



# Learning by Doing

The Real Connection  
between Innovation,  
Wages, and Wealth

JAMES BESSEN



# Learning By Doing The Real Connection Between Innovation Wages And Wealth

**Ravin Jesuthasan, John Boudreau**



## **Learning By Doing The Real Connection Between Innovation Wages And Wealth:**

**Learning by Doing** James Bessen, 2015-01-01 Technology is constantly changing our world leading to more efficient production In the past technological advancements dramatically increased wages but during the last three decades the median wage has remained stagnant Many of today s machines have taken over the work of humans destroying old jobs while increasing profits for business owners and raising the possibility of ever widening economic inequality Author James Bessen argues that avoiding this fate will require unique policies to develop the knowledge and skills necessary to implement the rapidly evolving technologies At present this technical knowledge is mostly unstandardized and difficult to acquire learned through job experience rather than in classrooms Nor do current labor markets generally provide strong incentives for learning on the job Basing his analysis on intensive research into economic history as well as today s labor markets the author explores why the benefits of technology take years sometimes decades to emerge Although the right policies can hasten this process policy has moved in the wrong direction in recent decades protecting politically influential interests to the detriment of emerging technologies and broadly shared prosperity

**Learning by Doing** James Bessen, 2015-04-28 Bessen sets out to refute the arguments of techno pessimists relying on economic analysis and on a fresh reading of history The Wall Street Journal Technology is constantly changing our world leading to more efficient production But where once technological advancements dramatically increased wages the median wage has remained stagnant over the past three decades Many of today s machines have taken over the work of humans destroying old jobs while increasing profits for business owners and raising the possibility of ever widening economic inequality Here economist and software company founder James Bessen discusses why these remarkable advances have so far benefited only a select few He argues the need for unique policies to develop the knowledge and skills necessary to implement rapidly evolving technologies Currently this technical knowledge is mostly unstandardized and difficult to acquire learned through job experience rather than in classrooms but labor markets rarely provide strong incentives for learning on the job Basing his analysis on intensive research into economic history as well as today s labor markets Bessen explores why the benefits of technology can take decades to emerge Although the right policies can hasten the process policy has moved in the wrong direction protecting politically influential interests to the detriment of emerging technologies and broadly shared prosperity This is a thoughtful look at what leaders need to do to ensure success not only for the next quarter but for society in the long term Everyone agrees that education is the key to wage growth But what kind of education This enlightening and insightful book shows that economic history can provide some useful and surprising answers Hal Varian chief economist at Google *The Origins of Efficiency* Brian Potter, 2025-10-14 An examination of how production processes from penicillin to steel to semiconductors get more efficient over time and a powerful argument for efficiency as an underrated driver of progress Efficiency is the engine that powers human civilization It s the reason rates of famine have fallen precipitously literacy has risen and humans

are living longer healthier lives compared to preindustrial times But where do improvements in production efficiency come from In *The Origins of Efficiency* Brian Potter argues that improving production efficiency finding ways to produce goods and services in less time with less labor using fewer resources is the force behind some of the biggest and most consequential changes in human history With unprecedented depth and detail Potter examines the fundamental characteristics of a production process and how it can be made less time and resource intensive and therefore less expensive The book is punctuated with examples of production efficiency in practice including how high yield manufacturing methods made penicillin the miracle drug that reduced battlefield infection deaths by 80 percent during World War II the 100 year history of process improvements in incandescent light bulb production and how automakers like Ford Toyota and Tesla developed innovative production methods that transformed not just the automotive industry but manufacturing as a whole He concludes by looking at sectors where production costs haven't fallen and explores how we might harness the mechanisms of production efficiency to change that *The Origins of Efficiency* is a comprehensive companion for anyone seeking to understand how we arrived at this age of relative abundance and how we can push efficiency improvements further into domains like housing medicine and education where much work is left to be done

