

«Autonomy and networking haven't been invented by Internet, it is rather Internet which results from autonomy and networking»

Quote of the latest book of the sociologist Pierre Mercklé: [Sociology of social networks](#)



Bilingual document (US, FR)

8

Editorial

Pierre Mercklé, a sociologist and researcher at Max Weber Center, wrote in his book *Sociology of social networks* that the transformations of social relationships (weakening of links, transformation of the group's notion, horizontalisation and informality of relations ...) are at work since the 60's and may have prompted the Internet and not the other way around. Here's an interesting thesis that changes the usual concerns about the disruption caused by Internet and social networks.

Pierre Mercklé, sociologue et chercheur au Centre Max Weber écrit dans son ouvrage *Sociologie des réseaux sociaux* que les transformations des relations sociales (affaiblissement des liens, transformation de la notion de groupe, horizontalisation et informalisation des relations...) sont à l'œuvre depuis les années 60 et ont peut-être suscité Internet plus qu'elles n'en sont les conséquences. Voici une thèse fort intéressante qui change des appréhensions habituelles quant aux bouleversements induits par Internet et les réseaux sociaux.

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Summary

Major trends in a globalized world

- A new world order : when demand overtakes supply .p.2
- The new network of emerging marketsp.2
- Why can't Europe get it right the first time... or the second... or the third?.....p.2

Corporate and social environmental responsibility

- Is there a silver lining for the environment in cloud computing?.....p.2
- 3 best practices for managing corporate sustainability projects.....p.3

Management in the future world of work

- Future work skills 2020.....p.3
- Gary Hamel – reinventing the technology of human accomplishment.....p.3
- Lessons from Sherlock Holmes: cultivate what you know to optimize how you decide.....p.3
- What neuroscience can teach leaders.....p.3
- How the office is evolving.....p.4

Enterprise 2.0 and mobile enterprise

- The big failure of enterprise 2.0 social business....p.4

- In a tough job market, your open source experience may be an asset in more ways than one.....p.4

Internet and social networks

- Réseaux sociaux : les fatigués du « j'aime ».....p.4
- Gartner adds big data, gamification, and internet of things to its hype cycle.....p.4
- Forecast 2020: Web 3.0+ & Collective Intelligence.p.4
- Une étude conclut que la censure du net accroît les émeutes.....p.5

Personal and brand online reputation and influence

- Five social media lessons you can learn from North Korea.....p.5
- How social media muteness endangers your company: the crisis at Mckinsey.....p.5

Personal development and learning

- How social learning is like gravity.....p.5
- 37% of executives will focus most social strategies on corporate training in 2011.....p.5

More notable links.....p.6

*Click on the titles to view the documents

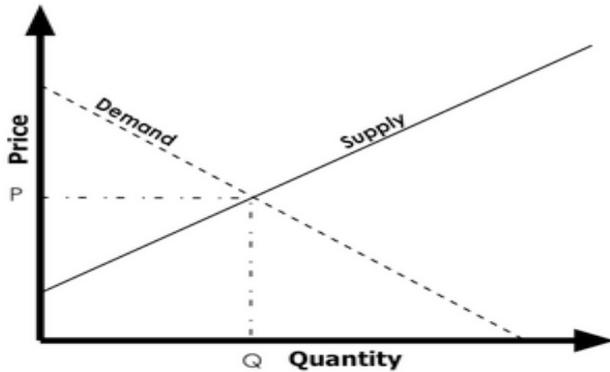
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Majors Trends in the Globalized World

[A new world order : when demand overtakes supply](#)

Société Générale Cross Asset Research, Veronique Riche-Flores, Loïc de Galzain, July 6, 2011



Over the last decades, strong growth in the working-aged population across Asia and increasing world trade have led to huge expansion in production capacities. The rise in living standards among the emerging population heralds an unprecedented level of growth in demand. This research document from Patrick Legrand (SG CAR) explains why the next cycle will be dominated by demand dynamics.

[The new network of emerging markets](#)

New World of Work, Dr Graeme Codrington, August 26, 2011



We know that emerging markets are important for companies who want to grow internationally. But something less apparent is that emerging markets are developing their own markets and networks in unexpected ways.

This article highlights the Middle East as one hub point for these relationships. You can find similar hubs in Singapore, Hong Kong, South Africa, Brazil, Turkey and elsewhere. It is important to track and understand the dynamics that these networks will create.

[Why can't Europe get it right the first time... or the second... or the third?](#)

The Brookings Institution, Douglas J. Elliott, August 22, 2011



The Euro Crisis has struck again, doing real damage to economic prospects around the world.

