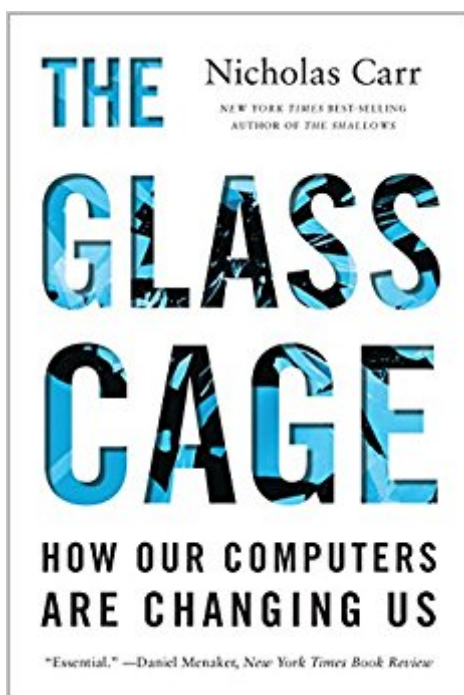


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# The Glass Cage: How Our Computers Are Changing Us



## Synopsis

At once a celebration of technology and a warning about its misuse, *The Glass Cage* will change the way you think about the tools you use every day. In *The Glass Cage*, best-selling author Nicholas Carr digs behind the headlines about factory robots and self-driving cars, wearable computers and digitized medicine, as he explores the hidden costs of granting software dominion over our work and our leisure. Even as they bring ease to our lives, these programs are stealing something essential from us. Drawing on psychological and neurological studies that underscore how tightly people's happiness and satisfaction are tied to performing hard work in the real world, Carr reveals something we already suspect: shifting our attention to computer screens can leave us disengaged and discontented. From nineteenth-century textile mills to the cockpits of modern jets, from the frozen hunting grounds of Inuit tribes to the sterile landscapes of GPS maps, *The Glass Cage* explores the impact of automation from a deeply human perspective, examining the personal as well as the economic consequences of our growing dependence on computers. With a characteristic blend of history and philosophy, poetry and science, Carr takes us on a journey from the work and early theory of Adam Smith and Alfred North Whitehead to the latest research into human attention, memory, and happiness, culminating in a moving meditation on how we can use technology to expand the human experience. ---

## Book Information

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## Customer Reviews

“Nicholas Carr is among the most lucid, thoughtful, and necessary thinkers alive.

He's also terrific company. The Glass Cage should be required reading for everyone with a phone.

• Jonathan Safran Foer: "Nick Carr is the rare thinker who understands that technological progress is both essential and worrying. The Glass Cage is a call for technology that complements our human capabilities, rather than replacing them."

• Clay Shirky, author of Here Comes Everybody and Cognitive Surplus: "Carr's prose is elegant, and he has an exceptional command of the facts. He serves a varied menu of the ways that technology has failed us, and in every instance he is not only persuasive but undoubtedly right."

• Daniel Levitin, Wall Street Journal: "[A] deeply informed reflection on computer automation."

• G. Pascal Zachary, San Francisco Chronicle: "Smart, insightful paint[s] a portrait of a world readily handing itself over to intelligent devices."

• Jacob Axelrad, Christian Science Monitor: "Brings a much-needed humanistic perspective to the wider issues of automation."

• Richard Waters, Financial Times: "One of Carr's great strengths as a critic is the measured calm of his approach to his material—a rare thing in debates over technology. Carr excels at exploring these gray areas and illuminating for readers the intangible things we are losing by automating our lives."

• Christine Rosen, Democracy: "There have been few cautionary voices like Nicholas Carr's, urging us to take stock, especially, of the effects of automation on our very humanness—what makes us who we are as individuals and on our humanity—what makes us who we are in aggregate."

• Sue Halpern, New York Review of Books

Nicholas Carr is the author of *The Shallows*, a Pulitzer Prize finalist, and *The Glass Cage*, among other books. Former executive editor of the *Harvard Business Review*, he has written for *The Atlantic*, the *New York Times*, and *Wired*. He lives in Boulder, Colorado.

