

# THE NEW LUNAR SOCIETY

AN ENLIGHTENMENT GUIDE TO  
THE NEXT INDUSTRIAL REVOLUTION

DAVID A. MINDELL

**David A. Mindell**

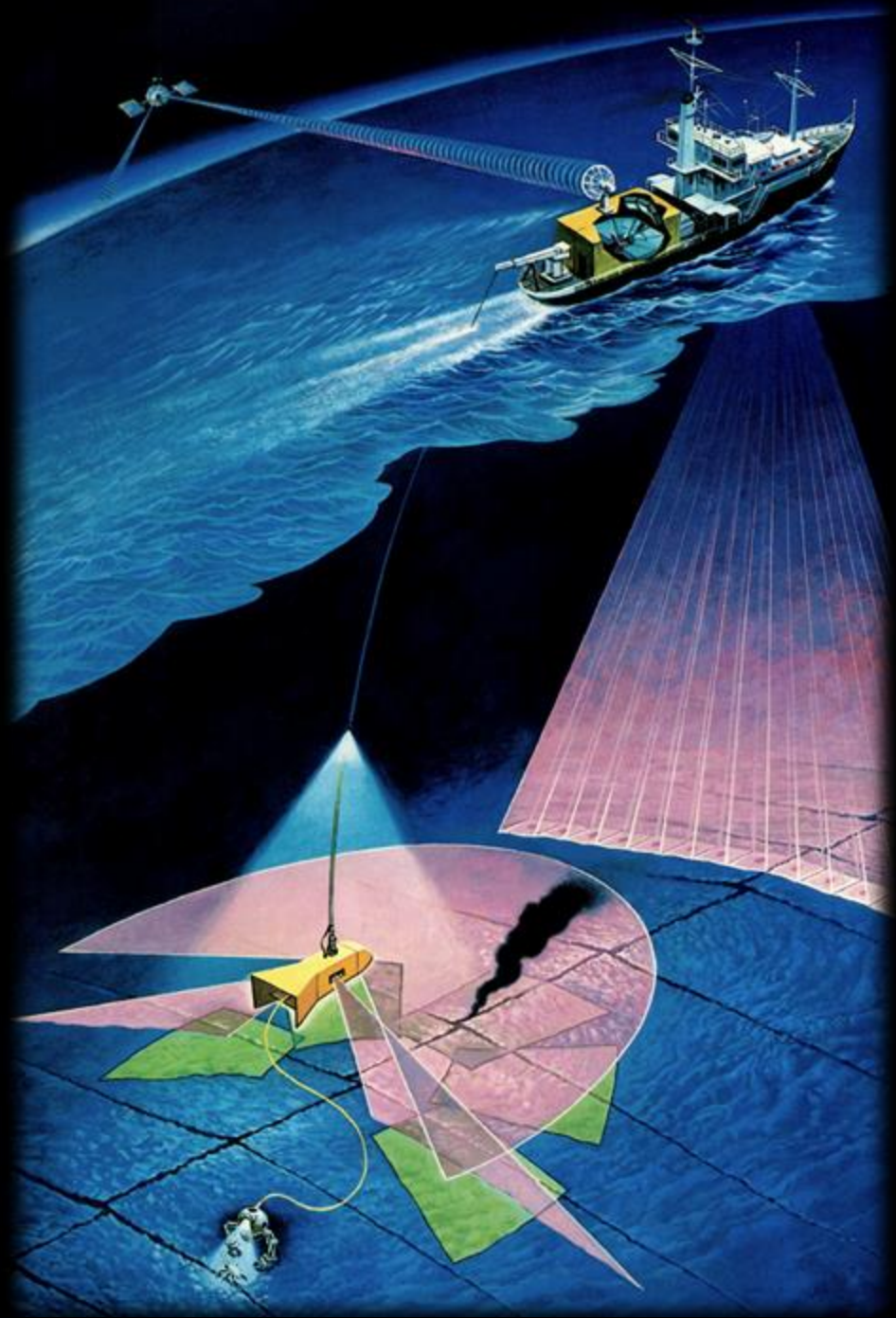
Dibner Professor of the History of Engineering and  
Manufacturing

