Chapter 1 : 10 Businesses That Failed to Adapt

-technological change Offers fixed and stable interest rates an economy that grows too slowly fails to raise the living standards of its citizens.

These technology quotes very well define our polarized attitudes: Technology has two faces. Ebooks are the best example to show the nature of emotions the technology evokes. On one side, there is a beautiful, calming world of printed books and reading. Free from electronic-based impatience, distractions, and failures. And here comes the opposite attitude. Technology brings the excitement, helps look into the future, and make us brave enough to try to shape it. The challenge is to use it right. Some of the quotes are visualized to let you easier share them in social networks. A bit of reflection on how deeply we depend on technology is good for anyone, especially the one who spends too much time in social media networks. Technology quotes â€" recommended sites A poster with a smart tech quote would be a timely reminder in every office. Getting a quote on a wall is not a big deal. There are many sites that offer high-quality quote designs, not only on posters but also dozens of other items. You can find here thousands of quotes â€" on posters, jewelry, personal items, electronic accessories, and clothes. Opposite to other sites, such as CafePress, the quality of artwork is very high. Zazzle â€" the site offers a huge variety of merchandise, from clothing, to home decor, to personal accessories. Any technology quotes missing here? Please suggest yours in the comments below. Read also 50 most inspirational quotes from books Top article An extended list of the most inspirational book quotes of all time: No machine can do the work of one extraordinary man. And they always come with instruction booklets that are written by engineers for other engineers â€" which is why almost no technology ever works. They can only give you answers. It creates an appetite for immortality on the one hand. It threatens universal extinction on the other. Technology is lust removed from nature. Then we discovered graphics, and we thought it was a television.

Chapter 2 : It's Not the 'Future of Work,' It's the Future of Workers That's in Doubt

Technological change is more important to long-run economic growth than changes in capital. The easiest way for firms to gain access to new technology is through foreign direct investment.

You can choose to change with the times, take advantage of new opportunities in your industry and grow your business. Or you can fight the changes, refuse to adapt, and watch your business likely perish. But change is very hard, for us, as individuals, and perhaps even more difficult for organizations. The status quo can be so much more comfortable. Here, then, are 11 more quotes to help inspire you to embrace change for yourself and your business, to adapt, to grow and to win. It is not the strongest or the most intelligent who will survive but those who can best manage change. Adaptability is about the powerful difference between adapting to cope and adapting to win. The art of life is a constant readjustment to our surroundings. Adaptability is not imitation. It means power of resistance and assimilation. People will try to tell you that all the great opportunities have been snapped up. In reality, the world changes every second, blowing new opportunities in all directions, including yours. Learn to adjust yourself to the conditions you have to endure, but make a point of trying to alter or correct conditions so that they are most favorable to you. All fixed set patterns are incapable of adaptability or pliability. The truth is outside of all fixed patterns. A wise man adapts himself to circumstances, as water shapes itself to the vessel that contains it. The price of doing the same old thing is far higher than the price of change. Each of us has the opportunity to change and grow until our very last breath. Ryan Business author Alan Deutschman popularized the business catchphrase, "Change or die. Feb 26, More from Inc.

Chapter 3 : 50 most popular technology quotes

The first mainstream product to fit our digital lives into our pockets, the original Palm Pilot PDA sold a million units in its first year alone, which makes it hard to brand the device a failure.

