

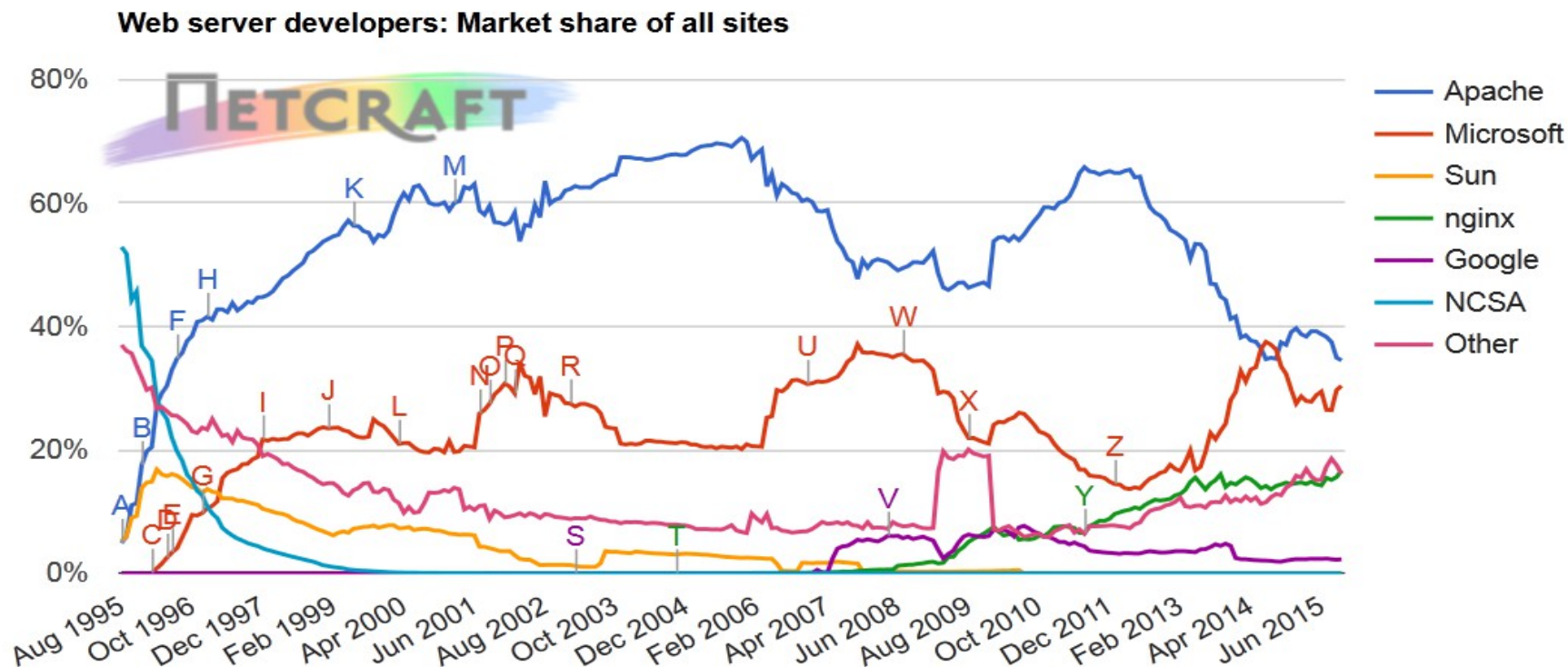
Peer production, commons and the future of capitalism

**ANN-SONIC-NICO Workshop 2015:
Peer Production Networks**

**Northwestern University
Oct. 29-31, 2015**

**Yochai Benkler
Harvard Law School &
Berkman Center for
Internet and Society,
Harvard University
yochai_benkler@harvard.edu**

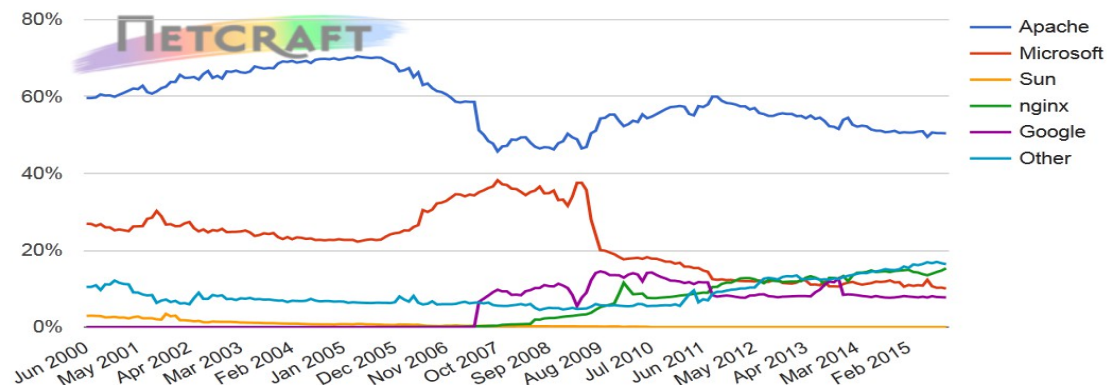
Free/Open Source Software



	Developer	September 2015	Percent	October 2015	Percent	Change
FOSS	Apache	312,106,638	34.96%	303,234,897	34.53%	-0.43
Proprietary	Microsoft	265,010,746	29.68%	267,012,322	30.40%	0.72
FOSS	nginx	139,297,804	15.60%	146,229,307	16.65%	1.05
Custom Linux based	Google	19,683,087	2.20%	19,931,862	2.27%	0.06

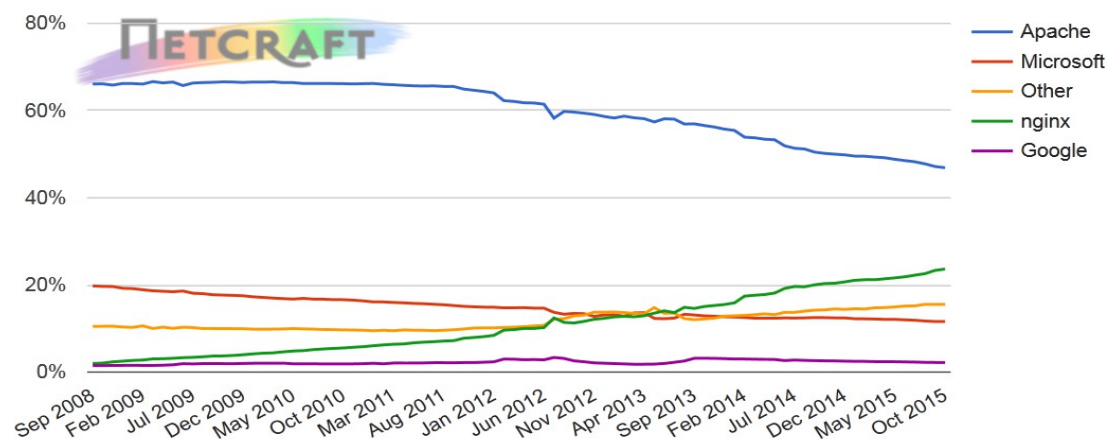
Free/Open Source Software

Web server developers: Market share of active sites



Developer	September 2015	Percent	October 2015	Percent
Apache	86,964,188	50.50%	86,275,859	50.45%
nginx	25,355,832	14.72%	26,221,862	15.33%
Microsoft	17,762,813	10.31%	17,211,839	10.06%
Google	13,440,570	7.80%	13,254,429	7.75%

Web server developers: Market share of the top million busiest sites



Developer	September 2015	Percent	October 2015	Percent	Change
Apache	471,839	47.18%	469,050	46.91%	-0.28
nginx	233,610	23.36%	236,650	23.66%	0.30
Microsoft	116,380	11.64%	116,321	11.63%	-0.01
Google	22,507	2.25%	22,304	2.23%	-0.02

ApplicationsPlacesSystem

Rorschach test - Wikipedia, the free encyclopedia - Mozilla Firefox

FileEditViewHistoryBookmarksToolsHelp

W

http://en.wikipedia.org/wiki/Rorschach_test

Wikipedia

Most Visited

הארץ

AJE

TPM

TP

H

MR

ERG - European Reg...

Telegeography

Point-Topic

The State of Wirele...

Try BetaLog in / create account

WIKIPEDIA

The Free Encyclopedia

navigation

Main page

Contents

Featured content

Current events

Random article

search

GoSearch

interaction

About Wikipedia

Community portal

Recent changes

Contact Wikipedia

Donate to Wikipedia

Help

toolbox

What links here

Related changes

Upload file

Special pages

Printable version

Permanent link

Cite this page

languages

Български

Done

article

discussion

view source

history

Rorschach test

From Wikipedia, the free encyclopedia

"Rorschach Test" redirects here. For the band, see *Rorschach Test (band)*.

The **Rorschach test** (German pronunciation: [ˈʁœfaks]; also known as the **Rorschach inkblot test** or simply the **Inkblot test**) is a **psychological test** in which subjects' perceptions of **inkblots** are recorded and then analyzed using **psychological** interpretation, complex scientifically derived **algorithms**, or both. Some psychologists use this test to examine a person's personality characteristics and emotional functioning. It has been employed to detect an underlying **thought disorder**, especially in cases where patients are reluctant to describe their thinking processes openly.^[3] The test takes its name from that of its creator, Swiss psychologist **Hermann Rorschach**.

In a national survey in the U.S., the Rorschach was ranked eighth among psychological tests used in outpatient mental health facilities.^[4] It is the second most widely used test by members of the Society for Personality Assessment, and it is requested by psychiatrists in 25% of **forensic assessment** cases,^[4] usually in a battery of tests that often include the **MMPI-2** and the **MCMI-III**.^[5] In surveys, the use of Rorschach ranges from a low of 20% by **correctional psychologists**^[6] to a high of 80% by clinical psychologists engaged in assessment services, and 80% of **psychology** graduate programs surveyed teach it.^[7]

Although the Exner Scoring System (developed since the 1960s) claims to have addressed and often refuted many criticisms of the original testing system with an extensive body of research,^[8] some researchers have raised questions about the **objectivity** of psychologists administering the test; **inter-rater reliability**; the verifiability and general **validity** of the test; **bias** of the test's **pathology** scales towards greater numbers of responses; the limited number of psychological conditions which it accurately diagnoses; the inability to replicate the test's norms; its use in court-ordered evaluations; and the **proliferation of the ten inkblot images**, potentially invalidating the test for those who have been exposed to them.^[9]

Contents [hide]

1 History

2 Method

2.1 Features or categories

2.1.1 Content

2.1.2 Location

2.1.3 Determinants

2.2 Exner scoring system

2.3 Cultural differences

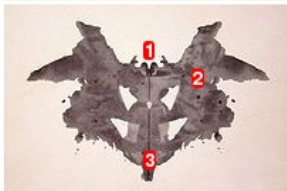
2.4 Neurology

3 The ten inkblots

4 Prevalence

4.1 United States

5 Controversy



The first of the ten cards in the Rorschach test, with the occurrence of the most statistically frequent details indicated.^{[1][2]} The images themselves are only one component of the test, whose focus is the analysis of the perception of the images.

1 29%

2 18%

3 6%

Rorschach test - Wikip...

Commons-based peer production

- **A transactions costs theory**
 - **Core inputs are widely distributed in the population**
 - **Physical capital (computation, communications, storage)**
 - **Diverse talent, insight, availability**
 - **Core input a public good – information, knowledge**
 - **Low transactions costs to connect people to identify projects, potential collaborations, and share incremental contributions to solutions**
 - **People can do what comes naturally – social interaction – and convert it into information goods**

Commons-based peer production

- A transactions costs theory
- An innovation theory
 - Knowledge, wisdom, insight, creativity are embodied in people, tacit, and sticky
 - Markets and hierarchies are lossy media to identify and assign creativity, focus, motivation, insight
 - Firms encase people in boundaries that limit flows of problem-solution sets, and collaborative opportunities, undermining exploration
 - Freedom to operate, self-selection through intrinsic and social motivation, and networked social action are better at permitting people to self-identify projects, resource-project-person combinations, and collaboration opportunities
 - Related to: Powell on networks; open innovation; Von Hippel Innovation

Commons-based peer production

- A transactions costs theory
- An innovation theory
- A political theory
 - FOSS from the start about freedom through building an alternative set of capabilities, not beholden to state or incumbent market “owners”
 - Building workarounds that offer a degree of freedom to bob and weave around points of control—media, practical capabilities—without relying on the state for provisioning or for regulation of market actors

Commons-based peer production

- **Decentralization of conception and execution of problems and solutions**
 - To harness the insight benefits of networked innovation
- **Harnessing diverse motivations**
 - To overcome the lossiness of prices and managerial decisionmaking associated with demanding standardized measures on which to ground explicit material rewards
- **Separation of governance and management from property and contract**
 - To provide the freedom to operate and experiment at low cost over a range of resources
 - To overcome the lossiness of prices and managerial decisionmaking

		Task conception decentralized	Task execution decentralized	Social motivations significant	Governance/ Management separated from ownership	Task structure
TC	Crowdsourcing	0	1	~	0	Coordination
TC	Online labor markets	~	1	0	0	Individual; Parallel
TC/ OI	Prize systems	1	1	~	0	Parallel competitive
[OI]	Open collaborative innovation	~	~	0/~	0	Collaboration
TC + OI -	Firm-hosted peer- production	1/~	1	1	0/~	Collaboration; coordination; parallel complementary
TC + OI + F	Commons- based peer- production	1	1	1	1	Collaboration; coordination; parallel complementary

