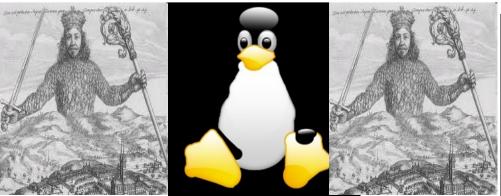
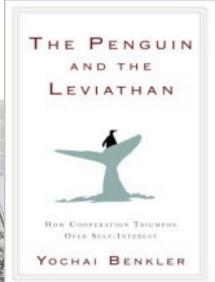
Wikipedia as the model for a new view of social relations

Wikimania 2011 Haifa, Israel

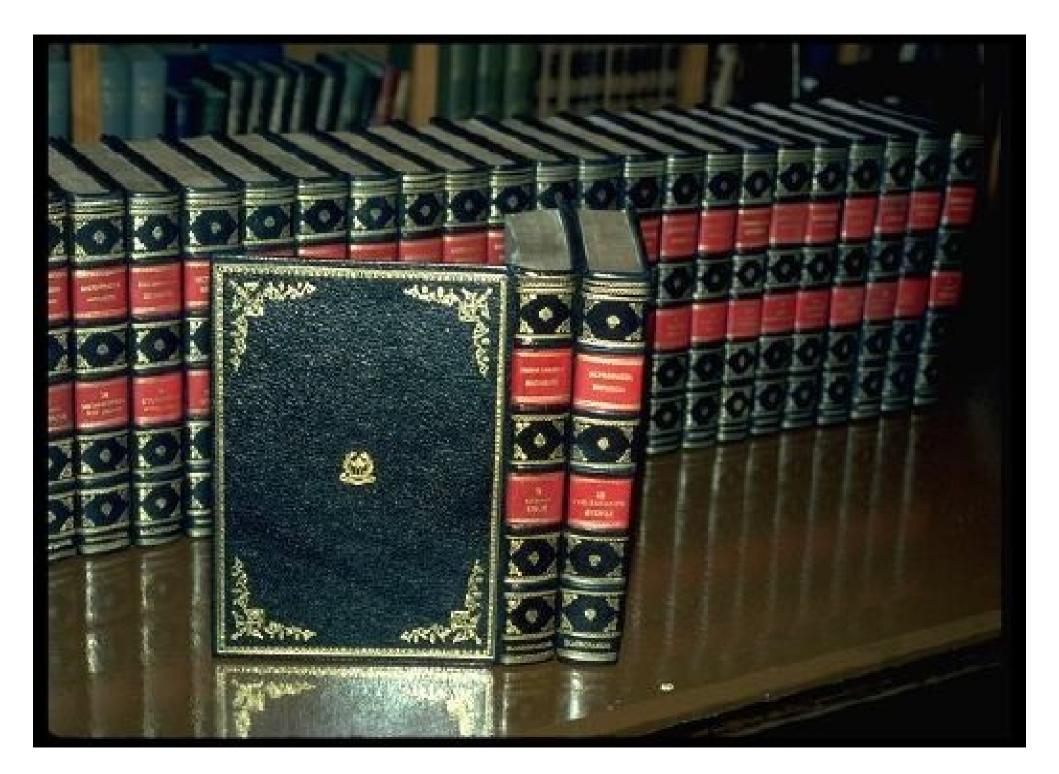
Yochai Benkler

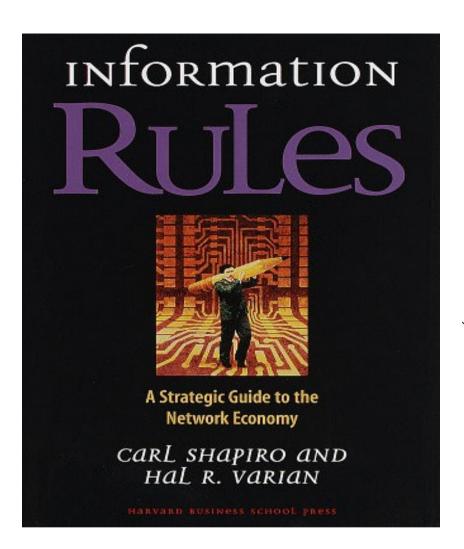




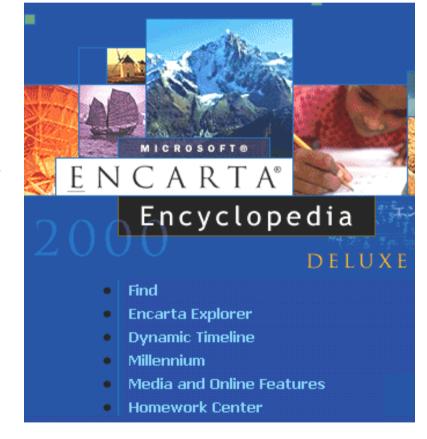


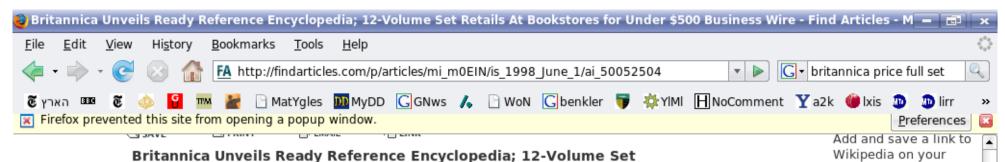






If you're an economist in 1999, the major new new thing is bits that cut costs and vastly more efficient market competition...





Retails At Bookstores for Under \$500

Business Wire, June 1, 1998

CHICAGO--(BUSINESS WIRE)--June 1, 1998--

New Product Demonstrates Company's Commitment To Print

Encyclopaedia Britannica, Inc. today announced that it will begin selling a popular-priced encyclopedia in bookstores across the country. Called Britannica Ready Reference(TM), the 12-volume set will be available in June at a suggested retail price of \$499.

Affordable Britannica(R) Quality

"We are enhancing our print encyclopedia line to offer consumers more choices, especially parents who previously may have passed up Britannica due to price," said John Hallberg, senior vice present, worldwide marketing. "The Britannica Ready Reference gives families the legendary Britannica quality at a price they can afford."

The Ready Reference set consists of the first 12 volumes of the full 32 -volume Encyclopaedia Britannica. Containing 64,000 articles organized from A to Z, the Ready Reference provides an unmatched breadth of information on a variety of topics. Contributors include many leading authorities and Nobel Prize winners, such as Albert Einstein, Sigmond Freud and Milton Friedman. The articles are enhanced by more than 16,000 illustrations, maps and photographs. Also included with the set is the Britannica Year Book(R) which features the important people, events, disasters, discoveries and achievements that changed our lives in the past year.

Room To Grow

The most frequently used part of the full Encyclopaedia Britannica, the Ready Reference is designed as a starter set for families who expect to expand their reference resources as their information needs grow over time. With the initial investment in the Ready Reference, parents can add other reference tools such as the remaining volumes of the print encyclopedia or Britannica's electronic products.

Google homepage, free. www.google.com/ig/

Britannica

Take A Free Trial Of Britannica.com Trusted By Students Worldwide! Britannica.com

Telesales Marketing Svcs.

