

« Enjoy yourself — it's later than you think. »  
 Socrates, a classical Greek Athenian philosopher, c. 469 BC - 399 BC



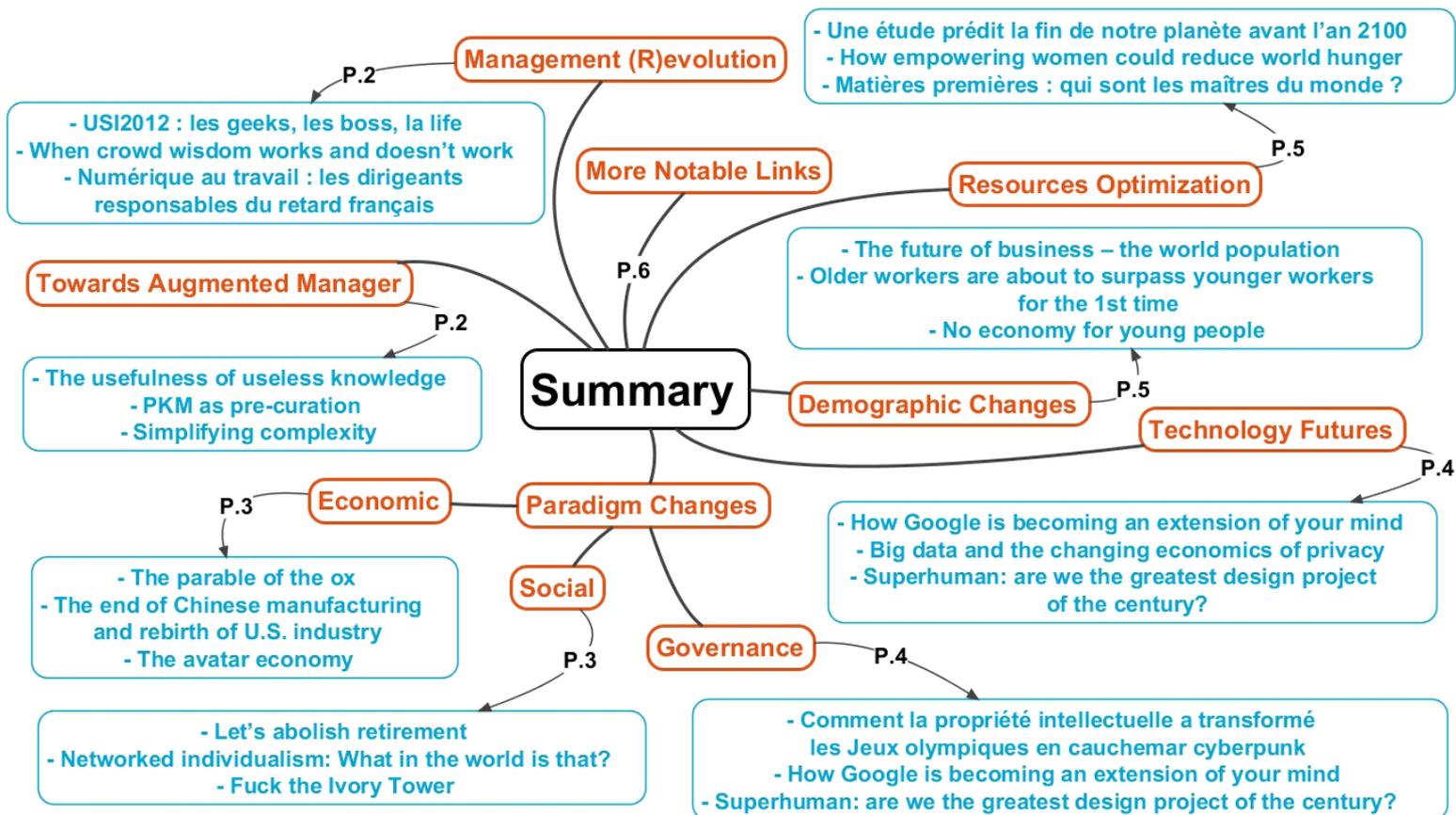
Bilingual document (US, FR)

Editorial

This is your WebReview 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 WebReview 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.