[Road Map to Tomorrow: It's Easier to Get There If You Know Where You're Going](#) John Morgan Mullen, 2022-12-12 Change how a person thinks and you will change how they feel Change how they feel and you will change how they perform Change how they perform and you will change the results Change the results and you will change their lives This quote from R W Ross perfectly exemplifies my vision and dreams for *Road Map to Tomorrow* *Road Map to Tomorrow* was inspired by the responsibility of my generation to transfer the knowledge of the past while laying the foundation for the technology of the future The generational shift together with our exploding technology and gentrification of our world and everything in it You will either be prepared or you won't You will either adapt or you will professionally die This book creatively provides a technology road map that takes you into the future with contributions from over 100 scientific experts providing you with insights into the future Their studies and opinions touch on everything from computers to robots medical science to nanotechnology transportation to education employment to politics and entrepreneurial opportunities to love Our new world is exciting It presents an abundance of opportunities the likes of which we have never seen Change can cause both devastation and opportunity and those that prepare learn to react and position themselves professionally I feel like there is a better adverb to use will be light years ahead on their journey to success This book is your personal *Road Map to Tomorrow* Revised About the Title Change how a person thinks and you will change how they feel Change how they feel and you will change how they perform Change how they perform and you will change the results Change the results and you will change their lives This quote from R W Ross perfectly exemplifies my vision and dreams for *Road Map to Tomorrow* *Road Map to Tomorrow* was inspired by the responsibility of my generation to transfer the knowledge of the past while laying the foundation for the technology of the

future The generational shift together with our exploding technology and gentrification of our world and everything in it You will either be prepared or you won't You will either adapt or you will professionally die This book creatively provides a technology road map that takes you into the future with contributions from over 100 scientific experts providing you with insights into the future Their studies and opinions touch on everything from computers to robots medical science to nanotechnology transportation to education employment to politics and entrepreneurial opportunities to love Our new world is exciting It presents an abundance of opportunities the likes of which we have never seen Change can cause both devastation and opportunity and those that prepare learn to react and position themselves professionally will be light years ahead on their journey to success This book is your personal Road Map to Tomorrow **Reinventing Jobs** Ravin Jesuthasan, John Boudreau, 2018-09-18

How to Optimize Human Machine Work Combinations Your organization has made the decision to adopt automation and artificial intelligence technologies Now you face difficult and stubborn questions about how to implement that decision How when and where should we apply automation in our organization Is it a stark choice between humans versus machines How do we stay on top of these technological trends as work and automation continue to evolve Work and human capital experts Ravin Jesuthasan and John Boudreau present leaders with a new set of tools to answer these daunting questions Transcending the endless debate about humans being replaced by machines Jesuthasan and Boudreau show how smart leaders instead are optimizing human automation combinations that are not only more efficient but also generate higher returns on improved performance Based on groundbreaking primary research Reinventing Jobs provides an original structured approach of four distinct steps deconstruct optimize automate and reconfigure to help leaders reinvent how work gets bundled into jobs and create optimal human machine combinations Jesuthasan and Boudreau show leaders how to continuously reexamine what a job really is and they provide the tools for identifying the pivotal performance value of tasks within jobs and how these tasks should be reconstructed into new more optimal combinations With numerous examples and practical advice for applying the four step process Reinventing Jobs gives leaders a more precise planful and actionable way to decide how when and where to apply and optimize work automation Schumpeter's Capitalism, Socialism and Democracy Leonardo Burlamaqui, Rainer Kattel, 2018-12-19

2017 marked the seventy fifth anniversary of Schumpeter's Capitalism Socialism and Democracy a work acknowledged as one of the most insightful books written in the twentieth century It retains a contemporary quality and still invites criticisms new interpretations and extensions and across disciplines This book in addition to re-examining Schumpeter's seminal work and undertaking a twenty first century update of its main themes brings together leading social scientists to provide contemporary amendments extensions or eventually refutations of key elements of Schumpeter's vision and thesis Issues covered include a new take on creative destruction the contours of a theory of innovative enterprise finance and financialisation a critique of the secular stagnation thesis Schumpeter's contributions to a theory of the entrepreneurial state his conception of socialism and its current relevance for understanding

the China model as well as a rekindling of his democracy thesis for our times Bringing together leading international contributors this book provides fresh perspectives on ideas that continue to be hugely relevant to contemporary social sciences and a guide for understanding the current tensions among capitalism the state and democracy These chapters will be of interest to economists social scientists and anyone with an interest in modern capitalism **The Overworked**