The robot age is nothing to be worried about. Just like all previous waves of technological advance, the fourth industrial revolution will create rather than destroy jobs, so fears of mass unemployment are largely unfounded. Nor should we be concerned that the arrival of the new machine age is going to widen the gap between rich and poor, because the idea that the world is becoming a less equal place is more perception than reality. Sure, some jobs will go but others will be created to meet a range of future needs of which we are currently unaware. Since automation cannot be stopped, governments need to do two things. Brain-up their populations through investment in education so that they have the necessary skills for the robot age, and reduce the burdens on business by getting rid of harmful labour laws and restrictions. The need for greater deregulation to prevent companies choosing to use robots rather than humans is a constant theme. In essence, the World Bank has come up with a rehashed form of trickle-down theory that Margaret Thatcher would happily have endorsed. Private companies should be allowed to do whatever they consider is in their own best interests, and politicians should get out of the way. These changes raise questions about the ongoing relevance of current labour laws. Previous waves of technological change caused such deep social tensions that policymakers were forced to intervene. That meant more regulation, not less. In the 19th century, the development of trade unions, the extension of the franchise, the involvement of the state in education and pressure for higher welfare spending were all attempts to inject equality into the system. Despite what the World Development Report says, without a similar attempt to embed technological change in a political framework that shares the benefits of robot-driven growth, there is the potential for serious trouble ahead. Because it is not true that inequality is a figment of the imagination. Russia is used as an example of a country where the share of national income of the rich fell, as indeed it did. What it fails to mention is that oil prices plummeted between and That was not good for the oligarchs. The idea that inequality is a matter of perception runs counter to work by others, including the Organisation for Economic Co-operation and Development and the International Monetary Fund. It released a working paper in May with a self-explanatory title: Should we fear the robot revolution? The authors concluded that the current technological revolution was different from those of the past. Robots will be able to do a range of tasks that have hitherto been the preserve of humans, and do them more quickly and more cheaply. Productivity will go up but wages will go down, the IMF says. The owners of the robots will gain but workers will not. Education, it said, can be seen as a way of converting workers from unskilled to skilled, which would strengthen the demand for unskilled workers. And if the answer is yes, how long will it take for wages to increase for those who remain unskilled? In their current angry mood, it is unlikely voters will wait that long.

Chapter 4 : The Biggest Technology Failures of - MIT Technology Review

What it fails to mention is that oil prices plummeted between and That was not good for the oligarchs. It's hard to avoid the conclusion that the World Bank has been selective with.

When speaking about "modeling technological change," this often means the process of innovation. This process of continuous improvement is often modeled as a curve depicting decreasing costs over time for instance fuel cell which have become cheaper every year. TC is also often modelled using a learning curve , ex.: These days TC is more often included as an endogenous factor. This means that it is taken as something you can influence. Today, there are sectors that maintain policy can influence the speed and direction of technological change. For instance, proponents of the Induced Technological Change hypothesis state that policy makers can steer the direction of technological advances by influencing relative factor prices and this can be demonstrated in the way climate policies impact the use of fossil fuel energy, specifically how it becomes relatively more expensive. This is often included in the process of product development and relies on research. This can be demonstrated in the invention of the spreadsheet software. Newly invented technologies are conventionally patented. Diffusion[edit] Diffusion pertains to the spread of a technology through a society or industry. In the case of a personal computer, it has made way beyond homes and into business settings, such as office workstations and server machines to host websites. For mathematical treatment of diffusion see: Logistic function For assorted diffusion curves such as appliances, household electrification and communications see: Diffusion of innovations Diffusion data Technological change as a social process[edit] Underpinning the idea of technological change as a social process is general agreement on the importance of social context and communication. According to this model, technological change is seen as a social process involving producers and adopters and others such as government who are profoundly affected by cultural setting, political institutions and marketing strategies. In free market economies, the maximization of profits is a powerful driver of technological change. Generally, only those technologies that promise to maximize profits for the owners of incoming producing capital are developed and reach the market. Any technological product that fails to meet this criterion - even though they may satisfy very important societal needs - are eliminated. Therefore, technological change is a social process strongly biased in favor of the financial interests of capital. There are currently no well established democratic processes, such as voting on the social or environmental desirability of a new technology prior to development and marketing, that would allow average citizens to direct the course of technological change. These elements are derived from Everett M. Rogers Diffusion of innovations theory using a communications-type approach. Innovation[edit] Rogers proposed that there are five main attributes of innovative technologies which influence acceptance. Relative advantage may be economic or non-economic, and is the degree to which an innovation is seen as superior to prior innovations fulfilling the same needs. It is positively related to acceptance e. Compatibility is the degree to which an innovation appears consistent with existing values, past experiences, habits and needs to the potential adopter; a low level of compatibility will slow acceptance. Complexity is the degree to which an innovation appears difficult to understand and use; the more complex an innovation, the slower its acceptance. Trialability is the perceived degree to which an innovation may be tried on a limited basis, and is positively related to acceptance. Trialability can accelerate acceptance because small-scale testing reduces risk. Observability is the perceived degree to which results of innovating are visible to others and is positively related to acceptance. Communication channels[edit] Communication channels are the means by which a source conveys a message to a receiver. Information may be exchanged through two fundamentally different, yet complementary, channels of communication. Awareness is more often obtained through the mass media, while uncertainty reduction that leads to acceptance mostly results from face-to-face communication. Social system[edit] The social system provides a medium through which and boundaries within which, innovation is adopted. The structure of the social system affects technological change in several ways. Social norms,