## Management (R)evolution

### [USI2012 : les geeks, les boss, la life](#)

*The #hypertextual, Cecile Dijoux, July 1, 2012*

Le blog #hypertextual nous offre une excellente synthèse de l'édition 2012 de l'USI (Université du Système d'Information) qui s'est déroulée à Paris les 25 et 26 juin dernier. L'USI est un événement qui s'adresse aux geeks (opérationnels de la DSI) et aux boss (direction générale, managers,...) afin de les faire se rencontrer, échanger et progresser ensemble, le tout dans un esprit fun.

Dans cette synthèse est présentée une multitude de sujets dont la complication en réponse à la complexité, le manager face au philosophe, la technologie face à la solution, la faillibilité face à l'infailibilité,... des sujets éclectiques et qui éveillent la curiosité.

### [When crowd wisdom works and doesn't work](#)

*P2P by Design, July 25, 2012*

"If the circle of people who possess information is small enough — as with the selection of a vice president or pope or, arguably, a decision by the Supreme Court — the crowds may not have much wisdom to impart. 'There is a class of markets that I think are basically

pointless,' says Justin Wolfers, an economist whose research on prediction markets, much of it with Eric Zitzewitz of Dartmouth, has made him mostly a fan of them. 'There is no widely available public information.'"

### [Numérique au travail : les dirigeants responsables du retard français](#)

*ManpowerGroup, July 2012*

La France accuse un certain retard dans l'adoption des outils numériques dans l'entreprise. Ce retard est d'autant plus préjudiciable que l'adoption des outils ne s'accompagne pas toujours d'une vraie stratégie effective définie en amont. Ce déficit stratégique est dû à une multitude de facteurs dont la méconnaissance profonde de ces outils et de leurs potentiels par les décideurs, la peur de perdre des prérogatives de leur leadership,... Nous sommes arrivés à un moment où l'entreprise apparaît de plus en plus en plus ringarde et le top management est en train de perdre, de fait, une part de ce leadership auquel il s'accroche mais par la mauvaise voie car il n'en sera pas l'initiateur. Le BYOD (Bring Your Own Device) est un bon exemple de cette lassitude.

## Toward Augmented Manager

### [The usefulness of useless knowledge](#)

*Brain Pickings, Maria Popova, July 27, 2012*



"In an age obsessed with practicality, productivity, and efficiency, I frequently worry that we are leaving little room for abstract knowledge and for the kind of curiosity that invites just enough serendipity to allow for the discovery of ideas we didn't know we were interested in until we are, ideas that we may later transform into new combinations with applications both practical and metaphysical."

### [PKM as pre-curation](#)

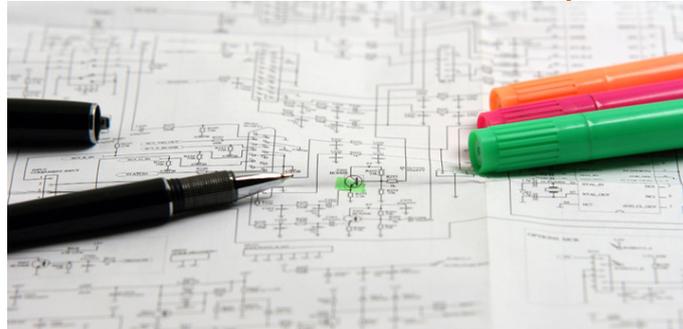
*Harold Jarche Blog, July 12, 2012*

"Sense-making, or placing information into context, is where the real personal value of PKM lies. The knowledge gained from PKM is an emergent property of all its activities.

Merely tagging an article does not create knowledge. The process of seeking out information sources, making sense of them through some actions, and then sharing with others to confirm or accelerate our knowledge are interlinked activities from which knowledge (often slowly) emerges."