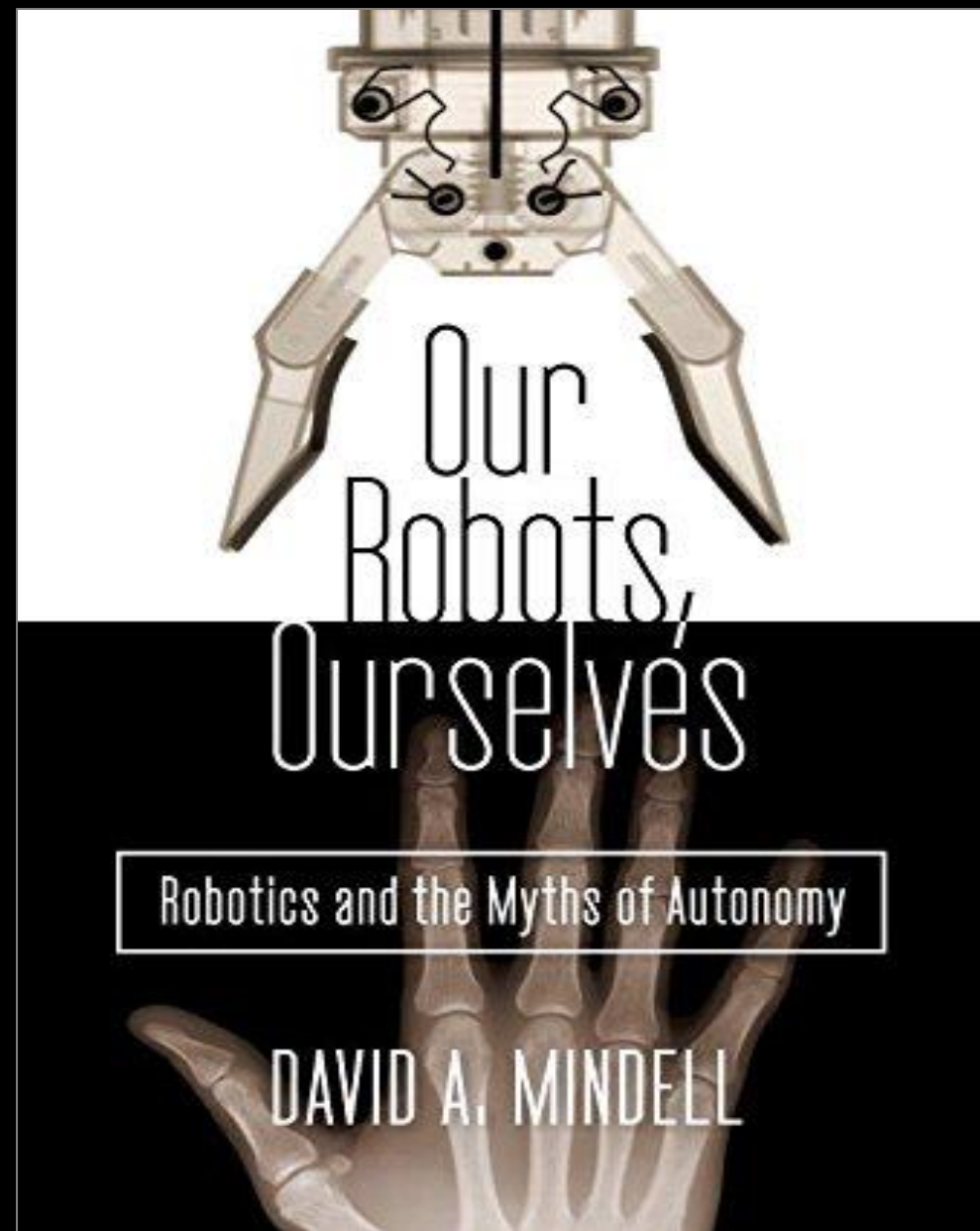
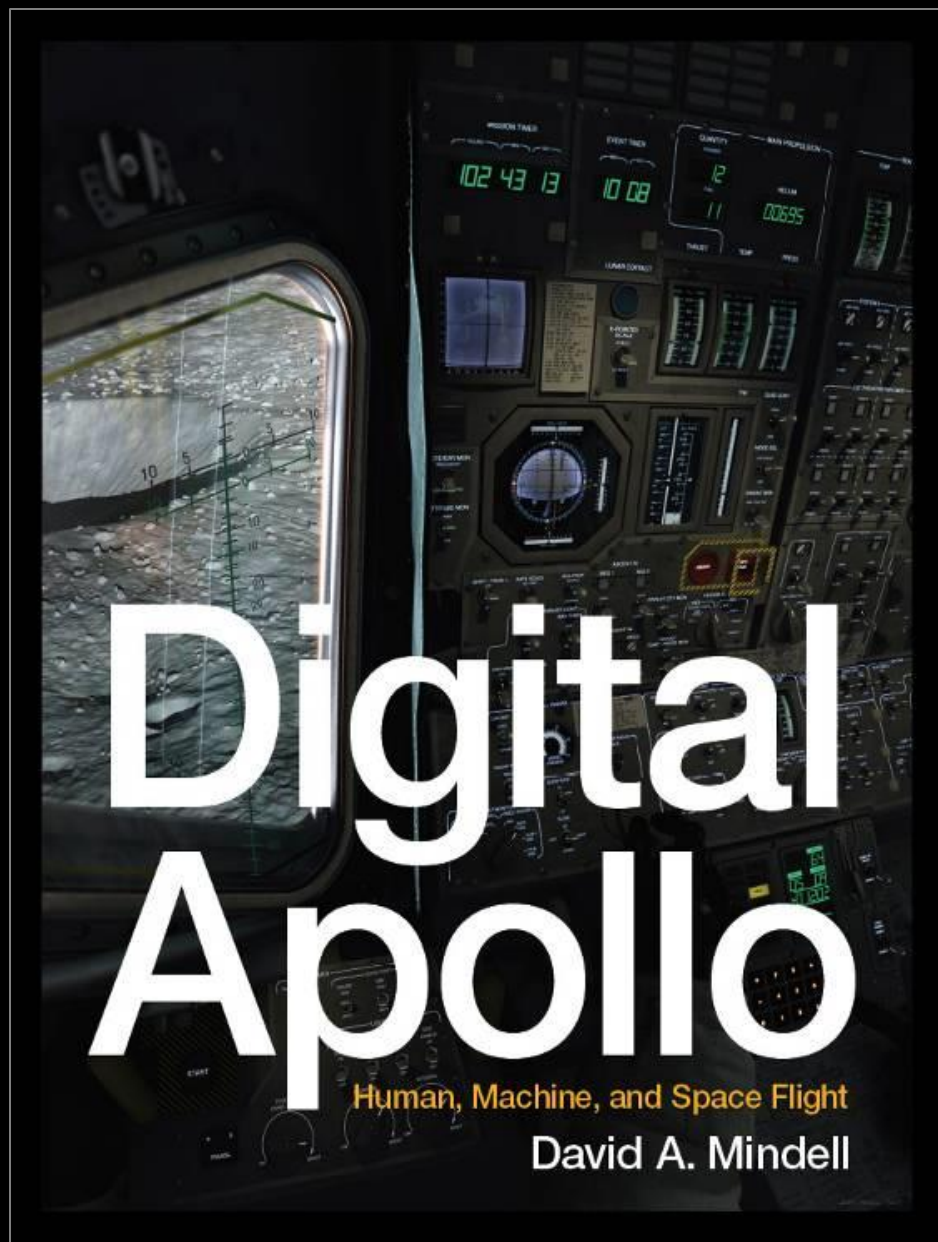
Professor of Aeronautics and Astronautics