**Consumer** Christopher K. Andrews, 2018-12-11 The Overworked Consumer examines how the growing use of self service technology in the U S economy has contributed to Americans feelings of busyness and overwork by asking them to perform a variety of tasks in work like settings for free Focusing on the adoption of self checkout lanes in the retail food industry the book describes how self service technology is changing the meaning of service in an economy where the boundaries between work and leisure are becoming increasingly blurred Are big businesses simply being cheap and lazy preferring to automate and outsource work to unpaid consumers instead of raising wages or is self service and its do it yourself ethos a response to consumers demands for faster easier ways of buying goods and services And what exactly are shoppers getting when they go through the self checkout lane Is it really faster than the cashier lane or just another illusory speed up meant to distract them from the realization that they are performing unpaid work unwitting participants in a new retail experiment whose roots can be traced back to the very invention of the modern supermarket And what about the effect on jobs is this the end of the checkout line for cashiers and similar forms of work or are such anxieties over automation overstated To answer these questions the author takes readers inside SuperFood a regional supermarket chain drawing upon extensive interviews with managers staff and customers as well as an array of examples retail studies and statistics to separate fact from fiction and figure out what is actually happening in stores Concluding with a cautionary tale of two grocers the author suggests the future of retailing is still undetermined meaning shoppers still have time to decide whether or not they really want to do it yourself Caveat emptor *Information and Communication Technologies for Development Evaluation* Oscar A.

García, Prashanth Kotturi, 2019-07-09 Written by a team of expert practitioners at the Independent Office of Evaluation of International Fund for Agricultural Development IFAD this book gives an insight into the implications of new and emerging technologies in development evaluation Growing technologies such as big data analytics machine learning and remote sensing present new opportunities for development practitioners and development evaluators particularly when measuring indicators of the Sustainable Development Goals The volume provides an overview of information and communication technologies ICTs in the context of evaluation looking at the theory and practice and discussing how the landscape may unfold It also considers concerns about privacy ethics and inclusion which are crucial issues for development practitioners and evaluators working in the interests of vulnerable populations across the globe Among the contributions are case studies of seven organizations using various technologies for data collection analysis dissemination and learning This valuable insight into practice will be of interest to researchers practitioners and policymakers in development economics development

policy and ICT      The Economics of Artificial Intelligence Ajay Agrawal, Joshua Gans, Avi Goldfarb, 2019-05-22 Advances in artificial intelligence AI highlight the potential of this technology to affect productivity growth inequality market power innovation and employment This volume seeks to set the agenda for economic research on the impact of AI It covers four broad themes AI as a general purpose technology the relationships between AI growth jobs and inequality regulatory responses to changes brought on by AI and the effects of AI on the way economic research is conducted It explores the economic influence of machine learning the branch of computational statistics that has driven much of the recent excitement around AI as well as the economic impact of robotics and automation and the potential economic consequences of a still hypothetical artificial general intelligence The volume provides frameworks for understanding the economic impact of AI and identifies a number of open research questions Contributors Daron Acemoglu Massachusetts Institute of Technology Philippe Aghion Collège de France Ajay Agrawal University of Toronto Susan Athey Stanford University James Bessen Boston University School of Law Erik Brynjolfsson MIT Sloan School of Management Colin F. Camerer California Institute of Technology Judith Chevalier Yale School of Management Iain M. Cockburn Boston University Tyler Cowen George Mason University Jason Furman Harvard Kennedy School Patrick Francois University of British Columbia Alberto Galasso University of Toronto Joshua Gans University of Toronto Avi Goldfarb University of Toronto Austan Goolsbee University of Chicago Booth School of Business Rebecca Henderson Harvard Business School Ginger Zhe Jin University of Maryland Benjamin F. Jones Northwestern University Charles I. Jones Stanford University Daniel Kahneman Princeton University Anton Korinek Johns Hopkins University Mara Lederman University of Toronto Hong Luo Harvard Business School John McHale National University of Ireland Paul R. Milgrom Stanford University Matthew Mitchell University of Toronto Alexander Oettl Georgia Institute of Technology Andrea Prat Columbia Business School Manav Raj New York University Pascual Restrepo Boston University Daniel Rock MIT Sloan School of Management Jeffrey D. Sachs Columbia University Robert Seamans New York University Scott Stern MIT Sloan School of Management Betsey Stevenson University of Michigan Joseph E. Stiglitz Columbia University Chad Syverson University of Chicago Booth School of Business Matt Taddy University of Chicago Booth School of Business Steven Tadelis University of California Berkeley Manuel Trajtenberg Tel Aviv University Daniel Trefler University of Toronto Catherine Tucker MIT Sloan School of Management Hal Varian University of California Berkeley      **20 Years of G20** Rajat Kathuria, Prateek Kukreja, 2019-05-04 The book discusses contemporary issues such as global financial architecture and regulatory practices trade investment and the multilateral process the future of work the role of technology for adaptation and mitigation of climate change and financing infrastructure for sustainable development With increasing global connectivity events in one part of the world immediately affect or spread to the other parts In this context G20 has proved to be an effective forum particularly after the Asian financial crises Furthermore over recent decades G20 has been instrumental in managing financial crises and international conflicts by deploying global cooperation as a functional tool As a