### [Simplifying complexity](#)

*Farnam Street, July 29, 2012*



"Ecologist Eric Berlow doesn't feel overwhelmed when faced with complex systems.

He knows that more information can lead to a better, simpler solution.

In this excellent 3-minute TED talk he illustrates how signals can be extracted from complexity."

## Economic Paradigm Changes

### [The parable of the ox](#)

*John Kay Blog, July 25, 2012*



A fine allegory about the world of finance. The story starts at a country fair. You, and everyone else present, are invited to guess the weight of an ox.

### [The end of Chinese manufacturing and rebirth of U.S. industry](#)

*Forbes, Vivek Wadhwa, July 23, 2012*

“Even if the Chinese automate their factories with AI-powered robots and manufacture 3D printers, it will no longer make sense to ship raw materials all the way to

China to have them assembled into finished products and shipped back to the U.S. Manufacturing will once again become a local industry with products being manufactured near raw materials or markets.

So China has many reasons to worry, and manufacturing will undoubtedly return to the U.S.—if not in this decade then early in the next. But the same jobs that left the U.S. won’t come back: they won’t exist. What will the new jobs be? We can only guess.”

### [The avatar economy](#)

*MIT Technology Review, Matt Beane, July 18, 2012*

“Previous waves of outsourcing should remind us: the legal, political, and social obstacles to an avatar economy may prove greater than the technical ones. [...] Outsourcing physical work would bring huge economic gains, but it would also cause problems. [...]

I believe outsourcing of nonroutine labor via robotic telepresence could begin to occur on a mass scale within a decade. Let’s take the time to manage the avatar economy thoughtfully while it is still young.”

## Social Paradigm Changes

### [Let’s abolish retirement](#)

*The Guardian, Robert Skidelsky, July 2, 2012*

“Retirement is not as old as you think. According to the Bible, God expelled Adam from Paradise with the terrible words: «In the sweat of thy face shalt thou eat bread, till thou return unto the ground.» [...]

In my view this is to get it the wrong way round. We shouldn’t be aiming to extend the domain of work into old age, but to extend the domain of non-work into young age – that is, to abolish the concept of retirement altogether. A rich society no longer has the need to work its labour force into the grave. It already has «enough».”

### [Networked individualism: What in the world is that?](#)

*Pew Internet, Lee Rainie & Barry Wellman, May 24, 2012*

“We call networked individualism an “operating system” because it describes the ways in which people connect, communicate, and exchange information. Like most computer operating systems and all mobile systems, the social network operating system is:

- personal — the individual is at the autonomous center just as she is reaching out from her computer;
- for multiple users — people are interacting with numerous diverse others;

- for multithreaded multitasking — people are doing several things and they are doing them more or less simultaneously.”

### [Fuck the Ivory Tower](#)

*The Argosy, Geoff Hutchinson, April 4, 2012*



“All of my life my generation has been lied to. We were told that a good life, a secure and comfortable life, required a good job, which required a degree. Not only this, we were told that a degree would get us this job. This is not only a lie, it is a lie that has ensnared a generation, that caused youth to put themselves in tens of thousands of dollars worth of debt, to pursue a dream that turns into a nightmare after they graduate. Unemployment rates among youth are the highest we can remember; in some countries, they are the highest in post-modern history.”

## Governance Paradigm Changes

### [Comment la propriété intellectuelle a transformé les Jeux olympiques en cauchemar cyberpunk](#)

*S.I.Lex, Lionel Maurel, 27 juillet 2012*



Dans la littérature cyberpunk, de grandes firmes supplantent l'Etat et se voient octroyer des pouvoirs exorbitants. Ce cauchemar de fiction devient réalité depuis quelques années en particulier durant l'organisation des plus grands événements sportifs. Les jeux olympiques de Londres semblent être l'exemple le plus aberrant et le plus inquiétant d'autant qu'il se passe dans un pays démocratique.

