An Invitation to join the 2009/10 Hot Spots Research Consortium

The Future of Work and the Adoption of Innovative Organizational Practices

We would like to invite you to join a fast-cycle research consortium of companies to take a closer and more sophisticated look at the future of work and the adoption of innovative organizational practices.

Over the last ten years members of the Hot Spot Institute have been researching innovation and energy in organizations. As we speak with academics and executives it is clear that we are in a very exciting time with regard to the nature of work and organizations both of which have been changing tremendously over the last few years and will continue to do so. These changes reflect global forces in technology, demography, society and in the advances in globalization. We see these trends impacting work and organizations in many different ways, for example:

- Shifts towards more collaborative work forms that span boundaries, operate in flatter organizational hierarchies and engage employees in decision making.
- A move towards flexible organizational clusters and community structures.
- Advancements in technology and an increase in virtual work.
- Changes in preferences of workers with a desire for more flexibility and with a choice of where and how they want to work.
- Trends towards open-source innovation in outside communities.

In order to understand this better we are launching a research consortium The Future of Work and the Adoption of Innovative Organizational Practices. This consortium will be built on the foundation of academic and business insights into the subject of work, which Lynda Gratton started more than a decade ago with her books Living Strategy, The Democratic Enterprise and Hot Spots.

Our aspiration in this research consortium is to focus on three key challenges:

**Understanding Global Forces** - first, we need to create an accurate reading on how these global forces are likely to play out over the coming years with an emphasis on the way that work gets done.

**Impact on Organizations** - next, we need a careful analysis of how these are likely to impact organizational structures, people practices and processes such as leadership development, performance management, reward and training and finally, what they will mean to the day-to-day experiences of employees.
Adoption of Innovative Practices - finally, the challenge will be to understand how these new organizational practices, process and work styles can best be incorporated into the strategy and practice of the organization. We believe this challenge is particularly relevant since our early research has shown that whilst many companies are well developed for the adoption of “best practice”, only a few are configured for the adoption of “innovative practices”. The emphasis here will be to identify those nascent practices best suited for the future and also to understand how these can best be adopted. This can be complex since often the adoption of innovative practices results in the shattering of taken for granted assumptions and requires the legitimization of new activities to successfully implement new lines of organizational activity.

Our aim is to research and explore the future of work and the impact it will have on organizations and as a key outcome showcase templates for best practices in the adoption of innovative practices to change the nature of work.

The consortium has as its founding member the Singapore Ministry of Manpower and we are now talking with a number of companies from across the world to join. We anticipate membership from high technology, healthcare, pharmaceuticals, telecoms, banking, food and personal care and engineering.

Fast-Cycle Research Timeframe

We know many organizations need input on this crucial issue urgently, so we have designed a fast cycle time to ensure we keep pace with developments in the world of work.

The consortium will formally begin on 1 October 2009 and will run for six months.

The Team & Methodology

The Hot Spots Team, led by Lynda Gratton, Professor of Management Practice at London Business School, have a long history of directing successful research consortia – beginning with the Leading Edge Consortium in the 1990’s, which involved companies such as BT, HP, Kraft Foods, Lloyds TSB and Citibank – then progressing to the Collaborative Advantage Consortium which included Nokia, Orange, BT and Marriott.
Fast Cycle Methodology

In order to meet the fast-cycle time for the research we will be using four methodologies:

- **A community of practice**: we will invite each company to nominate a leader and a number of people who will actively become involved in the consortium. Our hope is that this will include Gen X youngsters – this community of practice will be crucial to the identification of innovative practices. We will also create a stronger sense of community with an onsite event.

- **Discursive Groupware**: we will be using our learning portal as a conduit for conversation and information exchange across the member companies.

- **Webinars**: we will arrange a number of webinar presentation to share the findings and to enable participants to engage in conversations about the future.

- **Innovation research**: we plan to conduct interviews with a small number of executives in each company to explore the routines that help organizations gain legitimacy for new lines of activity and to adopt innovative organizational practices quickly and effectively. This part of the research will be conducted by Andreas Voigt who leads the research at the Hot Spot Institute.

Benefits & Cost

This research consortium will enable participating executives to very quickly increase their knowledge about this crucial area. The benefits of participation include:

- Early access to cutting-edge insights in innovation management which will ensure that companies stay ahead of the game in their sector.

- An executive white paper with case studies of best practices in innovation management across different industry sectors.

- A web presentation of key findings and their implications for the design of organizational practices and processes.

- Participation in an onsite networking event for all consortium members.


The cost of joining the consortium will be a one-time fee of £12,000

**Would your organization benefit from participating?**

Please contact Tina Schneidermann, tina@hotspotsmovement.com to find out how you can join the 2009/10 Hot Spots Research Consortium: *The Future of Work and the Adoption of Innovative Organizational Practices.*