



Bilingual document (US, FR)

## Quote of october 2012

**“The future does not belong to anyone. There was no precursors, there are only stragglers.”**  
Jean Cocteau (1889-1963) was a French poet, multi-talented artist, graphic designer, playwright and filmmaker.

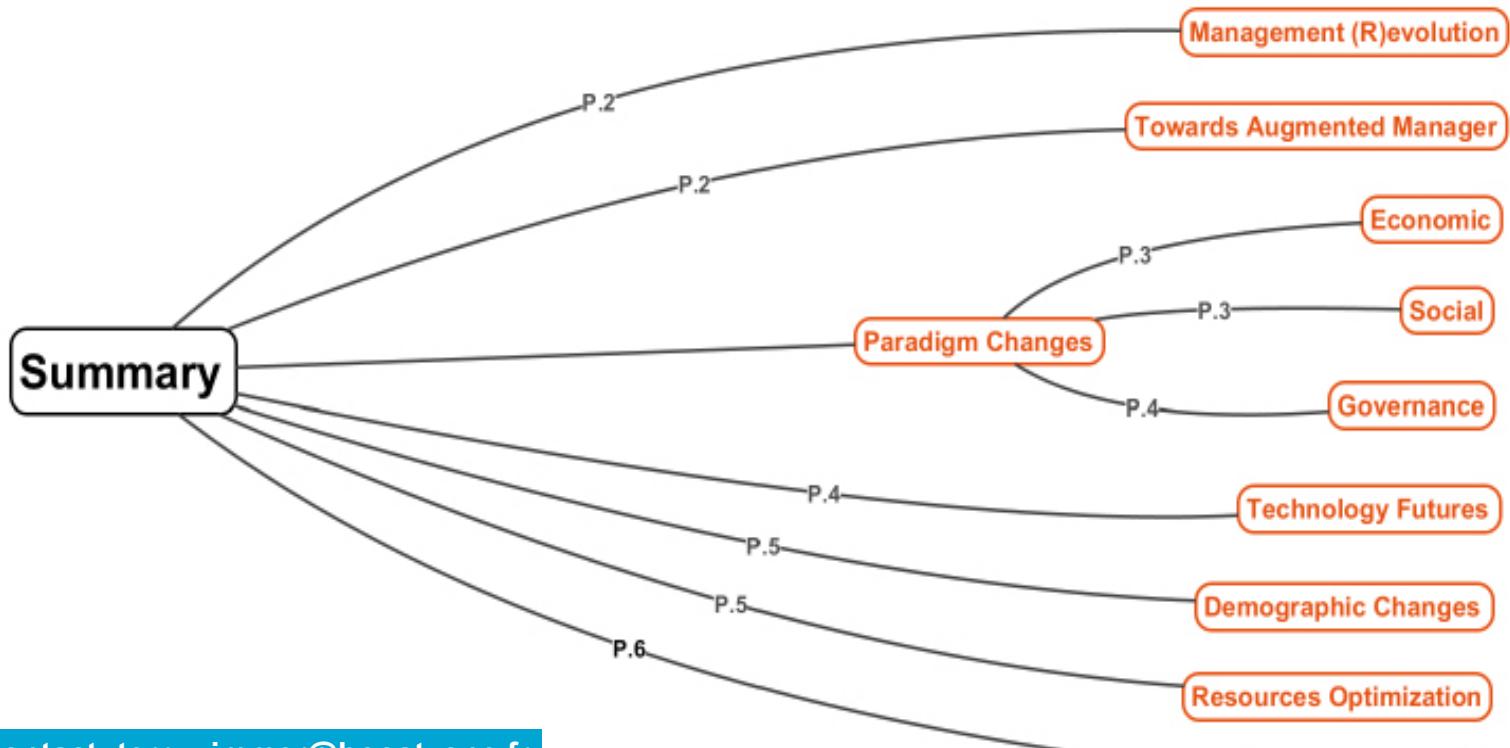
## Editorial

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.