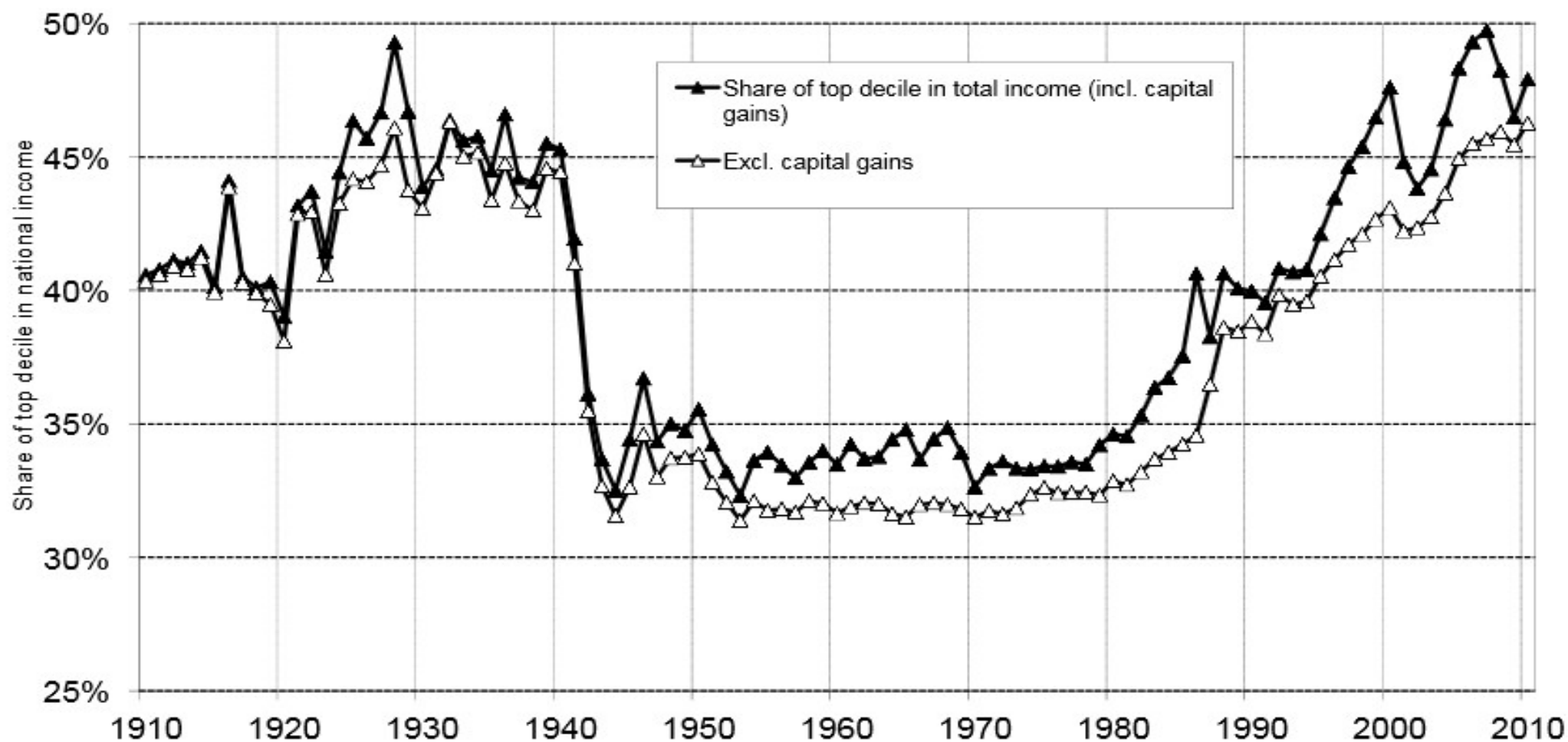
Commons-based peer production

- **A diverse range of social practices available for diverse disciplines to study**
- **The interaction is the transcript; the transcript is the interaction; unprecedented documentation of a social interaction, susceptible to computational research and experimentation**
- **Enables evidence-based intervention in core areas of research**
 - **Human motivation and cooperative human systems design**
 - **Governance and organization; collective action**
 - **Innovation & growth theory**
 - **Property & commons as foundations of modern economy**

Targets for Network Analysis

- **Human motivation and cooperative human systems design**
 - **Evidence-based , intervention-based, study of human motivation without money**
 - **Studies at the intersection of money & crowding out**
- **Governance and organization; collective action**
 - **e.g., how does governance and collaboration work in firms vs. peer production enterprises**
- **Innovation & growth theory**
 - **Quality; knowledge development, learning, leveraging the transcript**
- **Networks describe systems in ways that preserve the agent**
 - **Exploit the information about the individual agent to explore how much is individual, and how much is system**

Figure 8.5. Income inequality in the United States, 1910-2010



The top decile income share rose from less than 35% of total income in the 1970s to almost 50% in the 2000s-2010s.

Sources and series: see piketty.pse.ens.fr/capital21c.

Piketty, 2014

1980s an inflection point

Stress on the social environment

Figure 9.2. Income inequality in Anglo-saxon countries, 1910-2010

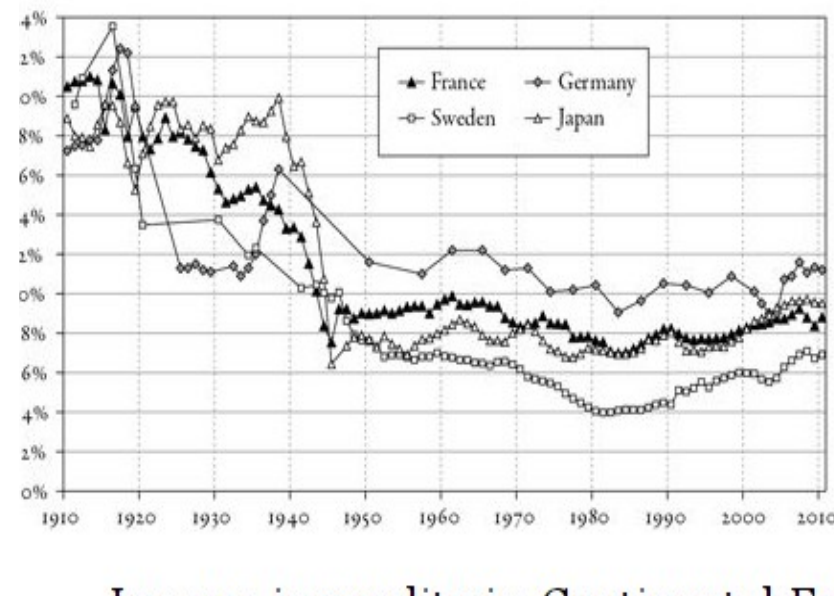
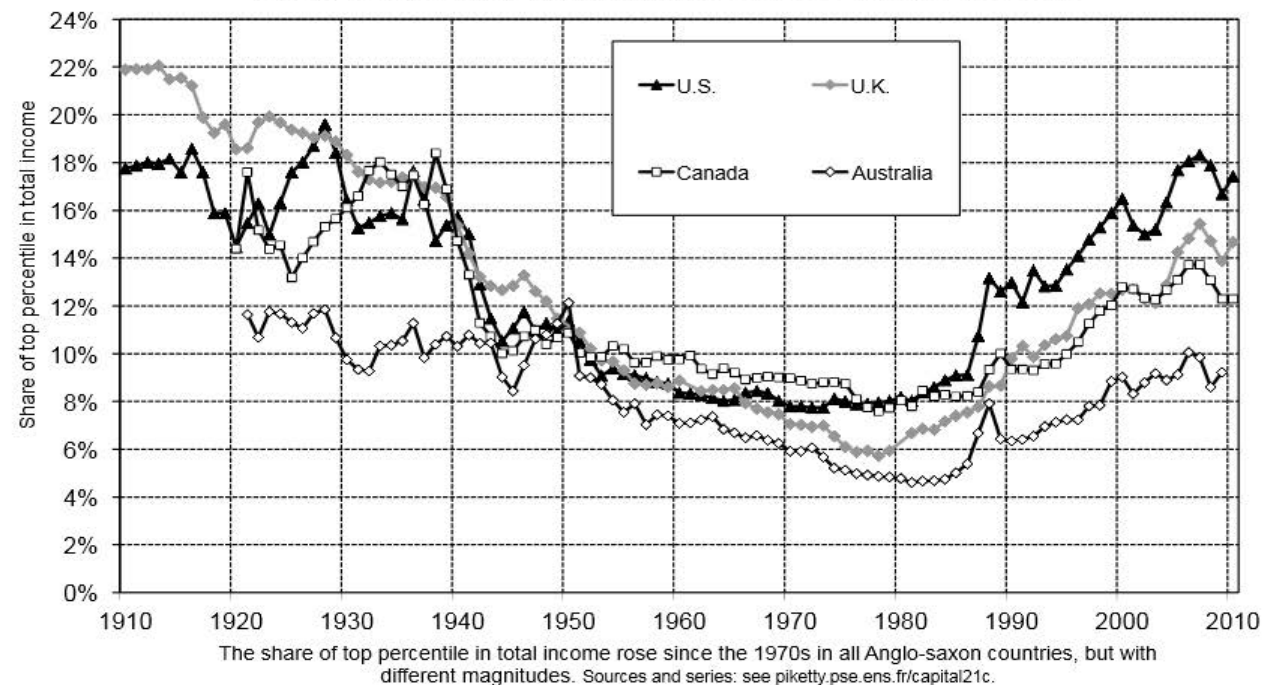
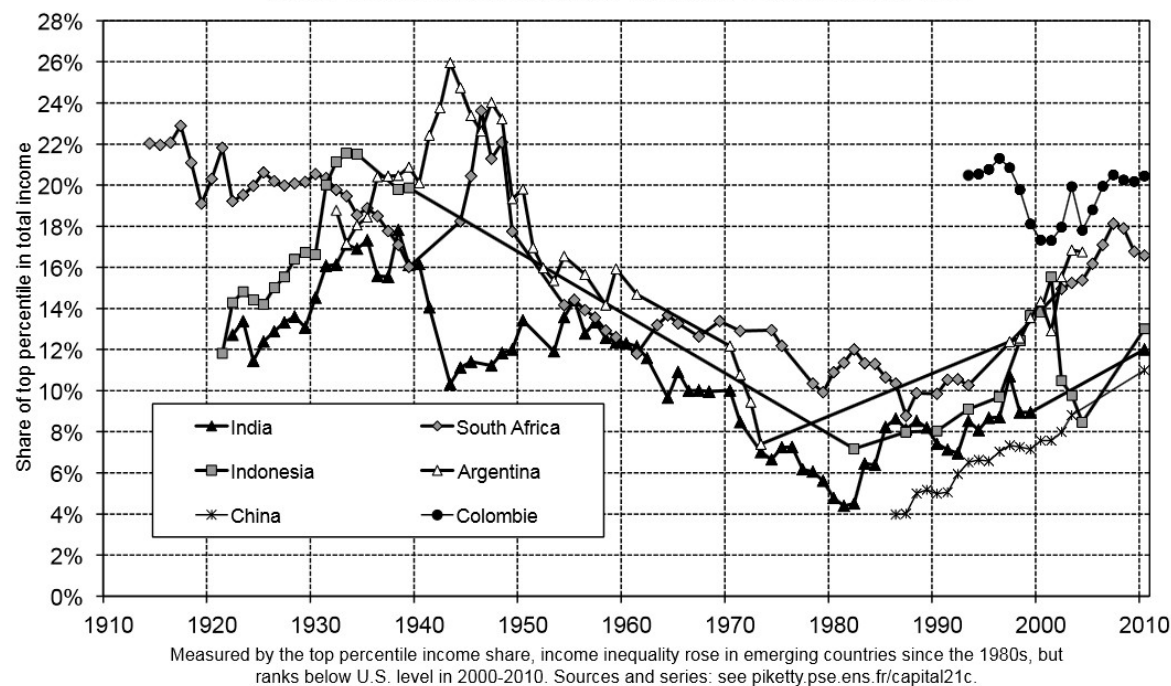


Figure 9.9. Income inequality in emerging countries, 1910-2010



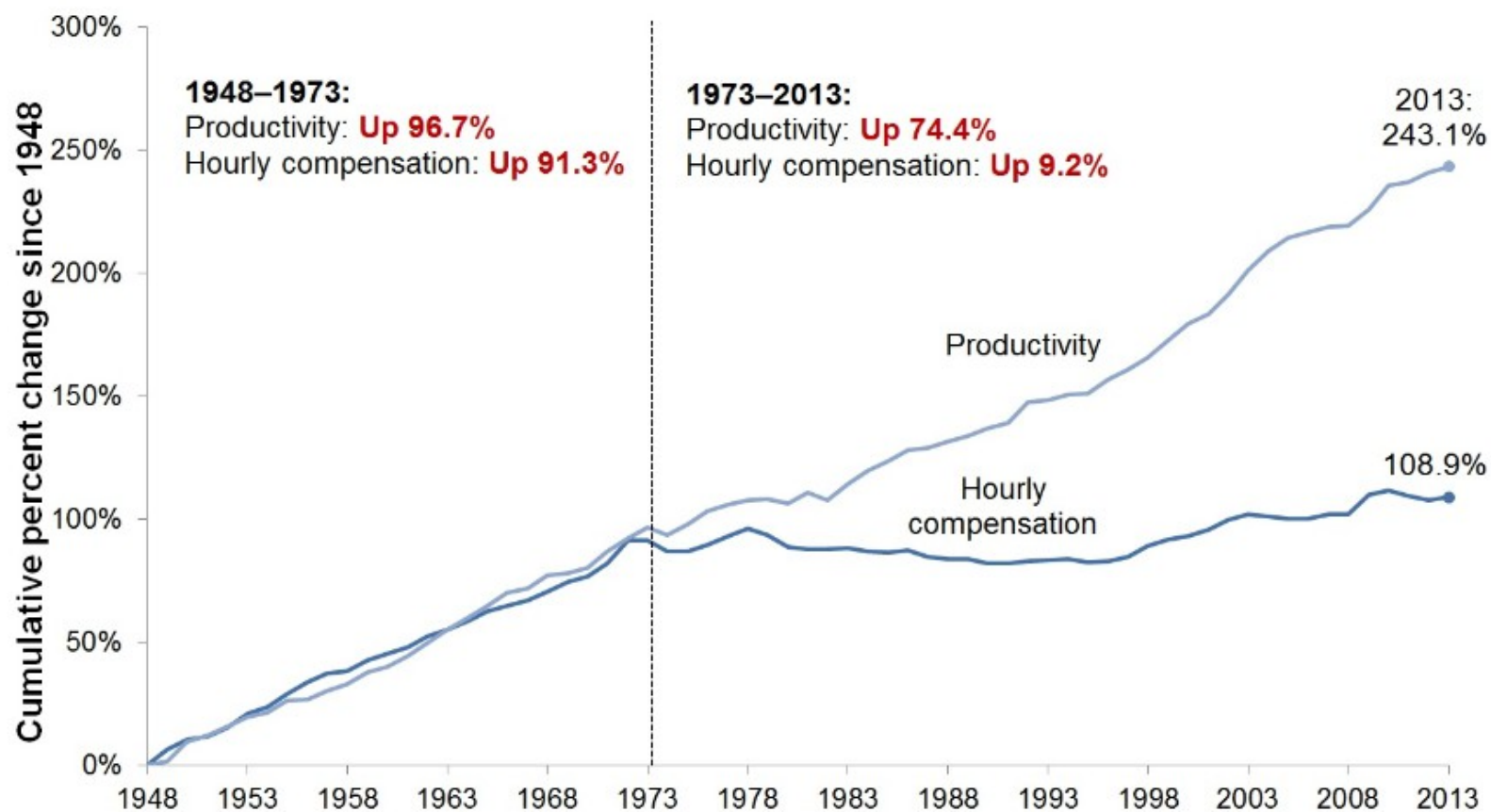
Piketty, 2014

Mostly in the US, UK, and Anglo world; but
Emerging countries seem to be following a similar pattern
Europe struggling with internal North / South divide, youth unemployment and increased contingency and with migration to and within the EU

