



Lynda Gratton

Ying



Introduction

Lynda is a Professor of Management Practice at London Business School where she directs the program 'Human Resource Strategy in Transforming Companies' – considered the world's leading program on human resources. Her elective on the Future of Work is one of the school's most popular and in 2016 she received the school's 'Excellence in Teaching' award. For over ten years she has led the Future of Work Consortium which has brought executives from more than 60 companies together both virtually and on a bespoke collaborative platform.

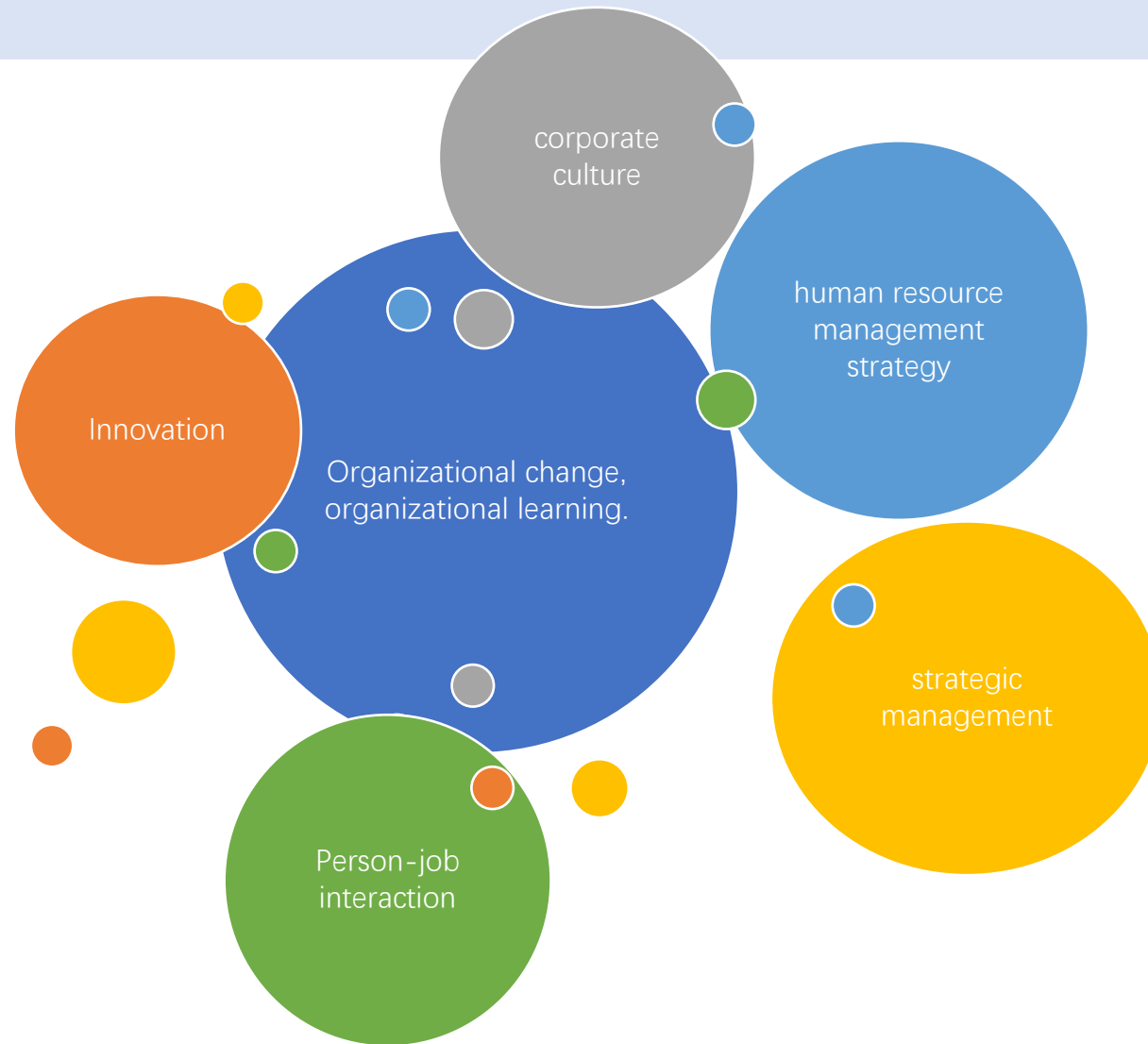


Work experience

Lynda's work has been acknowledged globally. She has won the Tata prize in India. In the US she has been named as the annual Fellow of NAHR and won the CCL prize. Whilst in Australia she has won the HR prize. She has been named by Thinkers 50 as one of the top 15 thinkers in the world.