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## Management (R)evolution

### [Job seekers find it difficult to keep up with innovations in their field](#)

*The Washington Post, Sarah Halzack, September 3, 2012*

"In an era when technology is evolving quickly and is critically important to many businesses' success, some local job seekers say that being out of work, even for a short time, has made it difficult to keep up with the latest innovations in their field. And without proficiency in the most current tools, they say, it is harder to get hired."

### [Employees at 'green' companies are significantly more productive, study finds](#)

*UCLA Newsroom, Alison Hewitt, September 10, 2012*

"Bucking the idea that environmentalism hurts economic performance, a new UCLA-led study has found that companies that voluntarily adopt international «green» practices and standards have employees who are 16 percent more productive than the average. [...] «Adopting green practices isn't just good for the environment,» Delmas said. «It's good for your employees and it's good for your bottom line. Employees in such

green firms are more motivated, receive more training, and benefit from better interpersonal relationships. The employees at green companies are therefore more productive than employees in more conventional firms."

### [The globalisation of work - and people](#)

*BBC, Lynda Gratton, September 6, 2012*

"In the near future, at least five billion people around the world will use some form of mobile device to download information, access knowledge and coach and teach each other.

Some will have the intellectual capacity and motivation to really make something of this opportunity, wherever they happen to be born.

These people will want to join the global talent pool and, if possible, migrate to creative and vibrant cities.

By doing so, this vast crowd of talented people will increasingly compete with each other; continuously upping the stakes for what it takes to succeed.

It seems to me that this will impact all of us in three ways - the hollowing out of work, the globalisation of virtual work, and the rise of the 'transnational'."

## Toward Augmented Manager

### [La seule autorité possible est fondée sur la compétence](#)

*Le Point, Michel Serres, 21 septembre 2012*

« Les puissants supposés qui s'adressaient à des imbéciles supposés sont en voie d'extinction. Une nouvelle démocratie du savoir est en marche. Désormais, la seule autorité qui peut s'imposer est fondée sur la compétence. Si vous n'êtes pas investi de cette autorité-là, ce n'est pas la peine de devenir député, professeur, président, voire parent. Si vous n'êtes pas décidé à augmenter autrui, laissez toute autorité au vestiaire. L'autorité doit être une forme de fraternité qui vise à tous nous augmenter. Si ce n'est pas ça la démocratie, je ne connais plus le sens des mots ! »

### [Breaking up the echo](#)

*The New York Times, Cass R. Sunstein, September 17, 2012*

"IT is well known that when like-minded people get together, they tend to end up thinking a more extreme version of what they thought before they started to talk. The same kind of echo-chamber effect can happen as people get news from various media. [...] The remedy for easing such polarization, here and abroad, may seem straightforward: provide balanced informa-

tion to people of all sides. [...] Unfortunately, evidence suggests that balanced presentations — in which competing arguments or positions are laid out side by side — may not help. At least when people begin with firmly held convictions, such an approach is likely to increase polarization rather than reduce it."

### [How to use communication to build trust and inspire loyalty, as well as lead effectively](#)

*AMA, Helio Fred Garcia, September 7, 2012*

"Leaders can't succeed if they aren't good communicators—and more often than not, leaders don't even know that their communication skills need polishing. Helio Fred Garcia is aware of this and has helped leaders improve their communication skills and thereby build trust, inspire loyalty, and lead effectively. The President of the crisis management firm Logos Consulting Group and adjunct professor of management at NYU's Stern School of Business, Garcia shares his years of hands-on communication skills in his new book *The Power of Communication* and answers to frequently asked questions about improving communication."

\* Click on the titles to view the documents

## Economic Paradigm Changes

### A Chinese mega city is on the verge of bankruptcy

*Zero Hedge, Tyler Durden, September 27, 2012*

"How is it possible that a city which as the SCMP describes was once a backwater farm town until the late 1980s, and then as China boomed was transformed into one of the most important hi-tech manufacturing centres in the world, and about which an IBM vice-president famously said a mere 15-minute jam on the expressway there would be enough to cause worldwide fluctuations in computer prices, could be facing bankruptcy?"

