

We help you think about the future so you can act today ...

What's Emerging?

The latest news and information ...

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Welcome to the end of October edition of What's Emerging.

Our apologies to everyone for our double send of the newsletter in the middle of October. There was a technical hitch in the send system of our email database provider so the email went out twice. The technical issue that caused the problem has been fixed so we should not have those sorts of problems in the future.

Thanks to everyone who sponsored Paul in the Round the Bay ride. Paul and his team managed to raise \$1250 for the Smith Family. If anyone still wants to add to that total you can go [here](#) because page will still be active for a while. The team made it round the complete ride although they were pretty tired after a windy and partly wet day.

In this newsletter we would particularly encourage you to have a look at the link on collective intelligence. We believe that using different perspectives and a group approach can markedly improve our thinking about the future and here is another piece of research which backs that up.

Cheers

Paul Higgins, Sandy Teagle, Kim Stewart, Anitha Mendonca, Syed Muqthar, and Samantha Kyle-Little

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What we are writing about

Book Review: Non-profit Strategy Revolution: Real-Time Strategic Planning in a Rapid-Response World by David La Piana

While the title of the book would suggest that this is a book for not for profits it is really a book for everyone that wants to think differently about strategic thinking and strategic planning.

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Business Tips

Eight clever ways to take advantage of free calling in Gmail

You already know Gmail integrated with Google Voice for free phone calls (and cheap international calls) from your inbox. But apart from using it to phone a friend, Gmail's new phone calling capabilities introduce a lot of cool capabilities to your inbox. [Read More...](#)

When digital marketing actually works

Lessons from Web and mobile campaigns that yielded real-world business results. [Read More...](#)

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If you've got an iPad, or somehow ended up with Nook and a Kindle, webapp Leatherbound could save you real cash the next time you're browsing for ebooks. It instantly compares prices on all three major ebook platforms. [Read More...](#)

Build your workday around focus: Tips from the trenches

In his new book, *Focus*, author Leo Babauta of productivity blog Zen Habits talks about finding simplicity in what he calls the Age of Distraction. Here, Babauta offers a crash course on starting your workday with focus. **Paul Higgins: I think it is well worth reading and if you are interested in more you can go [here](#) you can download a free pdf version of the book.** [Read More...](#)

What should I do when my Android runs out of space for apps?

Android "storage" isn't easy to grasp, from the outset. Here's why you don't have as much room as you initially thought, and a few ways around your "cosy" allowance. [Read More...](#)

■ What's Emerging

Collective intelligence in small teams

A new study co-authored by MIT researchers documents the existence of collective intelligence among groups of people who cooperate well, showing that such intelligence extends beyond the cognitive abilities of the groups' individual members, and that the tendency to cooperate effectively is linked to the number of women in a group. [Read More...](#)

Portugal plans the first "city with a brain"

On the outskirts of Paredes, in northern Portugal, a start-up called LivingPlanIT, which has its roots in the tech industry, is working on a 150,000-person city that would use information technology in unprecedented new ways. [Read More...](#)

Our love/hate relationship with carrots and sticks

A good piece from Freakonomics that talks about incentives and punishments as motivation. Talks about an experiment, among others that was detailed in the new Dan Ariely book: *The Upside of Irrationality* which we reviewed. You can read the review [here](#). [Read More...](#)

New York City launches car-sharing program

And the way they're going to pilot the program is pretty interesting: About 300 Department of Transportation employees will share a fleet of 25 vehicles for their daily business, then turn those cars over to the public for use on nights and weekends. [Read More...](#)

Going long liberty in China

Paul Higgins: Interesting Op Ed Piece by Thomas Friedman in the New York Times. I agree with his premise that true potential in the 21st century cannot be attained in a country which censors information and restricts political freedoms. The question beyond that is how long China can continue to thrive. Friedman talks about making a bet and you have to specify a time frame for a bet. In the long term I believe he is absolutely correct but in a short run competitive situation betting against China relative to the USA which appears to have a broken political system (as Friedman has also eloquently written about) is fraught with risk. [Read More...](#)

Cell phones as eye doctors

It won't be long before most people are carrying high-end scientific equipment around in their pockets at all times, said Ramesh Raskar, an associate professor at the MIT Media Lab and the leader of the Camera Culture group there. That equipment comes in the form of smart phones, and Raskar believes this development "will change everything." [Read More...](#)

Unsocial: Foursquare plus LinkedIn minus all your friends

Foursquare, LinkedIn, Facebook and the vast majority of social networks logically gravitate around the user's personal connections—the people you know. Unsocial, however, is a social network that doesn't care about any of your friends. It's focused on all the people you don't know but probably should. [Read More...](#)

Credit cards soon to get a makeover

Next month, Citibank will begin testing a card that has two buttons and tiny lights that allow users to choose at the register whether they want to pay with rewards points or credit, at most

any merchant they please. Other card issuers are testing more newfangled cards. [Read More...](#)

Feds plot 'near human' robot docs, farmers, troops

Get ready for a next generation of "near human" bots that'll do a lot more: independently perform surgeries, harvest our crops and herd our livestock, and even administer drugs from within our own bodies. Those are only a few of the suggested applications for robots in a massive new federal research program. [Read More...](#)

Amazon announces ebook lending

"Each book can be lent once for a loan period of 14-days and the lender cannot read the book during the loan period. Additionally, not all e-books will be lendable - this is solely up to the publisher or rights holder, who determines which titles are enabled for lending." [Read More...](#)

Cities - A special in nature

More than half of humanity now lives in cities, and the urban population is swelling by a million people each week. That concentration of people gives rise to some of the world's greatest problems, but also to its greatest innovations. Nature examines the special relationship between scientists and cities and how each can bring out the best in the other. **Paul Higgins - you need to subscribe to read the content but if you are interested in the area and have library access it may well be worth the effort.** [Read More...](#)

Older workers drive social networking in the office

Think those young workers, fresh out of college, all shiny and idealistic are driving the use of social networking at your company? Well, think again. The youngest workers in the office aren't the driving force behind social networking in the enterprise. It's Generation X -- people between the ages of 29 and 49 -- who are taking to these new tools, according to a Forrester Research study. [Read More...](#)

Slap a QR Code on that product so that people can like it

A new service called Likify, created by Belgian company Boondoggle Lifelabs, just launched that allows marketers to add QR codes to products and signs, and then link those QR codes to a Facebook like button. So that when someone comes along and scans the QR code with their cell phone, it triggers a Facebook "like." [Read More...](#)

PepsiCo rolls out intelligent crop management tech to farmers

PepsiCo has announced that it would deploy its new intelligent crop management technology to its farmers around the world. Called "i-Crop," the web-based tool — which was developed with Cambridge University — helps farmers monitor and manage crops, with the intent to reduce water use and carbon emissions and boost yield. [Read More...](#)

Designers envision lightweight cars created with nature's help and powered by air

How would a light weight (1000 lb), four passenger environmentally friendly car of the future look and drive? That was the the brief issued to a number the design studios of automotive manufacturers for the annual Design Challenge. Freed from the constraints of real world production, the design teams created concepts that explore new directions in both vehicle styling and advanced technology to produce and power the cars. [Read More...](#)

Concrete canvas shelter

U.K.-based company Concrete Canvas recently added a new product to their line of concrete/fabric based utilities, the Concrete Canvas Shelter. Based on the same concept as the company's first product Concrete Cloth, the shelter uses the concrete/fabric hybrid that, when activated with water, can be molded into a desirable shape before it hardens. [Read More...](#)

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More Links

We have many more links than we can fit in the newsletter - this month's 'Additional Links' are available on our [website](#)

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