body responding to crises the G20 has played a central role in providing the political momentum for the strong international cooperation that ensured greater policy coherence and helped ease situations that could otherwise have been decidedly worse. The G20's agendas have encompassed short term but critical issues of economic recovery, the sovereign crisis of Europe, high unemployment and financial sector regulation. But since moderate stabilization in the global economic environment, the focus of the group has also embraced long term areas of governance and development. For emerging economies such as India, the G20 has been an important platform framework to promote an inclusive global economic architecture that seeks to achieve equitable outcomes. This book reviews the past 20 years of the G20 since it was conceptualized as a replacement for the G 7. While issues such as global financial order have been a constant area of discussion, one of the failures has been not recognizing and acknowledging the importance of issues like trade, climate change and future of work. Featuring academic papers by experts in the area, this book provides a platform for the necessary discourse on these issues.

Industry Competitiveness: Digitalization, Management, and Integration Aleksei V. Bogoviz, Julia V. Ragulina, 2021-08-14. This timely book presents a remarkable collection of chapters that provides readers with a coherent framework for understanding the factors driving industry competitiveness in contemporary conditions of economic digitalization and the ongoing transition to industry 4.0. Presenting contributions by scientists, engineers and field experts, the book focuses on using advanced technologies and applications building innovative and resilient systems in industrial enterprises, developing competitive management systems, creating competence networks and enhancing integration to foster and sustain industry competitiveness. Both qualitative and quantitative studies are included and this collection of diverse perspectives adds to the richness of the volume's insights. Along with reviewing deep theoretical concepts and innovative approaches, the publication provides practical applications and technological solutions to real world problems existing in industry. Recent advances in management theory and practice focused on the forces driving competition in industry are also extensively covered by the leading scholars and practitioners.

The Technology Trap Carl Benedikt Frey, 2020-09-22. From the Industrial Revolution to the age of artificial intelligence, Carl Benedikt Frey offers a sweeping account of the history of technological progress and how it has radically shifted the distribution of economic and political power among society's members. As the author shows, the Industrial Revolution created unprecedented wealth and prosperity over the long run, but the immediate consequences of mechanization were devastating for large swaths of the population. These trends broadly mirror those in our current age of automation. But just as the Industrial Revolution eventually brought about extraordinary benefits for society, artificial intelligence systems have the potential to do the same. Benedikt Frey demonstrates that in the midst of another technological revolution, the lessons of the past can help us to more effectively face the present. From publisher description.

*The Rise and Fall of American Growth* Robert J. Gordon, 2017-08-29. How America's high standard of living came to be and why future growth is under threat. In the century after the Civil War, an economic revolution



improved the American standard of living in ways previously unimaginable. Electric lighting, indoor plumbing, motor vehicles, air travel, and television transformed households and workplaces. But has that era of unprecedented growth come to an end? Weaving together a vivid narrative, historical anecdotes, and economic analysis, *The Rise and Fall of American Growth* challenges the view that economic growth will continue unabated and demonstrates that the life-altering scale of innovations between 1870 and 1970 cannot be repeated. Gordon contends that the nation's productivity growth will be further held back by the headwinds of rising inequality, stagnating education, an aging population, and the rising debt of college students and the federal government, and that we must find new solutions. A critical voice in the most pressing debates of our time, *The Rise and Fall of American Growth* is at once a tribute to a century of radical change and a harbinger of tougher times to come.

