



Quote of september 2012

“Ask ourselves: Am I caught inside a grand cognitive illusion?”
Micah M. White is credited with being the co-creator of the original idea for the Occupy Wall Street protests

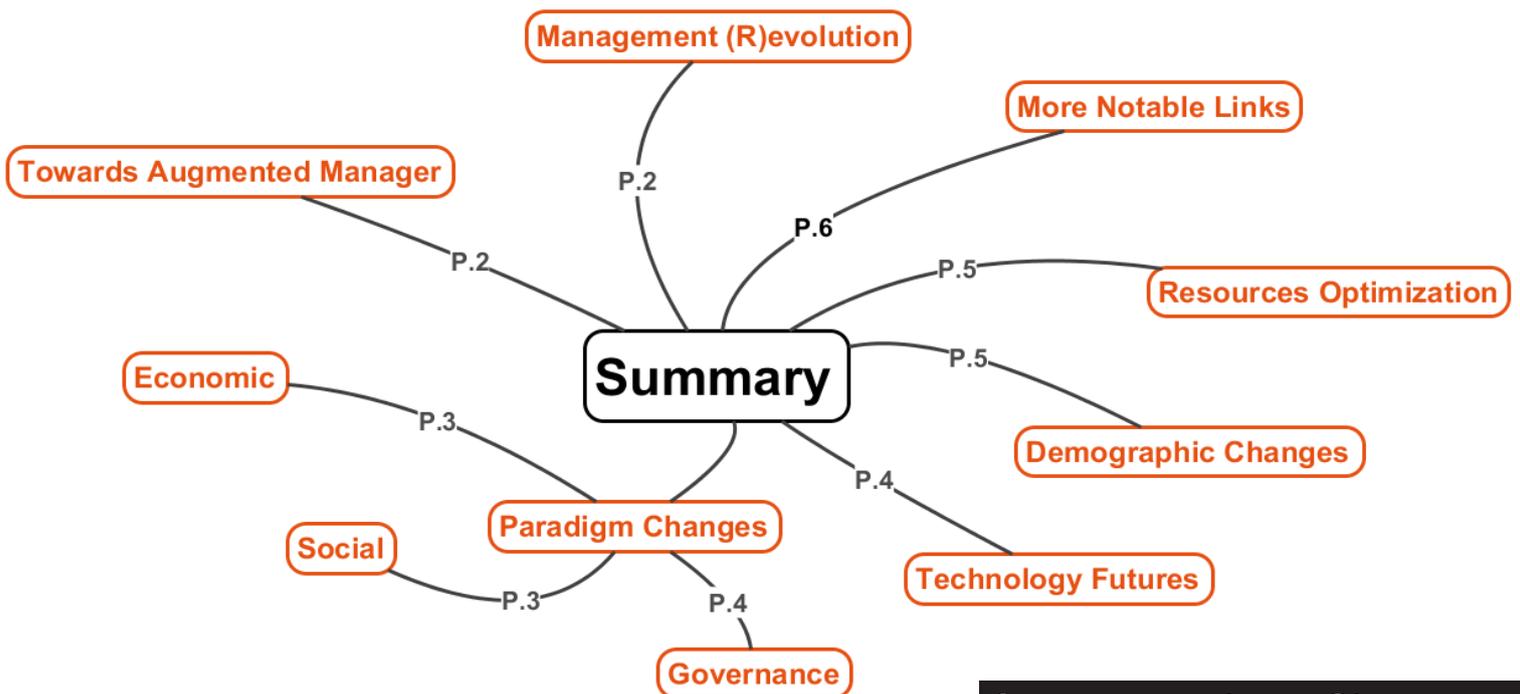
Editorial

This is your monthly must-reads on the future of management and the world of work.

The «perfect storm» which shaped evolution of the world of work - generated by sea changes in technologies, economy, society, governance in all its forms - is forcing Management to change.

In order not to be submerged, the manager has to be «augmented», that is to say he has to use and master new tools and new knowledge at his disposal. It is a giant challenge that all executives face.

This review is a way to help you. It hands over to you the summary of the best articles we found during the last month on these changes. Thus, the Boostzone Institute aims to become your reference «curator», that is to say to select and enhance the information for you. Therefore any comment helping us to improve it is more than welcome.



