



Quote of November 2012

“Those who cannot remember the past are condemned to repeat it”

George Santayana (1863-1952) a philosopher, essayist, poet, and novelist.

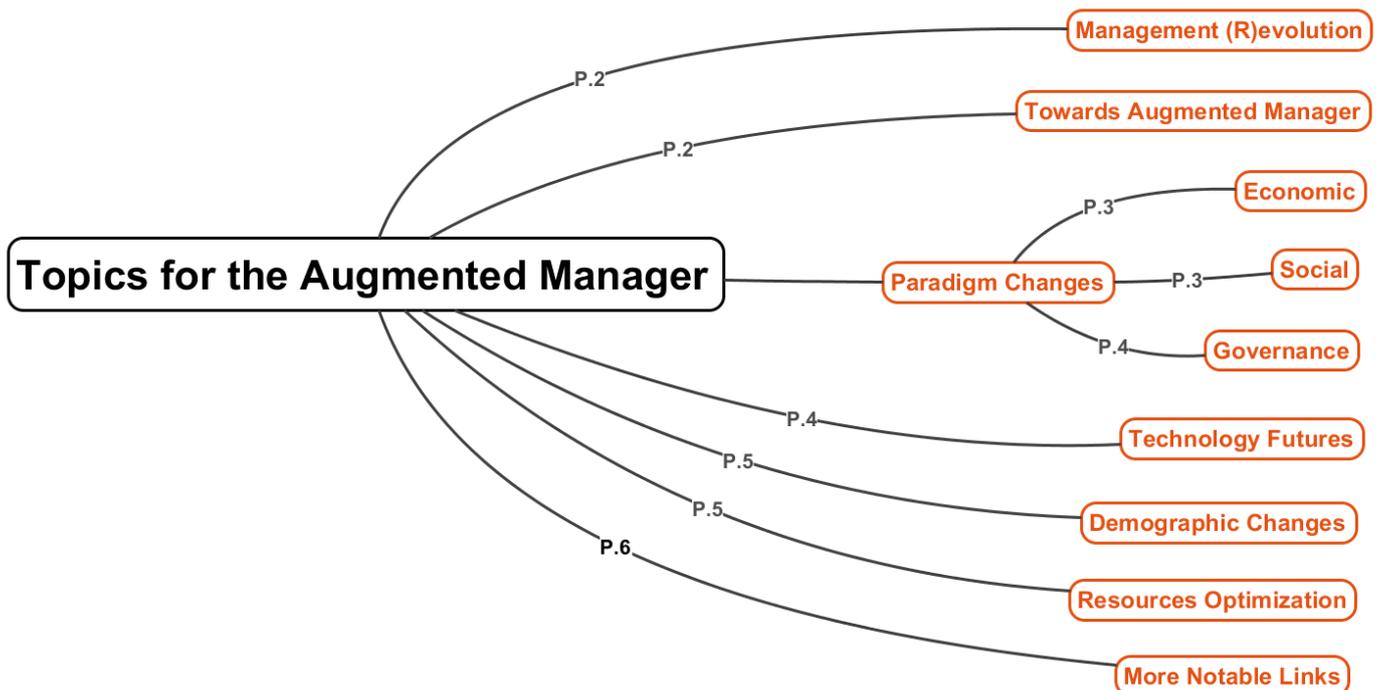
Editorial

This is your monthly Must-Read 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

[Too many people of color feel uncomfortable at work](#)

Harvard Business Review, Sylvia Ann Hewlett, October 18, 2012

“Overall, people of color are 37% more likely than whites to feel that they need to compromise their authenticity at work in order to conform to conventional standards of executive presence. «You’re like a chameleon, constantly changing the way you are,» observes an African-American network TV manager. [...] One remedy: Sponsorship can turn the uncertainties and insecurities of difference into the confidence and vision of career success.”

[Du “KM” au “KM as usual”](#)

Outils Froids, Christophe Deschamps, 11 octobre 2012

Voici le support de la présentation que Christophe Deschamps, consultant en gestion des connaissances, a donné lors du petit-déjeuner de lancement de Knowledge Plaza 3. Il y traite du knowledge management et ... de la fin du knowledge management tel qu’on le pratiquait dans les organisations.

[Why snooping on your team is bad for business](#)

Chartered Management Institute, Adrien Gaskell, October 6, 2012



“The mere act of supervision itself led to a higher instance of counter-productive behaviour but when people are monitored when supposedly free, it really goes downhill fast. When there was a distinction between being told on one hand that you were responsible for managing your own behaviour, whilst on the other the manager was still monitoring what you did, disruptive behaviour rocketed.