Learn about the right solutions for your business & get free auotes.

CallCenterComparison.com/Tell

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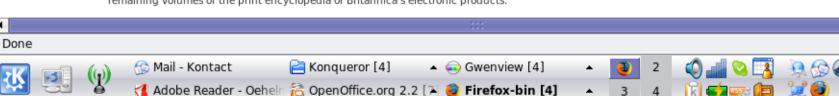
Browse a huge selection now. Find exactly what you want todav.

www.eBay.com

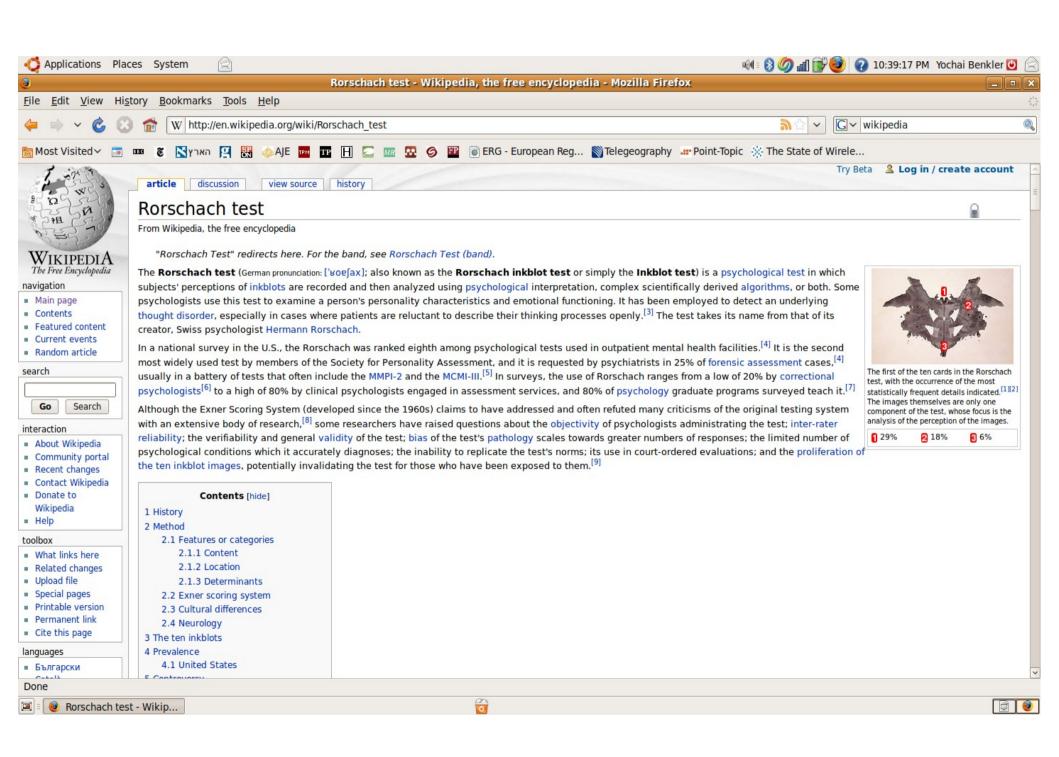
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Networked Information Economy

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

Material

- Computation and communications resources
- Sensing and capture

Human

- Creativity, intuition, experience, and motivation
- Social capabilities to manage processes

Networked Information Economy

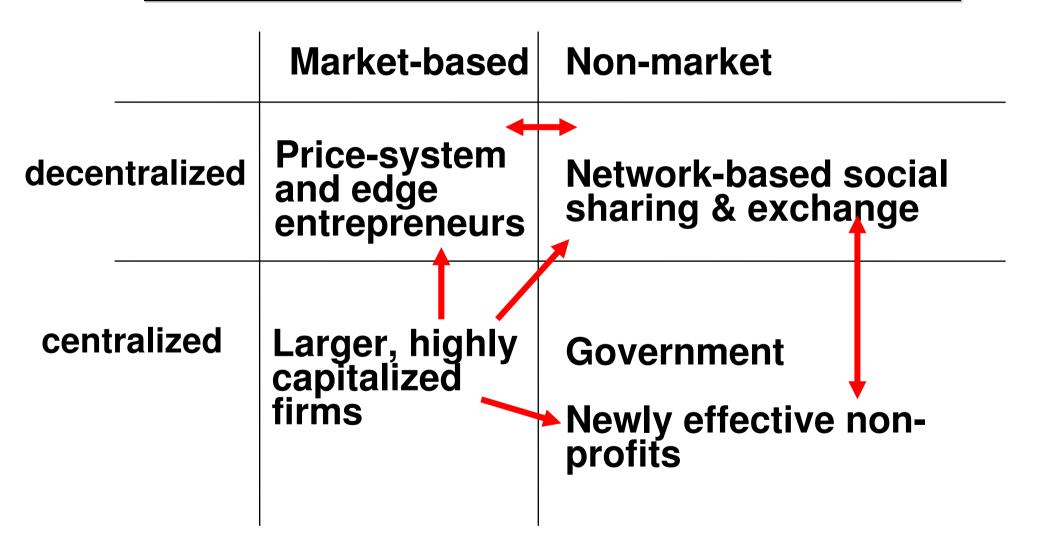
The most important inputs, into the core economic activities, of the most advanced economies, are widely distributed in the population

Behaviors once on the periphery: social motivations, cooperation, friendship, decency, mobilization, hatred, move to the very core of economic life in the most technically and economically advanced societies

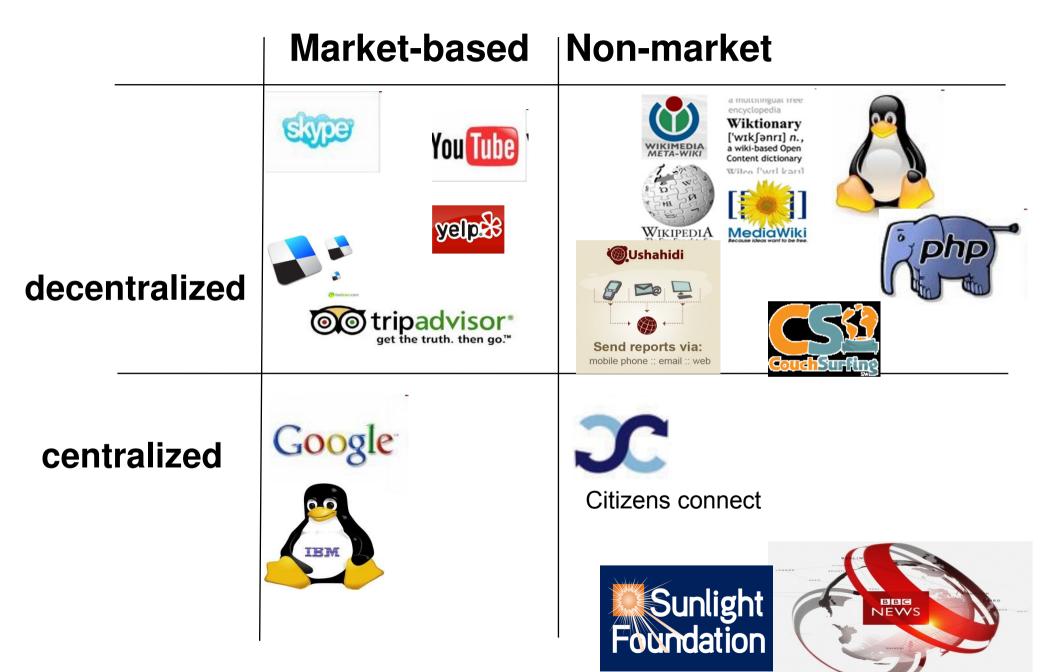
Four transactional frameworks

	Market-based	Non-market
decentralized	Price-system	Families; friends localized efforts of social economy
centralized	Firms	Government; Non-profits