Contact: terry.zimmer@boostzone.fr

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Management (R)evolution

[Why Valve? Or, what do we need corporations for and how does Valve's management structure fit into today's corporate world?](#)

Valve Economics, Yanis Varoufakis, August 3, 2012

"You have read Valve's survival manual for new employees. You have read Michael Abrash's wonderful account of working at Valve. Now read my political economy analysis of Valve's management model; one in which there are no bosses, no delegation, no commands, no attempt by anyone to tell someone what to do. Can useful lessons be drawn about not only Valve's inner workings but, importantly, regarding the future of the corporate world?"

[Future paradigms for business](#)

The Haimes Report, Richard Haimes, August 6, 2012

"Although the title of this piece hints at future paradigms for business I actually want to share with you some of the advances that are already disrupting the status quo, as well as those that are rapidly emerging; the reasons these breakthroughs are happening now; and what benefits we might expect to flow from the new para-

digms. Sometimes I feel I am living in two realities or parallel universes - although it is probably more accurate to describe this as a turbulent transition from a past with which we are all familiar, to a future that is different in a number of fundamental respects."

[The false wisdom of crowds](#)

World Future Society, Thomas Frey, August 7, 2012



"The 'wisdom of the crowds' is the most ridiculous statement I've heard in my life. Crowds are dumb," Curtis says. "It takes people to move crowds in the right direction, crowds by themselves just stand around and mutter." Curtis points to his own experience moderating comments on Fark, where users present a rather humorous take on the news of the day. He says, "Only one percent of Web comments have any value and the rest are just garbage."

Toward Augmented Manager

[Cultivating fractal knowledge flows](#)

On the Spiral, Greg Raider, December 1, 2011



"One strategy emphasizes individual learning while the other emphasizes group learning. One suggests isolation and focus while the other suggests engagement and openness. Both dangle the same carrot - compounding gains in knowledge and capabilities. Can both be correct without contradicting each other?"

[The right idea at the wrong time is still wrong](#)

Innovation Leadership Network, Tim Kastelle, August 28, 2012

"This is the digital camera that Kodak invented in 1975: If they invented the digital camera, why didn't they end up dominating the market? The big problem in 1975 is that memory was very expensive, and very big. So you couldn't actually record many pictures at all on a digital camera, and even then it cost a bunch. There was no way that digital cameras could work in 1975. This is a big innovation problem - the right idea at the wrong time is still wrong."

[L'infobésité, ce non-problème qui accompagne l'Humanité depuis des siècles](#)

Demain la Veille, Aref Jdey, 1er Août 2012

Sénèque, Bronze ancien
(Musée archéologique
de Naples)



L'infobésité semble être le mot à la mode en cette rentrée. Les articles se multiplient la présentant comme « le nouveau fléau de l'entreprise », « une source de stress en entreprise », un synonyme de big data ou encore la curation comme remède....

Que de nouveaux mots pour un sentiment que l'Humanité a toujours ressentie comme le rappelle ici Aref Jdey.

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Economic Paradigm Changes

[Corporate profits just hit an all-time high, Wages just hit an all-time low](#)

Business Insider, Henry Blodget, June 22, 2012

“In case you need more confirmation that the US economy is out of balance, here are three charts for you. [...] In short, our current system and philosophy is creating a country of a few million overlords and 300+ million serfs. That’s not what has made America a great country. It’s also not what most people think America is supposed to be about.”

[The real reason for Germany’s industrial expansion?](#)

Spiegel, Frank Tahdeusz, August 10, 2010



“Did Germany experience rapid industrial expansion in the 19th century due to an absence of copyright law? A German historian argues that the massive proliferation of books, and thus knowledge, laid the foundation for the country’s industrial might.”

[French: The most productive people in the world](#)

Business Insider, John Carney & Vincent Fernando, August 20, 2012



“A new survey from UBS has shown that the French continue to work the least amount of hours per year in the world. Once again, the French have blown away the competition.”

