

The Rise of Letting Go

How the “Net Generation” teaches us to lose control,
and like it.

Presented for DigitalNow 2007
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I'm Andrew Hinton.
My day job is at Vanguard,
in their User Experience Group.
I have no hot investing tips.
But we are hiring.

4 Chapters:

A Fine Mess

Kids These Days

Designing for Participation

Communities of Practice

Chapter I

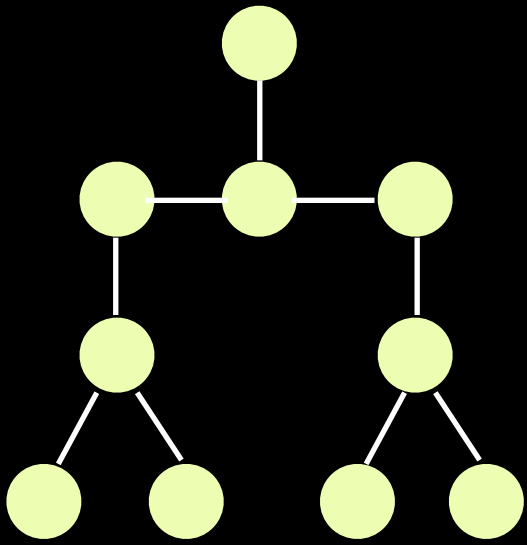
A Fine Mess



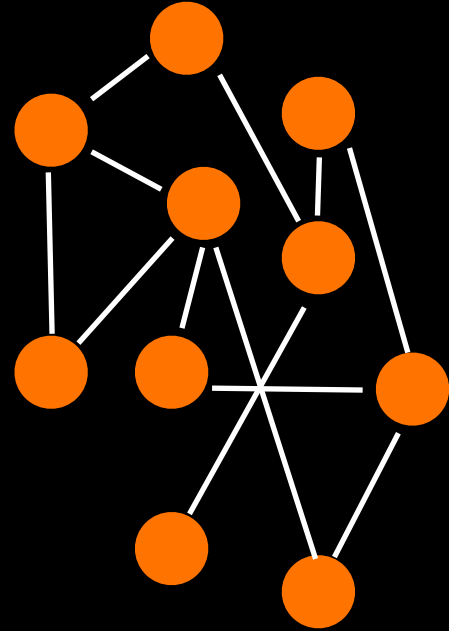
Before I get to Communities of Practice specifically, I want to cover the context that I think makes them so relevant.

Basically, how we have gotten ourselves into a sort of mess. A beautiful, wondrous mess, but a mess nonetheless.

Top-Down Command Hierarchy



Emergent Organic Network

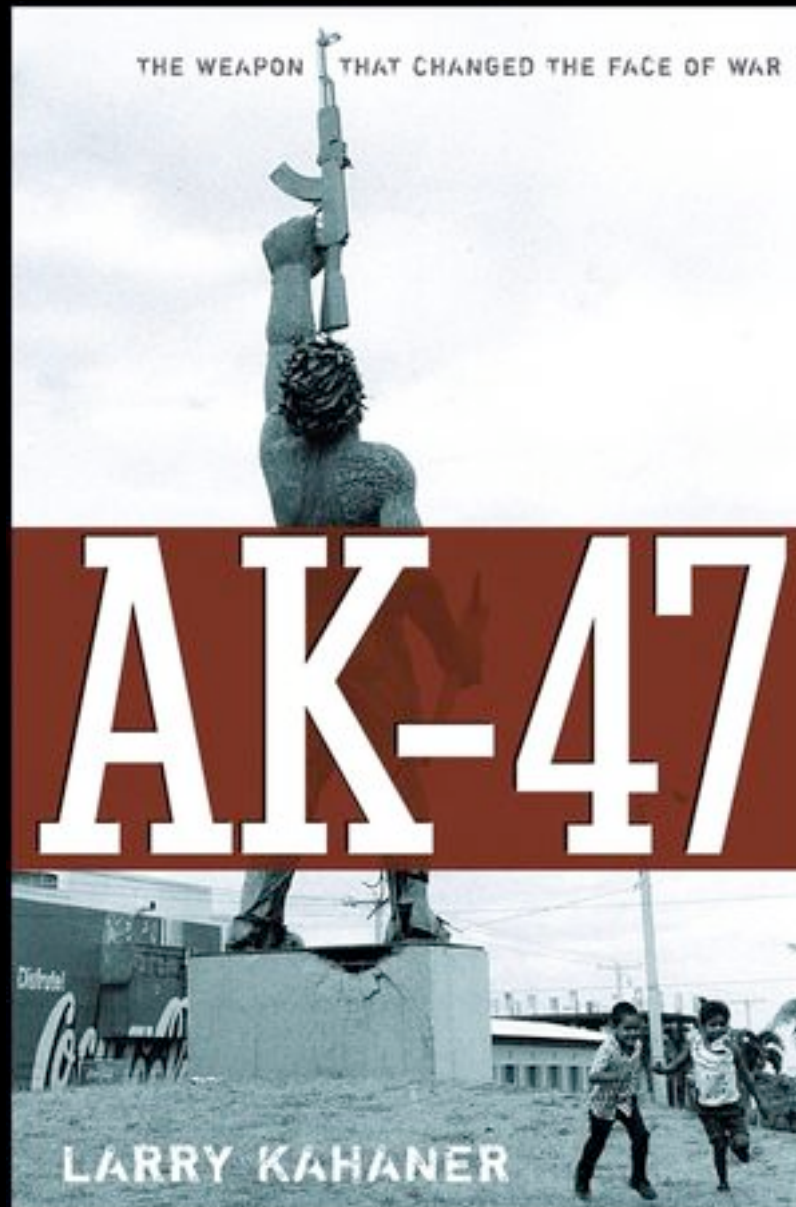


Team/Management/Military

Crowds/Friends/Incidental Networks

Let's start with two patterns. One extreme is very controlled, the other is pretty much anarchy.

To illustrate some key differences between them, we're going to talk about assault rifles.



Here's an object lesson in how design can catalyze change, and tap into latent emergence.

Larry Kahaner explains how certain characteristics of the AK-47 make it more devastating than any other single weapon in the world, comparing it to the US standard military rifle, the M-16.

Closed
Expensive
Complex
Accurate

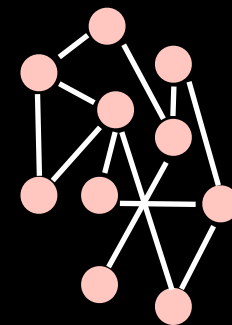
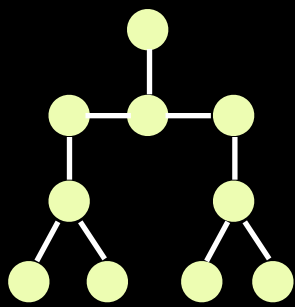


M-16

Open
Inexpensive
Simple
Close Enough



AK-47



Both of these designed objects look very similar in all the ways that seem to matter. They both look like assault rifles, and they both work basically the same way. So how could they be much different?

>>

The M-16 is designed with a particular philosophy in mind.

- There will always be a proprietary infrastructure capable of manufacturing them and delivering parts;
- There will always be money to pay for them;
- Exactly the right ammunition will be available for it;
- Soldiers will have and take the time to meticulously clean and maintain the weapon. (otherwise it is notorious for jamming)
- Soldiers using them will be professional marksmen

The design of the device comes with certain implications that it cannot escape --

>> you could say that these qualities are in its DNA.

>> The AK47, although appearances is the same thing (an assault rifle), is almost completely different in most of the ways that count.

- It was designed for easy mass production,
- parts that could more easily be repaired and remanufactured, and retrofitted,
- it's not fussy about ammunition, meaning it's easier to get hold of bullets it can fire.
- and while it's not a marksman's weapon, it's close enough.

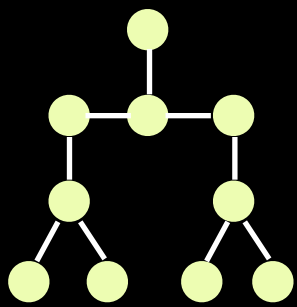
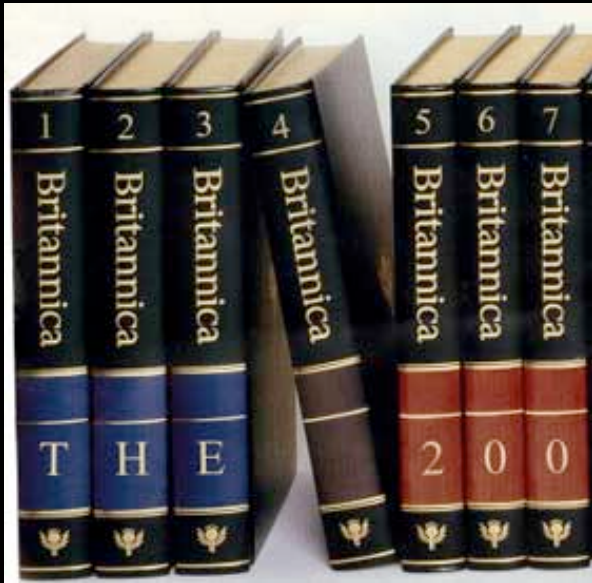
>>

That means its DNA is different enough that it lends itself to latent emergence -- only in this case, unfortunately, that means political strife, insurgencies, and 3rd world armies.

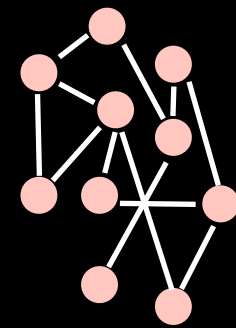
According to the UN the AK-47 kills more than a Quarter Million people every year.

But the main lesson here is that a few design decisions can make a huge difference in the impact a designed thing can have on the world.

Closed
Expensive
Complex
Accurate



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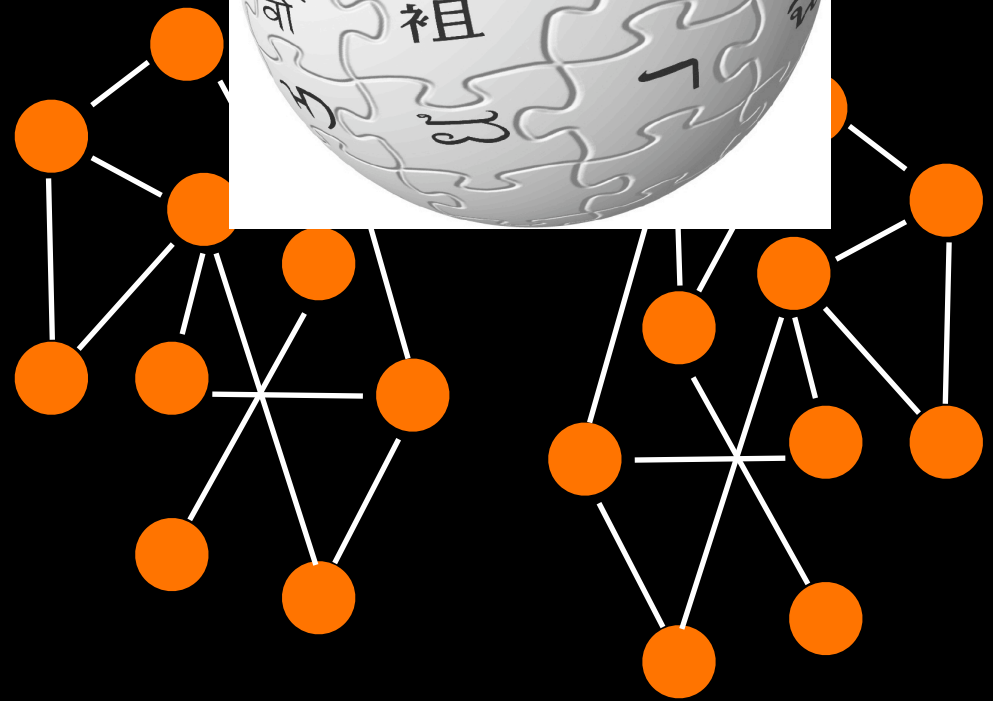
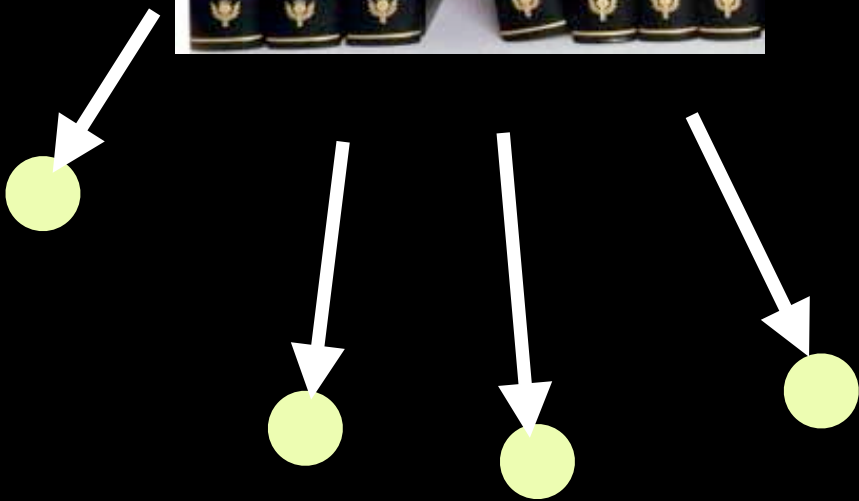
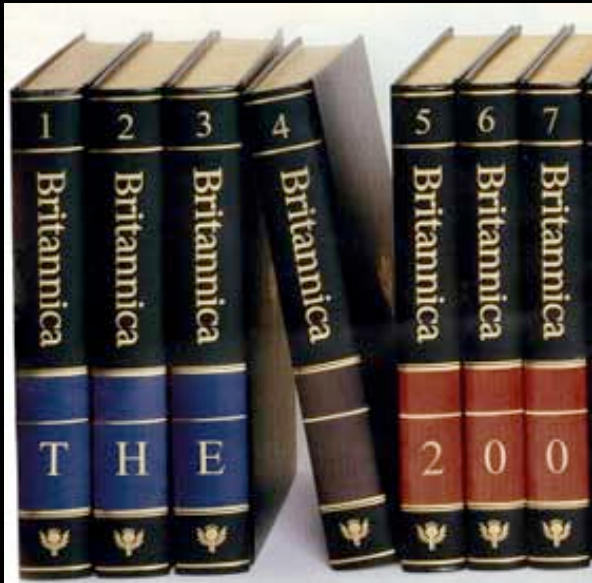
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Instruction

Conversation



An essential difference between britannica and wikipedia is

- >>britannica is a one-way medium, handed down from authorities,
- >> While wikipedia is conversational. It fulfills more of what human beings want in their daily life.

That's not to say that wikipedia is better than britannica, or that the old way is evil or irrelevant.

It's just to say that technology has tapped into a latent need people have to be part of conversations.

“If Web 2.0 for you is blogs and wikis, then that is people-to-people . . .

Tim Berners-Lee



First Web Server
(A “side project”)

... but that was what the Web was supposed to be all along.”

This is the first ever web server.

