

Does Human Nature Allow Us to Get Along?

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How could two people with different views ever agree on anything?



- ▶ I believe X
- ► You believe (not X)
- ▶ Power: If I have more power than you, I could insist that you accept X
- ► Compromise: We could "split the difference" X/2
- ► Trade: I get X by giving you Y
- ► Adjudication: Outsource the decision to a third party (or algorithm)
- ▶ Persuasion: I could convince you that X was a good idea

Goal Stacks



- ▶ "Why are we in the car, Daddy?"
- **▶** "Why?"
- ▶ "Why?"
- ▶ "Why?"



To go to the airport

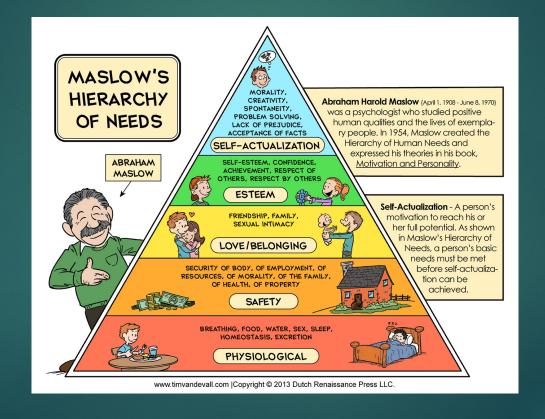
To take an airplane

To go on vacation

To have fun

Maslow's Hierarchy of Needs





Alignment of goal stacks



- Bo Jiden
- ▶ Goal: Have a good life
 - ▶ Subgoal: Have enough food to eat
 - Subgoal: Good environmental conditions necessary to grow food
 - ► Fact: Environmental regulations make the environment healthier
- ► Action: Vote *for* environmental regulations

- Ronald Dump
- ▶ Goal: Have a good life
 - ▶ Subgoal: Have enough food to eat
 - ► Subgoal: Have enough money to buy food Have a good job to get the money
 - ► Fact: Regulations result in fewer jobs
- ► Action: Vote *against* environmental regulations

Negotiations



"Let's hammer out our differences"





Competitive vs. Cooperative Negotiation



- ▶ Instead of looking for differences and debating differences
- ▶ Work *UP* the goal stack til you reach common goals
- ▶ Then, work down til you find mutually acceptable ways of achieving common goals
- ▶ Rosenberg: Differences of positions indicate a need that isn't being met
- ▶ Find out what the need is, acknowledge it
- ► Expand the domain of discourse
 - ▶ Alternative ways of accomplishing goals
 - **▶** Innovation



Interpersonal relations



- "The political is personal"
- ▶ We need to study cooperation/competition at all scales
- ▶ Does the answer lie in
 - Psychology
 - ▶ Religion
 - ▶ Politics, sociology, self-help books,
- ▶ Boils down to
 - ▶ What is "human nature"?

Uncertainty about psychology

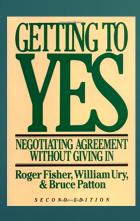


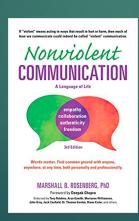
- ▶ We don't know enough about psychology to understand what causes people to cooperate or compete, do good or evil
 - ▶ Some combination of nature and nuture
- ▶ Progress in psychology will go hand-in-hand with technological progress

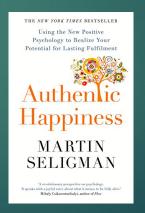
Techniques that may be helpful



- ▶ Harvard Negotiation Project, *Getting to Yes* series
- ▶ Self-help books: Rosenberg, *Nonviolent Communication*
- ▶ Positive Psychology, Cognitive-Behavioral Therapy
- ▶ Meditation, mindfulness, yoga, (maybe some of) religion



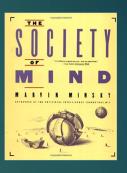


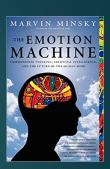


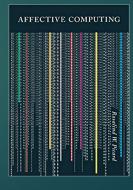
Computational models of affect



- ▶ Marvin Minsky: *Society of Mind* and *The Emotion Machine*
- ► Roz Picard: *Affective Computing*
- ► Cindy Mason, *Emotion-Oriented Programming*









Cyberbullying



SOCIAL COMPUTING

Let's Gang Up on Cyberbullying

Henry Lieberman, Karthik Dinakar, and Birago Jones, MIT Media Lab



The novel design of social network software can help prevent and manage the growing problem of cyberbullying.