Founder and Executive Chairman, Humatics

Co-Founder, Unless

MIT Press,  
February 2025







# HUMATICS

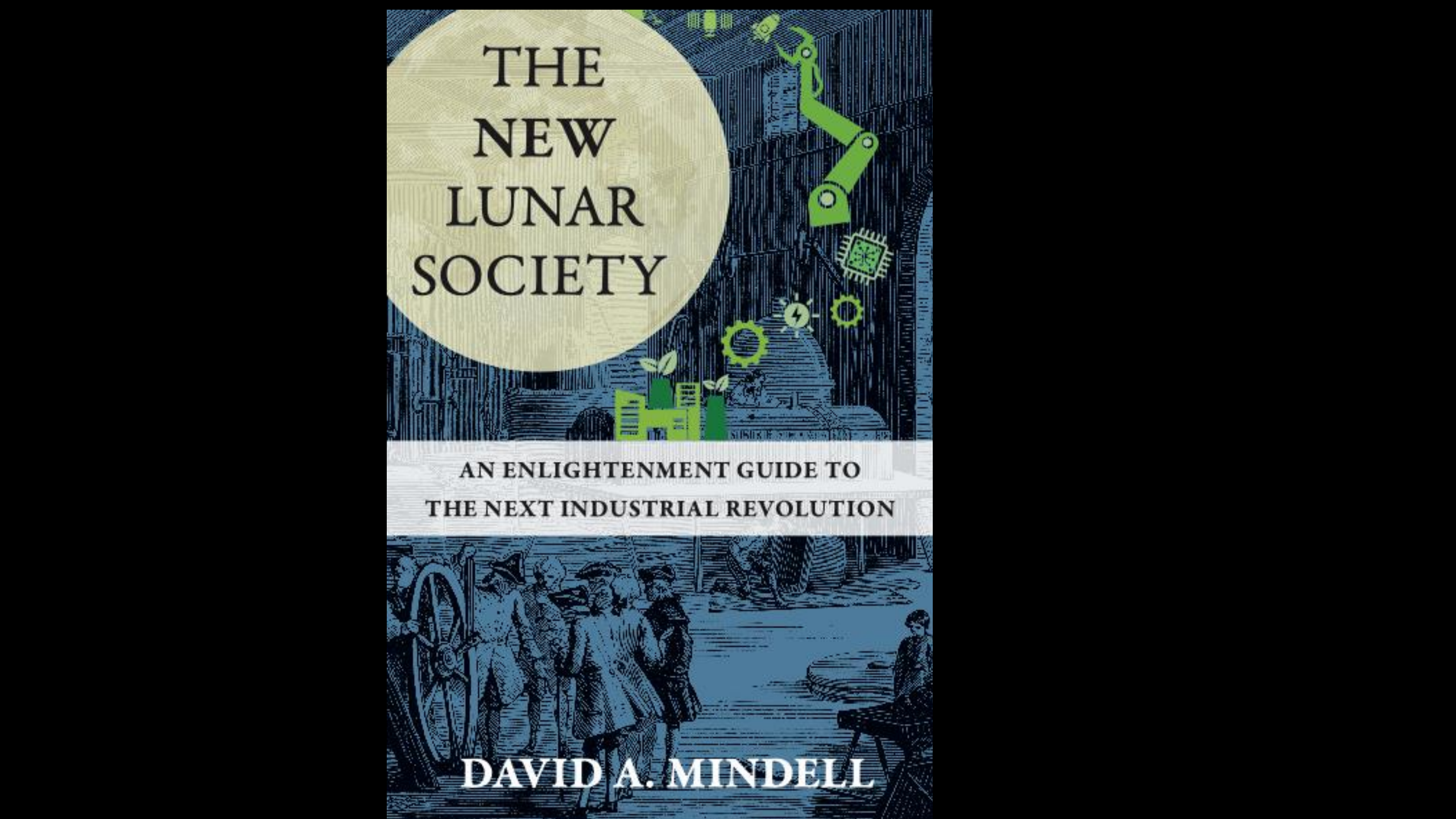
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y | 0.0234