opinion leaders, change agents, government and the consequences of innovations are all involved. Also involved are cultural setting, nature of political institutions, laws, policies and administrative structures. Time[edit] Time enters into the acceptance process in many ways. The time dimension relates to the innovativeness of an individual or other adopter, which is the relative earlyness or lateness with which an innovation is adopted. Technological change can cause the production-possibility frontier to shift outward, allowing economic growth. Technical progress In economics , technological change is a change in the set of feasible production possibilities. A technological innovation is Harrod neutral following Roy Harrod if the technology is labour-augmenting i.

Chapter 5 : Technology Change Quotes (7 quotes)

Change or die, and to do this you're going to need some good direction. Unfortunately, more often than not businesses fail to adapt. Even massive companies from have gone defunct.

Abstract Healthcare changes dramatically because of technological developments, from anesthetics and antibiotics to magnetic resonance imaging scanners and radiotherapy. Future technological innovation is going to keep transforming healthcare, yet while technologies new drugs and treatments, new devices, new social media support for healthcare, etc will drive innovation, human factors will remain one of the stable limitations of breakthroughs. No predictions can satisfy everybody; instead, this article explores fragments of the future to see how to think more clearly about how to get where we want to go. Significance for public health Technology drives healthcare more than any other force, and in the future it will continue to develop in dramatic ways. While we can glimpse and debate the details of future trends in healthcare, we need to be clear about the drivers so we can align with them and actively work to ensure the best outcomes for society as a whole. Patients treated as helpless, stripped of their clothes and possessions, lying in beds and almost completely ignorant of their illness. If our two time-travellers were able to attend a post-mortem and listen in on a discussion of human error, very little would seem novel. Clinicians would still be in denial, lawyers would still be hovering, and the delay and deny culture would be no surprise. However, the changes that would surprise the nurse and surgeon are all changes to technology. Infusion pumps, dialysis machines, antibiotics, heart valves, MRI scanners, even hand washing stations would be new ideas. All the hidden technology used in the laboratories behind the scenes, from path labs to decontamination, would be startlingly new if it was noticed. Although the medical culture is similar, there have been dramatic technological changes, and actually these changes would be hard to explain. Does anybody even know how an infusion pump works? They used to be clockwork and before that, gravity fed and now almost everything contains a computer and has a colourful screen and lots of buttons. Implanted defibrillators that use telephone networks and web sites to keep cardiologists up to date with their patients are just magic; new pharmaceuticals that change moods, change blood pressure, or kill bacteria: On reflection, given the centuries of stability, it is amazing how much healthcare has changed in the last years â€" and one wonders how this accelerating pace of change will proceed in the future. Clarke, the prolific futurist and science fiction writer, famously said that any sufficiently advanced technology is indistinguishable from magic. Time-traveling fiction starts to dig into many interesting issues we might normally avoid thinking about. What about organ harvesting? What about enhanced humans? What about the end of antibiotics? Will robots take over? Some of what seems to us today like science fiction is going to be routine in the future, perhaps even in our lifetimes. We will still have authority gradients, we will still have controversy over human error, and patients will still be made helpless so that they are easier to treat. The reason is that technology is driven by the market: This, in turn, will encourage them to find ways of making it smaller and cheaper, and marketing it on a larger scale; thus it is technology-driven. In contrast, human culture does not make profit for anybody. Improving culture means admitting somebody or some process was not good enough to start with, and who wants to do that, especially when lawyers are watching? There is little economic incentive to improve culture. Gawande asks who will promote such an idea when nobody makes any profit from it? If it was a technology such as a patented drug that promised the same improvements in outcomes, everybody would be buying it, and the pharmaceutical company making it would be promoting it heavily. Patients would ask for it to be used. But a piece of paper anybody can print is not exciting enough. Crucially, the only person who benefits from the checklist is the patient the clinicians benefit indirectly, because more successful operations mean less litigation. The patient is probably unconscious at the very moment they ought to be asking for it! Science fiction Our time-travelling fiction is a small example of the power of using science fiction to help envisage and plan our future. In contrast to the usual tunnel vision prediction of future trends, which often

