

last year's talk? ...

evolutionary impact
on individual cognitive
biases & behavior

Chicken Breeding





Poultry Genetics, Breeding, And Biotechnology

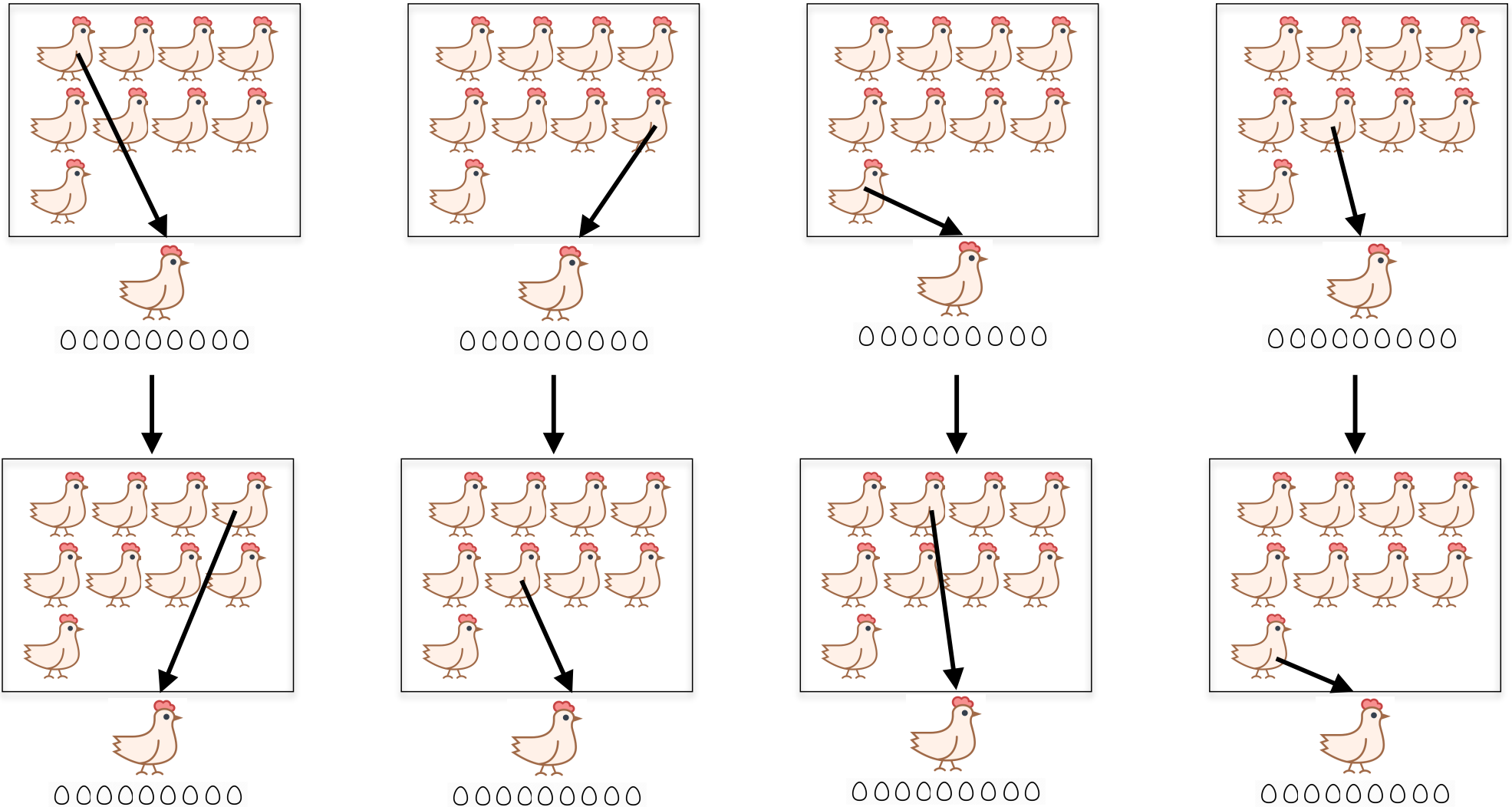
Contributors

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Select Top-Performing *Chicken*



... for 6 generations

prediction?

