

Cooperation, Human Systems Design, and Peer Production

Yochai Benkler

cooperation

loosely-coupled systems

human agency/freedom

change and unpredictability

GM Fremont plant ==> NUMMI (Toyota Production System)

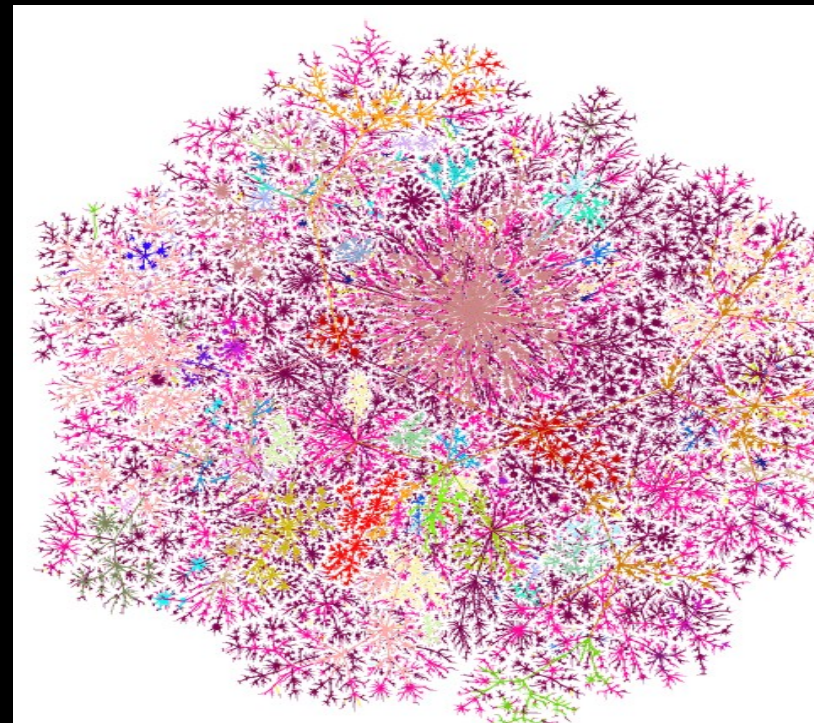
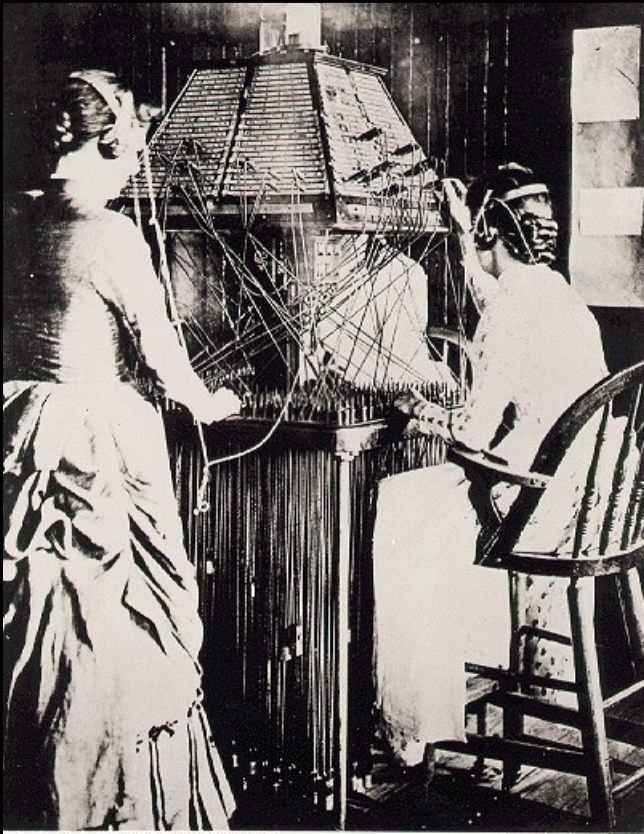


organizational (Taylorism) => technical (Fordism) => legal (NLRA)
organizational (TPS) => legal (union negotiation) =>
techno/organizational (teams)

GM Fremont plant ==> NUMMI (Toyota Production System)



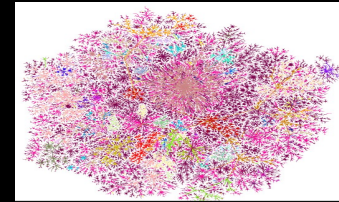
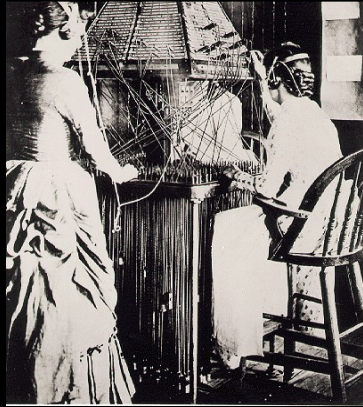
Ma Bell ==>
end-to-end Internet architecture



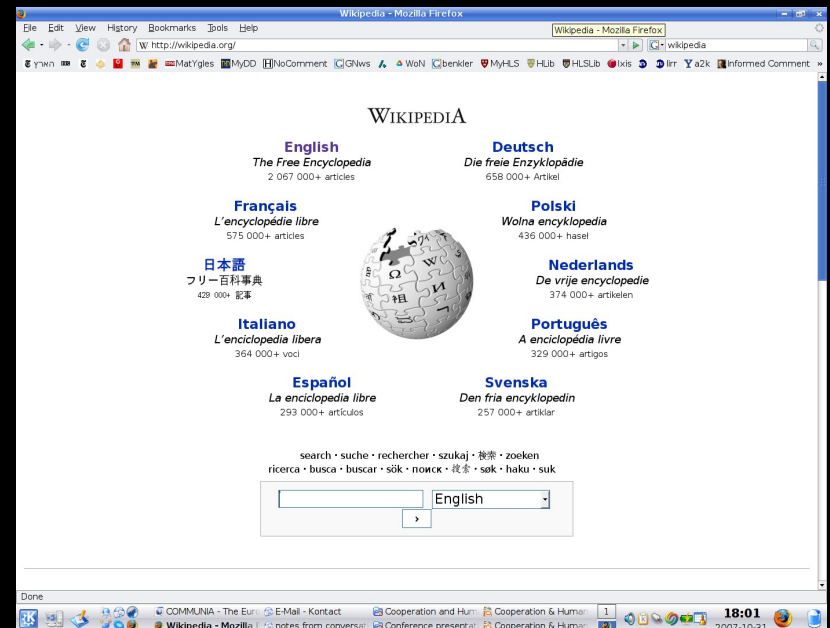
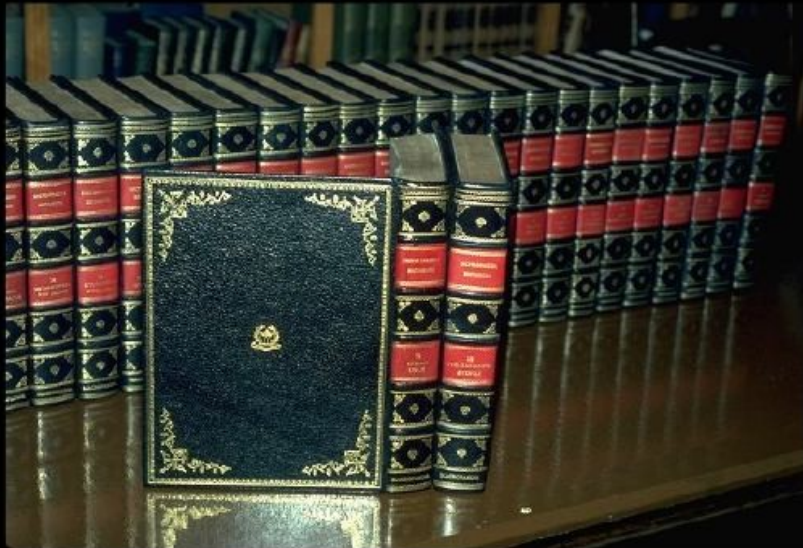
GM Fremont plant ==> NUMMI (Toyota Production System)



Ma Bell ==> end-to-end Internet architecture



Britannica ==> Wikipedia



human systems

routinized interactions among objects and processes, institutions and organizations, technical platforms, and conceptual frameworks; which provide people with affordances and constraints.

Affordances: regularities of interaction that lead human beings who understand a given action as operating within a given system that possesses these regularities to believe, reasonably, that that action is feasible and will likely lead to their desired outcome

Constraints are the inverse

NB: both are necessary for effective planning and action

systems

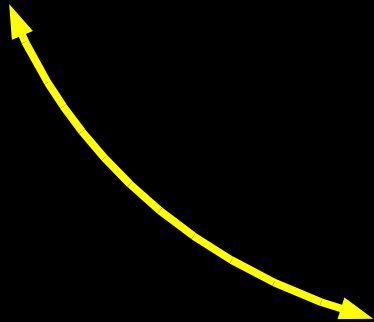
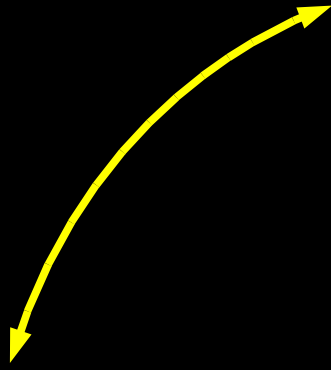
coupling

the degree of completeness and determinism with which a system characterizes its inputs, processes, and outputs, to connect action to outcome

Freedom as
practical human agency

loosely-coupled
systems

change
and unpredictability



19th - 20th centuries:

rationalization through
tightly bound systems

19th - 20th centuries: rationalization

Firms & Governments bureaucratize

Weber; Taylorism/Fordism; planned economies

=> tightly-bound systems abound

=> inputs, behaviors, processes, outputs fully characterized, monitored, and delivered over the lifetime of the interaction



19th - 20th centuries: rationalization

Actual limitations of planning in face of rapid change and complexity plus association of communism with planning reorient rationalization toward *homo economicus*:

“The expected utility (EU) of unsafe sex for m and for f is equal to the benefits (B) of unsafe sex minus its expected costs, and is given by $EU_m = B - C(1-P_m)(P_f)$ and $EU_f = B - C(1-P_f)(P_m)$.”

simplification allows removal of the planner without losing the illusion of certainty in the mechanism

=>can still specify inputs and predict outputs because the agents and processes are simple, fixed, and universal



Das Kapital.

Kritik der politischen Oekonomie.

Von

Karl Marx.

Erster Band.

Buch I: Der Produktionsproceß des Kapitals.

Das Recht der Uebersetzung wird vorbehalten.

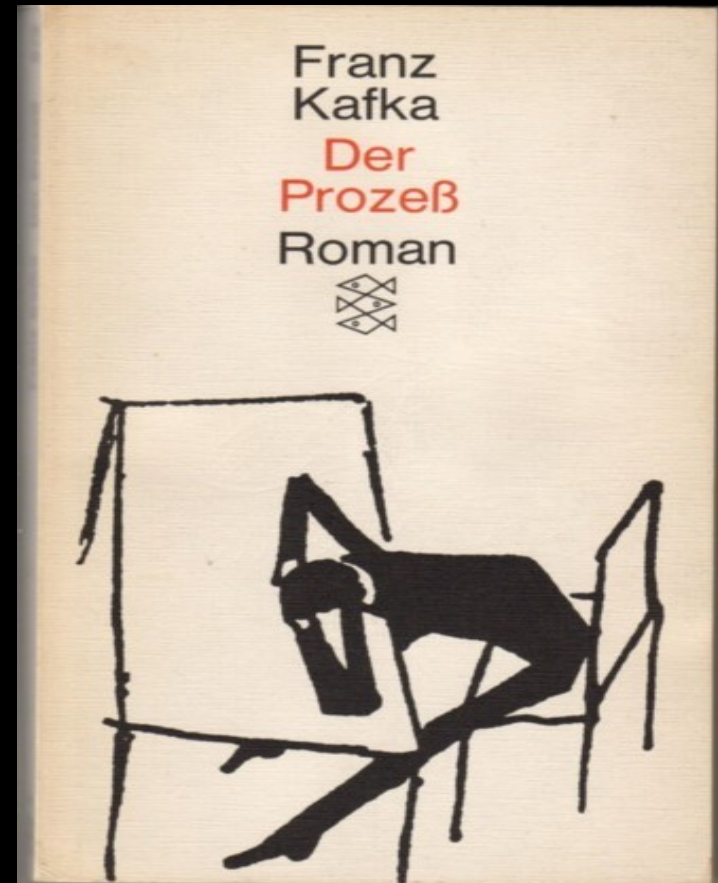
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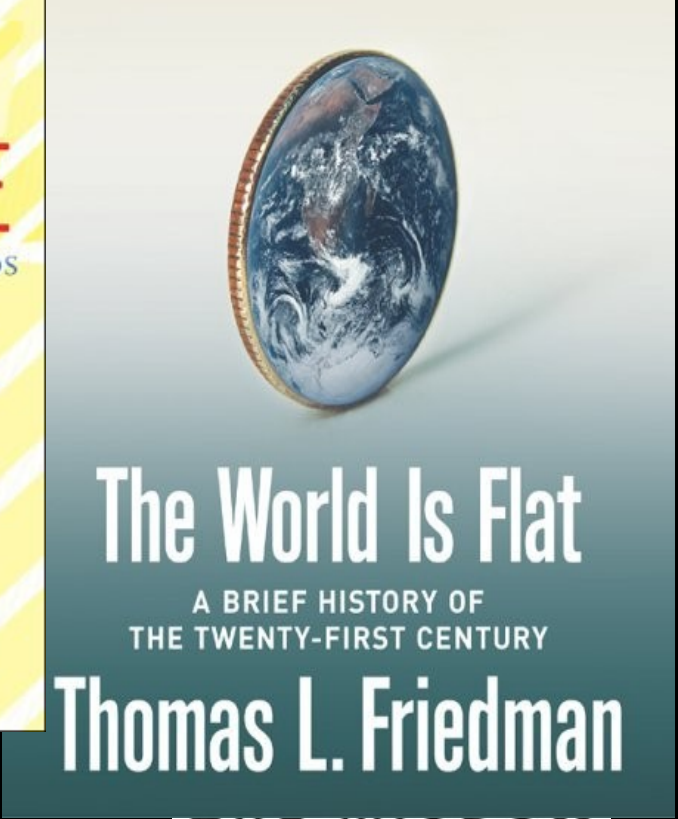
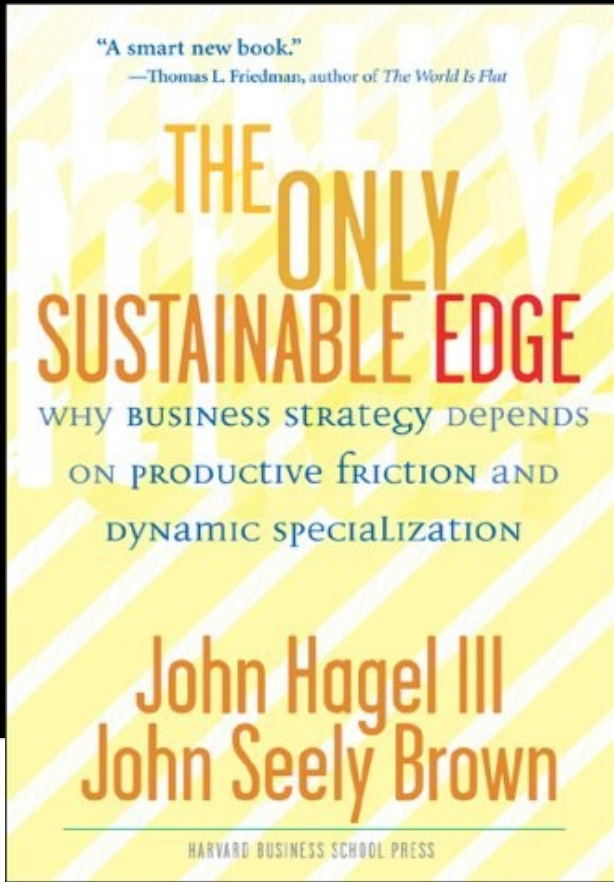
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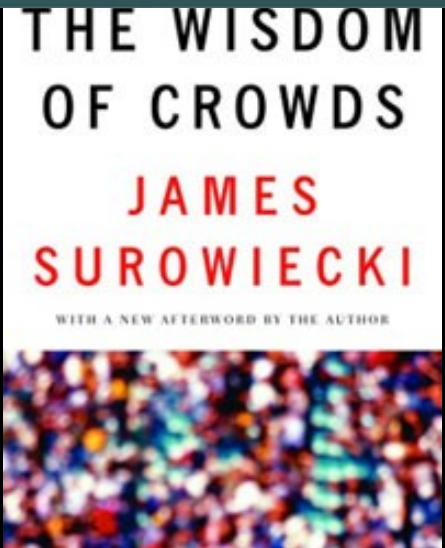
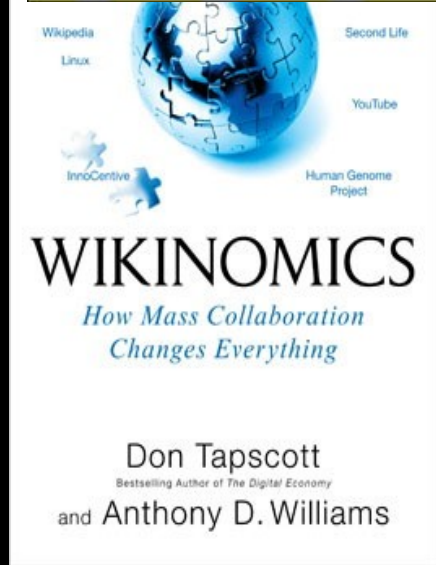
New-York: L. W. Schmitt, 34 Barclay-Street.