Networked information economy destabilized the Second Industrial Divide

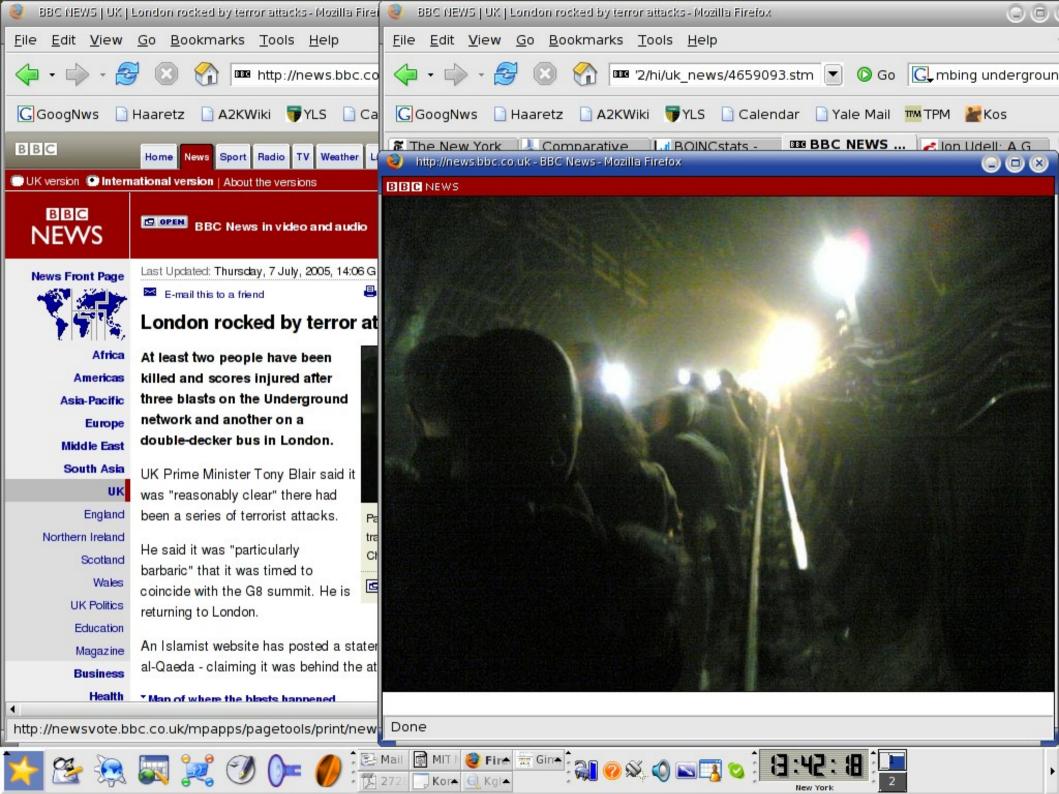


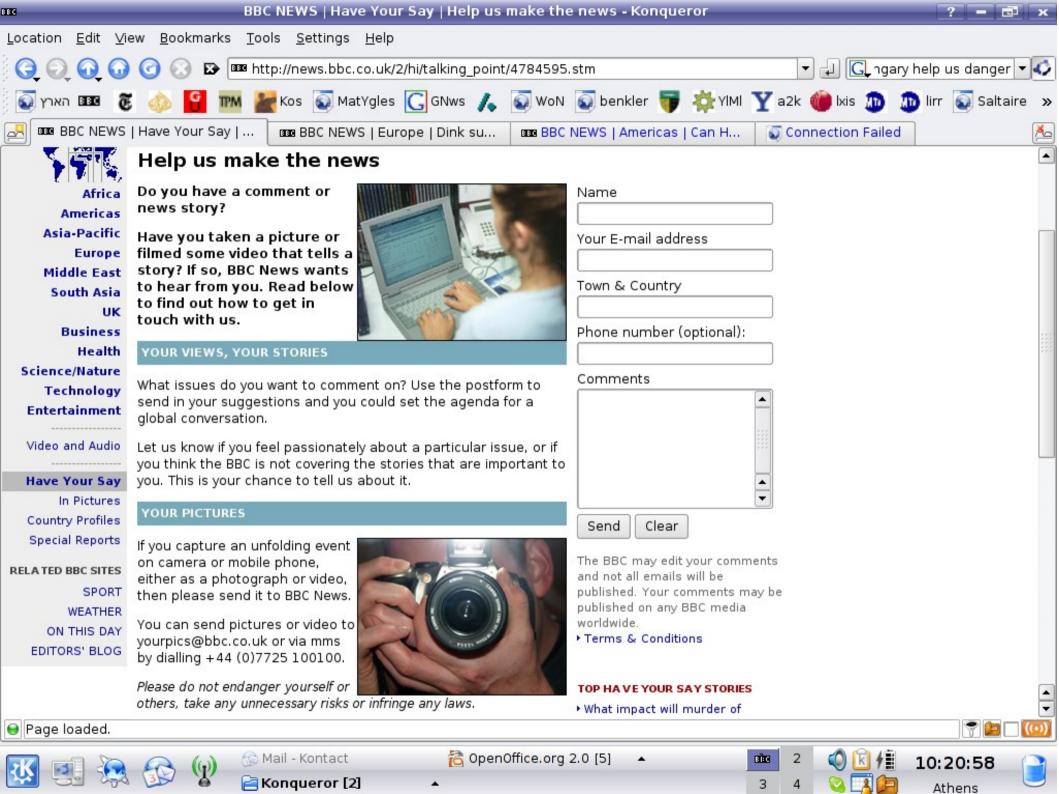
A new solution space



- --distributed inputs from on-the-ground participants
- --using any kind of device
- --mashing with usable data/mapping
- --open source to harness developers => iterative use of decentralized, cooperative techniques









