



“It is perfectly clear that [automation] will produce an unemployment situation, in comparison with which...the depression of the [nineteen] thirties will seem a pleasant joke. This depression will ruin many industries--possibly even the industries which have taken advantage of the new potentialities....”

“It may very well be a good thing for humanity to have the machine remove from it the need of menial and disagreeable tasks, or it may not. I do not know. [But] it cannot be good for these new potentialities to be assessed in the terms of the market, of the money they save....*The answer, of course, is to have a society based on human values other than buying or selling.....*”

—Norbert Wiener, *Cybernetics*

“We had expected that after this war--as, after all, before--we should return to the free spirit of communication, intranational and international, which is the very life of science.... Whether we wished it or not, we were to be the custodians of secrets on which the whole national life might depend. At no time in the foreseeable future could we again do our research as free men. Those who had gained rank and power over us during the war were most loath to relinquish any part of the prestige they had obtained.”

—Norbert Wiener, *I Am A Mathematician*

“The lords of the present science...are nothing more than apprentice sorcerers, fascinated with the incantation which starts a devilment that they are totally unable to stop. Even the new psychology...becomes in their hands a way for obliterating the conscientious scruples of the working scientists, and for destroying such inhibitions as they may have against rowing into this maelstrom....

“Let these wise men who have summoned a demoniac sanction for their own private purposes remember that in the natural course of events, a conscience which has been bought once will be bought twice. The loyalty to humanity which can be subverted by a skillful distribution of administrative sugar plums will be followed by a loyalty to official superiors lasting just so long as we have the bigger sugar plums to distribute.”

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“Once such a master becomes aware that some...supposedly human functions...may be transferred to machines, he is delighted. At last he has found the new subordinate--efficient, subservient, dependable in his action, never talking back, swift, and not demanding a single thought of personal consideration....

“If your purposes involve you in a course sailing pretty close-hauled to the moral wind, your slave will never reprove you, even to the extent of a questioning glance....To this type of sorcerer, not only the doctrines of the Church give a warning but the accumulated common sense of humanity...insist that not only is sorcery a sin leading to Hell but it is a personal peril in this life. *It is a two-edged sword, and sooner or later it will cut you deep.*”

—Norbert Wiener, *God & Golem, Inc.*

“Render unto man the things which are man’s and unto the computer the things which are the computer’s. This would seem the intelligent policy to adopt when we employ men and computers together in common undertakings.

—Norbert Wiener, *God & Golem, Inc.*