CONTENTS

Acknowledgments	χi
INTRODUCTION All and Robotics Are Here. Now What?	1
PART ONE Optimizing Work Automation A Four-Step Framework	
ONE Deconstruct the Job Which Job Tasks Are Best Suited to Automation?	19
Assess the Relationship between Job Performance and Strategic Value What Is the Automation Payoff?	41
THREE Identify Options What Automation Is Possible?	57
FOUR Optimize Work What Does the Right Human-Automation Combination Look Like?	87

Contents

PART TWO

Redefining the Organization, Leadership, and Workers

Automation Implications beyond	
Reinventing Jobs	
FIVE	
The New Organization	123
Digital, Agile, Boundaryless, and Work-Centric	
SIX	
The New Leadership	141
Democratic, Social, and Perpetually Upgraded	
SEVEN	
Deconstruct and Reconfigure Your Work	167
Using the Work-Automation Framework to	
Navigate Your Personal Work Evolution	
Appendix	187
Notes	193
Index	201
About the Authors	211