The U.S. could easily be pushed into another recession if the Eurozone collapsed. It seems remarkable to many Americans that Eurocrats cannot find a way to contain the crisis for more than a few weeks at a time.

This article explains that the core reason Europe has not yet gotten its response to the Euro Crisis right, despite multiple attempts, is that political constraints make it extremely difficult to do the ultimately necessary things.

Corporate Social and Environmental Responsibility

[Is there a silver lining for the environment in cloud computing?](#)

The New-York Times, Ellen M. Gilmer, August 10, 2011



Compared to familiar climate-saving programs, «cloud computing» is gaining attention as the information technology industry promotes it as a tool to save both energy and money. How do you measure the carbon footprint of a «cloud»?

Cloud computing lowers energy costs for users and cuts greenhouse gas emissions by streamlining information-crunching into single facilities on speedy machines.

This article explains why as computing demand continues to swell worldwide, tech companies are well-positioned to cast the direction of development.

* Click on the titles to view the documents

[3 best practices for managing corporate sustainability projects](#)

Green Biz, Christopher Mines, August 4, 2011

Recently, Forrester completed interviews with leaders at fifteen large companies involved in their company's sustainability strategy and programs. One of the clear takeaways from this research is the need for coherent governance of sustainability initiatives. In the course of conducting these interviews, this article identified three critical categories of governance best practices.

Management in the Future World of Work

[Future work skills 2020](#)

University of Phoenix, April 14, 2011



How key drivers of change will impact workforce skill requirements? According to American researchers, six drivers are likely to reshape the landscape for organizations and workers. Each driver is in itself important when thinking about the future. This research identifies ten skills that will be vital for success in the workforce.

[Gary Hamel – reinventing the technology of human accomplishment](#)

Innovation Excellence, Gary Hamel, August 9, 2011

Most of the industrial pioneers who created “modern” management (Taylor, Ford, Sloan...) were born in the 19th century. But now, for the first time since the early 20th century, we may be on the verge of another management revolution. «Modern» management is one of humanity's most important issues.

Here is a video making the case for reinventing management for the 21st century, by painting a vivid picture of what it means to build organizations that are fundamentally fit for the future: resilient, inventive, inspiring and accountable.

[Lessons from Sherlock Holmes: cultivate what you know to optimize how you decide](#)

Scientific American, Maria Konnikova, August 26, 2011



Sherlock Holmes compares a man's brain to an attic, to be stocked with furniture: "A fool takes in all the lumber of every sort that he comes across, so that the knowledge which might be useful to him gets crowded out. The skillful workman is very careful indeed as to what he takes into his brain-attic. He will have nothing but the tools which may help him in doing his work, but of these he has a large assortment, and all in the most perfect order".

How to deal with learning to cull and cultivate knowledge in such a way that your decision process will be optimized for the question at hand, and not get bogged down in irrelevant minutiae?

This article submits this relevant question in the age of the internet, when we have a constant stream of information at our beck and call.

[What neuroscience can teach leaders](#)

Bloomberg BusinessWeek, John N. Ryan, August 12, 2011



What's on the minds of business leaders these days? Judging from the explosion of books and articles about business leaders in the previous years, it's quite obvious: their own minds. Neurosciences have become mainstream. The race is on to translate its insights into practical applications at work. This article explains why success as a leader, after all, often comes down to specific behavioral traits.

*Click on the titles to view the documents

[How the office is evolving](#)

GigaOm, Eric Kintz, August 5, 2011

The traditional office space has been experiencing its most dramatic shift for forty years. In the last 10 years, the average office space per employee has shrank. In 1995, it was approximately 300 square feet; today it is 225 square feet or less. This is due to various work style trends, including companies leveraging hot desking, where an employee temporarily occupies a workspace outfitted to meet their needs, hotelling, reservation-based hot desking, and incentive programs for employees who work from home. This article from Gigaom highlights the union of computing and communication tools at the desk with new collaboration spaces.

Enterprise 2.0 and Mobile Enterprise

[The big failure of enterprise 2.0 social business](#)

Laurie Buczek, August 23, 2011

More and more enterprises have social business strategies and efforts for both marketing & internal collaboration. However, enterprises with several years of efforts have failed to reach the tipping point and cross into mainstream adoption of social collaboration. The big failure of social business is a lack of integration of social tools into the collaborative workflow. This article from a manager at Intel explains how to swing the pendulum by coming back to basics.

