Contents

About the authors xi Acknowledgements xiii

1 A short history of human-machine partnerships 1

From tools to enhancements to early partnerships: a recap of the last few million years 1

Smart automation: a new pivot 5

Understanding the impact of automation on employment 7

Reminder: real-world AI is not movie AI 9

An example: how might smart automation in transportation affect professional drivers? 10

Task automation vs job automation: a key to understanding the future of human–machine partnerships 12

New tools, enhancements and human–machine partnerships: what to expect next 14

Smart automation and job consolidation: who is most at risk? 16

Automation as a means of *increasing* human potential: which traits and skills will automation help promote in human workers? 21

Shifting human capital from low-value tasks to high-value tasks 23

Human–machine partnerships as an intuitive and balanced evolutionary response to smart automation 25

2 The state of human-machine partnerships 29

Evaluating human–machine partnerships: the importance of finding common ground 29

Evaluating human–machine partnerships: from cost–benefit thinking to cause-and-effect modelling 31

How human-machine partnerships create disruption 38 What will the future look like? 40 How machines can help us become better at adapting to change 42 The value of human-machine partnerships in a nutshell 44
Framing expectations for the next age of human-machine partnerships 47
What's next for human-machine partnerships? 47 Beyond the next 10 years 52 What does this mean for businesses? 54 What does this mean for workers? 57 What does this mean for the world's education and training infrastructure? 60 What does this mean for consumers? 61 What does this mean for technology companies? 62
How businesses should prepare for the next age of human-machine partnerships 65
The 10-year digital transformation roadmap 65 Three steps to transforming your business 69 Applying change management principles to the coming shift 71 Finding the right balance between automation and augmentation 73 IT and HR: a new chapter in internal collaboration 76 What types of human–machine partnerships should businesses prioritize? 79 Hiring and training for a new class of machine-adjacent roles 92 How SMBs/SMEs will benefit from more synergy between humans and machines 94

5 How workers should prepare for the next age of humanmachine partnerships 97

Futureproofing careers in the age of smart automation 97 Awareness, initiative and resources: an adaptation playbook 100

Embracing technology partnerships and augmentation: none of this is about humans vs machines 102

Augmenting yourself towards becoming a more valuable worker 103

From white-collar and blue-collar jobs to next-collar jobs, and back again: what colour will the collars of tomorrow be? 104

Competing in a world of augmented workers and technologists:
how professionals should leverage smart automation to
increase their value 105
Building your own next-collar job toolkit 108
Specific advice for key job categories 113
In closing 124

6 How educational institutions should prepare for the next age of human-machine partnerships 127

Leaving 20th-century education behind 127
Separating education and job training: practical considerations 128

7 How consumers should prepare for the next age of humanmachine partnerships 153

How human-machine partnerships will impact our daily lives 153

From search engines to recommendation engines 154

Why trust is the next killer app 156

Where consumer-facing human-machine partnerships go from here: welcome to the age of 'AI inside' 157

How will smart automation and AI help drive smart home automation? 160

How will smart automation and AI impact transportation and infrastructure? 163

How will smart automation and AI transform the way we shop? 167

How will smart automation and AI shape the future of healthcare and homecare? 171

What will be the impact of smart automation and AI on our lifestyles and relationships? 176

How will smart automation and AI impact the way consumers think about life planning? 179

How should we protect our personal safety and privacy in the age of smart automation and AI? 180

A final observation 183

8 How technology companies should prepare for the next age of human-machine partnerships 185

Asking the right questions: do technology companies have a duty to minimize harm in the pursuit of progress? 185

Technology and responsibility: the duty of not creating monsters 186

Why technology fluency must live at the core of all technology oversight 188

How to ensure that your Big Butler and/or Big Mother company does not become a Big Brother company 189

How to apply these philosophical questions to the problem of job loss related to automation 190

Important questions to ask 193

Designing for the three primary categories of automation solutions: Big Brother, Big Mother and Big Butler 196

Fear and loathing in machine learning: why designing for augmentation rather than automation might make more sense, at least for now 200

CONTENTS

9 The future of human-machine partnerships: Putting it all together 207

Reframing the discussion: automation is not the enemy... as long as we don't make it our enemy 207

A vision of the future of automation that we can all benefit from 209

What it may take to make automation work at scale for society 221

Big Brother, Big Mother, and Big Butler: why designing the future matters, and why we cannot afford to leave intent to chance 228

Driving towards a Big Mother- and Big Butler-inspired future of human–machine partnerships 231

Notes 235 Index 239