Learning from Wikipedia: Open Collaboration within Corporations

Dirk Riehle
Open Source Research
SAP Research, SAP Labs, LLC

Talk the Future 2008
Krems, Austria, Sept 5th, 2008

THE BEST-RUN BUSINESSES RUN SAP™

About this Talk

Learning from Wikipedia: Open Collaboration within Corporations

Abstract: Wikipedia is the free online encyclopedia that has taken the Internet by storm. It is written and administered solely by volunteers. How exactly did this come about and how does it work? Can it keep working? And maybe more importantly, can you transfer its practices to the workplace to achieve similar levels of dedication and quality of work? In this presentation I describe the structure, processes and governance of Wikipedia and discuss how some of its practices can be transferred to the corporate context.

Speaker: Dirk Riehle leads the Open Source Research Group at SAP Labs in Palo Alto, California (Silicon Valley). Before this, he was the co-founder of an on-demand business software startup in Berlin, Germany, which used agile methods and strategically employed open source software. A fan of wikis since their inception, Dirk started the Wiki Symposium, a conference dedicated to wiki research and practice, see www.wikisym.org. He holds a Ph.D. in computer science from ETH Zurich as well as an M.B.A. from Stanford Business School (GSB). He welcomes email at dirk@riehle.org and blogs at www.riehle.org.

Overview of Talk

1. Wikimedia Foundation
   - History and Organization
   - Processes and Practices

2. Wikipedia Processes and Practices
   - Wikipedia Processes
   - Wikipedia Challenges

3. Open Collaboration and Corporations
   - Open Collaboration Definition
   - Open Collaboration Examples

4. Open Collaboration Using Wikis
   - Wikis and Open Collaboration
   - Application Examples
   - Wiki Best Practices

The Wikimedia Foundation

1. History and Organization

2. Processes and Practices

A Short History

English Wikipedia launched on January 15, 2001, on www.wikipedia.com

- Goal is to create an English language publicly editable encyclopedia
- Founded by Larry Sanger and Jimmy Wales

The Wikimedia Foundation was founded on June 20, 2003

- Mission is to develop and provide open content wiki-style to the world for free

Local chapters in many countries followed quickly

Information taken from http://en.wikipedia.org/wiki/Wikipedia

Organizational Setup

The Wikimedia Foundation

- A U.S.-based 501(c)(3) non-profit organization
- Registered in Florida, headquartered in San Francisco
- Owner of some intellectual property (trademarks, domain names, etc.)

The WMF Board of Trustees

- At present 8 members, growing to 10
- All volunteers, actively engaged, no big donors on board
- At least half of the board members to be elected/appointed by the community

The WMF Professional Staff

- Executive director since Nov 2007, supported by professional staff
- Growing rapidly, building a professional structure

Wikimedia Foundation Properties

Finances are Publicly Accessible

Planned Spending Distribution 2007-2008 - Wikimedia Foundation - Mozilla Firefox

File Edit View History Bookmarks Tools Help

http://wikimediafoundation.org/wiki/Planned_Spending_Distribution_2007-2008

wikipedia wikipedia policies

Log in

page | discussion | view source | history

WIKIMEDIA FOUNDATION

about wikimedia
- Home
- FAQ
- Our projects
- News
- Press room
- Contact us
- Current staff
- Wikimedia blog
- Job openings
- Local chapters

support
- Benefactors
- Volunteering
- Donate

corporate
- Board of Trustees
- Bylaws
- Values
- Messages
- Policies
- Resolutions
- Finance report
- Fundraising report
- Form 990 (PDF)

wiki
- Recent changes

search

Go Search

toolbox
- What links here

Planned Spending Distribution 2007-2008

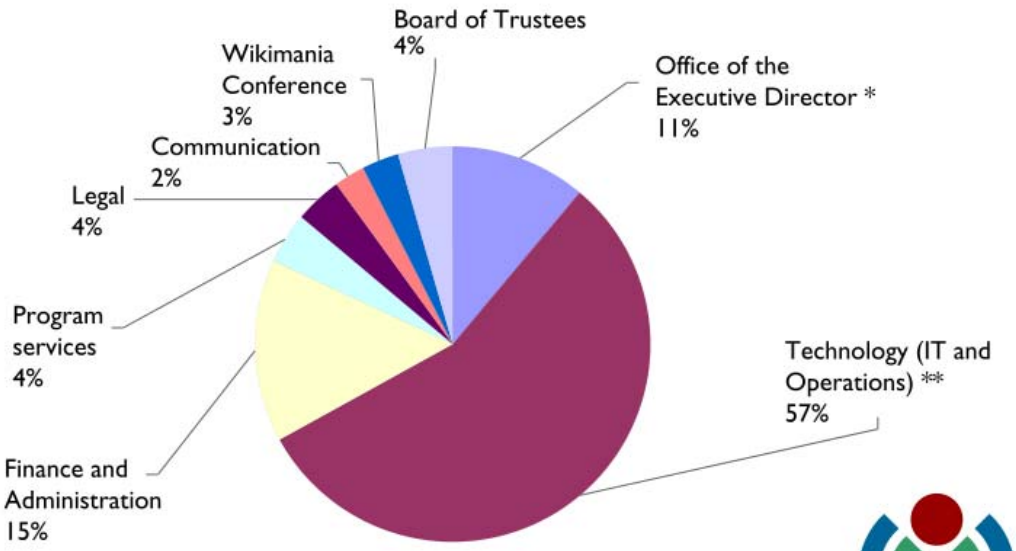
From the Wikimedia Foundation

Donate | Appeal from Board Chair | Press Release | FAQ | Donor Privacy Policy | Tax-deductibility of donations | Gift Policy | **Planned Spending** | Gift Certificate

"Free Access To All Human Knowledge" – A Video Appeal From Wikipedia Founder Jimmy Wales

Wikimedia Foundation

Planned Spending Distribution (2007-2008)



* Includes Executive Director, Assistant, One-time Office Relocation Expenses, and Consulting Fees

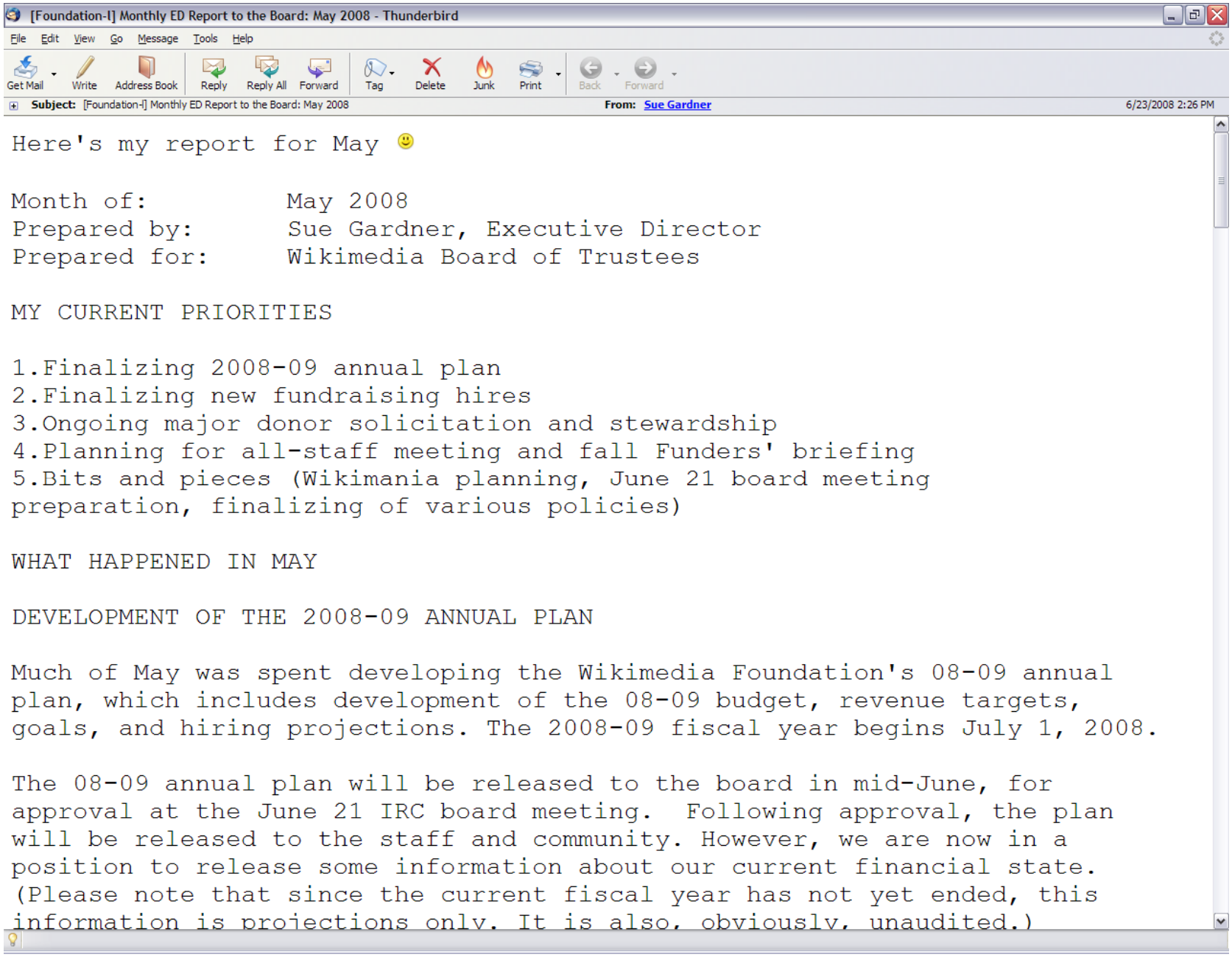
** Includes Bandwidth, Hardware, Salaries