FIGURE 3

Workers produced much more, but typical workers' pay lagged far behind

Disconnect between productivity and typical worker's compensation, 1948–2013

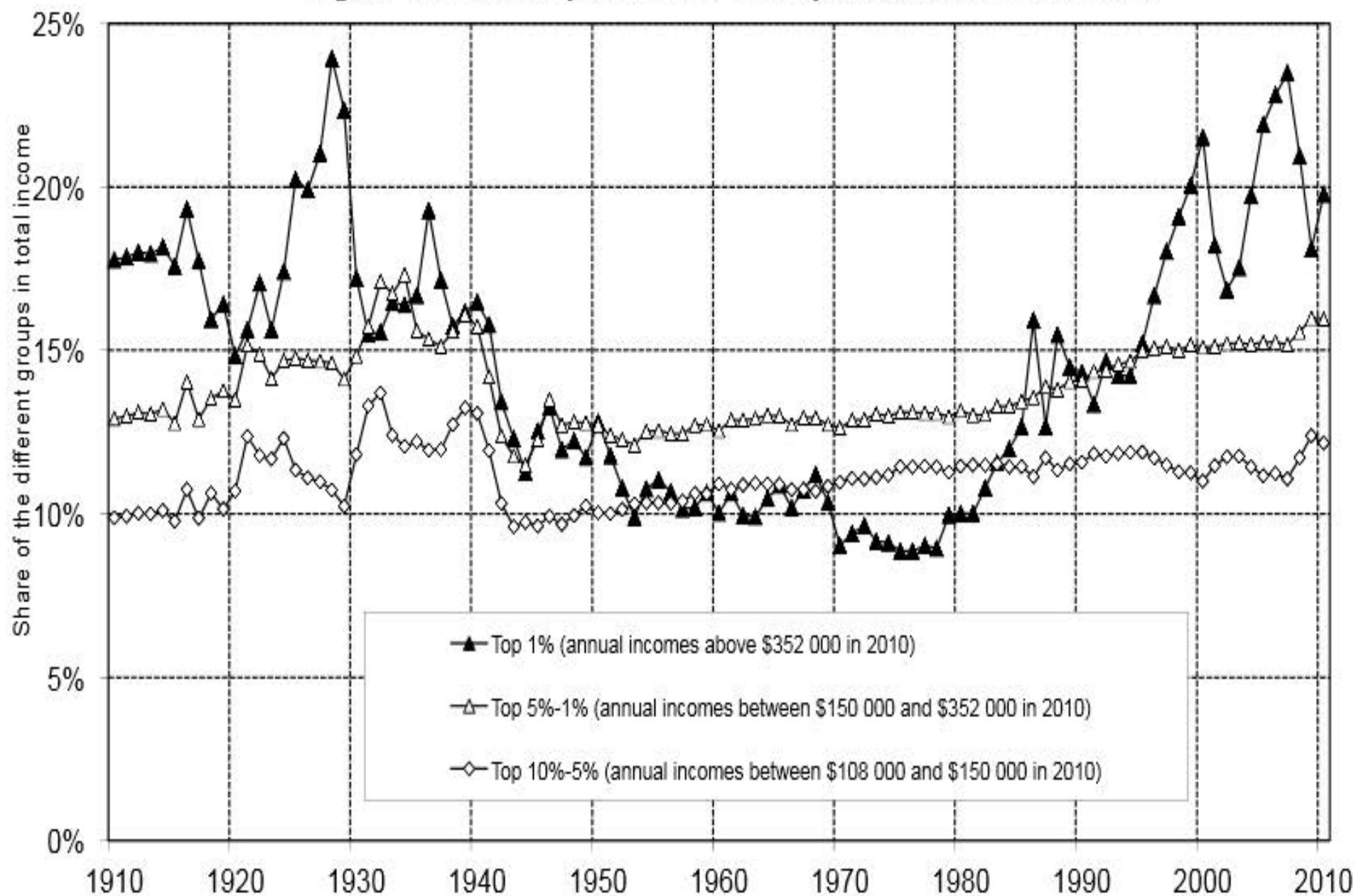


Note: Data are for compensation (wages and benefits) of production/nonsupervisory workers in the private sector and net productivity of the total economy. "Net productivity" is the growth of output of goods and services less depreciation per hour worked.

Source: EPI analysis of Bureau of Labor Statistics and Bureau of Economic Analysis data

Updated from Figure A in *Raising America's Pay: Why It's Our Central Economic Policy Challenge*

Figure 8.6. Decomposition of the top decile, U.S. 1910-2010



The rise of the top decile income share since the 1970s is mostly due to the top percentile.

Sources and series: see piketty.pse.ens.fr/capital21c.

Outcomes

99/90
99.9/99
99.99/99.9

Figure 8.6. Decomposition of the top decile, U.S. 1910-2010

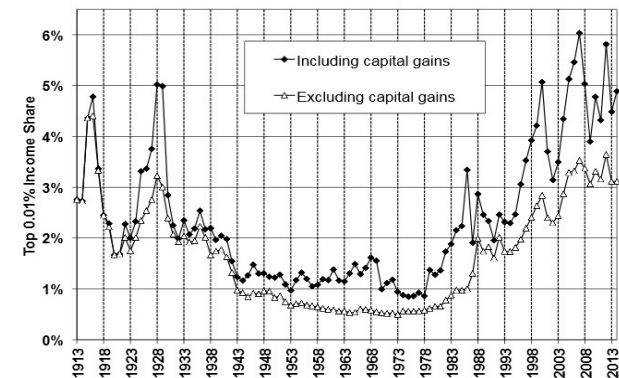
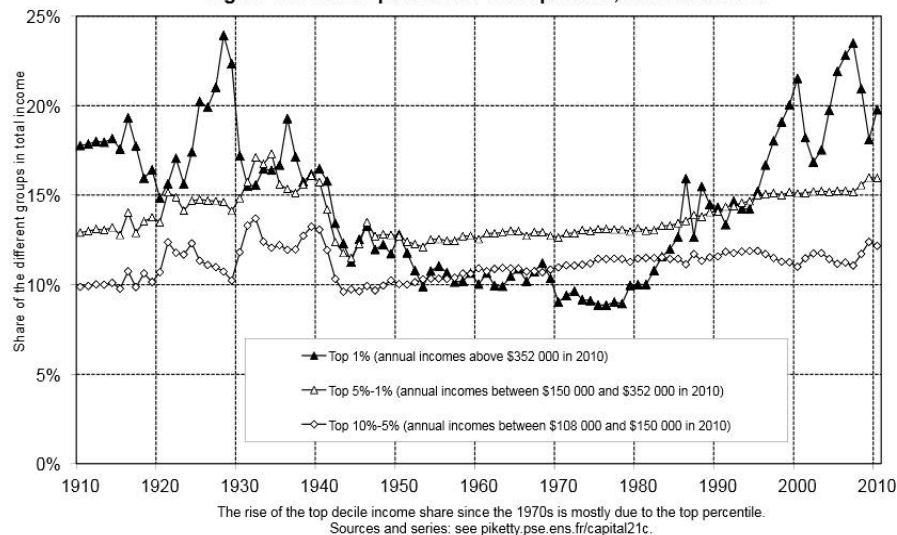
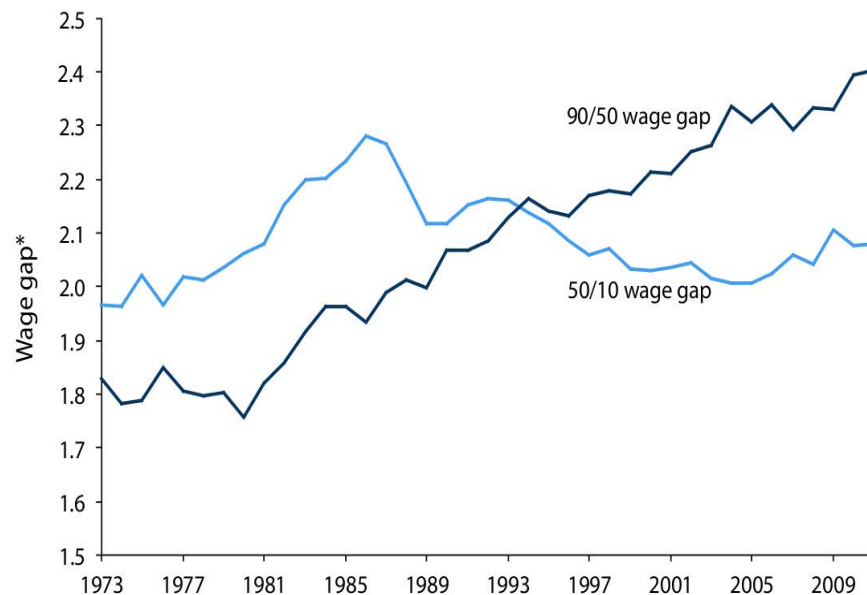


FIGURE 3
The Top 0.01% Income Share, 1913-2014

90/50

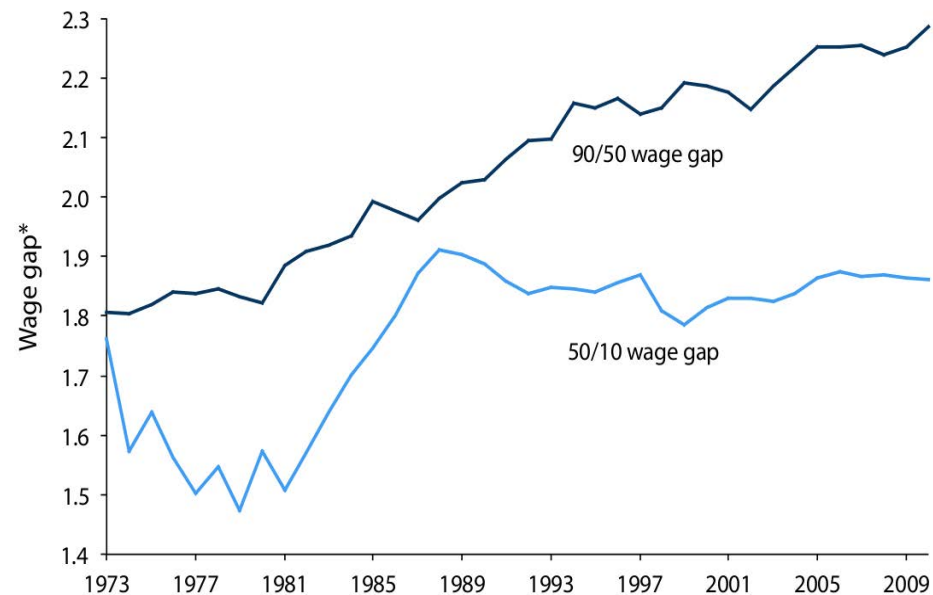
Figure 4K Wage gaps among men, 1973-2011



50/10

* Ratio of workers' wages at the higher earnings percentile to workers' wages at the lower percentile
Source: Authors' analysis of Current Population Survey Outgoing Rotation Group microdata

Figure 4L Wage gaps among women, 1973-2011



* Ratio of workers' wages at the higher earnings percentile to workers' wages at the lower percentile
Source: Authors' analysis of Current Population Survey Outgoing Rotation Group microdata