critique of markets and
bureaucratic administration is
hardly new





new sense of “mainstream,” inevitability of reorientation of the relative role and advantages of markets, hierarchies, and social processes



Faster **learning** and **innovation**

increasingly seen as an imperative forced by
global-scale competition and faster innovation
cycles

Faster **learning** and **innovation**

increasingly seen as an imperative forced by
global-scale competition and faster innovation
cycles

resistant to full specification for pricing and
managerial control

Networked Information Economy

Radical **decentralization** of inputs and processes

Material

processing, storage, computation

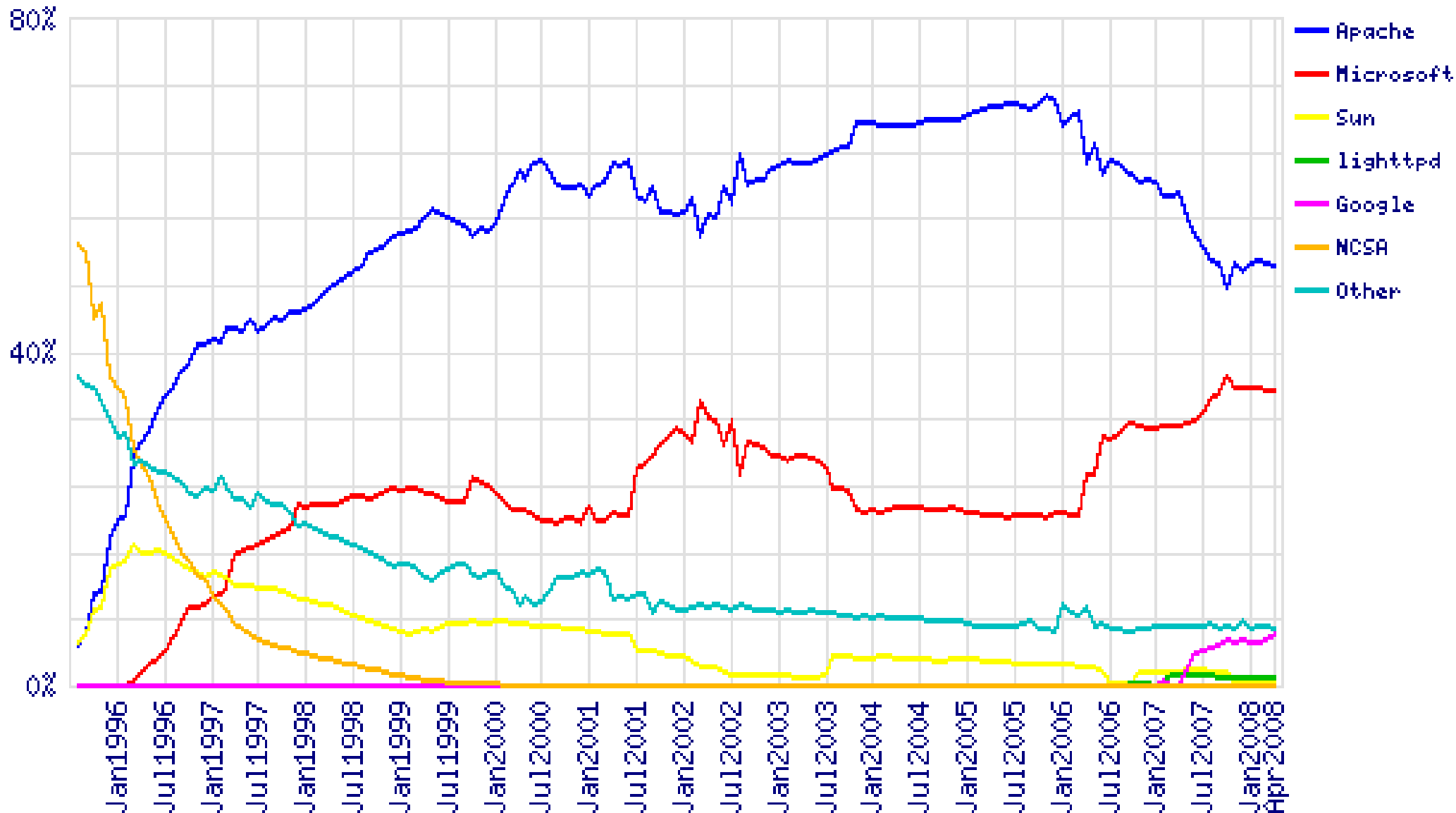
Human

creativity, wisdom; intuition, experience
sociability

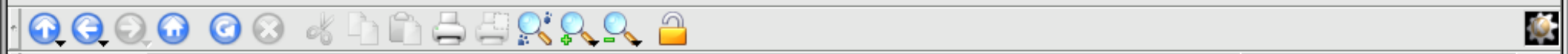
The most important inputs, into the core economic activities, of the most advanced economies, are widely distributed in the population

Social action shifts from the periphery of the economy to a stable element in the core because **newly effective**

Free/Open Source Software



Apache market share 1995-02/2007 Source: Netcraft Survey April 2008



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Science

From Wikipedia, the free encyclopedia

*For the scientific journal named Science, see [Science \(journal\)](#).
The scope of this article is limited to empirical sciences. For mathematical sciences, see [Mathematics](#).*



Science (from Latin *scientia* = *knowledge*) refers to a system of acquiring knowledge — based on [empiricism](#), experimentation, and methodological [naturalism](#) — aimed at finding out the [truth](#). The basic unit of knowledge is the [theory](#), which is a [hypothesis](#) that is predictive. The term *science* also refers to the organized body of [knowledge](#) humans have gained by such [research](#).



Most [scientists](#) maintain that scientific investigation must adhere to the [scientific method](#), a process for evaluating [empirical knowledge](#) under the working assumption of [methodological materialism](#), which explains [observable](#) events in [nature](#) as a result of natural causes, rejecting [supernatural](#) notions. Less formally, the word *science* often describes any systematic field of study or the knowledge gained from it. Particular specialized studies that make use of empirical methods are often referred to as *sciences* as well. This article concentrates on the more specific definition.

Science as defined above is sometimes termed [pure science](#) to differentiate it from [applied science](#), the application of research to human needs.

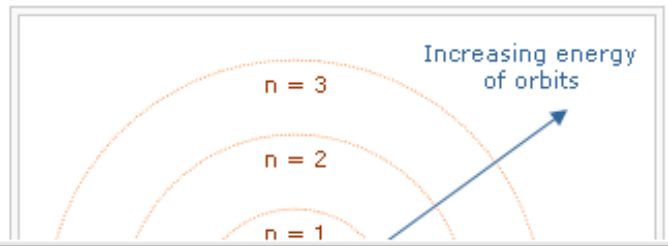
Fields of science may also be classified along two major lines:

- [Experiment](#), the search for first-hand information, versus [theory](#), the development of [models](#) to explain what is observed
- [Natural science](#), the study of the natural phenomena, versus [social science](#), the study of [human behaviour](#) and [society](#)

[Mathematics](#) is often referred to as a science, but the fruits of mathematical sciences, known as [theorems](#), are obtained by [logical](#) derivations, which presume [axiomatic](#) systems rather than a combination of observation and reasoning. Many mathematical methods have fundamental utility in the empirical sciences, of which the fruits are [hypotheses](#) and [theories](#).

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- 3 Scientific method
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- 5 Mathematics and the scientific method
- 6 Goals of science



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News

Nature **438**, 900-901 (15 December 2005) | doi:10.1038/438900a

Special Report
Internet encyclopaedias go head to head

Jim Giles

Jimmy Wales' Wikipedia comes close to Britannica in terms of the accuracy of its science entries, a *Nature* investigation finds. UPDATE: see details of how the data were collected for this article in the [supplementary information](#).

One of the extraordinary stories of the Internet age is that of Wikipedia, a free online encyclopaedia that anyone can edit. This radical and rapidly growing publication, which includes close to 4 million entries, is now a much-used resource. But it is also controversial: if anyone can edit entries, how do users know if Wikipedia is as accurate as established sources such as Encyclopaedia Britannica?

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London rocked by terror at

At least two people have been killed and scores injured after three blasts on the Underground network and another on a double-decker bus in London.

UK Prime Minister Tony Blair said it was "reasonably clear" there had been a series of terrorist attacks.

He said it was "particularly barbaric" that it was timed to coincide with the G8 summit. He is returning to London.

An Islamist website has posted a statement claiming it was behind the at

Man of where the blasts happened





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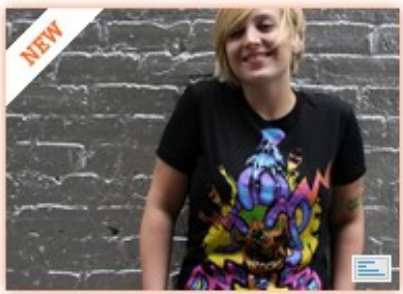
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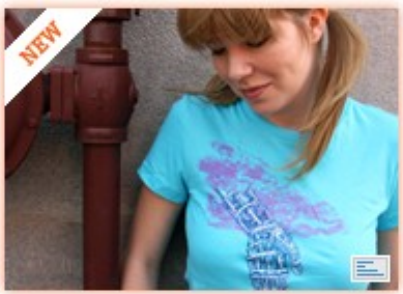
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Deus Ex Machina by Dan Rule



Color-Coded Criminals by Mr. Purple



What Makes It Go? by Dan Rule



Pulsars And Dying Stars by Gavin Potenza



My Favorite Pattern by Fufuki

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from Wanganui, New Zealand

Yeoh Guan Hong has won 4 times...
Love*Rain, Nature Call!, Finding Rhinoceros, After Show



Rodrigo William Rimes Rezende
from Rio de Janeiro, Brazil
<http://www.rwr2.com.br>

Rodrigo William Rimes Rezende has won 1 time...
Peixe



Ross Zietz
from Baton Rouge, LA, USA
www.rosszietz.com

Ross Zietz has won 17 times...
Squeaked, Eighty One Gemini, Pandamonium, A Fathom Farewell, Fred and the Giant Eel, Piece of Meat, On The Plains, Loch Ness Imposter, Regrowth: Katrina, Vegetarians are Eating the Rainforests, 99 Luftballons, Satan's Little Helper, Infinity MPG, In A Comic, Home Is Where The Heart Is, Phascolarctos Cinereus, Strength In Numbers



Kristy Anne Ligonés
from Cagayan de Oro, Philippines
<http://www.freewebs.com/subconagileverie>

Kristy Anne Ligonés has won 1 time...
Dead Sucker



Aled Lewis
from London
<http://www.aledlewis.com/>

Aled Lewis has won 5 times...
Party Pieces, I'm Sure I Used To Fit, Keeping It Real, Rhino Hunt In Packs, She

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Mr. Toxic Waste by Jan Avendano



Para Poppins by Stanislas GIROUX





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 - 64. Write yesterday's obituaries.
 - 63. Make an encouraging banner.
 - 62. Make an educational public plaque.
 - 61. Describe your ideal government.
 - 60. Write a press release about an everyday event.
 - 59. Interview

Assignment #50
Take a flash photo under your bed.
 Zac Alfson
 Orlando, Florida USA



- REPORTS:
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 - Brady Faucett
 - Elliot
 - Natalie Beall
 - Chad Hinds
 - Emily Bax
 - Zia Luehrman
 - Jenna
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60. Write a press release about an everyday event.

59. Interview someone who has

Assignment #50

Take a flash photo under your bed.

Alison Heckt
Albuquerque, New Mexico USA



REPORTS:

- Zac Alfson
- Alison Heckt
- Brady Faucett
- Elliot
- Natalie Beall
- Chad Hinds
- Emily Bax
- Zia Luehrman
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Write yesterday's obituaries.

Make an encouraging banner.

Make an educational public plaque.

Describe your ideal government.

Write a press release about an everyday event.

Interview

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Brad

Ellio

Nata

Char

Emil

Zia L

Jenn

Fem

Ann

Jenn

Kurt

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Assignment #50

Take a flash photo under your bed.

Brady Faucett
San Marcos, Texas USA



REPORTS:

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Take a flash photo under your bed.

Kurt Peterson
 Americus, Georgia USA



- ASSIGNMENTS:
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Assignment #50
Take a flash photo under your bed.

Femke
 Groningen, THE NETHERLANDS



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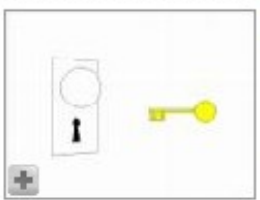
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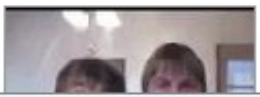
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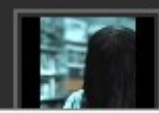


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Porkbusters

blogging the waste out of government

DAMN TIRED

"I'll just say this about the so-called porkbusters. I'm getting damn tired of hearing from them. They have been nothing but trouble ever since Katrina."