Social Paradigm Changes

[Cognitive illusions](#)

Adbusters, Micah M. White, June 22, 2012



“We live in a world where a constellation of cognitive illusions – that infinite growth can be sustained on a finite planet, that consumerism can make us happy, that corporations are persons – are dragging us into an ecological apocalypse. These cognitive illusions won’t disappear because they’ve been proven false – they must be overcome at a deeper level. We need something other than rationality, statistics, scientific thought...”

[The big jobs myth: American workers aren’t ready for American jobs](#)

The Atlantic, Barbara Kiviat, July 25, 2012

“A specter haunts the job market. You’ve witnessed it on the campaign trail. You’ve seen it on TV. It is the idea that the skills of U.S. workers don’t match the needs of the nation’s employers. [...] In recent months, researchers from the Federal Reserve Bank of Chicago, the University of California-Berkeley, and the Wharton

School have expressed skepticism about the existence of a national skills mismatch. A larger body of work, stretching back decades, paints a murky picture about how broad-based a problem worker skill level is. Despite this, policymakers have fretted about the issue for 30 years, in periods of high unemployment and low. If the research is far from certain, why does the skills-mismatch narrative stay with us? And by fixating on mismatched skills, are we ignoring a far bigger problem for the economy?”

[Only 21% of MBAs are employable in 2011-12: Study](#)

India Times, Sreeradha Basu, August 27, 2012

“Only 21% of MBAs are employable in 2011-12, reveals the MeritTrac-MBAUniverse.com employability of MBAs study 2012. A nationwide study of marks secured by 2264 MBAs who sat for tests by recruiting companies found only that only 21% of them could make the grade. The previous study of 2007 by MeritTrac placed employability index at 25%. The students, drawn from over 100 B-Schools beyond the Top 25, were tested for verbal ability, quantitative ability and reasoning by using the internationally standardised tests by MeritTrac on behalf of recruiting companies.”

Governance Paradigm Changes

[The collapse of complex business models](#)

Clay Shirky, April 29, 2010

“In 1988, Joseph Tainter wrote a chilling book called *The Collapse of Complex Societies*. Tainter looked at several societies that gradually arrived at a level of remarkable sophistication then suddenly collapsed: the Romans, the Lowlands Maya, the inhabitants of Chaco canyon. Every one of those groups had rich traditions, complex social structures, advanced technology, but despite their sophistication, they collapsed, impoverishing and scattering their citizens and leaving little but future archeological sites as evidence of previous greatness. Tainter asked himself whether there was some explanation common to these sudden dissolutions.”

[Revolt of the rich](#)

The American Conservative, Mike Lofgren, August 27, 2012

“Our plutocracy now lives like the British in colonial India: in the place and ruling it, but not of it. If one can afford private security, public safety is of no concern; if one owns a Gulfstream jet, crumbling bridges cause less apprehension—and viable public transportation

doesn't even show up on the radar screen. With private doctors on call and a chartered plane to get to the Mayo Clinic, why worry about Medicare? [...] In both world wars, even a Harvard man or a New York socialite might know the weight of an army pack. Now the military is for suckers from the laboring classes whose subprime mortgages you just sliced into CDOs and sold to gullible investors in order to buy your second Bentley or rustle up the cash to get Rod Stewart to perform at your birthday party. The sentiment among the super-rich towards the rest of America is often one of contempt rather than *noblesse*.”

[‘Superorganisations’ – learning from nature’s networks](#)

The Nature of Business, Giles Hutchins, August 25, 2012

“Fritjof Capra, in his book *The Hidden Connections* applies aspects of complexity theory, particularly the analysis of networks, to global capitalism and the state of the world; and eloquently argues the case that social systems such as organisations and networks are not just like living systems – they are living systems. The concept and theory of living systems (technically known as autopoiesis) was introduced in 1972 by Chilean biologists Humberto Maturana and Francisco Varela.”

Technology Futures

[Computational social science: Making the links](#)

Nature, Jim Giles, August 22, 2012

“This year, Kleinberg and his colleagues used data from the roughly 900 million users of Facebook to study contagion in social networks — a process that describes the spread of ideas such as fads, political opinions, new technologies and financial decisions. Almost all theories had assumed that the process mirrors viral contagion: the chance of a person adopting a new idea increases with the number of believers to which he or she is exposed. Kleinberg's student Johan Ugander found that there is more to it than that: people's decision to join Facebook varies not with the total number of friends who are already using the site, but with the number of distinct social groups those friends occupy.”