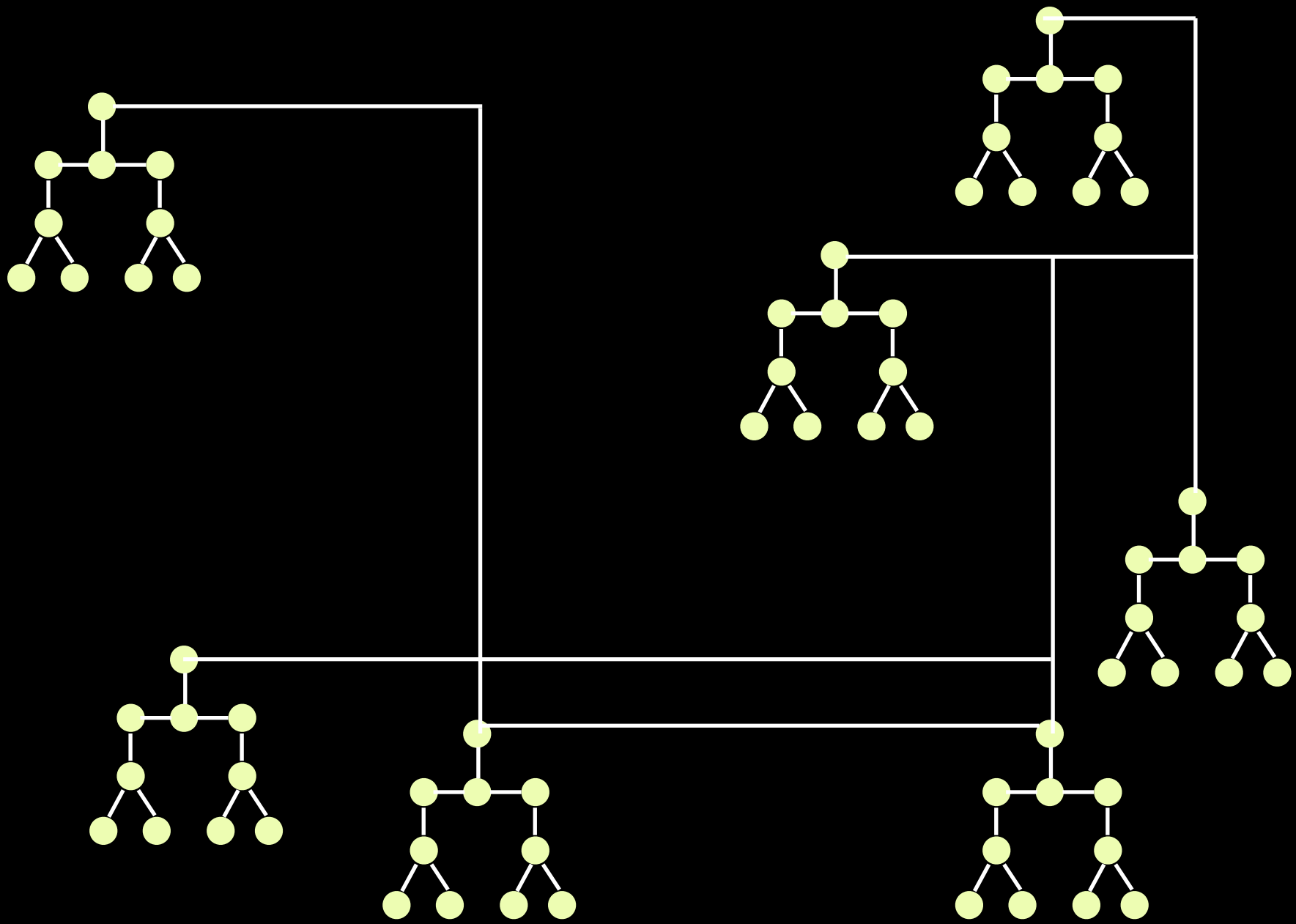
>> It was in Tim Berners-Lee’s office, as a side project he was working on. I think it’s significant that the WWW was created as, basically, a side project. As we’ll come to see, side projects are something communities of practice thrive on. In fact, the Web was, to a large degree, created to support Berners-Lee’s own community of practice. There’s a lot of hype about Web 2.0, but the web was always meant to be “social.” Recently commenting on the “Web 2.0” trend, Berners Lee said

>> “If Web 2.0 for you is blogs and wikis, then that IS people-to-people, but that was what the Web was supposed to be all along.”

It’s taken us about 15 years or so to get to the Web TBL envisioned, but now we’re calling it Web 2.0.

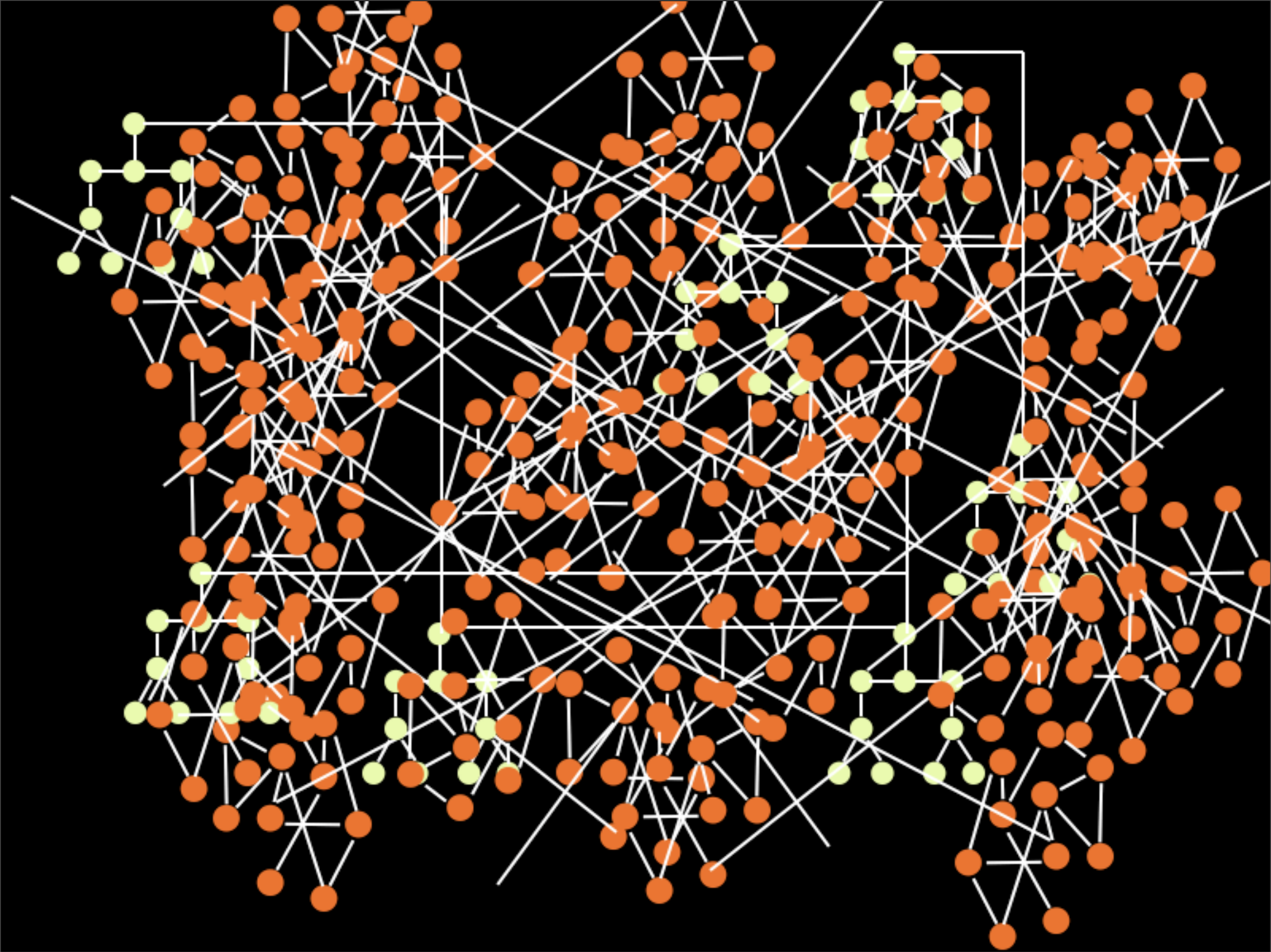
TBL Web 2.0 quote from: <http://arstechnica.com/news.ars/post/20060901-7650.html>

From the original proposal: “This phase allows collaborative authorship. It provides a place to put any piece of information such that it can later be found. Making it easy to change the web is thus the key to avoiding obsolete information. One should be able to trace the source of information, to circumvent and then to repair flaws in the web.”
<http://www.w3.org/Proposal>



In short, not long ago information and most anything other than in-person communication happened through highly structured networks, run by authorities.

But then something extraordinary happened.



The Web happened.

And it brought something new into the world.

You can look at this and say “my god what a horrible mess!”

But if you think of each of these white lines as a conversation, it actually looks kind of beautiful.

“Conversation is king.
Content is just something to talk
about.”



Cory Doctorow

“Conversation is king. Content is just something to talk about.”

It's not that content is unimportant; it's what conversations are *made* of!

But focusing on the content -- or the “information” -- to the exclusion of its use is a mistake.

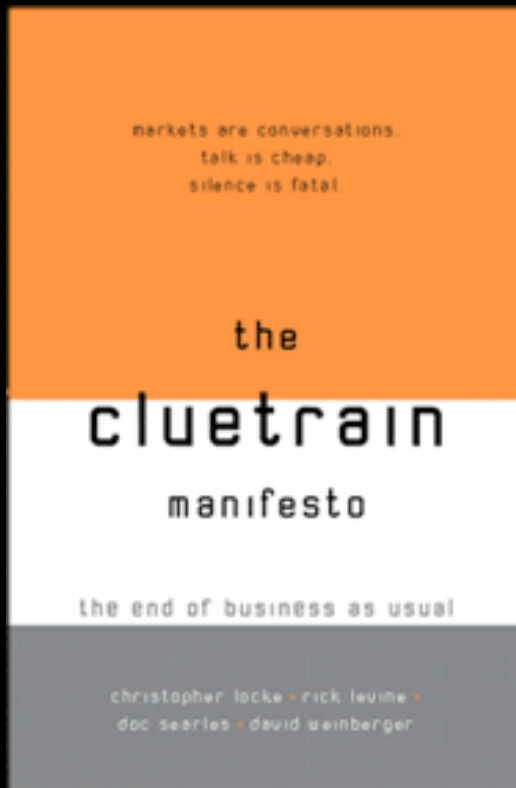
Conversation is the
engine of
knowledge.



Conversation is the engine of knowledge. It's the generative activity of civilization.

But I don't only mean literal "talk" -- I mean conversation in the abstract sense of civic engagement.

“Markets are Conversations ...”



Money is Language Too

As the wisdom of the Cluetrain Manifesto reminds us, even markets are conversations --

And conversations are purposeful human communication, and it's hard to get more purposeful than how you spend your money.

Money is language too... there's a reason why we say "money talks..."

If I tip my bartender with a dollar bill, that dollar bill is saying something.

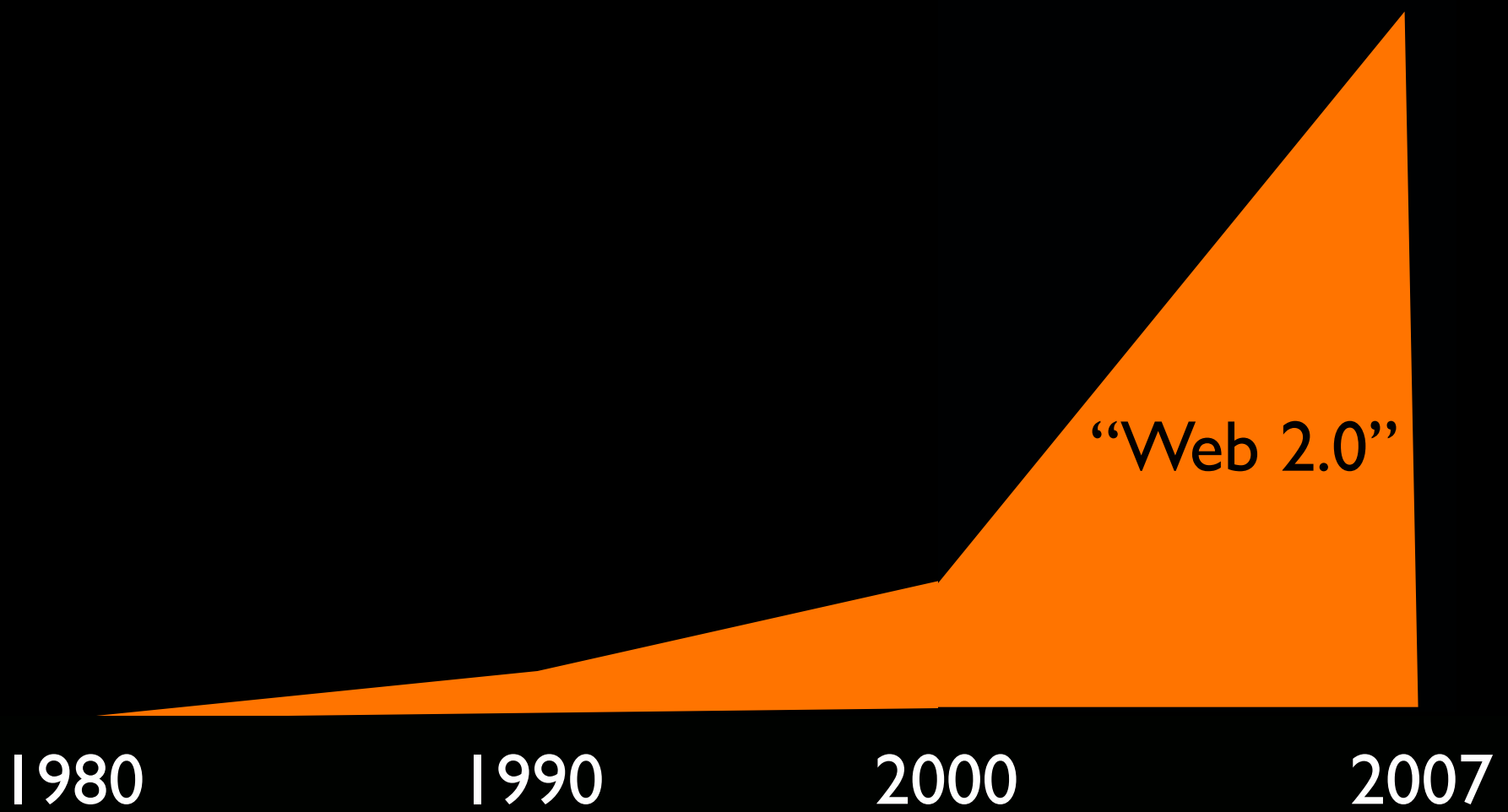
But even if I buy something at WalMart, I'm saying something there too... I'm engaging in a larger conversation that's happening with money.



People usually don't have conversations just for the heck of it -- it's usually around some shared purpose or identity.

People have been getting together into groups of various kinds for millenia... But for most of that time we've been fairly limited in how we could start groups or involve other people in communities.

Group Creation Capabilities



Before the Internet, there were very few ways to create groups: newspapers, local associations, things like that.

>>

But even by 2000, there were only a few main places online, like E-Groups (Now Yahoo Groups) or USENET, and the venerable ListServ mailing lists hosted here and there, usually in universities.

>>

Suddenly, in the last 5–6 years, we've seen an incredible explosion -- almost any social software environment has an ability to create a "community" or "group". I think that's a big part of what has caused the Web 2.0 phenomenon.

Howto & DIY
 Music
 News & Politics
 People & Blogs
 Pets & Animals
 Sports
 Travel & Places

2 Videos | 46 Members | 1 Discussion

Push It For Pretty Ricky Cont
 Create your own dance moves and win a phone call from Pret prop from Pretty Ricky's "Push It"
 INSTRUCTIONS:
 1) Make your video showing yo

Create a Group

Find a group

SEARCH

Create your own group

Questions? Start with the [group guidelines](#).

msn. Groups

Creating Your Group
 We need a way to recognize you & your unique .NET Passport.

