



### Monthly Quote

*“All of us are born unemployed and single, and if we want that to change, sooner or later we will have to start looking for a suitable match.”*

*Tim Harford* (born 1973) is an English economist and journalist.

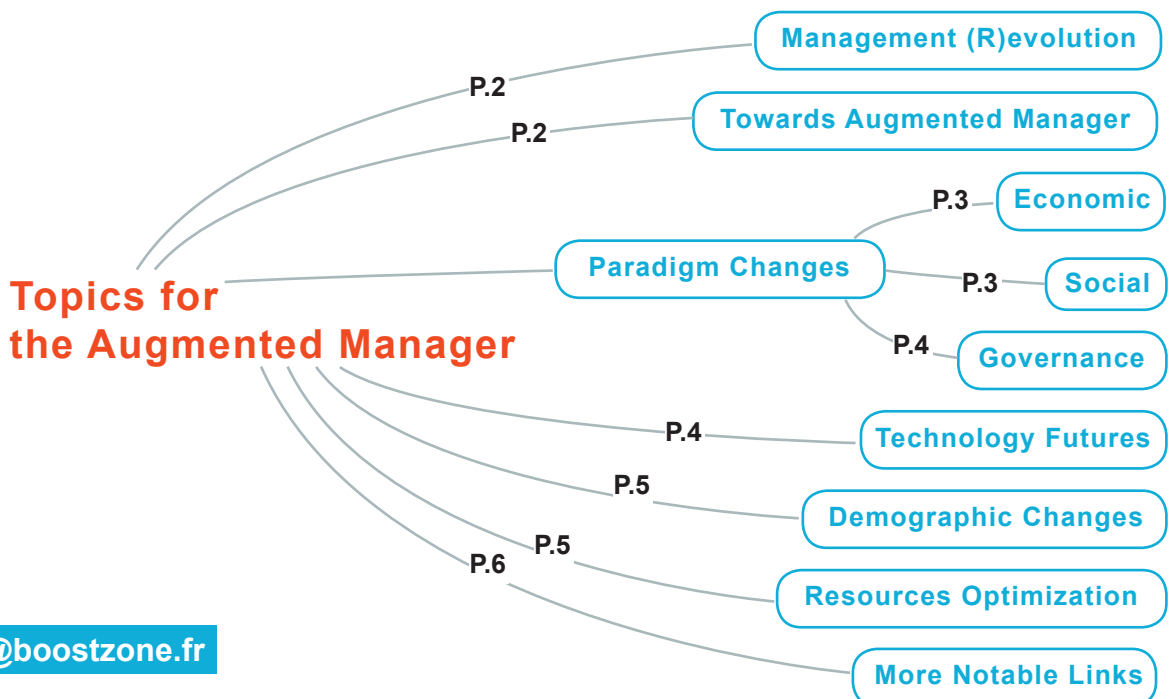
### Editorial

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.



## Management (R)evolution

### [Why every corporation should employ a futurist](#)

*Business Insider, Joshua Berlinger, December 17, 2012*



"We're encouraging companies to spend a little bit of time thinking about the future, single digit percents. They don't do it because they don't know how to do it so they think it's a waste of time, and the reason that they don't know how is because nobody in their schools has ever taught them how to do it." [...] Futurists think in terms of «multiple futures» rather than one. Not only does this increase the chances that one will have a plan for the actual future, but it also «intellectually conditions» one to adapt to change."

### [BYOD: Developing an effective policy](#)

*Bank Info Security, Jeffrey Roman, December 21, 2012*

"How should organizations go about crafting a BYOD policy that addresses pertinent security and privacy issues? Attorney Stephen Wu offers advice to IT security leaders tasked with the project.

Before an organization begins developing a bring-your-own-device policy, it must first determine whether such a policy is correct for the organization, says Wu, a partner specializing in data security issues at law firm Cooke, Kobrick and Wu LLP."