Trent Lott, Former Senate Majority Leader

WHO IS THE SECRET HOLDER?

Senators Tom Coburn and Barak Obama have proposed [S.2590](#), legislation that would create a single website with access to information on nearly all recipients of federal funding. The bill cannot proceed, however, because **one or more Senators placed a "secret hold" on it.**

Who is the secret holder? We want to know, and we want your help finding out. Call your Senator, and ask them to go on the record denying that they placed the hold. Then **e-mail Porkbusters** and let us know what they said! Senators who issue denials will be removed from the suspect list --- and those who do not, won't!

UPDATE 8/30 pm:

Revealed! Senator Ted Stevens' staff **acknowledges that he has placed a hold on the bill.**



About

In the beginning

Founders

Glenn Reynolds
N.Z. Bear

Pork Issues

Pork Hall of Shame
HHS Earmarks
Who Put a Secret Hold on Government Transparency?

General Pork



Enter some form of location: an address, town, zip code, or state (scaled in full)
Scale: \$: <\$100k; \$: <\$500k; \$: <\$1m; \$: >\$1m;

10038 Go!



Details

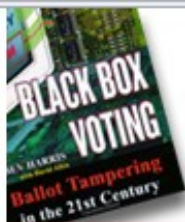
Bill? Health and Human Services (109-HR5647)

Where? New York City, NY

How much? \$ 750,000

To whom? The Aging in New York Fund, Inc., of the New York City Department for the Aging, to develop best practices in the treatment of Alzheimer's disease

Source of data:
Labor, Health and Human Services Appropriations Bill.
Making appropriations for the Departments of Labor, Health and Human Services, and Education, and related agencies for the fiscal year ending September 30, 2007, and for other purposes. Read



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Contact info: 425-793-1030; cell 206-335-7747; Mailing address: 330 SW 43rd St. Suite K, Box 547, Renton WA 98055. [E-mail](#)

"THE HUNT FOR JOE BOLTON"

[See the Video](#) (6 min)

[This Report in PDF format](#) (372 KB)



Dear Black Box Voting: Advanced Voting Solutions I...
[More](#) -- Subject: Certification violations with

LATEST FINDS:

- [HURSTI HACK REPORTS](#)
- (FL) 8/07 - 11/06 Video clips re: Sarasota debacle**
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- (KY) 8/07 - Voting machines in jail**
 90 second video clip by Black Box Voting showing voting mach... [More](#)
- Sequoia documents (Dan Rather report) re: ballot rigging**
 Here is the letter from Boise-Cascade paper and the Sequoia ... [More](#)

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 Technology

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BioForge: an online community for biological innovation

BioForge is intended to serve as a portal to a [dynamic protected commons](#) of enabling technologies in the life sciences, available to anyone for improvement and to use in new innovations, both commercial and non-commercial. Learn [more about BioForge](#).

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 Learn how the BioForge can open innovation.
 » [Project Forum](#)

Transactivation
 Use of transactivator cassettes may enable precisely-controlled gene expression while getting

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Popular Projects

TransBacter™
 Bacteria outside the genus *Agrobacterium* can be used for gene transfer to plants, recently published in [Nature](#).



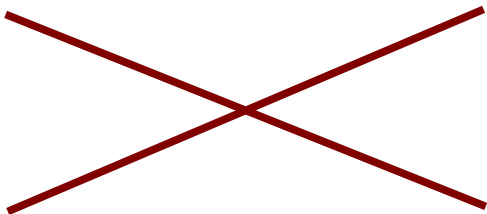
GUSPlus™
 GUSPlus is one of the next generation of GUS reporter/ marker genes, allowing improvements to existing techniques and opening novel applications.



Legacy pCAMBIA Vector
 Developing new vector technologies aimed at making DNA construction and reporter gene fusions less cumbersome.



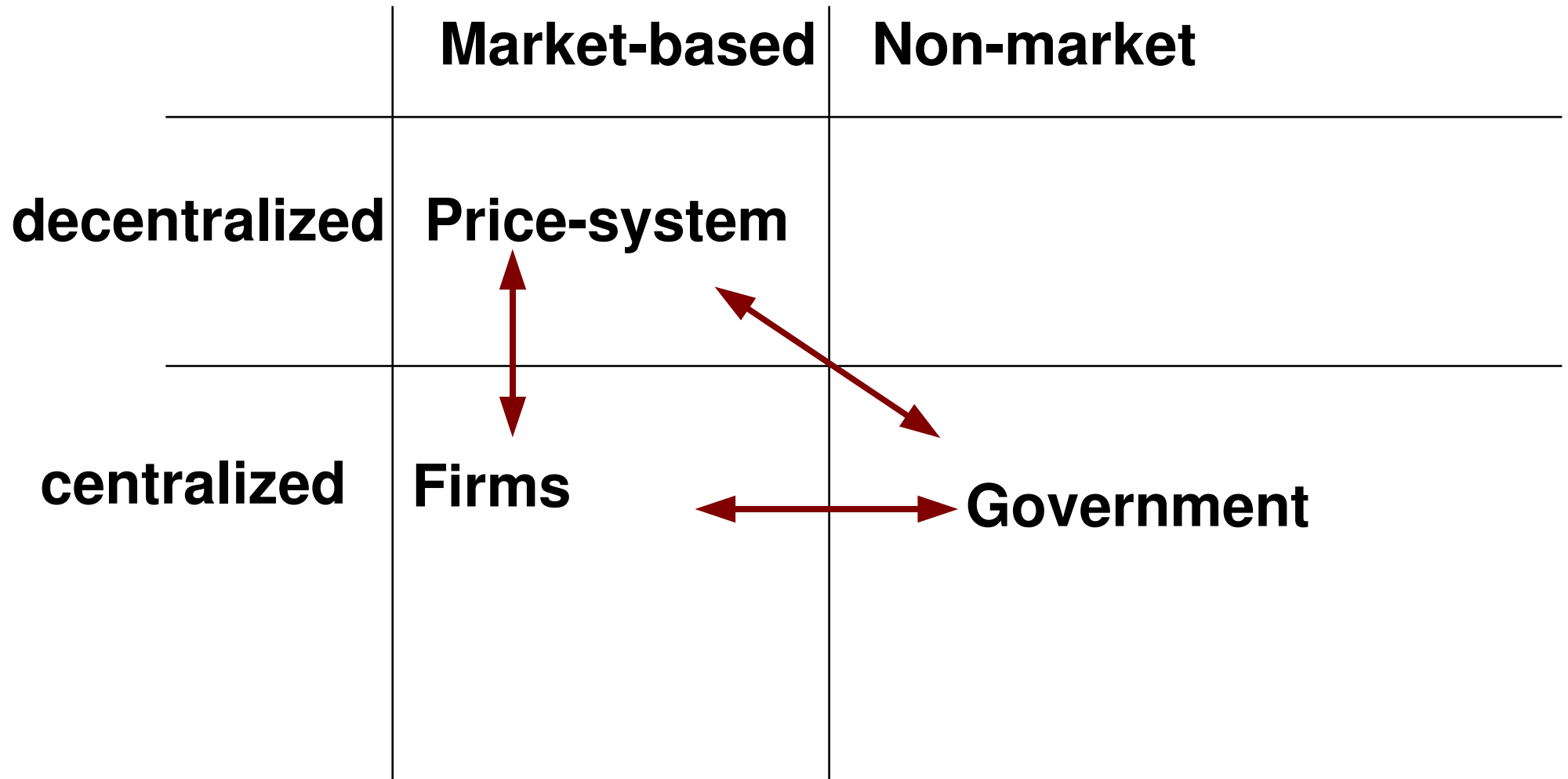
Four transactional frameworks

	Market-based	Non-market
decentralized	Price-system	
centralized	Firms	Government; Non-profits

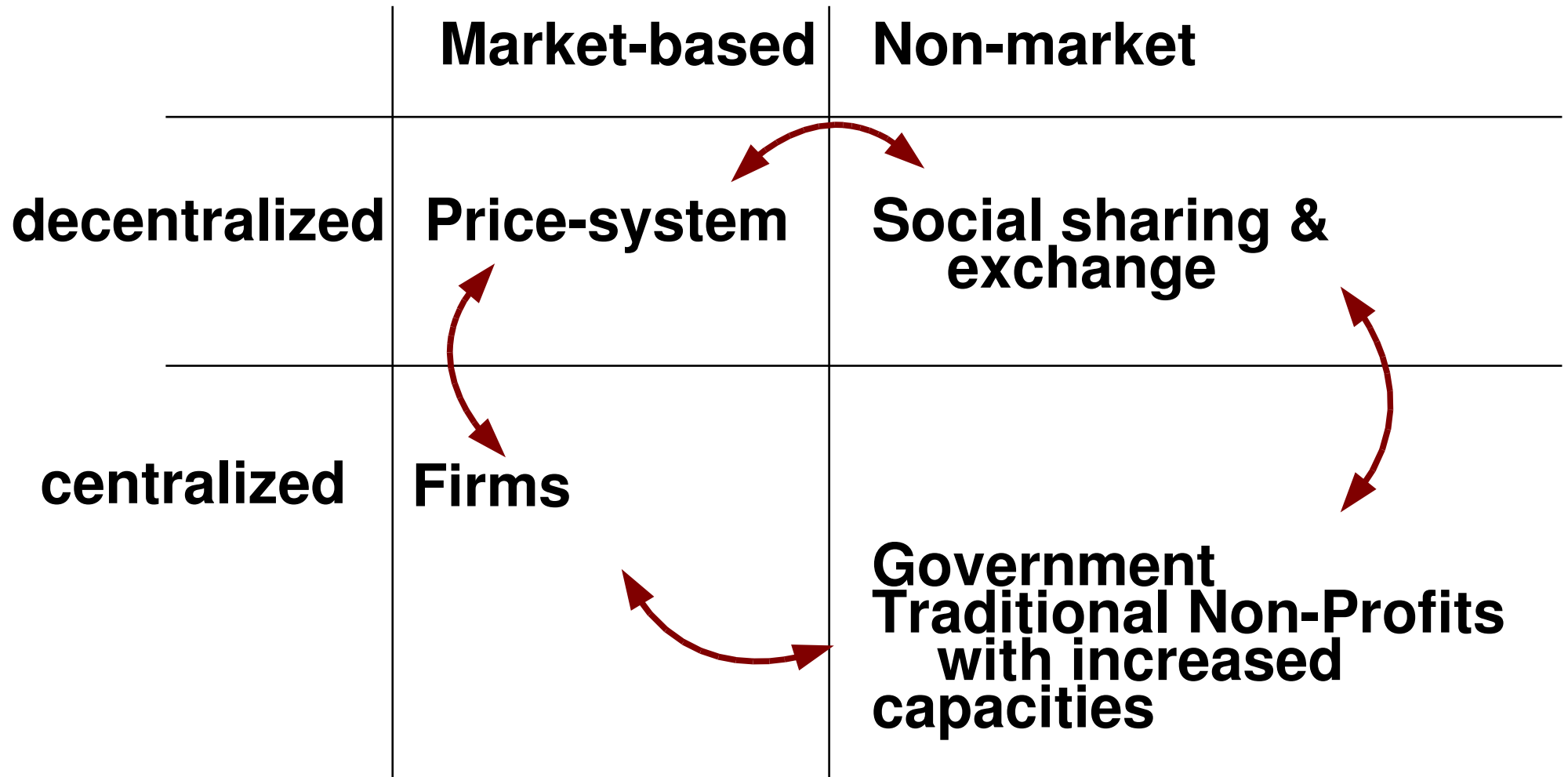
Four transactional frameworks

	Market-based	Non-market
decentralized	Price-system	Social sharing & exchange
centralized	Firms	Government; Non-profits