Outcomes Practices

99/90
99.9/99
99.99/99.9

CEO pay

Superstar
pay

Reference
group pay

90/50

Contingency; alt. work
arrangements

Diminished
bargaining
power

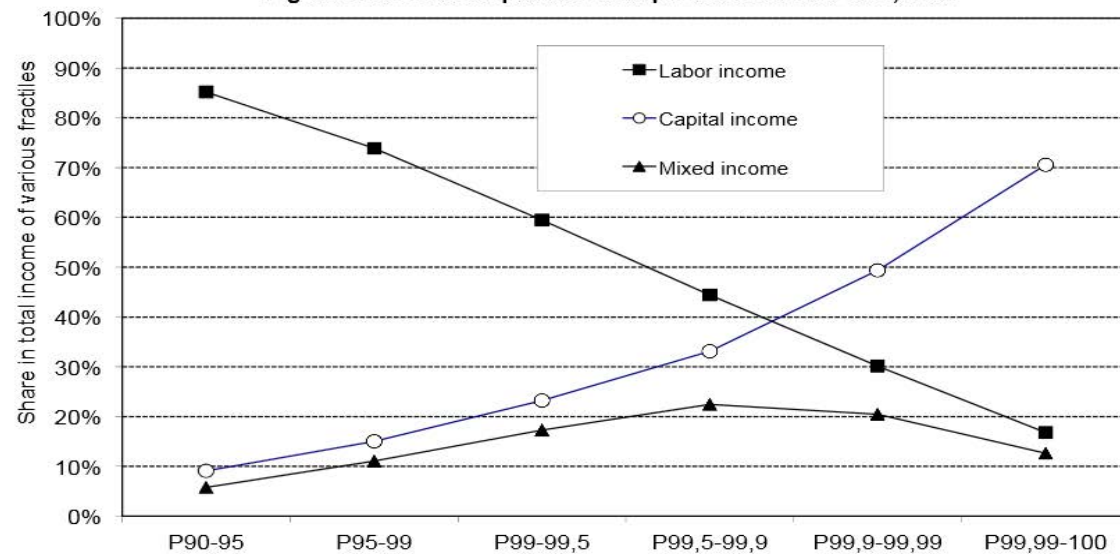
Globalization
& offshoring

Unemployment and
underemployment

50/10

Low wages

Figure 8.10. The composition of top incomes in the U.S., 2007

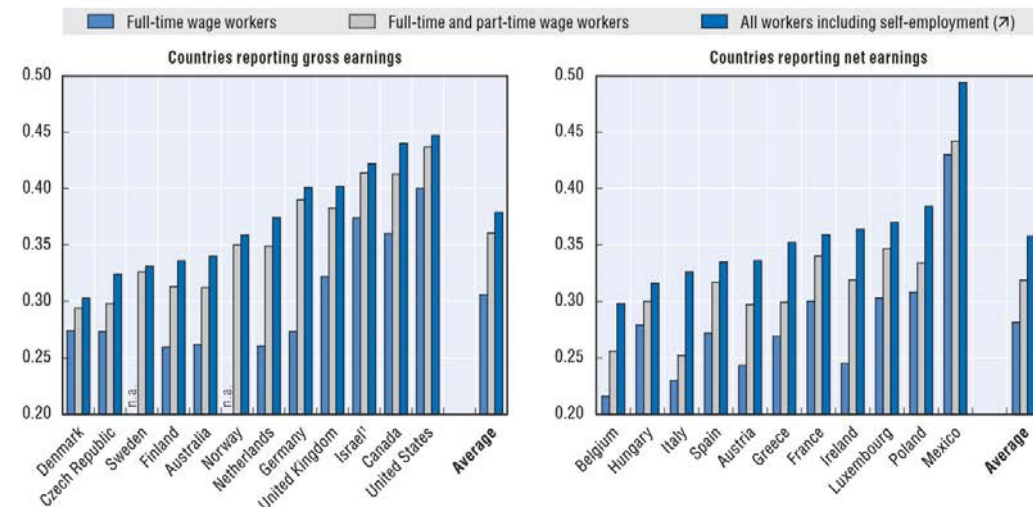


Capital income becomes dominant at the level of top 0.1% in 2007, as opposed to the top 1% in 1929. Sources and series: see piketty.pse.ens.fr/capital21c.

AN OVERVIEW OF GROWING INCOME INEQUALITIES IN OECD COUNTRIES: MAIN FINDINGS

Figure 5. **Levels of earnings inequality are much higher when part-timers and self-employed are accounted for**

Earnings inequality (Gini coefficients) among full-timers, part-timers and all workers including the self-employed, mid-2000s



OECD Report: Divided We Stand,
Why Inequality Keeps Rising (2011)



Mechanical Turk is a marketplace for work.

We give businesses and developers access to an on-demand, scalable workforce. Workers select from thousands of tasks and work whenever it's convenient.

384,919 HITs available. [View them now.](#)

Make Money by working on HITs

HITs - Human Intelligence Tasks - are individual tasks that you work on. [Find HITs now.](#)

As a Mechanical Turk Worker you:

- Can work from home
- Choose your own work hours
- Get paid for doing good work



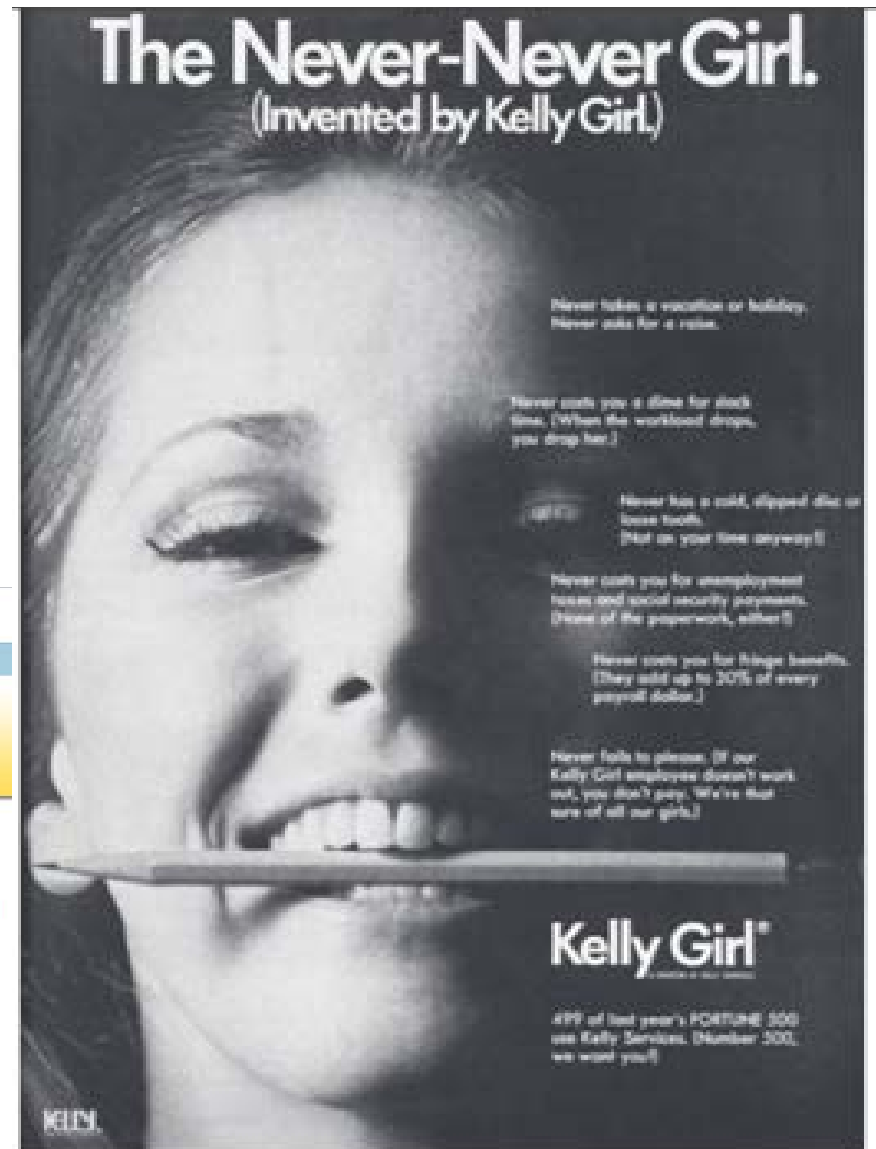
or [learn more about being a Worker](#)

Get Results from Mechanical Turk Workers

Ask workers to complete HITs - Human Intelligence Tasks - and get results using Mechanical Turk. [Register Now](#)

As a Mechanical Turk Requester you:

- Have access to a global, on-demand, 24 x 7 workforce
- Get thousands of HITs completed in minutes
- Pay only when you're satisfied with the results



OutcomesPractices Tech. Mechanisms

99/90 99.9/99 99.99/99.9	CEO pay	SBTC
	Superstar pay	Internet, satellite => Superstar reach
	Reference group pay	Computers/ exotic trading & financial modeling

90/50

Contingency;
alt. work

Diminished
bargaining
power

Globalization
& offshoring

Unemployment and
underemployment

50/10

Low wages

SBTC => automation

Robots

Communications to manage
remote locations & shipping

Workforce management
software

Data-driven inventory &
supply chain

Outcomes Practices Tech. Mechanisms

99/90 99.9/99 99.99/99.9	CEO pay	Internet, satellite => Superstar reach
	Superstar pay	Computers/ exotic trading & financial modeling
	Reference group pay	SBTC

90/50

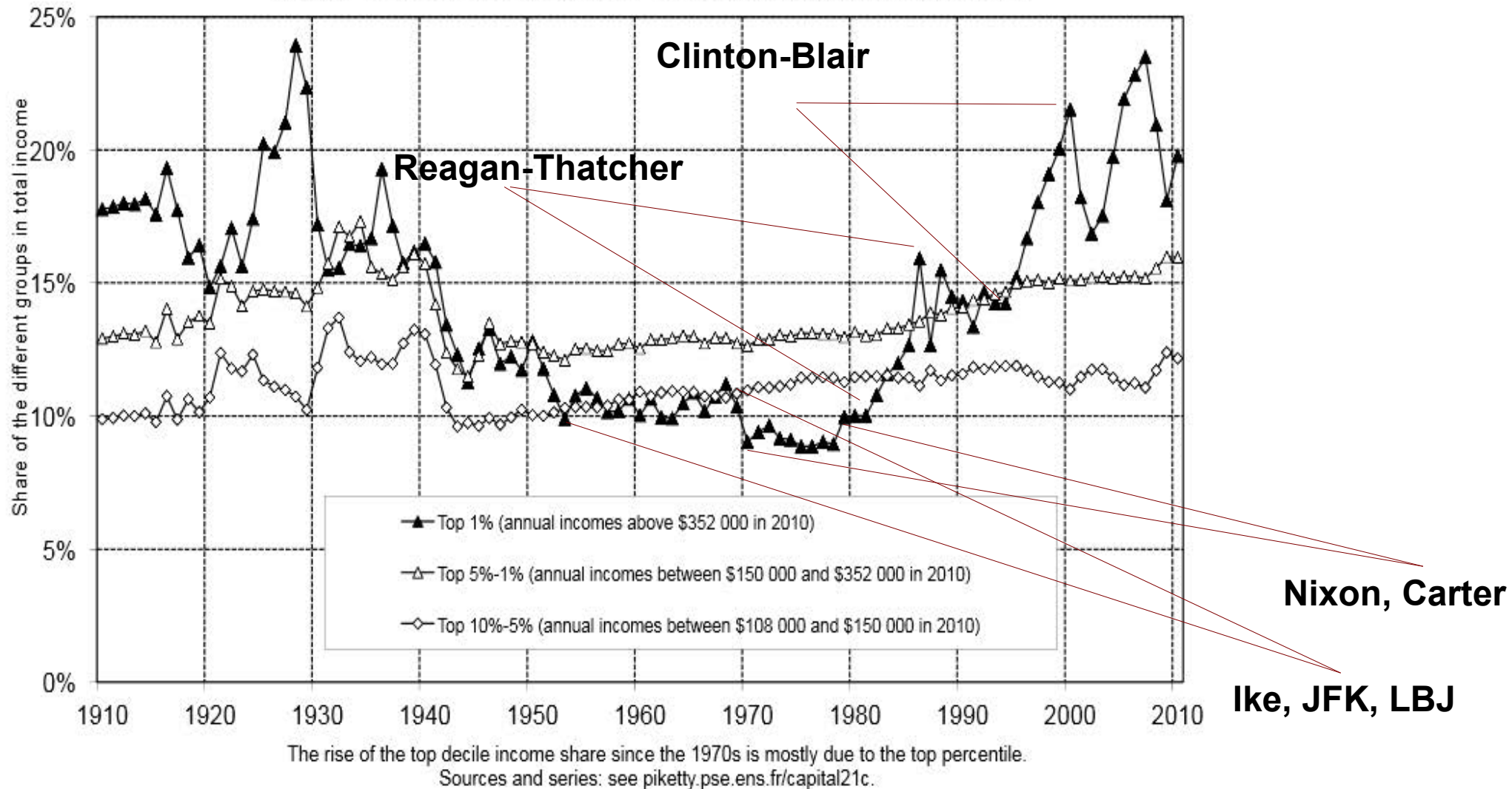
Contingency; alt. work	SBTC
Diminished bargaining power	Robots ????
Globalization & offshoring	Communications to manage remote locations & shipping
	Workforce management software
Unemployment and underemployment	Data-driven inventory & supply chain
50/10	Low wages

OutcomesPractices

Inst. Mechanisms

99/90 99.9/99 99.99/99.9	CEO pay	Stock options
	Superstar pay	Norms/ Experts/ compensation committees
	Reference group pay	Financialization
		Tax rates: top personal; corporate Capital; international trade
90/50	Contingency; alt. work	Weak labor standards & lax enforcement
	Diminished bargaining power	Deunionization; “right to work”
	Globalization & offshoring	Reduced welfare payments reduces staying power in negotiations
50/10	Unemployment and underemployment	Expansions of free trade rules
	Low wages	Immigration policy
		Fed policy aimed at inflation; Austerity
		Minimum wage laws