**Will Robots Take Your Job?: A Plea for Consensus** Nigel M. de S. Cameron, 2017-06-23 The trend that began with ATMs and do-it-yourself checkouts is moving at lightning speed. Everything from driving to teaching to the care of the elderly and indeed code writing can now be done by smart machines. Conventional wisdom says there will be new jobs to replace those we lose, but is it so simple? And are we ready? Technology writer and think tank director Nigel Cameron argues it's naive to believe we face a smooth transition. Whether or not there are new jobs, we face massive disruption as the jobs of millions of us are being outsourced to machines. A twenty-first-century rust belt will rapidly corrode the labor market and affect literally hundreds of different kinds of jobs simultaneously. Robots won't design our future; we will. Yet shockingly, political leaders and policy makers don't seem to have this in their line of sight. So how should we assess and prepare for the risks of this unknown future?

**The AI Advantage** Thomas H. Davenport, 2018-10-16 Cutting through the hype, a practical guide to using artificial intelligence for business benefits and competitive advantage. In *The AI Advantage*, Thomas Davenport offers a guide to using artificial intelligence in business. He describes what technologies are available and how companies can use them for business benefits and competitive advantage. He cuts through the hype of the AI craze, remembering when it seemed plausible that IBM's Watson could cure cancer, to explain how businesses can put artificial intelligence to work now in the real world. His key recommendation: don't go for the moonshot of curing cancer or synthesizing all investment knowledge; look for the low-hanging fruit to make your company more efficient. Davenport explains that the business value AI offers is solid rather than sexy or splashy. AI will improve products and processes and make decisions better informed, important but largely invisible tasks. AI technologies won't replace human workers but augment their capabilities with smart machines to work alongside smart people. AI can automate structured and repetitive work, provide extensive analysis of data through machine learning analytics on steroids, and engage with customers and employees via chatbots and intelligent agents. Companies should experiment with these technologies and develop their own expertise. Davenport describes the major AI technologies and explains how they are being used, reports on the AI work done by large commercial enterprises like Amazon and Google, and outlines strategies and steps to becoming a cognitive corporation. This book provides an invaluable guide to the real-world future of business AI.

book in the Management on the Cutting Edge series published in cooperation with MIT Sloan Management Review **AI and Law** Aurelia Tamo-Larrieux, Clement Guitton, Simon Mayer, 2025-02-28 This book provides insights into how AI is changing legal practice government processes and individuals access to those processes encouraging each of us to consider how technological advances are changing the legal system Particularly and distinct from current debates on how to regulate AI this books focuses on how the progressive merger between computational methods and legal rules changes the very structure and application of the law itself We investigate how automation is changing the legal analysis legal rulemaking legal rule extraction and application of legal rules and how this impacts individuals policymakers civil servants and society at large We show through many examples that a debate on how automation is changing the law is needed which must revolve around the democratic legitimacy of the automation of legal processes and be informed by the technical feasibility and tradeoffs of specific endeavors *Trouble in the Making?* Mary Hallward-Driemeier, Gaurav Nayyar, 2017-10-12 Technology and globalization are threatening manufacturing s traditional ability to deliver both productivity and jobs at a large scale for unskilled workers Concerns about widening inequality within and across countries are raising questions about whether interventions are needed and how effective they could be *Trouble in the Making The Future of Manufacturing Led Development* addresses three questions How has the global manufacturing landscape changed and why does this matter for development opportunities How are emerging trends in technology and globalization likely to shape the feasibility and desirability of manufacturing led development in the future If low wages are going to be less important in defining competitiveness how can less industrialized countries make the most of new opportunities that shifting technologies and globalization patterns may bring The book examines the impacts of new technologies i e the Internet of Things 3 D printing and advanced robotics rising international competition and increased servicification on manufacturing productivity and employment The aim is to inform policy choices for countries currently producing and for those seeking to enter new manufacturing markets Increased polarization is a risk but the book analyzes ways to go beyond focusing on potential disruptions to position workers firms and locations for new opportunities [www.worldbank.org/futureofmanufacturing](http://www.worldbank.org/futureofmanufacturing) *Autonomous Vehicles* Clifford Winston, Quentin Karpilow, 2020-06-30 Better public policies can make the road smoother for self driving vehicles and the society that soon will depend on them Whether you find the idea of autonomous vehicles to be exciting or frightening the truth is that they will soon become a significant everyday presence on streets and highways not just a novel experiment attracting attention or giggles and sparking fears of runaway self driving cars The emergence of these vehicles represents a watershed moment in the history of transportation If properly encouraged this innovation promises not only to vastly improve road travel and generate huge benefits to travelers and businesses but to also benefit the entire economy by reducing congestion and virtually eliminating vehicle accidents The impacts of autonomous vehicles on land use employment and public finance are likely to be mixed But widely assumed negative effects are generally overstated