### [«Personne ne s'intéresse à ce qu'est le métier de manager»](#)

*Le Monde, Jean Pralong, 27 Novembre 2012*

Jean Pralong, professeur à l'ESC Rouen, y dirige la chaire «nouvelles carrières»: "Le choix d'un emploi semble plus guidé par un besoin de sécurité – «Je vais là où «ça marche» – que par le goût pour un métier, une fonction. La plupart intègrent les grandes entreprises en pensant : «Je sais que je vais m'y emmerder, je sais qu'on va m'y emmerder, mais j'aurai une belle ligne sur mon CV». En début de carrière, on remet à plus tard la réalisation de son vrai projet pour pouvoir mettre un pied dans l'emploi."

## Toward Augmented Manager

### [Why you need a mentor](#)

*Small Business Trends, Susan Payton, December 14, 2012*

«Any entrepreneur should want to be better at what she does. But there's only so much knowledge you can glean on your own. And experience? Well, that takes time, and if you're impatient, you want to get smarter faster. There's something to be said about learning from people rather than books and blogs. A short conversation with a mentor can help you understand the mistakes he has made so that you can avoid them yourself. Having access to a mentor, you can ask any question you want—an opportunity you likely won't have with your competitors."

### [Et pourtant les employés préfèrent retourner au bureau](#)

*Ze Village, Emilie Ogez, 8 Janvier 2013*

"Des chercheurs des Universités de Stanford Economics et de la Beijing University Guanghua School of Management ont mis sous surveillance pendant 9 mois plusieurs centaines d'employés du tour-opérateur chinois Ctrip, ayant accepté de travailler chez eux. Les résultats sont positifs tant pour l'entreprise que pour

les employés. [...] Et pourtant, la moitié des employés concernés, auxquels on a proposé de poursuivre l'expérience, ont préféré retourner au bureau. A cause de l'isolement qu'ils ressentaient."

### [The power of negative thinking](#)

*Wall Street Journal, Oliver Burkeman, December 7, 2012*



"He rediscovered a key insight of the Stoic philosophers of ancient Greece and Rome: that sometimes the best way to address an uncertain future is to focus not on the best-case scenario but on the worst. [...] The ultimate value of the «negative path» may not be its role in facilitating upbeat emotions or even success. It is simply realism. The future really is uncertain, after all, and things really do go wrong as well as right. We are too often motivated by a craving to put an end to the inevitable surprises in our lives."

## Economic Paradigm Changes

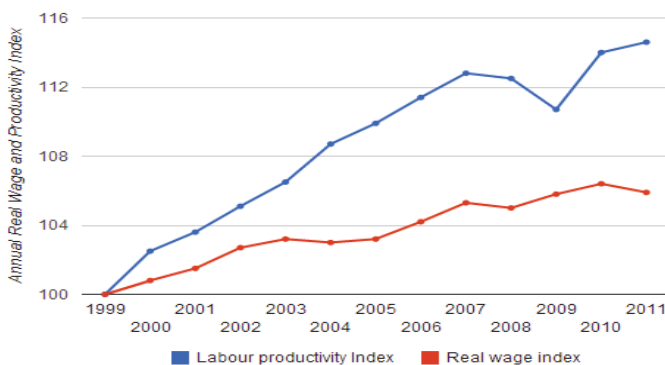
### The widening gap between wages and labour productivity

International Labour Organization, December 7, 2012

"The gap between wage growth and labour productivity growth is widening while the difference between the top and bottom income earners is increasing and the labour income share is declining, globally.

This is contained in an International Labour Organization (ILO) «Global Wage Report 2012/13: Wages and Equitable Growth», made available to the Ghana News Agency on Friday."

Trends in growth in average wages and labour productivity in developed economies (index:1999=100) - (Fig.36)



Sources: ILO Global Wage Database; ILO Trends Econometric Model, March 2012.

### Working out the job market

Financial Time, Tim Harford, December 14, 2012

"At equilibrium, the number of hours available equals the number of hours people are willing to work. Unemployment is impossible, unless there is a minimum wage – this suggests, for instance, that unemployment was unknown in the UK before April 1 1999, which is not my recollection. [...] In this year's Royal Economic Society public lecture, Christopher Pissarides, winner of the Nobel memorial prize in economics in 2010, set out to resolve the mystery."