Groups Home
 My Groups
Create Group
 Search Groups

Communities Find

Post to Community
 Invitations to Join
 Manage Communities
 Search for Communities

Create New

Groups

Your currently active group is displayed in bold.

- none
- Basic Building
- Basic Scripting
- Breast Cancer Awareness
- Counting Sheep
- IAInstitute**

You belong to 12 groups (of 25 maximum).

Activate Info Leave
 Create Search... Close

Find a Yahoo! Group

Search

(Example: diabetes, running, mycology)

Easy as 1-2-3. **Start your group today**

- 1 Create an account
- 2 Setup your group
- 3 Invite people

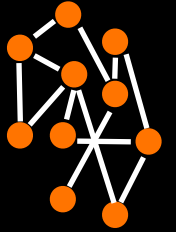
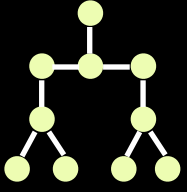
Create a group...

Everywhere you look, you can create a group. It's become a sort of commodity: people are coming to just expect to be able to make a group at the click of a button.

And this really is more than just more of the same; I think it represents a cultural shift that has some very significant implications.

And this brings me to Groucho Marx

Phase Transition



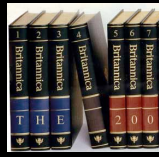
I think this is more significant than just “the same capability, only more of it.”

I think it’s more like a “Phase Transition” -- the way H₂O moves from ice, to water, to steam.

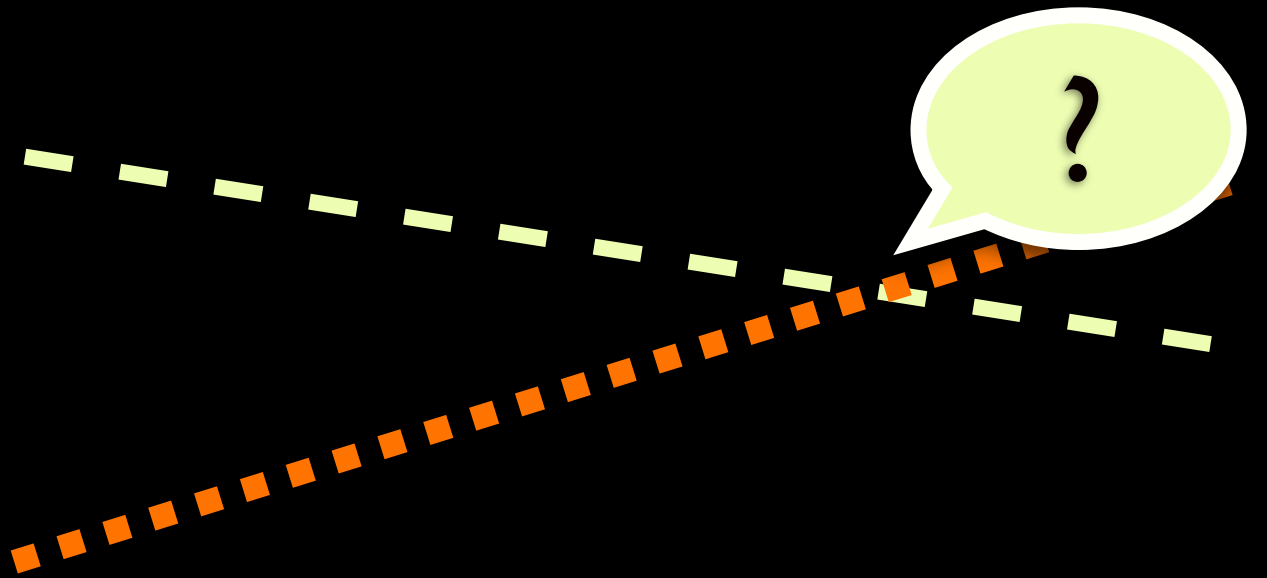
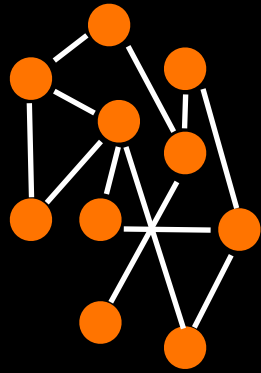
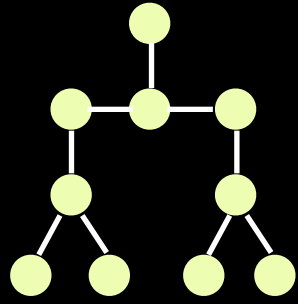
For some things, a large enough difference in scale results in a difference in KIND.

Not unlike the teakettle, a designed artifact somehow tapped into an enormous reservoir of latent emergence.

How can it be that a simple technical design could catalyze such enormous change???



Traditional Institutions [Instruction & Production]



Organic Networks [Learning & Innovation]



>> In an industrial society where people are mostly paid to follow directions rather than talk about their work or innovate, hierarchies made a lot more sense.

>> But the truth is, the looser organic network has always been where Knowledge & Innovation occur -- in the hidden, unofficial connections and conversations between people. Just think of all the stories you hear about things like the Lockheed skunk works, or Bell Labs -- situations where innovation fermented in spite of organizational lines.

>> The big difference is that the Web has given the organic networks the ability to make themselves explicit, to come out from the shadows. And it's a perfect medium for growing them quickly.

>> So, if I can oversimplify things a bit, it looks as if the more organic, semantic way of connecting things and people is on the ascendant; and that tends to draw away from the power and necessity of the command network.

Of course it's still needed for corporate structure and operational efficiency; but it's having to learn to share the wealth in a more official way with the organic network.

>>

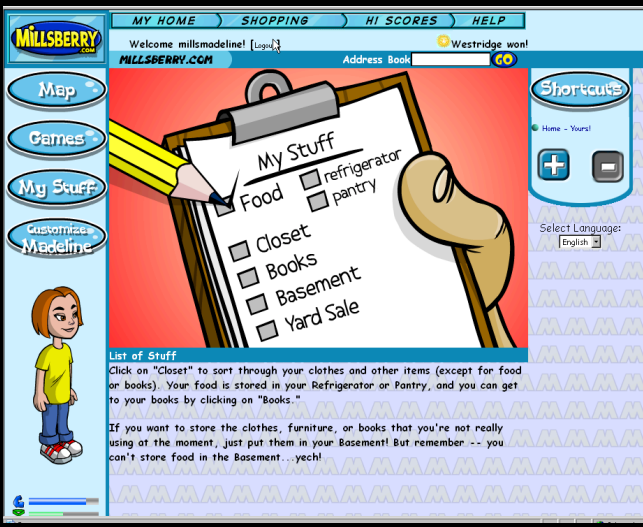
Is it possible for these two to ever play well together? How do we reconcile this tension?

Chapter 2

Kids These Days



Now I want to focus on some generational changes these developments have wrought.



This is my daughter. She was hanging with me at work in July and was playing busy working away while I was working. Millsberry, the General Mills game for kids.

- Working very hard at earning currency
- Resource management
- Miniature economy

Reminded me of other MMO's that I haven't played before, but have heard of. As well as others that I *have* played in the past (MUDs etc)

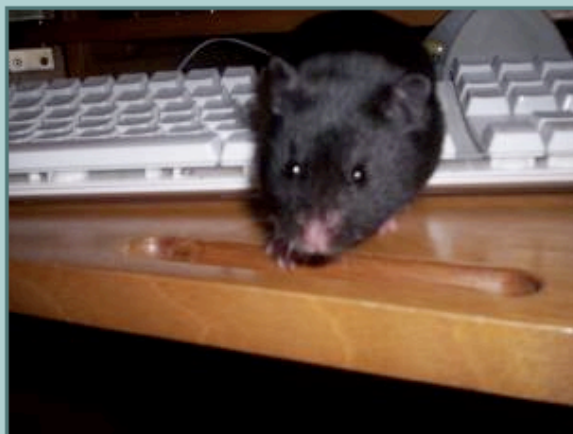
I realized... I never had any game as a kid that engaged me this much that also taught me anything about earning and managing resources. I didn't have anything this immediate ... realized that NeoPets and other sites are essentially the same.

I wondered ... what will these kids expect from our designs later? How is their current experience going to shape their expectations and needs?

- Home
- Log In
- REGISTER
- BROWSE PETS
- SEARCH PETS
- ABOUT SITE
- "HAM" STORE
- CONTACT

Shop with our affiliates!
AMAZON.COM NOW OFFERS
new and used
BOOKS
amazon.com
CLICK

Martin










Member Since: March 26, 2007
Nickname(s): hammy, cuty, "escape artist"
Species: Hamster (*Teddy Bear*)
Coloring: Black
Gender: Male
Birthday: November 8, 2006
Age: 5 months
Hometown: Winston-salem, NC United States
Favorite Toy: books that he can chew on
Favorite Activity: climbing on people
Favorite Food: sunflower seeds
Mini-Bio: Martin is a black bear hamster with a mischievous personality. He is especially good at escaping from his cage. His pet peeve- small spaces.

From:

To:

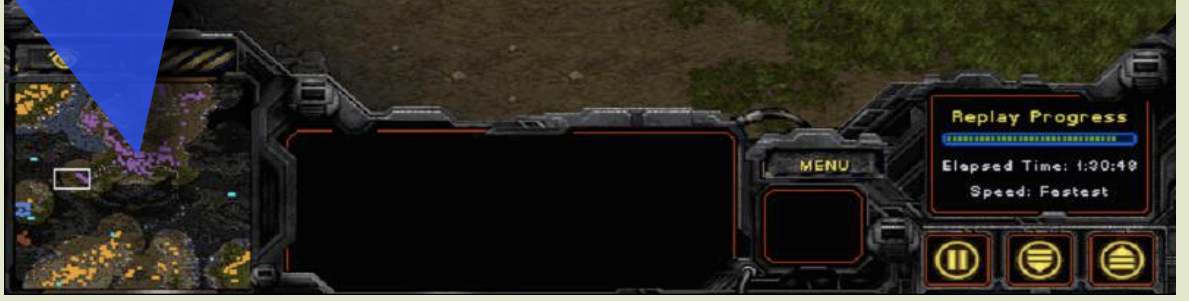
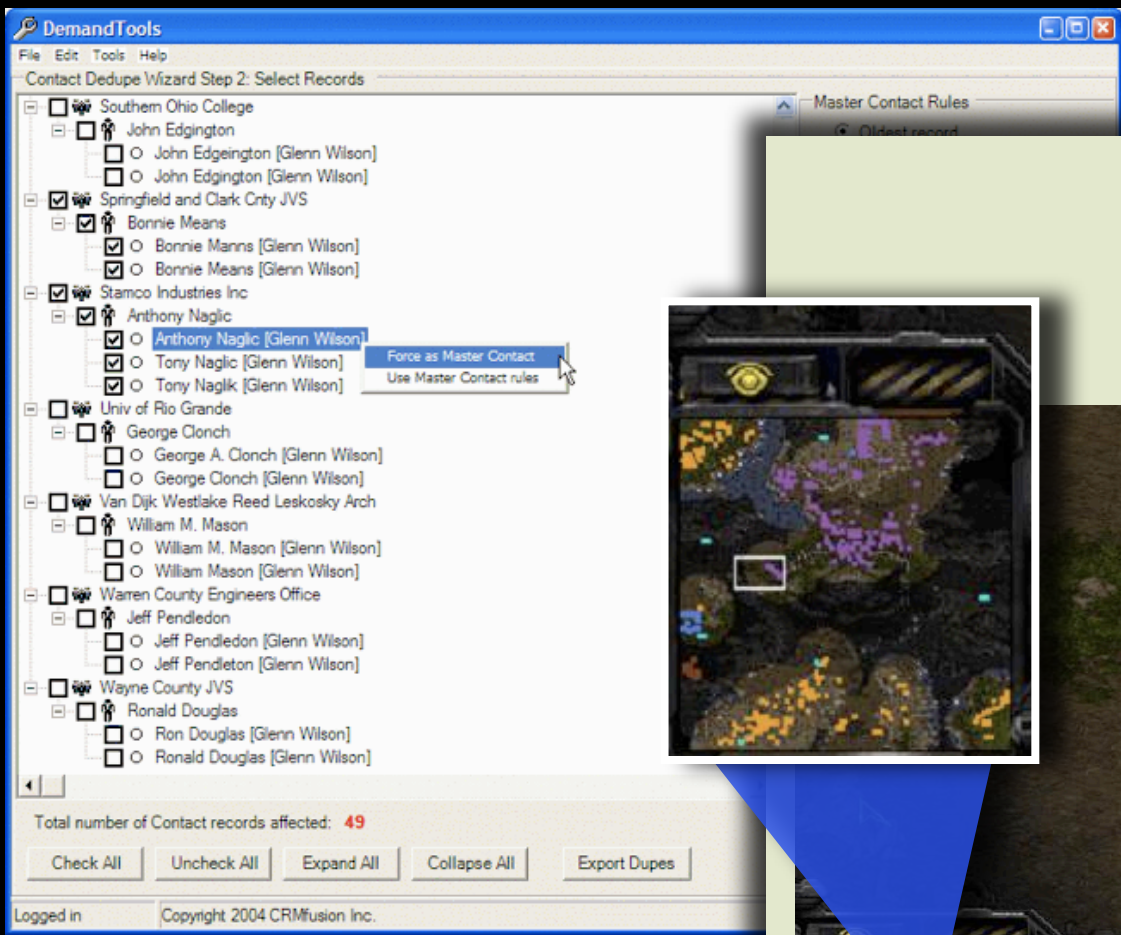
MY FRIENDS

| | | |
|--|--|--|
|  <u>Tuck</u> |  <u>King Kuma</u> <u>Momo Jahobert</u> <u>Gogurt</u> |  <u>Annabell</u> |
|  <u>Midnight</u> |  <u>Nippy</u> |  <u>Hermione</u> |
|  <u>Frankie</u> | | |

In addition, she's getting into social networking, albeit on a very kid-friendly, limited scale.

This is Martin, her hamster, and a profile page on Hamsterster.com

She collects friends, and reads about their hamsters -- in a sense, the hamster is an 'avatar' for the kid.



If a 29.99 game can do this, why not a multimillion dollar enterprise application?

Another thing that got me thinking a while back was when our company was looking for a CRM solution.

Even the very expensive, top of the line vendors presented someone's book of business in a strict hierarchy: but in interviews with users I learned they don't think of their customer relationships this way. Someone far down the hierarchy chain of command might be very important to them, and some information changes temporally -- one region might be very 'hot' in a given month, while another will be a crisis point in a later month.

I knew I'd encountered software that presented temporal relevance in this way, and then it hit me: it was in games like StarCraft, where you can focus on one thing, but the system tells you when to focus on something else and you can go there.

The moral: Maybe the world of video games is a great place to look for what the future has in store? Maybe the thinking and behavior happening there can give us insight, or shake up assumptions?

Are you asking me to take games seriously?