The researchers believed this was primarily because employees believe that a freedom that they’ve earned has been taken away, and they therefore try and recover autonomy through other means, even if that means their employer suffers.”

Toward Augmented Manager

[How to test someone’s knowledge of an issue](#)

LinkedIn, Ben Casnocha, October 7, 2012

“Here’s one of the simplest ways to test someone’s knowledge of an issue: ask them to explain the other side of the argument.

Ask the person who’s pro-choice to explain the pro-life perspective.

Ask the person who’s in favor of spending more money on marketing project X to explain the thinking process behind those who oppose the budgetary move.

Ask Romney supporters why in the world someone would support Obama.

Ask those who deride stimulus plans in Congress to explain the argument for federal stimulus.”

[Your body language shapes who you are](#)

TED, Amy Cuddy, June 2012

“Body language affects how others see us, but it may also change how we see ourselves. Social psychologist Amy Cuddy shows how “power posing” -- standing in a posture of confidence, even when we don’t feel confident can affect testosterone and cortisol levels in the brain, and might even have an impact on our chances for success.”

[Does biology make us liars?](#)

The New Republic, Oren Harman, October 5, 2012



“Self-love makes the world go round. But, alongside cooperation, could self-love give birth to deception? Could the imperative of self-regard be so great, in fact, as to lead to self-deceit? [...] We do so often, and almost always the better to deceive others for our own personal gain. From misguided estimates of self-worth to false historical narratives of nations, the self-love that spins the world is itself fueled by self-deceit. And the price can be substantial.”

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Economic Paradigm Changes

[“The clothesline paradox”](#)

Edge, Tim O'Reilly, April 10, 2012



“I’ve been thinking a lot lately about a piece I read in Stuart Brand’s, CoEvolution Quarterly back in 1975. It’s called the «Clothesline Paradox.» The author, Steve Baer, was talking about alternative energy. The thesis is simple: You put your clothes in the dryer, and the energy you use gets measured and counted. You hang your clothes on the clothesline, and it «disappears» from the economy. It struck me that there are a lot of things that we’re dealing with on the Internet that are subject to the Clothesline Paradox. Value is created, but it’s not measured and counted. It’s captured somewhere else in the economy.”

[China’s labor costs are now as high as Mexico’s](#)

Quartz, Matt Phillips, October 22, 2012

“In 2000, Mexican manufacturing labor was more than three times as expensive as Chinese. But after of decade of stagnant wages in Mexico and a sustained rise in China, Chinese labor is no longer cheap. In fact, it costs almost the same amount to hire Mexican workers, JP Morgan economists write.”

[Towards a no-growth future](#)

The Guardian, Patrick Kingsley, October 15, 2012



“Buying a gun contributes to growth, for example, but eventually it might also hurt someone. Buying petrol earns the vendor money, but depletes natural resources. As a result, growth can’t go on for ever – the earth’s resources are finite. Sustainable growth, they argue, is also a myth: it’s impossible to decouple economic progress from environmental damage.”

Social Paradigm Changes

[The future of our open source world](#)

CNN Money, John Hagel & John Seely Brown, October 26, 2012

“While we have seen how open source communities can foster creativity and collaboration in software (think of the Android app store), open source has not ventured too far beyond this space. This is partly because software is inherently modular, instantly accessible from anywhere, and easily altered.

Yet open source ideas have tremendous potential beyond software. All you need to create a successful open source community are participants who both contribute to, as well as benefit from, shared content. Such networks of transparency, collaboration, and trust can be tremendously beneficial in other industries as well, from pharmaceuticals to manufactured goods.”

[Medias, culture et cognition : entretien avec le philosophe Pierre Levy](#)

Blog de Julien Lecomte, 25 avril 2012

« Si du point de vue de la cognition ou de l’apprentissage, l’émancipation est du côté de l’augmentation de la connaissance, du point de vue politique, elle est du côté de l’augmentation de la liberté d’expression. C’est le principal acquis : plus de points de vue différents

peuvent s’exprimer. [...] Tout ça ne veut pas dire qu’il n’y a pas de propagande, de contre-propagande ou de manipulation, mais cela devient plus intéressant que quand il y avait seulement manipulation par la télévision d’Etat. Maintenant, vous avez cinquante groupes qui peuvent essayer de vous manipuler, c’est déjà plus amusant. »

[Why college may be totally free within 10 years](#)

Time, Dan Kadlec, October 12, 2012



“There will always be students able and willing to pay for a traditional college experience and for them it will be a worthwhile investment. But for the vast majority, from a financial standpoint that kind of education makes no sense and is fast becoming unnecessary. [...] the higher education revolution is coming soon and will happen fast—perhaps fast enough to keep the next generation from finishing school with debts they may never be able to pay.”