WIKIMEDIA FOUNDATION

(details)

http://wikimediafoundation.org/wiki/Image:WMF_2007-2008_spending_plans.svg

Many Board Dealings and Operations are Public



[Foundation-l] Monthly ED Report to the Board: May 2008 - Thunderbird

File Edit View Go Message Tools Help

Get Mail | Write | Address Book | Reply | Reply All | Forward | Tag | Delete | Junk | Print | Back | Forward

Subject: [Foundation-l] Monthly ED Report to the Board: May 2008 **From:** Sue Gardner 6/23/2008 2:26 PM

Here's my report for May ☺

Month of: May 2008
Prepared by: Sue Gardner, Executive Director
Prepared for: Wikimedia Board of Trustees

MY CURRENT PRIORITIES

1.Finalizing 2008-09 annual plan
2.Finalizing new fundraising hires
3.Ongoing major donor solicitation and stewardship
4.Planning for all-staff meeting and fall Funders' briefing
5.Bits and pieces (Wikimania planning, June 21 board meeting preparation, finalizing of various policies)

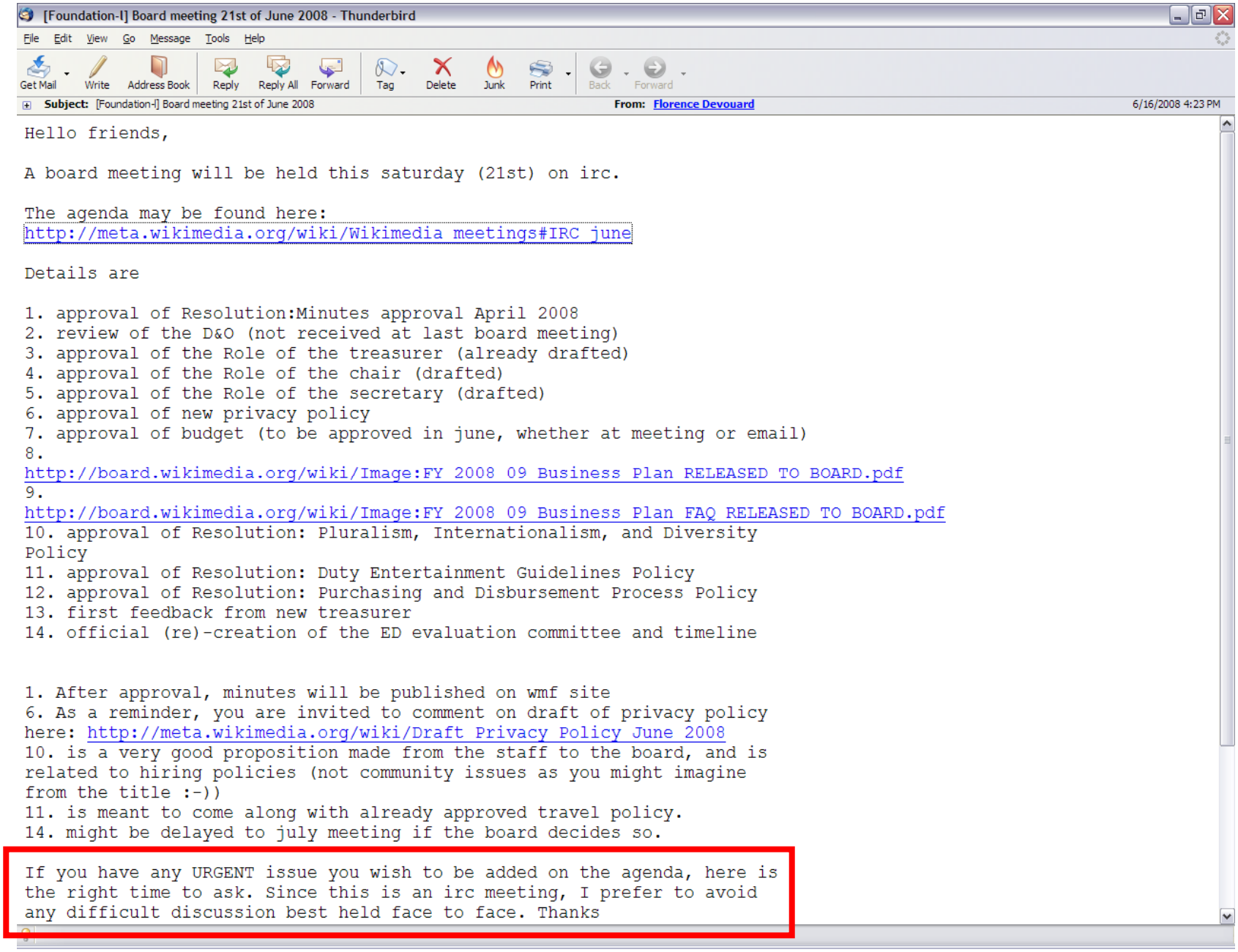
WHAT HAPPENED IN MAY

DEVELOPMENT OF THE 2008-09 ANNUAL PLAN

Much of May was spent developing the Wikimedia Foundation's 08-09 annual plan, which includes development of the 08-09 budget, revenue targets, goals, and hiring projections. The 2008-09 fiscal year begins July 1, 2008.

The 08-09 annual plan will be released to the board in mid-June, for approval at the June 21 IRC board meeting. Following approval, the plan will be released to the staff and community. However, we are now in a position to release some information about our current financial state. (Please note that since the current fiscal year has not yet ended, this information is projections only. It is also, obviously, unaudited.)

Some Board Meetings Are Public



[Foundation-l] Board meeting 21st of June 2008 - Thunderbird

File Edit View Go Message Tools Help

Get Mail | Write | Address Book | Reply | Reply All | Forward | Tag | Delete | Junk | Print | Back | Forward

Subject: [Foundation-l] Board meeting 21st of June 2008 **From:** Florence Devouard 6/16/2008 4:23 PM

Hello friends,

A board meeting will be held this saturday (21st) on irc.