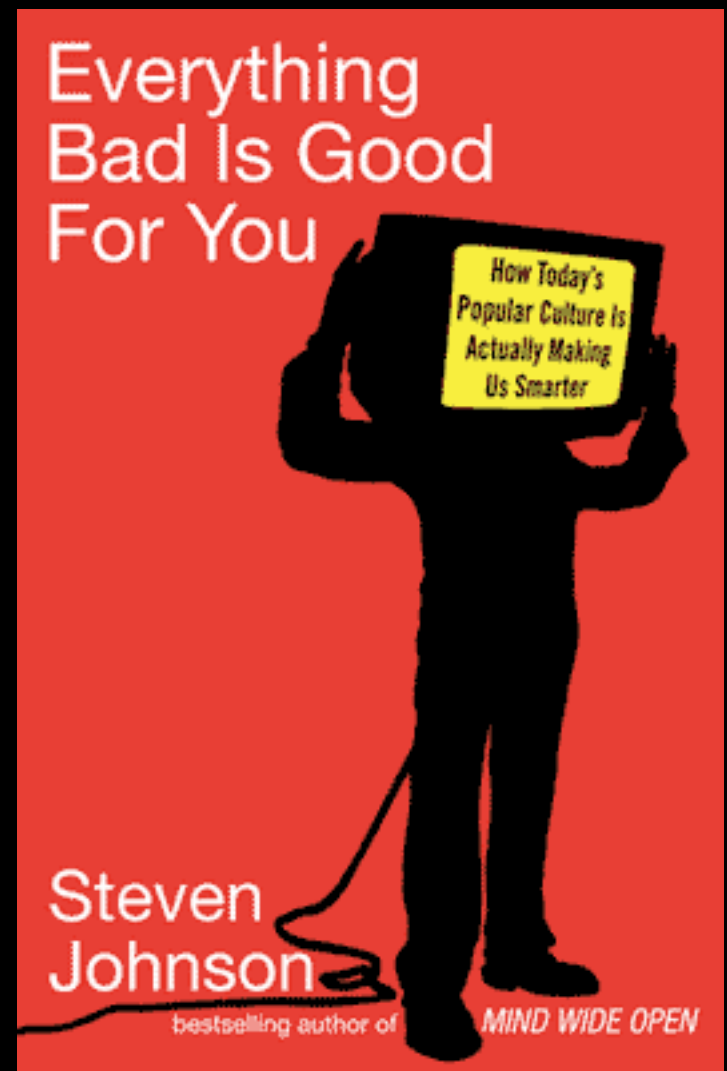
“Now an entire generation has grown up with a different set of games than any before it -- and it plays these games in different ways. Just watch a kid with a new videogame. The last thing they do is read the manual. Instead, they pick up the controller and start mashing buttons to see what happens. This isn't a random process; it's the essence of the scientific method. ... It's a rapid cycle of hypothesis, experiment, and analysis.

And it's a fundamentally different take on problem-solving than the linear, read-the-manual-first approach of their parents.”



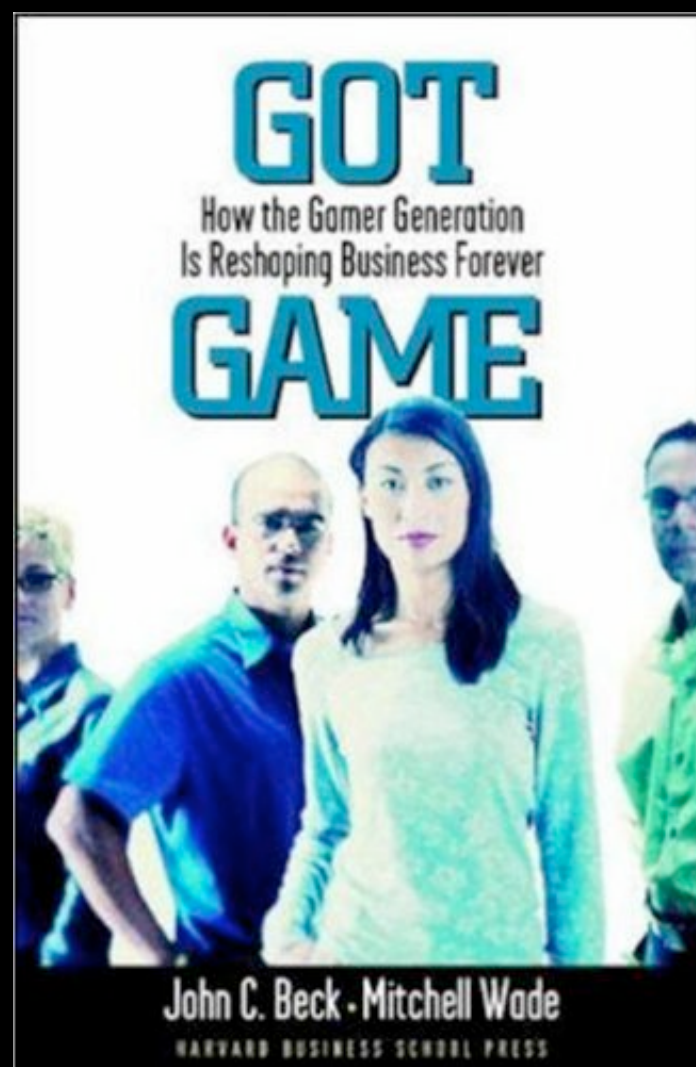
Will Wright

“I believe it is largely a force for good: enhancing our cognitive faculties, not dumbing them down.”



“Anyone who actually looks at [the most popular kind of games knows] it's a massive problem solving exercise wrapped in the veneer of an exotic adventure. ...

In short, even if their surface is violent, sexist, or simpleminded (which is not true nearly as often as non-gamers believe), games are incredibly complex computer programs that lead the brain to new combinations of cognitive tasks.



Serious Games
initiative

Persuasive Games



SERIOUS GAMES SUMMIT
WASHINGTON D.C.
OCT 31-NOV 1, 2005 D.C.

Social Impact Games
Entertaining Games with Non-Entertainment Goals (a.k.a. Serious Games)



MySpace.com | Home The Web MySpace Search Help | Sign

ING DIRECT
save your money

Play the
game

DINO HUNTER
THE ERA OF SAVINGS

START GAME



The Massively-Multiplayer Online Game



By focusing on the MMOG, we can learn a lot of essential things about the rest of gaming culture, and about behaviors and paradigms that are increasingly the norm.

MMOG Populations (last data I could find)

EverQuest: 450,000

Final Fantasy XI: 500,000

Lineage I & 2 (Primarily Asia): 4 Million

World of Warcraft: Population 7 Million

EverQuest GNP in 2003: \$135,000,000

EverQuest GNP per capita: **\$2260**

Russia GNP per capita: \$2250

China GNP per capita: \$520 ...

In 2003, EverQuest was the 79th Richest Nation on Earth



Figures mostly from Julian Dibbel's 2003 presentation "Ownzored"

Yeah but that's games, that's nothing compared to "real" media, right??



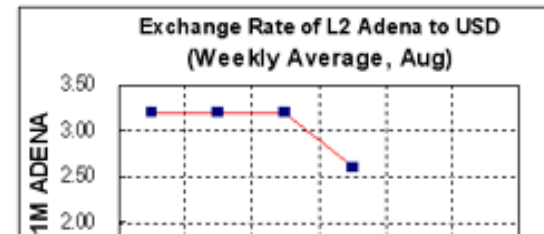
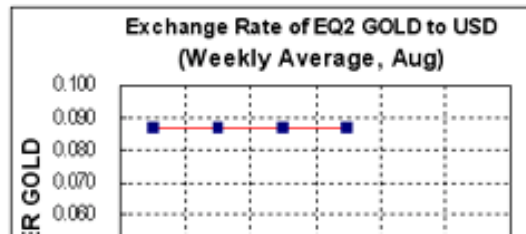
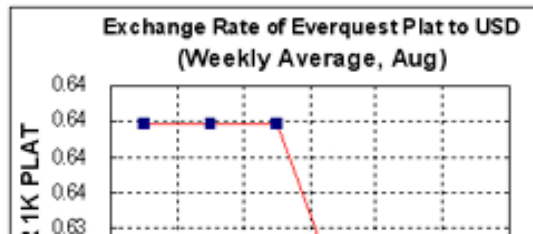
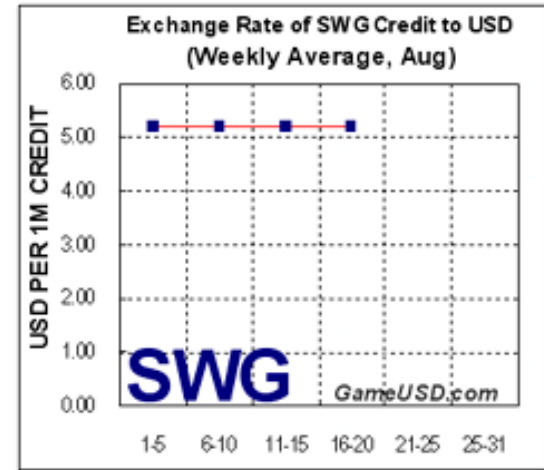
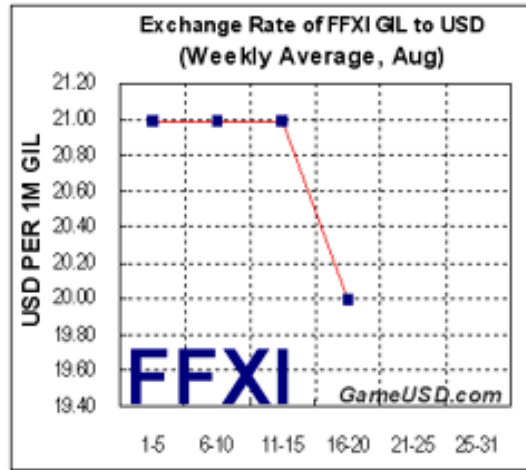
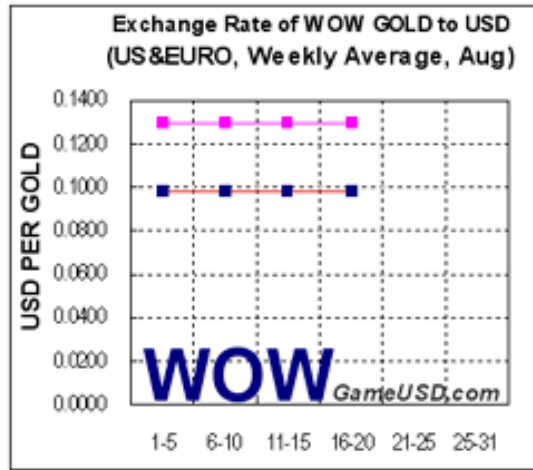
2004 Spider-Man 2 Movie opening weekend sales: \$115 Million



2004 Halo 2 Game opening *DAY* sales: \$125 Million

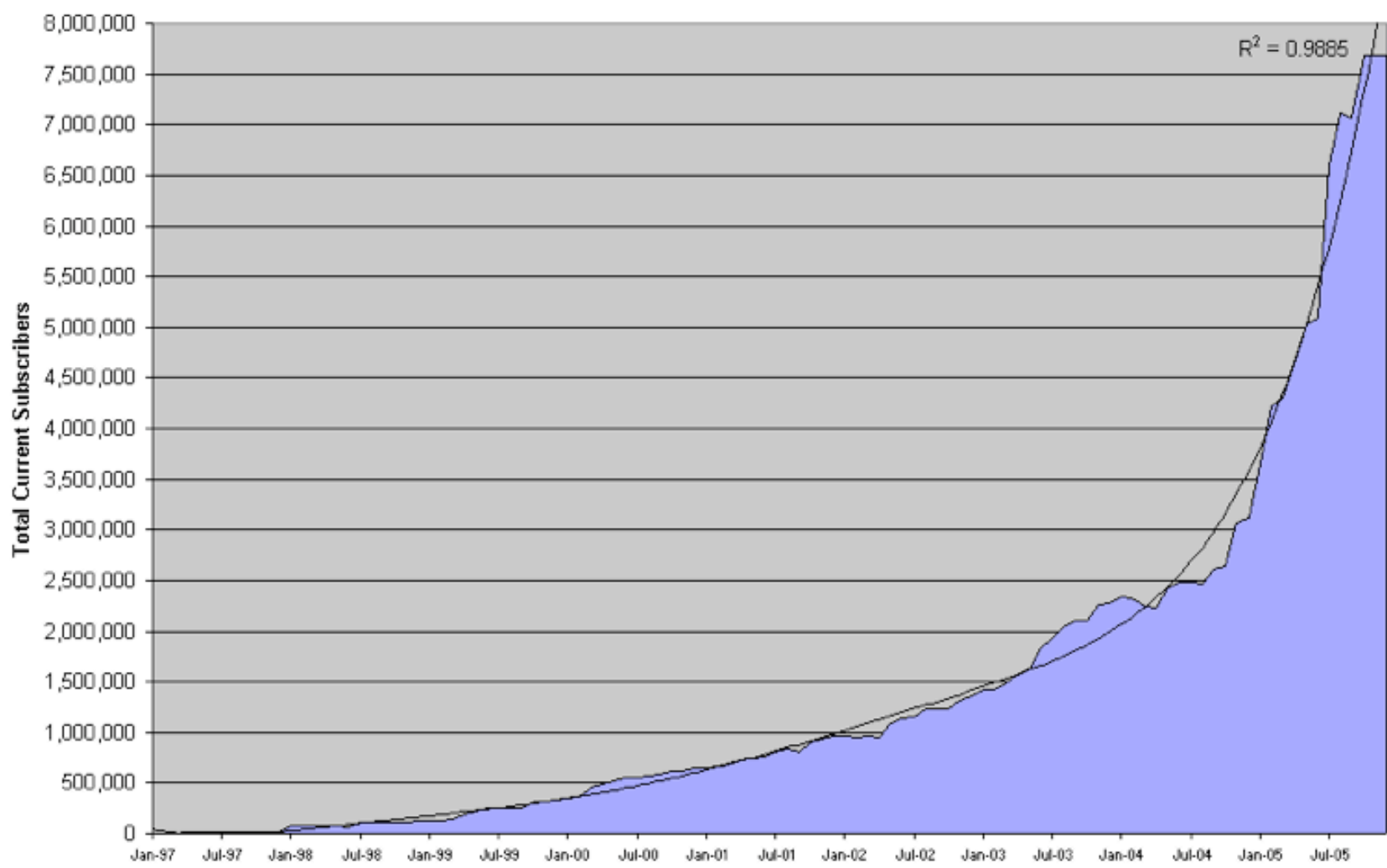
News Tips: [Price Trend Charts - Half 2005](#)

Click the charts below to enter each game:



Another fascinating thing is that many of these game worlds have their own economies, some of which are openly traded in various ways online. GameUSD.com tracks the exchange rates based either on trade of items sold between players on something like ebay, or actual exchange of currency like what happens on Second Life.

Total MMOG Active Subscriptions (Excluding Lineage, Lineage II, and Ragnarok Online)



The rate of usage for MMOGs has grown exponentially in the last few years, so it's not just for geeks anymore. I think it makes it an especially interesting place to look for a glimpse of future user expectations and behaviors.



Screenshots from Second Life.



Virtual Holland

ING is creating 'virtual holland' in Second Life -- a whole community sponsored by ING, but run and inhabited to some degree built by players.



A promo event in Second Life, showing some wacky avatars, and Ben Folds



As these environments become more engaging, and blur more into our physical lives, the way we think about information environments will shift as well.

the daedalus project
the psychology of mmorpgs



 **LUDOLOGY.ORG**
VIDEOGAME THEORY

Game Research

Game Studies the international journal of computer game research volume 5, issue 1 october 2005
home about archive 

 **SERIOUS DISCUSSION OF ALL THINGS LUDOLOGICAL**
NEWS, CONVERSATION, ARTICLES, REVIEWS, AND RESOURCES FOR THE ACADEMIC GAMER.


PlayOn
Exploring the social dimensions of virtual worlds

buzzcut **Critical Videogame Theory**

Lots of serious academic & educational research & discussion happening around game studies.



The whole idea of “play” is taking on new forms in regular life now -- there is experimentation and “play” going on with all kinds of media.

More and more everything on the web is becoming something that works best when you can “play” with it.

“I am King of All Media.”



Podcasting
Blogger
LiveJournal
FaceBook
GarageBand
MySpace
etc etc etc ...



Lindsey



"Reality can be beaten with enough imagination!"

