

“ The one who reaches his goal has missed all the rest ”

A zen adage given to us by Christophe André, a French psychiatrist and psychotherapist



Bilingual document (US, FR)

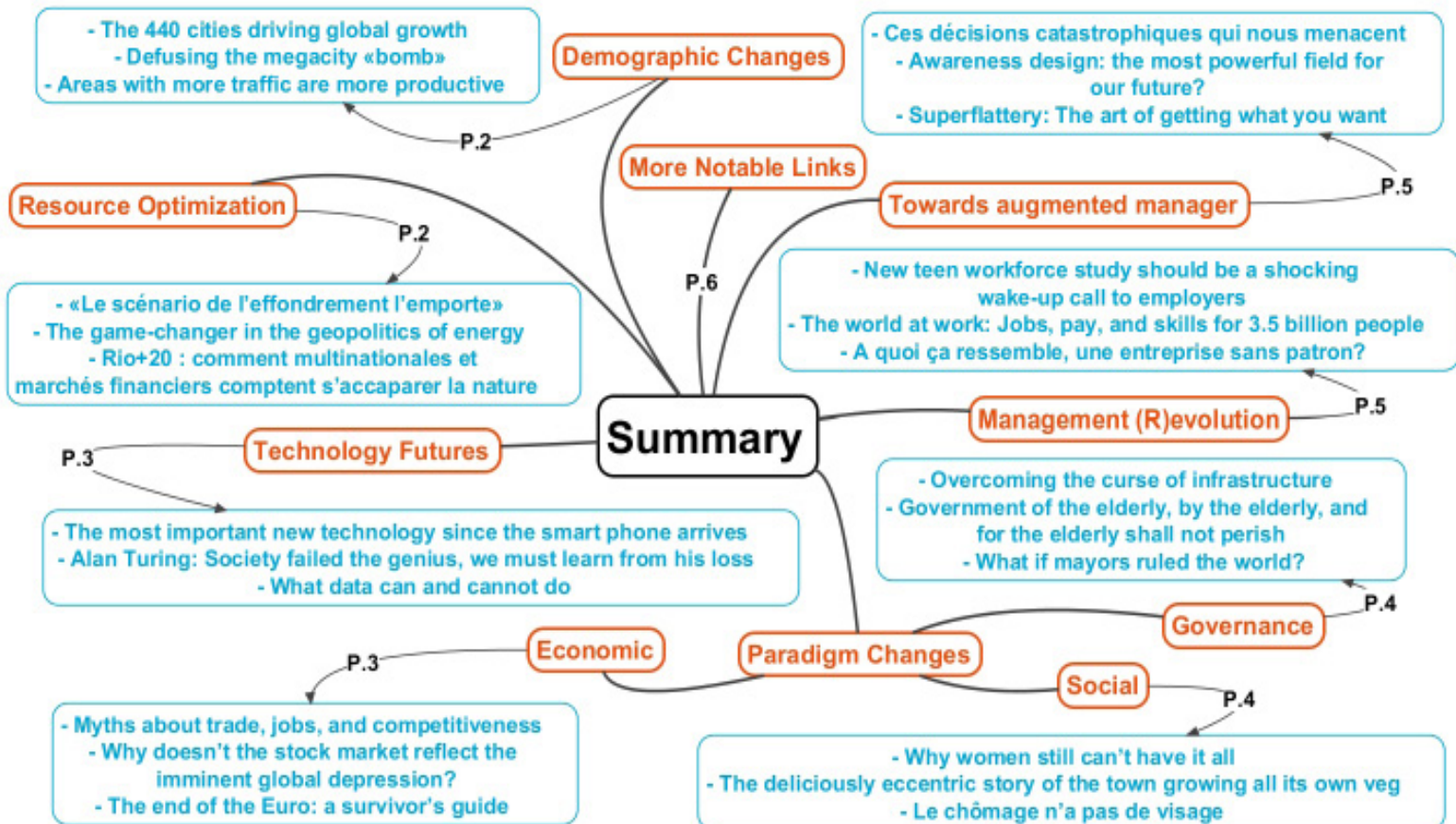
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Editorial

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.



