and our clock, our printing press and our typewriter, our calculator and our telephone, and our radio and TV.

When the Net absorbs a medium, that medium is re-created in the Net's image. It injects the medium's content with hyperlinks, blinking ads, and other digital gewgaws, and it surrounds the content with the content of all the other media it has absorbed. A new e-mail message, for instance, may announce its arrival as we're glancing over the latest headlines at a newspaper's site. The result is to scatter our attention and diffuse our concentration. changes our focus from the main thing to something vastly different

The Net's influence doesn't end at the edges of a computer screen, either. As people's minds become attuned to the crazy quilt of Internet media, traditional media have to adapt to the audience's new expectations. Television programs add text crawls and pop-up ads, and magazines and newspapers shorten their articles, introduce capsule summaries, and crowd their pages with easy-to-browse info-snippets. When, in March of this year, *TheNew York Times* decided to devote the second and third pages of every edition to article abstracts , its design director, Tom Bodkin, explained that the "shortcuts" would give harried readers a quick "taste" of the day's news, sparing them the "less efficient" method of actually turning the pages and reading the articles. Old media have little choice but to play by the new-media rules. I made it a summary of what it could be

Internet controls us

Never has a communications system played so many roles in our lives—or exerted such broad influence over our thoughts—as the Internet does today. Yet, for all that's been written about the Net, there's been little consideration of how, exactly, it's reprogramming us. The Net's intellectual ethic remains obscure.

About the same time that Nietzsche started using his typewriter, an earnest young man named Frederick Winslow Taylor carried a stopwatch into the Midvale Steel plant in Philadelphia and began a historic series of experiments aimed at improving the efficiency of the plant's machinists. With the approval of Midvale's owners, he recruited a group of factory hands, set them to work on various metalworking machines, and recorded and timed their every movement as well as the operations of the machines. By breaking down every job into a sequence of small, discrete steps and then testing different ways of performing each one, Taylor created a set of precise instructions—an "algorithm," we might say today—for how each worker should work. Midvale's employees grumbled about the strict new regime, claiming that it turned them into little more than automatons, but the factory's productivity soared. ← but personality changed

More than a hundred years after the invention of the steam engine, the Industrial Revolution had at last found its philosophy and its philosopher. Taylor's tight industrial choreography—his "system," as he liked to call it—was embraced by manufacturers throughout the country and, in time, around the world. Seeking maximum speed, maximum efficiency, and maximum output, factory owners used time-and-motion studies to organize their work and configure the jobs of their workers. The goal, as Taylor defined it in his celebrated 1911 treatise, *The Principles of Scientific Management*, was to identify and adopt, for every job, the "one best method" of work and thereby to effect "the gradual substitution of science for rule of thumb throughout the mechanic arts." Once his system was applied to all acts of manual labor, Taylor assured his followers, it would bring about a restructuring not only of industry but of society, creating a utopia of perfect efficiency. "In the past the man has been first," he declared; "in the future the system must be first." technology/systems > humans

-productivity