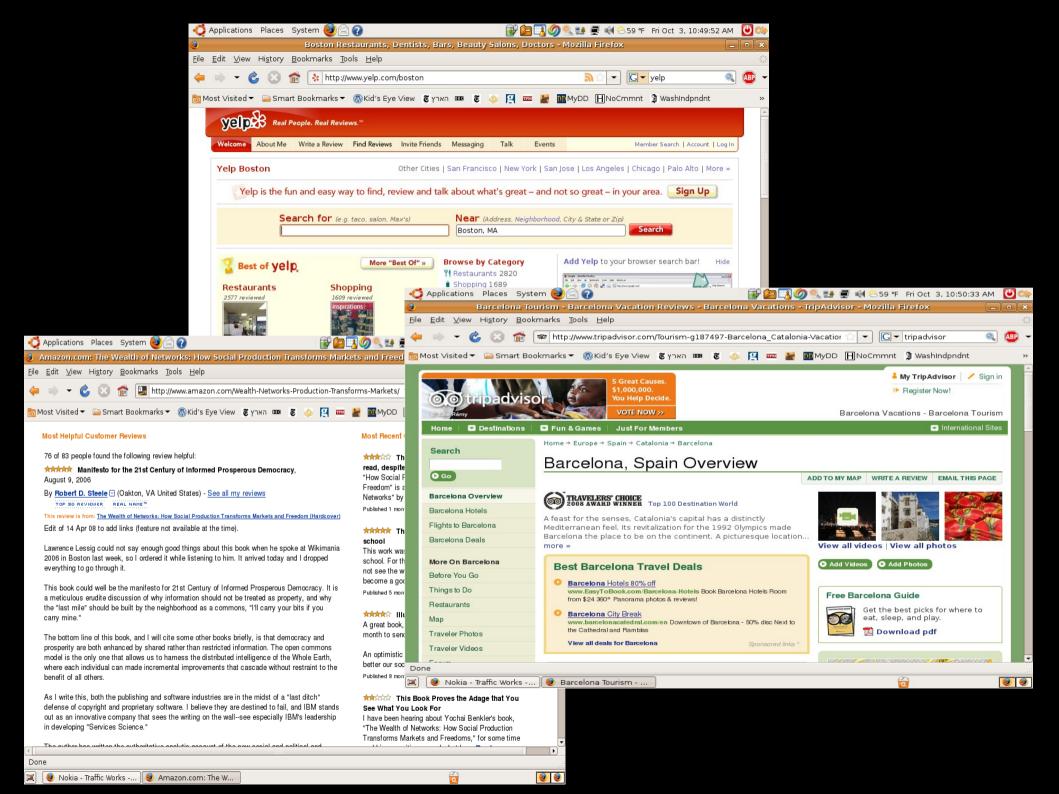


f t < \ \ 28 January 2011



himself will addrage the nation coon





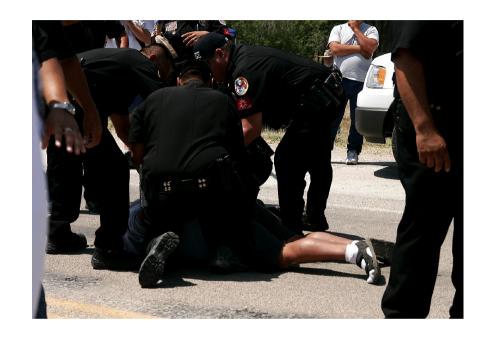
1. Can it be only online?

2. How can we systematize design of cooperative systems?



Becker: Penalty * probability of detection = deterrence

Tough on crime =========> community policing





Tough on crime =========> community policing



Technical: walk, not car Organizational: no-911; monthly community meetings; agenda setting Institutional: more room for discretion? Social: humanization; changing us/them boundaries; norms take central role; trust built over time...





THE ECONOMIC INSTITUTIONS OF CAPITALISM



Oliver E. Williamson

The Principles of Scientific Management

PREDERICK WINDOW TAYLOR, M.E., S.D.



DAPER A RESTRICT PURCHERS



1990s

	Market-ba	sed Non-market
decentralized	Price-syste	Families; friends localized efforts of social economy
centralized	Firms	Government; Non-profits



I made a mistake in presuming that the self-interest of organizations, specifically banks and others, were such as that they were the best capable of protecting their own shareholders

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

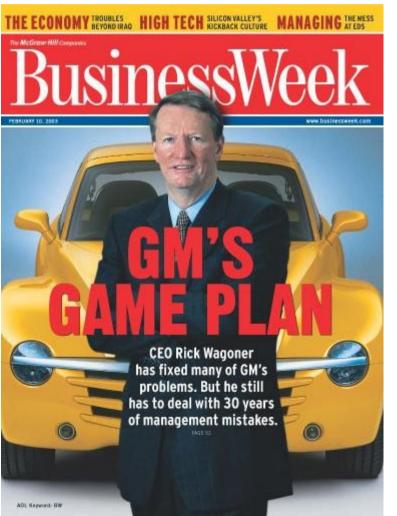




organizational: Taylorism => TPS

technical: Fordism; single task station => team stations







Work on stock options and incentive compensation suggests preverse effects;

Low, rather than high return to sharelholders; Relatively higher designation as tax "fraud" etc. Osterloh & Frey; Bebchuk



Hiroshi Okuda scaled to estimated compensation levels 2005/2006







Hierarchy plus high-powered incentives vs.

More collaborative; team production; trust-based supplier relations; lower power monetary incentives at top (Sabel 2006; Osterloh and Frey 2005)

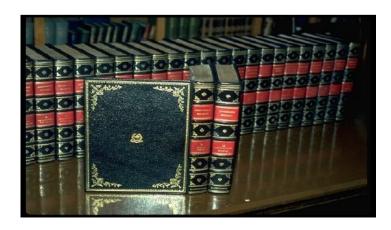




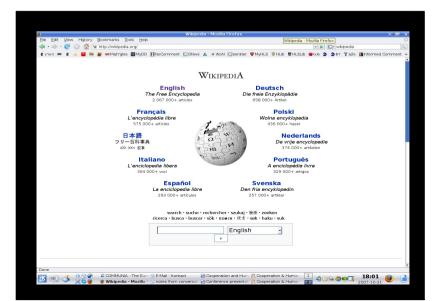












Cooperative Human Systems

- An integrated approach
 - Technical, organizational, institutional, social
 - Mutually-reinforcing design characteristics or inconsistent
- Based on the best evidence we have

An intellectual arc

- Evolutionary biology: from group selection to selfish gene through kin altruism, and direct reciprocity, back to indirect reciprocity, multi level selection, and culture/gene-culture co-evolution
- Economics: strong assumptions of self-interest and guile; mechanism design and efficiency; shifting to experimental and modeling away from self-interest; developing neuroeconomics
- Political theory: from Downs, Olson, Hardin, to Ostrom on commons
- Management science/ organizational sociology: work on TPS, team production, networks since the 1980s; DiMaggio & Powell; Sabel; Adler; Heckescher; high-commitment, high performance organizations

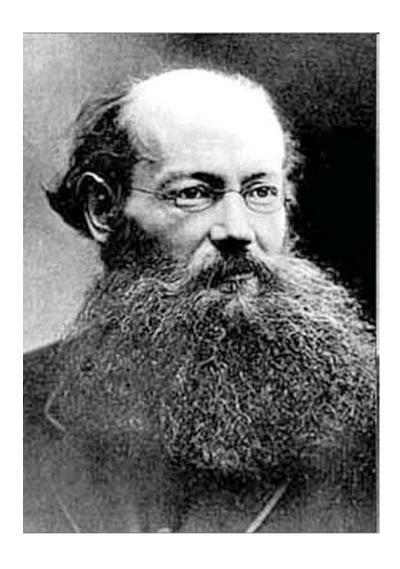
Evolution

"Be warned that if you wish, as I do, to build a society in which individuals cooperate generously and unselfishly towards a common good, you can expect little help from biological nature. Let us try to teach generosity and altruism, because we are born selfish. Let us understand what our own selfish genes are up to, because we may then at least have the chance to upset their designs, something which no other species as ever aspired to do."