The agenda may be found here:
http://meta.wikimedia.org/wiki/Wikimedia_meetings#IRC_june

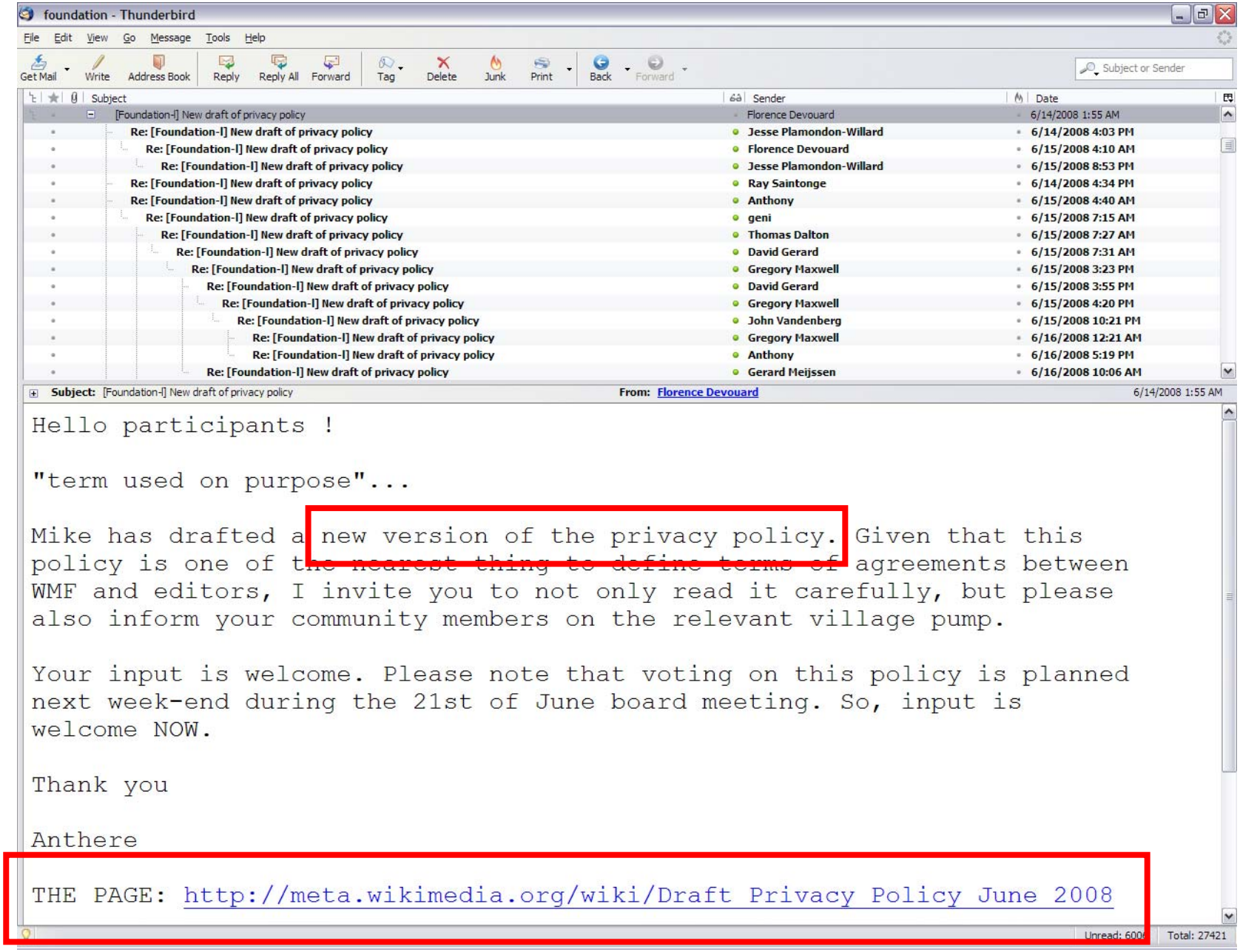
Details are

1. approval of Resolution:Minutes approval April 2008
2. review of the D&O (not received at last board meeting)
3. approval of the Role of the treasurer (already drafted)
4. approval of the Role of the chair (drafted)
5. approval of the Role of the secretary (drafted)
6. approval of new privacy policy
7. approval of budget (to be approved in june, whether at meeting or email)
8. http://board.wikimedia.org/wiki/Image:FY_2008_09_Business_Plan_RELEASED_TO_BOARD.pdf
9. http://board.wikimedia.org/wiki/Image:FY_2008_09_Business_Plan_FAQ_RELEASED_TO_BOARD.pdf
10. approval of Resolution: Pluralism, Internationalism, and Diversity Policy
11. approval of Resolution: Duty Entertainment Guidelines Policy
12. approval of Resolution: Purchasing and Disbursement Process Policy
13. first feedback from new treasurer
14. official (re)-creation of the ED evaluation committee and timeline

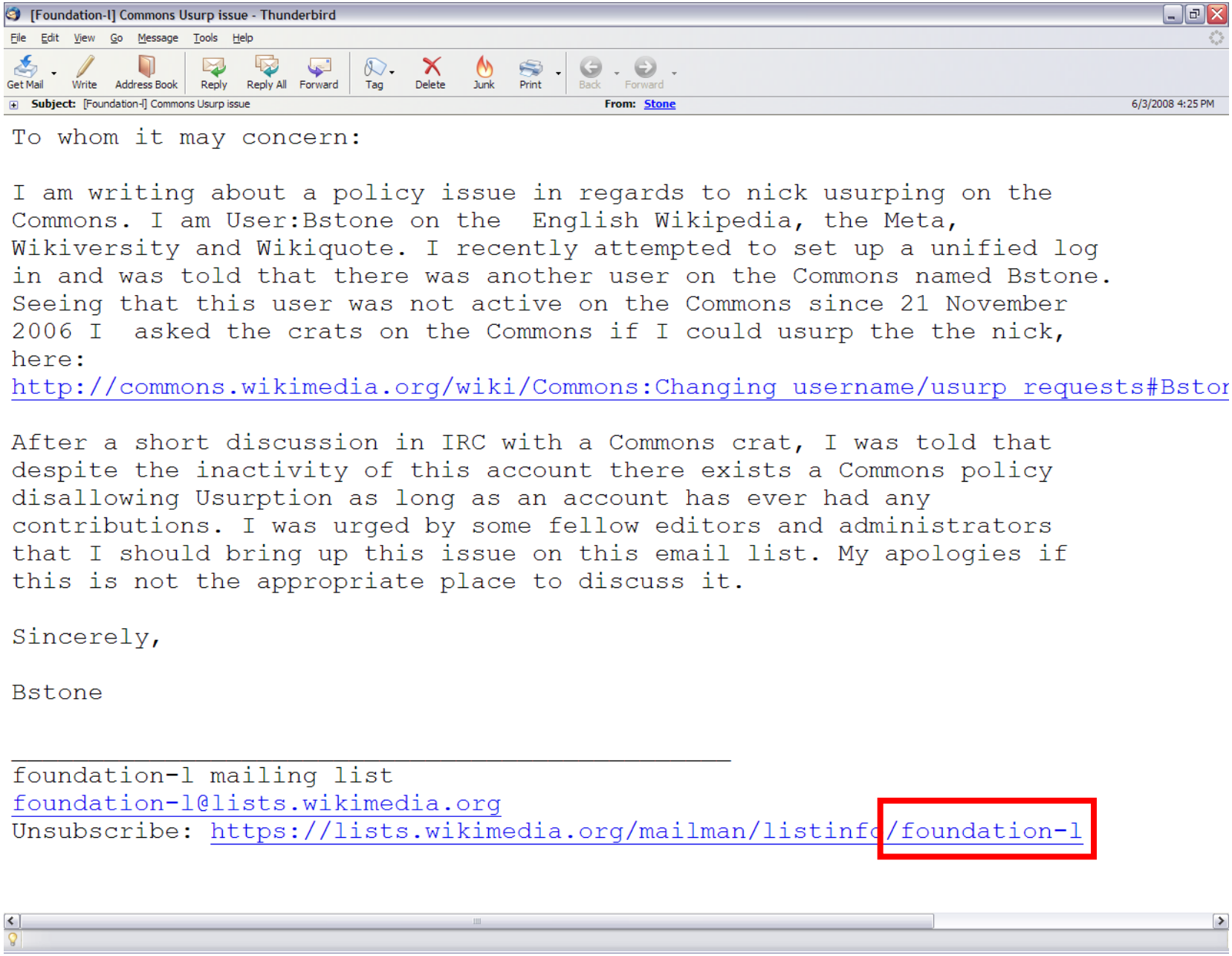
1. After approval, minutes will be published on wmf site
6. As a reminder, you are invited to comment on draft of privacy policy here: http://meta.wikimedia.org/wiki/Draft_Privacy_Policy_June_2008
10. is a very good proposition made from the staff to the board, and is related to hiring policies (not community issues as you might imagine from the title :-))
11. is meant to come along with already approved travel policy.
14. might be delayed to july meeting if the board decides so.