highlight glowingly positive ideas, science fiction lets us explore and communicate futures we want to live in by telling rounded stories we can engage with. In the present paper we have not space to create further stories, but we commend the method to both manufacturers and consumers of technology â€" the hospitals, clinicians and patient groups, and especially to designers. Anything is possible, and we need lots of stories, to explore good and bad and indifferent choices. Moreover, when we get to the future, it too will have another future. There is not one future, but many. We will never find satisfactory solutions to anything, as there will always be new things to try and explore. Yet while technology drives changes in healthcare, the fundamental problems of wellbeing, health and happiness, will remain. The easy story is that the future will be better. Technology will advance and there will always be new and exciting solutions. Today we have robotic keyhole surgery, and things can only get better. We have intelligent decision aids to improve diagnosis, and they will only get better. Some people would point to the underlying drivers: The simple story is we will just enjoy the ride. However, the more complex story exposes trade-offs. In fact, we are in a continual struggle to keep up â€" it costs us a lot, and a lot of solutions that excited us yesterday are already in landfill. The faster we go, then, the more we can expect incompatibilities, and indeed greater spread between those at the sharp end of developments and those without the resources to benefit. When we honestly think about the future, we have to broaden our spotlight from the few exciting ideas that attract our attention to the wider issues, the broader context of change and complexity, in which those innovations could be used effectively. As good science fiction does so well, turning an exciting idea into a fully-worked out story helps us explore the issues more realistically. Rather than develop a single story about the future, this paper now turns to presenting principles, themes and scenarios that a good writer might integrate to create a coherent picture. Key points about futures for healthcare Patients are the reason for healthcare and they should be at the centre of it. Caring For Medical Patients report. It develops because of miniaturization, lowering costs of production, and so on, not because it makes people well, but rather because it can find ways of making money and reinvesting it. Human nature does not change, at least not on these technological timescales. The authority structures in healthcare, the division of labour, the pretence that clinicians know everything, and other human factors are slow to change. Despite our knowledge of germ theory and antisepsis, we are still resistant to washing our hands. There are many futures to plan for. As soon as we get to our future, there will be another â€" and we will increasingly be seeing partially-completed solutions superseded by even better ideas. For the foreseeable future, we will have to live with fragmented and partially working technologies. We need to take the future seriously as, literally, it is all we have, and certainly all our children will have â€" and we can be certain that as we get older, we are going to end up with all the problems of old age. Surely, we want healthcare to improve in the future? We should put effort into future planning, not once, but continuously. In the rest of this article, we will make repeated comparisons between technological factors and human factors. Often these drivers are not aligned one of the key messages of this article , and technology is therefore unlikely to develop in ways that are optimal for healthcare on its own accord. Our concepts of ourselves, from conception to death, as individuals, families and as communities, are inextricably linked to technological possibilities. We ought to have a Future Healthcare Institute, which will be kept continually busy prioritizing and reprioritizing principles to guide and align healthcare and technological developments together. One imagines such an institute giving guidance legal and regulatory guidance, for example as has already happened in ad hoc ways in some countries addressing advances such as fertilization technologies. Technical factors Healthcare is just a market for technology where consumers such as hospitals are happy to pay enormous amounts of money, particularly for prestige equipment, such as PET and MRI scanners and linear accelerators. Accelerated cost savings Technology automates and extends things that previously had to be done by people. Before infusion pumps, nurses had to give injections every so often; the infusion pump technology automated that. Some plastic moulding process will make millions of infusion pumps as easily as it makes one; once one infusion pump has been programmed in software, it costs essentially nothing to program them all. This virtuous circle of using technology to make technology ensures prices drop, market share increases, and profit margins increase,