My first question on seeing this book was, is it going to be as successful and thought-provoking as Carr's previous book *The Shallows*? The answer is an unequivocal, "yes!" If you've not read *The Shallows* I recommend that you consider reading it first because many of the thoughts and ideas from it are continued, developed and extended in *The Glass Cage*. It's not a necessary prerequisite but it would enhance your appreciation of Carr's arguments. Carr's central thesis can be summed up in a quote often attributed to Marshall McLuhan, "we shape our tools, and thereafter our tools shape us." Carr's point, which he develops with many intriguing examples ranging from airline pilots, through doctors, photographers, architects, and even to farmers, is that this Faustian pact with technology comes at a cost. The cost, in Carr's view, is a loss of direct, experiential, formative

contact with our work. The consequences of this slow loss of familiarity and connection with our work are subtle, insidious and will only increase while we follow this technocentric approach to automation. Carr is excellent at making his case. Most of his examples are familiar and those that less so, such as the automation of legal and medical opinions are interesting in that they affect us all. I felt that where Carr was less strong was in proposing solutions to the problems he raises. He works hard at explaining an alternative vision calling on the poetry of Robert Frost's as a springboard to a more humanistic approach to developing tools, but it is hard work selling an alternative to the easy, convenient future that so many of us seem to crave. Ultimately it may be that Carr's biggest contribution will not be to single-handedly derail the future that Google, Apple, and wish to sell us, an exceedingly unlikely outcome, but to at least make us aware that there is a choice that we are making when we choose the frictionless path to the future, and that we should carefully consider that choice before we make it.

I was familiar with Nicholas Carr having read his book "The Shallows", a commentary on the effects on the Internet on the actual functioning and physical structure of the human brain. I found that book to be excellent - this one is, I feel, even better. Carr is remarkably thorough in the research he conducts, as attested to by the lengthy notes and references at the end of each book. His ability to write remarkably meaty yet easy to read pages is but a bonus in his analysis of the effects of automation on we humans faced with interacting with modern computerized/robotic technology, particularly in the workplace. He clearly feels there is considerable dehumanization possible, but does so in a style of oscillation back and forth between lionizing and demonizing technological advances. He gives the reader's brain the encouragement to see the whole picture, to think broadly and with a humanistic focus throughout. His weaving in of the opinions of numerous writers and poets displays this in the impressive manner of a Renaissance man. This should be required reading particularly by those enamored of technological advances as ends unto themselves.

I digested with keen interest Carr's discussion of the issues surrounding automation. As a worker whose technical and judgmental skills are part and parcel of my value proposition in the workplace, I too am seeing the corrosive effects of automation taken at face value for its own sake. Coupling tacit knowledge with technical savvy is becoming more and more elusive as a path to success, and the nimble-minded worker has to stay alert to stave off becoming commoditized. We are seeing more devotion to cookie-cutter SOPs and devaluing experience and analysis. Carr's investigation of the rapid erosion of the Inuits' navigational skills was interesting food for thought in discussions

between my girlfriend and me, and it led me to start driving more frequently with my GPS unit turned off. Just as a thought experiment on its own, and as a concerted effort to stay connected to what my close friends and family see as my strong navigational skills. My only wish for this book is that Carr could have spent more time unifying his theses about automation and setting out what he sees as the potential future. My friends in the data analysis field and I are keenly interested!

Required book for a college course, absolutely loved the material! Carr's writing style is easy to read, but packed with great information and examples that really grab your attention. Highly recommended!

Ugh, why doesn't Alexa type this review for me? This is so manual, I don't understand why this task hasn't been automated...If you're interested in how automation is changing humans for the worse (or at best mediocre), then I would recommend reading this book from Nicholas Carr (I'm making an assumption that people still read). While automation and technology does relieve individuals from mundane tasks, it also relieves individuals from developing useful and relevant skills. Nicholas Carr provides several examples of how technology has removed the human element from several differing occupations and general applicable skills. If you've seen Mike Judge's 2006 movie: Idiocracy; you've seen the not so distant future! Hey Google, take me home ...

Readers can read the many excellent reviews of this book. Here I want to thank Nicolas Carr for another excellent and timely book reminding us that if we allow technology to shape and rule our lives we will lose our humanity. Carr gives words to what I feel about much of technology and am grateful for the vocabulary to now express myself clearly on this subject. This book continues where *The Shallows* left off and provides us with a map to be able to return to our humanity if we lose our way by becoming addicted to all the gadgets that seem to appear on the market with such frequency. Marianne

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