If you have any URGENT issue you wish to be added on the agenda, here is the right time to ask. Since this is an irc meeting, I prefer to avoid any difficult discussion best held face to face. Thanks

Policy Proposals Are Publicly Discussed



Anyone Can Raise an Issue…



[Foundation-l] Commons Usurp issue - Thunderbird

File Edit View Go Message Tools Help

Get Mail | Write | Address Book | Reply | Reply All | Forward | Tag | Delete | Junk | Print | Back | Forward

Subject: [Foundation-l] Commons Usurp issue **From:** Stone 6/3/2008 4:25 PM

To whom it may concern:

I am writing about a policy issue in regards to nick usurping on the Commons. I am User:Bstone on the English Wikipedia, the Meta, Wikiversity and Wikiquote. I recently attempted to set up a unified log in and was told that there was another user on the Commons named Bstone. Seeing that this user was not active on the Commons since 21 November 2006 I asked the crats on the Commons if I could usurp the the nick, here:
http://commons.wikimedia.org/wiki/Commons:Changing username/usurp requests#Bstor

After a short discussion in IRC with a Commons crat, I was told that despite the inactivity of this account there exists a Commons policy disallowing Usurption as long as an account has ever had any contributions. I was urged by some fellow editors and administrators that I should bring up this issue on this email list. My apologies if this is not the appropriate place to discuss it.

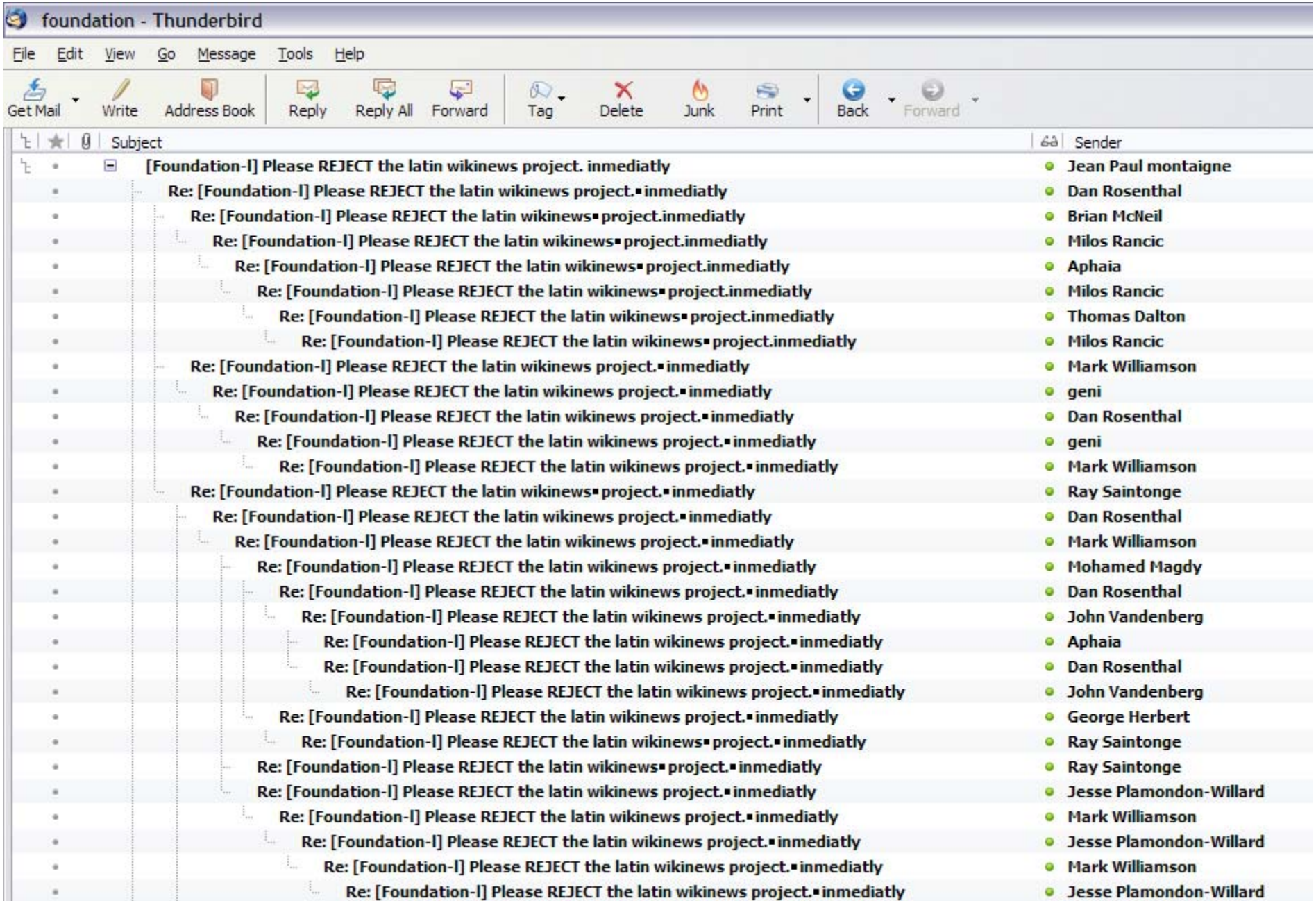
Sincerely,

Bstone

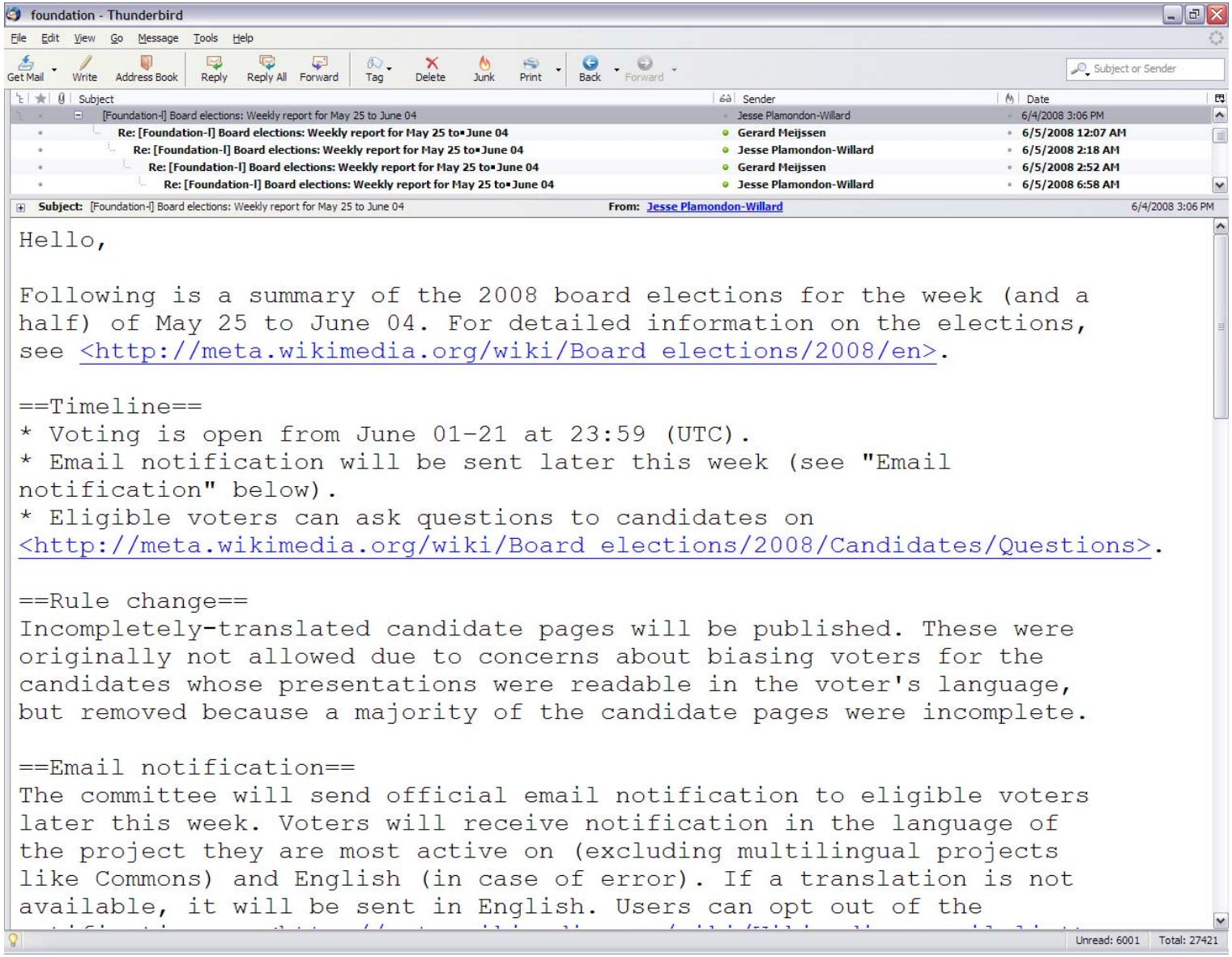
_____

foundation-l mailing list
foundation-l@lists.wikimedia.org
Unsubscribe: https://lists.wikimedia.org/mailman/listinfo/foundation-l

