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## Five pillars of productivity inquiries

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New technologies are critical for enhancing productivity as the Commission recognises.

However, the core assumptions underpinning the current way of thinking about technology for productivity are flawed.

In the current model, technologies for net zero and digital transformation are expected to be first designed by (or procured from) large academic-industrial consortia. Then the workforce is meant to follow suit by enhancing their skills to fit these new technologies.

Yet, extensive evidence from research looking into how people actually engage with new technologies shows that this model often results in a waste of time, resources and expertise as the on-the-ground experience and use differs significantly from the version assumed in the lab and design rooms (Douthwaite, Keatinge, & Park, 2001; Parker & Grote, 2022). This is also well recognised in Australia, most notably with regard to energy transition (Martek et al., 2019). As a result, the technologies often are not fit for purpose.

To ensure that such technologies actual do deliver on the ground in terms of productivity, we propose that government invests in a system where it is possible for diverse stakeholders (workers, small and medium enterprises, etc) to contribute their expertise and experience to help design the technologies and deployment plans that will work in practice. Such a system will best support true productivity growth require to deliver net zero and the digital transformation Australia aspires to.

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