

### Overview of “Hot Spots Programme”

#### **1. Professor Lynda Gratton, Professor of Management Practice, London Business School, Founder of the Hot Spots Movement**

Professor Gratton is considered a world authority on people in organisations. She has been named the top two of “HR Top 100: Most Influential”, “top 20 business thinkers in the world today”, and “business thinker most likely to make a difference over the next decade”.

Professor Gratton started to investigate innovation in the workplace ten years ago, when she was awarded a £1million government grant via the Advanced Institute for Management. Today, her investigation has grown into one of the largest projects in the world with the participation of 150 teams across countries in Europe, the USA, Africa and the Middle East.

#### **2. About the “Hot Spots Programme”**

- The teams in Singapore are the first in Asia to go through the programme.
- The programme takes about 14 weeks
- Nine organisations in Singapore have committed to field a total of 28 teams for the “Hot Spots Programme”
- A total of seven teams have completed the programme; the remaining 21 teams are in various stages of progress. SMRT sent four teams and two have completed.

#### **3. The study sought to address two main questions:**

- What aspects in teams drive their value creation, productivity and innovative capability?
- Are there any differences between teams in Singapore and the teams based in other countries? What implications does this have for the human capital strategy of Singapore?

#### **4. Preliminary Research Findings**

It was found that the most successful teams in Singapore almost always have four characteristics:

1. A culture of cooperation and trust
  2. Active networking outside the team
  3. Clear vision of what to achieve and
  4. Productive practices
- Firstly, a culture of cooperation and trust: Team members have learnt to trust each other and to create a culture of cooperation and collaboration. This allowed them to rapidly share knowledge, insights and ideas.
  - Secondly, active networking outside the team: Team members put in time and effort into building good relationships both with other members of the team and with those in other functions and businesses of the company. By doing so they are able to rapidly bring a variety of diverse and interesting ideas to solve a problem and create an innovation.
  - Thirdly, clear vision of what to achieve: In the most successful teams, people had a clear vision of what the team was trying to achieve. Team members therefore felt excited, motivated and inspired.
  - Fourthly, productive practices: These teams were able to transform cooperation, networks and vision into something tangible through their competencies in a number of productive practices

#### **5. Learning portal to create and sustain a global “Hot Spots” movement**

- A learning portal that allows teams participating in the global project to communicate with other teams from around the world for help and support will be launched at the Summit, as part of Professor Gratton’s plans to build an online community to create and sustain a global “Hot Spots” movement.

#### **Participation in the “Hot Spots Programme”**

Companies that are keen to participate may get in touch with the Workplace Policy and Strategy Division of the Ministry of Manpower:

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For more information on the programme, please visit [www.hotspotsmovement.com](http://www.hotspotsmovement.com)