… And Discuss Them Ad Nauseam



Thus, Most of the Work is Done by Volunteers



Wikipedia Processes and Practices

1. Wikipedia Processes

2. Wikipedia Challenges

The Wikipedia Success Story

The free, multi-lingual, open content encyclopedia

- More than >2M articles in the English Wikipedia; German, French, Polish, Japanese next
- Among the top 10 websites in terms of traffic (Alexa), >600M visitors annually
- Criticized for being volunteer written, but first study showed high quality of contents [1]

Operational model of Wikipedia (and most other WMF properties)

- Community of volunteers for everything e.g. content creation, administration, operations
- Anyone can edit, even anonymously (though IP address gets logged)
- Contents is currently covered by GFDL, moving on to a CC license

Active subject of research, see WikiSym and Wikimania proceedings

---

[1] Jim Giles. “Internet Encyclopedias go Head to Head.” Nature News, 14 December 2005

The Free Encyclopedia That Anyone Can Edit

William Gibson - Wikipedia, the free encyclopedia - Mozilla Firefox

File Edit View History Bookmarks Tools Help

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

wikipedia wikipedia policies

Dirk Rieble my talk my preferences my watchlist my contributions log out

article discussion edit this page history move watch

WIKIPEDIA
The Free Encyclopedia

navigation

- Main Page
- Contents
- Featured content
- Current events
- Random article

interaction

- About Wikipedia
- Community portal
- Recent changes
- Contact Wikipedia
- Donate to Wikipedia
- Help

search

Go Search

William Gibson

From Wikipedia, the free encyclopedia

(Redirected from William gibson)

For other persons named William Gibson, see William Gibson (disambiguation).

William Ford Gibson (born 17 March 1948) is an American-Canadian[16] writer who has been called the "noir prophet" of the cyberpunk subgenre of science fiction.[17] In 1982, Gibson coined the term "cyberspace" and popularized the concept in his debut novel, *Neuromancer* (1984). Gibson is best known for depicting a visualised, worldwide communications network before it became ubiquitous in the 1990s, and he is credited with anticipating and establishing the conceptual foundations of the Internet and the World Wide Web in particular.

Having moved around frequently with his family as a child, Gibson grew to be a shy, ungainly teenager who took refuge in reading science fiction. After spending his adolescence at a private boarding school in Arizona, Gibson dodged the draft at the onset of the Vietnam War by emigrating to Canada in 1967, where he became immersed in counterculture and after settling in Vancouver eventually became a full-time writer; he retains dual

