders appoint little leaders, individuals are assigned tasks, etc.
- 2) Rethink your Principles – if you wanted to build an organization for the future, what principles would you start with? – Experimentation instead of formalization, communities rather than hierarchy, and openness not conformance.
- 3) Reinvent the ‘How’ – To build an evolutionary advantage, individuals need freedom to bend the rules, go outside channels, pursue their passions, experiment and take risks.
- 4) Experiment, Rinse and Repeat – Hamel laid out seven principles of experimentations: be explicit about hypotheses, pick one-two key variables to measure, limit the scope of the experiment, run the new in parallel with the old, start in your own back yard, use volunteers and keep it fun, and interesting.

For more information regarding ALDA, contact Mike Duff, President, at 703-647-6214. More information regarding ALDA, its purposes, objectives and programs, and links to its members' websites can be found at www.thealda.org

Based on the Washington DC suburb of Alexandria, VA, ALDA is an industry trade association for companies that develop and supply life science, analytical and diagnostic products and services used to conduct research, drug discovery, QA/QC testing and

diagnostics in a wide range of industries and applications. Major customer segments including pharmaceuticals, biotech, academic and government research, food safety and environmental testing, personalized medicine and diagnostics.

ALDA's Mission is to be an advocate for our industry and a valuable aid to our members' global business success and to their customers' advancement of healthcare, science and industrial innovation by providing meetings with strategic content, networking, global market and business intelligence, and insights on emerging technologies, markets and business strategies.