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# Only Humans Need Apply: Winners And Losers In The Age Of Smart Machines

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**ONLY HUMANS  
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**Winners & Losers in the  
Age of Smart Machines**

**THOMAS H. DAVENPORT  
& JULIA KIRBY**

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## Synopsis

An invigorating, thought-provoking, and positive look at the rise of automation that explores how professionals across industries can find sustainable careers in the near future. Nearly half of all working Americans could risk losing their jobs because of technology. It's not only blue-collar jobs at stake. Millions of educated knowledge workers—writers, paralegals, assistants, medical technicians—are threatened by accelerating advances in artificial intelligence. The industrial revolution shifted workers from farms to factories. In the first era of automation, machines relieved humans of manually exhausting work. Today, Era Two of automation continues to wash across the entire services-based economy that has replaced jobs in agriculture and manufacturing. Era Three, and the rise of AI, is dawning. Smart computers are demonstrating they are capable of making better decisions than humans. Brilliant technologies can now decide, learn, predict, and even comprehend much faster and more accurately than the human brain, and their progress is accelerating. Where will this leave lawyers, nurses, teachers, and editors? In *Only Humans Need Apply*, Thomas Hayes Davenport and Julia Kirby reframe the conversation about automation, arguing that the future of increased productivity and business success isn't either human or machine. It's both. The key is augmentation, utilizing technology to help humans work better, smarter, and faster. Instead of viewing these machines as competitive interlopers, we can see them as partners and collaborators in creative problem solving as we move into the next era. The choice is ours.

## Book Information

Hardcover: 288 pages

Publisher: HarperBusiness (May 24, 2016)

Language: English

ISBN-10: 0062438611

ISBN-13: 978-0062438614

Product Dimensions: 6 x 1 x 9 inches

Shipping Weight: 13.6 ounces (View shipping rates and policies)

Average Customer Review: 4.8 out of 5 stars [See all reviews](#) (15 customer reviews)

Best Sellers Rank: #94,769 in Books (See Top 100 in Books) #13 in [Books > Business & Money > Processes & Infrastructure > Office Automation](#) #16 in [Books > Business & Money > Human Resources > Outsourcing](#) #76 in [Books > Computers & Technology > Computer Science > AI & Machine Learning > Intelligence & Semantics](#)

## Customer Reviews

ONLY HUMANS NEED APPLY is a complicated book--and even a little bit scary--so plan on giving it some time. First of all, note that this book is not just a theoretical book exploring some things that might happen in the future. Rather, the author explores what is already happening around the world as automation displaces many workers. Fortunately for the reader, the author provides specific action plans that you can take to protect your job. I admit I was not expecting much from this book--mostly because I was not familiar with this author. I learned that Dr. Davenport has EXTENSIVE experience in this area, and has taught at Harvard Business School, as well as at University of Chicago. So after researching the author's credentials a little bit, I decided to give this book a lot more attention. The theme of the book is that automation is changing (and often eliminating jobs). There is no stopping it, so you need to adapt. You need to face this realistically, or you will be left behind: "Our main mission in this book has been to give you a sense of agency and to help you begin to make decisions for yourself about how to deal with advancing automation." The reality is that traditional jobs are in jeopardy. Most of all, it's those jobs that can be reduced to a set of specific steps. The author calls that "Codifying" the work. If your job can be reduced to some set of steps, you are in trouble: "If work can be codified, it can be automated. And there's also the corollary: If it can be automated in an economical fashion, it will be." Oftentimes, the impact of automation is slow--just at the margins. So, for example, a company might have employed 10 people to do certain jobs in the past, but now, they only need 9.

There are tasks that some machines can complete better and faster than can other machines if (HUGE  $\hat{a}$   $\hat{c}$   $\hat{e}$   $\hat{i}$   $\hat{f}$   $\hat{a}$   $\bullet$ ) their efforts are augmented by human talents. Conversely, there are tasks that some people can complete better and faster than can other people if (another HUGE  $\hat{a}$   $\hat{c}$   $\hat{e}$   $\hat{i}$   $\hat{f}$   $\hat{a}$   $\bullet$ ) their efforts are augmented by technology. As Thomas Davenport and Julia Kirby explain, augmentation occurs when  $\hat{a}$   $\hat{c}$  humans and machines combine their strengths to achieve more favorable outcomes than either could have done alone.  $\hat{a}$   $\bullet$  More specifically,  $\hat{a}$   $\hat{c}$  Augmentation means starting with what minds and machines do individually today and figuring out how that work could be deepened rather than diminished by a collaboration between the two. The intent is never to have less work for those expensive, high-maintenance humans. It allows them to do more valuable work.  $\hat{a}$   $\bullet$  I agree with them that those now fixating on the threat of automation should  $\hat{a}$   $\hat{c}$  reframe the challenge as augmentation opens up a broader range of strategies for individual job holders and seekers.  $\hat{a}$   $\bullet$  Here are five viable options:  $\circ$  Stepping Up: Become involved with decision-making that computers can't make but can assist  $\circ$  Stepping Aside: Move to non-decision-oriented areas in

which computers cannot assisto Stepping In: Improve computer-generated decisionso Stepping Narrowly: Be a specialize in work that cannot be automatedo Stepping Forward: Develop new systems and technology that support intelligent decisions and actionsAll of these steps are examined in Chapter 3, pages 76-77.Here are Thomas Davenport and Julia Kirbyâ™s concluding thoughts: âœToday, many knowledge workers are fearful of the rise of the machines.

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