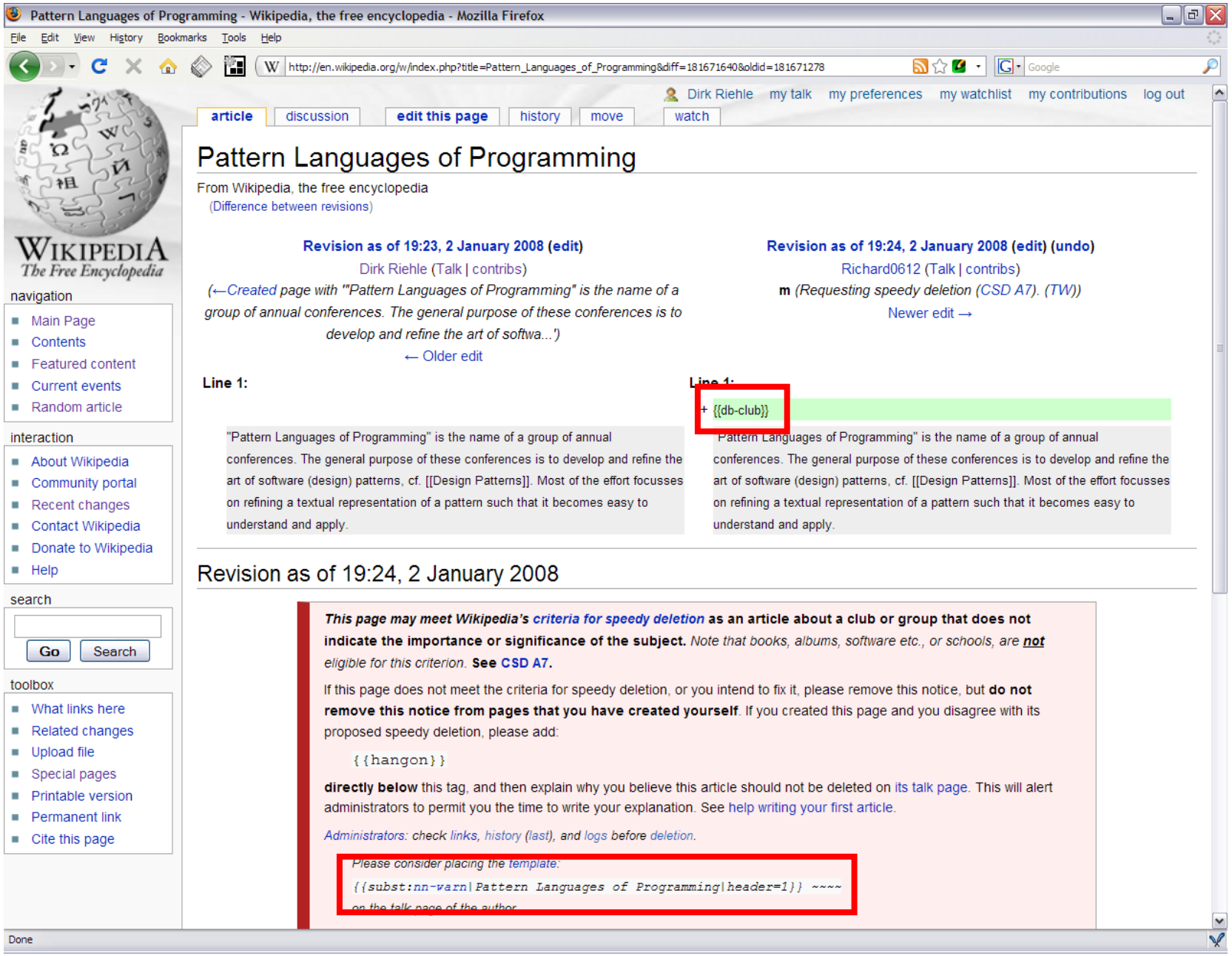
William Gibson

William Gibson in August 2007

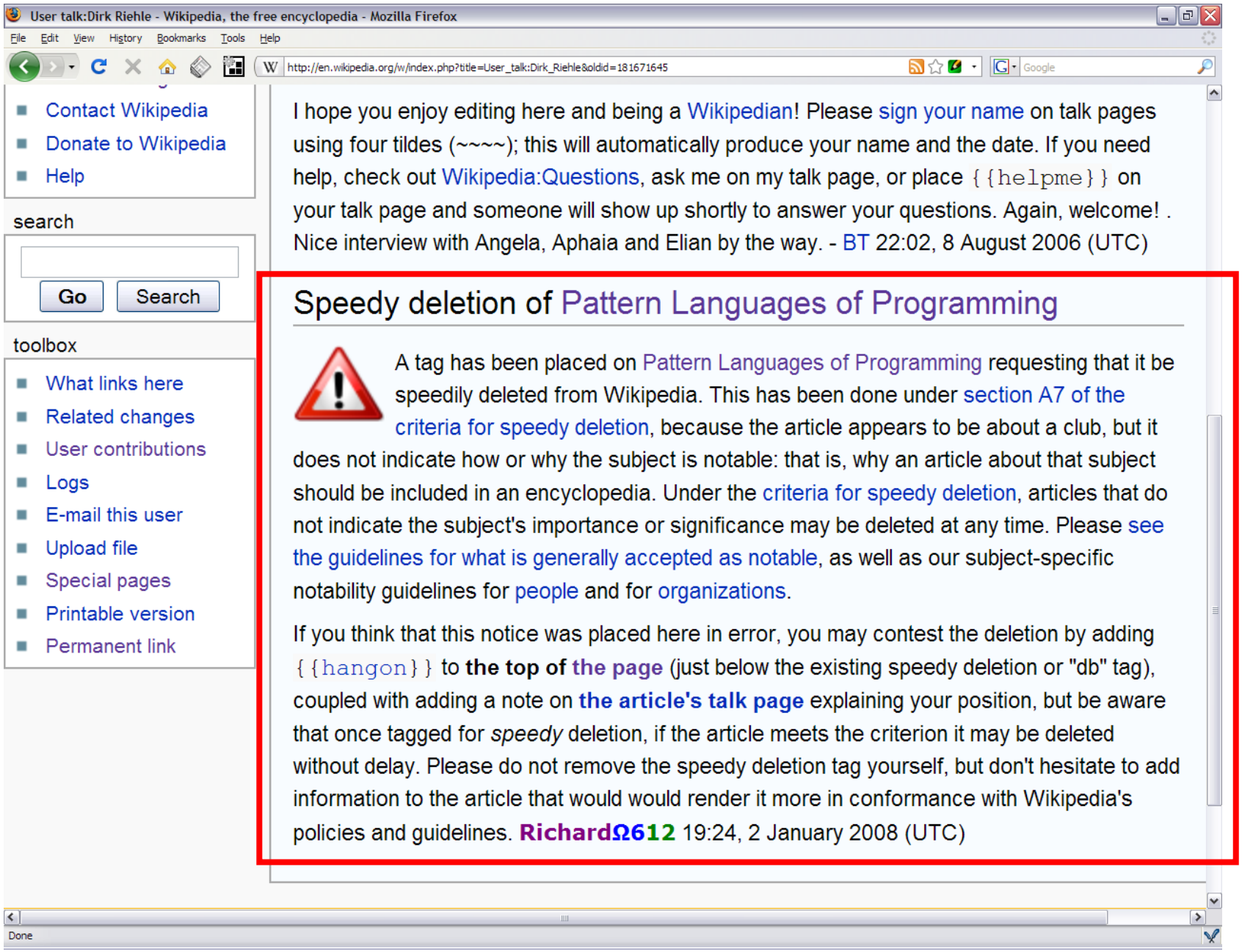
Born	March 17, 1948 (age 60) Conway, South Carolina
Occupation	Novelist
Writing period	1977–
Genres	Science fiction