### [Is China losing the diplomatic plot?](#)

*Project Syndicate, Kishore Mahbubani, July 26, 2012*

"In 2016, China's share of the global economy will be larger than America's in purchasing-price-parity terms. This is an earth-shaking development; in 1980, when the United States accounted for 25% of world output, China's share of the global economy was only 2.2%. And yet, after 30 years of geopolitical competence, the Chinese seem to be on the verge of losing it just when they need it most."

### [Why the relationship between institutions and individuals broke](#)

*The Guardian, Umair Haque, July 25, 2011*

"Quick. Name me your favourite scandal of the year so far? Libor, phone hacking, 30% of GDP squirrelled away in tax havens, the Jubilee (just kidding). Now, name me an institution that works – as it should? These are probably not on your list: banks, governments, schools, the (cough) media, corporations. [...]"

How can we build political and governance structures that restore trust and allow for meaningful existence? What role can communications and creativity play in this?"

## Technology Futures

### [How Google is becoming an extension of your mind](#)

*cnet, Stephen Shankland, July 16, 2012*

"It's time to think of Google as much more than just a search engine, and that should both excite and spook you.

Search remains critical to the company's financial and technological future, but Google also is using the search business' cash to transform itself into something much broader than just a place to point your browser when asking for directions on the Internet.

What it's now becoming is an extension of your mind, an omnipresent digital assistant that figures out what you need and supplies it before you even realize you need it."

### [Big data and the changing economics of privacy](#)

*Paid Content, Jeff John Roberts, July 11, 2012*

"There was a time when only people with money to hire a detective could dig into someone's life. Now, dozens of companies have sprung up that will prowl into a person's past for as little as \$2.

This shift illustrates a fundamental change in the economics of privacy: it has become cheap and easy to pry into the lives of others at the same time that protec-

ting our own lives has become time-consuming and expensive. A look at two companies — one that sells your data and another that protects it — shows the business and policy lessons of this new reality."

### [Superhuman: are we the greatest design project of the century?](#)

*The Guardian, Justin McGuirk, July 17, 2012*



"The exhibition looks at the way we adapt and enhance our bodies, from prosthetic limbs to doping by professional athletes. What begins with devices that compensate for a deficiency – hearing aids and Viagra – becomes about pushing the limits of what is humanly possible. [...]"

There are ethical issues aplenty, but if there is a central question, it is: are we now in our final form, or will the greatest design project of this century be ourselves?"

\*Click on the titles to view the documents

## Demographic Changes

### [The future of business – the world population](#)

*Owen Greaves Blog, July 8, 2012*

“As each hour, day, month, and year passes, the world population continues to grow at an exponential rate. [...] This illustration should also make you think about your business community, how do you become part of the solution, how do stop consuming and start providing. Your personal survival and your businesses survival will look the same in many ways. We should be helping each other, rather than trying to get as much as we can from each other.

Here is an interesting video to help you see the population growing before your eyes.”

### [Older workers are about to surpass younger workers for the 1st time](#)

*The Atlantic, Matthew Obrien, July 6, 2012*

“With the Great Recession forcing so many Boomers to postpone retirement, their numbers probably won't plateau anytime soon. In other words, more Boomers will hit their 55th birthdays, but fewer Boomers will trade in for a gold watch when they hit their 65th birthdays.

This could go on until 2020 or so -- when the youngest Boomers will start approaching their golden years.”

### [No economy for young people](#)

*PressEurop, Paul Mason, July 4, 2012*



“Today's graduate can expect to be poorer than his or her parents, a phenomenon unique to the post 1945 society. And the West's broken economic model cannot tap into this lost generation's mastery of new technologies.”

## Resources Optimization

### [Une étude prédit la fin de notre planète avant l'an 2100](#)

*MaxiSciences, info rédaction, 9 juillet 2012*



Imaginez que l'activité humaine pousse les systèmes biologiques de la Terre à un point de basculement à l'échelle planétaire, provoquant des changements aussi radicaux que la fin de l'âge de glace. C'est l'hypothèse qui a été évoquée dans un article paru dans la très sérieuse revue *Nature* le 6 juin dernier. Cardinale Brad, un écologiste de l'Université du Michigan, a déclaré que les résultats de cette recherche sont suggestifs, mais pas encore concluants, assimilant la trajectoire de la recherche à celle suivie par la théorie du chaos.

