

➤ **The close of** the year sees a plethora of articles on national and global successes and challenges. *Scientific American* [December, 2017. www.scientificamerican.com] in collaboration with the World Economic Forum profiles “Ten Emerging Technologies of 2017” that are considered to be ideas that are poised to transform society. *FORTUNE* [November, 2017. www.fortune.com] profiles “The Future 50”, innovative companies that are thought to be primed for explosive growth. Both *Popular Mechanics* [December, 2017. www.popularmechanics.com] and *Popular Science* [December, 2017. www.popsoci.com] profile their choices for the top technologies of 2017. *Harvard Business Review* [November-December 2017. www.hbr.org] profiles “The Best Performing CEO’s in the World – 2017”. *FORTUNE* [October, 2017. www.fortune.com] profiles the “50 Most Powerful Women” and leading the ranking for her third straight year is Mary Barra, Chairman and CEO of General Motors. Finally, *Entrepreneur* [November, 2017. www.entrepreneur.com] has published its first annual list of the “50 Most Daring Entrepreneurs”. Inspirational stories of individuals who successfully took a leap in 2017 and enjoyed the rewards of being bold entrepreneurial inventors, leaders, and designers. Valuable insights for those seeking to be proactive and successfully manage their life journey.

➤ **Moving along to** the future a special issue of *Bloomberg Businessweek* [www.bloomberg.com/businessweek] focuses on “The Year Ahead - 2018” Numerous authoritative articles discuss what the authors think will, and will not, occur in 2018. The introduction to the special issue provides an overview of the world economy which is followed by an in-depth analysis of economics, technology, retail, energy and politics. The issue concludes with profiles of 50 publicly traded companies that Bloomberg intelligence analysts believe are worthy of special attention because they plan to release significant products and services in the coming year or because they face unusual challenges. A special issue of *The Economist* [www.economist.com] “The World in 2018” also provides numerous authoritative articles providing readers with excellent information on what we might expect in the coming year. The savvy worker, investor, job-seeker, and student evaluating their future will take time to review these and other authoritative reports to help ensure their personal and career success.

➤ **Jeffrey Immelt has** stepped down after 16 years as CEO of General Electric. In his *Harvard Business Review* [September-October, 2017. www.hbr.org] article “How I Remade GE and What I Learned Along the Way” Mr. Immelt shares with the reader what he has learned about



What’s New in the Literature?

by **Terrance Malkinson**



leading a giant organization through massive changes. A scientific approach to turning prospects into successful leaders is provided in “Turning Potential into Success: The Missing Link in Leadership Development” *Harvard Business Review*. [November-December, 2017]. The process begins with identifying which of seven key leadership competencies are critical to your organizations’ top roles, assessing a candidates’ potential by examining five predictors of competency, and providing the correct coaching and development opportunities.

➤ **There are a** number of space probes on journeys throughout the galaxy in the quest to seek out knowledge that will help characterize the solar system and the processes involved in its formation. The New Horizons probe was launched on January 19, 2006 from Cape Canaveral and was destined for a distant rendezvous with the planet Pluto in ten years. *Discover* [December, 2017. www.discovermagazine.com] provides an overview of the learnings from this satellite as it past the planet Pluto in 2015 and results from another space probe “Dawn” that explored the asteroid Vesta and later began orbiting the dwarf planet Ceres. In late-breaking news (December 2) NASA scientists have successfully reoriented the 40-year-old Voyager 1; the space agency’s farthest spacecraft so that its antenna would continue to point toward Earth at a distance of 13 billion miles away. Amazingly they accomplished this trajectory correction maneuver using thrusters, located on the back side of Voyager 1 that had not been used in 37 years. The Voyager 1 and 2 missions discovered the first active volcanoes

Voyager 1 and 2 found active volcanoes on Jupiter, and indications of a subsurface ocean on Jupiter’s moon Europa. They analyzed Saturn’s largest moon, Titan, where data showed an Earth-like atmosphere; found the icy moon Miranda at Uranus; and spotted icy-cold geysers on Neptune’s moon Triton

beyond Earth on Jupiter, and indications of a subsurface ocean on Jupiter’s moon Europa. They analyzed Saturn’s largest moon, Titan, where data showed a thick Earth-like atmosphere; found the icy moon Miranda at Uranus; and spotted icy-cold geysers on Neptune’s moon Triton. It is expected that in the year 40,272, Voyager 1 will come within 1.7 light years of an obscure star in the constellation Ursa Minor. What outstanding examples of sustainable engineering!! The NASA website [www.nasa.gov] provides detailed information on all space probes.

➤ **Canada also has** been successful in space engineering. Canada’s first Earth-orbiting satellite, Alouette I launched fifty-five years ago (Sept. 29, 1962) is still orbiting at a distance of 1,000 km above the earth and there’s no sign of it coming down. Additionally, Canada launched Alouette II in 1965 and it is also still orbiting the Earth. Now decommissioned, these Canadian satellites incorporated cutting-edge technologies and were a great source of Canadian national pride. The satellites featured innovative Canadian designed antennas (storable tubular extendable members) that were widely adopted and used in future space missions including the Gemini and Apollo moon missions. Canada was the third nation after the U.S. and Russia to design and build its own satellites.

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➤ **The first issue** of *McKinsey Quarterly* [www.mckinsey.com/quarterly] was published in 1964 and the magazine continues to contribute to the advance of management. A selection of interesting features recently published includes: 1). “Wellness at Work: The Promise and Pitfalls” [October, 2017] examines the totality of workplace wellness that must extend well beyond the typical discounted fitness club membership. 2). “Where is Technology Taking the Economy?” [October, 2017] examines our creation of an intelligence that is external to humans and located in the virtual economy where different rules apply. 3). “What the Future of Work Will Mean for Jobs, Skills, and Wages” [November, 2017] discusses new research yielding information assessing jobs lost and jobs gained under different scenarios through 2030. 4). “Double-clicking on the Chinese Consumer” [November, 2017] discusses new trends in the Chinese consumer landscape, a timely topic with Prime Minister Justin Trudeau’s recent visit to China in December to meet President Xi Jinping.

➤ **The focus of** the November-December issue of *MIT Technology Review* [www.technologyreview.com] is Artificial Intelligence. AI is a widely promoted but sometimes misunderstood technology. The critical question is “What is the best way to design the technology in such a way that people and machines can work together and produce results that neither could achieve on their own?” This is the context for information presented in the ten authoritative articles featured in the issue. ■

For **Terrance Malkinson’s** biography please see page 7.