Select Top-Performing *Chicken*

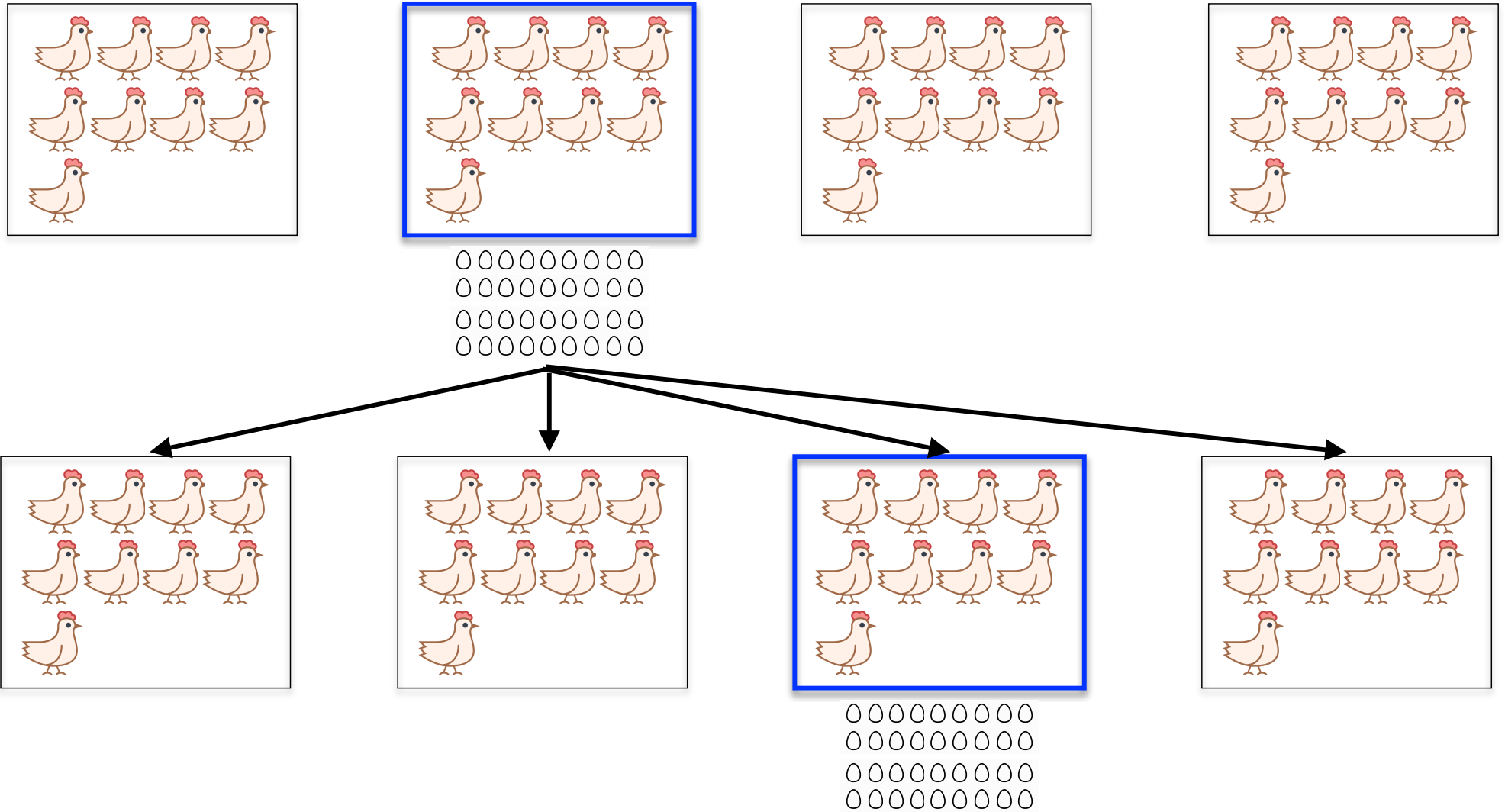
6 generations later...

on average, 3 half-dead hyper-aggressive hens per cage,
6 killed from the remaining. ALMOST NO EGGS



experiment #2 ...