L'étude vise à sensibiliser la société pour orienter la biosphère dans des conditions que nous désirons et non que nous pourrions subir rapidement.

### [How empowering women could reduce world hunger](#)

*Forbes, Maha Atal, July 25, 2012*

“Women in the labor force, particularly the rural labor force, can increase agricultural yields and thereby reduce food prices.

There are two reasons for that: 1. women currently don't have enough access to land, fertilizers, or tools and so aren't maximizing their potential. 2. It's a long-observed trend that when women do have full access to markets and resources, they re-invest their gains more prudently than men.”

### [Matières premières : qui sont les maîtres du monde ?](#)

*Africa Diligence, Guy Gweth, 1er juillet 2012*

De votre réveil à votre couché, de votre bol de céréales à votre ordinateur de bureau en passant par votre voiture, vous passez la plupart de votre journée à consommer directement ou indirectement des matières premières. Ces matières premières, qui se raréfient, se trouvent concentrées dans un petit nombre de pays. Voici un excellent article, court, qui résume les types d'énergies, les différents acteurs et les enjeux géostratégiques qui entourent ce business.

**More Notable Links**

- Près de 75 % des Terriens possèdent un téléphone portable

<http://ow.ly/cGfwZ>

- Re:Re:Fw:Re: Workers spend 650 hours a year on email

<http://www.theatlantic.com/business/archive/2012/07/re-re-fw-re-workers-spend-650-hours-a-year-on-email/260447/>

- Beautiful short film shows a frightening future filled with Google Glass-like devices

<http://venturebeat.com/2012/07/27/sight-systems/>

- Gendership: A guy's view

<http://www.inpowerconsultinginc.com/gendership-a-guys-view/>

- Concluding reflections on american decline

<http://gt2030.com/2012/07/27/concluding-reflections-on-american-decline/>

- The magic of doing one thing at a time

<http://blogs.hbr.org/schwartz/2012/03/the-magic-of-doing-one-thing-a.html>

- Grève des mineurs espagnols : quand l'industrie est sous perfusion européenne

<http://reflets.info greve-des-mineurs-espagnols-quand-lindustrie-est-sous-perfusion-europeenne/>

- Peter Thiel's quest to create a viable global currency

<http://www.wfs.org/blogs/thomas-frey/peter-thiel%25E2%2580%2599s-quest-create-viable-global-currency>

- To recruit techies, companies offer unlimited vacation

<http://www.businessweek.com/articles/2012-07-19/to-recruit-techies-companies-offer-unlimited-vacation>

- How a foot-powered washing machine could change millions of lives

<http://www.fastcodesign.com/1670355/how-a-foot-powered-washing-machine-could-change-millions-of-lives#1>

- The 'chemputer' that could print out any drug

<http://www.kurzweilai.net/the-chemputer-that-could-print-out-any-drug>

- Using Twitter to identify psychopaths

<http://www.forbes.com/sites/kashmirhill/2012/07/20/using-twitter-to-help-expose-psychopaths/>

- Will it matter if we speak different languages in the future?

<http://singularityhub.com/2012/07/24/will-it-matter-if-we-speak-different-languages-in-the-future/>

- ILO warns eurozone risks losing 4.5 million more jobs

<http://www.bbc.co.uk/news/business-18792720>

- MIT professor warns of 'enormous disruption' from rapid technological growth

<http://www.rawstory.com/rs/2012/07/09/mit-professor-warns-of-enormous-disruption-from-rapid-technological-growth/>

- L'économie recréerait des emplois en 2013

<http://www.lesechos.fr/economie-politique/france/actu/0202155891347-l-economie-recreerait-des-emplois-en-2013-341027.php>

- Quelle usine pour quel futur ?

<http://www.internetactu.net/2012/07/11/quelle-usine-pour-quel-futur/>

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