Four transactional frameworks



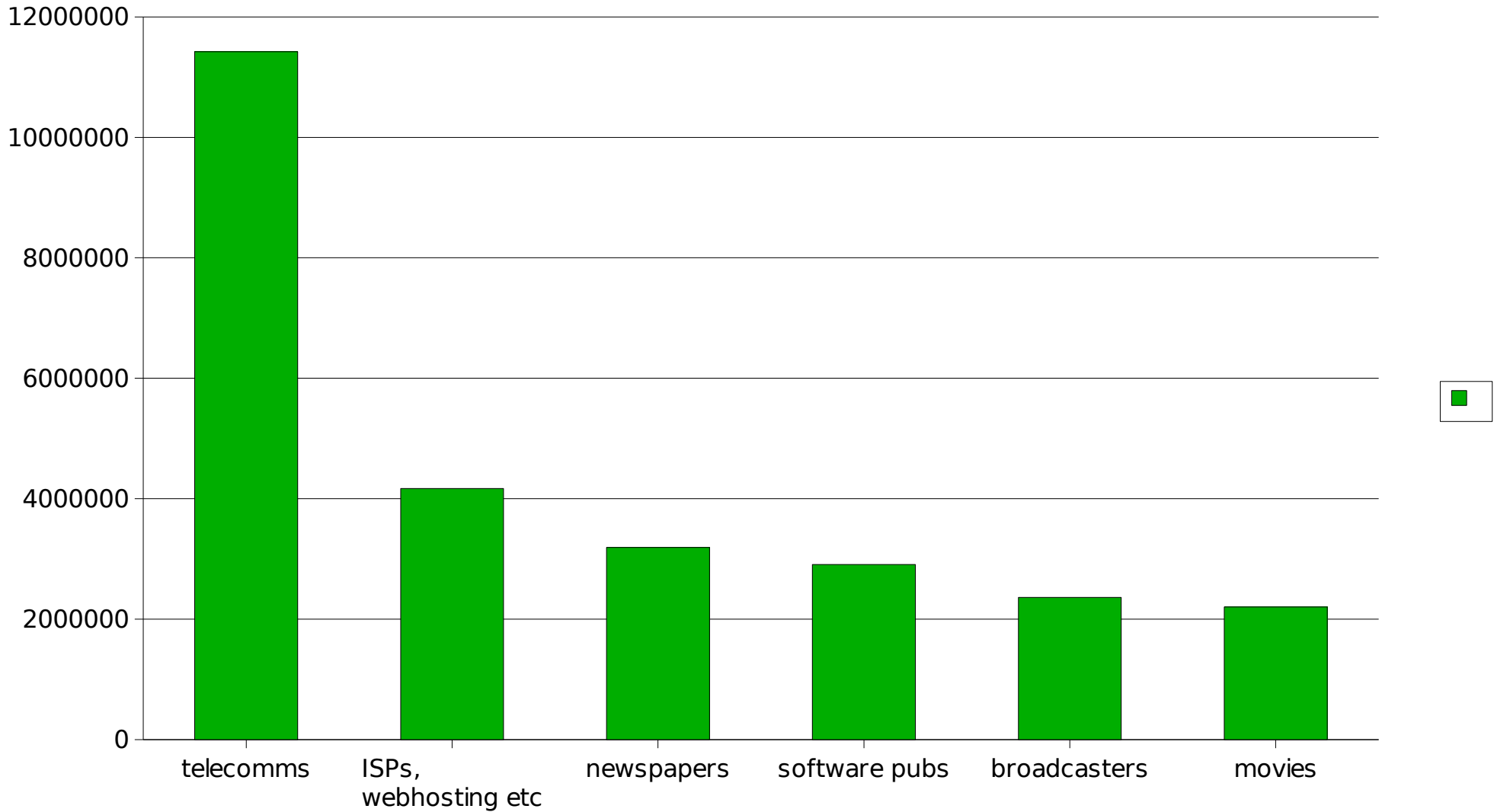
Four transactional frameworks



Social sharing & exchange as a modality of economic production

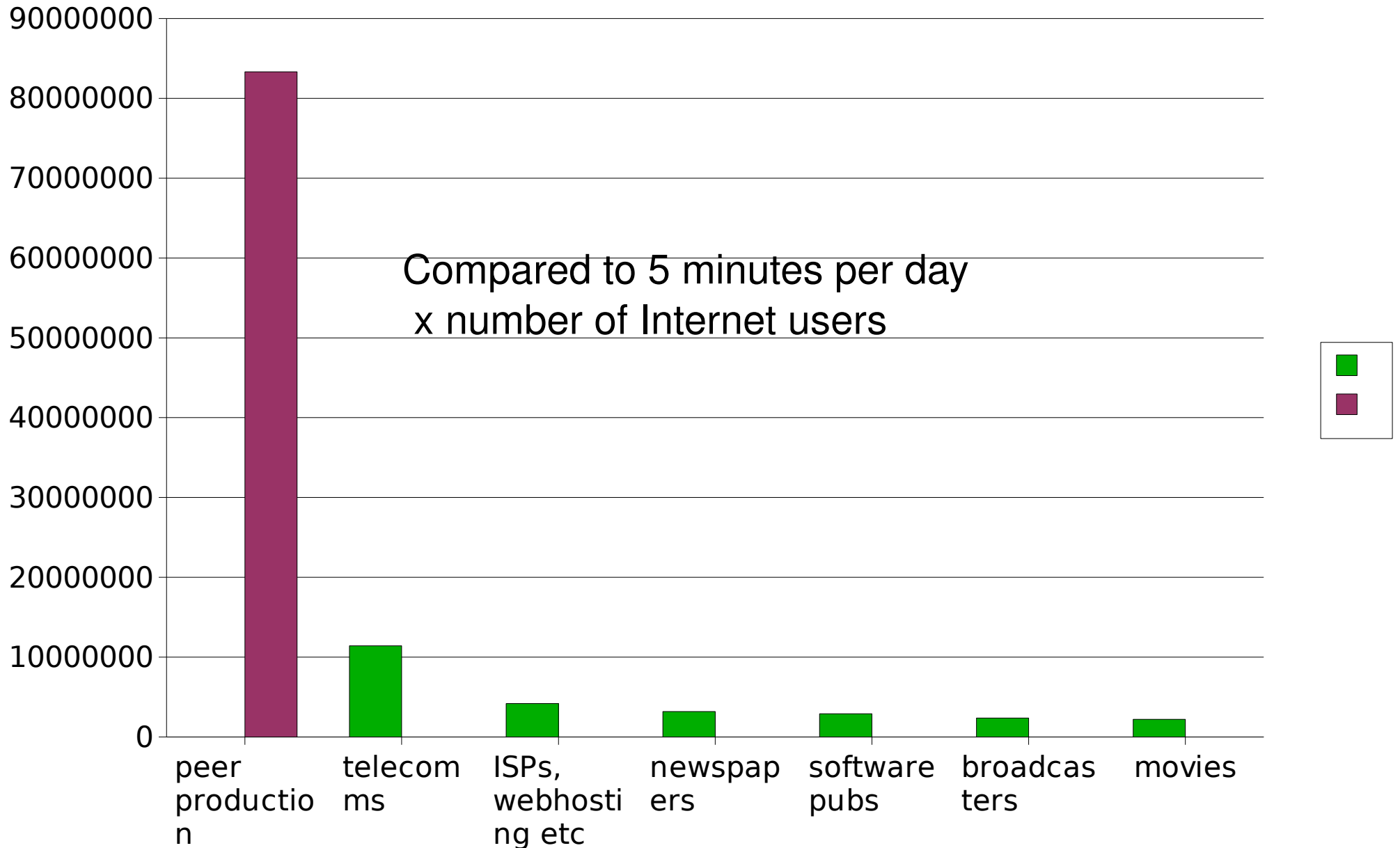
- **Decentralized authority and capacity to contribute to effective action**
 - **Instead of property: “may I create?,” you have “here are tools plus a technical/social platform”**
 - **Harnesses large quantities of underutilized resources**
 - **Pew studies**
 - **27,000,000 bloggers in the U.S alone**
 - **>50% of US teenagers actively contributed to some site**

Quantifying the excess capacity

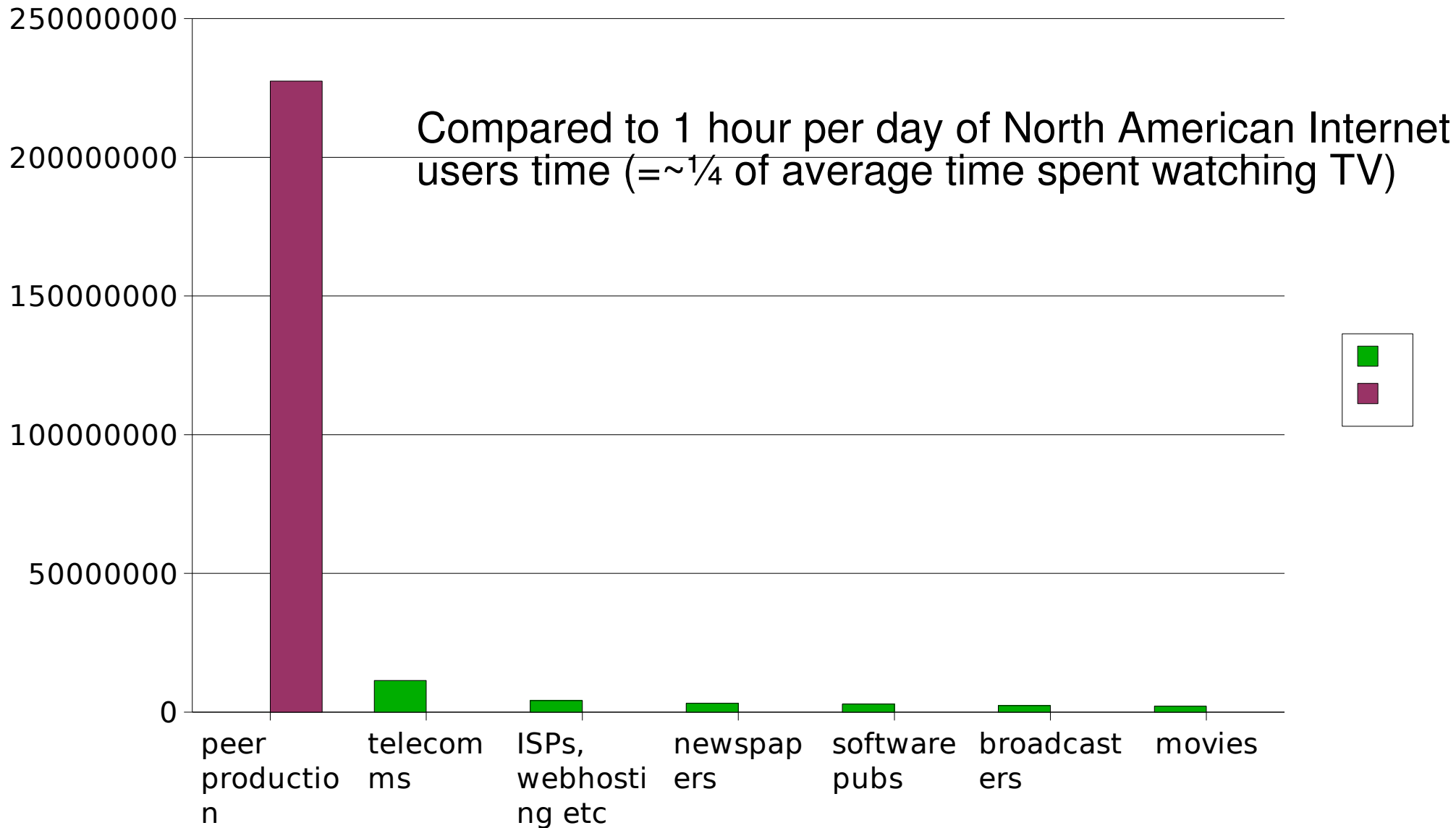


02 Economic Census; Paid employees per industry times 8 hours

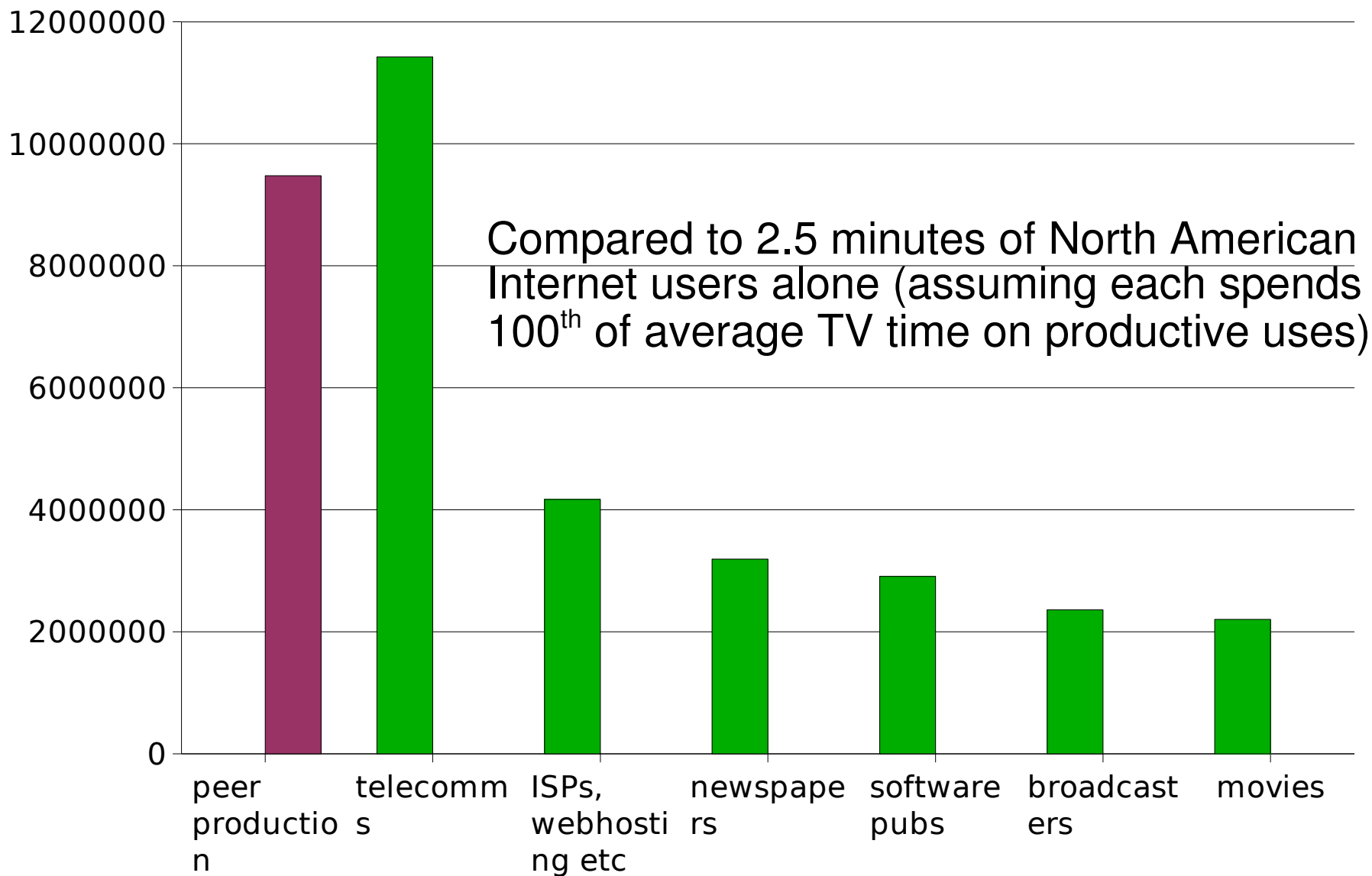
Quantifying the excess capacity



Quantifying the excess capacity



Quantifying the excess capacity

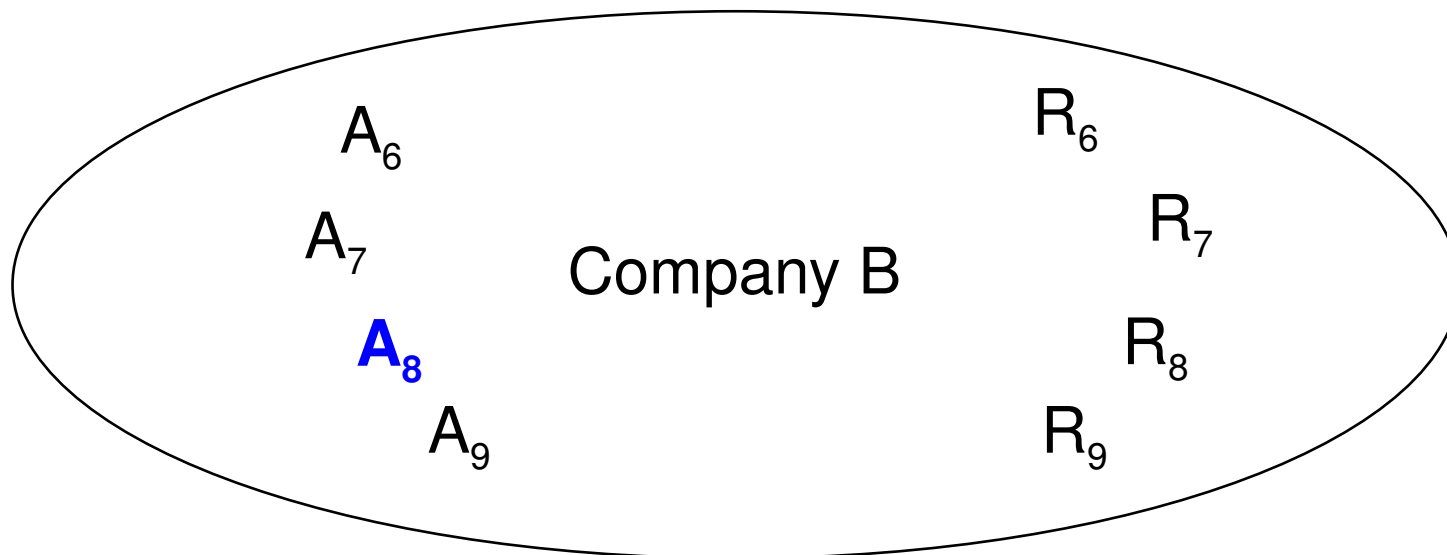
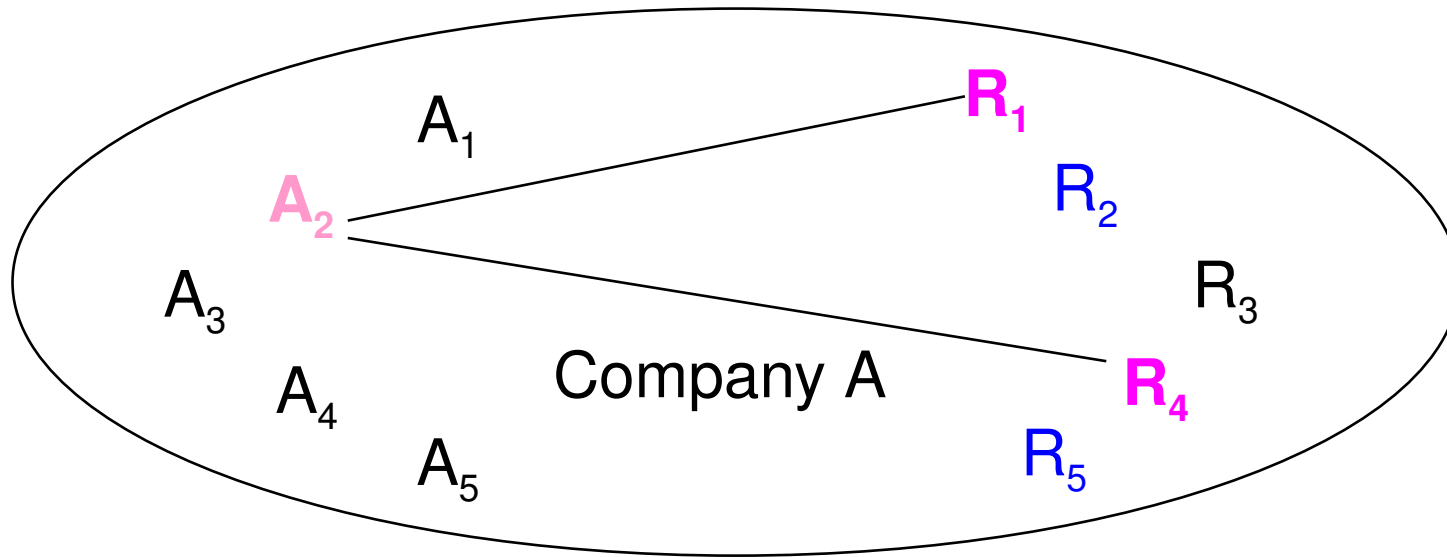