Figure 8.6. Decomposition of the top decile, U.S. 1910-2010

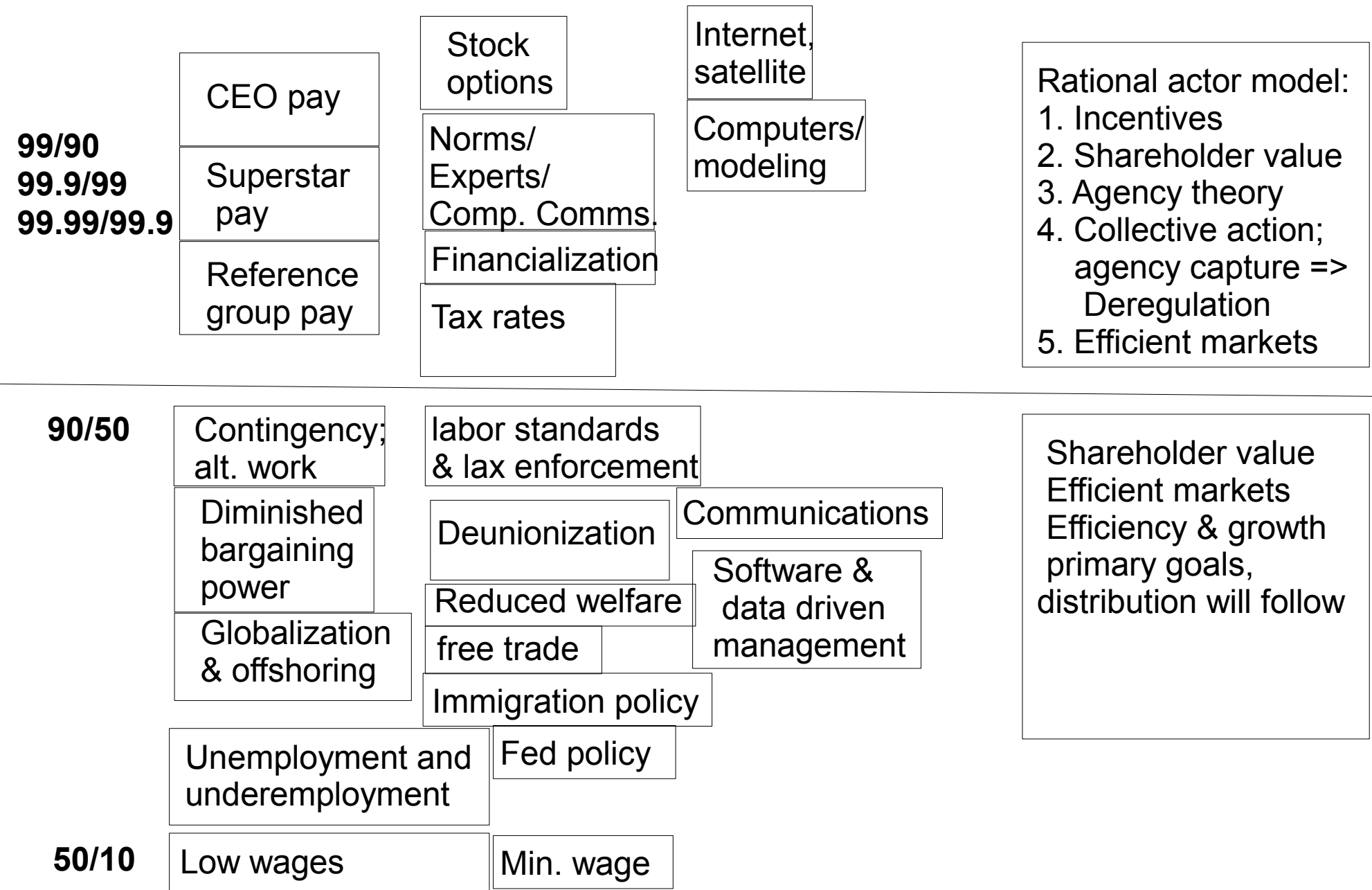


“Ideology” in the colloquial sense is displaced by “ideology” in the Gramscian sense: deregulation, free markets, “Washington Consensus” shifts from being a right wing ideology to being an accepted “expert” position

One dimension of the future of capitalism: The neoliberal trajectory: greater concentration of wealth; Oligarchic / crony capitalism born of rational investment in maintaining rents

Outcomes Practices Institutions Tech

Ideas

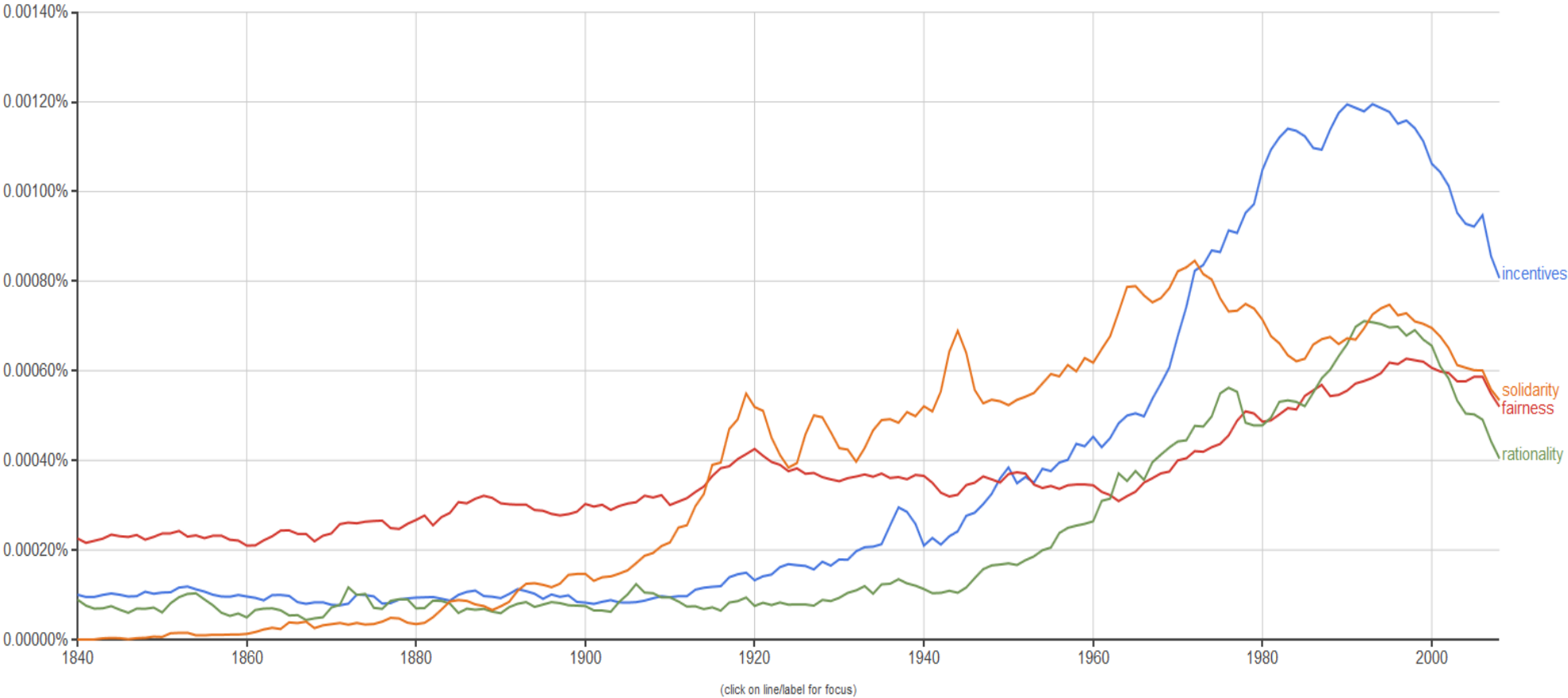


Graph these comma-separated phrases: ☐ case-insensitive

between and from the corpus with smoothing of [Search lots of books](#)



CC-BY Dubravko Sorić



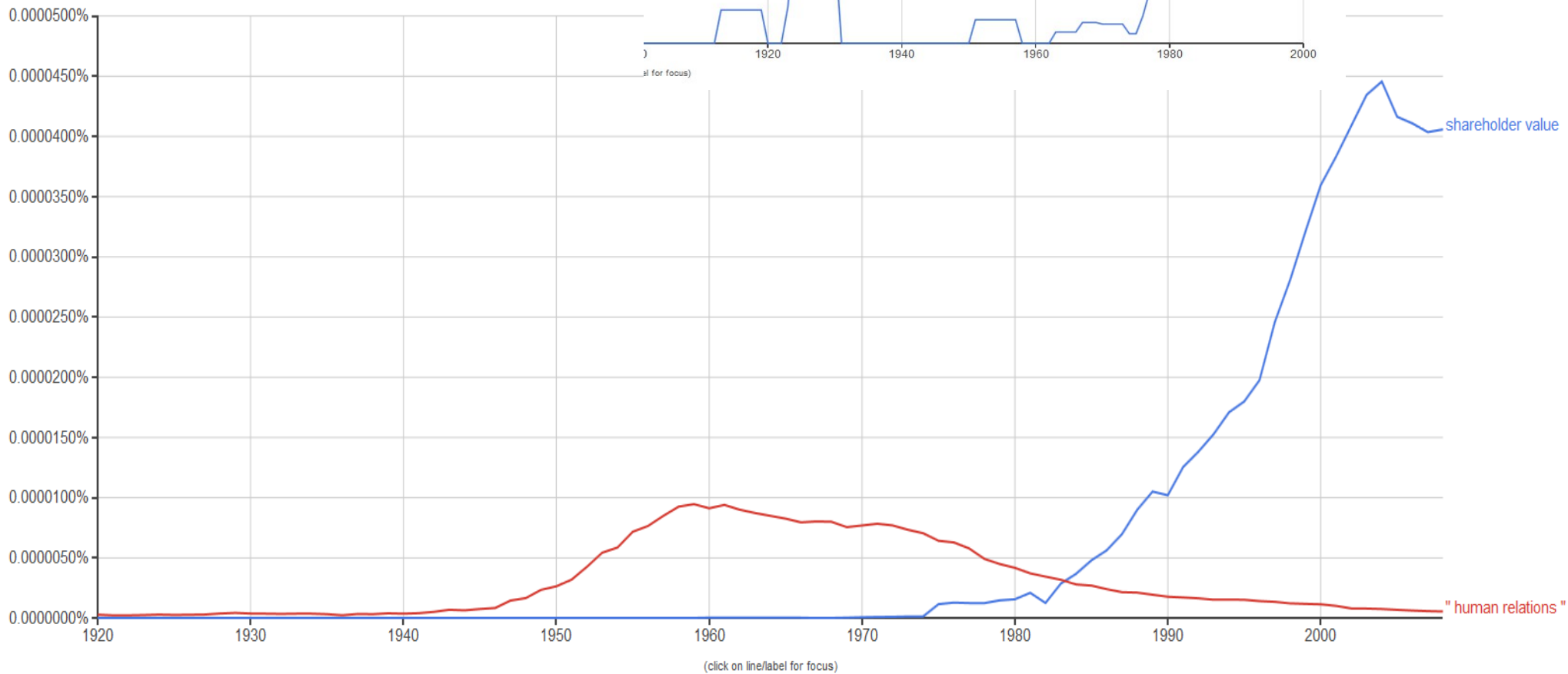
A certain view of humanity and social-economic organization takes hold

Agency theory

Google books Ngram Viewer

Graph these comma-separated phrases:

between and from the corpus with smoothing of



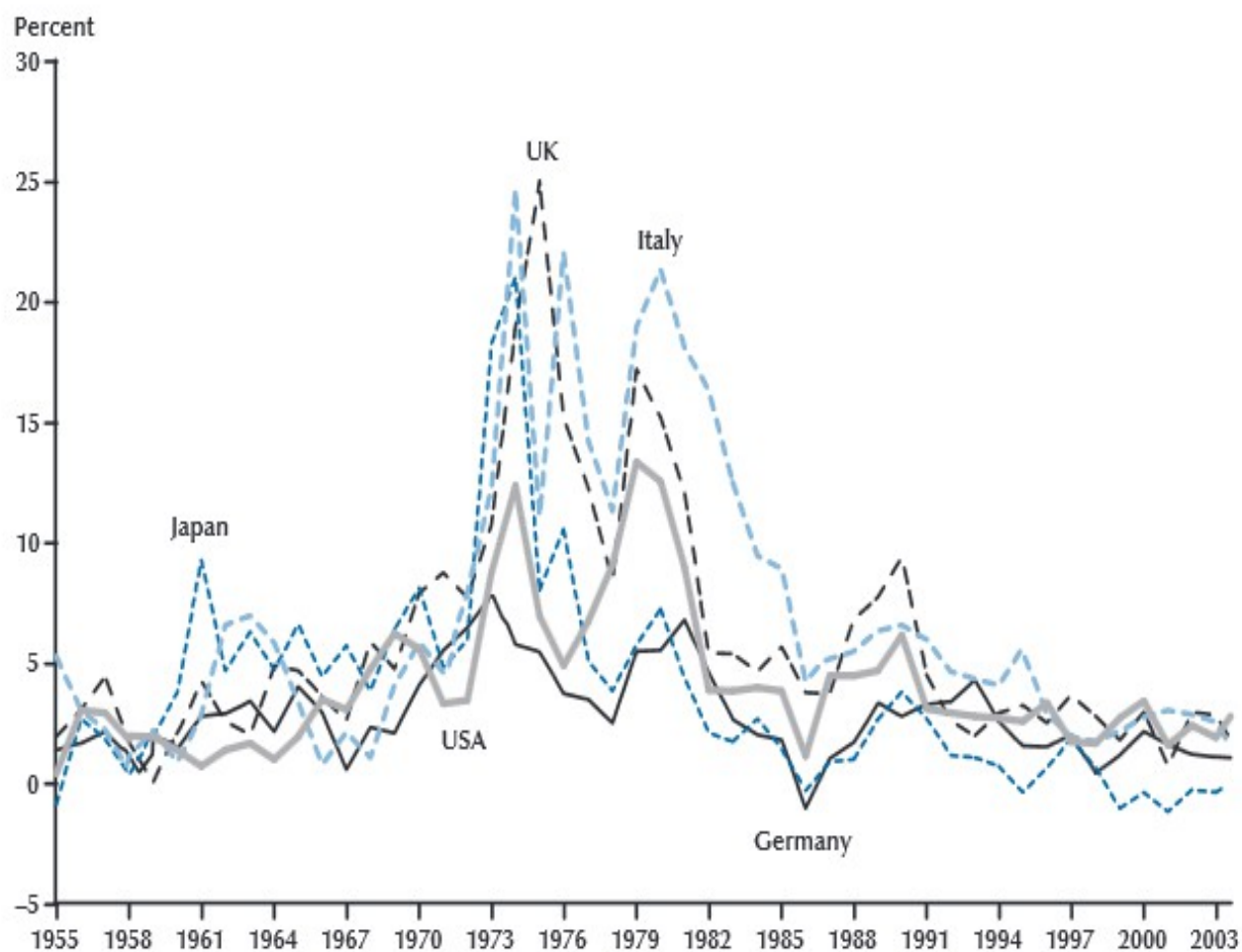
It is then translated into discrete theories of how the world works, and from there, to practical recommendations for how well-adjusted executives and organizations should be managed