yberbullying has emerged as a major problem in recent years, afflicting both children and young adults. Tragic stories in the news about suicides of bullied teens have drawn public attention to the issue, and statistics indicate that its prevalence is growing. A 2006 survey commissioned by the National Crime

their e-mail. If no measures had been taken to combat the rapidly growing volume of spam, the Internet as we know it today wouldn't exist. Fortunately, a technical solution—spam filters—managed to get the problem under control, even if it hasn't totally eliminated spam. Are technical solutions available to likewise manage cyberbullying?

cyberbullying occurs around a small number of topics: race and ethnicity, sexuality and sexual identity, physical appearance, intelligence, and social acceptance and rejection. If we can understand whether a message is about those topics, and whether its tone is positive or negative, we can identify many possible cyberbullying messages.



What causes bullying, criminality...?



- ▶ Psychologists: Bullying is caused by *insecurity, anxiety over social status*
- ► Criminals almost always have history of trauma
- ► Greed is caused by fear
- Aggression is caused by belief in "first strike"
- ► These qualities may once have had evolutionary purpose, but now are counterproductive

Keeping up with the Post-Scarcity Joneses?



- We could replace competition for material success with competition for social status
- ▶ But why would we? What would be the point?
- ▶ Would we have to "change human nature" to remove social status competition?
- ▶ But today's Captialism has incessant propaganda to encourage social status competition. Maybe that's the problem.
- ► Psychological studies say happiness not dependent upon \$ beyond a very moderate point (\$50-75K/year)

Obsessive-Compulsive Disorder (OCD)



























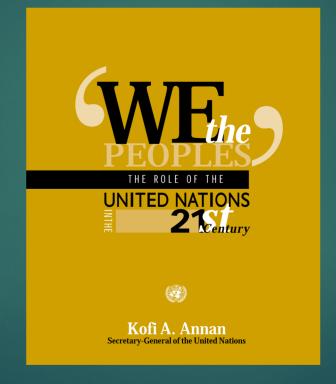
Post-Scarcity society



- ... or maybe, Post-Competitive Society
- ▶ Universal abundance will "take the pressure off" social conventions
- ▶ How will social conventions change as a result of widespread abundance?

"We the Peoples"





Nationalism and Racism



- Racism is a failure of science education
 - ▶ What makes people the same? A hell of a lot.
 - ▶ What makes people different? Not a hell of a lot.
- "Race" not a scientific concept
 - ▶ Genetics is a scientific concept
- ▶ Race absurd on the face of it
 - ▶ Why do we have "races" for skin color but not eye color or hair color?

WHY CAN'T WE ALL JUST GET ALONG? NOW SHAPE CAN EMALL MORE CONTRACTOR FOUND. COMPLETED TO SHAPE CONTRACTOR OF THE CONT

Declaration of Independence of Cyberspace – John Perry Barlow

A Declaration of the Independence of Cyberspace

John P. Barlow

Publication originale sur le site web de l'EFF, 9 février 1996. Version française sur ce site web. Publié avec autorisation de l'auteur.

Yesterday, that great invertebrate in the White House signed into the law the Telecom "Reform" Act of 1996, while Tipper Gore took digital photographs of the proceedings to be included in a book called "24 Hours in Cyberspace."

I had also been asked to participate in the creation of this book by writing something appropriate to the moment. Given the atrocity that this legislation would seek to inflict on the Net, I decided it was as good a time as any to dump some tea in the virtual harbor.

After all, the Telecom "Reform" Act, passed in the Senate with only 5 dissenting votes, makes it unlawful, and punishable by a \$250,000 to say "shit" online. Or, for that matter, to say any of the other 7 dirty words prohibited in broadcast media. Or to discuss abortion openly. Or to talk about any bodily function in any but the most clinical terms.

It is error alone which needs the support of government. Truth can stand by itself.

— Thomas Jefferson, Notes on Virginia

Governments of the Industrial World, you weary giants of flesh and steel, I come from Cyberspace, the new home of Mind. On behalf of the future, I ask you of the past to leave us alone. You are not welcome among us. You have no sovereignty where we gather.

We have no elected government, nor are we likely to have one, so I address you with no greater authority than that with which liberty itself always speaks. I declare the global social space we are building to be naturally independent of the tyrannies you seek to impose on us. You have no moral right to rule us nor do you possess any methods of enforcement we have true reason to fear.