Done

Process Example: Speedy Deletion 1/3

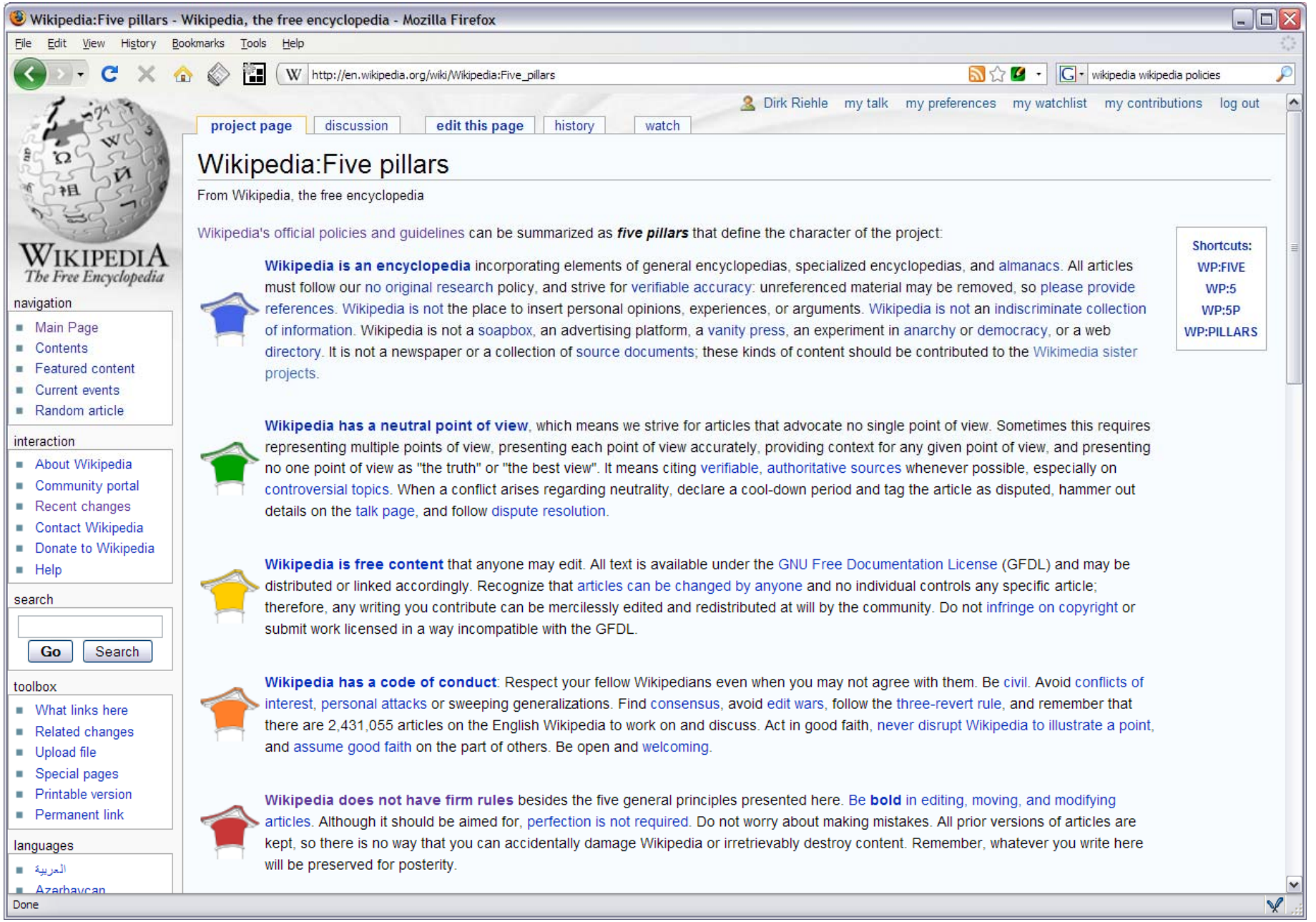


Process Example: Speedy Deletion 2/3



Process Example: Speedy Deletion 3/3

Wikipedia Is Self-Documenting

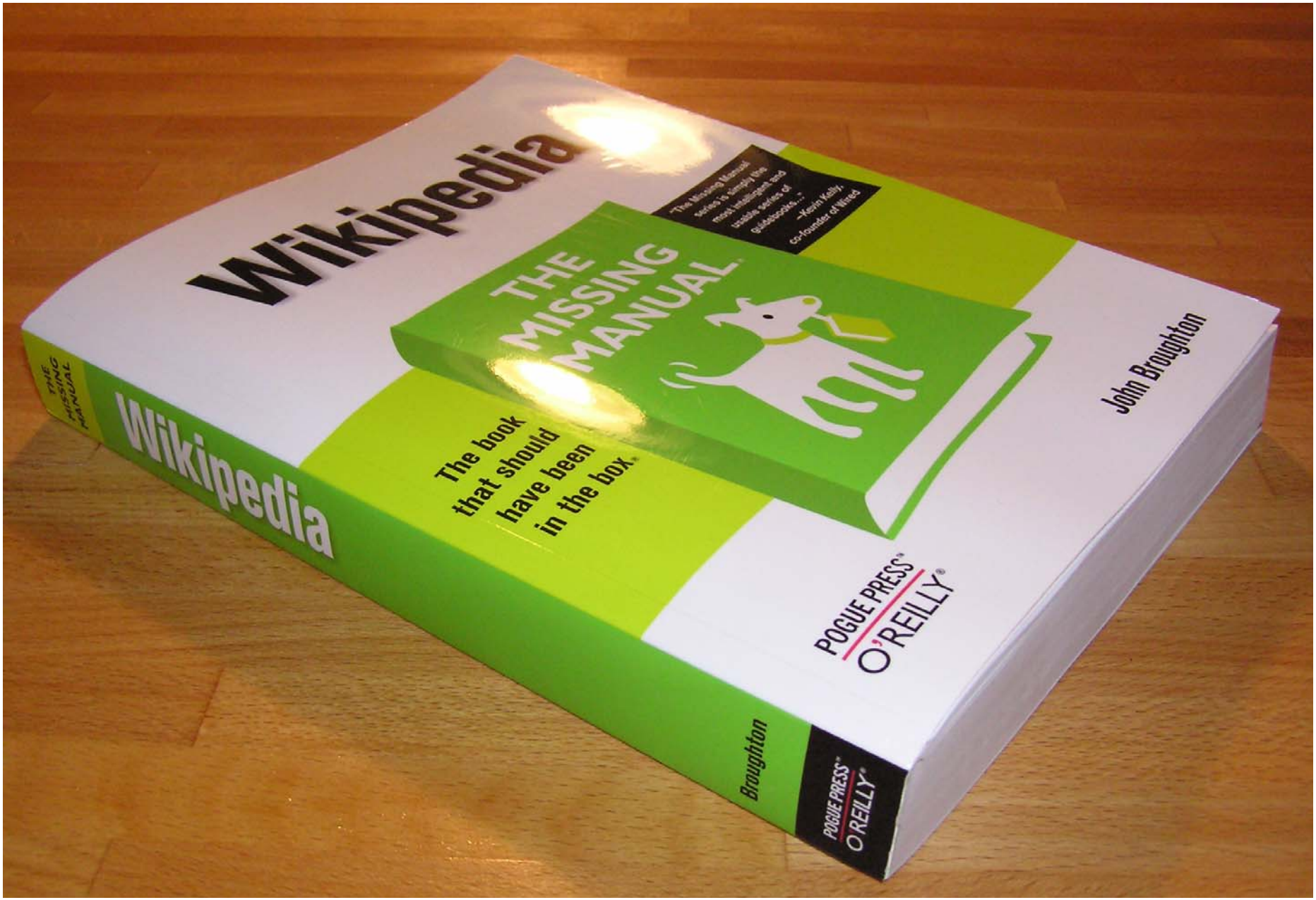


Wikipedia Policies

As of June 25, 2008, 46 Accepted Policies

Wikipedia Policy: Ignore All Rules

The Missing Wikipedia Manual [2]



Wikipedia's Processes [3]

Goals, agents, technology

- Pillars, values, processes, policies, rules, guidelines
- Readers, editors, administrators, bureaucrats, stewards, sysops
- Templates, categories, talk (discussion) pages

Wikipedia's processes

- People execute processes by annotating pages
- Annotations are tags that define a page's state
- Annotations also provide process guidance
- Processes are documented and linked-to
- If necessary, after conclusion a sysop will take action

Wikipedia makes powerful use of almost trivial technology

---

[3] Dirk Riehle. "How and Why Wikipedia Works." WikiSym 2006. ACM Press, 2006

Wikipedia Challenges

Content challenges

- Article quality, trust, scope
- Manipulation attempts (contents, link spam)
- Incorporating all kinds of new information

Operational challenges

- Keeping a diverse community together
- Engaging new contributors given more and more arcane processes
- Organizing at rapid growth rate
- Scaling up technology

Legal challenges

- Law suits about contents

What to Learn from Wikipedia?

Server operations? Financial operations?

Non-profit operations? Fundraising?

HARDLY

Content creation? Editorial processes?

Self-administration? Election processes?

PERHAPS

How to empower users! How to bring out the smarts!

How to create and fuel passion for work!

HOPEFULLY

Open Collaboration and Corporations

1. Open Collaboration Definition
   - Wikipedia

2. Open Collaboration Examples
   - Open Source
   - Open Innovation
   - Open Space

Open Collaboration Principles [4]

The three principles of open collaboration

- Egalitarian: everyone can contribute
- Meritocratic: contributions are valued based on quality
- Self-organizing: collaborators develop their own processes

Open collaboration drives wikis, open source, etc.

- Open collaboration motivates and empowers collaborators
- Open collaboration utilizes resources you never knew you had
- Open collaboration can lead to superior results

Wikipedia is based on these open collaboration principles

[4] Riehle et al. “Bringing Open Source Best Practices into Corporations.” IEEE Software, 2009

Open Collaboration and Wikipedia

Egalitarian	■ low barriers: Internet access, computer literacy
Meritocratic	■ extensive consensus-based rule set ■ free and fair elections determine role/status
Self-organizing	■ no pre-imposed rules and processes ■ consensus-based evolutionary process ■ volunteers interpret and perform processes

Community Open Source

No single legal entity owns the copyright to the source code

- Sometimes non-profit regulates affairs based on broad consensus

Interactions, copyright, patents are regulated by license

- Usually copyright remains with programmer/company

Rank and position are determined by peer evaluation

- But beware of initial conditions, commercial interests, status greed

Examples: Linux, Apache, PostgreSQL, …

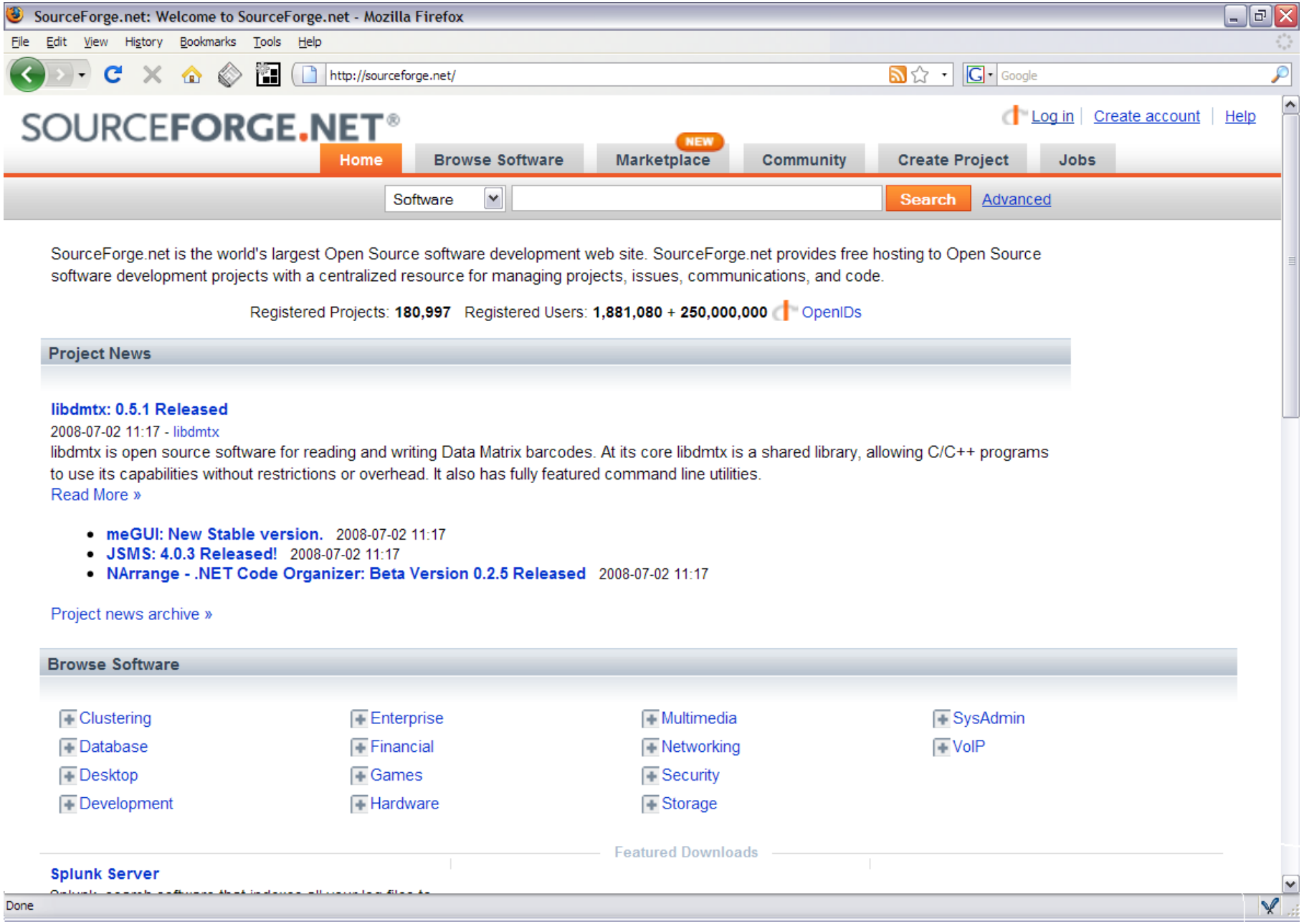
Commercial open source has related motivation only [5]