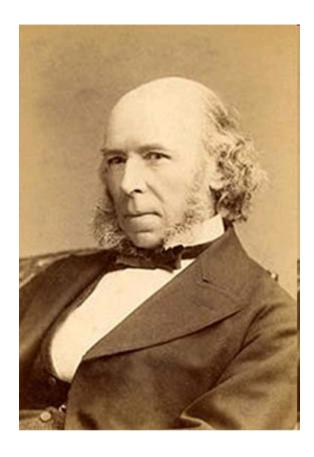
Dawkins, The Selfish Gene 3 (1976)

"Perhaps the most remarkable aspect of evolution is its ability to generate cooperation in a competitive world. Thus, we might add "natural cooperation" as a third fundamental principle of evolution beside mutation and natural selection."

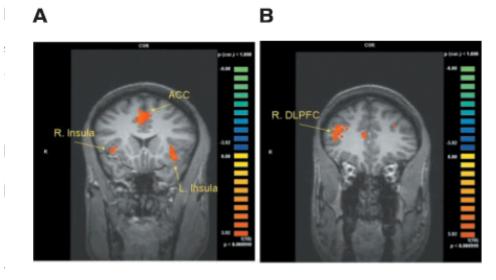
Martin Nowak, Five rules for the evolution of cooperation, Science 314:1560-63 (2006).

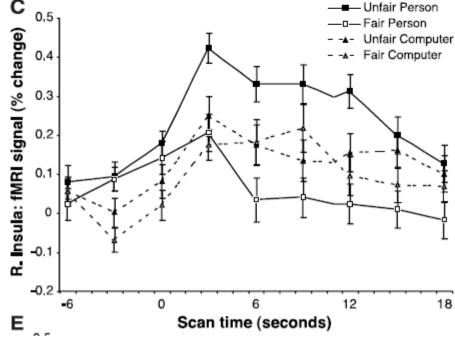


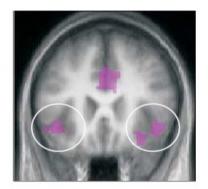
Peter Kropotkin, Mutual Aid



Herbert Spencer, "survival of the fittest;" Social Darwinism



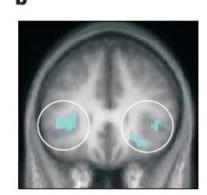




Singer et al

Empathy, actual pain simulation

Sanefy, Rilling et al: humans differentiate computer from human; respond differently to unfair offers in Ultimatum games



Fairness is physically remembered Defection more clearly yet



Kosfeld; Zak: Oxytocin and trust

— Unfair Person

Psychology, Sociology, Anthropology

Diversity of needs & goals; social dynamics; meaning

Material interests (Economics)

Emotional needs/ Affective responses



conformism

Moral Commitments

Philosophy; law; Psychology Sometimes in economics

-Fairness; -Right; Virtue

Social motivations/connections

- -functional social capital
- -Social network effects
- -Solidarity, "in-group bias," relatedness;

Centrality of the situation; frame; system

The potential for "crowding out", or misalignment

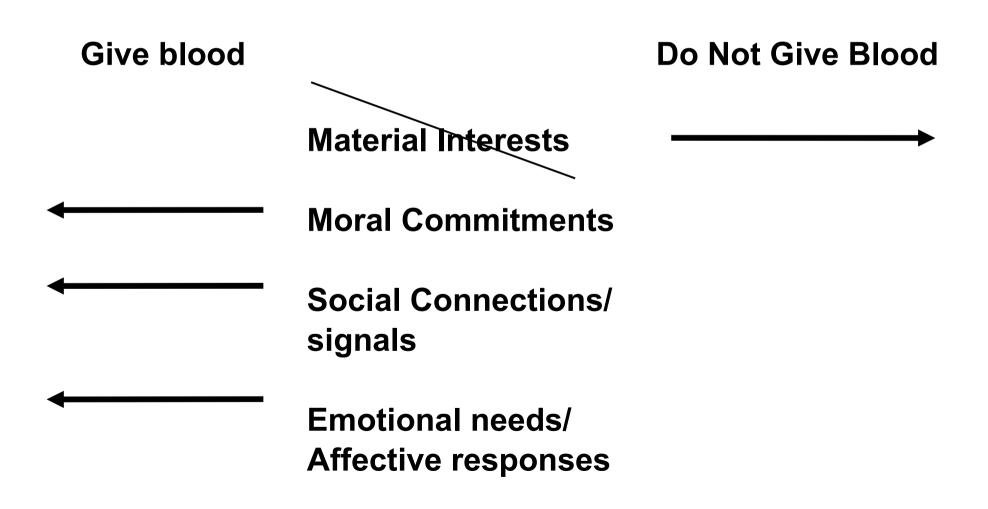
Including misalignment in design

Titmuss-Arrow debate 1970/71

Give blood Do Not Give Blood **Material Interests Moral Commitments** Social Connections/ signals **Emotional needs/** Affective responses

Including misalignment in design

Titmuss-Arrow debate 1970/71



Including misalignment in design

Mellstrom and Johannsesson 2008
--baseline population voluntary donation system (Sweden)

Give blood

Material Interests

Moral Commitments

Social Connections/ signals

Emotional needs/
Affective responses

Including misalignment in design

Mellstrom and Johannsesson 2008: offer 50SEK

- -- only reaches significance in women (from 52% to 30%)
- -- overall effect exists and trends in the "right" direction, but not significant (43% to 33%)

Give blood

Do Not Give Blood

Moral Commitments

Social Connections/
signals

Emotional needs/
Affective responses

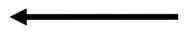
Including misalignment in design

Mellstrom and Johannsesson 2008:

- --permitting donors to donate their proceeds to a charity, as well as donating the blood, cancelled out the negative effect.
- --overall giving levels no higher at end than at beginning (44%)

Give blood

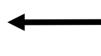
Do Not Give Blood



Material Interests



Moral Commitments



Social Connections/ signals



Emotional needs/ Affective responses

Cooperative Human Systems

- Conceptual: From "rationality" modeled as universal self-interest translated into material concerns to diversity of motivations and a preponderance of prosocial humanity sensitive to conditions
- Design: Cooperative human systems design based on behaviorally realistic, evidence-based design; integrating multiple disciplines, susceptible of testing and implementation