[In a tough job market, your open source experience may be an asset in more ways than one](#)

Open Source, Chris Grams, August 16, 2011



Did you ever consider that your time spent participating in these open source communities might be more than just good technology experience? Could it prepare you for jobs completely unrelated to using or making software? This article by the president of New Kind, a management consulting firm, shows that starting thinking of an open source experience as a new set of thinking and working skills could be an advantage very much in demand in organizations hoping to remain competitive in the future.

Internet and Social Networks

[Réseaux sociaux : les fatigués du « j'aime »](#)

Ecrans, Geoffroy Husson, 16 août 2011



Le site Ecrans relaye les résultats d'une étude de l'Institut Gartner réalisée entre décembre 2010 et janvier 2011.

Selon cette dernière, les réseaux sociaux montreraient certains signes de maturité qui pourraient s'amplifier dans les mois et les années à venir. En effet, plus d'un quart des participants à l'étude disent consulter moins les réseaux sociaux qu'au moment de leur inscription. A la lassitude s'ajoute également une prise en compte plus forte des problématiques liées à la vie privée.

[Gartner adds big data, gamification, and internet of things to its hype cycle](#)

ReadWrite Enterprise, Joe Brockmeier, August 11, 2011

This article shows how Gartner tracks technologies through a lifecycle that begins with a technology trigger through the plateau of productivity. The idea is that companies can use the assessments to decide whether to invest in specific technologies.

This year big data, internet of things, gamification and consumerization have been added to the Hype Cycle.

[Forecast 2020: Web 3.0+ and Collective Intelligence](#)

Simple Processes, Gleen Remoreras, July 28, 2011

Currently, there is an abundance of information and the size of social interaction has reached a colossal scale. Within a span of just one generation, the availability of information and our access to them has changed dramatically from scarcity to surplus.

This article tries to explain what humans will do or try to do with such powerful surplus of information.



More Notable Links

- Constitution 3.0

<http://www.brookings.edu/press/Books/2011/constitution30.aspx?>

- Un réseau social ne remplace rien mais bonifie l'existant

<http://www.duperrin.com/2011/08/05/un-reseau-social-ne-remplace-rien-mais-bonifie-l'existant/>

- Information Wants to Be Expensive

<http://bigthink.com/ideas/39567>

- Cognitive surplus watch

http://www.roughype.com/archives/2011/08/cognitive_surpl.php

- L'intelligence collective des joueurs de World of Warcraft

<http://www.psyetgeek.com/lintelligence-collective-des-joueurs-de-world-of-warcraft>

- You Can't Keep Your Secrets From Twitter

<http://www.fastcompany.com/1769217/there-are-no-secrets-from-twitter>

- When Irrational Thinking and Emotion Prevail, the Economy Suffers

<http://blogs.scientificamerican.com/observations/2011/08/05/when-irrational-thinking-and-emotion-prevail-the-economy-suffers/>

- The Three Waves of Enterprise 2.0: Climbing the Social Computing Maturity Curve

<http://blog.web100.com.ua/2011/08/08/dion-hinchcliffes-next-generation-enterprises/>

- Big business collaboration around sustainability: Now it's getting interesting

<http://ethicalcorp.blogspot.com/2011/08/big-business-collaboration-around.html>

- Squelching social media after riots a dangerous idea

<http://edition.cnn.com/2011/OPINION/08/12/mackinnon.internet.britain/>

- How IBM Is Changing Its HR Game

http://blogs.hbr.org/cs/2011/08/how_ibm_is_changing_its_hr_gam.html

- Ostrich, Unbury Thy Head! (or, another good reason for long-term thinking in business)

<http://bigthink.com/ideas/39870>

- R.I.P. Reputation Management – New Huge Google Sitelinks Kills Online Reputation Management Industry?

<http://www.business2community.com/online-marketing/r-i-p-reputation-management-%E2%80%93-new-huge-google-sitelinks-kills-online-reputation-management-industry-051421>

- Web Surfing Helps at Work, Study Says

<http://online.wsj.com/article/SB10001424053111904070604576518261775512294.html>

- Frugal Innovation at NASA

<http://www.innovationexcellence.com/blog/2011/08/03/frugal-innovation-at-nasa/>

- Growing economic powers reinvigorate south-south co-operation

<http://www.guardian.co.uk/global-development/poverty-matters/2011/aug/02/south-south-cooperation-china-india>

- Intelligence Lost – Seven Innovative Steps to Ensure Boomer Retirement Doesn't Create Knowledge Vacuum

<http://www.innovationexcellence.com/blog/2011/08/08/intelligence-lost-seven-innovative-steps-to-ensure-boomer-retirement-doesn%E2%80%99t-create-knowledge-vacuum/>