which in turn allows the manufacturer to invest in more cunning production and distribution technologies. However, what is important to notice is that these benefits do not accrue to custom or rare problems that cannot be mass-produced. Personal healthcare Already, the assumptions of mass production are changing. It is now possible to custom make titanium implants the right shape and size to fit. While this seems to be enormously beneficial to patients, there are dangers. For example, a customized drug may be very effective, but its side effects will be unique to the patient too, and therefore harder to diagnose and manage. Personal healthcare has an interesting technological imperative. If we can personalize healthcare, we get population-sized markets: Big data Patients generate huge amounts of information â€" patient records â€" from X-rays to blood test results. Replacing paper with computerized summaries makes patient care easier and more efficient. In the future the quantity of information will increase dramatically because of genomics and the huge genomics of our symbiotic bacteria and personalized medicine, and as more patient data is collected, more insights will become available. If computers collect data on patient illness, treatments and outcomes, one automatically obtains valuable information on the effectiveness of those treatments, or relations between side effects and patient characteristics across whole populations. Huge amounts of data will be collected, hence the name big data. Once the infrastructures have been set up, the incremental cost of adding one new patient will be essentially nothing, and this economy of scale will drive further technical developments. Social media, patient power, mobile health and education Stopping people going to hospital in the first place and empowering people to care for themselves and their families is something computers are already doing well. But as patients are empowered, is their new-found knowledge helpful or unrealistically raising their expectations? Technical solutions to this problem include providing accredited high-quality information; cultural solutions include improving education. When somebody has a knee injury at 40 this should not be the first time they encounter the bewildering amount of variable information and social media on the internet! Their management of their condition â€" whatever it is â€" would be much improved if they had been exposed to sensible strategies since preschool. Dramatic, transformational integration of technologies There is not space here to fully explore the vast range of likely and significant technological breakthroughs. Consider nanohealth, brain implants, artificial organs, networked sensors, genomics, exoskeletons

Chapter 6 : "Society and Technological Change" by Rudi Volti

While maintaining the elements of your business that utilize technology is already part of your day-to-day life, keeping up with relevant technology and making sure you are getting the most out of it is best if done in a systematic and efficient way.

Some ideas just do not belong together. Zayner, who operates an online shop for biohackers called what else? The Odin, seemed to be vying for either a role on Jackass or a Darwin Award. The danger, though, is that other people could follow suit. Food and Drug Administration approved three life-saving and immensely expensive gene therapies for cancer and blindness in , but it says that selling DIY gene therapies is illegal. This year we are nominating Twitter. Trump and his intriguesâ€"Russia, women, taxes, court picksâ€"are certainly social-media catnip. On September 1, Juicero shut down operations. In this version of the Internet, service providers like Verizon and Comcast are comparable to your water utility or electric company, transmitting service through the equivalent of dumb pipes. They might charge to speed some of it up, or make it easier to receive their own programming. In any case, these companies, which enjoy monopoly power in some areas of the U. Its cone-shaped body gliding on hidden wheels is straight out of Dr. The robot is designed to discourage wrongdoers with its array of camerasâ€"but not everyone is happy sharing public space with the five-foot, pound security cones. Schoolchildren taunt them, drunks topple them, and homeless people smear their lenses with barbecue sauce. Finally, there came some watery schadenfreude when a K5 rolled itself into the fountain of an office and retail complex in Washington, D. An ICO is a kind of crowdfunded alternative to a stock market debut. But EOS tokens give the buyer the right to nothing specific. Financial authorities are pushing back. Such genome readouts for newborns went mainstream this year, mostly in China, but they exist in the U. Genes really do explain much of who you are. The problem is that these types of predictions, especially for personality traits, are none too reliable. But who cares, if you can make money off them? Proponents of direct-to-consumer genetic reports say fears that DNA knowledge will prove toxic are overblown.

Chapter 7 : Why Companies Fail to Innovate

In this telling, what's holding back our economy isn't so much a dearth of technological advances but a difficulty in turning the advances we already have into companies that can actually use them.

