



The Future of Management

By Gary Hamel, Bill Breen

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What fuels long-term business success? Not operational excellence, technology breakthroughs, or new business models, but management innovation—new ways of mobilizing talent, allocating resources, and formulating strategies. Through history, management innovation has enabled companies to cross new performance thresholds and build enduring advantages.

In *The Future of Management*, Gary Hamel argues that organizations need management innovation now more than ever. Why? The management paradigm of the last century—centered on control and efficiency—no longer suffices in a world where adaptability and creativity drive business success. To thrive in the future, companies must reinvent management.

Hamel explains how to turn your company into a serial management innovator, revealing:

The make-or-break challenges that will determine competitive success in an age of relentless, head-snapping change.

The toxic effects of traditional management beliefs.

The unconventional management practices generating breakthrough results in “modern management pioneers.”

The radical principles that will need to become part of every company’s “management DNA.”

The steps your company can take now to build your “management advantage.”

Practical and profound, *The Future of Management* features examples from Google, W.L. Gore, Whole Foods, IBM, Samsung, Best Buy, and other blue-ribbon management innovators.

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The Future of Management By Gary Hamel, Bill Breen Bibliography

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Editorial Review

From Publishers Weekly

Though this authoritative examination of today's static corporate management systems reads like a business school treatise, it isn't the same-old thing. Hamel, a well-known business thinker and author (*Leading the Revolution*), advocates that dogma be rooted out and a new future be imagined and invented. To aid managers and leaders on this mission, Hamel offers case studies and measured analysis of management innovators like Google and W.L. Gore (makers of Gore-Tex), then lists lessons that can be drawn from them. He doesn't gloss over how difficult it will be to reinvent management, comparing the new and needed shift in thinking to Darwin's abandoning creationist traditions and physicists who had to look beyond Newton's clockwork laws to discover quantum mechanics. But the steps needed to make such a profound shift aren't clearly outlined here either. The book serves primarily as an invitation to shed age-old systems and processes and think differently. There's little humor and few punchy catchphrases—the book has less sparkle than Jeffrey Pfeffer's *What Were They Thinking?*—but its content will likely appeal to managers accustomed to business school textbooks and tired of gimmicky business evangelism. (Oct.)

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Review

If companies now innovate by creating new products or new business models...why can't they do the same in how they manage organizations? --The New York Times, December 30, 2007

Like many great inventions, management practices have a shelf life...Gary Hamel explains how to jettison the weak ones and embrace the ones that work. --Fortune, September 19, 2007

There's much here that will resonate with forward-thinking managers. --BusinessWeek, October 8, 2007

About the Author

Gary Hamel has been on the faculty of the London Business School since 1983, where he is currently Visiting Professor of Strategic and International Management. He is also the founder of Strategos, a consulting company that has trained tens of thousands of individuals around the world.

Hamel received his Ph.D. from the University of Michigan and has held faculty appointments at the U. of M. and Harvard Business School. He is a fellow of the World Economic Forum and serves on the editorial board of the *Strategic Management Journal*. Hamel lives in Northern California.

Users Review

From reader reviews:

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