### The shrinking lump of labor

*Andrew McAfee, August 20, 2010*

"So offshoring and globalization aren't the real drivers here; domestic productivity growth is. American manufacturers have been figuring out how to produce ever-more stuff while employing ever-fewer people for a while now. [...] I don't know of any economic law that prevents this from happening. Yes, I'm aware of the "lump of labor fallacy." But I think the more up-to-date

fallacy is the assumption that a growing industry means that there will be more work for people to do, rather than for ever-more capable machines to do."

### La vie sans la Bourse

*Le Monde, Audrey Tonnelier et Adrien de Tricornot*

*3 septembre 2012*



«Aujourd'hui, la Bourse n'a plus aucun intérêt ! Les dirigeants n'ont plus rien à y gagner. La Bourse ne permet plus de valoriser les entreprises ni de récolter davantage d'argent qu'ils n'en ont injecté. Quant à la notoriété qu'elle procure...» soupire Didier Le Menestrel, président de la Financière de l'échiquier, une des principales sociétés indépendantes de gestion à Paris.

## Social Paradigm Changes

### Detroit redémarre en mode DIY

*OWNI, Ophelia Noor, 26 juillet 2012*



« Déclarée plusieurs fois en faillite depuis 2011, Detroit est une ville à l'abandon, vidée de sa population, de la plupart de ses commerces et entreprises. Après la période glorieuse du fordisme et de la production automobile, puis les ravages de la désindustrialisation dès les années soixante, les habitants dépendent aujourd'hui de leur propre ingéniosité pour subvenir à leurs besoins. Un renouveau qui préfigure peut-être la société de demain : une économie locale post-industrielle basée sur la bidouille et le partage. »

### France steers careful path to labor reform

*Reuters, Nicholas Vinocour, September 12, 2012*

"France's Socialist government may clinch a deal on labor reform by the end of this year but its cautious approach means the outcome may fall short of business leaders' hopes for a «competitiveness shock» to revive the economy."

### Study : young people consider news to be garbage and lies

*Jim Romenesko, September 10, 2012*



"University of Texas at Austin journalism professor Paula Poindexter has a new book out about the millennial generation's low interest in news. Here are three points from her press release:

\* Millennials describe news as garbage, lies, one-sided, propaganda, repetitive and boring.

\* Most millennials do not depend on news to help with their daily lives.

\* The majority of millennials do not feel being informed is important.

"In the future we may not have anybody consuming news," Poindexter says in her release. "We can't continue to ignore the problem. The older generation is dying out. Who will be the role model encouraging future generations to be informed?"

\*Click on the titles to view the documents

## Governance Paradigm Changes

### The world through institutional lenses

Edge, Daron Acemoglu, September 12, 2012

"The issue is that when you look at the world from these sorts of institutional lenses, identifying problems becomes relatively easy. Solving them becomes very hard. It's no mystery how you get economic growth. You need to provide opportunities and incentives. But how do you make that political equilibrium? How do you make it so that everybody in society actually agrees and abides by a system that provides those incentives and opportunities even if it's not in their short-term interests?"

### The anti-social network: How al-Qaeda survives

Foreign Policy, Daveed Gartenstein-Ross & Adam Elkus

August 9, 2012

"Such networks are largely decentralized at the tactical level, but have more hierarchical control at the strategic level. The core leadership may be an individual, with numerous deputies, or it may be a coordinating committee. But without centralized control, the network cannot

effectively develop a strategy for action. The network's leadership can replace members of the tactical cells easily, but it is harder to replace core members. However, a strong network will ensure redundancy in key areas, so that the group remains viable even if its leaders are captured or killed."