McCartin August 31, As another Labor Day passes, the stakes have never been higher for workers, unions, and people who believe in a just economy and a decent country. The capitalism of recent decades has relentlessly undercut worker bargaining power, triggering an explosive rise in inequality that has undermined democracy itself. Meanwhile, however, the architects of inequality are brilliantly distracting us from their growing domination by defining and controlling the debate about what is inevitable and what is possible. Scarcely a week goes by without a new convening, report, or foundation initiative focused on the Future of Work that details hair-raising scenarios about the potential disappearance of jobs before sweeping waves of robotization, artificial intelligence, and machine learning. Clearly, technological change holds important implications for workers and the labor movement. Yet discussions of the Future of Work as they are currently constructed threaten to become a dangerous distraction. They tend to be dominated by the thinking of the very consultants who are engineering changes in the workplace. They accept as inevitable a future in which jobs will be scarce and a firmly entrenched wealthy elite will be setting our priorities. They narrow the range of social vision to the question of how to ensure that the citizens of the future simply get enough to survive. We argue that it is not the Future of Work that must concern us at this crucial moment, but rather it is the future of workers—whose future is inextricably linked to our ability to promote and preserve equality and democracy—that must be our most urgent concern. Unless we center our thinking around the intertwined and interdependent fates of working people, and their struggles for economic, racial, and gender justice, we cannot plan for a humane and sustainable future. It is the concentration of wealth and power in this new economy, not computerization or artificial intelligence, that represents the gravest threat to our future. It is that concentration that will determine how innovative technologies are deployed and in whose interests they operate. The future of work will be determined by who wields power and for what purposes. The Making of a Dominant and Distorted Paradigm From the beginning, the Future of Work discussion has been overwhelmingly framed and driven by people who seek to profit from it. Bank of America and Barclays are big boosters of Future of Work talk. So is the business press. Klaus Schwab, the chairman of the WEF, argues that we are in the midst of a fourth industrial revolution and it is all about disruption. Yet the Future of Work framework would not have gained such traction had it been solely the product of Davos denizens and the business press. Academics and technology writers played an important role in legitimizing it. Indeed, a study by two Oxford University scholars helped set off the recent craze of Future of Work discussions by claiming that nearly half of all U. A number of influential foundations have joined and promoted the Future of Work discussion in recent years. Programs conducted a sprawling collaborative inquiry into new technologies and their impact on the future of work from to Others were right behind. Unions themselves have followed the lead of these foundations, jumping into the Future of Work fray late but with urgency. Internationally, the UNI Global Union which brings together unions of workers in finance, commerce, communications, and other service sectors held a Future of Work summit in November and launched an initiative called the Future World of Work. Among the experts who informed its inaugural deliberations was Michael Chui of McKinsey Global Institute, co-author of its report on automation and the threat of job loss, a testament to how pervasive the influence of consultants tends to be in Future of Work inquiries. In fact, the labor federation was arguably the first institution to actually use the phrase Future of Work. Eerily, the language of that report could have been lifted from any one of dozens of reports written in the last few years by Future of Work scribes. It is heartening to see that it has charged its commission to examine the future of unions as well as the future of work. Yet if it is to effectively point the way forward, it must also resist the shiny-object distractions that tend to characterize most Future of Work discussions. By then, there will be no movement to convene such an inquiry and there will be nothing to