z | 0.1113

Navigation = people, robots, and infrastructure





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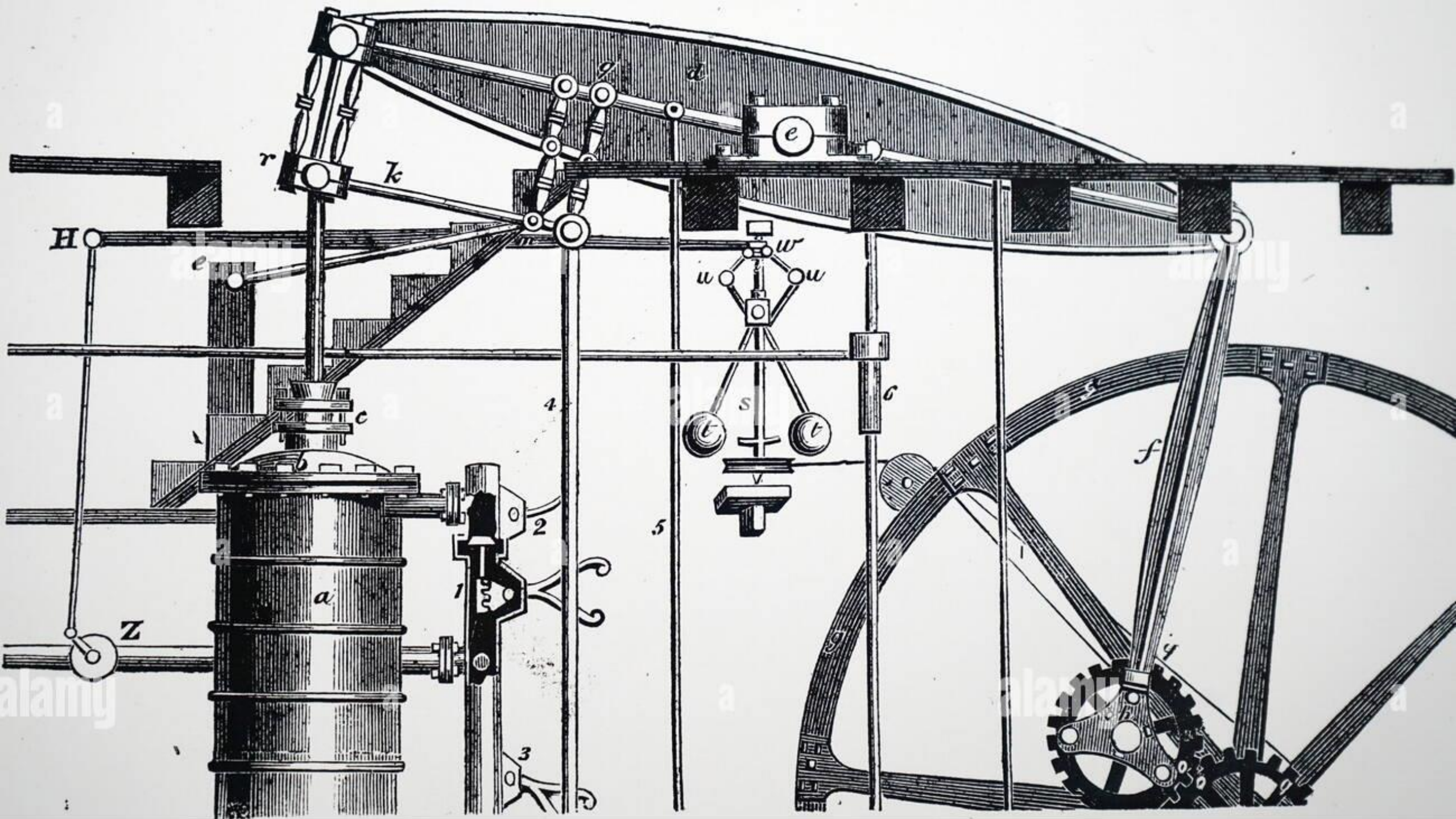
1795-1800  
Victoria and Albert Museum