Social sharing & exchange as a modality of economic production

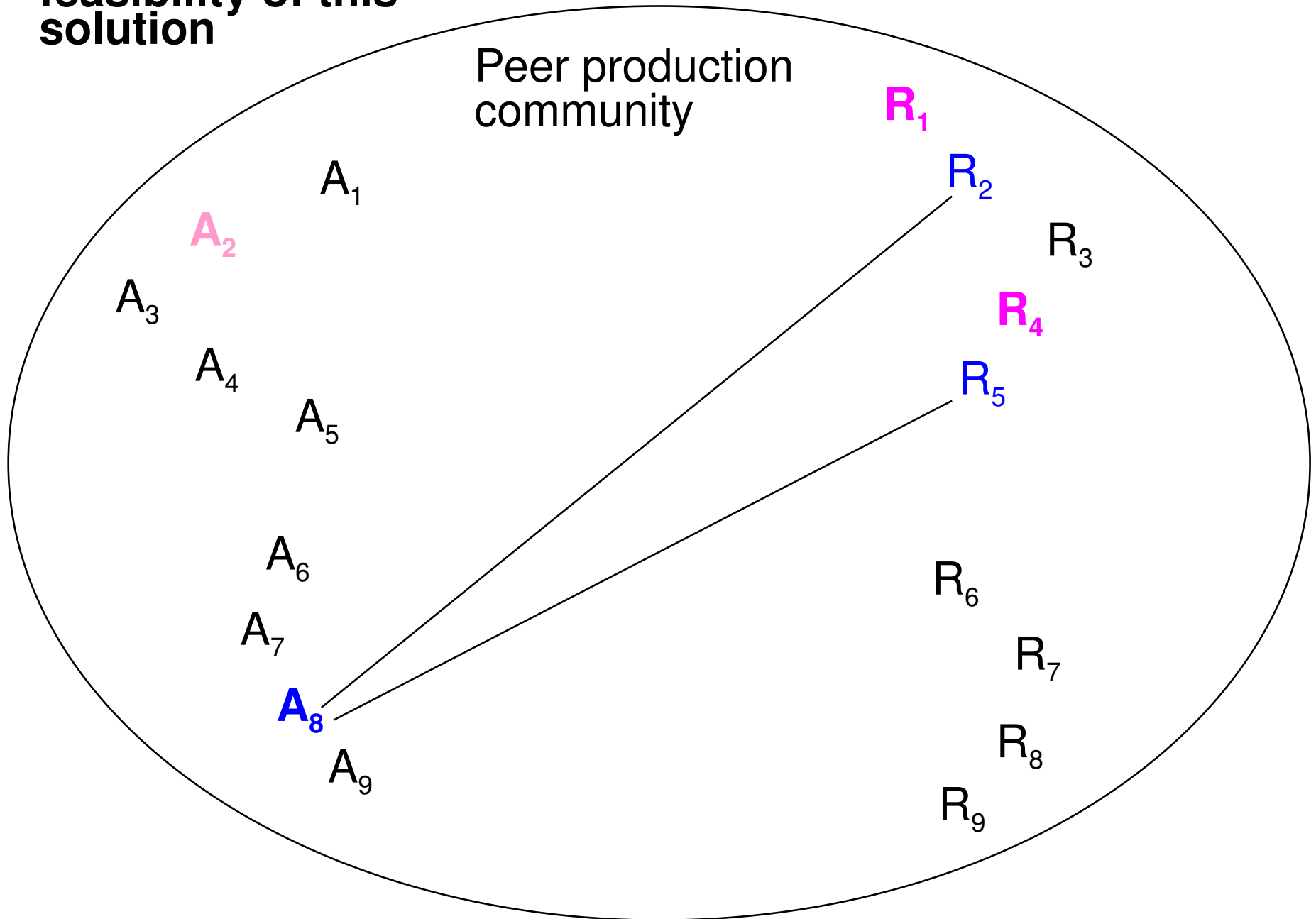
- **Decentralized authority and capacity to contribute to effective action**
 - **Quantity**
 - **Quality**
 - **Creativity, intellectual effort, judgment incontractible**
 - **Concepts of the networked organization; learning organization; Toyota system; capabilities-building widely adopt social-cooperation-oriented solutions within firms**
 - **Individual employees constantly sense, experiment, discuss**
 - **Greater autonomy to act and make mistakes**
 - **Structured communication about what works**

distributed sensing of opportunities for action,
solutions, experimentation, adaptation

Agents and resources separated into firms



Agents and resources in common enterprise space: decentralized authority and capacity to act central to the feasibility of this solution



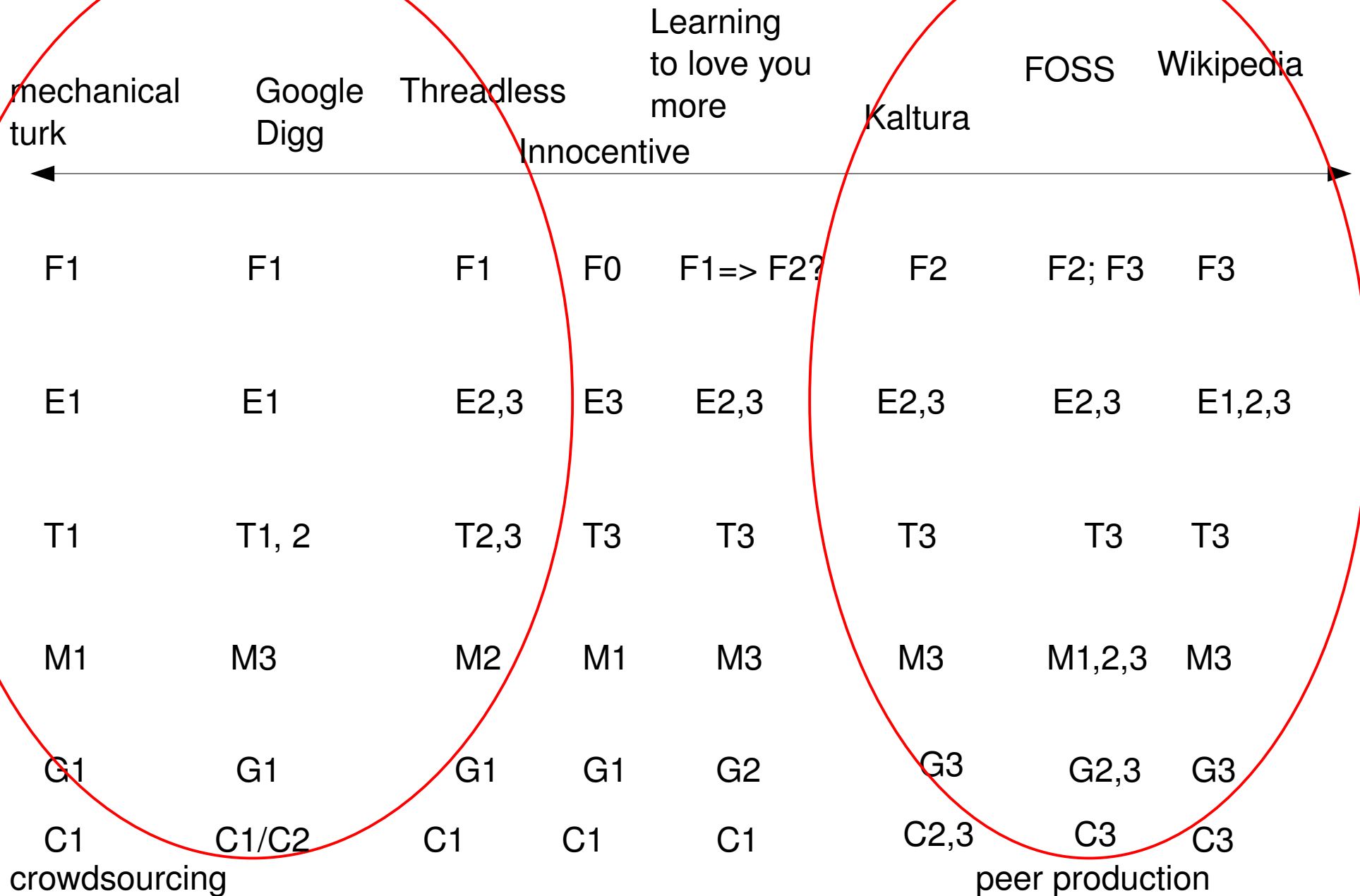
Mapping peer production

- **Flow**
 - (1) Many to one; (2) some to some/many; (3) many to many
- **Effort**
 - (1) minimal; (2) middling; (3) high
- **Type**
 - (1) minimal Turing test; (2) judgment; (3) knowledge, creativity
- **Motivation**
 - (1) extrinsic/money; (2) mixed; (3) intrinsic
- **Governance**
 - (1) corporate outsourcing; (2) benevolent dictator; (3) “community”/ collective self-governance
- **Collaboration**
 - (1) collated independent action; (2) co-dependent contributions; (3) active cooperation

Mapping peer production

	mechanical turk	Google Digg	Threadless	Innocentive	Learning to love you more	FOSS	Kaltura	Wikipedia
F1	F1	F1	F1	F0	F1=> F2?	F2; F3	F2	F3
E1	E1	E1	E2,3	E3	E2,3	E2,3	E2,3	E1,2,3
T1,2	T1, 2	T1, 2	T2,3	T3	T3	T3	T3	T3
M1	M3	M3	M2	M1	M3	M1,2,3	M3	M3
G1	G1	G1	G1	G1	G2	G2,3	G3	G3
C1	C1/C2	C1	C1	C1	C1	C2,3	C3	C3

Mapping peer production



Decentralization of **capacity and authority**
to act is critical:

practically effective human agency

Commons-based strategies move
to the core

**Peer production / large scale
cooperation**

**Loosely-coupled systems with
permeable boundaries**

organizational, institutional, technical, social

Faster learning and innovation

a more **participatory** culture

Not utopia, but a **more**
democratic public sphere

loosely-coupled systems that allow practical human agency allow greater freedom to help and harm common goals; require **motivated cooperation**

Innovation, knowledge, culture, because of poor specifiability of actions, require **diverse motivations**, with a strong emphasis on **intrinsic motivation**

Requires a new focus on technical platforms,
business processes, and legal rules as

human systems,

designed for cooperation

integrated, rather than interdisciplinary

Sources: many disciplines;
observational; experimental;
theoretical

Organizational sociology in the 1980s (Toyota Production System; networked organization; third-way) (Sabel; Powell)

Experimental economics: playing games with well-specified strategies, observing deviations; manipulating (Prisoner's Dilemma; Ultimatum and Trust games; Dictator Games; Public Goods Games) (Fehr; Bowles; Gintis) (since mid-1990s); cooperative game theory (Rabin)

Sources: many disciplines;
observational; experimental;
theoretical

Political Science of commons in particular (both
observation of commons and experiments)
(Ostrom)

Anthropology (long standing on Gift; more recently
Boyd & Richerson; Henrich)

Social software; peer production; FOSS

Sources: many disciplines;
observational; experimental;
theoretical

Human evolutionary biology (from selfish gene to indirect reciprocity and group selection; observational, theoretical; mathematical) (Sober & Sloan Wilson; Nowak, Sigmund; Bowles & Gintis)

Neuroscience (imaging studies of subjects in cooperation; McCabe; Rilling)

People are diverse

Some behave like *homo economicus* (~30%?);

More than half behave on some model of cooperation, either conditional/reciprocity-based or unconditional

Cooperation is sensitive to context

Whether proclivity to cooperate is innate/

dispositional (irrespective of how it arises), it is at least also situational—context manipulations can lead to greater compliance with the cooperative behavior or to deterioration to dog-eat-dog

Cooperation

Strategic mutualism

- the object of mechanism design/game theory

Heuristic reciprocity

- self-interested mutualism without accounting

Committed mutualism

-commitment to success of other consistent with success of self

Collective efficacy

-intentional orientation toward success of a common goal transcending the agent's specifiable individual success

Altruism

-action oriented to achieve the flourishing of other as self, irrespective of success of self

bracket ontological questions

are we by nature selfish or cooperative

bracket questions of ultimate causes

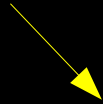
Evolutionary forces; culture and history; mixed

Can we extract from the various manipulations and differences characterized, a set of **design levers** likely to improve the degree to which a given group of people, in a given situation, will cooperate?