### The post-productive economy

KK, January 1, 2013

"Most of the poor of the world don't have such access to resource, but even in their poorer environment they still choose to use their meager cash [...] connection before plumbing. It is an almost universal choice.

This choice may seem difficult for someone who has little experience in the developing world, but in the places where most of the world lives we can plainly see that the fruits of the 3rd generation of automation are at least as, and perhaps more, valuable than some fruits of the 2nd wave of industrialization."

## Social Paradigm Changes

### The rise of new economic cultures

P2P Foundation, Manuel Castells, November 20, 2012

"When I mention this alternative economic culture, it's a combination of two things.

"A number of people have been doing this for quite a while already because they don't agree with the meaninglessness of their lives. Now there is something else – it's the legion of consumers who cannot consume.

"And, therefore, since they do not consume – they don't have the money, they don't have the credit, they don't have anything – then they try at least to make sense of their lives doing something different.

"So, it's because of needs and because of values – the two things together – that's why it's expanding."

### The end of the labor market

Las Indias in English, David de Ugarte, December 5, 2012

"I just saw the video of a talk by Claudia Kodja at TEDxMauá. Part of the idea that unemployment among people under 24 years old (the global average is 20%, 18% in the US) is not a passing product of the crisis, but the result of a long-standing tendency that reflects fundamental transformations in the productive system."

### Benoît XVI en appelle au «travail pour tous»

La Vie, Natalia Trouiller, 31 Décembre 2012



«Parmi les droits et les devoirs sociaux aujourd'hui les plus menacés, il y a le droit au travail. Cela est dû au fait que le travail et la juste reconnaissance du statut juridique des travailleurs sont de moins en moins correctement valorisés, parce que le développement économique dépendrait surtout de la pleine liberté des marchés. Le travail est appréhendé comme une variable dépendant des mécanismes économiques et financiers. À ce sujet, je répète ici que la dignité de l'homme, ainsi que la logique économique, sociale et politique, exigent que l'on continue à se donner comme objectif prioritaire l'accès au travail ou son maintien, pour tous».



## Governance Paradigm Changes

### What the world will look like in 2030 – as predicted by the government

*Fast Company, Morgan Clendaniel, December 19, 2012*

"No futurists worth their salt will tell you definitively what they think the future will look like. They'll present you with a series of scenarios. This report from the National Intelligence Council (the intelligence community's strategic thinking arm) offers a range of scenarios for what 2030 will look like. But what's really interesting is the array of new technologies--and current ones--that the government's resident futurists think will be pervasive (or not) in less than 20 years from now."

### Les univers clos

*Explogramme, Vincent Breton, 28 Décembre 2012*

« Sans en faire une théorie restrictive, il semble que l'on peut observer que notre Société est conduite par un ensemble d'univers clos, systèmes dont la logique fermée sur elle-même porte de nombreux implicites qui induisent une approche orientée et organisent nos perceptions jusqu'à perturber nos échelles de valeur, notre libre arbitre, notre comportement. [...] Une sorte de totalitarisme mou, qui a fait du conformisme une véritable religion, organise mille détails de notre vie sous pré-

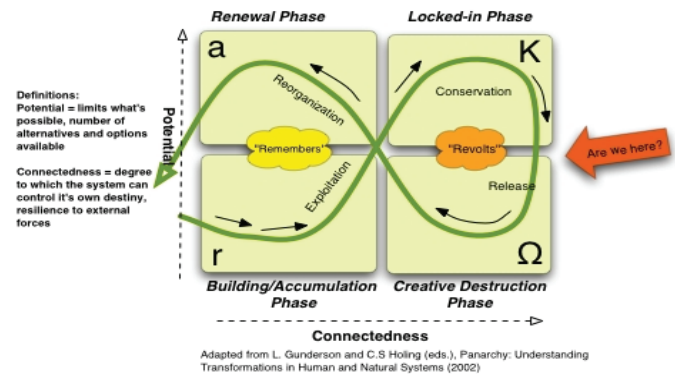
texte de respecter des principes techniques, permettre l'efficacité ou la rentabilité, de nous protéger...»