Governance Paradigm Changes

[“The first great realist: Kautilya and his Arthashastra” by Roger Boesche](#)

Post-Western World, Oliver Stuenkel, January 21, 2012



“Considering that the future of global order rests, to a significant degree, in non-Western decision makers’ hands, the global academic community’s limited knowledge of traditional non-western thinkers - for example Chinese or Indian - seems surprising. After all, rising powers will increasingly be called upon not only to take a seat on the high table, but also to provide thought leadership about how to deal with global challenges effectively. In this context, Boesche’s concise introductory book on Kautilya (also called Chanakya), a famous Indian strategist, is a most welcome contribution.”

Technology Futures

[Smartphone of the future will be in your brain](#)

CNN, Stewart Scott-Curran & Tim Lampe, October 8, 2012

“In the past 10 years we’ve seen cell phones transform into electronic Swiss army knives with a wild variety of functions and features. They are replacing the watch, the camera, the standalone GPS, the alarm clock, and many other tools.

But what will the smartphones of the future look like? Here’s what we envision ...”

[Cinq idées pour réinventer la France à l’ère du numérique, par Tariq Krim](#)

Le Point, Guillaume Grallet, 30 octobre 2012

Tariq Krim, fondateur de Netvibes et Jolicloud a été sollicité par l’hebdomadaire Le Point pour savoir ce qui pourrait permettre d’accélérer l’innovation dans l’Hexagone. L’homme, né à Paris il y a 40 ans, a été repéré dès 2007 par la prestigieuse MIT Technology Review et a été sélectionné comme «Young Global Leader» lors du Forum de Davos en 2008. Il estime que «le numérique est la chance pour réinventer notre pays et créer un million d’emplois en cinq ans». Voici ses propositions qu’il a intitulées «cinq idées pour réinventer la France à l’ère du numérique».

[L’ENA, facteur de déclin français ?](#)

Nouvel Obs, Patrick Fauconnier, 25 octobre 2012

« [Juste avant la guerre les gouvernants ont voulu] briser le quasi-monopole des Sciences politiques comme pépinière de notre haute administration. Ils auraient pu créer un programme préparé dans les universités. Au lieu de cela ils préférèrent tracer le plan d’une nouvelle école spéciale : une autre Ecole des Sciences politiques, encore un peu mieux close que sa rivale »

Marc Bloch à la veille de la seconde guerre mondiale. Voici un extrait visionnaire sur ce que semble être l’ENA selon la description faite par un jeune énarque.

[‘Very creepy’ details of Obama campaign’s voter data-mining effort](#)

The Blaze, Liz Klimas, October 3, 2012

“Mother Jones [...] has a profile detailing the data being collected on voters for the re-election of President Barack Obama by his campaign staff. [...] This is primarily a profile on Harper Reed, the chief technology officer for the Obama re-election campaign, who heads a team described as “100 data scientists, developers, engineers, analysts, and old-school hackers [that] have been transforming the way politicians acquire data and what they do with it.”

[Needle-free injections perfected using supersonic liquid microjets](#)

MIT Technology Review, October 11, 2012



“Injections have a number of downsides. They are an important source of disease transmission, particularly when needles are re-used and in the event of needlestick injuries to health professional, they are painful and the needles are difficult and dangerous to dispose of. Then there’s needle phobia and so on. [...] Yoshiyuki Tagawa at the University of Twente in The Netherlands and a few pals say they’ve solved this problem thanks to a new technique for focusing a stream of liquid into a microjet travelling at up to 2000 miles per hour (850 m/s). Yep--that’s 2000 mph about the same speed as a supersonic Blackbird SR-71.”

*Click on the titles to view the documents

Demographic Changes

[Can we be sure the world's population will stop rising?](#)

BBC, Richard Knight, October 13, 2012

“So as countries get richer their fertility rates fall. But what happens next? Many statisticians assume that advanced nations will remain in periods of low population growth.

But recent evidence suggests they could be wrong.”

[How one billion women will shake the business world](#)

CNN, DeAnne Aguirre, October 5, 2012

“If you were to list the factors with the biggest potential impact on the business world over the next few decades, you’d likely cite some common themes - evolving technology, the globalization of markets, and fiscal challenges in Western countries, perhaps. But here’s one you might not have considered: women.

According to our research, nearly 1 billion women will enter the global economy for the first time in the coming decade alone. And they will dramatically reshape the world of business and economies, globally.”

[Generational warfare between Boomers and Xers](#)

Eric Garland, October 5, 2012



“This piece in the National Journal is likely the best thing I have ever read on the generational tension between the Baby Boom and its children. In *Generational Warfare: The Case Against Parasitic Baby Boomers*, Gen Xer Jim Tankersley thinks he’s going to fight an easy battle against his Boomer father, an attorney who is supposed to advocate for his generation’s performance in leaving a better world to its children. It turns out that the generations might not be that different after all.”