Communication



Dialectic view
of principles,
policies,
preferences (Ps)



Mechanism for
other levers

Communication

Mechanism for
other levers

Dialectics of (Ps)

Intrinsic motivation=>
affective commitment
to cooperation

Empathy/Humanization

Solidarity

Trust

Fairness

Efficacy

Communication

Mechanism for other levers

Dialectics of (Ps)

Intrinsic motivation=>
affective commitment
to cooperation

Extrinsic motivation=>
social control

Empathy/Humanization

Punishment and reward

Solidarity

Transparency

Trust

Reputation

- as discipline

- as reward

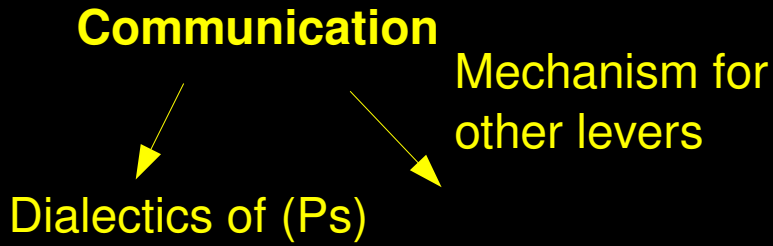
Fairness

Norms

Efficacy

self-chosen
internalized
“integrated
regulation”

arbitrary coordination points (Schelling)
externally derived (Gossip)



Monetized Systems
Control Systems



Crowding-out



Intrinsic motivation

Extrinsic motivation

Empathy/Humanization

Punishment and reward

Solidarity

Transparency

Trust

Reputation

- as discipline

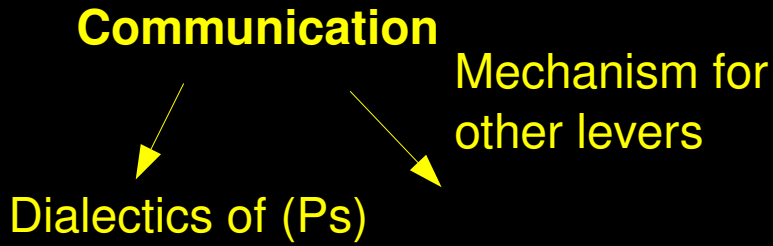
- as reward

Fairness

Norms

Efficacy





Monetized Systems
Control Systems



Crowding-out

Intrinsic motivation

Extrinsic motivation



de-humanization
"othering"
as part of punishment
=>ostracisms

Empathy/Humanization

Punishment and reward

Solidarity

Transparency

Trust

Reputation

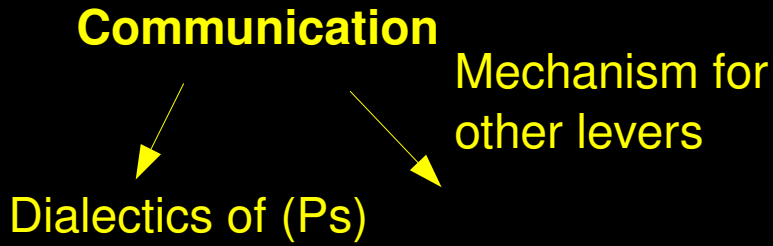
- as discipline
- as reward

Fairness

Norms

Efficacy





Monetized Systems
Control Systems



Crowding-out

Intrinsic motivation

Extrinsic motivation



Empathy/Humanization

Punishment and reward

Solidarity

Transparency

Trust

Reputation

- as discipline

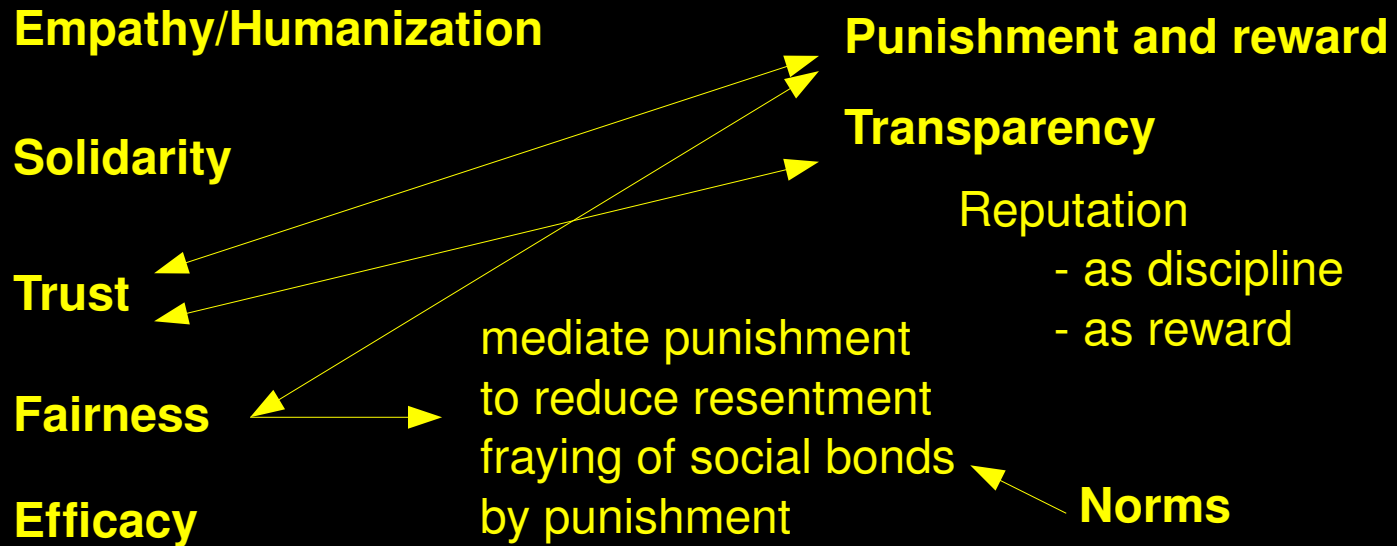
- as reward

Fairness

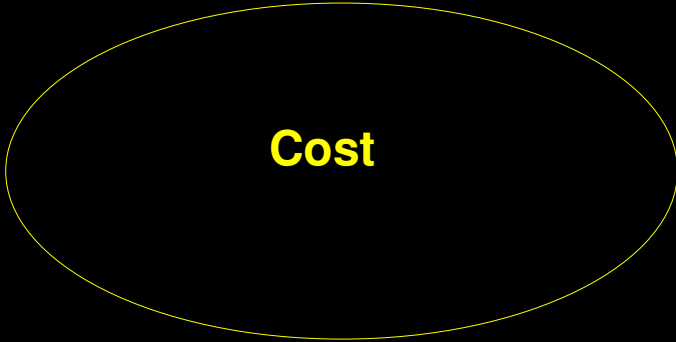
mediate punishment
to reduce resentment
fraying of social bonds
by punishment

Efficacy

Norms



Communication



Intrinsic motivation

Crowding-out

Extrinsic motivation

Empathy/Humanization

Punishment and reward

Solidarity

Transparency

Trust

Reputation

- as discipline

- as reward

Fairness

Norms

Efficacy

Communication

Cost

**Leadership/
asymmetric contribution**

Intrinsic motivation

Crowding-out

Extrinsic motivation

Empathy/Humanization

Punishment and reward

Solidarity

Transparency

Trust

Reputation

- as discipline

- as reward

Fairness

Norms

Efficacy

Communication

Cost

**Leadership/
asymmetric contribution**

exit/entry
-graduated capabilities

Intrinsic motivation

Crowding-out

Extrinsic motivation

Empathy/Humanization

Punishment and reward

Solidarity

Transparency

Trust

Reputation

- as discipline

- as reward

Fairness

Norms

Efficacy

Communication

Cost

**Leadership/
asymmetric contribution**

exit/entry

Intrinsic motivation

Crowding-out

Extrinsic motivation

Empathy/Humanization

Punishment and reward

Solidarity

Transparency

Trust

Reputation

- as discipline

- as reward

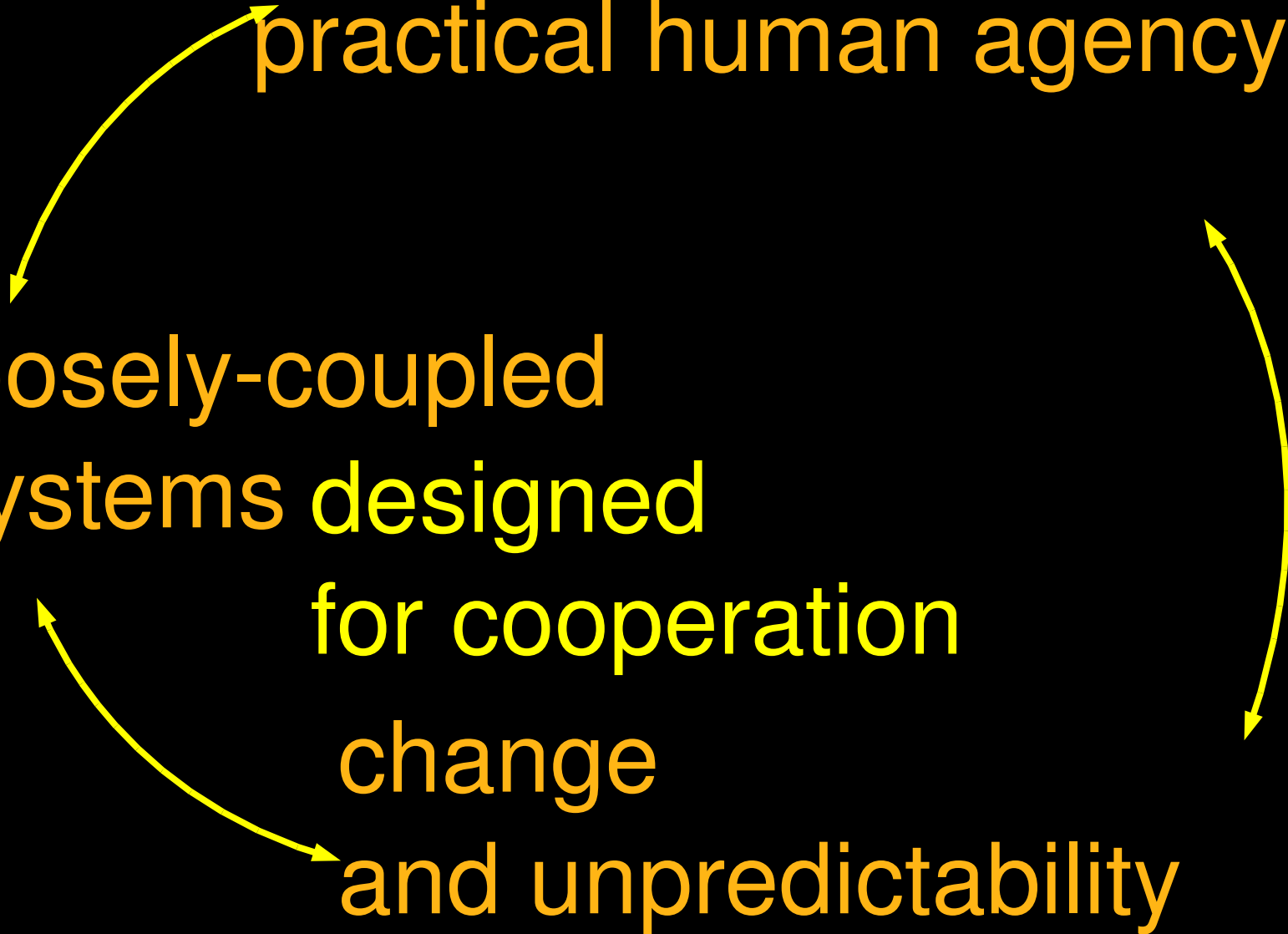
Fairness

Norms

Efficacy

Freedom as
practical human agency

loosely-coupled
systems designed
for cooperation
change
and unpredictability



Communication

meta-analysis of PD experiments (Sally 1995):
communication alone (without enforceable
commitment) has a large predictable effect on
increasing cooperation

horizontal, discursive communications lines, as
compared to lines of authority, central to
organization/management studies

--communication likely combines several of the
following levers

Communication

Discussion [edit]

This page is definetly improved and something really more can be done in order to make it a core article. And the fact that its one of the most important article in wiki. I have done my contributions on this i would expect others to do the same [Kaliva](#) 11:25, 21 April 2007 (UTC)

This is page is so poor an introduction to the subject area that to edit it would entail rewriting it completely. I recommend anyone approaching the topic to read "On Human Communication" by Colin Cherry.

Yeah, no kidding. I've been working on a new version offline, but it's coming slowly. I'll probably just post what I have and we can take it from there. -- [Stephen Gilbert](#) 21:04, 25 Oct 2003 (UTC)

Hmmm... I've done some incremental stuff - want to send me something offline and collaborate? [Richard Pitt](#) Nov. 16

I'd love to collaborate, but let's let others in on it too! Collaboration is Wikipedia's middle name. Er... don't ask me what its last name is...

I've tried to work your current contributions into my sketchy notes. If anything got lost in the transition, be sure to pull it from the history and add it. -- [Stephen Gilbert](#) 19:55, 22 Nov 2003 (UTC)

I've moved the outline here; it's more of a to-do list than article material. -- [Stephen Gilbert](#)

Stephen it is much better but still too many links and chapters. If this page is to be a proper page I think a general introduction saying something like that communication happens whenever data transfers from one sentient being to another would help a lot. --[BozMo|talk](#) 13:31, 28 Jun 2004 (UTC)

My name is Kyle Mullaney. I majored in Organizational Communication with an emphasis in Intercultural Communication. I would be happy to add my help in cleaning up this article.

Would it first be possible to make this into a category? Of course this page would be something of a gateway to the rest of the communication articles. It would have links to the various disciplines in the study of communication. It could contain a brief definition of communication. maybe from different aspects or other disciplines. For example the opening definition is to technical. I feel it should be more basic. Wow as I read further into the article I realize this would not even qualify for any text book we used. It is wordy, somewhat technical, and jumbled. I will work on that soon. The

Find: nowak Next Previous Highlight all Match case

Done

Taskbar: Error while loading ht... D3lphin [4] Firefox-bin [2] OpenOffice.org 2.3... 1

System tray: 15:34 2007-11-01

Communication

quality circles

“Talk” page in Wiki

excluding statements made in context of
settlement negotiation from later litigation
mediation rather than litigation

Communication

the fact that communication matters does not sit completely neatly with either reciprocity or punishment as dominant mechanisms

- could be merely opportunities to achieve other design levers

- could be indication that preferences/principles/goals are a product of communication and dialog

- communication is necessary for “cooperation” to be even a meaningful concept in certain philosophical accounts of joint intentional activity (Bratman)

Empathy/Humanization

face-to-face has large effects on cooperation
(Sally 1995; Ostrom 1998)

Bohnet & Frey: anonymous partner; silent identification; communication in PG & DG games:

PG = anon => 12%; silent ID => 26%; comm => 78%

DG = anon => 26%; silent ID or comm => ~50%

Later: DG only;

anon => 26% on average of endow; 28% gave 0

silent facial ID => 35% of endow; 11% gave 0

personal info shared => ~50% of endow; 0 gave 0.

Empathy/Humanization

face-to-face has large effects on cooperation
(Sally 1995; Ostrom 1998)

Bohnet & Frey: anonymous partner; silent identification; communication in PG & DG games:

Rilling et al => fMRI studies light up differently when cooperating with human partner

Humanization

The image displays four overlapping screenshots of Wikipedia user pages, each showing different types of userboxes and personal information:

- User:BradPatrick**: Shows a userbox for a strict policy against personal attacks, an administrator status, a native English speaker, and a user who eats sushi.
- User:Michael C.**: Shows a userbox for an Ecology student and a user who drinks wine.
- User:Shanes**: Shows a userbox for an administrator on the English Wikipedia, a user who lives in Norway, and a user who is happy to help new users.
- User:Persian Poet Gal**: Shows a userbox for a recent changes patroller, a user who speaks English at a near-native level, and a user who has made over 25,000 contributions to Wikipedia.

The screenshots also show various navigation and search tools, as well as the Wikipedia logo and community guidelines. The bottom of the image shows a Windows taskbar with the date 2007-11-01 and time 18:41.

Humanization

company picnic; happy hour; power breakfast
=> food sharing

profile page; avatars?