### Panarchy: The adaptive cycle of complex systems

*Deep Impact, Norm DeLisle, December 19, 2012*

"All complex organizations have a life cycle. They are born, they grow, they age, and they die. Often, a new version of the old system is reborn and goes through the life cycle again. [...] The model that has proven most useful to me in considering how to change these complex systems is the Adaptive Cycle also called the Panarchy Model."

Resilience and Adaptive Cycles in Human and Natural Systems - The Simplified Panarchy Model -



## Technology Futures

### DRONENET : The next BIG thing

*Global Guerrillas, John Robb, January 2, 2013*

"Here's the next BIG thing. Something that has the potential to be as big as the Internet.

The rise in the entrepreneurial backchatter I'm getting on it, I suspect it's going to roll out very quickly.

More quickly than most people think once it gets going, since most of the infrastructure required to put it into motion is already in place. What is it? It's an Internet of drones."

### L'homme augmenté : de l'effroi à l'enthousiasme

*Métro, BUM/AFP/REELAXNEWS, 21 Décembre 2012*

« Très présente dans la littérature d'anticipation, la question de l'homme augmenté est abordée comme « un projet réaliste » depuis le début des années 2000, a rappelé Vincent Chriqui.

Il repose sur la « convergence NBIC », l'exploitation conjointe et en synergie des avancées des nanotechnologies, biotechnologies, technologies de l'information et sciences cognitives. »

### This tiny gizmo could be a very big deal in 2013 - and beyond

*ReadWrite, Dan Lyons, December 24, 2012*

Image of Leap Motion



"Basically the engineers at Leap Motion have invented the 3D user interface of the future. You don't use a keyboard and mouse; you don't even use a touch screen. You just move your fingers in the air, and, as if by magic, with zero latency and pinpoint accuracy, stuff happens on your screen. [...] This little device will start shipping early in 2013 at an incredible price — only \$69.99 gives you a new toy that isn't quite like the user interface from Minority Report, but it's not that far off, either."

## Demographic Changes

### [The four drivers of geostrategy :](#)

#### [1\) Demographic change](#)

*Silberzahn & Jones, Philippe Silberzahn, January 2, 2012*

"By 2050, the UN Population division expects human populations to stabilize at 9.15 billion, and then start to decline. But – and this is crucial – this growth will be highly uneven: there will be concentrations of old people in both the rich and the poor world. We also know that a lot more people will be urban, and everyone will need to eat, drink, and use energy. Moreover, a lot of these people will move around (immigrate, emigrate and just plan move in search of better lives)."

#### [2013 : les évolutions de l'inégalité hommes femmes au travail](#)

*Economie Matin, Vincent Chriqui, 2 Janvier 2012*

«Paradoxalement, c'est donc les pays où les femmes travaillent le plus qui connaissent aussi la plus forte segmentation et donc les plus grandes différences dans les secteurs occupés par les hommes et les femmes. [...] Paradoxalement, c'est la forte polarisation de l'emploi féminin dans certains secteurs et certains métiers qui, à court terme, a joué un effet « protecteur » pour l'emploi féminin. [...] Ces inégalités sont également liées à des

choix éducatifs différenciés des filles et des garçons, ainsi qu'à des stéréotypes persistants sur les caractéristiques des deux sexes. Le combat de l'égalité professionnelle commence donc à l'école. [...] Pour la première fois, le taux de chômage masculin a rejoint celui des femmes en 2009.»

#### [Where's the global outrage over this modern-day slavery?](#)

*The Guardian, Kevin Watkins, December 10, 2012*



"According to the International Labour Organisation (ILO), there are 215 million five to 17-year-olds trapped in child labour. Globally, numbers are falling at a desperately slow pace. On current trends there will still be 170 to 190 million child labourers in 2020. In Africa the numbers are going up. [...] Breaking the link between poverty and child labour is a vital step towards universal education."