Hyper inflation hits at the idea of an expertly-managed progressive state

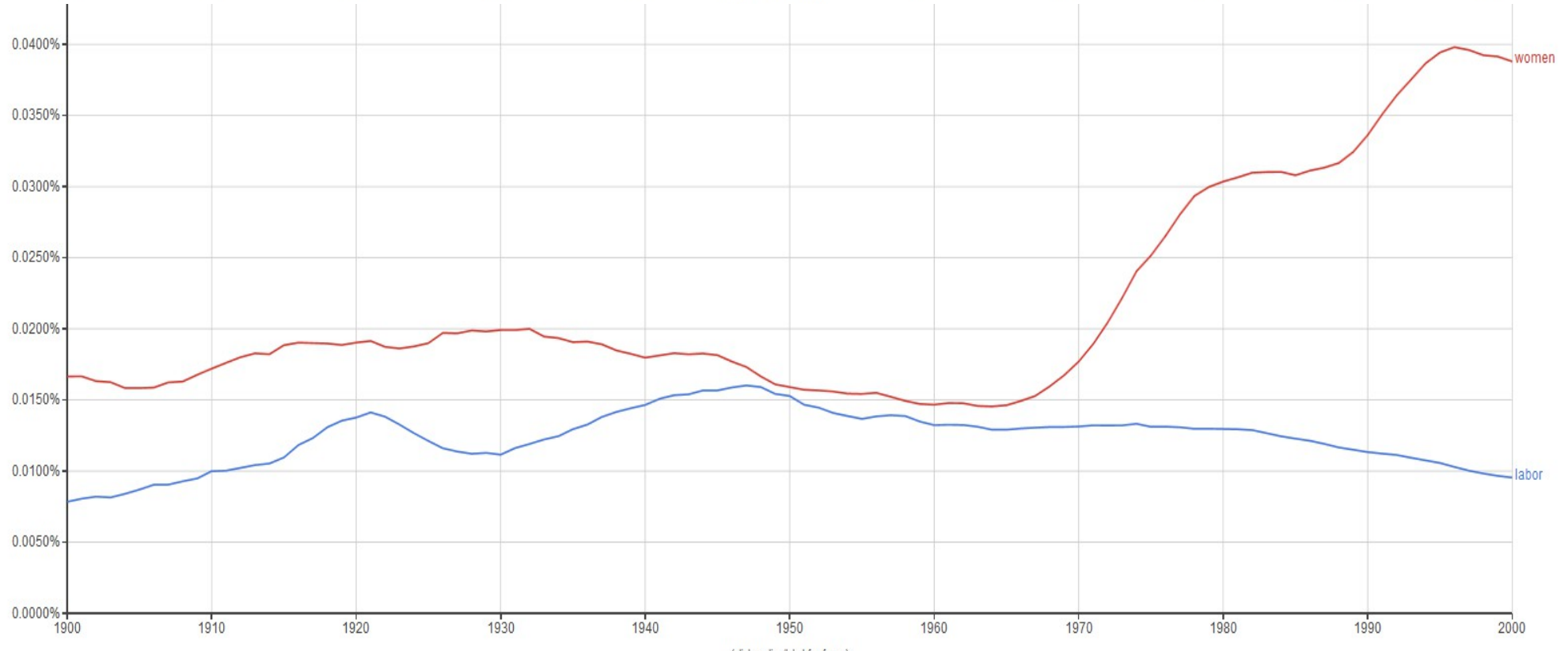
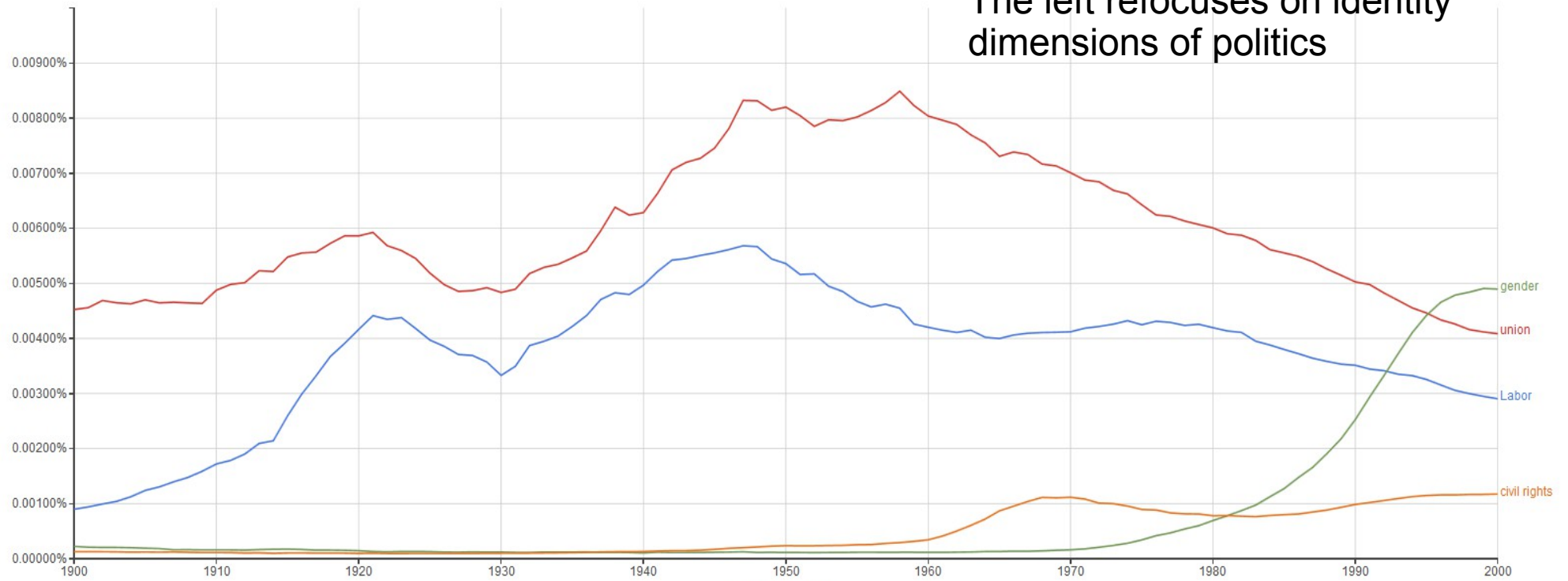
Figure 2

Inflation in Five Countries

Romer, Commentary, Fed. Res. Bank of St. Louis Rev. 2005



The left refocuses on identity dimensions of politics



Pillars of neoliberalism

- **Uncertainty and complexity => economic planning impossible => Only prices in markets produce good information**
 - **Deregulation; financialization; tax cuts; lower inflation trumps lower unemployment**
- **Rationality = self-interest**
 - **Stock options; shareholder value vs. stakeholders
=> disinvestment in workers; contingent work**
- **Collective action fails => corrupts into illegitimate power => deregulation**
- **Liberty depends on choice in markets**
- **Property rights + market incentives necessary and adequate to achieve human welfare**

Commons studies

- Facts, facts, and damn facts... (and better models)



The Evolution of Institutions
for Collective Action



WIKIPEDIA
The Free Encyclopedia

A set of challenges to laissez-faire that does not assume a benevolent and effective government, and does not depend on collectivist solutions, consistent with both a decline in trust in the benevolence of state agencies and with the rise of individual autonomy and self-fulfillment as fore “left”

concerns

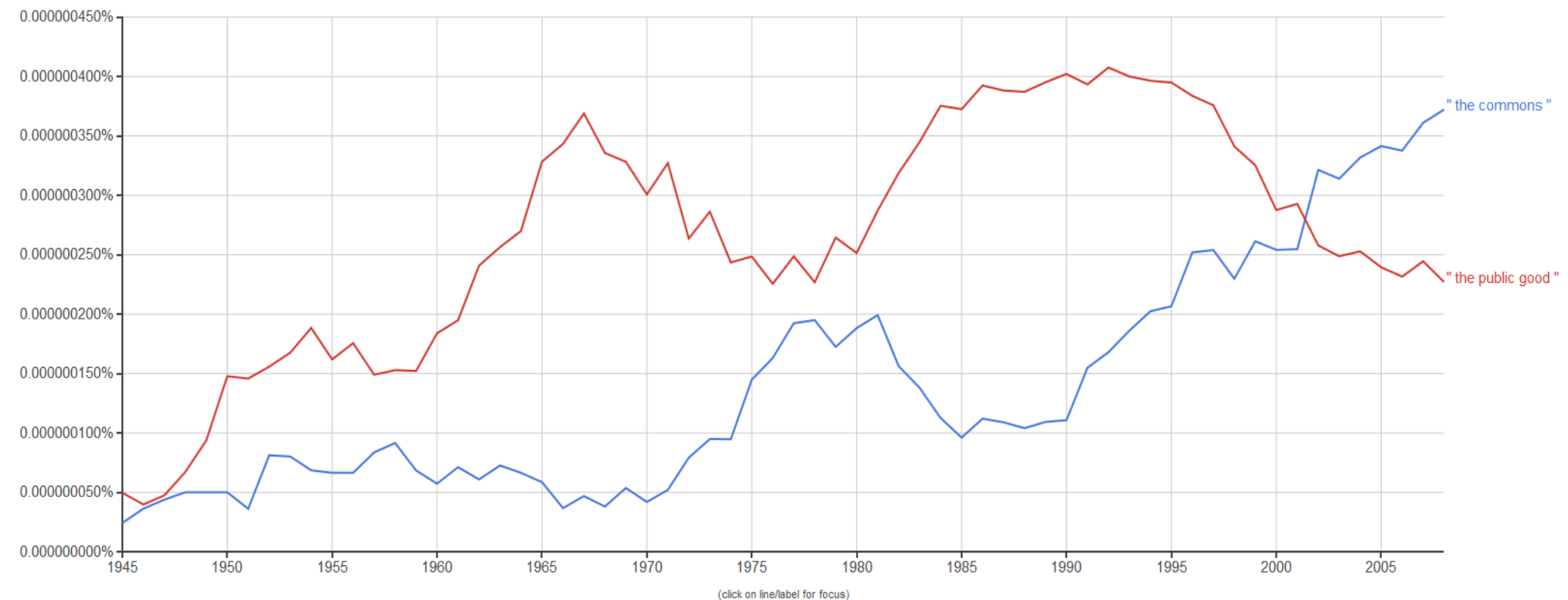
Google books Ngram Viewer

Graph these comma-separated phrases: ☐ case-insensitive

between and from the corpus with smoothing of [Search lots of books](#)

Replaced "the commons" with " the commons " to match how we processed the books.

Replaced "the public good" with " the public good " to match how we processed the books.



Competing paradigms

- **Uncertainty & complexity** => planning impossible => only prices in markets produce good information => clear property rights and free markets are necessary and sufficient for welfare
- **Uncertainty & complexity** => prices & property are lossy too => (IAD) local knowledge and diverse practices outperform rationalized models, both bureaucratic and abstract markets // (Open Commons/CBPP) experimentation under freedom to operate, redundancy reveals better practices, property limits exploration

Competing paradigms

- Uncertainty & complexity
 - **Rationality = self-interest with guile (separable motivations + self-interest dominates)**
- Uncertainty & complexity
 - **Rationality = diverse motivations; intrinsic, pro-social, and self-interest (nonseparable, interactions determine action)**

The Nature of Rationality

Homo Economicus, →
Self-interest
with guile

Homo Socialis:
Diverse pro-social
motivations;

Competition →
(atomistic)

Cooperation
(socially embedded)

Tightly coupled- →
systems with well-
designed
mechanisms

Self-direction,
experimentation,
ethical engagement
in loosely-coupled
systems

Separable →
motivational vectors;
material dominates

Non-separable
motivational vectors

Competing paradigms

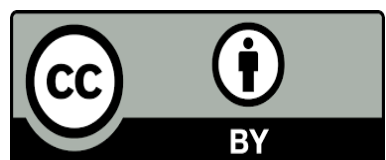
- Uncertainty & complexity
 - *Homo economicus*
 - **Collective action fails => regulation corrupts into exploitation => Incentives must be aligned => deregulation to make pricing efficient => Object of scholarship to design incentives mechanisms**
- Uncertainty & complexity
 - *Homo Socialis*
 - **Collective action works in practice; governance is possible & widely practiced; socially embedded relationships => scholarship to identify regularities, aid in design of institutions & intentional practices**

Diffused Power, Degrees of Freedom

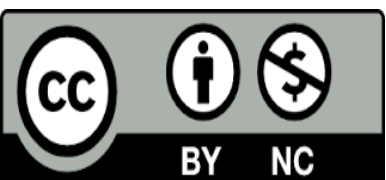
- **Commons-based licensing**
- **Rough consensus/debate & discourse**
- **Shared normative framings**
- **Meritocracy**
- **Redundant spheres of nested and overlapping power**
- **Formal and semi-formal institutions**
- **Irreverence and resistance**
- **Leadership, but limited by the other pathways of self-governance and resistance**