Female
26 years old

Contacting Lindsey

Send Message Forward to Friend

Add to Friends Add to Favorites

Instant Message Add to Groups

Lindsey's Details

Status: *In a Relationship*

Here for: *Networking, Friends*

Orientation: *Straight*

Hometown: *Good ol' Milford*

Religion: *Mormon*

Zodiac Sign: *Pisces*

Smoke / Drink: *No / No*

Children: *Someday*

Education: *Grad / professional school*

Occupation: *Massage Therapist*

Feel Like Makin' Love +add+
Kid Rock +view+

Lindsey's Blurbs

About me:
How much about me do you REALLY want to know?????

Lindsey's Latest Blog Entry

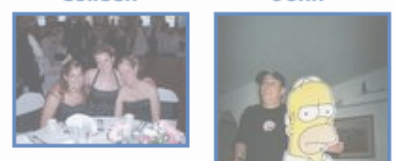
Lindsey's Interests

General

Lindsey's Friend Space

Lindsey has 62 friends.

~*Colleen*~ John



“Wealth” Generated = Comments & Connections & Identity

MySpace isn't a 'literal' game, but it is game-like in that it surfaces and makes explicit things that used to be oblique, subtle or private, like how your friends 'rate' you, or how many friends you have.

It turns something that already had a competitive, gamelike aspect into something much more like a literal game.



Public Information

Public profiles:

- RealEstateTyc00n
- EbayBirdhouseSeller
- bellydancerfan0yeah

[Edit/Create Profiles](#)

Yahoo! People Search:

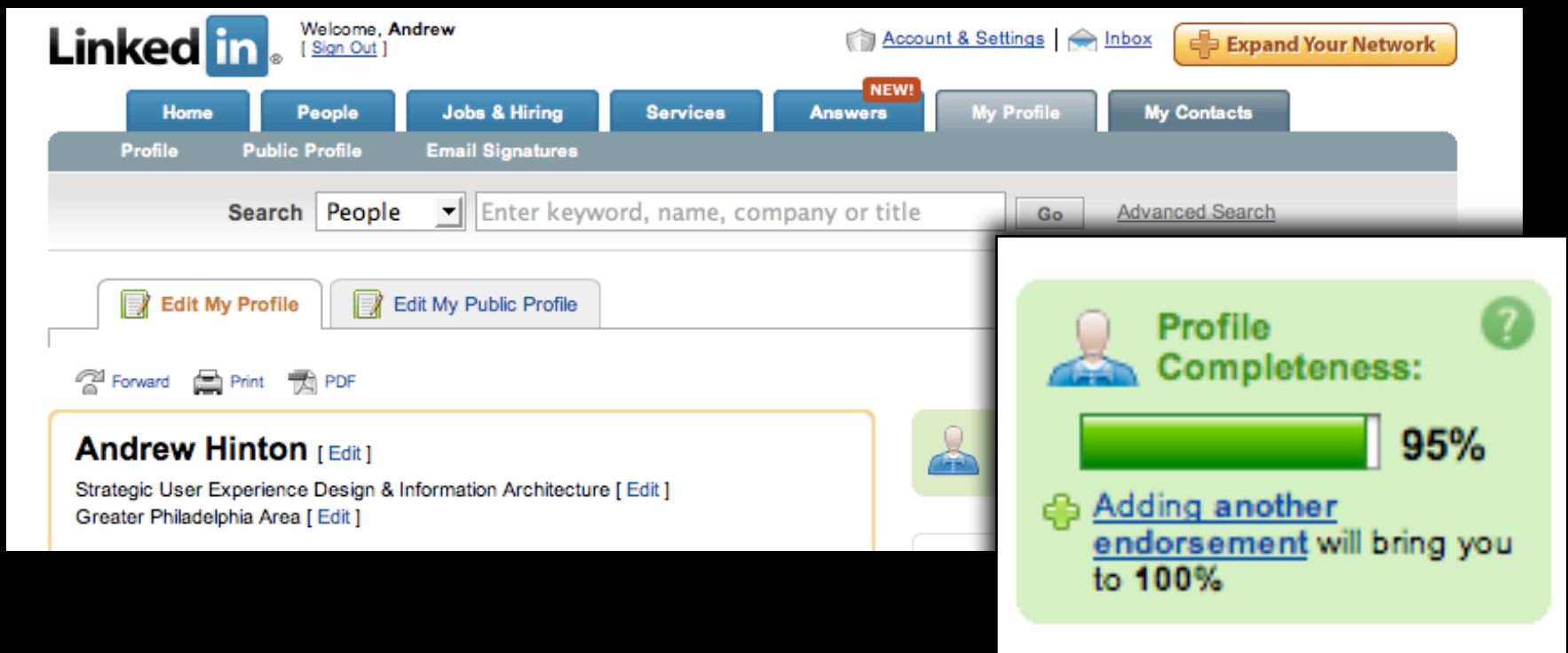
[Create a Listing](#)



Relationship Diversification!

Used to be that multiple profiles meant insanity or criminality, but now it's becoming normal -- it's coded into the very architecture of yahoo.

Yeah but professional people don't bother
with stuff like that, right?



The Social Capital Game!

LinkedIn isn't MySpace, but it's not much different in some ways. There are 'game mechanics' at work here -- design patterns used to engage the user in "completing" behaviors.

Mashups

Powered by [craigslist](#) and [Google Maps](#)
(this site is in no way affiliated with craigslist or Google)

City: Philadelphia Price: \$1250 - \$1750 Show Filters Refresh Link About / Feedback

Who is Sick?™

BETA International Sickness Posting Now Enabled!
We are on TV!
Your site for current and local sickness information

Post Sickness Search Discussion Forum

City or Zip Code Clear form

Number of days ago sickness began?

Runny nose (Stuffy nose/Sneeze/Allergies)
 Cough (Sore throat)
 Fever (Chills)
 Head ache (Dizzy)
 Muscle ache (Body ache/Tired)
 Stomach ache (Diarrhea/Nausea/Vomit)

More Symptoms?

Age Male Female

More Details

Promote your organization in your postings (free)

Interactive Map: Double click on icons to zoom in and see individual sicknesses. Drag map to move to different areas.

Analysis of 873 sicknesses in the current view

% breakdown of symptoms

| | |
|--------------|-----|
| Runny nose | 23% |
| Cough | 21% |
| Head ache | 16% |
| Muscle ache | 15% |
| Stomach ache | 13% |
| Fever | 12% |

of sicknesses over the last 8 weeks

| # of weeks ago sickness occurred | # of sicknesses |
|----------------------------------|-----------------|
| 0 | 10 |
| 1 | 20 |
| 2 | 30 |
| 3 | 40 |
| 4 | 50 |
| 5 | 60 |
| 6 | 70 |
| 7 | 80 |
| 8 | 90 |

Click any symptom to filter

Bloody stool or urine Blurred vision Chicken pox
Constipation Cough Difficulty swallowing Dry mouth
Ear pain Excessive sweating Eye discharge Fever
Food poisoning Gas Head ache Hearing loss
Hoarse Itchy burning eyes Mouth sores Muscle
ache Nose Bleed Racing heartbeat Red eye Ringing
ears Runny nose Sensitive to light Skin sores
Stomach ache Swollen Tonsils Wheezing

Who is Sick™ All Rights Reserved. Visit Our Blog Digg Delicious Technorati Yahoo


One significant area we see this is in “mashups” ... you’re likely familiar with some of the more popular mashups made with Google’s data.

Once they released their API, people were able to make all kinds of things with it.

Including things you might never have thought of... like “who is sick?”

But this generally takes a lot of programming and data knowhow.

Sign In with your Yahoo! ID or [Join Now](#)




home
my pipes
browse pipes
create pipe
discuss
documentation

Search for Pipes...

Pipes is Hiring!

about pipes
Pipes is an interactive feed aggregator and manipulator. Using Pipes, you can create feeds that are more powerful, useful and relevant.




Featured Pipe



eBay Price Watch
This pipe is designed to use eBay's RSS API to find items within a certain price range.
by Edward H
[show me](#)

Photo by Michael T. Gilbert

Hot Pipes

| Pipe Name/Author | Clones |
|--|--------|
|  Yahoo Unanswered Questions by Patrick H | 48 |
|  Ultimate Sports Feed by A Yahoo! Contributor | 17 |
|  Cycling news from L'Equipe and LeMonde ... in English! by Fritz | 9 |

create a new pipe

Recent Updates

04.06.07: Pipes is powering a new feature on [upcoming.org](#)
When we launched Pipes one of our featured examples let you [combine multiple feeds on upcoming.org](#). A couple of weeks ago [upcoming.org](#) announced that they're using this Pipe to power the same feature natively on their site! [more >](#)

04.05.07: Improved Error Reporting in the Pipes Editor



Tim O'Reilly

“A milestone in the history of the internet...it has enormous promise in turning the web into a programmable environment for everyone.”

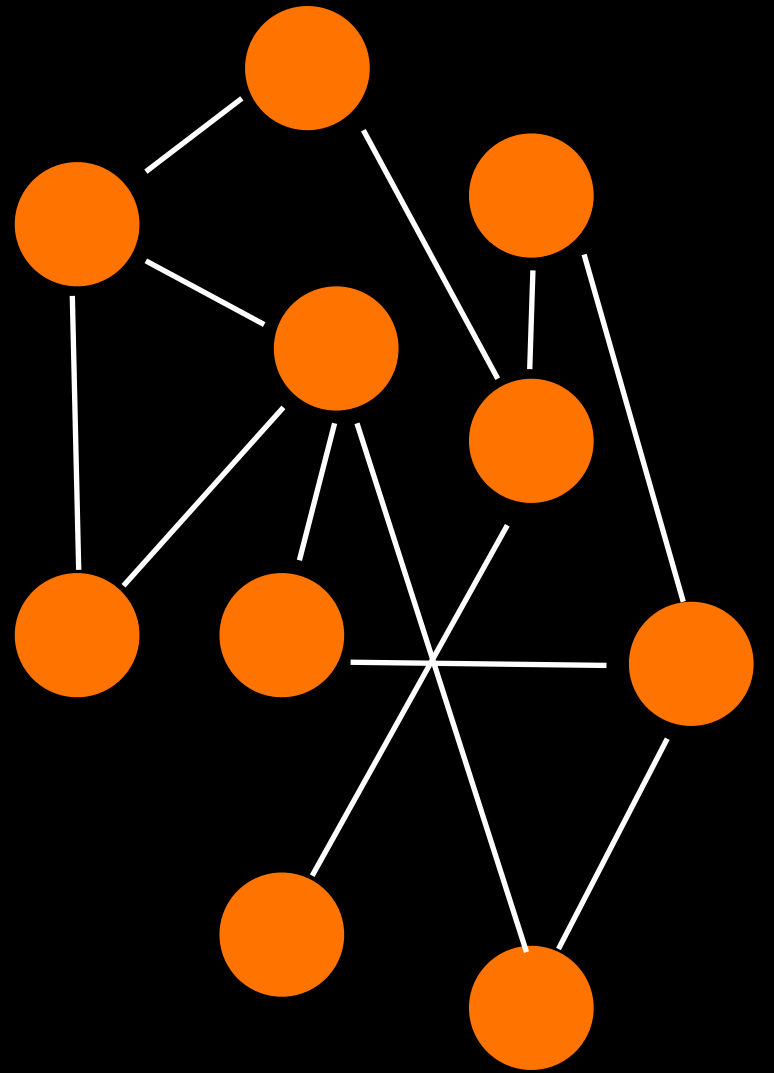
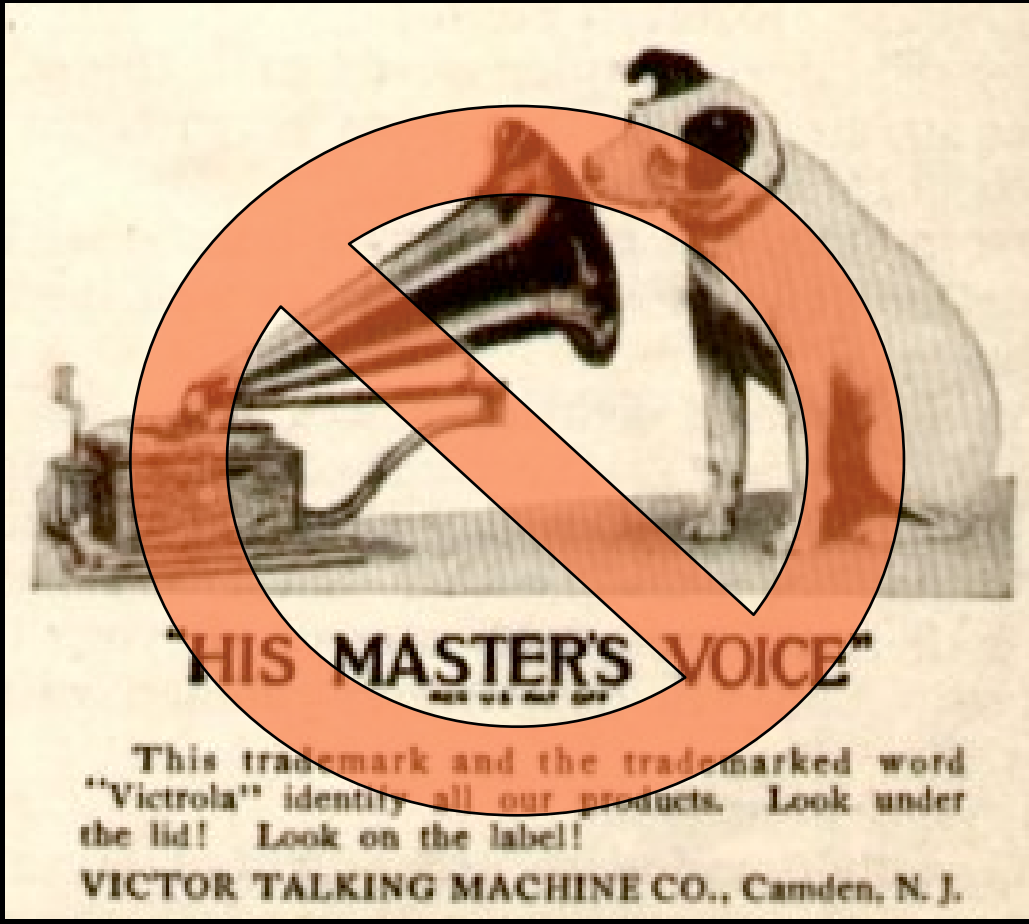
Enter Yahoo's Pipes -- The conversation is about more than just words and money, it's about how the experiences get made and shaped to begin with -- and that's becoming more and more part of the public's domain.

The lesson: if what you provide isn't remixable, it runs the risk of irrelevance.

Rules for Remixing: http://conferences.oreillynet.com/cs/et2005/view/e_sess/6336

Remixability = Relevance

It's important to make what you produce remixable in the larger world -- people don't want to have to come to YOU to get what they need every time; they want to grab pieces of it and add it to their own context.



Not a great conversation.

So what are we supposed to do about it?