Select Top-Performing Group



Select Top-Performing *Group*

6 generations later...

9 healthy chickens per cage. 160% increase of total egg production.



conclusions? ...

don't select for
bastard chickens



selecting for “best”
individuals can
cause a
cooperative society
to collapse

Agile Software Development

SECOND EDITION

The Cooperative Game

Alistair Cockburn



Agile Software Development Series

Alistair Cockburn and Jim Highsmith
Series Editors

this year's talk? ...

**evolutionary &
other forces in
cooperative societies**

The Core Design Principles



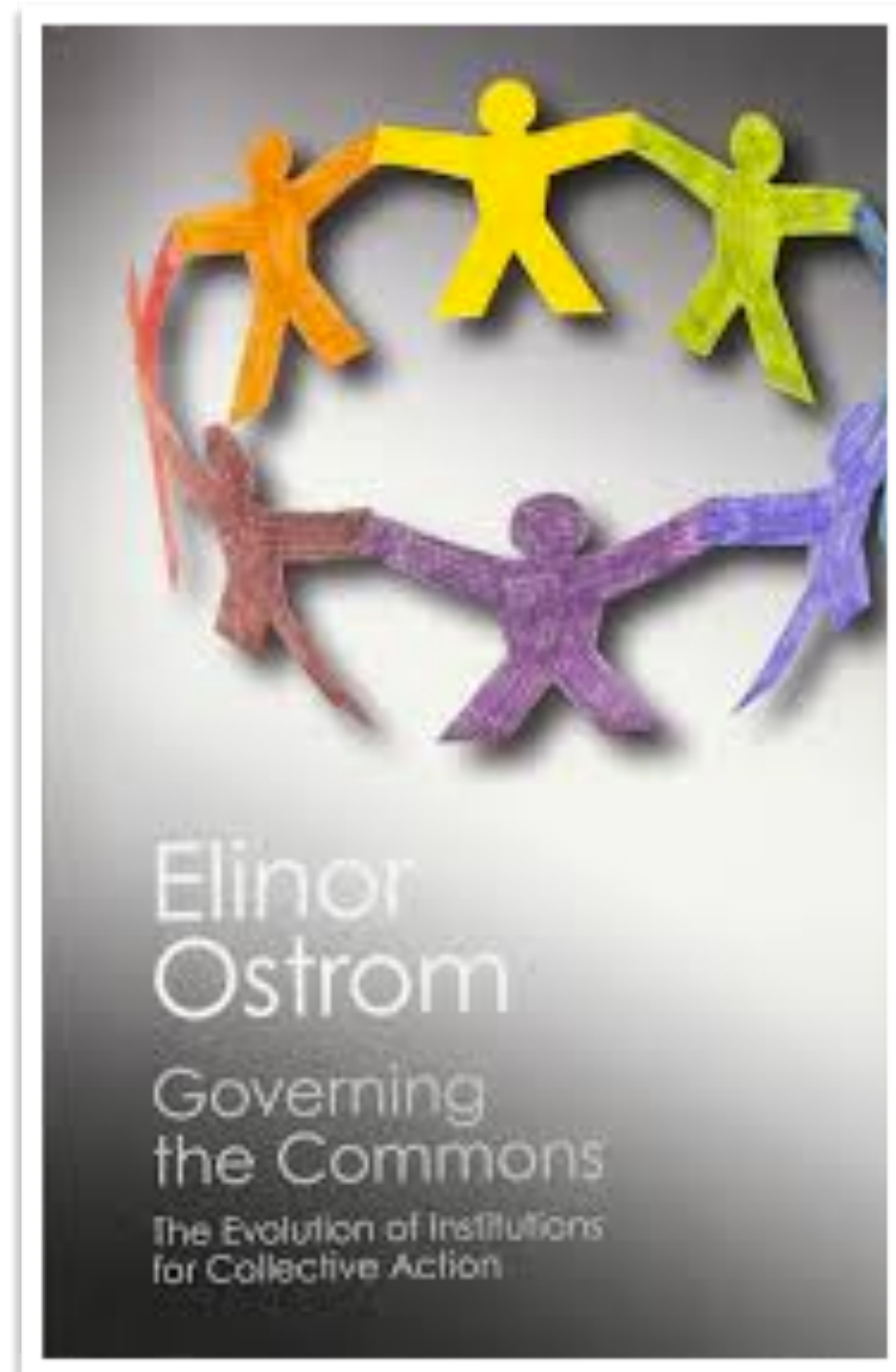
ELINOR OSTROM

2009 Nobel Laureate
in Economic Sciences

Nobel medal © © The Nobel Foundation



“Governing the Commons” (1990)



“tragedy of the commons”
is ***not*** inevitable

cooperative societies succeed
in *governing the commons*,
and there are success
patterns (design principles)

Ostrom's Study of "Common-Pool Resources"



**“commons” in
a LeSS org?**

“Commons” in a LeSS Org

- > code
- > shared responsibility for done Product Increment
- > decisions & resulting policies
- > ...



Generalizing the core design principles for the efficacy of groups

David Sloan Wilson^{a,b,*}, Elinor Ostrom^c, Michael E. Cox^d

“... the principles have a wider range of application than Common-Resource Pool groups, and **are relevant to nearly any situation where people must cooperate and coordinate to achieve shared goals.**”

The 8 Core Design Principles

1. **clear defined boundaries of the commons, clear group identity of those using it, & effective exclusion of un-entitled parties**
2. **proportional benefits & costs**
 - > normal case: members of the group must negotiate a system that proportionally rewards members for their contributions
 - > edge case: high status or other *disproportionate* benefits must be earned through *special contribution*
 - > unfair inequality poisons collective efforts

The 8 Core Design Principles

3. collective-choice arrangements