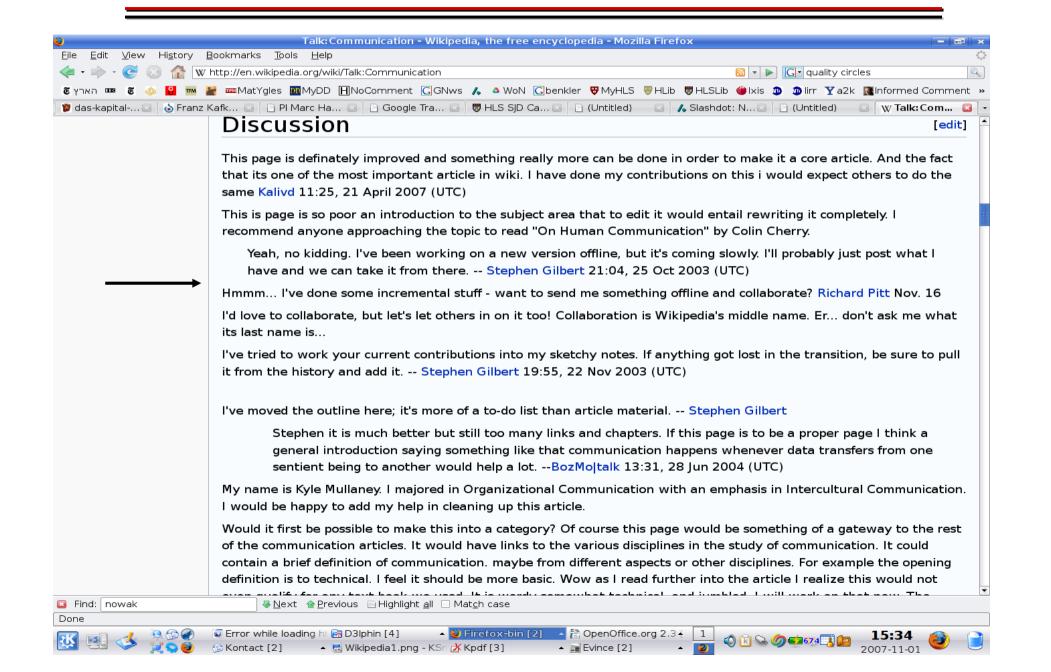
Cooperative Human Systems

 Design: Cooperative human systems design based on behaviorally realistic, evidence-based design; integrating multiple disciplines, susceptible of testing and implementation

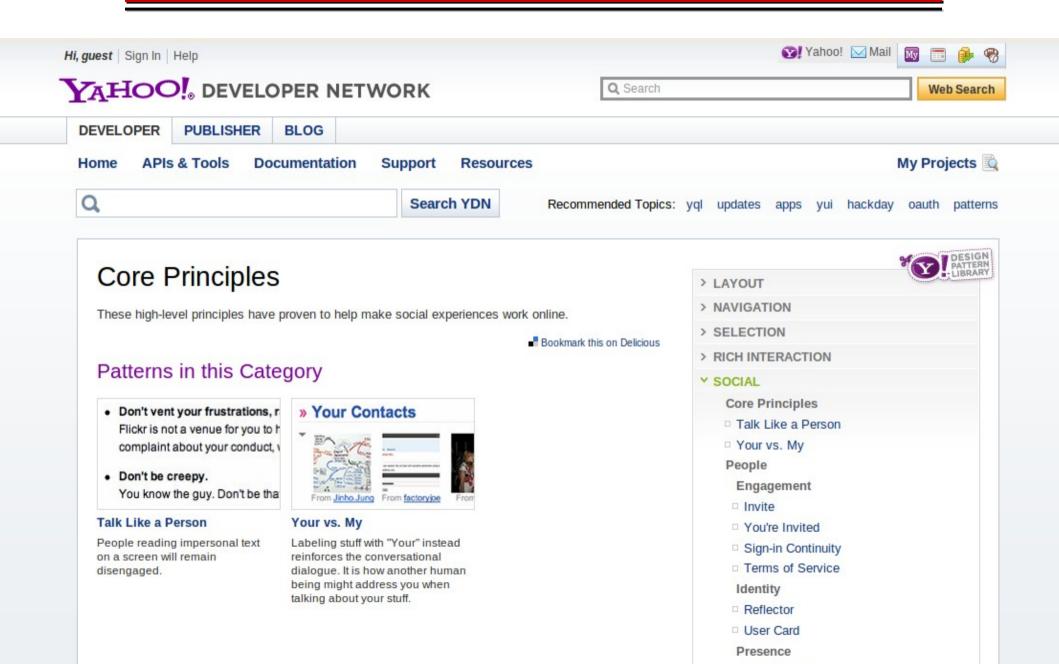
Building blocks

- Communication; framing the situation
- Who matters? I, thou, we, them: empathy and solidarity
- What is right, fair, and normal?
- Calculation: material and social-relational
 - Subject to potential negative interactions between material punishment or even reward and social-relational motivation
- Social dynamics: trust, transparency, reputation, social networks, leadership, asymmetric contribution

Communication



Communication



Communication



litigation vs mediation



Framing

- Ross et al, Wall Street/Community Game
 - Identical setup: finite PD
 - If "community game" 70% open & sustain coop
 - If "wall street game" 30% open & sustain coop

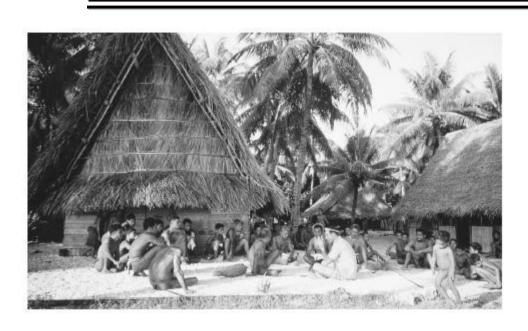




Empathy

- Singer et al
- Bohnet & Frey: anonymous partner; silent identification
 - Dictator Game
 - 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.