### The new normal is abnormal

Jump the Curve, Jack Uldrich, August 31, 2012



"If you hope to resuscitate your life, your company or your organization there's only one thing to do: Stop conducting business as usual and embrace business as unusual. [...] The world is moving at warp speed. Customers' wants, needs and expectations are shifting faster than a typical teenager's texting thumbs, and every day new technologies, business models and competitors arrive unannounced on your doorstep demanding your immediate attention. I need it yesterday!"

## Technology Futures

### Empowering "things" for our internet of things

World Future Society, Thomas Frey, September 30, 2012

"The number of linked sensors, cameras, and complex peripheral devices are already exploding around us, and ingenious people will figure out new and unusual ways to blend these streams of information into a cohesive intelligence layer that we can interact with in our daily lives.

As you might imagine, attempts to improve the sphere of knowability for purposes of convenience and safety will be confronted with serious resistance from those wishing to maintain a distinct layer of privacy for our protection. These will be tough decisions to wrestle through and the resulting public policy decisions will have far-reaching implications."

### What executives don't understand about Big Data

Harvard Business Review, Michael Schrage  
September 14, 2012

"Executives need to understand that big data is not about subordinating managerial decisions to automated algorithms but deciding what kinds of data should enhance or transform user experiences. Big Data should

be neither servant nor master; properly managed, it becomes a new medium for shaping how people and their technologies interact."

### How Google builds its maps—and what it means for the future of everything

The Atlantic, Alexis C. Madrigal, September 6, 2012



"It's probably better not to think of Google Maps as a thing like a paper map. Geographic information systems represent a jump from paper maps like the abacus to the computer. «I honestly think we're seeing a more profound change, for map-making, than the switch from manuscript to print in the Renaissance,» University of London cartographic historian Jerry Brotton told the Sydney Morning Herald. «That was huge. But this is bigger.»"

\*Click on the titles to view the documents

## Demographic Changes

### [Smuggling of migrants generates billions of dollars each year for criminals](#)

*UNODC, September 2012*

“Each year, criminals are estimated to generate around \$6.75 billion from the smuggling of migrants along just two of the principal routes used for such smuggling, namely from East, North and West Africa to Europe and from South America to North America. [...] As legal immigration channels become more limited, an increasing number of people seek the assistance of smugglers, who take increasingly risky measures to circumvent border controls. Since the smuggling of migrants is a highly profitable illicit activity with a relatively low risk of detection, it has proven attractive to criminals.”

### [Le rôle des migrations dans le renouvellement de la population active](#)

*Le reste du monde, ecointerview, 25 août 2012*

« En France, même si les nouveaux immigrés ont plutôt choisi d'intégrer les secteurs en expansion (40%), ils sont moins nombreux à s'orienter vers de tels secteurs qu'ailleurs dans le monde industrialisé (45%). »

En 2010, les immigrés représentaient seulement 5% des entrées dans les professions en croissance, soit trois fois moins que la moyenne de l'OCDE. Avec la Norvège, le Danemark et le Portugal, on peut dire que notre pays intègre de préférence les immigrés dans les professions que délaissent les résidents. »

### [The global village has arrived](#)

*IMF, Kishore Mahbubani, September 2012*

“This “big bang” of information—and education as well—is also improving human lives. As more people learned about vaccinations, the proportion of the world’s infants vaccinated against diphtheria, pertussis, and tetanus. [...] And other ideas that save lives—such as washing one’s hands, or not defecating in the fields one eats from—have made their way around the world and are increasingly accepted. Connectivity saves lives. Technology also allows people to cross borders in greater numbers. In 1950, barely 25 million people traveled internationally; by 2020, that figure is expected to reach 1.6 billion. In short, 1 in 5 inhabitants of Planet Earth will cross an international boundary—a previously unthinkable level of connection.”

## Resources Optimization

### [We are now one year away from global riots, complex systems theorists say](#)

*Motherboard, Brian Merchant, September 10, 2012*



“In a 2011 paper, researchers at the Complex Systems Institute unveiled a model that accurately explained why the waves of unrest that swept the world in 2008 and 2011 crashed when they did. The number one determinant was soaring food prices. Their model identified a precise threshold for global food prices that, if breached, would lead to worldwide unrest.”