“the Defendant/Plaintiff”: Adversarial Trial
dehumanizes

=> move toward restorative justice

Solidarity/Group Identity



Solidarity/Group Identity

Top teams



HOME PARTICIPATE ABOUT COMMUNITY ACCOUNT STATISTICS

Rank	Name	Members	Recent average credit	Total credit	Country
1	SETI.USA	5267	655,110	420,080,314	United States
2	SETI.Germany	10476	530,584	353,441,953	Germany
3	L'Alliance Francophone	4155	309,169	189,003,711	International
4	The Knights Who Say Ni!	2251	272,190	136,925,982	International
5	BOINC Synergy	1382	253,166	169,172,501	International
6	Overclockers.com	865	218,999	102,258,295	International
7	SETI@Netherlands	2448	209,130	149,148,788	Netherlands
8	Czech National Team	3160	200,240	158,349,699	Czech Republic
9	Team China	3151	191,908	61,100,900	China
10	Team MacNN	457	176,748	90,609,386	
11	BroadbandReports.com Team Starfire	904	173,769	175,875,661	International
12	AUSTRIA - NATIONAL - TEAM	81	169,068	39,325,598	Austria
13	Team Art Bell	1598	153,797	102,403,994	International
14	Team 2ch	1740	145,651	97,411,428	Japan
15	The Planetary Society	1147	144,798	92,705,244	International
16	Team Starfire World BOINC	168	138,406	58,460,991	International
17	SETI@Taiwan	842	135,994	64,524,872	Taiwan
18	TeAm AnandTech	666	132,265	63,550,333	International
19	UK BOINC Team	883	117,465	44,131,479	United Kingdom
20	Boone Community School District - Iowa	7	114,964	19,867,181	United States



[Next 20](#)

HOME PARTICIPATE ABOUT COMMUNITY ACCOUNT STATISTICS

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Done

Solidarity/Group Identity



Solidarity/Group Identity

Applications Places System Sun Nov 4, 8:40 PM

KWSN Orbiting Fortress :: Index - Mozilla Firefox

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<http://www.kwsnforum.com/> knights say ni seti@home

הארץ MatYgles MyDD NoComment GNws WoN benkler MyHLS HLib HLsLib lxis lirr Y a2k Informed Comment

Home § Introduction to Pate... KWSN Orbiting Fortress ...

The Knights Who Say... Ni!

KWSN Orbiting Fortress

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News

Also check out our multi-project [BOINC stats](#).

The time now is Sun Nov 04, 2007 8:40 pm

[KWSN Orbiting Fortress Forum Index](#) [View unanswered posts](#)

Forum	Topics	Posts	Last Post
News & Info			
News & Info KWSN & BB related news, announcements, and information like BOARD RULES Moderator Moderators	25	40	Wed Feb 14, 2007 3:47 pm Sir BaldyHead →
Team Stat Page Links Links to Team Stat Pages, and other useful info. Moderators MacG , Moderators	3	4	Thu Aug 05, 2004 9:35 am bpowe →
General			
New and Departing Members New Members of KWSN, please post here with an introduction. Departing members, drop us a note here. Moderator Moderators	119	2425	Wed Oct 31, 2007 12:00 pm belenus →
KWSN Round Table Friendly place to chat for all members of KWSN. Moderator Moderators	496	5639	Sat Nov 03, 2007 4:41 pm mohrorless →
KWSN S@H Team Friendly Chat for KWSN Members and non-members about S@H. Moderator Moderators	57	600	Tue Oct 30, 2007 9:04 pm Lloyd M. →
KWSN BOINC'ers Forum for the KWSN BOINC team, and discussion of BOINC projects (S@H-II, Predictor@Home, etc.) Moderator Moderators	248	3034	Sun Nov 04, 2007 3:09 pm Al Dente →

<http://www.kwsnforum.com/viewforum.php?f=3&sid=009d2a4c41e6504a35f4ce4c837d1568>

Coope... Cooper... image... Wealth ... E-Mail ... [Media... KWSN ... Downl... GIMP Layers... amazo... Cooper... After S...

Solidarity/Group Identity

Work in organization psychology (Haslam, Tajfel)

=> knowledge of a group coupled with emotional significance of belonging

=> Yamagishi experimental work: heuristic reciprocity?

Bowles & Gintis; Boyd & Richerson: group selection in early human conditions supports centrality of group identification

double edged?

introducing competition into cooperation

introducing real conflict (Bowles & Gintis *Community Governance*)

Trust

wide range of literatures; different usages

As a design lever is NOT:

characterization of the type of system that is cooperative (e.g., trust-based organizational model; trust-based exchanges as compared to markets)

=>does not identify “trust” as a design lever, but offers a synonym for this kind of system as a whole

Trust

range of literatures; different usages

As a design lever is NOT:

confidence in the outputs of the system, irrespective of human will to the contrary

=> as commonly used in computer security

Trust

A belief people hold about what others will do to them or for them when *not determined by the system of interaction*

e.g. credit card vs. “I’ll pay you Friday”

risk is a precondition to trust

“confidence building measures” are a series of relatively low-stakes opportunities for mutual risk taking with transparency built in to allow observation

Trust

“Intrinsic” to the extent that it plays the role of anticipatory cooperation that is “reciprocated” by the anticipating cooperator

Trust

- Wikipedia editing policies

- 5-10% prenuptials;

 - even if systematic error in assessing risk,
why take it?

- incomplete contracts/unenforceable agreements
to agree

- “stop the line” in Toyota Production System

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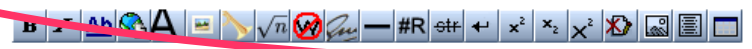