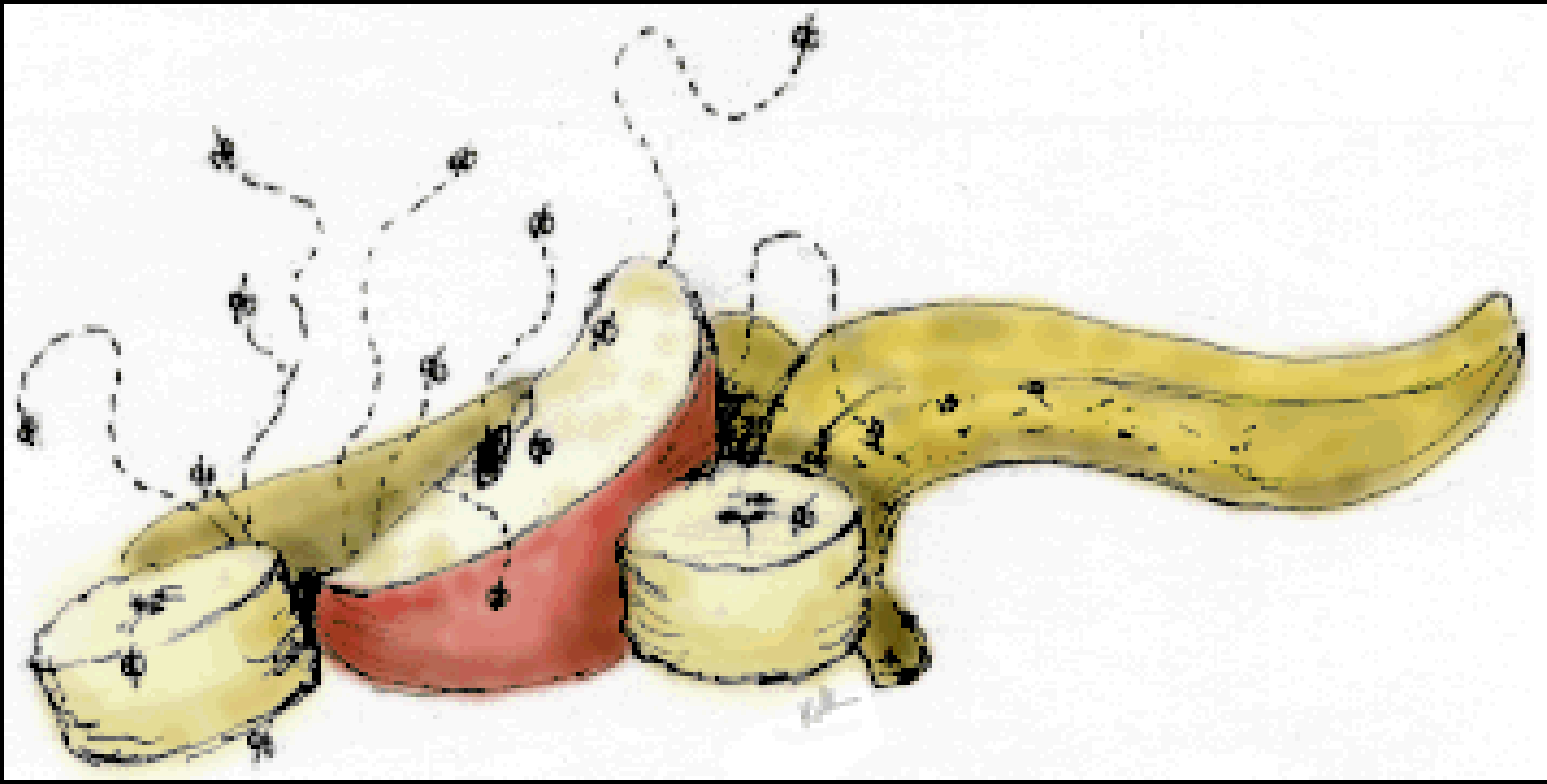
Chapter 3
Designing for
Participation



“Time flies like an arrow ...
...but fruit flies like a banana.”



Groucho Marx once said this, one of my favorite quotations... Time flies like an arrow, but fruit flies like a banana..

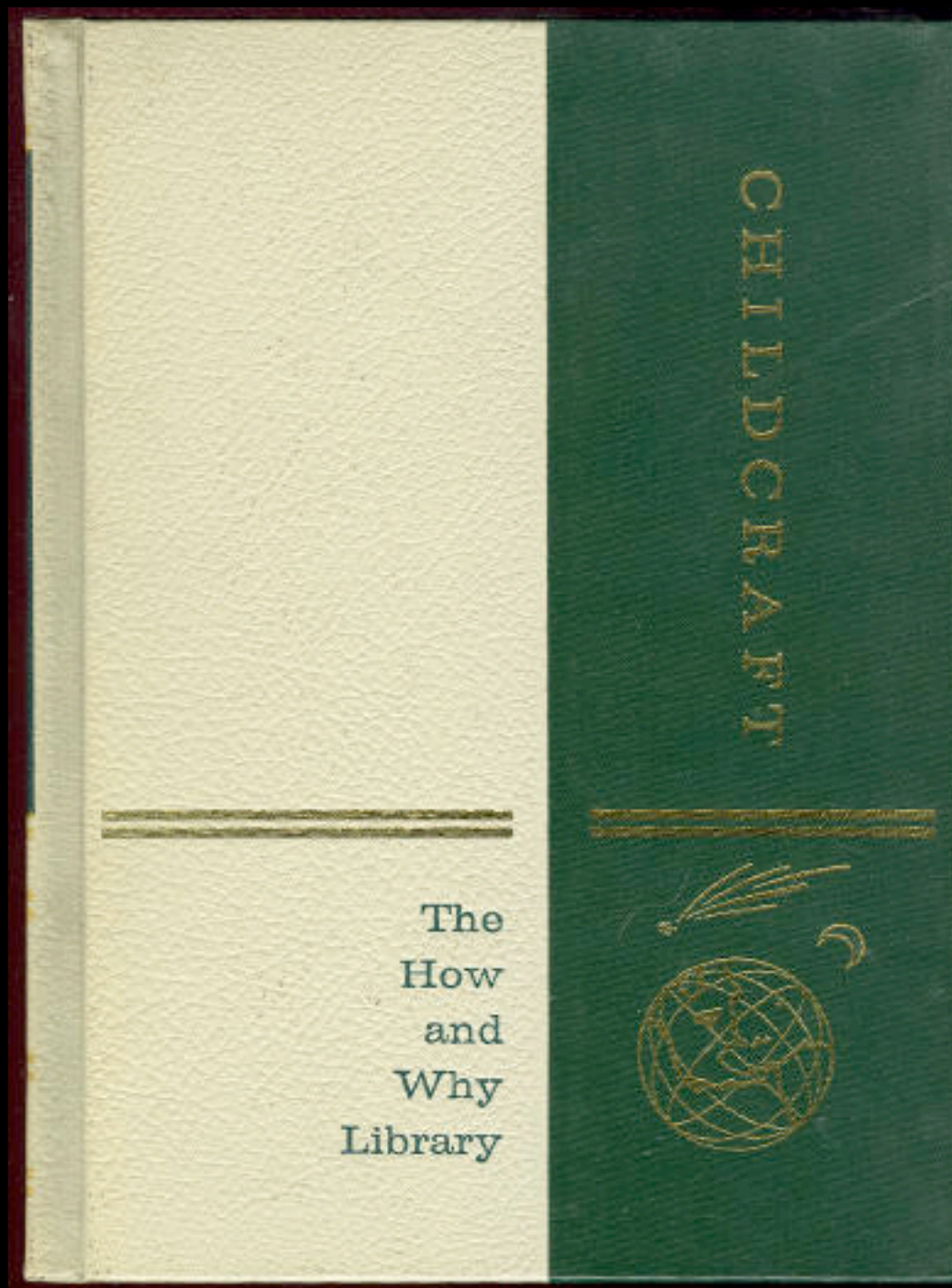


If you want to get fruit flies to show up, you just put out some bananas.

Bananas are an excellent medium for growing lots of fruit flies.

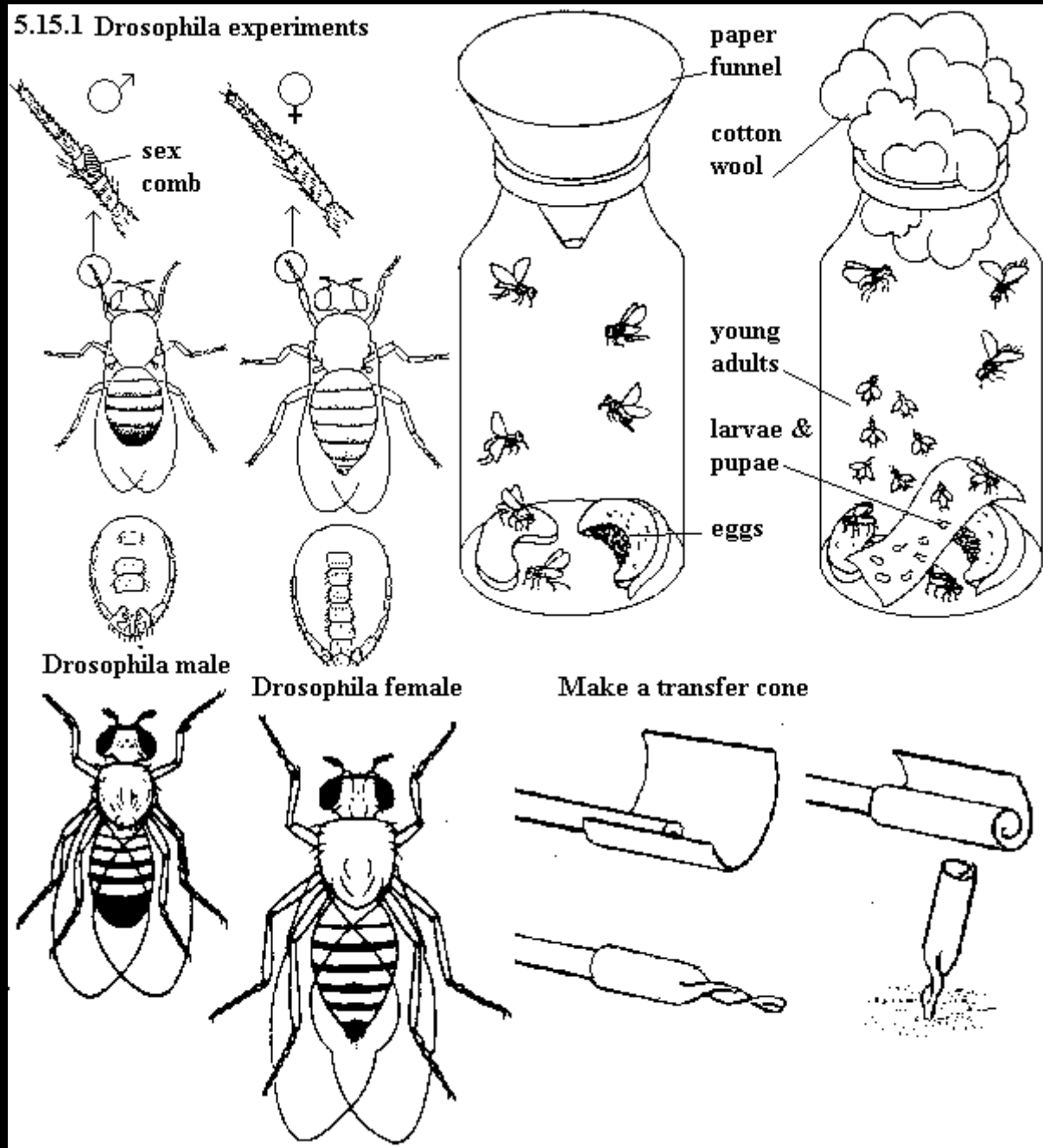


It doesn't just go for fruit flies -- people are attracted to food as well. Put some out and they tend to show up.



I remember learning about fruit flies from Childcraft -- a children's encyclopedia that my parents had in our house.

5.15.1 Drosophila experiments



It explained how you can create a jar with a particular structure that attracts more fruit flies, and allows them to thrive.

Creating conditions to optimize for something that happens naturally.

You can *design* for these conditions.

Participatory Culture

1. Relatively low barriers for engagement
2. Strong support for sharing creations with others
3. Informal mentorship
4. Members believe their contributions matter
5. Care about others' opinions of self & work

“Not every member must contribute, but all must believe they are free to contribute when ready and that what they contribute will be appropriately valued.”



Henry Jenkins

In order to have successful participation, you need a culture that's naturally geared toward it already -- software can't make a non-participatory community into one. That said, your community may be healthy but frustrated by the inability to commune in the ways they want, and then negative elements unwittingly come to the fore.

http://www.henryjenkins.org/2006/10/confronting_the_challenges_of.html

For the moment, let's define participatory culture as one:

1. With relatively low barriers to artistic expression and civic engagement
2. With strong support for creating and sharing one's creations with others
3. With some type of informal mentorship whereby what is known by the most experienced is passed along to novices
4. Where members believe that their contributions matter
5. Where members feel some degree of social connection with one another (at the least they care what other people think about what they have created).

Not every member must contribute, but all must believe they are free to contribute when ready and that what they contribute will be appropriately valued.

...
In such a world, many will only dabble, some will dig deeper, and still others will master the skills that are most valued within the community. The community itself, however, provides strong incentives for creative expression and active participation. Historically, we have valued creative writing or art classes because they help to identify and train future writers and artists, but also because the creative process is valuable on its own; every child deserves the chance to express him- or herself through words, sounds, and images, even if most will never write, perform, or draw professionally. Having these experiences, we believe, changes the way youth think about themselves and alters the way they look at work created by others.

...
We are using participation as a term that cuts across educational practices, creative processes, community life, and democratic citizenship. Our goals should be to encourage youth to develop the skills, knowledge, ethical frameworks, and self-confidence needed to be full participants in contemporary culture. Many young people are already part of this process through:

Affiliations -- memberships, formal and informal, in online communities centered around various forms of media, such as Friendster, Facebook, message boards, metagaming, game clans, or MySpace).

Expressions -- producing new creative forms, such as digital sampling, skinning and modding, fan videomaking, fan fiction writing, zines, mash-ups).

Collaborative Problem-solving -- working together in teams, formal and informal, to complete tasks and develop new knowledge (such as through Wikipedia, alternative reality gaming, spoiling).

Circulations -- Shaping the flow of media (such as podcasting, blogging)

"I created the platform, and then I got out of the way. Sometimes the best thing you can do is get out of the way."



Craig Newmark

But what does Craig mean by “get out of the way?” The fact is, he’s extremely involved in Craigslist. He spends many many hours a day *cultivating* that environment, by being a “customer service representative.”

6. "I created the platform, and then I got out of the way. Sometimes the best thing you can do is get out of the way."
<http://www.sfgate.com/cgi-bin/article.cgi?file=/chronicle/archive/2004/10/10/LVGU693SFD1.DTL>

“As part of my job, I put in at least 40 hours a week on customer service. I'm just a customer service rep. My two biggest projects are dealing with misbehaving apartment brokers in New York and lightly moderating our discussion boards.”
<http://money.cnn.com/popups/2006/biz2/howtosucceed/21.html>

So you *just* get out of the way?

Not really ...



“As part of my job, I put in at least 40 hours a week on customer service. I'm just a customer service rep. My two biggest projects are dealing with misbehaving apartment brokers in New York and lightly moderating our discussion boards.”

The screenshot shows the Craigslist website for the San Francisco Bay Area. The page is organized into several columns and sections:

- Header:** "craigslist" logo on the left, "san francisco bay area" with location filters (sfc, sby, eby, pen, nby) on the right.
- Left Column:**
 - post to classifieds
 - my account
 - help, faq, abuse, legal
 - search craigslist
 - for sale (dropdown menu)
 - event calendar (3691) with a calendar grid showing the 11th as the current date.
 - avoid scams & fraud
 - job boards compared
 - lawsuit dismissed
 - defend net neutrality
 - weather quake tide
 - Katrina Relief
 - best-of-craigslist
- Community (10957):** activities, lost+found, artists, musicians, childcare, local news, general, politics, groups, rideshare, pets, volunteers, events, classes.
- Housing (32670):**
 - apts / housing
 - rooms / shared
 - sublets / temporary
 - housing wanted
 - housing swap
 - vacation rentals
 - parking / storage
 - office / commercial
 - real estate for sale
- Jobs:** accounting / finance, admin / office, arch / engineering, art / media / design, biotech / science, business / mgmt, customer service, education, general labor, government, human resources, internet engineers, legal / paralegal, manufacturing, marketing / pr / ad, medical / health, nonprofit sector, real estate, retail / food / hosp, sales / biz dev, salon / spa / fitness, security, skilled trade / craft, software / qa / dba.
- Personals (68805):** strictly platonic, women seek women, women seeking men, men seeking women, men seeking men, misc romance, casual encounters, missed connections, rants and raves.
- For Sale (147843):** barter, arts+crafts, bikes, auto parts, boats, baby+kids, books, cars+trucks, business, cds/dvd/vhs, computer, clothes+acc, free, collectibles, furniture, electronics, general, farm+garden, jewelry, games+toys, material, garage sale, rvs, household, sporting, motorcycles.
- Discussion Forums:** 1099, gifts, pets, apple, haiku, philos, arts, health, politic, atheist, help, psych, autos, history, queer.