### [How energy consumption, employment & recessions are interlinked](#)

*Economy Watch, Gail Tverberg, September 26, 2012*

“The ties between energy consumption, economic growth and the labour market are now closer than ever before. But as countries begin to hit their peak in any one of these categories, can this relationship be changed in order to ensure a more sustainable economy?”

### [No breakthroughs necessary: 95 percent renewable energy possible by 2050](#)

*Desmogblog, Ben Jervey, September 15, 2012*



“It is entirely possible, using technologies largely available today, to power nearly the entire world with clean energy—but we need to conjure the will to make revolutionary strides in public policy and the scale of deployment.”

\*Click on the titles to view the documents

## More Notable Links

- 140 characters of risk: Some CEOs fear Twitter

<http://online.wsj.com/article/SB1000087239639044083304578018423363962886.html>

- Social media for CEOs: I'll frame the debate – You decide

[http://www.ceo.com/leadership\\_and\\_management/social-media-for-ceos-ill-frame-the-debate-you-decide/#ceoid=arky381](http://www.ceo.com/leadership_and_management/social-media-for-ceos-ill-frame-the-debate-you-decide/#ceoid=arky381)

- Smarter tools are the future of intuitive communication

<http://www.psfk.com/2012/09/future-intuitive-office-communication.html>

- The workplace of 2025 will be wherever you want it

<http://www.bbc.co.uk/news/business-19639048>

- Microsoft: Shortage of tech workers in the US becoming 'genuine crisis'

<http://thehill.com/blogs/hillicon-valley/technology/258985-microsoft-lack-of-tech-workers-approaching-genuine-crisis>

- Le Bon Coin: acteur majeur de la recherche d'emploi sur Internet

<http://www.netemploi.fr/2012/09/le-bon-coin-recherche-d-emploi/>

- Psychopathic traits: What successful Presidents have in common

<http://healthland.time.com/2012/09/11/psychopathic-traits-what-successful-presidents-have-in-common/>

- Leading in the 21st century

[http://www.mckinsey.com/Features/Leading\\_in\\_the\\_21st\\_century](http://www.mckinsey.com/Features/Leading_in_the_21st_century)

- More authority means less stress, say Stanford and Harvard psychologists

<http://news.stanford.edu/pr/2012/pr-leadership-stress-levels-092412.html>

- European business execs prefer Twitter to bloomberg.com and ft.com

<http://ow.ly/ehJc4>

- Pourquoi les salaires des dirigeants du CAC 40 ont doublé en dix ans

<http://www.rue89.com/rue89-eco/2012/09/03/pourquoi-les-salaires-des-patrons-du-cac-40-ont-double-en-dix-ans-235035>

- The future of work

<http://www.technologyreview.com/businessreport/the-future-of-work/>

- The rise of the new contract worker

[http://blogs.hbr.org/erickson/2012/09/the\\_rise\\_of\\_the\\_new\\_contract\\_worker.html](http://blogs.hbr.org/erickson/2012/09/the_rise_of_the_new_contract_worker.html)

- Quelques vérités pas toujours bonnes à dire sur l'emploi en France

<http://ow.ly/ehJgH>

- Negative opinions among graduates could leave the banking sector short-changed of talent

<http://www.hrmagazine.co.uk/hro/news/1074533/negative-opinions-graduates-leave-banking-sector-short-changed-talent>

- Where the jobs will be in 2020

<http://money.usnews.com/money/careers/articles/2012/09/10/where-the-jobs-will-be-in-2020>

- Présentéisme : l'autre visage (inquiétant) de l'absentéisme

<http://www.latribune.fr/blogs/mieux-dans-mon-job/20120904trib000717727/presenteisme-l-autre-visage-inquietant-de-l-absenteisme.html>

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