because they ignore plausible adjustments by the public and policymakers that could ameliorate them This book by two transportation experts argues that policy analysts can play an important and constructive role in identifying and analyzing important policy issues and necessary steps to ease the advent of autonomous vehicles Among the actions that governments must take are creating a framework for vehicle testing making appropriate investments in the technology of highway networks to facilitate communication involving autonomous vehicles and reforming pricing and investment policies to enable operation of autonomous vehicles to be safe and efficient The authors argue that policymakers at all levels of government must address these and other issues sooner rather than later Prompt and effective actions outlined in this book are necessary to ensure that autonomous vehicles will be safe and efficient when the public begins to adopt them as replacements for current vehicles

*Beating the Odds* Justin Yifu Lin,Célestin Monga,2017-05-15 How poor countries can ignite economic growth without waiting for global action or the creation of ideal local conditions Contrary to conventional wisdom countries that ignite a process of rapid economic growth almost always do so while lacking what experts say are the essential preconditions for development such as good infrastructure and institutions In *Beating the Odds* two of the world's leading development economists begin with this paradox to explain what is wrong with mainstream development thinking and to offer a practical blueprint for moving poor countries out of the low income trap regardless of their circumstances Justin Yifu Lin the former chief economist of the World Bank and Célestin Monga the chief economist of the African Development Bank propose a development strategy that encourages poor countries to leap directly into the global economy by building industrial parks and export processing zones linked to global markets Countries can leverage these zones to attract light manufacturing from more advanced economies as East Asian countries did in the 1960s and China did in the 1980s By attracting foreign investment and firms poor countries can improve their trade logistics increase the knowledge and skills of local entrepreneurs gain the confidence of international buyers and gradually make local firms competitive This strategy is already being used with great success in Vietnam Cambodia Bangladesh Mauritius Ethiopia Rwanda and other countries And the strategy need not be limited to traditional manufacturing but can also include agriculture the service sector and other activities *Beating the Odds* shows how poor countries can ignite growth without waiting for global action or the creation of ideal local conditions

**Better, Simpler Strategy** Felix Oberholzer-Gee,2021-04-20 Named one of the best strategy books of 2021 by *strategy business* Get to better more effective strategy In nearly every business segment and corner of the world economy the most successful companies dramatically outperform their rivals What is their secret In *Better Simpler Strategy* Harvard Business School professor Felix Oberholzer Gee shows how these companies achieve more by doing less At a time when rapid technological change and global competition conspire to upend traditional ways of doing business these companies pursue radically simplified strategies At a time when many managers struggle not to drown in vast seas of projects and initiatives these businesses follow simple rules that help them select the few ideas that truly make a difference

Better Simpler Strategy provides readers with a simple tool the value stick which every organization can use to make its strategy more effective and easier to execute Based on proven financial mechanics the value stick helps executives decide where to focus their attention and how to deepen the competitive advantage of their business How does the value stick work It provides a way of measuring the two fundamental forces that lead to value creation and increased financial success the customer s willingness to pay and the employee s willingness to sell their services to the business Companies that win Oberholzer Gee shows create value for customers by raising their willingness to pay and they provide value for talent by lowering their willingness to sell The approach proven in practice is entirely data driven and uniquely suited to be cascaded throughout the organization With many useful visuals and examples across industries and geographies Better Simpler Strategy explains how these two key measures enable firms to gauge and improve their strategies and operations Based on the author s sought after strategy course this book is your must have guide for making better strategic decisions

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