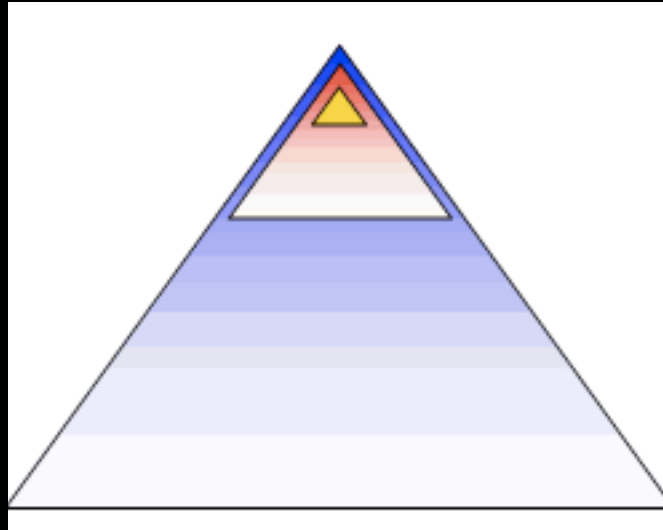
It's all about Cultivation.

Cultivators!

1% Creators

10% Synthesizers

100% Consumers



Bradley Horowitz, Yahoo

The cultivation happens not by people assigned to the top of a hierarchy, but by people involved from the grass roots who emerge as leaders: creators, synthesizers.

People tend to think that there has to be equal involvement across the board, but it doesn't work that way.

<http://www.elatable.com/blog/?p=5>

* 1% of the user population might start a group (or a thread within a group)

* 10% of the user population might participate actively, and actually author content whether starting a thread or responding to a thread-in-progress

* 100% of the user population benefits from the activities of the above groups (lurkers)

There are a couple of interesting points worth noting. The first is that we don't need to convert 100% of the audience into "active" participants to have a thriving product that benefits tens of millions of users. In fact, there are many reasons why you wouldn't want to do this. The hurdles that users cross as they transition from lurkers to synthesizers to creators are also filters that can eliminate noise from signal. Another point is that the levels of the pyramid are containing - the creators are also consumers.

$$\text{Cultivation} = \frac{\text{Motivation}}{\text{Moderation}}$$

$$\text{Cultivation} = \frac{\text{Motivation}}{\text{Moderation}}$$

Cultivation

=

$$\frac{\text{Motivation}}{\text{Moderation}}$$



Love What You're Doing

Get Your Hands Dirty

Don't Try to Fake It

Cultivation

=

Motivation

Moderation



Self-Interest over Altruism

Remixability & Presence

Shared Artifacts

Cultivation

=

Motivation

Moderation




Body Language / Subtle Cues

Tweak-able Architecture

Rich Identity & Connection

Moderation Strategies | Main / PatternLanguage

http://social.itp.nyu.edu/shirky/wiki/?n=Main.PatternLanguage

 [Recent Changes](#) - [Search](#)

Moderation Wiki home

Resources

- People
- Sites & apps
- Themes
- Patterns
- Sandbox
- Search
- Index?

RSS 2.0 Feed

[Main /](#)

PatternLanguage

[Design Pattern Template.](#)

User Identification & Organisation

- [login with username](#)
- [login with email](#)
- [make login optional](#)
- [identify a user instead of a browser](#)
- [use username as handle](#)
- [separate username from handle?](#)
- [allow handles without login](#)
- [handle overwrite](#)
- [one login for the whole group](#)
- [user profile](#)
- [named users](#)
- [named groups?](#)
- [organisation](#)
- [identify management members](#)
- [validate each user without login](#)
- [membership order as rank?](#)
- [track each user without login - IP Log](#)
- [require an invitation](#)
- [use email](#)

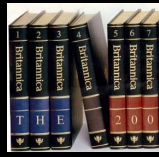
Preventive Moderation (functionalities?)

- [don't have features](#)
- [don't have a community](#)
- [Treat users and members differently](#)
- [Treat readers and writers differently](#)
- [Top layer harder to change](#)
- [Rating, not ranking?](#)

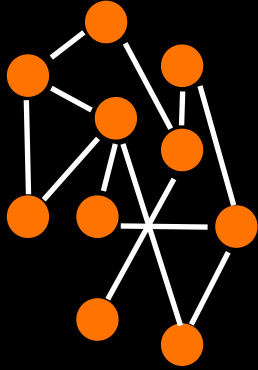
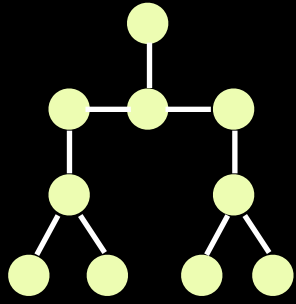
"We are literally encoding the principles of ... freedom of expression in our tools. We need to have conversations about the explicit goals of what it is that we're supporting and what we are trying to do, because that conversation matters."



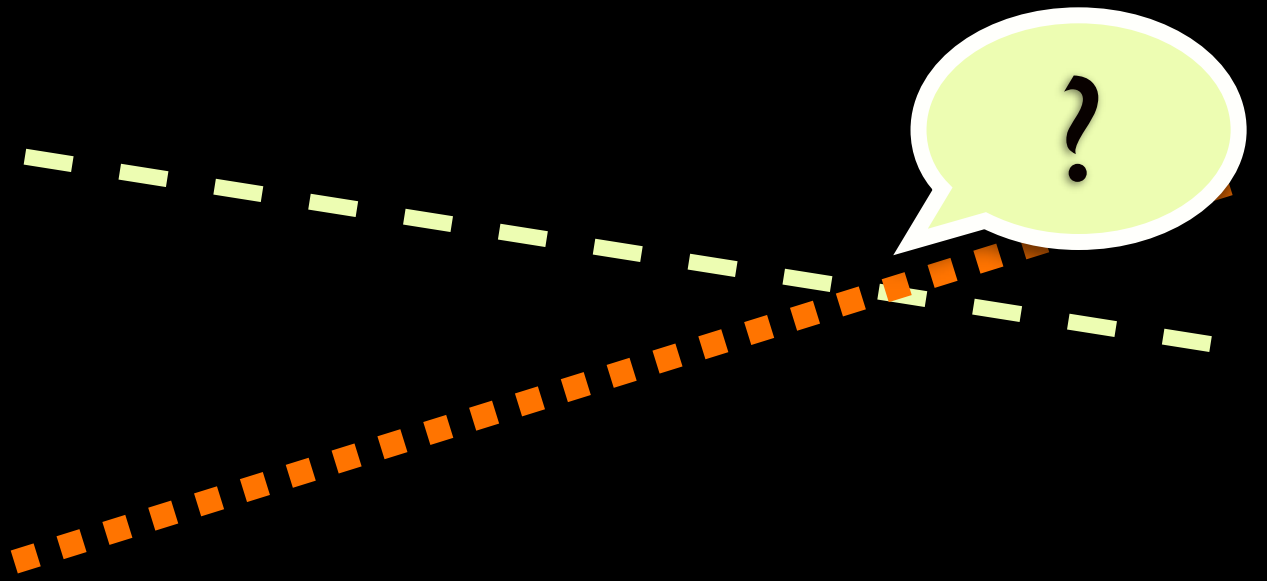
Clay Shirky



Traditional Institutions [Instruction & Production]



Organic Networks [Learning & Innovation]

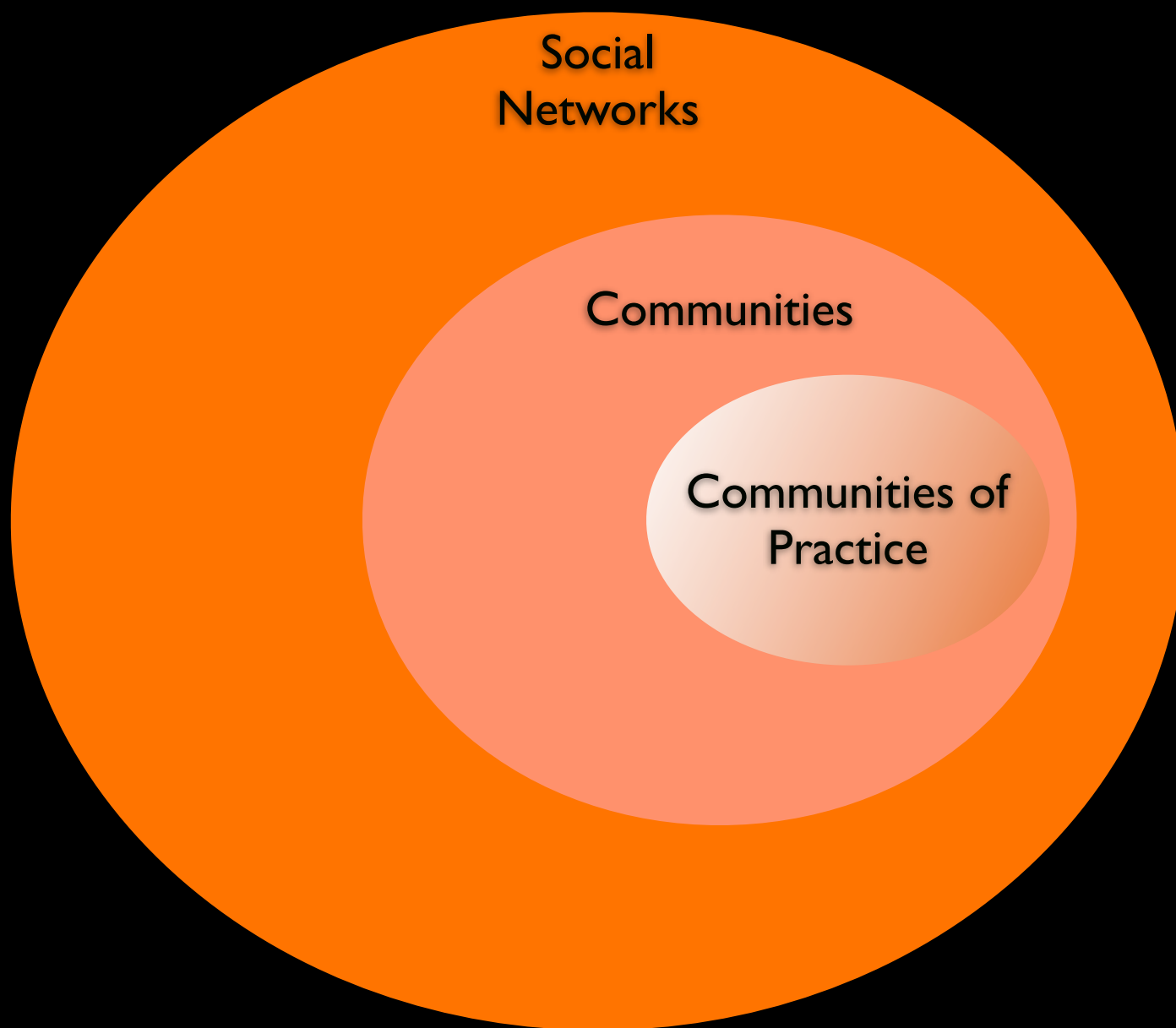


So let's get back to this original question: what sorts of things can we do to meet this intersection?

Chapter 4
Communities
of
Practice



I think that's a major value of the Community of Practice. So let's dig in and figure out what one is ...



Just to be clear on one thing... Social networks are a very large category of emergent, organic networks in general.

Communities of Practice are a subset -- though they do derive some of their qualities from the parent pattern.

“Domain”

“Communities of Practice are groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly.”



Etienne Wenger

“Practice”

“Community”

Etienne Wenger, who coined the phrase, defines it like this.

>>

DOMAIN: A community of practice is not merely a club of friends or a network of connections between people. It has an identity defined by a shared domain of interest. Membership therefore implies a commitment to the domain, and therefore a shared competence that distinguishes members from other people. (Wenger)

>>

PRACTICE: Members are practitioners, developing a shared repertoire of resources: experiences, stories, tools, ways of addressing recurring problems. This takes time and sustained interaction. A good conversation with a stranger on an airplane may give you all sorts of interesting insights, but it does not in itself make for a community of practice. (Wenger)

>>

COMMUNITY: In pursuing joint interests in their domain, members engage in joint activities and discussions, help each other, and share information. They build relationships that enable them to learn from each other. A website in itself is not a community of practice. Having the same job or the same title does not make for a community of practice unless members interact and learn together. (Wenger)

There are many qualities to a Community of Practice, but here are a few major points about them.

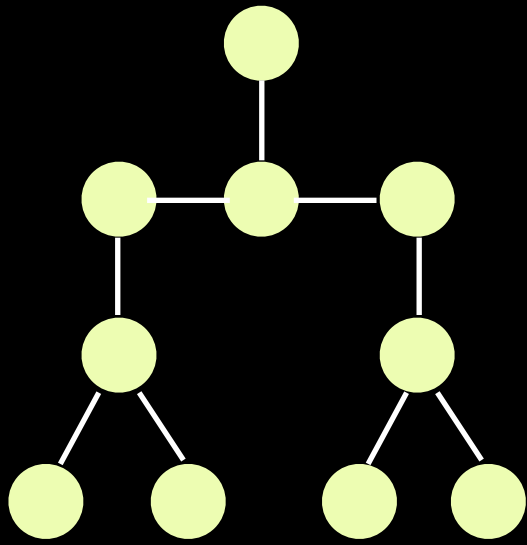


Emergent Groups for Learning, Making & Improving

Lots of CoPs

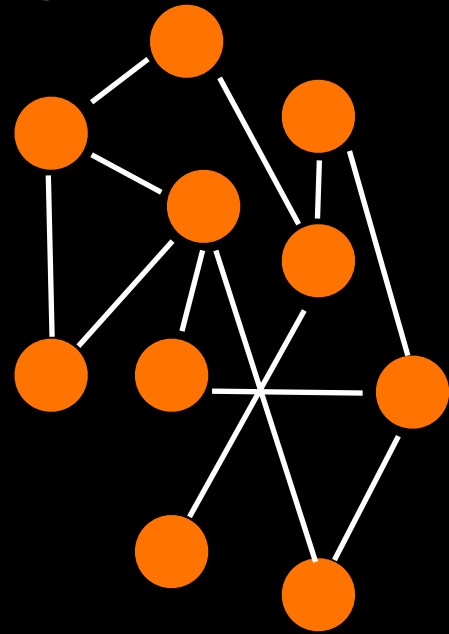
- >> The royal society is an old example from 1660 -- amateurs with time and passion about how the world worked, who got together and might dissect an animal one day and try to figure out how light works the next.
- >> Builders and carpenters learn from one another in groups and in person, in mentorships and practice among one another.
- >> The same goes for stone carvers and craftspeople all over the world
- >> This includes tailors -- for example, the area of London called Savile Row -- geographically colocated tailors for generations.
- >> even cheerleaders have a community of practice -- if you watch how they learn the craft, you see that even though they have a coach and a schedule, they still do much of their learning from one another, making their craft better as they go.
- >> So even in situations where the work is highly structured or even industrial, often we see CoPs crop up when they're allowed to, because people have a vested interest in improving the work they do, and making better things with it.
- >> It applies to every kind of work, from the ridiculous to the sublime.
- >> A major distinguishing factor is that Communities of Practice are about Learning, Making & Improving.