Governments derive their just powers from the consent of the governed. You have neither solicited nor received ours. We did not invite you. You do not know us, nor do you know our world. Cyberspace does not lie within your borders. Do not think that you can build it, as though it were a public construction project. You cannot. It is an act of nature and it grows itself through our collective actions.

You have not engaged in our great and gathering conversation, nor did you create the wealth of our marketplaces. You do not know our culture, our ethics, or the unwritten codes that already provide our society more order than could be obtained by any of your impositions.

You claim there are problems among us that you need

What's the point of having "countries"?



- ▶ Nationalism is just another form of racism
 - ▶ There aren't any "different peoples" There's only *homo sapiens*
- ► Military conquest?
 - Protection Racket
- ► Language differences?
- ► Cultural/lifestyle differences?
- ► Experiment with different forms of governance?

Dissociation of culture from geography



- ▶ If I knew where you were born, I'd know:
 - ► Your skin color and ethnicity
 - ▶ Your religion
 - ► What language you spoke
 - ▶ What food you ate
 - ▶ What music you listened to
 - ► Whom you married
 - ▶ Lots of other cultural things

Dissociation of culture from geography



- ▶ Immigration based on cultural exchange, not necessity
- ► Cultures will hybridize
- ► Every place will become multicultural
- ▶ No point in trying to buck these trends!

Genderism

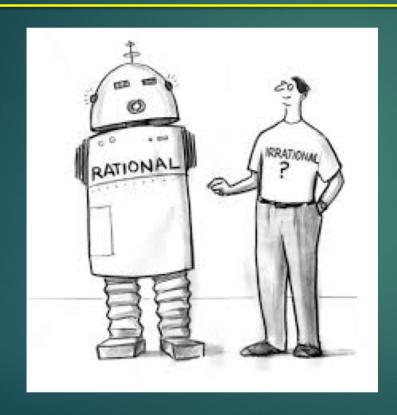


- ► (= Sexism)
- ▶ To what extent are gender differences innate? Essentialism?
- ▶ Is competition "a man's thing"?
 - ► Are men more "motivated by competition"?
- ▶ Will increased participation of women and minorities change the game as far as competition vs. cooperation?
- ▶ Dissociate personality characteristics from gender



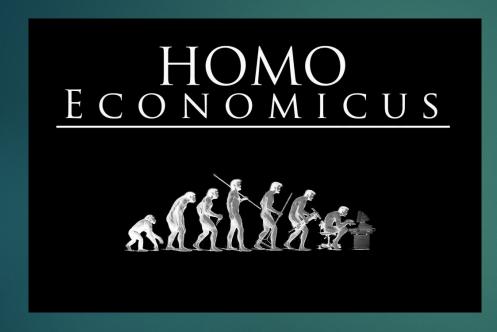
Rationality and Irrationality

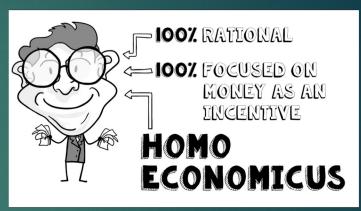




Rationality and Irrationality

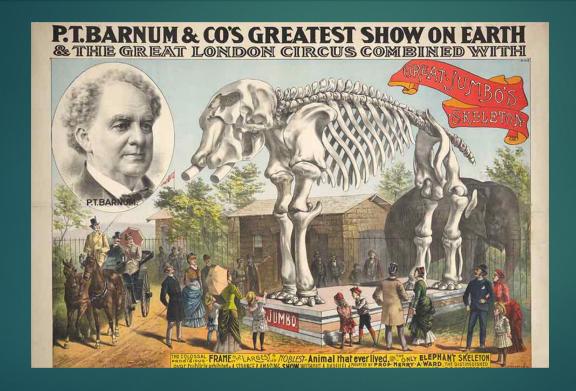






Rationality and Irrationality





Can some of us get along?



- ▶ Cooperation works better in small groups than large groups
 - ► Why?
 - ▶ Personal relationships limited by Dunbar number 100-150
- ► Can we study cooperation in small groups and "scale it up"?
 - ► Can technology help with scaling?