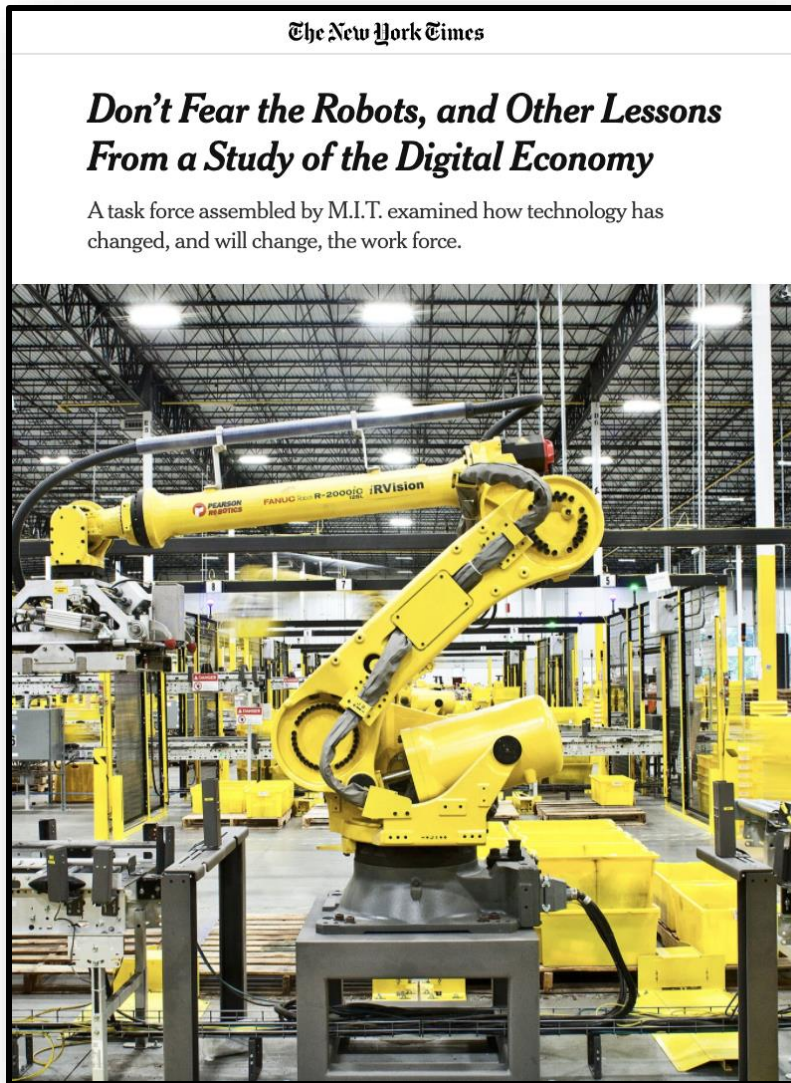
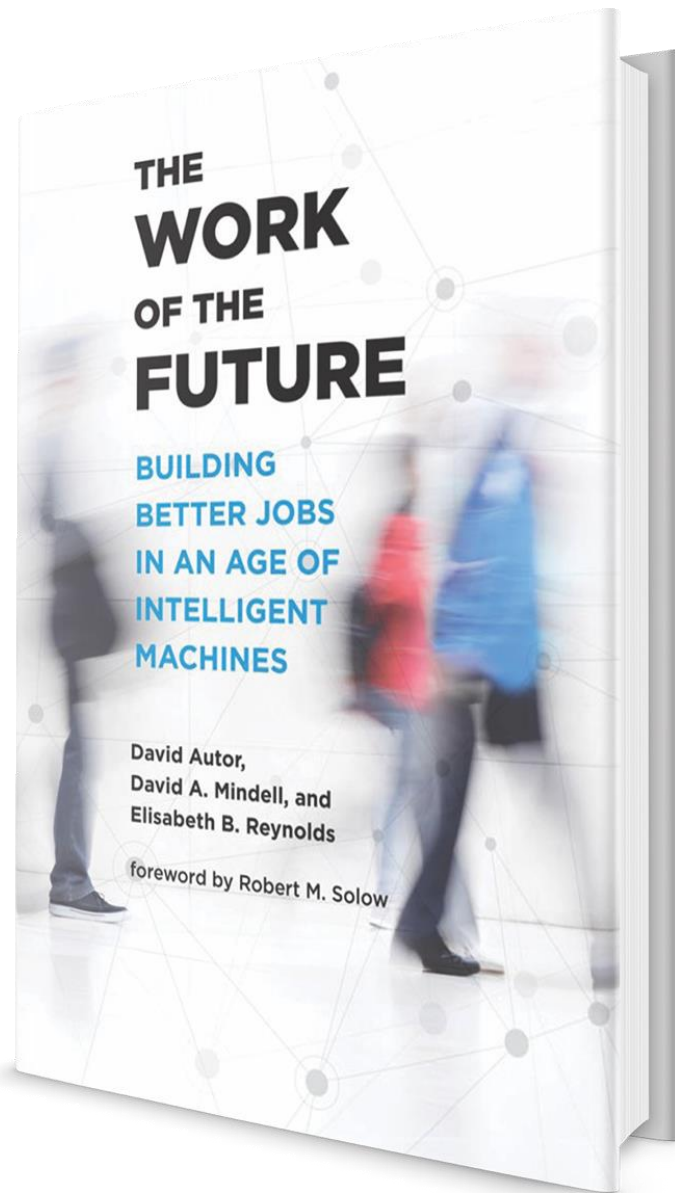
1ST