Top-Down Command Hierarchy



Team/Management/Military

Emergent Organic Network



Crowds/Friends/Incidental Networks



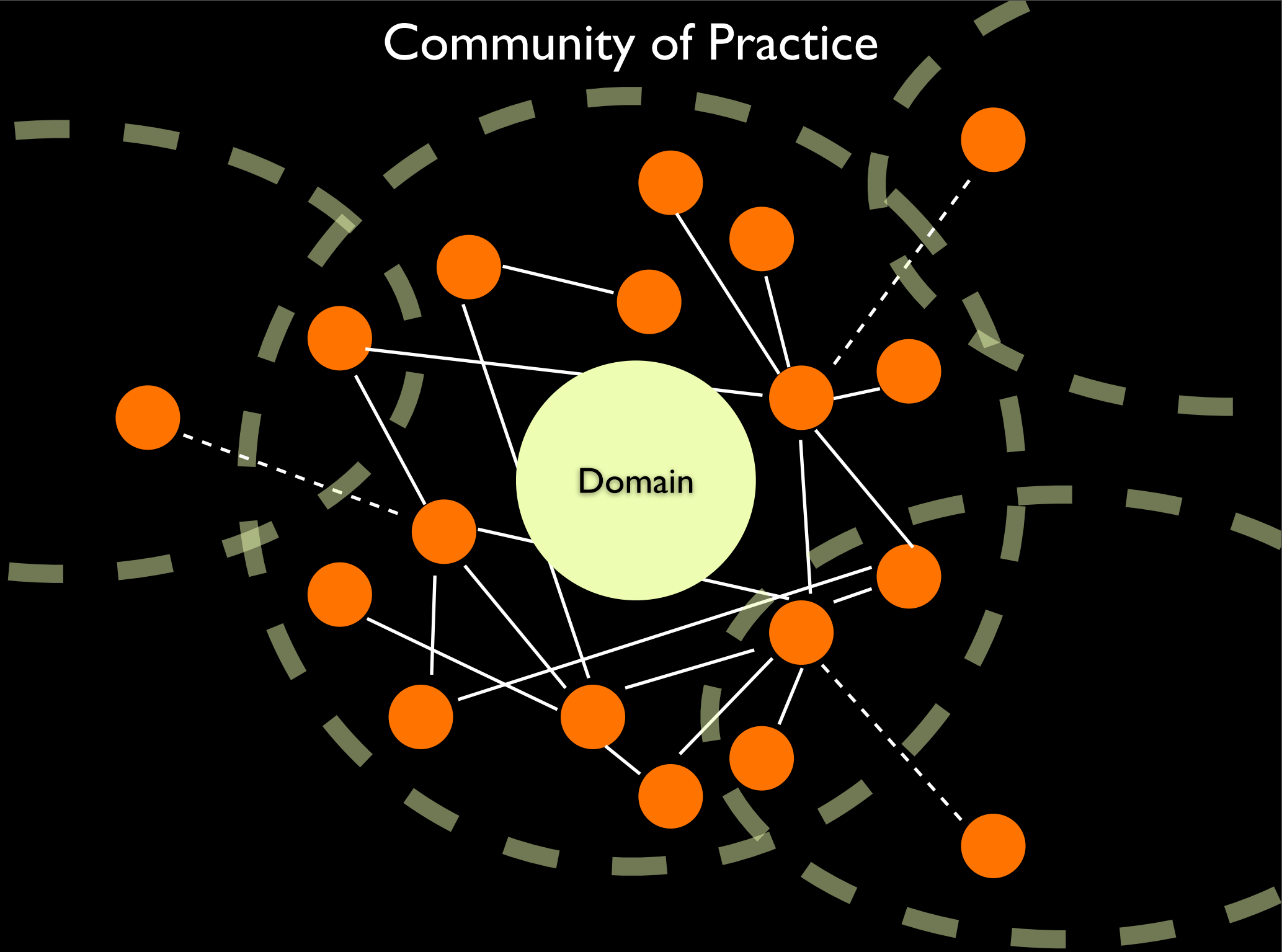
Communities
of Practice

Here are our network patterns again. And the spectrum between them.

>> And the particular species of network or pattern we're focusing on is about here on that spectrum...

Communities of practice could be seen as a sort of specialized organic network. In order to understand it well, we'll touch on a number of qualities and ideas about the larger category of organic networks, but

Community of Practice



A community of practice is in a sense a hybrid pattern -- it's informal, emergent, just like a general social network,

>>
but it has a center of gravity -- the domain -- that acts loosely as an organizing principle.

>>
Members may come in and out, it may shift over time, even its domain can sometimes migrate to a new focus. Notice the defining circle is dotted -- it's a soft, permeable boundary.

>>
Sometimes it attracts outsiders who are loosely involved because they have an interest in the domain.

>>
These people are often part of other practices, and bring skills along with them.

And this is all perfectly OK... in fact, it's essential. This whole, roiling ecosystem of members and ideas is part of what helps these patterns thrive.

Now let's look at a quick case study that helps illustrate some of this.

Work “Team”
Involuntary
Product Delivery
Defined by Mgmt

Community of Practice
Voluntary
Continual Evolution
Defined by Group

So let's look at just a few characteristics of both.

>>

Teams are Involuntary -- you're assigned to them -- but Communities of Practice are very organic, and people get involved in them because of their interest, not to fulfill an obligation.

>>

A team's purpose is to deliver products, on delivery dates. But a Community of Practice's purpose is its own evolution -- Learning, Making & Improving -- the continual improvement of practice and knowledge among its members. There's no delivery date -- even though the community often may set goals and work together on meeting them, it's in the service of the ongoing evolution.

>>

And not only are a team's members and goals assigned, it's entirely defined by the organization's management structure. **Without an org chart, it wouldn't exist.** A Community of Practice is defined by the aggregate of its members, and whatever domain they happen to share in common.

>>

This means that management really doesn't have much of an idea what to *do* with a CoP. It doesn't fit the MBA concept of a managed organization. Even though, in almost any workplace, they exist in some form or another, and in many organizations they're essential to the org's success.

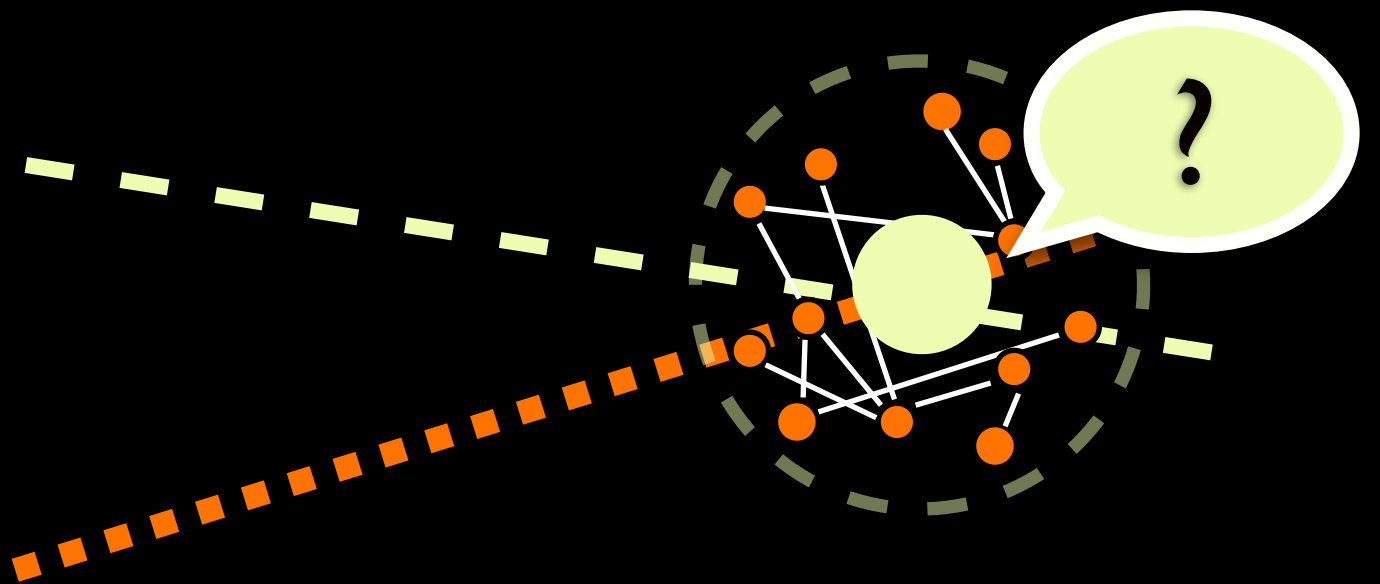
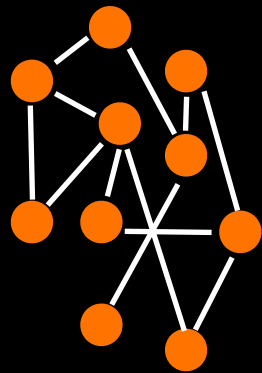
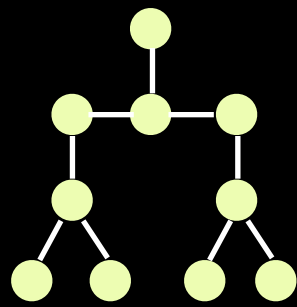
Does this mean Teams and CoPs are mutually exclusive? No... in fact, sometimes the best teams have taken it upon themselves to become communities of practice >>

They can work in a complementary fashion -- but often they end up blurring boundaries between other teams and branches in the organization.

By the way this is something management often doesn't understand: that when you put something organic down it tends to grow roots. If you've ever been in a team that you felt like you really grew with, and felt like a community, then were arbitrarily transferred to some other team ... you feel ripped out by the roots. That's why.

based in part on http://www.nelh.nhs.uk/knowledge_management/km2/cop_toolkit.asp

Traditional Institutions [Instruction & Production]



Organic Networks [Learning & Innovation]

As we discussed, there's a tension between Organic Networks and Traditional Institutions, and they seem in competition at the moment.


>>

I suggest that the Community of Practice is one pattern for solving the problem of this tension -- because it could help reconcile their differences. It doesn't replace either of the other patterns, but it does help make them more complementary.

It means, however, that the traditional network is going to have to learn to let go of some of its control, and at least when it comes to learning and community, let the group guide the domain.

Howto & DIY
Music
News & Politics
People & Blogs
Pets & Animals
Sports
Travel & Places

2 Videos | 46 Members | 1 Discuss



Push It For Pretty Ricky Cont
Create your own dance moves and win a phone call from Pret prop from Pretty Ricky's "Push It"
INSTRUCTIONS:
1) Make your video showing yo


[Create a Group](#)

Find a group

SEARCH

[Create your own group](#)

Questions? Start with the [group guidelines](#).



Creating Your Group

We need a way to recognize you & your unique .NET Passport.

- Groups Home
- My Groups
- [Create Group](#)
- Search Groups

Communities Find

- Post to Community
- Invitations to Join
- Manage Communities
- Search for Communities

[Create New](#)

Groups

Your currently active group is displayed in bold.

- none
- Basic Building
- Basic Scripting
- Breast Cancer Awareness
- Counting Sheep
- IAInstitute**

You belong to 12 groups (of 25 maximum).

Activate Info Leave

Create Search... Close

Find a Yahoo! Group

Search

(Example: diabetes, running, mycology)

Easy as 1-2-3. [Start your group today](#)

- 1 Create an account
- 2 Setup your group
- 3 Invite people

[Create a group...](#)

Remember ... it's so very easy for people to group together now, every organization *has* to have a strategy around it.

They're Cropping
Up All Over



We don't have any choice. Because the tools are there and they're going to crop up all over whether we want them to or not.

Main Page



NAVIGATION

- [Main Page](#)
- [Second Life Website](#)
- [Second Life Blog](#)
- [Issue Tracker](#)
- [Recent Changes](#)
- [Editing Guidelines](#)
- [Help](#)

SEARCH

Go Search

TOOLBOX

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



Whether you're having a blue monday

forums pokeki topsites pokemart chatroom drawingboard

- News**
 - News Center
 - News Reports
 - News Archive
- Pokemon**
 - PokeDex
 - Picture Archive
 - InfoCenter
 - Fun Stuff
- Video Games**
 - Ruby/Sapphire/Emerald
 - FireRed/LeafGreen
 - Gold/Silver/Crystal
 - Red/Blue/Yellow
 - More Games...
- Anime**
 - Episode Guide
 - Movie Guide
 - Character Bios
 - Lyrics
- Fan Works**
 - Fan Fics
 - Fan Art
 - PokeLyrics Archive
- Affiliates**
 - PsyPoke
 - Pokemon Palace
 - PokeZam
 - Pokemon Pidgeot
 - More Affiliates >>

FireRed/LeafGreen Walkthrough: Pallet Town, Route 1



Starting The Game



Welcome to the world of Pokemon on Pokemon FireRed and Pokemon LeafGreen. This is a remake of the original Pokemon RPGs, so many things are alike. The game starts with a cool intro that is almost exactly like the intros in the original games. It then prints instructions on which buttons does what. After reading what the game has to say, you'll see Professor Oak (Prof. Oak from now on), talking about Pokemon. He first wants you to know if you're a boy or a girl, and then allows you to choose your name. Then you'll choose your rival's name. After a bit of talking with the Professor, you'll find yourself in your bedroom in the peaceful Pallet Town.

The first thing you want to do is go to your PC at the top-left hand corner of your room and take out the Potion. This restores 20 HP, and will be helpful real soon as you're about to find out. Go downstairs, talk to your



Navigation

1. Pallet Town
2. Route 1
3. Viridian City
4. Route 2
5. Viridian Forest
6. Pewter City
7. Route 3
8. Mt. Moon
9. Route 4
10. Cerulean City
11. Route 24
12. Route 25
13. Route 5
14. Route 6
15. Vermillion City
16. Diglett's Cave
17. Route 11, 9, and 10
18. Rock Tunnel
19. Lavender Town
20. Route 8 and 7
21. Celadon City
22. Lavender Town Pt.2
23. Saffron City
24. Route 16, 17, and 18
25. Route 12, 13, 14 and 15
26. Fuschia City
27. Route 19, 20
28. Seafoam Islands
29. Route 21
30. Cinnabar Island
31. One Island
32. Kindle Road
33. Mt. Ember
34. Two Island
35. Three Island
36. Berry Forest
37. Viridian City Pt. 2

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Burning Crusade Index

I think one of the best places to look for examples is among gaming communities.



Joi Ito



Joi Ito, the internet entrepreneur (Technorati, Six Apart, etc), has made a big deal out of his community of practice in World of Warcraft

>> -- he's written how in his professional geek circle, people are actually getting recruited and hired for real jobs based on the qualities of leadership and strategy they display in the game.

He has a bunch of friends who play the game as a sort of team, but it functions more like a Community of Practice. In fact multiplayer games are a great place to look to see how people innovate around a practice -- partly because none of the traditional assumptions are in play culturally, and partly because they tend to be technically savvy problem-solving types.

>>
For example:
Because Wow isn't the best place for planning and strategy, they'll sometimes dip into Second Life to map out attacks and raids, then execute them in World of Warcraft.

http://joi.ito.com/archives/2006/03/13/leadership_in_world_of_warcraft.html

<http://www.3pointd.com/20060922/planning-wow-raids-in-second-life/>

<http://video.google.com/videoplay?docid=-5160442894955175707>



**Impress me.
I dare you.**

Thank You

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