- >the *group* — those affected by the arrangements (“rules”) — can participate in creating the rules; not outside-imposed rules
- >they decide the arrangements by consensus

4. monitoring agreed-upon behaviors

- >warning: managing a commons is vulnerable to free-riding & exploitation
- >unless undermining strategies can be detected at relatively low cost by norm-abiding members of the group, the tragedy of the commons will occur

The 8 Core Design Principles

5. **graduated sanctions**

- > “friendly social pressure” is often sufficient to start, but more severe forms of punishment must exist

6. **fast/simple & fair conflict-resolution mechanisms**

The 8 Core Design Principles

7. local autonomy, authorized

- > group must have authority to decide & conduct own affairs
- > related to principle 3 (*collective-choice arrangements*), here emphasizing the *formal authorization* by a higher-level party (e.g. a government) of *legitimate local autonomy*

8. for groups that are part of larger groups, there must be appropriate coordination among peer and tiered groups, with *polycentric governance* and *subsidiarity*

- > every sphere of activity has an optimal scale; e.g. a *federal government* probably shouldn't manage a *small pasture*
- > **polycentric governance:** large-scale governance requires finding optimal scale (and related optimal group) for each sphere of activity, & appropriately coordinating
- > **subsidiarity:** assign governance tasks by default to the lowest jurisdiction, unless explicitly determined to be ineffective

**“everyone”
take a photo
of the slides**

quickly create a
terse mindmap
of the 8 CDPs,
on a flipchart

Team Discussion

- > which CDPs in place in your product group? how does it help govern any of your “commons”?
- > if some CDPs missing in your group, what is the impact on any of your “commons”?
- > ideas for future concrete use?



Elinor
Ostrom

Governing
the Commons

The Evolution of Institutions
for Collective Action