Lynda is a Steward of the World Economic Forum and has chaired the WEF Council on Leadership. She serves as a judge on the Google.org prize, and in November 2017 was named as a council member of Prime Minister Abe's council on social change.

Research interest



Publication

Strategy

- **1999, Strategy human resource management corporate rhetoric and human reality**
- **2000, Living strategy putting people at the heart of corporate purpose.**(the link between business and HR strategy)
- **2003, The Democratic Enterprise: Liberating your Business with Freedom, Flexibility and Commitment.**(the new ways of working)

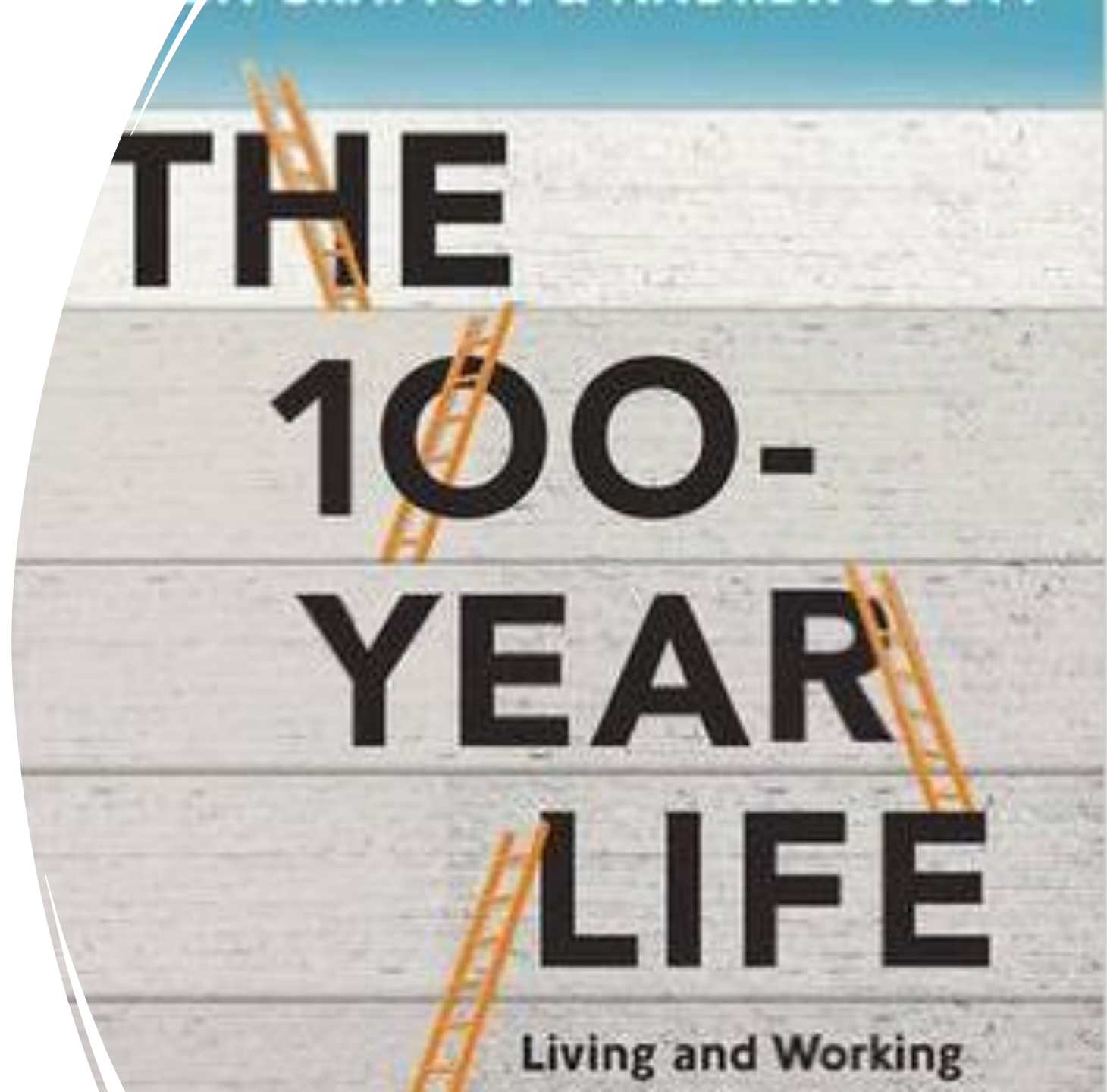
Revolution

- **2007, Hot Spots: Why Some Teams, Workplaces, and Organisations Buzz with Energy - and Others Don't.**(The rise of complex collaboration)
- **2009, Glow: How you can radiate energy, innovation and success.**(The rise of complex collaboration)
- **2011, The Shift: The Future of Work is Already Here**(The impact of a changing world on employment and work)
- **2014, The Key-How Corporations Succeed by Solving the World's Toughest Problems**

