WHAT TO DO WHAT TO DO

HOW TO GET AHEAD IN A WORLD OF AI, ALGORITHMS, BOTS, AND BIG DATA

MALCOLM FRANK,
PAUL ROEHRIG, AND BEN PRING

Contents

| Preface | | ix |
|-----------|---|----|
| Chapter 1 | When Machines Do Everything | 1 |
| | Like It or Not, This Is Happening | 3 |
| | Digital That Matters | 4 |
| | Playing the New Game | 6 |
| | But Will I Be Automated Away? | 8 |
| | Getting AHEAD in the Age of the New Machine | 9 |
| Chapter 2 | From Stall to Boom: We've Been Here Before | 13 |
| | When Machines Do Everything, What Happens to Us? | 14 |
| | But Haven't Our Computers Made Us More | |
| | Productive? | 15 |
| | Carlota's Way | 16 |
| | Riding the Waves | 17 |
| | Three Big Reasons Why a Boom Is About to Occur | 21 |
| | From Stall to Boom, a Time of Optimism | 31 |
| Chapter 3 | There Will Be Blood | 33 |
| | Predictions of Massive Job Losses via AI | 33 |
| | Manual vs. Knowledge Labor: As Goes the Factory, So | |
| | Goes the Office? | 36 |
| | Don't Confuse Jobs with Tasks | 38 |
| | Don't Overlook the Job-Growth Story | 40 |
| | The Pace of This Transition | 42 |
| | Getting AHEAD in a Time of Churn | 43 |

vi Contents

| Chapter 4 | The New Machine: Systems of Intelligence | 45 |
|-----------|---|------------|
| | Defining the New Machine | 46 |
| | Meet the Machine: Anatomy of a System of Intelligence | 50 |
| | Systems of Intelligence in Action | 56 |
| | What Does "Good" Look Like? Attributes of a Successful | |
| | System of Intelligence | 59 |
| | From Vapor to Value | 63 |
| Chapter 5 | Your New Raw Materials: Data Is Better than Oil | 65 |
| | Turning Data from a Liability into an Asset | 66 |
| | Managing the Data Supply Chain | 68 |
| | Business Analytics: Turning Data into Meaning | 7 0 |
| | If It Costs More than \$5, and You Can't Eat It, Instrument It! | 7 1 |
| | The Home-Field Advantage of Big Companies | 73 |
| | Data Is Job One | 76 |
| Chapter 6 | Digital Business Models: Your Five Ways to | |
| | Beat Silicon Valley | 77 |
| | Hybrid Is the New Black | 81 |
| | Avoiding the Four Traps | 82 |
| | Five Ways to Mine Gold from the New Machines | 90 |
| | The Management Opportunity of a Generation | 92 |
| Chapter 7 | Automate: The Robots Aren't Coming; | |
| | They're Here | 95 |
| | Automation Is Not Optional | 96 |
| | Software Should Be Eating Your Core Operations | 102 |
| | What to Do on Monday? Flick Your Automation-On Switch | 107 |
| | Automation Is a Means, Not an End | 113 |
| Chapter 8 | Halo: Instrument Everything, Change the Game | 115 |
| | Every "Thing" Is Now a Code Generator | 116 |
| | Become a "Know-It-All" | 120 |
| | What to Do on Monday? Capitalize on Code | 124 |
| | Digits over Widgets: The Next Age of Business and | |
| | Technology | 132 |

| Contents | VII |
|------------|------|
| CAUTAGETAG | V 11 |
| | |

| Chapter 9 | Enhance: Amplify Human Performance with | |
|-------------|--|-----|
| | the New Machine | 133 |
| | Stone Age, Bronze Age, Iron Age Digital Age | 135 |
| | Enhanced Jobs Will Be Protected Jobs | 136 |
| | Smart Robots Make Smarter Hands | 141 |
| | What to Do on Monday? Partner with Systems of Intelligence | 145 |
| | You + New Tools = Enhancement | 151 |
| Chapter 10 | Abundance: Finding Your 10X Opportunities | |
| | with the New Machine | 153 |
| | What to Do on Monday? Find Abundance in Your | |
| | Organization | 157 |
| | Increasing Prosperity by Lowering Prices | 165 |
| Chapter 11 | Discovery: Manage Innovation for the Digital | |
| | Economy | 167 |
| | R&D Without AI Is No R&D at All | 171 |
| | Discovery Is Hard, but Not as Hard as Being Irrelevant | 176 |
| | What to Do on Monday? Don't Short Human Imagination | 176 |
| | Create Your Own Budding Effect | 185 |
| Chapter 12 | Competing on Code: A Call to Action from | |
| | the Future | 187 |
| | AI for Pragmatists | 188 |
| | The Digital Build-Out Is Here | 189 |
| | Align the Three M's | 190 |
| | Move AHEAD | 19 |
| | Courage and Faith in the Future | 192 |
| Acknowledg | ments | 195 |
| Photo Credi | ts | 197 |
| Disclaimers | | 199 |
| Notes | | 203 |
| Index | | 22. |