Competing paradigms

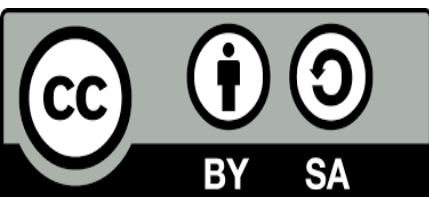
- Uncertainty & complexity
 - *Homo economicus*
 - Collective action fails in theory
 - **Property & contract are the *sine qua non* of efficiency and growth**
- Uncertainty & complexity
 - *Homo Socialis*
 - Collective action works in practice
 - **Property & contract are one tool-set in an institutional toolkit; commons-based governance potentially superior, particularly for innovation & creativity critical to growth**



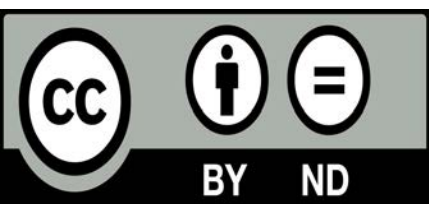
**“Mine” does not mean “for sale”;
Sharing does not mean erasing the self**



**A robust system of social exchange
independent of market exchange;
Building our own commons**



An ethic of reciprocity



**NOT collectivism; insistence on
choice and self-authorship**



**Creativity, freedom of speech and
thought, depend on a robust public
domain**

Competing paradigms

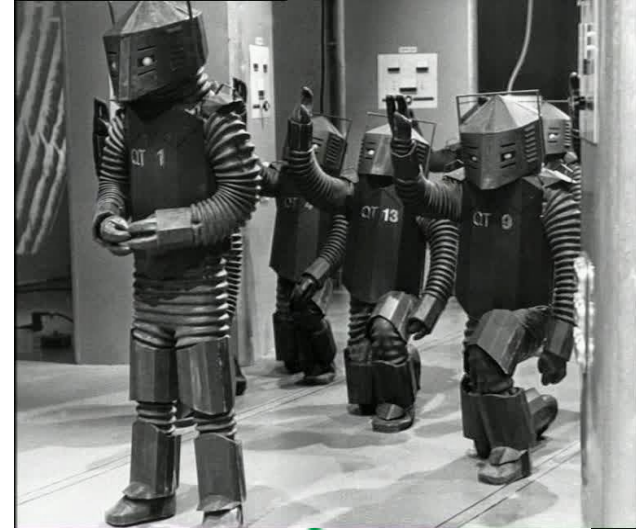
- Uncertainty & complexity
 - *Homo economicus*
 - Collective action fails in theory
 - Property & contract
 - **Freedom to own and contract, to pursue your own goals in a market is core; regulation is the first step on the Road to Serfdom**
- Uncertainty & complexity
 - *Homo Socialis*
 - Collective action works in practice
 - Institutional diversity; commons
 - **Positive autonomy, self-direction, free expression, freedom to tinker; power in markets as endemic as power in the state**

The Commons as Idea

- **People can effectively act collectively to govern their utilization of resources**
- **We respond to diverse motivations, economic utility and a range of social, emotional, and rational ethical commitments**
- **Property and markets vs. state planning do not exhaust the means of achieving growth and material well-being**
- **Cooperative social action in commons drives innovation and growth, can be more efficient, and is sustainable**

The Commons as Idea

- **Production and resource management are socially embedded activities**
- **Social embeddedness is not something from which we need to free markets**
- **Freedom as effective self-governance, individual and collective**
- **Where markets socially disembed production, they do more harm than good to both productivity and freedom**



The Never-Never Girl.
(Invented by Kelly Girl)

Never takes a vacation or holiday.
Never asks for a raise.

Never costs you a dime for stock
time. (Unlike the workload drops,
you drop her.)

Never has a cold, slipped disc or
bored teeth.
(But on your time anyway.)

Never costs you for unemployment
benefits and social security payments.
(None of the paperwork, either.)

Never costs you for fringe benefits.
(They add up to 30% of every
payroll dollar.)

Never fails to please. If our
Kelly Girl employee doesn't work
with you, don't pay. We're too
sure of all our girls.

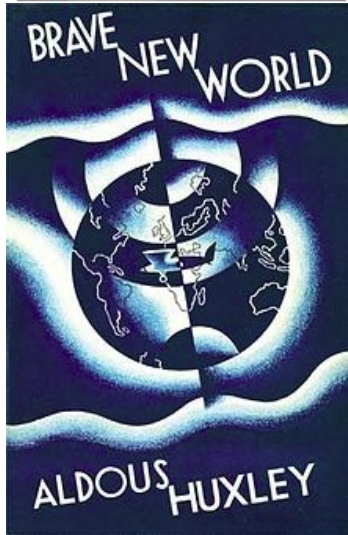
Kelly Girl®
© 1999 Kelly Girl, Inc.

47% of last year's FORTUNE 500
use Kelly Girl. Number 200,
we want you!

KELLY



TaskRabbit



What is to be done?

**1. Build commons and
provide public goods**

**2. Provide opportunities for
a stable source of a decent
Living and meaningful work**

Commons-Based Peer Production

- **Building a substantial range of capabilities we require as human beings as commons-based peer production, to loosen the points of control available to the state and market actors and to provision public goods through participatory social processes**
 - **Opportunities to engage in effective, voluntary association of meaningful work**
 - **A degree of freedom in systems occupied by imperfect state- and market-based systems**
 - **A context for developing cooperative virtues**
 - **Existence proof of the possibility of a different model of humanity**

The “sharing economy”?
Is the market adopting
“embrace and extend”
of the rhetoric of peer
production and sharing
while undermining its core?

couchsurfing



Resource Center

About

Basic Tips

Travelers

Hosts

Profiles

Events

Families

Rural

Getting Started

How It Works

Resource Center

Mobile

Safety

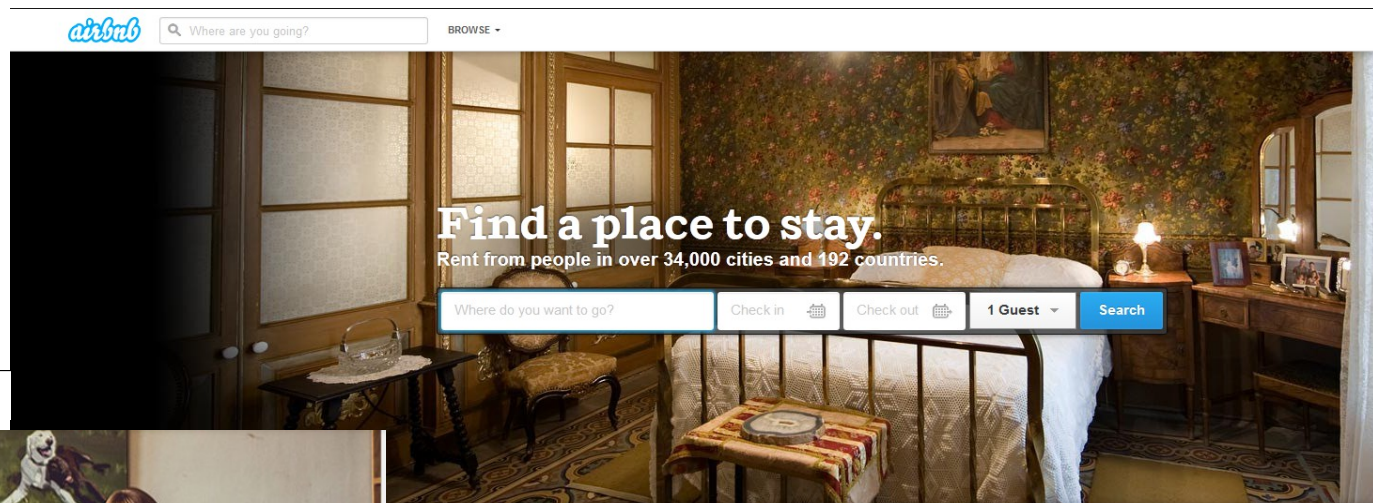
Community

Support

Be a Great Couchsurfer

Whether you're traveling the world, hosting travelers, or making friends locally, being a conscientious and generous Couchsurfer will enrich the connections you make with the people you meet.

- **Share something**
Be it stories, songs, food or your favorite coffee shop, Couchsurfing is about sharing and connection. Be open to giving, receiving, and discovering the unexpected.
- **Respect differences**
Help make the world smaller and friendlier. The diversity of people across the globe is a beautiful thing, so contribute by respecting and appreciating those differences, be they cultural or otherwise.
- **Participate**
Spend time with your host or surfer. Make new friends and help each other discover new things about the world. If you're new to Couchsurfing, tap into your local community first. It helps to know people near you, so meet other Couchsurfers in your area by joining groups and events.
- **Be neat**
Hosts, tidy up your space before Couchsurfers arrive. Surfers, leave it better than you found it. Keep your things in order and always clean up after yourself.
- **Connect**
Find a place to stay is just part of the Couchsurfing experience. More importantly, we



Find a place to stay.

Rent from people in over 34,000 cities and 192 countries.

Where do you want to go?

Check in

Check out

1 Guest

Search

Neighborhood Guides

Not sure where to stay? We've created neighborhood guides for cities all around the world.



London



Mexico City



New York



Paris



San Francisco



Tokyo

[All neighborhood guides](#)

Battle over the idea of
self-interested rationality as the core
model of human motivation

Subverting the possibility of socially-
embedded exchange as a core
model of provisioning in contra-
distinction to the tyranny of the margin

Mechanical Turk is a marketplace for work.

We give businesses and developers access to an on-demand, scalable workforce.
Workers select from thousands of tasks and work whenever it's convenient.

384,919 HITs available. [View them now.](#)

Make Money by working on HITs

HITs - *Human Intelligence Tasks* - are individual tasks that you work on. [Find HITs now.](#)

As a Mechanical Turk Worker you:

- Can work from home
- Choose your own work hours
- Get paid for doing good work



or [learn more about being a Worker](#)

Get Results from Mechanical Turk Workers

Ask workers to complete HITs - *Human Intelligence Tasks* - and get results using Mechanical Turk. [Register Now.](#)

As a Mechanical Turk Requester you:

- Have access to a global, on-demand, 24 x 7 workforce
- Get thousands of HITs completed in minutes
- Pay only when you're satisfied with the results



Alienated labor?

CLASSIFY STORY SCIENCE **GALAXY ZOO** DISCUSS PROFILE LANGUAGE

Classify

Examples Restart

SHAPE
Is the galaxy simply smooth and rounded, with no sign of a disk?

Smooth Features or disk Star or artifact

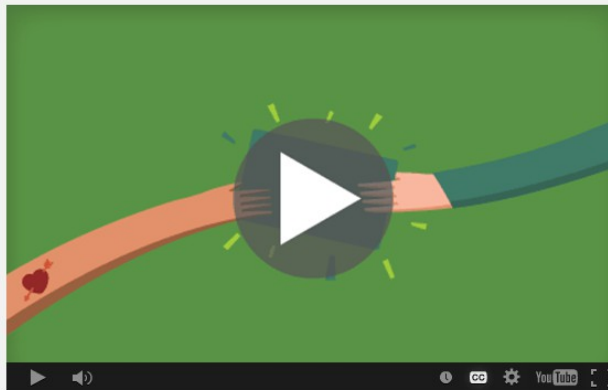
Social context
and meaning at the
core.



Amara makes video globally accessible

Captions, subtitles, and translations simplified.

Get Help



Meet Amara

Amara is home to an award winning subtitle editor that makes it easy to caption and translate video. Amara also hosts volunteer localization & accessibility communities, and offers professional tools and services for subtitles.

Community

Help make video accessible around the globe by volunteering for a caption or translation team. Amara is easy to learn and fun!

[Find your Community »](#)

The Amara Difference

Amara is built by a nonprofit, 501c3 organization. We are driven by the mission to reduce barriers to communication and foster a more democratic media ecosystem. By choosing Amara, you are making video more globally accessible.



Amara is a project of the Participatory Culture Foundation

Professional Solutions

Amara provides a complete solution for captions and translation. Whether you'd like On Demand subtitles or to build your own community or team, we can help.

[Professional Solutions »](#)



Smart transportation is about maximising already-existing infrastructure and resource rather than adding new ones. Better use of existing resources creates affordable transportation without the need for more roads or vehicles. Real-time ridesharing is the key, enabling people with private cars to share their journey with others traveling in the same direction.



TRAFFIC

To change the way we move we must increase occupancy within the existing infrastructure. Ironically, our current road space and transport expenses are mostly used to move empty seats from one place to another. It is a well-hidden fact that thousands of empty car seats haven't experienced any tush for years.



RESOURCES

A genuine zooz mining protocol brings about a stable internal economy based on fair share of wealth and a just spread of community responsibility. We believe this initiative can generate a sustainable and wealthy ecosystem.



COLLABORATION

Introducing a new model for collaboration in which anyone can freely contribute. The community collectively decides about the reward in zooz for each contribution via sophisticated protocols. The 'weight' of each member's input is dynamically set by the community itself. Many people around the world have already taken an active part in this operation, and the community is growing every day.

La'Zooz is a decentralized organization

Anyone can contribute towards the establishment of its goals in whatever way he or she believes would be best. Tasks are carried out within autonomous, self-defined circles or teams. Each circle can consist of any number of individuals (including a single person) collaborating together towards well-defined goals, and holding their own (perhaps multisig) wallet to promote the circle's tasks. Once a circle delivers their contribution, the La'Zooz community as a whole evaluates this contribution and as an expression of appreciation reimburses the circle's wallet with zooz tokens accordingly.

Our basic beliefs are reflected in the La'Zooz initiative. Using a decentralized digital coin enables us all to enjoy and share our own wealth (and empty seats). All efforts are directed to make this a community project so that all can become part and enjoy the value that is created. We share a deep hope that La'Zooz will become a people's project creating prosperity for all.

La'Zooz

A Decentralized Transportation Platform owned by the community and utilising vehicles' unused space to create a variety of smart transportation solutions. By using cryptocurrency technology La'Zooz works with a "Fair Share" rewarding mechanism for developers, users and backers.

RideSharing vision

La'Zooz platform will synchronize empty seats with transportation needs in real-time, matching like-minded people to create a great ride-sharing experience for a "Fair fare".