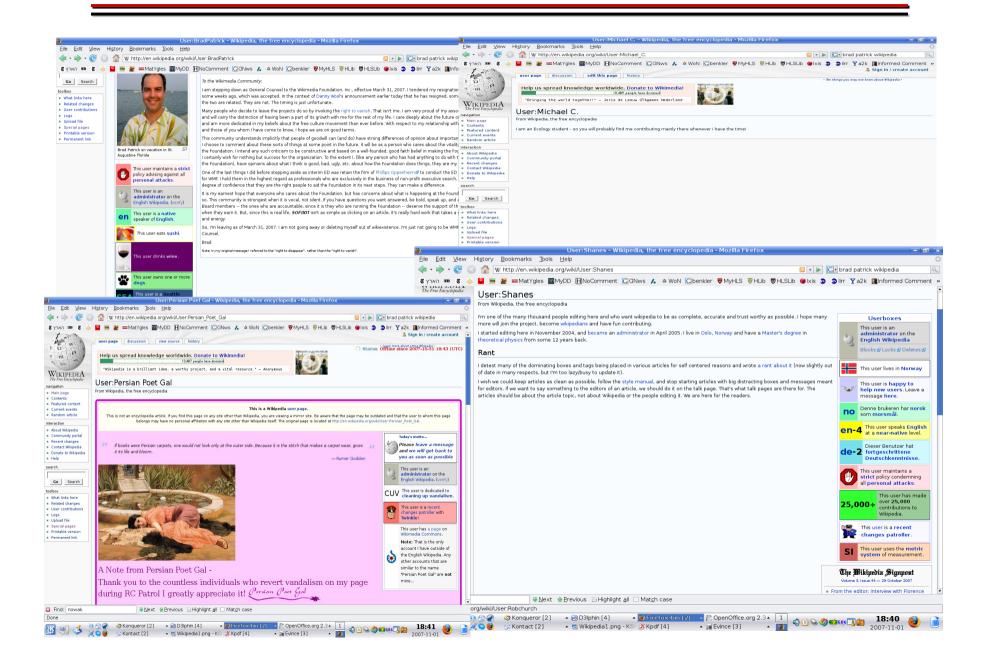
Who matters: Empathy







Who matters: Empathy

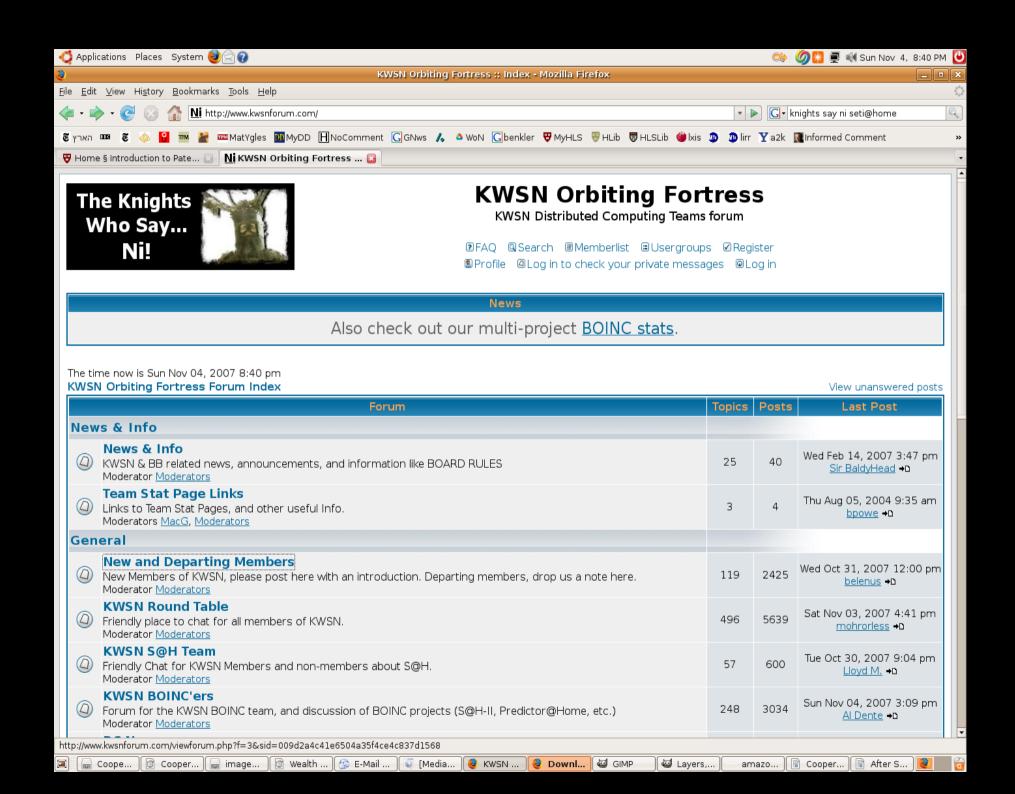


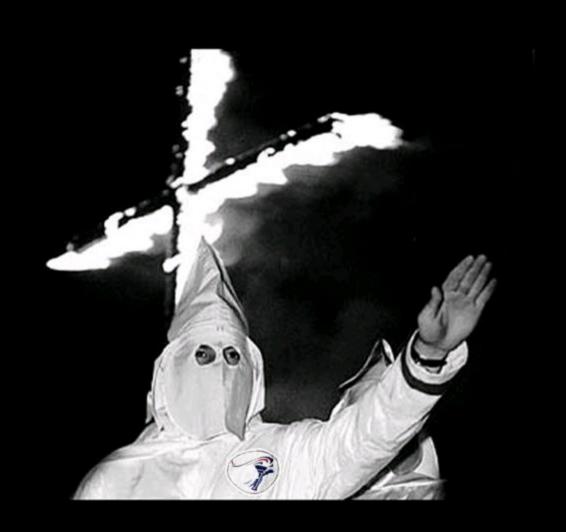
Who matters: Solidarity/Group identity

- Organizational psych since early 1970s
 - Tajfel; Tajfel & Turner minimal group effects
 - Haslam: knowledge of group coupled with emotional significance of belonging
- Bowles & Gintis; Boyd & Richerson
 - Group selection in early human societies; support centrality of group identification
 - Fowler et al within political parties
 - Rand et al: plastic identities: from Obama/Clinton to Democratic, but only after DNC









Solidarity/Group identity



Design necessary to channel in-group bias, or solidarity,

- Hume, Principles of Morals; Smith, Moral Sentiments
- Economics: Sen 1977; Frey 1997
- Psychology, Campbell 1976; Greene 2008
- Most normal people, most of the time, will be tugged to doing what they think is the right thing to do under the circumstances
 - Disgust, taboo responses suggest a discontinuous function

Health

Business

Science





World

U.S.

Sports

View Unlimited TV Stations

Click "Begin" to watch.

Begin >>

Odd News

More

Take the 60 second

ewsvine tour.

Local News

Start

E-Mail Alerts +

/ard

the Vine ne Live ne Archives board senhouse ne Tools nended Articles Vineness.

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Whiteners Exposed!

t which ones actually n your smile, and which m't

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d My Yellow Teeth"

Newsyine Code of Honor

Tech

Politics

1. Above all else, respect others. Address issues and arguments and refrain from making personal attacks. If you see something disrespectful or inappropriate, report it - rather than further inflaming the situation, More +