Demographic Changes

[The 440 cities driving global growth](#)

The Atlantic Cities, Nate Berg, June 28, 2012

“Cities are driving economic growth around the world and their impact will only become more powerful over time, according to a new report from the McKinsey Global Institute. The report identifies 600 cities worldwide that will be responsible for nearly two-thirds of global economic growth between 2010 and 2025. But it’s not traditional heavy-hitters like London or New York or Tokyo that will be leading the way in the near future. The cities behind most of the expected global economic growth in the coming years will mostly be concentrated in countries with emerging economies.”

[Defusing the megacity «bomb»](#)

The Futurist, July-August, 2012

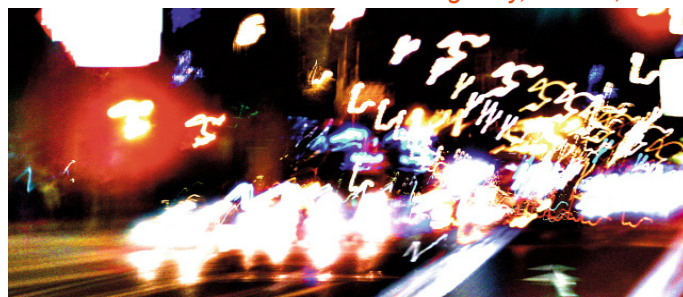
“By 2025, the world will have 27 megacities with populations exceeding 10 million. A great number will lie within northern Africa, the Middle East, South Asia, China, and Indochina—a zone where urban poverty and squalor already run rampant. As these megacities continue expanding, they will inflict severe environmental pollution and become havens for terrorism and orga-

nized crime. Those dangerous elements will eventually spread outwards, potentially destabilizing entire states and regions.”

[Areas with more traffic are more productive](#)

Wall Street Journal Blogs, Real Times Economics

Conor Dougherty, June 6, 2012



“Every 10 percent increase in traffic delay per person was associated with a 3.4 percent increase in per capita GDP. [...] Mr. Dumbaugh, a professor and interim director at the School of Urban and Regional Planning at Florida Atlantic University, isn’t arguing that sitting in traffic actually makes people more productive. Rather, people adapt to crowded environments and find ways to make it more productive.”

Resource Optimisation

[«Le scénario de l’effondrement l’emporte»](#)

Libération, Laure Nouhalet, 15 juin 2012

Dennis Meadows est physicien et professeur émérite de l’Université du New Hampshire. Il est également l’un des auteurs du célèbre rapport *The limits of growth* connu aussi sous le nom de rapport Meadow commandé par le club de Rome en 1970. Ce rapport est célèbre car c’est la première étude importante soulignant les dangers écologiques de la croissance démographique et économique que connaît le monde de cette époque. Dans cette interview qui s’est déroulée à la veille de Rio+20, Meadows livre une vision désabusée et alarmiste de notre gouvernance mondiale et de notre système économique.

[The game-changer in the geopolitics of energy](#)

CNN World, Fareed Zakaria, June 10, 2012

“It’s becoming increasingly clear that the shale gas revolution is a game-changer not just for the energy industry, not just for the U.S. — but for geopolitics. [...] It’s increasingly possible to use liquified natural gas as a substitute for oil as a transportation fuel, so the effects go beyond generating electricity. [...] So far, gas has been supplied by a handful of regimes [...] In the next

20 years, much of this energy could come from stable, democratic countries.”

[Rio+20 : comment multinationales et marchés financiers comptent s’accaparer la nature](#)

Basta! Mag, Sophie Chapelle, 18 juin 2012

Rio+20 a abouti sur ce qui avait été annoncé par de nombreux observateurs : rien... ou si peu. Un consensus mou et stérile sur le plan pratique. Snobé par les chefs d’Etat de toutes les grandes nations (hormis le Brésil et la France), donnant la parole aux citoyens lors d’ateliers pour créer l’illusion, les seules qui s’en satisfassent sont les entreprises qui vont pouvoir profiter de cette inertie pour continuer leurs activités sans trop d’entraves.

En effet, c’est sous l’angle idéologique qu’il est intéressant d’analyser ce sommet. En 20 ans, nous sommes passés du concept de « développement durable » à celui de « l’économie verte ». Dépouillée des figures de style des formules, nous pouvons observer que c’est toujours la même idéologie sous-jacente : la propriété - dont la propriété intellectuelle - et la main invisible du Marché - au travers du prix qui est la rencontre de l’Offre et de la Demande - sauveront la planète.

