

THE HOT BED FOR HOT SPOTS © PROGRAMME

'What's really impressive about the Hot Spots programme is the sheer weight of research that backs it up. I walked away from the programme with ideas, strategies and tools that I began using immediately at Fujitsu.'

- Mohi Ahmed, Director, Strategic Development, Fujitsu

Background

Executives across the world are concerned that only 20% of their employees feel inspired, that many teams fail to deliver to their promises of performance and innovation, and that cross-boundary cooperation remains an aspiration rather than a reality. This programme, based on award-winning research, is designed to address these business critical issues in a rigorous and thought-provoking way.

The programme has at its core the idea of 'Hot Spots'. These are times, places and occasions when energy and innovation flourish in your company. It is in Hot Spots that breakthroughs

in innovation occur, where performance is enhanced, and where people are fulfilled. Hot Spots are about 'making the impossible possible'.

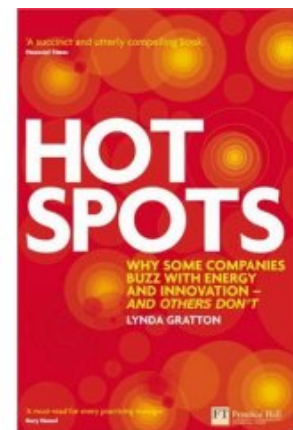
Over the last decade we have worked with companies across the world to help them increase the probability of these high energy, high innovation occasions arising. We have also developed a portfolio of tools and techniques to really kick-start Hot Spots in your company and ensure that Hot Spots are productive and sustainable. We have now designed a programme based on these tools and techniques designed specifically for people who want to:

- Learn more about their competencies and personal development around high performing teams;
- Want to become more effective leaders of their teams and convert their team to Hot Spots;
- Create Hot Spots as an ongoing capability in their organisation.



This programme is designed to ensure that what you discover 'off the court' (in the development programme) is translated to commitments and actions 'on the court' (back at work). This powerful learning experience is designed with the purpose of generating successful Hot Spots by committed people.

Award-winning Professor Lynda Gratton, Professor of Management Practice at London Business School and Founder of the Hot Spots Movement



Professor Lynda Gratton's groundbreaking book, 'Hot Spots'

The Hot Bed for Hot Spots Programme

Transferring what is learnt 'off the court' to actions and commitments 'on the court' is at the heart of the design of this programme.

1. The Hot Spots Experience Module

Based in central London, over two days you will work with other participants to truly understand the risks and challenges your company faces. With this as a basis you can then explore the actions that you should take now to really increase the probability of Hot Spots emerging. You will leave this module with a kit bag of tools and techniques that you can use back in your organisation, including the ability to use the Hot Spots Team Profile to

provide a crucial insight to your understanding of how your company can become a Hot Bed of Hot Spots.



Geert Verachtert, Marketing Director, OEM Europe (Phillips Lighting Europe), and Hot Spots coach, Talie Wood, ponder innovation

2. The Hot Spots Profile Module

In this module, you identify a team in your company that you would like to use as your 'case study'. This could be your own team – or perhaps a team that you know to be important. Once identified, we will send the members of the team, together with a number of stakeholders, the web-based Hot Spots Profile. We will analyse the diagnostic data and create an analytical report. Using your new skills you then develop recommendations and actions for that team. Working with a real case study ensures that the insights you learn on the course can be implemented directly when you return to work.

3. The Hot Spots Implementation Module

You will leave the Hot Spots Experience with a tailored action plan for your own development and the development of the team you are working with. In the implementation module you will have the opportunity to join two webinars with the faculty and your fellow participants to discuss progress challenges. You will also become an Associate of the Hot Spot Movement and receive early updates of the development of tools and techniques.

During the implementation module we will also provide you with a tailored outline of wider support we can provide to you and your team. This could include, for example:

- *Tailored Personal Development:* through our 60 Day online support which includes web-based reading materials, networking opportunities and assignments
- *Team Based Support:* to convert the team to a Hot Spot. These are company specific team learning days with a real time team coach for critical meetings
- *Organisational Interventions:* to ensure that the context of the company is a Hot Bed for Hot Spots. This includes the development of tailored practices designed to create Hot Spots, the ongoing measurement system and feedback loops on Hot Spot creation and creating structures for learning. The fees for this will be based on a tailored proposal.

The Characteristics of the Hot Spot Learning Experience

- **Based on award winning research** – published in the Sloan Management Review, the Wall Street Journal, the Financial Times, the Harvard Business Review and the Harvard Management Update - the Hot Spots Movement is committed to world class research. We have data from more than 150 teams in companies across the world – and we deeply understand what people and organisations have to do to bring energy and innovation to their teams.
- **Uses state of the art learning technologies** – we at the Hot Spots Movement are passionate about learning technologies. The Hot Spots Profile – for example – uses state of the art web-base technology, and we continue to build the community with teleconferencing and web community technologies.
- **Taught by world class faculty** – the programme is directed by Professor Lynda Gratton – who also teaches the second module and is a coach on the third module. Other members of the Hot Spot community work as coaches throughout the programme.
- **Addresses business critical issues** – executives across the world are concerned that only 20% of their employees feel inspired; and that many teams fail to deliver to their promises of performance and innovation. This programme is designed to address these business critical issues in a rigorous and thought-provoking way.



