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For Immediate Release

Hot Spots

Why Some Teams, Workplaces, and Organizations Buzz with Energy — and Others Don't

By Lynda Gratton

“Hot Spots” are places and times where cooperation flourishes, creating great energy, innovation, productivity, and excitement. Hot Spots can be workplaces, teams, departments, companies, factories, hallways, lunchrooms, conferences—anywhere people are working together in exceptionally creative and collaborative ways. They are a hallmark of the most successful, most entrepreneurially minded companies

But why and how do Hot Spots emerge? How can an organization create an environment where they proliferate and thrive? For over a decade Lynda Gratton's passion has been discovering Hot Spots and analyzing what makes them work. She's studied dozens of companies and talked to hundreds of employees, managers and executives in the United States, Europe, and Asia.

In this groundbreaking new book Gratton describes four crucial qualities that an organizational culture must have to support the creation of Hot Spots:

1. A cooperative mindset: Hot Spots arise when people are excited, willing, eager and able to work together.
2. Boundary spanning: Hot Spots are hottest when people from very different backgrounds, skill sets, and outlooks are encouraged to combine their expertise in new ways
3. Igniting purpose: there must be a question, a task, a vision that excites and energizes people
4. Productive capacity: people must be able to work together, resolve conflicts, and manage the rhythm and pace of their work

Hot Spots cannot be mandated, but they can be encouraged. Gratton looks at what leaders can do to create an organizational environment conducive to Hot Spots, and offers a five-phase plan that will help to create them.

Traditional organizational boundaries have become barriers to progress. Gratton's book, *Hot Spots: Why Some Teams, Workplaces, and Organizations Buzz with Energy — and Others Don't*, shows how to spark the kind of agile, unfettered collaboration vital for solving difficult problems, developing better products and delivering superior service in the ultra-competitive world of today.

More...

*“Lynda Gratton offers creative insights into how to energize and humanize organizations. **Hot Spots** is a user’s manual for the organization of the future. It integrates perceptive theory and practical advice.”*

—Dave Ulrich, Professor, Ross School of Business, University of Michigan, and Partner, The RBL Group

Lynda Gratton is Associate Professor of Management Practice at London Business School where she directs the school's executive program, "Human Resource Strategy in Transforming Organizations." She is the author of *The Democratic Enterprise*, *Living Strategy*, and *Strategic Human Resource Management*. Gratton has twice been named one of the world’s top management thinkers by the *Financial Times*. She was also listed as #7 out of one hundred in *Human Resource Magazine's* "Top 100 Most Influential" list, as well as being named the #1 strategic thinker in the world by *Strategic HR Management*.

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