discuss. The elite will have thoroughly programmed the system and our descendants will have become its wards. First, they usually overstate the threat of technological change. The current fixation on the menace of automation is not new, and if the past is any guide, the mass automation of jobs is not imminent. In the late s and early s in particular, worries about technological unemployment flared. In fact, unemployment fell in the s rather than rose. And to date, while automation has contributed to the shifting of jobs from one sector to another, it has never reduced the total number of jobs. Most careful research on the question does not see any indication of overall job loss stemming from automation. According to data gathered by Heidi Shierholz for the years between and , faster adoption of technology was not associated with higher unemployment rates. Not only are jobs not disappearing overall, add Robert D. Atkinson and John Wu , but labor market transformation has actually slowed in recent years. Most of the top 20 fastest-growing occupations listed by the BLS, including home health care, are also impervious to automation. Yet when even the direst warnings predict that deeply negative impacts of automation are still many years off, why do unions and progressives continue to worry about the Future of Work when our movement is facing challenges that threaten to make it an utterly marginal force by the time that future arrives? We are not opponents of technology. But we will not get such technology by talking about the Future of Work. We will only get it if we begin to challenge the reigning assumptions that are currently guiding Future of Work discussions. Second, Future of Work discussions tend to push us prematurely into debates on policy proposals that do not address our main problemsâ€"proposals such as the creation of a Universal Basic Income UBI. It is no coincidence that leading prophets of the Future of Work tend to be among those most avidly promoting UBI. The problem is not whether artificial intelligence is about to eliminate jobs; it is about as who is driving this change, why they are driving it, and whether there is any democratic accountability for how change will happen and who will be advantaged or disadvantaged by it. The fundamental question we must address is about power and who has it. We must remember that automation and the reorganization of the employee-employer relationship are taking place in a world economy that has been transformed by financialization and globalization in ways that have allowed a tiny number of individuals and entities to gain enormous, unprecedented power. Focusing on the Future of Workers, Equality, and Democracy How should labor and its allies think about the future? We argue that our focus should be fixed firmly on the intersection of three intertwined and interdependent fates: We cannot improve one of these without improving the others. By the same token, the erosion of one undermines the others. Focusing on workers means expanding our vision beyond the workplace. What happens to workers on the job is intimately connected to what happens in their communities, in their schools, and in their lived environments. It is also intimately connected to their gender, racial, ethnic, and citizenship status. The same forces that are weakening worker bargaining power and making work more precarious are also undermining public institutions like schools and mass transit, profiting from rising household debt, and shaping policies that are contributing to climate change and environmental injustice. Workers in turn cannot improve their lives without gaining an effectual collective voice in shaping their world, on and off the job. That requires revitalizing democracy and making it real. For the first three-quarters of the 20th century, efforts to expand political democracy went hand in hand with efforts to make the workplace more democratic. Progressive Era reformers predicted that democracy would die in a world dominated by what were then the new corporate behemothsâ€"unless workers secured industrial democracy in the workplace. As workplace democracy expanded, so did political democracy. Racial, age, gender, and income restrictions on the electorate all fell as collective bargaining spread. We are now experiencing a true crisis of democracy, however, one decades in the making. Since the s, democracy has been weakened and rolled back both in the workplace and in the nation at large. The battle to roll back workplace democracy began in earnest with the passage of the Taft-Hartley Act in and gathered steam as the 20th century drew to a close. As workplace democracy was undercut, so too was political democracy. As democracy has diminished, some voters have become discouraged and withdrawn from political participation, while others, frustrated by their inability to have their voices heard either at work on in shaping the direction of their society, have turned to a faux and often racist populism. By the same token, we

cannot revive democracy without addressing the toxic impact of exploding inequality. The massive increases in income and wealth have chiefly benefitted the 1 percent, and even more so the. Today, the wealthiest Americans wield power seldom matched by their forebears even in the original Gilded Age. Democracy cannot co-exist with their overweening power any more than it could co-exist with what Lincoln-era Republicans called the Slave Power. Organizing, Disrupting, and Bargaining for the Future How can we translate a focus on workers, equality, and democracy into concrete action? It would end the practice of state-granted corporate charters and require that all corporations obtain charters from the federal government, which would in turn compel companies to consider the interests of stakeholders and host communities, not just stockholders, as they set and pursued their corporate agendas. While legislative initiatives like these and political mobilizations to free Congress and state legislatures from corporate domination are clearly necessary, they are also insufficient. At a time when many unions and progressive groups have slipped into a defensive crouch, they need instead to go on offense with big and innovative organizing and bargaining campaigns that tackle the intertwined issues of expanding democracy, combating inequality, and winning a better future for workers. Neither of these efforts would have succeeded absent political initiatives supported by mass mobilization and protest. The form of workplace-centered organizing and bargaining that evolved over the course of the 20th century, however, is not up the challenge that workers and citizens face in this century. Paul, and Seattle, state workers in Oregon, county workers in San Diego, and municipal workers in Los Angeles have consciously sought to redefine collective bargaining. In these settings, unions joined with community allies to craft bargaining demands that advanced the shared goals of workers and their allies, demanded that those allies be seated at the bargaining table, and used the bargaining process to identify, educate, and mobilize a broad constituency around an agenda that challenged the ways in which big money was dictating the public agenda. Until recently, much of the Bargaining for Common Good BCG work has been primarily focused on workers already covered by collective-bargaining agreements. That ceased to be the case earlier this year. In West Virginia, teachers refused to return to work until all state workers had received a pay increase equal to theirs. Since the vast majority of strikers were not union members, these walkouts were both massive organizing campaigns and democracy campaigns as well, since they posed such explicit political demands as raising taxes to fund public schools more adequately. They instinctively adopted a Bargaining for the Common Good approach in that they were not just about wages or benefits but also about improving education and fighting for fairer taxation. The efforts to redefine organizing and bargaining or to apply the insights of Bargaining for the Common Good need not remain confined to the public sector. One of these is embodied in Caring Across Generations , a campaign that seeks to address the growing demand for elder care, how we fund that care, and how we ensure that the workers who provide it have the training, pay, and benefits they need to do their best work, winning dignity for themselves in the process. While Future of Work prophets stoke fears about technology replacing workers, frontline health-care jobs like those involved in elder care, many of which are done by women, people of color, and immigrants, are five of the top eight fastest-growing occupations. This campaign is connecting warehouse workers globally, organizing U. A third area of promising growth-sector organizing and bargaining targets banks and private equity. Bank workers are simultaneously organizing for a union, for better wages, and for a banking system that serves society instead of the finance sector. The titans of private equity also present a promising target, particularly since such firms control a range of companies in multiple sectors and multiple nations. One part of the campaign would organize the non-union companies Blackstone owns. Given the increasing power that firms like these wield over an ever-widening range of companies, campaigns like this one will have to multiply if workers are to defend their most basic rights, and hold corporate power accountable in the decades ahead. If they are to survive as a significant force in this century, unions will need to deploy the tools they developed in the last centuryâ€"collective action and collective bargainingâ€"beyond the workplace and the binary employer-employee relationship. Workers are also taxpayers, renters, mortgage-holders, consumers, students, student-loan debtors, and citizens of an endangered biosphere.