Clive Tillotson, Innovation Consultant (Fujitsu), and Mohi Ahmed, Director, Strategic Development, (Fujitsu), discuss innovation at Fujitsu

'A great revelation...fantastically innovative but also fun and very practical...the GMG team took away a lot we could do and have followed it up...you should not only read the book but you need to undergo the experience.'

Carolyn 'CAG' Gray, Group HR Director, Guardian Media Group

The Benefits: For You...

As a participant you will benefit from the programme in four crucial ways:

- **Rapid Knowledge Development** – the programme is designed to rapidly develop your knowledge around key issues including how organisational energy is created, how to create high performing teams, and the role of networks in knowledge creation and innovation. Building from the extensive research base of the Hot Spots Movement, we will introduce you to theories and models to ensure that you are totally up to date in these crucial areas for business performance.



Hot Spots Researcher, Andreas Voigt and coach Ian Richardson

- **Accelerated Competency Development** – the programme is designed to rapidly develop your competencies around how to create and nurture Hot Spots in your company through supporting and building High Performing Teams. Using a range of tools and techniques we will create a feedback-rich programme that ensures that knowledge and theory becomes translated to action and practice. We are passionate about ensuring that what is learnt 'off the court' is rapidly transferred into action and commitments 'on the court' – back at work.
- **Real Life Actions** – one of the challenges of training programmes is that they fail to create and sustain action back at the workplace. This programme has been designed specifically to ensure that your knowledge and insights are immediately put to use in a real life situation.
- **Membership of a living learning community** – as a Hot Spots Associate you become a member of our Hot Spots Associate Community and are able to seek advice from your Associates and peers. You also have an opportunity to update your knowledge and competences through our on-going development programme.



Carolyn 'CAG' Gray, Group HR Director (Guardian Media Group)

The Benefits: For Your Company...

Your business and company will also benefit from the programme in three crucial ways:

- **A Focus on High Performing Teams** – our research has shown conclusively that High Performing Teams are a key part of organisational success and business performance. This programme – supported by the Hot Spots Profile – create a deep awareness of the organisational factors that are supporting high performance and also putting high performance at risk.
- **On-going support of innovation** – by understanding how Hot Spots are created, nurtured and sustained, this programme will ensure that your company will significantly increase its capacity to support innovative breakthroughs.
- **Clarity of Vision** – this programme is built from a world class research base. Understanding this research and its implications will provide wider opportunities for people across your company to understand where they need to change practices and processes across the company.

Who should attend?

The programme has been designed for anyone interested in bringing energy and innovation to their organisation. This will include team leaders, strategists, business heads, organisational and learning experts and human resource specialists.

Our experience is that you will gain most from the journey if you attend with a colleague.

The audience for the programme includes people who:

- Want to create Hot Spots with their current teams;
- Aspire to generate more inspiring and innovative ways of working in teams;
- Are currently leading cross-country, cross-cultural and virtual teams;
- Aspire to create performance breakthroughs in their teams;
- Want to build the capacity for Hot Spots as an ongoing capability in their organisations.



Riikka Walden, HR Manager (UPM Kymmene) with Ronnie Stevenson, Manager (UPM Kymmene)

Cost of the Programme

The cost of the programme is £4,000.00 (excl. VAT). This cost includes:

- Analysis of a team (up to 20 people) with the Hot Spots Teams in Context Profile
- The Hot Spots Teams in Context Profile Report
- A two day programme conducted in central London by Professor Lynda Gratton – including dinner and lunch
- A variety of Hot Spots tools and techniques
- Access to the Hot Spots teleconferences – which will be held on two occasions
- Membership of the Hot Spots Associate group – with early access to tools and techniques

Location and Date

The second phase of the programme will be held at Holborn Bars in central London.

October 7 & 8 2008	The Hot Spots Experience Module
October – November 2008	The Hot Spots Profile Data Collection
November 12 & December 10 2008	The Hot Spots Implementation Module

How to Apply

To apply to the programme please complete the attached application form or visit www.hotspotsmovement.com.

The deadline for applications is Monday September 1 2008.

Hot Bed for Hot Spots Programme Application Form

1. Personal Information

Family name: _____ First name (s): _____ Title: _____
Name by which you prefer to be known: _____
Address to which you would like communications to be sent: _____

Postcode: _____
Country: _____
Home telephone: _____ Mobile: _____
Email: _____

2. Professional Information

Job title: _____ Company: _____
Company website address: _____ Function: _____
Short description of your role: _____

How many people report to you: _____ No. of employees in company: _____
Years of work experience: _____ Years of management experience: _____
Current management level: _____
What prompted you to apply for this programme: _____

What are your current responsibilities with regard to developing innovation in your company? _____

What are your personal objectives in attending this programme? _____

Briefly describe the 2- 3 current issues/challenges you are facing regarding your team or company's innovation: _____

Hot Bed for Hot Spots

Payment Options

There are three payment options. Please indicate which you wish to use:

NB: Your place will not be confirmed until payment has been received

1. Bank transfer: _____ Please send me the account information

2. Cheque: _____ Please send me details of the payee

3. Invoice: _____ Please send the invoice to:

Name: _____ Company: _____

Address: _____

Postcode: _____ Country: _____

Contact telephone number: _____

Email: _____

Cost: £4000 excl. VAT
(£4700 incl. VAT)

Signature: _____

Date: _____

Please return completed and signed forms by either fax (0207 000 8901) or e-mail
(lea@hotspotsmovement.com). Many thanks!