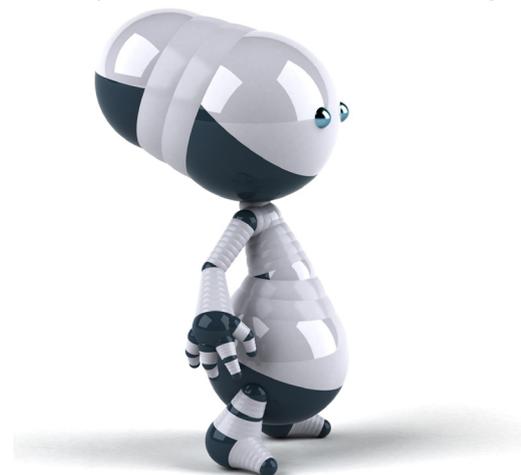
[Technological disobedience](#)

Makeshift, Ernesto Oroza, July 17, 2012

“Within the process of repair, repurposing, and reinvention, three key concepts speak to an elevated degree of subversion. Firstly, reconsidering the industrial object from an artisan's perspective. Secondly, denying the traditional lifecycle of a Western object. And lastly, substituting traditional roles with alternative functions that meet demand.”

[Virtual reality is addictive and unhealthy](#)

IEEE Spectrum, William H. Davidow, August, 2012



“I've spent my career developing and financing the companies that supply these profoundly powerful tools. For the most part, I thought of them as harmless, and I believed my job was simply to make the tools better so that others would use them to improve the world. Only in recent years have I become aware of and concerned about their serious side effects. And so I have decided to study them and do my best to explain those effects to the world. Here's what I've learned.”

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Demographic Changes

[The real unemployment rate in the U.S.](#)

Examiner, Gregory Patin, August 10, 2012

"The Bureau of Labor Statistics releases two separate reports, the highly publicized U-3 unemployment rate and a lesser known rate called the U-6. There are, in fact, six different scales of unemployment that are numbered U-1 through U-6. The U-6 rate, however, is the most "liberal," yet accurate gauge of the real unemployment rate in the U.S. because it takes into account not only those receiving unemployment benefits, but also those who are not receiving benefits as well as the underemployed. And the U-6 rate is truly staggering."

[Concerning unnecessary humans](#)

OpEdNews, Ravi Katari, August 12, 2012

"Dealing with superfluous populations has been a vexation shared by all industrial capitalist societies for generations. In other words, the problem for modern rulers and leaders is what to do with societal segments that contribute little to wealth creation by production or consumption. [...] In 1788 the British Empire began exporting some of its surplus to Australia in order to

establish a new penal colony. [...] Other alleviating mechanisms include war enlistment, extreme poverty resulting in death, or illness resulting in death. All three effectively reduce the burden of superfluous populations."

[The great Gatsby curve](#)

The New York Times, Paul Krugman, January 12, 2012

Warner Baxter is The Great Gatsby (1926)

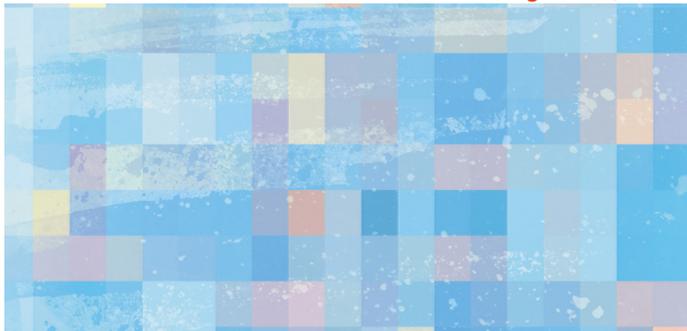


"A controversial new finding nicknamed the Great Gatsby Curve makes the strongest case yet that inequality and mobility are intertwined. The more unequal a society is, the greater the likelihood that children will remain in the same economic standing as their parents. In the U.S., which has higher income inequality and lower mobility than most rich industrialized countries."