Resources Optimization

[Russia's small-scale organic agriculture model may hold the key to feeding the world](#)

Rise Earth, October 4, 2012



A far cry from the unsustainable, chemical-dependent, industrialized agriculture system that dominates the American landscape today, Russia’s agricultural system, which is not technically a system at all, is run by the people and for the people. Thanks to government policies there that actually encourage autonomous family farming, rather than cater to the greed of chemical and biotechnology companies like they do here in the states, the vast majority of Russians are able and willing to grow their own food on privately-owned family plots known as «dachas.»

[World's biggest geoengineering experiment 'violates' UN rules](#)

The Guardian, Martin Luckacs, October 15, 2012

A controversial American businessman dumped around 100 tonnes of iron sulphate into the Pacific Ocean as part of a geoengineering scheme off the west coast of Canada in July, a Guardian investigation can reveal. [...]Satellite images appear to confirm the claim by Californian Russ George that the iron has spawned an artificial plankton bloom as large as 10,000 square kilometres. The intention is for the plankton to absorb carbon dioxide and then sink to the ocean bed – a geoengineering technique known as ocean fertilisation that he hopes will net lucrative carbon credits.”

[Localised sunshade could stop Arctic melting](#)

NewScientist, Michael Marshall, October 21, 2012

“If we have to hack the planet, we could at least do it with some finesse. Some of the problems with geoengineering could be fixed by targeting specific regions of the planet, rather than cooling everywhere equally. A rough modelling study offers a crude blueprint for how to save the Arctic ice cap, but raises questions about who decides which areas to save.”

More Notable Links

- **Young entrepreneurs 'could cripple economy'**

<http://www.thedailymash.co.uk/news/business/young-entrepreneurs-could-cripple-economy-2012092642536>

- **One quarter of U.S. tech start-ups founded by an immigrant**

<http://www.reuters.com/article/2012/10/02/us-immigrants-startups-study-idUSBRE8910I020121002>

- **Why the jobs problem is not going away**

<http://voxeu.org/article/why-jobs-problem-not-going-away>

- **Le BTP perd chaque mois l'équivalent des emplois de PSA-Aulnay**

<http://fr.news.yahoo.com/le-btp-perd-chaque-mois-l%C3%A9quivalent-des-emplois-161658326--finance.html>

- **Open data : l'Etat pourrait renoncer à la gratuité des données publiques**

ow.ly/ey9Xb

- **World has six billion mobile users**

http://www.telecomtiger.com/Handset_fullstory.aspx?passfrom=topstory&storyid=15890§ion=S182

- **On ne naît pas numérique, on le devient!**

http://www.huffingtonpost.fr/veronique-mesguich/education-numerique-digital_b_1939553.html

- **Toyota's human support robot to help patients stuck in bed at home**

<http://medgadget.com/2012/09/toyotas-human-support-robot-to-help-patients-stuck-in-bed-at-home.html>

- **There is no reason for any individual to have a 3D printer in their home**

<http://techcrunch.com/2012/10/06/there-is-no-reason-for-any-individual-to-have-a-3d-printer-in-their-home/>

- **U.S. could add 5 million manufacturing jobs by 2020**

<http://www.dailyfinance.com/2012/09/21/u-s-could-add-5-million-manufacturing-jobs-by-2020/>

- **Destroying drug cartels, the mathematical way**

<http://www.newscientist.com/article/mg21628874.200-destroying-drug-cartels-the-mathematical-way.html>

- **Bald men are more likely to command more authority and to get the more powerful positions**

<http://aboutdouglascastle.blogspot.fr/2012/10/bald-men-are-more-likely-to-command.html>

- **Time to rethink**

<http://iloblog.org/2012/10/19/time-for-a-rethink/>

- **You're probably not very good at most things**

http://blogs.hbr.org/cs/2012/10/youre_probably_not_very_good_a.html

- **A non-corporate model for the localized economy: Guilds**

<http://www.zerohedge.com/news/2012-10-23/guest-post-non-corporate-model-localized-economy-guilds>

- **Another interpretation of why Facebook is tanking**

<http://blog.p2pfoundation.net/another-interpretation-of-why-facebook-is-tanking/2012/09/24>

- **The silent killer of big companies**

http://blogs.hbr.org/cs/2012/10/the_silent_killer_of_big_companies.html

- **Your employee is an online celebrity. Now what do you do?**

<http://online.wsj.com/article/SB10000872396390443995604578003082273743230.html>

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