Technology Futures

[The most important new technology since the smart phone arrives december 2012](#)

*Technology Review by MIT, Christopher Mims
June 26, 2012*

“By now, many of us are aware of the Leap Motion, a small, \$70 gesture control system that simply plugs into any computer and, apparently, just works. If you’ve seen the gesture interfaces in Minority Report, you know what it does. More importantly, if you’re familiar with the touch modality -- and at this point, most of us are -- the interface is entirely intuitive. It’s touch, except it happens in the space in front of the screen, so you don’t have to cover your window into your tech with all those unsightly smudges.”

[Alan Turing: Society failed the genius, we must learn from his loss](#)

BBC News Technology, Mike Lynch, June 22, 2012

“It is an achievement in life to have been credited with changing the course of history once in a lifetime, but to have done it twice in a short lifetime is truly exceptional. Turing’s work not only had significant impact on the

defeat of Nazism through his Enigma code-breaking, but his mathematical work is the basis of modern computing. The modern world of iPads, Facebook, mobile phones are all based on his ideas. His work is still the basis for much of the more fundamental research in artificial intelligence. [...] But just as Turing’s generation was unable to fully understand and accept his brilliance, we today must not fail the future golden talent that could revolutionise our technology industry and change the world as a result.”

[What data can and cannot do](#)

The Guardian, Jonathan Gray, May 31, 2012

“Data can be an immensely powerful asset, if used in the right way. But as users and advocates of this potent and intoxicating stuff we should strive to keep our expectations of it proportional to the opportunity it represents. We should strive to cultivate a critical literacy with respect to our subject matter. While we can’t expect to acquire the acumen or fluency of an experienced statistician or veteran investigative reporter overnight, we can at least try to keep various data-driven myths from the door. To that end, here are a few reminders for lovers of data.”

Economic Paradigm Changes

[Myths about trade, jobs, and competitiveness](#)

*VOX, Charles Roxburgh, Richard Dobbs,
Jan Mischke, May 31, 2012*

“Much of current thinking seems to rely on anecdotes about trade, competitiveness, and jobs, rather than the facts – call it experiential policymaking rather than evidence-based policymaking. This sort of policymaking carries risks. For instance, there has been a dearth of empirical research on the size, scope, and potential impact of the services trade, as Brad Jensen of the Peterson Institute for International Economics notes in his recent book (Jensen 2011). Our recent research suggests the gulf between perception and reality is wide and deep (MGI 2012). Here are just a few examples”

[Why doesn't the stock market reflect the imminent global depression?](#)

Business Insiders, Steven Strauss, June 19, 2012

“Compared to the financial crisis of 2008, governments everywhere are far more constrained by weaker balance sheets, loss of public trust and crisis fatigue. [...] So why is the stock market trading as though all’s well? Is it a case of short-term delusions, leading to later major stock market debacles? If so—is it time to go short?”

Or does the market know something we don’t? Are the risks outlined above really not so bad? Is the market assuming losses will be paid by the government, so let’s party like it’s 2006? Or could it be that all investments at this stage have poor prospects—so there’s no place to hide?”

[The end of the Euro: a survivor's guide](#)

*Huffington Post, Simon Johnson, Peter Boone
May 27, 2012*



“In every economic crisis there comes a moment of clarity. In Europe soon, millions of people will wake up to realize that the euro-as-we-know-it is gone. Economic chaos awaits them.

To understand why, first strip away your illusions. Europe’s crisis to date is a series of supposedly decisive turning points that each turned out to be just another step down a steep hill.”

*Click on the titles to view the documents

Social Paradigm Changes

[Why women still can't have it all](#)

*The Atlantic, Anne-Marie Slaughters
July-August, 2012*

"It's time to stop fooling ourselves, says a woman who left a position of power: the women who have managed to be both mothers and top professionals are superhuman, rich, or self-employed. If we truly believe in equal opportunity for all women, here's what has to change."