Editing Cooperation

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```

{{related|[[Collaboration]]<br>[[Coordination]]}}
{{Two other uses|cooperation as used in the [[social sciences]]|co-operation in evolution|Co-operation (evolution)|the economic model|Cooperative}}
{{TOCright}}''Cooperation'', ''co-operation'' or ''cooperation''<ref>The third variant is now somewhat rare. This is a rare example of a [[diacritic]] not borrowed from any foreign language, but purely of English origin (compare the original French coopération). See the [[list of English words with diacritics]] for other examples</ref> is the practice of individuals or larger societal entities working in common with mutually agreed-upon goals and possibly methods, instead of working separately in competition, and in which the success of one is dependent and contingent upon the success of another.

```

However, co-operation may be "coerced" (forced) or voluntary (freely chosen), and consequently individuals and groups might co-operate even although they have almost nothing in common qua interests or goals. Examples of that can be found in market trade, military wars, families, workplaces, schools and prisons, and more generally any institution or organisation of which individuals are part (out of own choice, by law, or forced).

===Cooperation vs. competition===

While cooperation is the antithesis of competition, the need or desire to compete with others is a common impetus that motivates individuals to organize into a group and cooperate with each other in order to form a stronger competitive force.

Coopération in many areas such as farming and housing may be in the form of a [[cooperative]] or, alternately, in the form of a conventional [[business]].

Many people resort to this because, they may cooperate by trading with each other or by altruistic sharing.

Certain forms of cooperation are illegal in some jurisdictions because they alter the nature of access by others to economic or other resources. Thus, cooperation in the form of [[cartel]]s or [[price fixing|price-fixing]] may be illegal.

A few mechanisms have been suggested for the appearance of cooperation between humans or in natural system

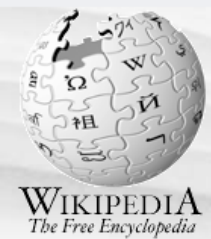
===The Prisoner's Dilemma===

Even if all members of a group would benefit if all cooperate, individual self-interest may not favor cooperation. The [[prisoner's dilemma]] codifies this problem and

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for Jimmy Wales

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|name=Jimmy Donal "Jimbo" Wales
|image=Jimmy-wales-frankfurt2005-alih01.jpg
|caption=
|birth_date=[[August 7]] [[1966]] (age 41)
|birth_place=[[Huntsville, Alabama]], [[United States|U.S.]]
|occupation=President of [[Wikia, Inc.]]; Board member and Chair Emeritus of the [[Wikimedia Foundation]]
|spouse=Christine<ref name="timesonline">{{cite web|url =
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|website=[http://blog.jimmywales.com/ Jimmy Wales - Free knowledge for free minds]
}}
''Jimmy<!--The first name on his birth certificate is "Jimmy", not "Jameson" or "James"--> Donal "Jimbo" Wales''<!--The middle name is "Donal", not "Donald"--> (born [[7 August]] [[1966]]<ref>[http://wikimediafoundation.org/w/index.php?title=Board_of_Trustees&diff=prev&oldid=406http://wikimediafoundation.org/w/index.php?title=Board_of_Trustees&diff=prev&oldid=406] in [[Huntsville, Alabama|Huntsville]], [[Alabama]]<ref name="dob">Rogoway, M. ([[July 27]], [[2007]]) [http://blog.oregonlive.com/siliconforest/2007/07/on_wikipedia_and_its_founders.html "Wikipedia & its founder disagree on his birth date,"] ''Silicon Forest'' ''([[The Oregonian]])'' accessed [[August 8]], [[2007]]</ref><ref name="DOB">Wales, J. ([[August 8]], [[2007]]) [http://en.wikipedia.org/w/index.php?title=User_talk:Jimbo_Wales&diff=149942464&oldid=149940473 "More birthdate nonsense"] ''User talk:Jimbo Wales'' accessed [[August 8]], [[2007]]</ref>) is an [[United States|American]] [[Internet]] [[entrepreneur]] known for his role in founding [[Wikipedia]]<ref name="Dan_Mitchell">{{cite news|first=Dan|last=Mitchell|title=Insider Editing at Wikipedia|url=http://www.nytimes.com/2005/12/24/technology/24online_ready.html?ex=1293080400&en=431aff478b00239e&ei=5090&partner=rssuserland&emc=rss|publisher=[[New York Times]]|date=[[2005-12-24]]|accessdate=2007-03-26}}</ref><ref name="2002 Wikipedia press release">[http://en.wikipedia.org/wiki/Wikipedia:Press_releases/January_2002

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- [Template:Ambox](#) (protected)

Fairness

substantial work in economics

outcomes relative to

- other individuals (Fehr & Schmidt; Falk et al) – inequality aversion
- the group (Bolton & Ockenfels)
- my condition without your help (Rabin)
- how well off you made yourself (Falk Fishbacher)
- relative to what a selfless actor would have done (Charness & Rabin)

Fairness outcomes

culturally contingent;
cross-culturally diverse;
susceptible to framing

- market-integration correlated with norm of equal division of windfall gains (Henrich et. al Foundations)
- sensitive to culturally-recognized reasons for deviation
 - in small-scale societies wide divergence
 - in market society luck or “desert” shift focal point
 - false consciousness/hegemony, anyone...?

Fairness outcomes

creates major potential source of change
in the analysis of justice and welfare

- fairness a precondition to productive engagement
- fairness perceptions are both effective and historically contingent
- explicit norms can affect perceptions, action, and outcomes

Fairness

intentions

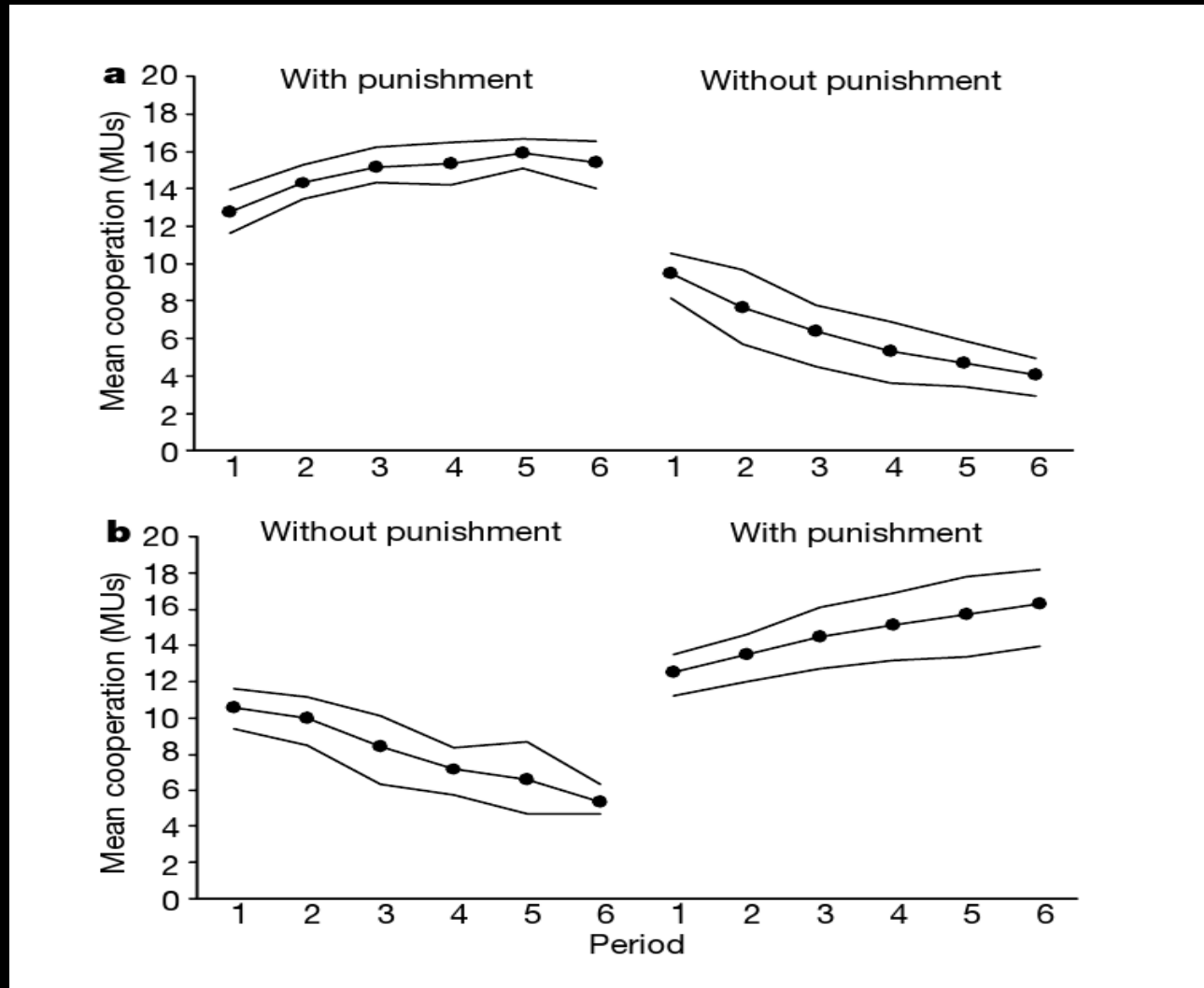
- where bad intentions excluded (e.g., roll of dice)
negative reciprocity triggered less (but cumulative, not exclusive of, outcomes)(Fehr & Schmidt)
- equality, intention, and self-sacrifice
 - Falk, Falkinger, & Fehr 2000 (UG where options were 50:50 compared to 80:20 v. UG with 80:20/20:80 as sole options (20% still reject 80:20)
 - Herschel's cookie

Fairness

Processes?



Punishment/Discipline

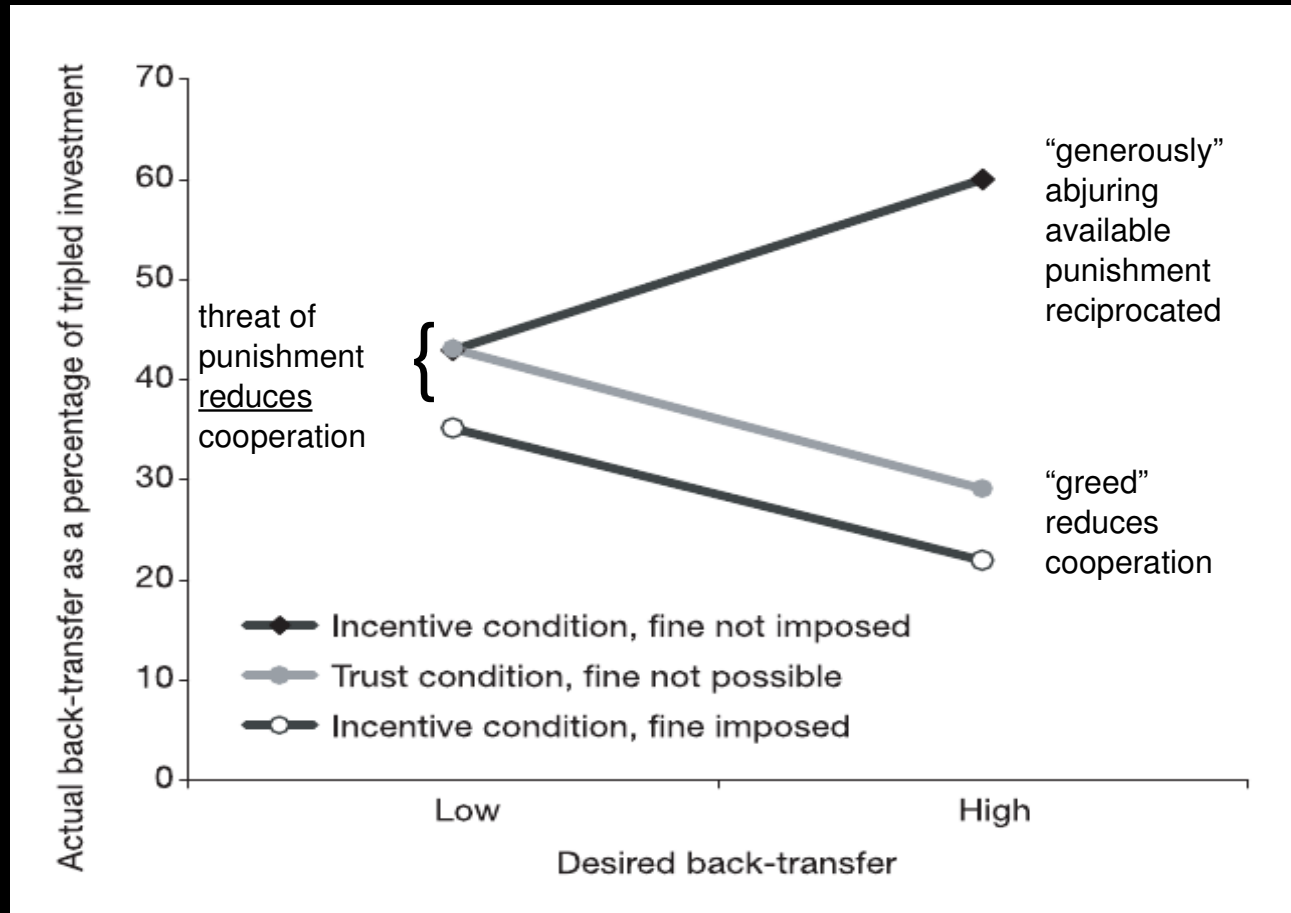


Public Goods Game: Fehr & Gächter (Altruistic Punishment 2002)

Punishment/Discipline

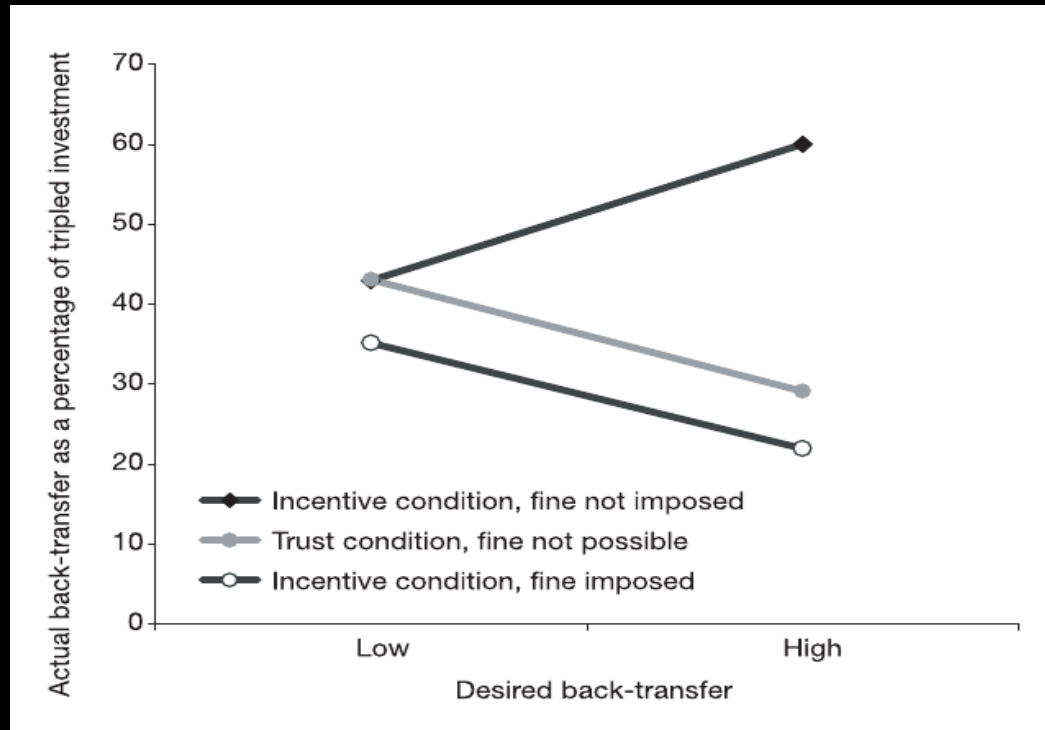
- punishment is a second-order public good
 - this is where we get “strong reciprocators”
 - strong reciprocators whip selfish actors into shape

Punishment/Discipline



punishment crowds out trust? Fehr & Rockenbach (Detrimental Effects 2002); (Yamagishi 1986)

Punishment/Discipline



punishment crowds out trust? Fehr & Rockenbach (Detrimental Effects 2002); (Yamagishi 1986)

In trust game, perceived greed plus threat to punish *reduce* cooperation the most

Punishment/Discipline

sometimes defectors punish, though less when punishment is more costly (Falk et. al. 2005)

Increasingly studies show cross-cultural differences in the quality of punishment and extent of defectors punishing cooperators or indiscriminately (Gaechter et al 2005; 2008;)

Multiple rounds of punishment and retaliation lead to increased cooperation but lower overall payoff (Drebner et al 2008)

Ostrom 1991: graduated sanctions important

Punishment/Discipline

Punishment and strong reciprocity is not the whole of the story (*homo reciprocans* is part, but not the whole)

Punishment needs to be handled carefully; but where effective, may be too valuable to avoid

Characterizing the population; the type of game (PG where threat of punishment is cooperation in the second order PG; or TG, where threat of punishment can be seen as personal affront)

Transparency

Need to know **who** is doing **what**, to and **with whom**, to **what effect**, by **which mechanism**

- => Nowak & Sigmund (2005): did indirect reciprocity push cognitive development because of need to keep track of multiple layers of action and reciprocal response?
- => Fehr & Gaechter: Cooperation sustained sooner and longer in “Partner” than “Stranger” treatments

Transparency

Need to know **who** is doing **what**, to and with **whom**, to **what effect**, by **which mechanism**

transparency of agents, actions, processes, and outcomes

=>tension, if not conflict, with privacy

=>central to the discussion of common property regimes; law and social norms literature

=>how related to trust?

=> crowding out as with discipline or

=> crowding in by social exhibition of cooperation plus threat to non-cooperators?

Transparency + Memory = Reputation

identity/reputation systems central to collaboration
=> work on trading networks (Greif; Bernstein)



Transparency + Memory = Reputation

identity/reputation systems central to collaboration

=> work on trading networks (Greif; Bernstein)

=> not necessarily “real” identity; but stable
(Resnick/Zeckhauser on eBay;
Clippinger/Higgins)



Norms

Social Norms literature grounded in long-standing communities; mechanisms intertwined

Q: what do “norms” mean/do for a designed system, rather than an organic one?

at a minimum coordination (Schelling) norms

e.g. mining codes in California 1848-49 (McDowell)

Norms

explicit statements about what counts as cooperation allow participants to

- coordinate on cooperative behaviour

- identify what behaviour is cooperative and what is defection

- reciprocate

- characterize intentions

- characterize what is “fair” in complex endowment/contribution contexts

Norms

Crisp/clear norms matter for purposes of assessing action. Ostrom (1991)

Self-chosen norms selected by the group
Ostrom, Walker & Gardner 1993;
McDowell Gold Mines

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Wikipedia:Neutral point of view

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Shortcut: WP:NPOV WP:NEU

This page in a nutshell: All Wikipedia articles and other encyclopedic content must be written from a *neutral point of view*, representing views fairly, proportionately and without bias.

Neutral point of view is a fundamental Wikipedia principle. According to Jimmy Wales, NPOV is "absolute and non-negotiable."^[1]

All Wikipedia articles and other encyclopedic content must be written from a **neutral point of view (NPOV)**, representing fairly and, as much as possible, without bias all **significant** views (that have been published by reliable sources). This is non-negotiable and expected on all articles, and of all article editors. For guidance on how to make an article conform to the neutral point of view, see the **NPOV tutorial**; For examples and explanations that illustrate key aspects of this policy, see **Wikipedia:Neutral point of view/FAQ**.

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Contents [hide]

- 1 Explanation of the neutral point of view
 - 1.1 The neutral point of view
 - 1.2 Bias
 - 1.3 A simple formulation
- 2 Achieving neutrality
 - 2.1 Article naming
 - 2.2 Article structure
 - 2.3 Undue weight
 - 2.4 A vital component: good research
 - 2.5 Balance

Wikipedia policy

- Article standards
 - Neutral point of view**
 - Verifiability
 - No original research
 - Biographies of living persons
- Working with others
 - Civility
 - Consensus
 - No personal attacks
 - Resolving disputes
- Global principles
 - What Wikipedia is not
 - Ignore all rules

K Menu
Applications, tasks and desktop sessions

Crowding out

Inter-system: a social cooperation system may be crowded out by a market or government system

Titmuss-Arrow debate

Taiwanese irrigation;

Deci=>Frey psychological model (intrinsic/extrinsic)

social capital model

Intra-system:

discipline vs. trust

Cost of cooperation

Unlike behavioral economics, cooperation is modelled for rational actors who are not all selfish, within a beliefs, preferences, constraints model (Gintis)

In PD, payoff structure matters: the opportunity cost of cooperating affects outcome (Fehr & Camerer)

In peer production, modularization and minimal granularity, which determine minimal unit cost of contribution, matter

Common property regimes (Ostrom 1991) and scattered fields (Smith 2000)

Leadership/ Asymmetric contribution

Not in experimental literature or evolution

=> clearly not a necessary precondition to cooperation

Strong claims in some observational work, particularly online and management studies

=> Linus always invoked

Leadership/ Asymmetric contribution

Need to study; step away from hierarchical “leadership” (e.g. Maccoby & Heckscher 2006 sibling-type leadership)

Reinterpret asymmetric contribution from “free rider problem” to how unequal contribution translates into unequal participation

=> Minimal: Shirky on Free Riding Gnutella

=> Beyond: building on “Big Man” gifting?

Self-selection/entry and exit

Experimental and observational work shows easy entry and exit helps cooperation (Ostrom 1998 review)

IF there are opportunities for contribution, but not useful defection, there is self selection of cooperators

Burlando & Guala 2005 (homogeneous groups of cooperators, reciprocators, selfish act predictably)

Big IF... Where opportunities for defection by exit exist credible commitment not to exit matters (e.g., lifetime or stable employment NUMMI plant; stable supplier relations)

Self-selection/entry and exit

Depending on context, either easy exit/entry will lead to beneficial self-selection of cooperators and reciprocators, or

Mechanisms may be necessary for graduated and costly entry/exit, to improve mix of participants (Shirky 2003)

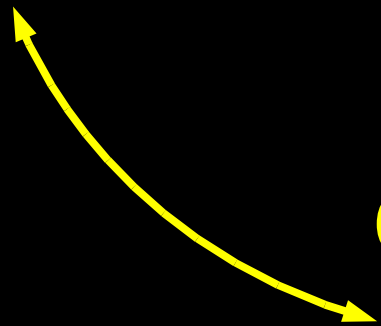
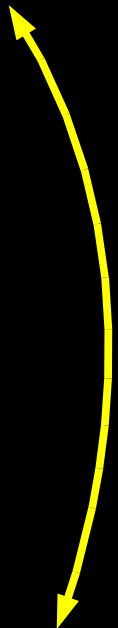
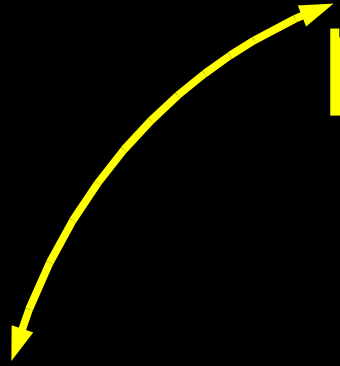
May be an externally determined design constraint, rather than a design lever

=> parent in a school district; subject of a Wikipedia entry

Freedom as
practical human agency

loosely-coupled
systems

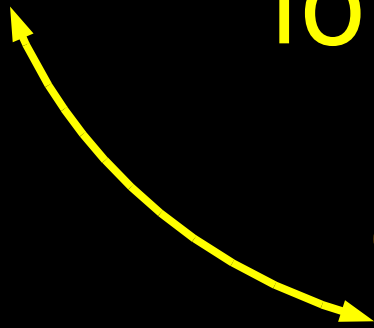
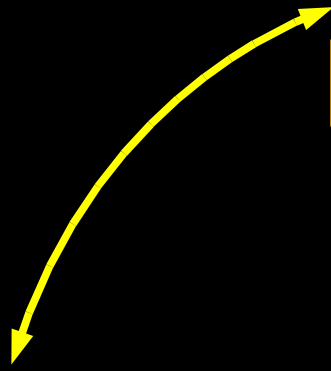
change
and unpredictability



Freedom as
practical human agency

loosely-coupled
systems designed
for cooperation

change
and unpredictability



=> “share nicely;” self-sacrifice => basic, pervasive cultural norms and education to support cooperative, other-regarding action

<= pushed back by “scientific policy making” from management to administration to perfect market and selfish rational actor modelling

- => diverse business and social models begin to challenge the efficiency, efficacy, growth of the products of “scientific” selfishness
- => science begins to push back on selfishness with theoretical, experimental, and observational work
- => time for design—social, business, technical, and legal—to begin to adapt, and then adopt, cooperation as a basic design approach