**MATTHEW BOULTON MANUFACTURING**



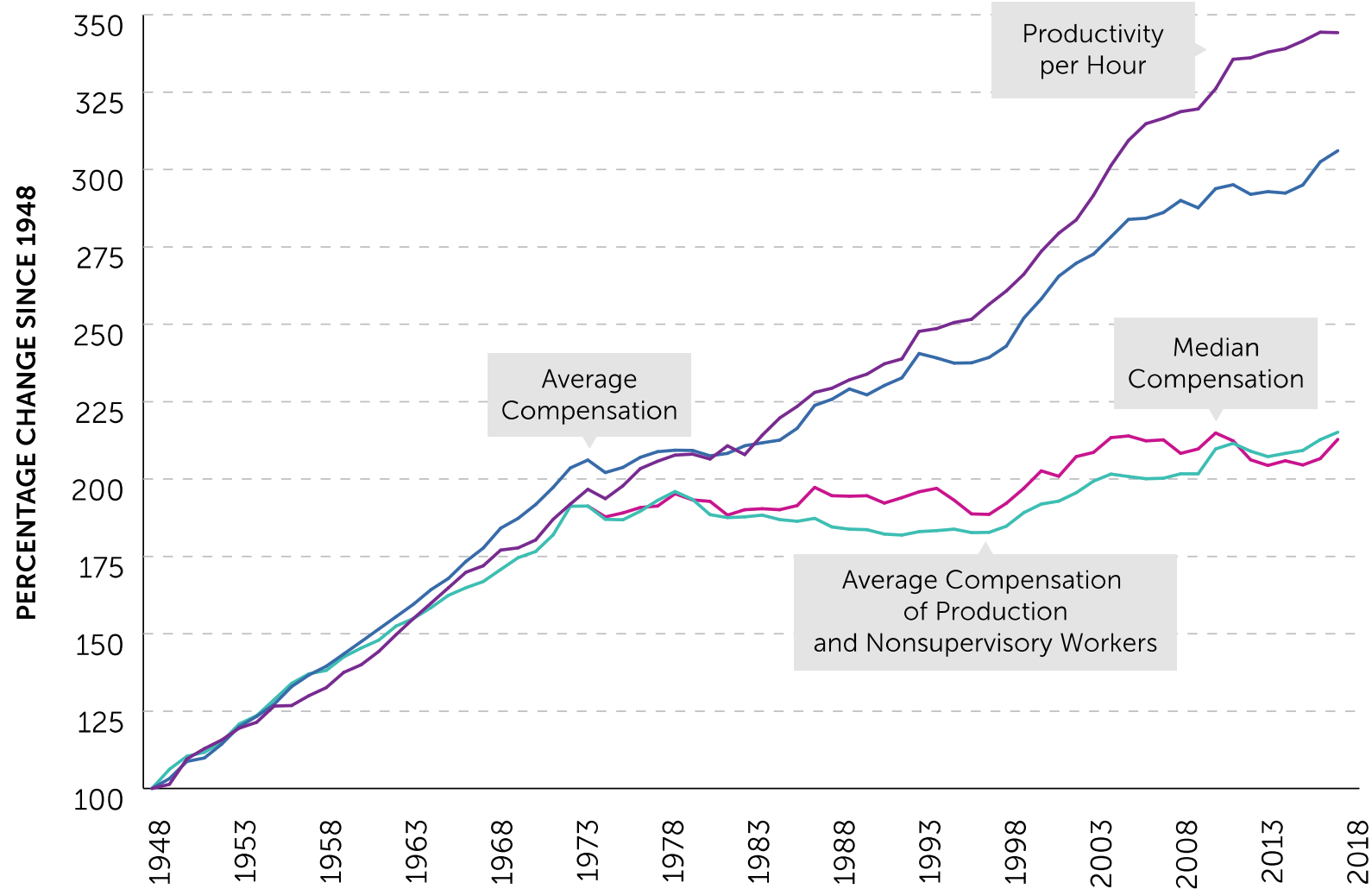




[www.workofthefuture.mit.edu](http://www.workofthefuture.mit.edu)

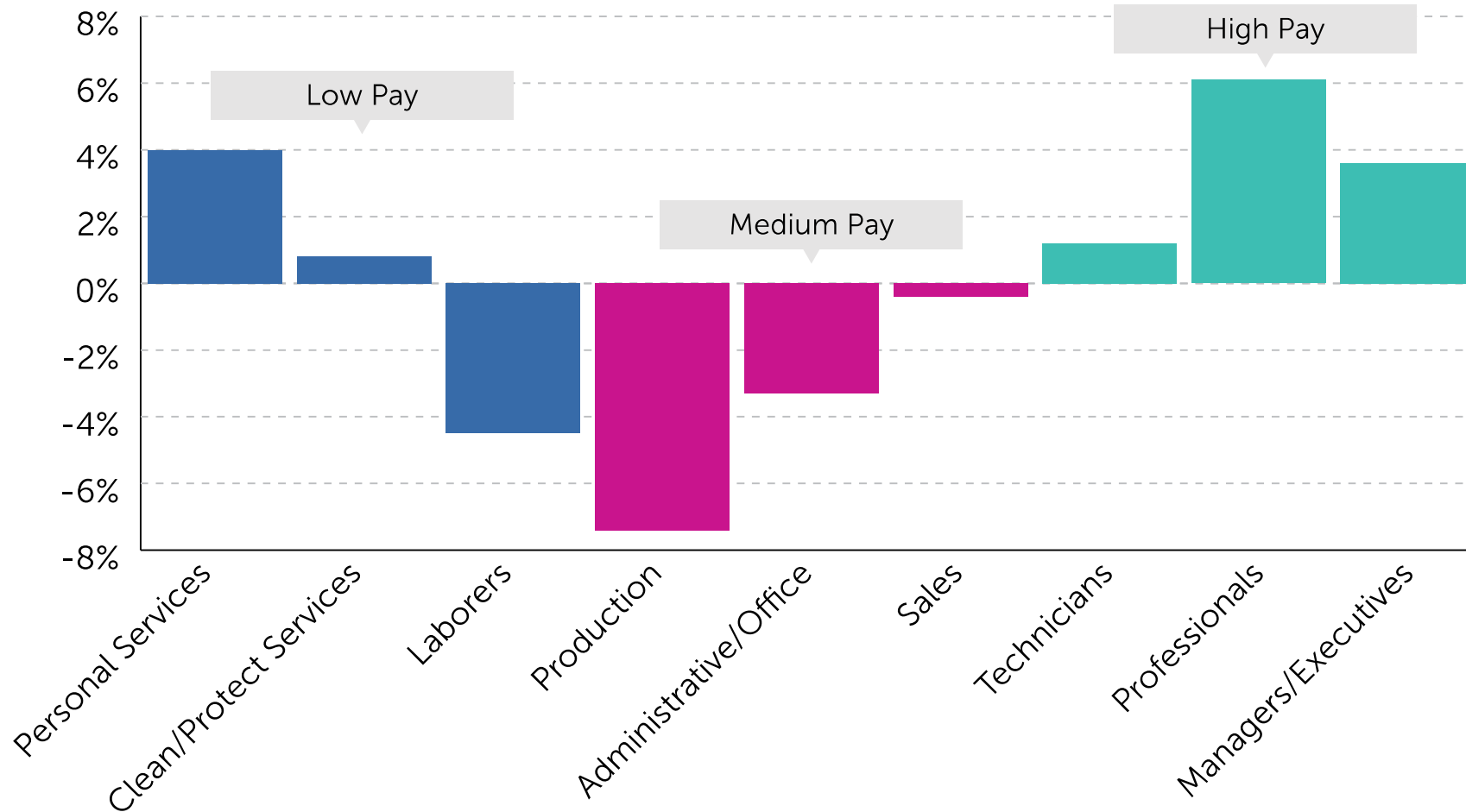
# The U.S. Has Gotten Much More Productive since 1975, but Most Workers Have Benefited Little