[The deliciously eccentric story of the town growing all its own veg](#)

Daily Mail, Vincent Graff, December 10, 2011

"For the vegetable-swipers are not thieves. The police station carrots — and thousands of vegetables in 70 large beds around the town — are there for the taking. Locals are encouraged to help themselves. A few tomatoes here, a handful of broccoli there. If they're in season, they're yours. Free. [...] Today the beds are bare. Why? Because people have been wandering up to the police station forecourt in broad daylight and digging up the vegetables. And what are the cops doing about this brazen theft from right under their noses? Nothing."

[Le chômage n'a pas de visage](#)

Le Monde, Jérôme Nadau, 18 juin 2012



Le Monde nous offre une tribune intéressante car elle émane d'une personne à qui on l'offre pour ainsi dire jamais : un chômeur.

Jérôme Nadau y livre un témoignage mesuré, réaliste et digne sur la stigmatisation dont font l'objet les chômeurs.

Governance Paradigm Changes

[Overcoming the curse of infrastructure](#)

World Future Society, Thomas Frey, June 16, 2012

"Much of the world around us has been formed around key pieces of infrastructure. In spite of its tremendous value, infrastructure is expensive to maintain, hard to change, and generally limits how we think about the future. The world of infrastructure has far too many sacred cows with built-in inertias that are highly resistant to change. Eventually change will happen, but people who are at the heart of these changes pay a price. Transitions like this can be very painful. That said, the lifecycles for infrastructure are getting shorter, and the teams driving the disruptive technologies are getting far more sophisticated."

[Government of the elderly, by the elderly, and for the elderly shall not perish](#)

The Atlantic, Derek Thomsson, June 27, 2012

"At a time when education is absorbing huge cuts and Medicare and Social Security spending continue to grow faster than the size of government, it's a question worth asking: Is Washington biased toward old people? The easiest way to answer the question is: Of course it is. Older Americans show up disproportionately at the ballot box, in Congress (the average age of a senator is



63), and in our budget. Fifty percent of federal benefits flow to the 13 percent of the population over the age of 65, David Leonhardt reported in the New York Times last weekend."

[What if mayors ruled the world?](#)

The Atlantic Cities, Richard Florida, June 13, 2012

"What I want to suggest is that these myriad global networks, and the inherent disposition of cities to cooperate, exemplify the deep capacity of cities to work together across borders, and justify my claim that a global «parliament of mayors» could achieve a good deal of concord voluntarily both on common policies and on common actions. This is what the networks are already doing, and what a formalization of the process could achieve. The key is a «soft» bottom-up approach to cooperation organized around «glocality» rather than a top-down «legal mandate» approach of the kind we associate with (and fear from) «world government»."

*Click on the titles to view the documents

Management (R)evolution

[New teen workforce study should be a shocking wake-up call to employers](#)

TLNT, Eric Chester, June 20, 2012

“Holwell’s research shows a steady decline in teen employment since 1989, proving that this downward trend (and today’s dismal participation by teens in the workforce) can’t be blamed on the most recent recession. While many teens aren’t working because they can’t find employment, many others simply don’t want to work or their parents are over-scheduling them with school and extra-curricular activities, making a job difficult or impossible. Sadly, the majority of the next age cohort is woefully unprepared to join the labor force and the current — and future — waste of economic potential is staggering, to say the least. Across all industries, business operations are likely to suffer when hiring and training costs increase; and how could they not escalate exponentially?”

[The world at work: Jobs, pay, and skills for 3.5 billion people](#)

McKinsey, June 2012

“Businesses operating in this skills-scarce world must

know how to find talent pools with the skills they need and to build strategies for hiring, retaining, and training the workers who will give them competitive advantage. This will include finding ways to retain more highly skilled women and older workers. Businesses will also need to significantly step up their activities in shaping public education and training systems in order to build pipelines of workers with the right skills for the 21st-century global economy.”

[A quoi ça ressemble, une entreprise sans patron?](#)

Slate, 26 juin 2012



Méconnue, la gouvernance sans patron ni hiérarchie se pratique dans certaines entreprises dont certains noms nous font vite oublier l’idée qu’il ne s’agirait que d’une lubie de quelques marginaux utopistes. Ainsi Valve, Github, GE aviation et W.L. Gore ont choisi un modèle loin d’être traditionnel.

