

Open Everything Ideal or Reality

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[Cover of Wikinomics]

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[P&G Connect + Develop Portal]

CEO of P&G claimed that nearly
50% of P&G products involved
external collaboration

[Homepage of GoldCorp]

GoldCorp "Open Source" story

- About to become broke, New CEO McEwen applied "Open Source" approach
- "Goldcorp Challenge" \$575,000 in prize money, put all internal information of the property online
- Discovered 8 million ounces of gold
- Net earnings of \$USD 64.7m(\$0.09/share) 3Q08

The Internet
Decreases the cost of
Self-Organised
Collaboration

Self-organization
is used too often as a
Placeholder for
an Unspecified Mechanism

Steven Weber *The Success of
Open Source*, p. 132

Taking Open Source as Example

Indeed, current computational systems are unreasonably dependent on the correctness of the implementation... (Just imagine what happens if you cut a random wire in your computer!) This problem is structural.

Gerald Jay Sussman, *Robust Design through Diversity*

Desktop Manager
(KDE, GNOME, Xfce, LXDE)

X Window System
(The Open Group, X.Org, XFree86, X.Org Foundation)

Kernel
(Linux, *BSD, Hurd)

Simplified, Generic, Free/Open Source
Operating System

Desktop



E-Books



Media



Oxygen

Enjoy KDE 4.1!

kon

Kontakt: Personal Information Manager

A gear icon representing Konquero.	A terminal window icon representing Konsole.	A folder icon representing Kontakt.	A megaphone icon representing Konversa.	A sphere icon representing Akonaditr.
Konquero	Konsole	Kontakt	Konversa	Akonaditr

Microsoft Windows Vista

- Project started in May 2001, released in January 2007, with much delay
- Sep 23, 2005, front-page article on The Wall Street Journal, *Battling Google, Microsoft Changes How It Builds Software*
- Mar 21, 2006, Mini-Microsoft, a well-known Microsoft Employee blogger, *Vista 2007. Fire the leadership now!*

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Every Layer has been Scared by Failure

Self-Organisation

- Open Source is not communism, but a market economy
- Microsoft, internally, is a big planned economy
- Failure happens, Openness is a better solution because it encourages Diversity and increase Robustness

Systems of Survival

- Invented by Jane Jacobs
- Author of *The Death and Life of Great American Cities* in 1961 on Urban Planning
- *Systems of Survival* 1992
- Two systems, *Guardian* and *Commercial*

Occupations Typically Associated with each System

Guardian

- Armed forces, Police
- Government
- Commercial monopolies
- Law courts
- Religions (especially state religions)

Commercial

- Production of goods
- Services for commerce
- Scientific work

External Relationships

- Shun trading (不要貿易)
- Deceive for the sake of the task (爲達標可作假)
- Vengeance (報仇)
- Ostentatious (浮誇)
- Largesse (厚禮)
- Exclusive (排外)
- Honor (榮譽)
- Shun force (不要硬力)
- Respect contracts (合約精神)
- Dissent for the sake of the task (求同存異)
- Thrifty (慳儉)
- Invest for productive purposes (再投資)
- Collaborate easily with strangers and aliens (歡迎合作)
- Honesty (老實)

Internal Management

- Obedient and disciplined (守規矩)
- Tradition (謹遵傳統)
- Hierarchical (層級)
- Loyalty (忠貞)
- Make rich use of leisure (推崇優閒)
- Fatalistic (命定)
- Efficient (追求效率)
- Open to inventions and novelties
(接受新事物和新發明)
- Initiative (自發組織)
- Make agreements
(以協商解決問題)
- Industrious (勤奮)
- Optimistic (樂觀)

Origin of the Two Systems

- Obtain Admirable Qualities in Journalistic and Historical Writings, in Training Manual
- Also Negative Qualities in Scandals
- Grouping qualities that appeared together

Basis of the Two Systems

- Guardian System of Survival is based on a territorial, hunters-gatherers way of living
- Commercial System of Survival is based on exchange
- In short - Taking or Trading

Examples of Ik

- Brown-skinned Africans
- Originally Hunter-Gatherers
- Taught to become Farmers under Kenya at 1950s
- No intention to farm, most crops were raided
- Expert in raiding cattle, informers and double agents between herdsman
- Trading was shunned, participants killed
- Sharp drop in Population

How about Microsoft

- Originally Software Company
- Later strong on acquisition
- Expert in anti-competitive methods, which was revealed in the Antitrust hearing
- Interoperability was shunned until recently e.g. Brad Silverberg
- Is it the reason why Microsoft was not considered as Innovative?

(Jim) Allchin makes no apologies for defending the Windows franchise..."I don't know to be remembered as the guy who destroyed one of the most amazing businesses in history."

David Bank *Breaking Windows: How Bill Gates Fumbled the Future of Microsoft*, p.76

In fifteen years, I expect somebody else to come along and say, hey, I can do everything that Linux can do but I can be lean and mean about it because my system won't have twenty years of baggage holding it back.

They'll say Linux was designed for the 386 and the new CPUs are doing the really interesting things differently. Let's drop this old Linux stuff.

Linus Torvalds, Conclusion of his chapter on Linux, in *Open Sources: Voices from the Open Source Revolution*

Conclusion (1)

- In the Internet Era, Openness works as failures are better handled
- Commercial System of Survival is similar to Open system
- These Commercial systems exists for thousands of years
- Openness is an ideal, and real ideals are practical
 - It just takes time to see the fruits

Conclusion (2)

- Hybrid system fails, Openness needs to be adopted in a holistic way
- In order to succeed, we need to be informed by the Ideal of “Open Everything” in day to day decisions