The Road

is being paved by people like you and me.
Taking part makes La'Zooz come alive.



La'Zooz - Social Ridesharing



Smart transportation is about maximising already-existing infrastructure and resource rather than adding new ones. Better use of existing resources creates affordable transportation without the need for more roads or vehicles. Real-time ridesharing is the key, enabling people with private cars to share their journey with others traveling in the same direction.

Peer cooperativism

- **CBPP developed to harness volunteer effort that produced freely-available outputs**
- **Transition to peer cooperativism must deal with the challenges of worker-owned and producer cooperatives**
 - **Provide peers with a decent and stable income**
 - **Intrinsically engaging and/or socially fulfilling in the day to day**
 - **Meaningfully oriented toward making valued social contributions**
- **Requires a source of revenue; paying customers; competitiveness in markets**

Peer cooperativism

- CBPP developed to harness volunteer effort that produced freely-available outputs
- Worker-owned and producer coops
- Transition to peer cooperativism must deal with the challenges of consumer coops
 - Substantial variance between management and consumers in engagement and dependence can lead to “capture”
 - Tension between the needs of the consumers/users and those of the workers who draw income from the coop
 - Maintaining the flow of goods and investment with attractive prices and quality

The producer, the moment he produces in a society founded on the division of labour and on exchange (and that is M. Proudhon's hypothesis), is forced to sell. M. Proudhon makes the producer master of the means of

production; but he will agree with us that his means of production do not depend on *free will*. Moreover, many of these means of production are products which he gets from the outside, and in modern production he is not even free to produce the amount he wants. The actual degree of development of the productive forces compels him to produce on such or such a scale.

The consumer is no freer than the producer. His judgment depends on his means and his needs. Both of these are determined by his social position, which itself depends on the whole social organization. True, the worker who buys potatoes and the kept woman who buys lace both follow their respective judgments. But the difference in their judgments is explained by the difference in the positions which they occupy in the world, and which themselves are the product of social organization.

Is the entire system of needs founded on estimation or

Marx,
Poverty of Philosophy
(1847)

Peer cooperativism

- CBPP developed to harness volunteer effort that produced freely-available outputs
- Worker-owned and producer coops
- Consumer coops
- **Federations and networks of coops**
 - **Translating the integrated systems of the most successful coops to CBPP online?**
 - **Producers, consumers, finance, and insurance coops mutually supporting operations have been the most successful. How to transition to the networked environment?**

Peer cooperativism

- **Research challenges**
- **Governance**
 - **From experience of cooperatives and peer production, how does governance change when making, managing, and distributing and investing money enter the picture?**
 - **What effect on governance and motivations when customers need to be served in time and fashion competitive with market providers**
 - **Other challenges of operating to produce revenue and distribute it, manage a competitive environment with a cooperative network of peers**

Peer cooperativism

- **Research challenges**
- **Governance**
- **Motivation**
 - **Non-separability: what models of integrating intrinsic and pro-social with material motivations work to avoid crowding out**

Peer cooperativism

- **Research challenges**
- **Governance**
- **Motivation**
- **Innovation**
 - **What impact on the innovation effects of peer production where a decent and stable income are involved?**
 - **Does circulation of knowledge slow down?
Does cooperation across networks change?
Parallel to the work of patents effects on academia**

Socially-embedded markets

- **Managerial and owner norms are important; there is enough slack in markets for moral commitments to make a difference**
- **Market outcomes will likely continue to be the dominant driver of economic security for a majority of people in the coming decades**
- **Will require battle of ideas; social pressure; and legal reform**
- **Peer production research as a source of persuasion for managers about what can work, and how it can work better while maintaining decent work relations**

Socially-embedded markets

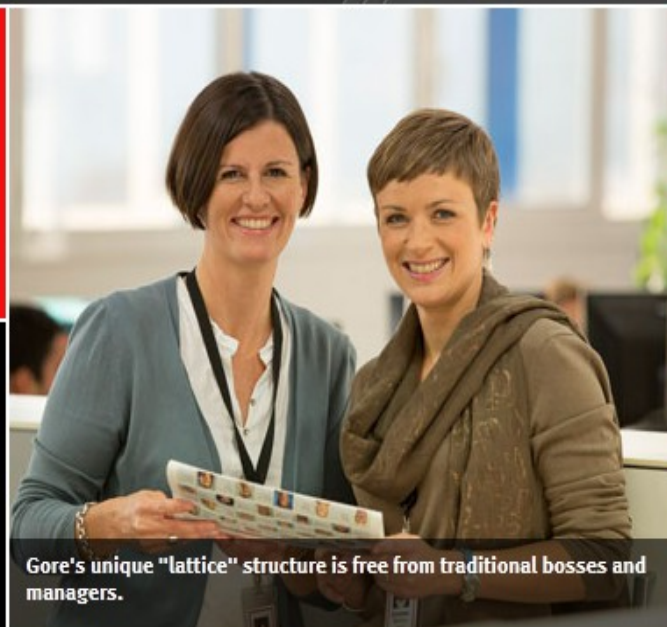
- **Core lesson of cooperatives: normative commitments and identity are core**
- **Participation; identity; values-orientation; flexibility (autonomy) combined with security, rather than contingency (shared pay cuts or deferred payouts v. layoffs)**
- **No good evidence of systematically better (or worse) income; better mix of meaning, decent wages, stability**
- **Cooperativism need not be the core strategy; social-embeddedness is the core**

Who We Are

A uniquely inventive, technology-driven enterprise focused on discovery and product innovation



more than
10,000
associates
worldwide



Gore's unique "lattice" structure is free from traditional bosses and managers.



Is Gore a Good Fit for You?
[Learn more >>>](#)

CAREERS ▾ > WHO WE ARE

A Company Built on Innovation, Integrity and Teamwork

Through our product leadership, we've been changing lives and changing industries including fabrics, medical devices, electronics, and manufacturing for more than 50 years.

Founder Bill Gore built the company on a set of beliefs and principles that guide us in the decisions we make, in the work we do, and in our behavior toward others. What we believe is the basis for our strong culture, which connects Gore associates worldwide in a common bond.

Gore's unique "lattice" management structure, which illustrates a nonhierarchical system based on interconnection among associates, is free from traditional bosses and managers. There is no assigned authority, and we become leaders based on our ability to gain the respect of our peers and to attract followers.

▸ What We Believe

Our company is built on a set of beliefs and principles that guide us in the decisions we make, in the work we do, and in our behavior toward others.

▸ Diversity at Gore

By harnessing diversity and focusing on the quality of relationships within our teams, we can better drive innovation.

▸ Our Reputation

Gore consistently ranks as a great workplace and has established a solid reputation as a product, industry, and technology leader worldwide.

▸ Is Gore a Good Fit for You?

Before you apply for an opportunity, review these questions to evaluate if the qualities we're looking for apply to you.

▸ Working in Our Unique Culture

Our founder Bill Gore once said, "The objective of the Enterprise is to make money and have fun doing so." We still believe that, more than 50 years later.

▸ Equal Opportunity Workplace

We strive to make Gore a rewarding place to work where individuals can reach their full potential in an inclusive environment.

One year after walkout, Market Basket is thriving

Bitter family dispute didn't stifle growth

127



1

The Boston Globe Bostonians of the Year: Market Basket employees Honorable mentions

2014 Bostonians of the Year: Market Basket employees

The grocery chain's 25,000 workers risked their jobs to support a benevolent leader and highlighted that a company formula of low prices and good wages can succeed.



Peer Pragmatism

- **Citizenship modeled on peer self-governance**
 - **Rejecting pure delegation conceptions of a republic. Building platforms for active engagement**
 - **Skeptical, irreverent participation, committed to debate, reason, and willingness to state and defend normative commitments**
 - **Nested, redundant, overlapping spheres of power; subsidiarity to spheres of contribution and knowledge**
 - **Redundant pathways to invoke and avoid governance**

Peer Pragmatism

- **Citizenship modeled on peer governance**
- **Progressivism aware of state fallibility**
 - **Destabilizing power concentrations**
 - **Caution about steering / paternalism**
 - **Redistribution aimed at preserving autonomy, rather than finely tuned to secure incentives and supply predefined needs (UBI)**
 - **Investment in capabilities – education; infrastructure; health**
 - **Research-driven regulatory design to foster cooperativism (the Partner State) and contain extractive market dynamics**

Liquid Democracy

See also: [Liquid Feedback](#)

Contents [hide]

- 1 Definition
 - 1.1 Concept
 - 1.2 Tool
 - 1.2.1 Liquid Feedback Adopters
 - 1.2.2 Adhocracy adopters
- 2 Projects
 - 2.1 Project 1
 - 2.2 Project 2
 - 2.3 More Information
- 3 Characteristics
- 4 Discussion
 - 4.1 Liquid Democracy is not a voting system
- 5 Examples

Definition

1. 'The basic idea is a democratic system in which most issues are decided (or strongly suggested) are transitive and can be revoked at any time. Liquid Democracy is sometimes referred to as

#100DiesEnComú

100 DIES EN COMÚ

100 DIES PER CONSTRUIR UNA CIUTAT MÉS IGUALITÀRIA I DEMOCRÀTICA



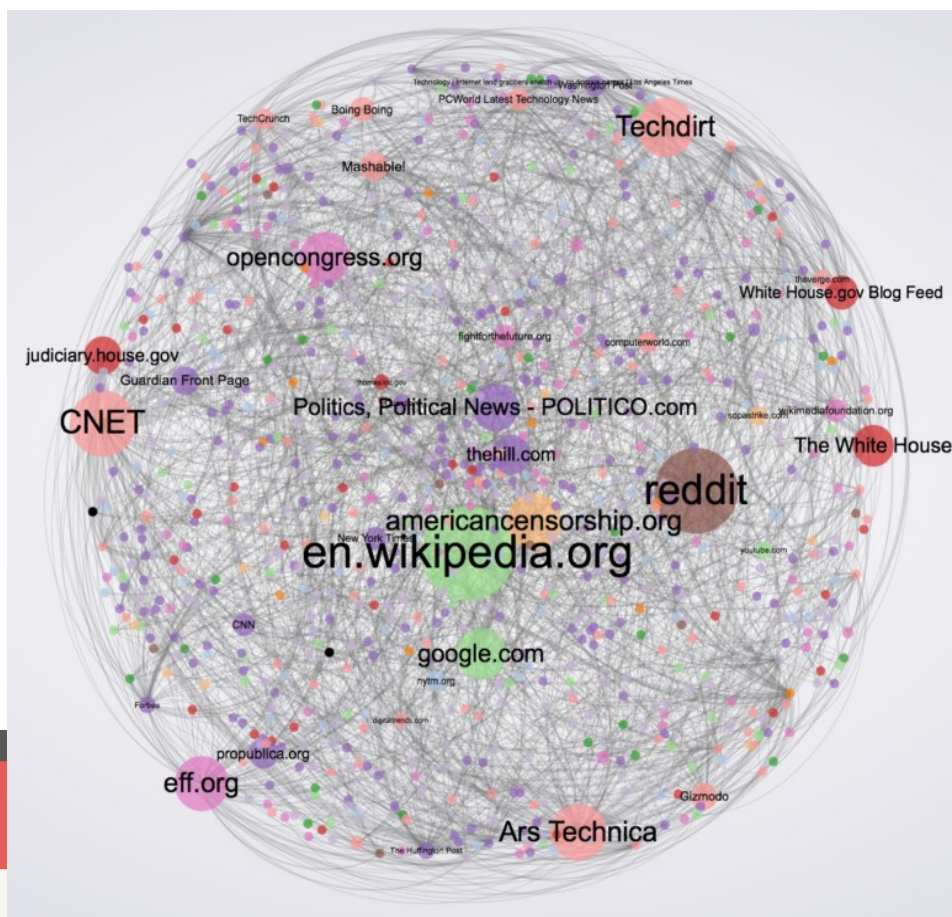
Mapa desigualtats

adacolau.cat

Participa

**Informa't**

Com ens organitzem



Peer Pragmatism

- **Citizenship modeled on peer governance**
- **A progressivism aware of the fallibility of the state**
- **A libertarianism aware of the fallibility of markets and the limits of mutualism**
 - **Global public goods, like climate and the environment, global poverty and migration, war, all require government- and intergovernmental level collective action**
 - **Effective institutions at all levels require continuous engagement, because they all unravel over time**



- [Main page](#)
- [Contents](#)
- [Featured content](#)
- [Current events](#)
- [Random article](#)

- [About Wikipedia](#)
- [Community portal](#)
- [Recent changes](#)
- [Contact Wikipedia](#)
- [Donate to Wikipedia](#)
- [Help](#)

- [What links here](#)
- [Related changes](#)
- [Upload file](#)
- [Special pages](#)
- [Printable version](#)
- [Permanent link](#)
- [Cite this page](#)

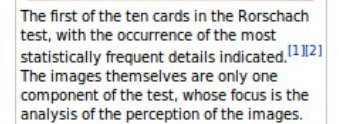
- Български

"Rorschach Test" redirects here. For the band, see [Rorschach Test \(band\)](#).

In a national survey in the U.S., the Rorschach was ranked eighth among psychological tests used in outpatient mental health facilities.^[4] It is the second most widely used test by members of the Society for Personality Assessment, and it is requested by psychiatrists in 25% of forensic assessment cases,^[4] usually in a battery of tests that often include the MMPI-2 and the MCMI-III.^[5] In surveys, the use of Rorschach ranges from a low of 20% by correctional psychologists^[6] to a high of 80% by clinical psychologists engaged in assessment services, and 80% of psychology graduate programs surveyed teach it.^[7]

Contents [\[hide\]](#)

- 1 History
- 2 Method
 - 2.1 Features or categories
 - 2.1.1 Content
 - 2.1.2 Location
 - 2.1.3 Determinants
 - 2.2 Exner scoring system
 - 2.3 Cultural differences
 - 2.4 Neurology
- 3 The ten inkblots
- 4 Prevalence
 - 4.1 United States
- 5 Controversy



1 29% 2 18% 3 6%