## Resources Opimization

#### [Why this CEO doesn't own a car: the rise of dis-ownership](#)

*Fast Company, Lynn Jurich, January 2, 2012*

"As we settle into 2013, I predict this: We'll see companies that promote this shift from private ownership thrive. More people will be able to access things they simply don't need to own, and they'll save money and live better, cleaner, green lives doing it. The recent apocalypse was actually the dawn of a paradoxical, powerful shift to the era of getting more by owning less."

#### [Aquatic agriculture offers a new solution to the problem of water scarcity](#)

*The Guardian, Mark Tran, January 5, 2012*



"The key issue is water," Radulovich said in a telephone interview from Costa Rica. «We have land, but water is the limiting element. You can have agriculture if you have water. If we use that lake surface to produce crops, aquatic plants, we won't waste water."

#### [The power of a hot body](#)

*New York Times, Diane Ackerman, December 29, 2012*



"Part of the appeal of heating buildings with body heat is the delicious simplicity of finding a new way to use old technology (just pipes, pumps and water). Hands down, it's my favorite form of renewable energy.

What could be cozier than keeping friends and strangers warm? Or knowing that by walking briskly or mousing around the shops, you're stoking a furnace to heat someone's chilly kitchen?

How about the reciprocity of a whole society, everyone keeping each other warm?"

## More Notable Links

- Historians versus futurists - who is more valuable?

<http://ow.ly/gOukD>

- The F-35 and the tradeoff fallacy

[http://blogs.hbr.org/hbr/hbreditors/2013/01/the\\_tradeoff\\_fallacy.html](http://blogs.hbr.org/hbr/hbreditors/2013/01/the_tradeoff_fallacy.html)

- How to tell if your boss is spying on you

<http://www.forbes.com/sites/kashmirhill/2012/08/16/how-to-tell-if-your-boss-is-spying-on-you/>

- Study: 75 Percent of the world's heads of State are now on Twitter

<http://techcrunch.com/2013/01/01/hail-to-the-tweet/>

- Asian nation nears recession: GDP data

<http://www.hurriyetdailynews.com/asian-nation-nears-recession-gdp-data.aspx?pageID=238&nid=38042>

- The euro crisis no one is talking about: France is in free fall

<http://finance.fortune.cnn.com/2013/01/09/france-economy-crisis/>

- 2013 : the year of economic truths

[http://brunocolmant.blog4ever.com/blog/lire-article-661589-9651926-2013\\_the\\_year\\_of\\_economic\\_truths.html](http://brunocolmant.blog4ever.com/blog/lire-article-661589-9651926-2013_the_year_of_economic_truths.html)

- Companies prepare for future that can't be predicted

<http://www.spiegel.de/international/business/german-companies-prepare-for-unpredictable-future-a-875222.html>

- Andy Kessler: in the privacy wars, it's iSpy vs. gSpy

<http://online.wsj.com/article/SB10001424127887323984704578206063994711952.html>

- Sure, big data is great. But so is intuition.

[http://www.nytimes.com/2012/12/30/technology/big-data-is-great-but-dont-forget-intuition.html?\\_r=1&](http://www.nytimes.com/2012/12/30/technology/big-data-is-great-but-dont-forget-intuition.html?_r=1&)

- Africa now has more mobile subscribers than the US or EU

<http://qz.com/38349/africa-now-has-more-mobile-subscribers-than-the-us-or-eu/>

- Technology will replace 80% of what doctors do

<http://tech.fortune.cnn.com/2012/12/04/technology-doctors-khosla/>

- Will a robot take your kid's job?

<http://ow.ly/gOulR>

- The rich are different

<http://www.economist.com/news/finance-and-economics/21568745-longevity-and-pension-age-rich-are-different>

- The false promise of energy independence

[http://www.nytimes.com/2012/12/21/opinion/the-false-promise-of-energy-independence.html?\\_r=0](http://www.nytimes.com/2012/12/21/opinion/the-false-promise-of-energy-independence.html?_r=0)

- Porsche réduit son temps de travail pour attirer les talents

<http://ow.ly/gOuVA>

- This is how modern students take notes

<http://edudemic.com/2012/12/this-is-how-modern-students-take-notes/>

- Stanford's Jeffrey Pfeffer criticizes companies for killing their employees

<http://ow.ly/gOv22>