## U.S. Productivity and Compensation Growth, 1948 – 2018



# The U.S. Occupational Structure has 'Polarized'

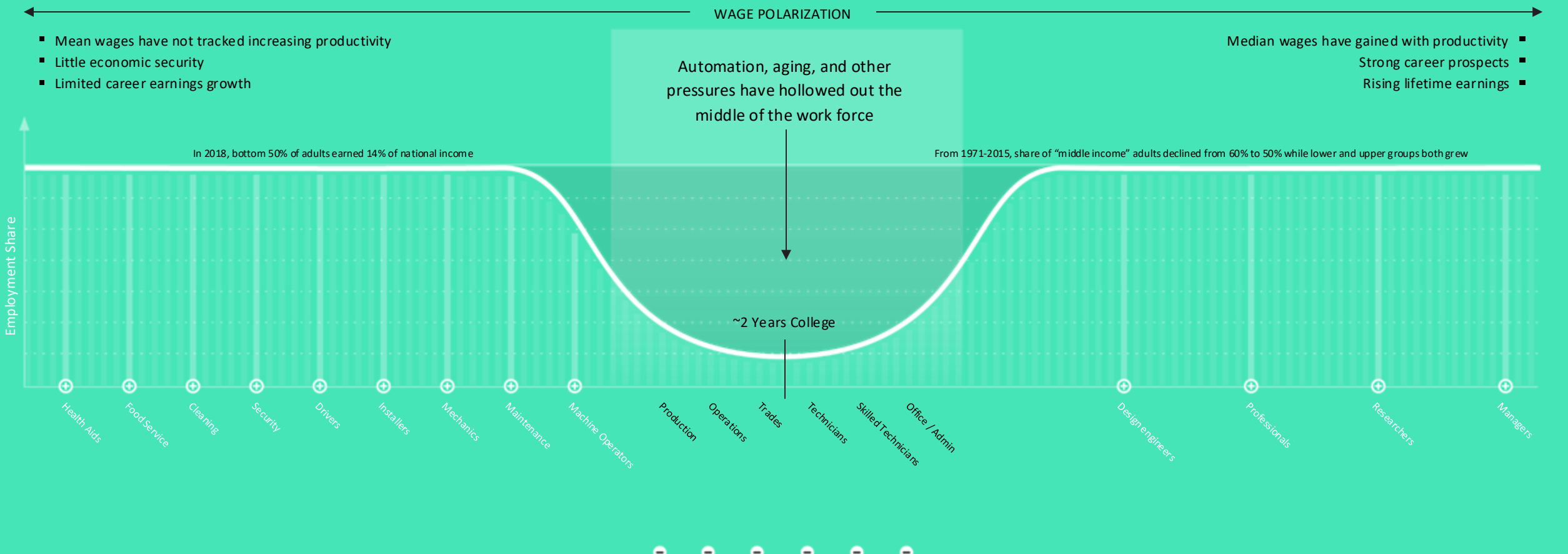
Changes in Employment Shares in **Low**, **Medium**,  
and **High** Paying Occupations, 1980 – 2015