Resources Optimization

[The smart grid – shifting paradigms for consumers](#)

The Energy Collective, Christine Herzog, August 14, 2012



"Today's electricity grid lacks resiliency, which impacts the number and time length of power outages. Evolving to a different electricity value chain can build resiliency, but it means changes for utilities, markets, and consumers in terms of roles, expectations, and valuations. For consumers, it means the opportunity to become prosumers – consumers who produce electricity as well as consume it. For utilities, it means the opportunity to leverage new assets from these consumers. This is a real paradigm shift for utilities, regulators, and residential, commercial, industrial, and agricultural consumers."

[Keys to future energy prosperity](#)

World Future Society, Ozzie Zehner, September 2012

"Technological developments will influence the 2100 energy landscape, but they won't be the primary force. Future energy prosperity will actually hinge on social and political fundamentals: human rights, health care, transparency, citizen governance, walkable communities, strong civic organizations, and so on. These are important attributes for any era. But in an age of tight energy, they will become vital."

[Food shortages could force world into vegetarianism, warn scientists](#)

The Guardian, John Vidal, August 26, 2012

"Adopting a vegetarian diet is one option to increase the amount of water available to grow more food in an increasingly climate-erratic world, the scientists said. Animal protein-rich food consumes five to 10 times more water than a vegetarian diet. One third of the world's arable land is used to grow crops to feed animals. Other options to feed people include eliminating waste and increasing trade between countries in food surplus and those in deficit."



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More Notable Links

- **Un chômeur espionne ses 653 concurrents**

<http://www.blog-emploi.com/index.php/post/Un-chomeur-espionne-ses-653-concurrents>

- **Envisioning the future of educational technology**

<http://www.onlineuniversities.com/blog/2012/08/envisioning-future-educational-technology/>

- **Les chocs de générations, un risque à maîtriser dans l'entreprise**

<http://ow.ly/dyTVx>

- **The threat of a jobless world**

<http://www.impactlab.net/2012/07/27/the-threat-of-a-jobless-world/>

- **Une vie numérique détruite en trois coups de téléphone**

<http://ow.ly/dyTXj>

- **The old model of 'graduate recruitment' is dead: why few employers are winning the war for talent**

<http://www.hrmagazine.co.uk/hro/features/1074303/the-model-graduate-recruitment-dead-recruiters-winning-war-talent>

- **Do CEOs Matter (Anymore)?**

<http://www.forbes.com/sites/giovannirodriguez/2012/08/15/do-ceos-matter-anymore/>

- **Quand les patrons forcent les salariés à déconnecter hors du bureau**

<http://www.rue89.com/rue89-eco/2012/08/16/patrons-deconnectez-vos-salaries-au-moins-en-soiree-234580>

- **Digital scarcity**

<http://tuhin.co/digital-scarcity.html>

- **Les dirigeants français ont la cote au niveau mondial**

<http://ow.ly/dyTXZ>

- **Giant 3-D printer to make an entire house in 20 hours**

<http://www.popsci.com/technology/article/2012-08/researcher-aims-print-3-d-print-entire-houses-out-concrete-20-hours>

- **BIENVEILLANCE**

<http://blog.equitips.com/2012/08/03/bienveillance/>

- **Why cyberbullying is an issue for HR**

<http://www.personneltoday.com/Articles/07/08/2012/58723/Why-cyberbullying-is-an-issue-for-HR.htm>

- **Inquiétant repli des formations en alternance**

<http://www.lesechos.fr/economie-politique/france/actu/0202201483974-inquietant-repli-des-formations-en-alternance-350628.php?xtor=RSS-2059>

- **Remote workers' face time tactics**

<http://sloanreview.mit.edu/improvisations/2012/08/15/remote-workers-face-time-tactics/#.UEs2GI0ZTQ>

- **10 incredibly simple things you should be doing to protect your privacy**

<http://ow.ly/dyU0K>

- **Les médias sociaux nous permettent-ils vraiment de mieux communiquer ?**

<http://communicantnumerique.fr/les-medias-numeriques-nous-permettent-ils-vraiment-de-mieux-communiquer/>

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Fenixs Boostzone SARL - 24/28 rue de la Pépinière 75008 Paris - Tél. +33 (0)6 77 11 34 48 - www.boostzone.fr

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