

the intensity of our connections. Technology makes it easy to communicate when we wish and to disengage at will.

A few years ago at a dinner party in Paris, I met Ellen, an ambitious, elegant young woman in her early thirties, thrilled to be working at her dream job in advertising. Once a week, she would call her grandmother in Philadelphia using Skype, an Internet service that functions as a telephone with a Web camera. Before Skype, Ellen's calls to her grandmother were costly and brief. With Skype, the calls are free and give the compelling sense that the other person is present—Skype is an almost real-time video link. Ellen could now call more frequently: "Twice a week and I stay on the call for an hour," she told me. It should have been rewarding; instead, when I met her, Ellen was unhappy. She knew that her grandmother was unaware that Skype allows surreptitious multitasking. Her grandmother could see Ellen's face on the screen but not her hands. Ellen admitted to me, "I do my e-mail during the calls. I'm not really paying attention to our conversation."

Ellen's multitasking removed her to another place. She felt her grandmother was talking to someone who was not really there. During their Skype conversations, Ellen and her grandmother were more connected than they had ever been before, but at the same time, each was alone. Ellen felt guilty and confused: she knew that her grandmother was happy, even if their intimacy was now, for Ellen, another task among multitasks.

I have often observed this distinctive confusion: these days, whether you are online or not, it is easy for people to end up unsure if they are closer together or further apart. I remember my own sense of disorientation the first time I realized that I was "alone together." I had traveled an exhausting thirty-six hours to attend a conference on advanced robotic technology held in central Japan. The packed grand ballroom was Wi-Fi enabled: the speaker was using the Web for his presentation, laptops were open throughout the audience, fingers were flying, and there was a sense of great concentration and intensity. But not many in the audience were attending to the speaker. Most people seemed to be doing their e-mail, downloading files, and surfing the Net. The man next to me was searching for a *New Yorker* cartoon to illustrate his upcoming presentation. Every once in a while, audience members gave the speaker some attention, lowering their laptop screens in a kind of curtsy, a gesture of courtesy.

Outside, in the hallways, the people milling around me were looking past me to virtual others. They were on their laptops and their phones, connecting to colleagues at the conference going on around them and to others around the globe. There but not there. Of course, clusters of people chatted with each other, making dinner plans, "networking" in that old sense of the word, the one that implies having a coffee or sharing a meal. But at this conference, it was clear that what people mostly want from public space is to be alone with their personal networks. It is good to come

together physically, but it is more important to stay tethered to our devices. I thought of how Sigmund Freud considered the power of communities both to shape and to subvert us, and a psychoanalytic pun came to mind: "connectivity and its discontents."

The phrase comes back to me months later as I interview management consultants who seem to have lost touch with their best instincts for what makes them competitive. They complain about the BlackBerry revolution, yet accept it as inevitable while decrying it as corrosive. They say they used to talk to each other as they waited to give presentations or took taxis to the airport; now they spend that time doing e-mail. Some tell me they are making better use of their "downtime," but they argue without conviction. The time that they once used to talk as they waited for appointments or drove to the airport was never downtime. It was the time when far-flung global teams solidified relationships and refined ideas.

In corporations, among friends, and within academic departments, people readily admit that they would rather leave a voicemail or send an e-mail than talk face-to-face. Some who say "I live my life on my BlackBerry" are forthright about avoiding the "real-time" commitment of a phone call. The new technologies allow us to "dial down" human contact, to titrate its nature and extent. I recently overheard a conversation in a restaurant between two women. "No one answers the phone in our house anymore," the first woman proclaimed with some consternation. "It used to be that the kids would race to pick up the phone. Now they are up in their rooms, knowing no one is going to call them, and texting and going on Facebook or whatever instead." Parents with teenage children will be nodding at this very familiar story in recognition and perhaps a sense of wonderment that this has happened, and so quickly. And teenagers will simply be saying, "Well, what's your point?"

A thirteen-year-old tells me she "hates the phone and never listens to voicemail." Texting offers just the right amount of access, just the right amount of control. She is a modern Goldilocks: for her, texting puts people not too close, not too far, but at just the right distance. The world is now full of modern Goldilockses, people who take comfort in being in touch with a lot of people whom they also keep at bay. A twenty-one-year-old college student reflects on the new balance: "I don't use my phone for calls anymore. I don't have the time to just go on and on. I like texting, Twitter, looking at someone's Facebook wall. I learn what I need to know."

Randy, twenty-seven, has a younger sister—a Goldilocks who got her distances wrong. Randy is an American lawyer now working in California. His family lives in New York, and he flies to the East Coast to see them three or four times a year. When I meet Randy, his sister Nora, twenty-four, had just announced her engagement and wedding date via e-mail to a list of friends and family. "That," Randy says to me bitterly, "is how I got the news." He doesn't know if he is more angry or