# The Missing Middle

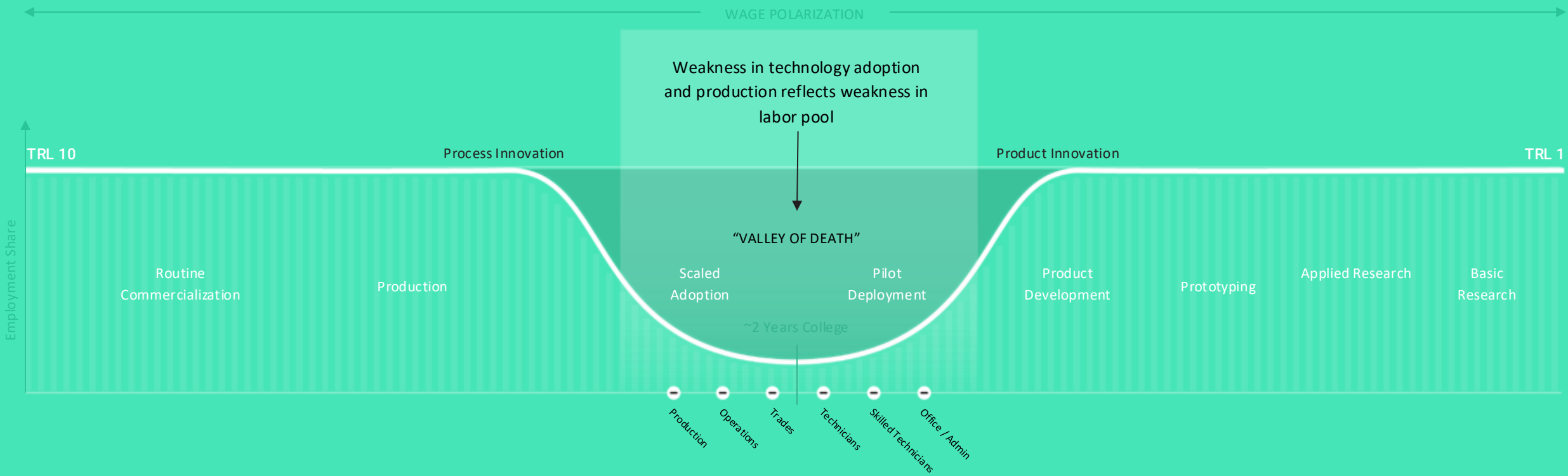
“Low Skill”, Physical, Rural

Urban, Professional, IT Coastal



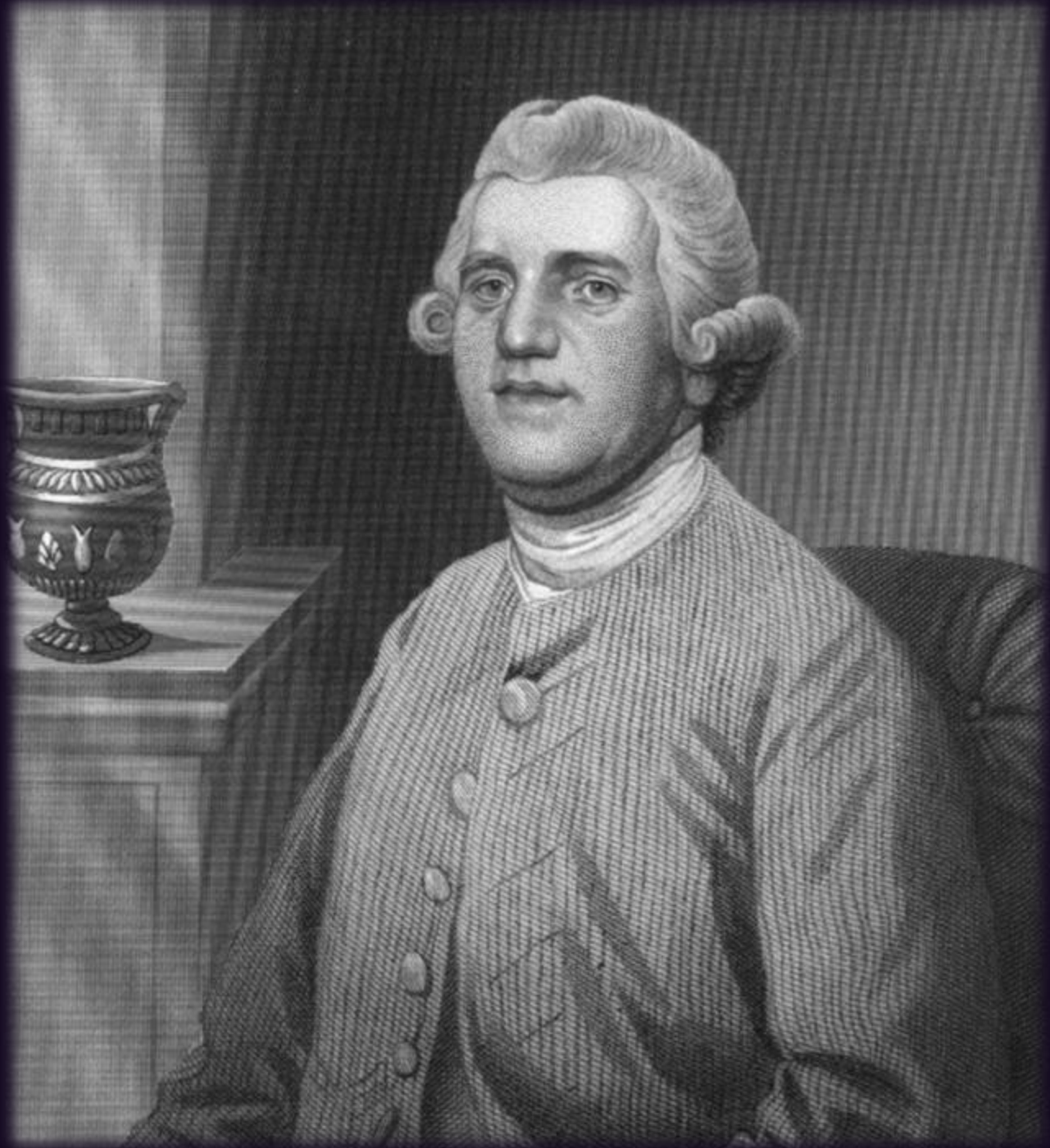
# The Missing Middle

## Technology Readiness Levels\*



\* Technical Readiness Levels are usually pictured increasing left to right, mirrored here

Technical workers who can translate between management and production are key for adopting new technologies into production





Tea service, 1792-93  
Minneapolis Institute of Art



Copper Sheathing of USS Constitution, 2016



# .Unless

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industrial revolution.

PORTFOLIO COMPANY 07

**Villa**

Tackling the housing shortage by unlocking the power of existing prefab homebuilding capacity.



PORTFOLIO COMPANY 06

**Vecna**

Intelligent material handling automation for warehousing, distribution, and manufacturing operations.



PORTFOLIO COMPANY 03

## Panthalassa

Generating the lowest-cost electricity on Earth,  
and it's renewable.

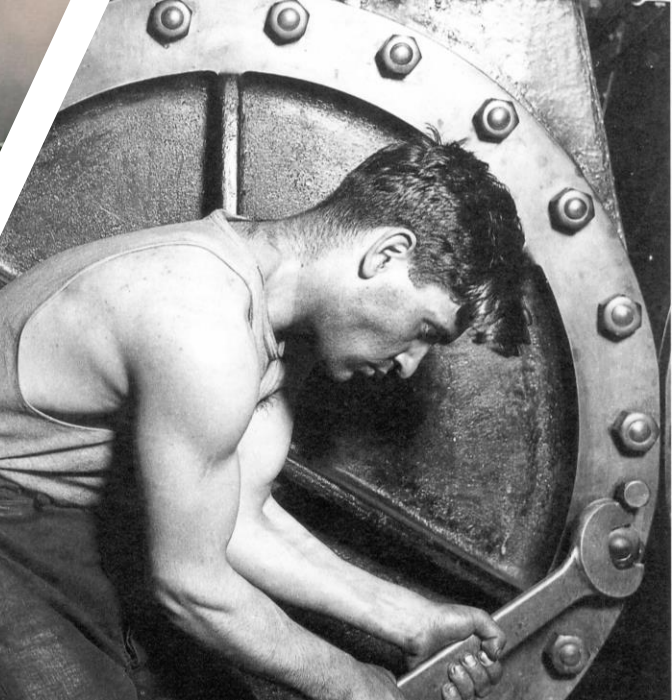


PORTFOLIO COMPANY 02

## Sustainment

Manufacturing software platform creating resilient and secure domestic supply chains.





.Unless

# Thank you.

Unless.co  
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