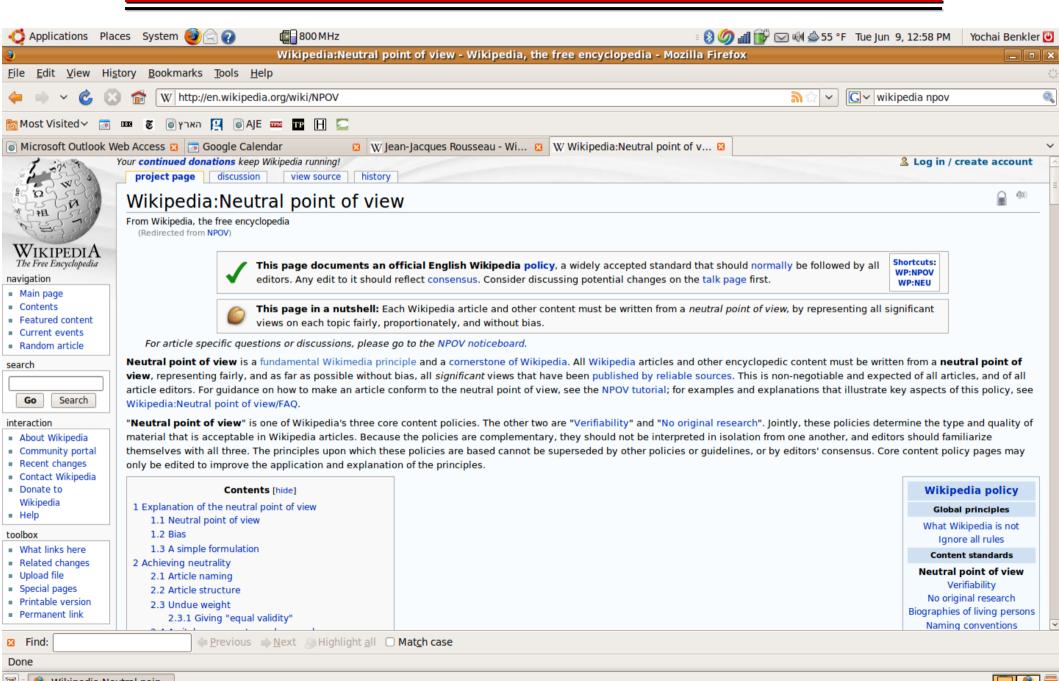
Entertainment

- 2. Newsvine's primary purpose is to provide a place for people to share and discuss topics relating to the news. Self-promotion, seeding links to your own site(s), and advertising are not allowed. More +
- 3. Headlines should be supported by the information presented in the article/seed, rather than used primarily as a means to draw attention. Chosen news types and tags should be accurate and informative - not used to provoke or make a statement. More +
- 4. As the host of your column, you are expected to foster healthy, open discussions by setting a good example. Be responsible for the content you submit and exercise impartiality when deleting comments and reporting abuse. More +
- 5. Acts that run contrary to the spirit and purpose of Newsylne, including attempts to circumvent the Code of Honor & User Agreement, are not allowed. More +



So that's the Code!

Make sure to check out the additional recommended guidelines to make you a better Viner as well.



Debating "creationism" on Wikipedia talk pages

Yes, you may choose to view the question as a two-sided debate. O thers, however, have been shown to view the question on other terms. So me see the split three ways: special Creation only, secular evolution only, and God-guided evolution. Your point seems to be focused on what people teach in a science class-which is only one small part of this question. Many "creationists" are very willing to leave science to science. Risheehan (talk) 22:28,22 April 2008 (UTC)

No! I do not "choose to view the question as a two-sided debate" -- I describe what many prominent participants see as a two-sided debate. There is no "third way" unattached to either side. Your "God-guided evolution" is made up of TEs who side with what you describe as "secular evolution" and consider ID to be pseudoscience and ID ers who side with the YECs and consider TE to be intellectually dishonest. This whole controversy is about "what people teach in a science class" -- it has been from Scopes through to Dover. Your entire argument is nothing but WP:0R, and you have

presented no <u>WP:RS</u> supporting the existence of a *coherent and cohesive* 'middle ground' (i.e. one that does not ally itself with the more extreme wings on either side), or what specific views this mythic creature might possess. Lacking such sources, this has no relevance to the article, and no place on this talkpage.

11:23, 23 A pril 2008 (UTC)

Please be careful of <u>W.P.:N.O.T.O.P.IN.IO.N.</u> and <u>W.P.:S.O.A.P.</u> If your interest is primarily in <u>creation</u> then focus on that This article has a P.O.V. nrohlem and needs revision. Please do not get in them focus on that. This article has a P.O.V. problem and needs revision. Please do not get in the way of improvements. <u>R. Isheehan</u> (<u>talk</u>) 01:57, 25 A pril 2008 (U.T.C.)

Thank you for that violation of <u>W.P.:A.G.F.</u>, making spurious accusations of my motivations for simply stating the positions that the *participants* in the controversy hold.

You seem to be igoring the valid citations which prove that a large number of people have a "centrist" position of accepting both Science and Creation. is <u>WP:IDIDNTHEARTHAT</u>not acceptable. Please let other editors have access to this article. <u>RIsheehan</u> (talk) 14:25, 25 April 2008 (UTC)

Let's take this one step at a time. What is this article about? Is it limited to the about what is to be taught in schools? Is it over what's been demonstrated or is demonstrable by science? Is it about what "people personally believe" or subscribe to? Or is it about the alleged "consequences" or "fallout" different sides in the controversy accuse the "other side" of. (ie controversy over the redefinition of science, say, or moral decay in society etc). Professor marginalia (talk) 15:53, 25 A pril 2008 (UTC)

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Let's take this one step at a time. We hat is this article about? Is it limited to the

- Outcomes
- Intentions
- Processes

- Culturally contingent; diverse
- Susceptible to framing
 - Luck and desert shift baseline
 - Market-integration correlated with baseline equal division preference

No single theory of justice

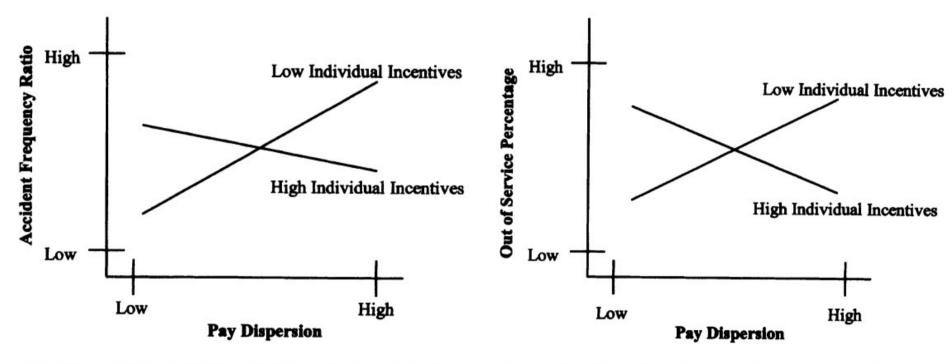


Figure 1. Study 1: interaction between pay dispersion and individual incentives in predicting accident frequency ratio

Figure 2. Study 1: interaction between pay dispersion and individual incentives in predicting out-of-service percentage

- Conformism and imitation
 - Anthropology: culturally-reinforced norms (Boyd & Richerson; Boyd and Henrich)
 - Social network effects (e.g. Obesity, Fowler & Kristakis)
 - As an imitation/learning effect (Hanaki et al 2007)
 - Minnesota and Australian tax experiments

- Conformism and imitation
- Habit plus self-justification = virtue?

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	Generous	\$12.00	4.97%		
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		\$24.00	0.02%		

The retreat of scientific selfishness

- "Scientific policy making" pushes back on widespread cultural norms of sharing
- Actual practices in the networked environment, and increasingly in businesses, revive "sharing nicely," the broad pro-social educational bent with which we infuse our child rearing practices

The retreat of scientific selfishness

- Diverse business and social production models begin to challenge efficiency, efficacy, and growth-oriented effects of "scientific" selfishness
- Science begins to push back with theoretical, experimental, and observational work
- A new field? Cooperative human systems design
- A renewed view of our shared humanity