Toward Augmented Manager

[Ces décisions catastrophiques qui nous menacent](#)

Le Point, Alexis Ratouis, 10 avril 2012



Voici une bonne introduction aux mécanismes de prise de décision, en particulier ceux qui engendrent des décisions absurdes.

Déficit de communication, poids de la hiérarchie, « destinationite »,... autant de pièges à connaître pour les anticiper, d’autant que les solutions sont souvent simples et relèvent finalement du bon sens.

[Awareness design: the most powerful field for our future?](#)

Emergent by Design, June 11, 2012

“There is yet one leverage point that is even higher than changing a paradigm. That is to keep oneself unattached in the arena of paradigms, to stay flexible, to realize that no paradigm is “true,” that every one, including the one that sweetly shapes your own worldview, is tremendously limited understanding of an immense and amazing universe that is far beyond human comprehension.”

[Superflattery: The art of getting what you want](#)

BBC, June 13, 2012

“How do you get someone to do something they definitely DO NOT want to do? Lucy Kellaway, of the Financial Times, finds out how flattery will get you (almost) anywhere. [...]”

This is strange but true. According to a recent study from the Hong Kong University of Science and Technology, flattery still works even when the recipient knows it is insincere.

The second lesson is about the even more extraordinary power of peer pressure.”

More Notable Links

- **KIDNAPPING : une menace croissante pour l'entreprise**

http://www.veillemag.com/KIDNAPPING-une-menace-croissante-pour-l-entreprise_a1929.html

- **Stanford University's president predicts the death of the lecture hall as university education moves online**

<http://spectrum.ieee.org/geek-life/profiles/john-l-hennessy-risk-taker/0>

- **IBM prédit le vainqueur de Roland Garros ... enfin presque !**

<http://www.zdnet.fr/blogs/entreprise-2-0/ibm-predit-le-vainqueur-de-roland-garros-enfin-presque-39772402.htm>

- **Online social networks can be tipped by as little as 0.8% of their population**

<http://blog.netsciwestpoint.org/2012/05/30/online-social-networks-can-be-tipped-by-as-little-as-0-8-of-their-population/>

- **Morals and the machine**

<http://www.economist.com/node/21556234?fsrc%3Dscn/tw/te/ar/moralsandthemachine>

- **The Dunning-Kruger effect: Why the incompetent don't know they're incompetent**

<http://www.spring.org.uk/2012/06/the-dunning-kruger-effect-why-the-incompetent-dont-know-theyre-incompetent.php>

- **Exposing management's dirty little secret**

<http://management.fortune.cnn.com/2012/06/25/exposing-managements-dirty-little-secret/>

- **35 heures et compétitivité: l'éternel faux débat**

<http://ecointerview.wordpress.com/2012/06/09/35-heures-et-competitivite-leternel-faux-debat/>

- **The Man, the boy, and the donkey. Aesop. The Harvard Classics**

<http://www.bartleby.com/17/1/62.html>

- **Software raises bar for hiring**

<http://online.wsj.com/article/SB10001424052702304821304577436172660988042.html>

- **To avoid stupid mistakes, think in French**

<http://www.businessweek.com/articles/2012-04-25/to-avoid-stupid-mistakes-think-in-french>

- **Du redressement productif à la consommation collaborative**

<http://lecercle.lesechos.fr/entreprises-marches/high-tech-medias/internet/221147465/redressement-productif-a-consommation-collab>

- **How to end the age of inattention**

<http://online.wsj.com/article/SB10001424052702303640104577436323276530002.html>

- **Le design thinking et la Design School de Stanford : effet de mode ou révolution ?**

<http://www.bulletins-electroniques.com/actualites/70230.htm>

- **Le concept de War Room**

<http://www.lenouveleconomiste.fr/lesdossiers/le-concept-de-war-room-15099/>

- **Cyber-stalking: The big boss may turn into Big Brother, report warns**

http://www.siliconvalley.com/latest-headlines/ci_20763706/cyber-stalking-big-boss-may-turn-into-big-brother?source=email

- **Why smart people are stupid**

<http://www.newyorker.com/online/blogs/frontal-cortex/2012/06/daniel-kahneman-bias-studies.html>

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