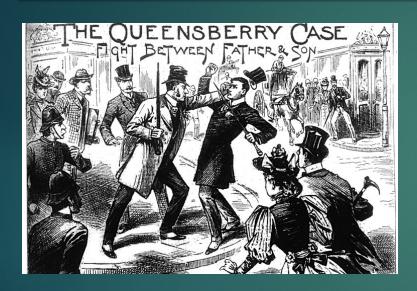
Current methods of group decision making are flawed



- ▶ "Emote and Vote"
 - ► Everybody gets to speak
 - ▶ Then we take a vote
- "Plea and Decree"
 - ▶ There's an authority that makes the decision
 - ▶ Participants can try to influence the authority

Marquis of Queensbury Rules





- ► Rules for a "fair fight"
- ▶ But it's inevitable that someone is going to get hurt

Consensus Process



- ▶ Develop sensible processes for making collective decisions
- ▶ Based on cooperation rather than competition
- ▶ Not dependent upon authority
- Respectful of all participants



- ▶ More fine-grained and proscriptive than processes like "Robert's Rules of Order"
- ▶ Studied in very different contexts:
 - ▶ Biz/Political negotiations, Counterculture communes and other intentional communities
 - ▶ Quakers, Alcoholics Anonymous, indigenous cultures

Consensus Process principles



- ▶ Let everyone be heard, but insist upon respectful behavior
- Seek consensus on process as well as consensus on content
- ► Separate generating ideas from evaluating ideas
- ▶ Permit and encourage *innovation*
- ▶ Key is the role of skilled and disinterested *facilitators*
- Seek agreement on the *decision* rather than agreement on the choice
- ▶ Allow *non-blocking* objections

Consensus process weaknesses



- ▶ There's no consensus on consensus
- ▶ "Endless meetings" Time management
- ► The reality of real-time
 - ▶ People can't always "think on their feet"
- Complexity management
 - ▶ But technology can help stay tuned (Looking at you, Fry)!
- ► Tough to do under pressure (= scarcity)
- ▶ What to do about occasional defectors?
- but, further research in consensus process holds great promise for improving collective decision-making

Cooperative Enterprise





THE GREYSTONE

HOME

ABOUT US

OUR AREA







Finance Industry Retail Knowledge



THE DEMOCRATIC FIRM

David P. Ellerman*

The World Bank Washington, DC

Lepper Children's Drawing Experiment







Intrinsic vs. Extrinsic Motivation



- ▶ Intrinsic Motivation
 - ▶ You do something for it's own sake like listening to music
- ► Extrinsic Motivation
 - ▶ You do something for a reward, incentive, grades, pay, status, points in a game, ...
 - ▶ Because there's something else you want, not because of the activity itself
- ▶ Intrinsic Motivation and Extrinsic Motivation inhibit each other

Intrinsic/Extrinsic Cooperation/Competition



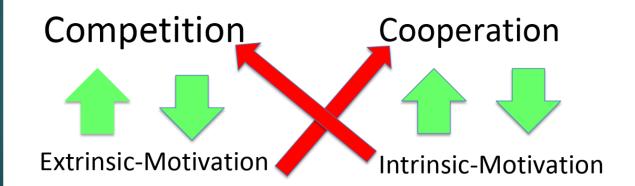
- ▶ Tradeoffs are related
 - ▶ Intrinsic motivation drives cooperation
 - ▶ Extrinsic motivation drives competition
- ▶ Does "Competition motivate people"?



Causality, Motivation & Cooperation







Competition and motivation



- ▶ Competition can only provide *extrinsic* motivation
- ▶ Extrinsic motivation "works" in the short term
- ► Intrinsic motivation works in the long term
- ► Competition tends to motivate "competitive personalities"
- ▶ But turns off others

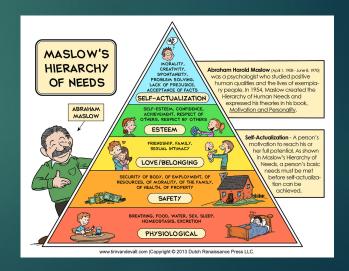


Two job offers



- ▶ One: High paying, but boring work
- ► Two: Low paying, but fulfilling work
- ▶ Which do you take?





Research by Contest







The Bankruptcy of Incentive



- Capitalism works by providing incentive to increase profit
 - ▶ Oppressive, because it is constantly bribing you to do things you don't want to do
- "What would people do all day if they didn't have to work?"



- ▶ Only 13% of workers say their work is "personally meaningful
- ▶ 40-60% of retirees satisfied with their life

▶ What would it be like to design a society around intrinsic motivation?