Publication

2017, the 100-year life: Living and working in an age of longevity . (The impact of longevity on society)

“Does the thought of working for 60 or 70 years fill you with dread? Or can you see the potential for a more stimulating future as a result of having so much extra time?”



Achivement

Lynda has written extensively about the interface between people and organizations. Her ten books have sold over a million copies and have been translated into more than 20 languages.

In 2012 **The Shift** received the best book of the year in Japan and has been translated into more than 15 languages. In 2015 **The Key** won the CMI Management Book of the Year. In 2017 **The 100 Year Life** was shortlisted for the FT Business Book of the Year, became the best selling book in Japan and has been translated into 15 languages.

Heritage-Complex collaboration

- A cornerstone of this notion of strategic human resource management (SHRM) is the creation of linkage or integration between the overall strategic aims of the business and the human resource strategy and implementation.
- The objectives and design of the formal performance management processes in the four organizations were largely similar, intended to create vertical linkage between corporate and business objectives and employee performance.
- The application of **performance management** is influenced by the degree and experience of change, the involvement and commitment of line managers, and the transparency and perceived fairness of the process.
- Goals were set participatively, often supplemented by competency frameworks; appraisal was more frequently conducted through multiple perspectives; rewards decisions were more likely to be decentralized; and formal training was supplemented by coaching and self-development activities.

Heritage-Complex collaboration

- Gratton Hot Spots equation:

Hot Spots= (Cooperative Mindset **×** Boundary Spanning **×** Igniting Purpose) **×** Productive Capacity

Gratton uses a thermal imaging metaphor to view the hustle and bustle of work in a firm as if seeing it from a mountain. Most of the vista appears green. Work is happening with unexceptional excitement or energy. Some areas, however, flare up in **bright orange and red: hot spots**. Here people are working in out-of-the-ordinary **creative and collaborative** ways.

Within **hot spots**, for example, new product opportunities are identified and become contagious. The CAR project **describes three elements—cooperative mind-set, boundary spanning, and an igniting purpose**—that, in combination with productive capacity, cause **hot spots** to flare up.

Heritage-The impact of longevity on society

Result

- The first is that the main story is not the machine – **it's people**.
- The second starting point for this new research is that, as **humans**, we have agency, even in the face of giant abstract forces such as increasing life expectancy and technological advances.

Reason

Creating a narrative that makes sense of the big sweep of change in terms of personal lives is the first step towards human agency. And, as Gratton and Scott insist, it's urgent. First, because today's familiar social and economic frameworks are coming apart at disconcerting speed. Second, sculpting the new endowments of time and technology into human benefit will require individuals to be curious about the future and be prepared to invest in order to take charge of their lives in ways that would have been unthinkable.

Heritage-The impact of longevity on society

we're humans, we have human insight that enables us to build an agenda and act on it. We don't have to accept what happens to us as destiny – we can shape it.

The next few years, Gratton and Scott see the education sector “exploding” to meet new kinds of demand, moving from part-life to all-life, and from mostly degrees to other kinds of credentials, intensive upskilling, gap-filling and managing transitions.

Ultimately, human beings have to live up to their essential, irrepressible, questing humanity: inventing new narratives, exploring new worlds, building new relationships.

Heritage-Future of Work Consortium

- It is important to realise that tangible and intangible assets have different value to an employee. Coming back to the importance of intangible assets, the increasing need to focus on on-the-job training to keep people's skills fresh and the imperative of investing in lifelong learning are also clear. Some of this learning will be digitally enhanced, but much will rely on face-to face interaction to build individuals' skills and develop their knowledge.
- Thinking hard about diversity, creating more adult-to-adult relationships is based on openly sharing information, giving commitments and adhering to them.
- Traditional CVs are a limited recruitment tool. Job descriptions are also increasingly outmoded.
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- Our future work life will focus on the opportunities for great creativity and personal growth.