Chapter 8 : What â€˜Paperâ€™ Says About Technological Change | Technology and Learning

Human nature does not change, at least not on these technological timescales. The authority structures in healthcare, the division of labour, the pretence that clinicians know everything, and other human factors are slow to change.

Published in May of My wishlist if the publishers ever get around to Whispersync enabling these books are micro-histories of the banana, rats, spice, tobacco, zippers, gunpowder, the screwdriver, pigeons, aspirin, the pencil, the toothpick, chocolate, tea, beans, corn, and vanilla. Kurlansky wrote the micro-history Cod that got me into micro-histories. His books Salt and The Big Oyster are both excellent. What is different about Paper - and why I recommend that even non micro-history buffs should read this book - is what Kurlansky has to say about technological change. The argument that Kurlansky makes is that we tend to get the impact of technology backwards. We tend to think that technology change drives historical change. Kurlansky uses the history of paper and printing to demonstrate that the direction of causality is actually reversed - and that new technologies are usually created in response to specific societal needs. Paper, like most technologies, was first developed in China - and then was perfected and diffused by in the Islamic world. Europeans came late to paper use and paper manufacturing. It was not until manufacturing of paper moved in the 19th century from a handmade process relying on rags, to a manufacturing process relying on wood pulp and steam, did paper transition from relative scarcity to relative abundance. The reason that paper technology improved was a response to increasing demand for paper. The spread of literacy, and the growth of the newspaper reading in the 19th century, brought with them a need to vastly increase the paper supply. As Kurlansky shows us in his history of paper, we should be cautious in making any technological-determinstic arguments about the future of education. The edtech profession tends to look towards technological change to understand educational change. We always think that the latest technology - be it radio or television or the internet or the mobile web or virtual reality - will be the technology that fundamentally changes education. A better approach may be to look at how the demands on colleges and universities are changing, and then to try to understand the future of educational technology through a lens of institutional change. How will new educational technologies respond to the growth of postsecondary demand in emerging economy countries? The other big argument that Kurlansky makes in Paper is that new technologies seldom replace old technologies. Rather, the new technology fills an adjacent slot - and the old technology retains important uses. This has been the case with paper. The demand for paper books has remained strong, even as the technology and market for digital books has increased. Kurlansky believes that we will continue to read paper books for many years to come, even as digital book options can to improve. Some books are better read on paper. And some people will always prefer paper books. In the same way, new educational technologies and digital learning methods are unlikely to eliminate traditional educational practices. Online learning does not eliminate in-person residential learning. Instead, online learning increases the pressure improve the residential learning experience. In-person, face-to-face education is improving both from the competition from online learning, and from the ability to integrate both modalities in-person and digital into the educational experience. Learning about the history of printing, newspapers, and typography is a bonus. Kurlansky is at the top of his game in Paper, and fans of the micro-history genre should make this book a must read. Anyone interested in the impact of technology on the arrow of history should also include Paper in their library. What are you reading?

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Our best clients have separate annual discussions with their employees -- apart from their annual or bi-annual performance review meetings -- to discuss succession planning or career development.