- Is owned by a company which holds 100% of the copyright
- Typically based on the dual-license strategy
- Community is important but has different function
- Examples: MySQL, Alfresco, Hyperic, …

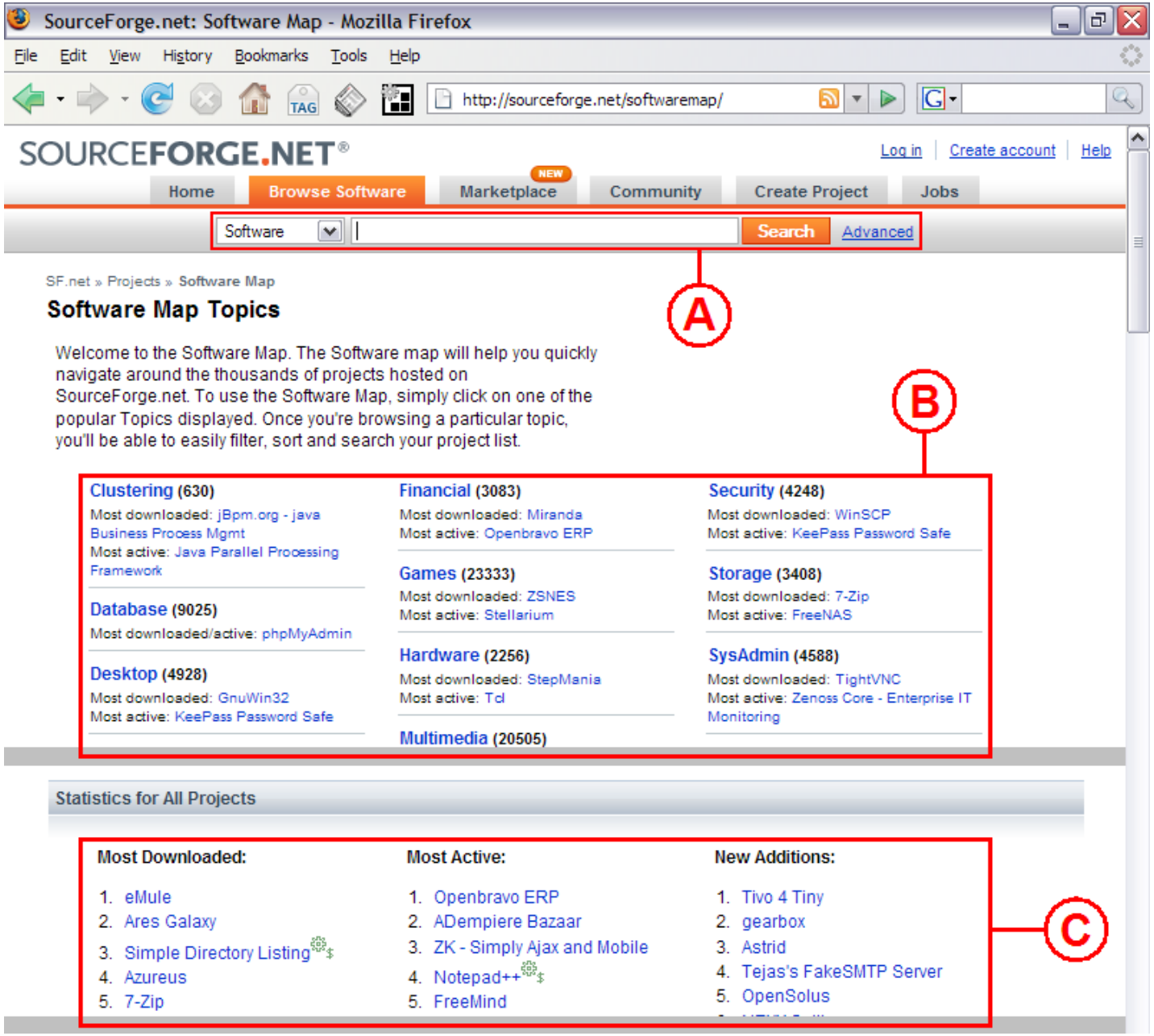
---

[5] Dirk Riehle. “The Economic Motivation of Open Source.” IEEE Computer, April 2007

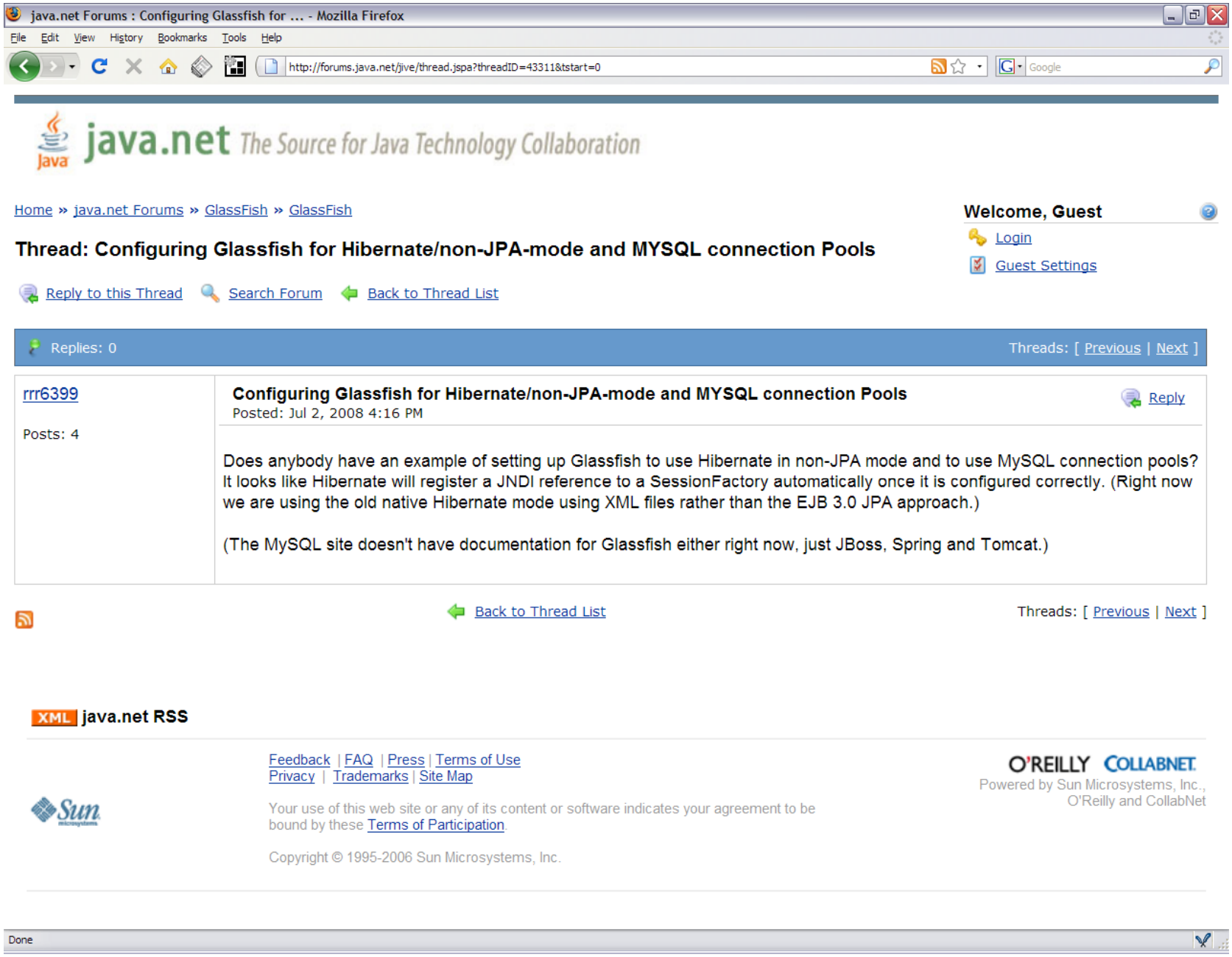
Open Source and Public Software Forges



Software Forges: Attracting Volunteers 1/3



Software Forges: Attracting Volunteers 2/3



java.net Forums : Configuring Glassfish for ... - Mozilla Firefox

File Edit View History Bookmarks Tools Help

http://forums.java.net/jive/thread.jspa?threadID=43311&tstart=0

java.net The Source for Java Technology Collaboration

Home » java.net Forums » GlassFish » GlassFish

Welcome, Guest

Login

Guest Settings

Thread: Configuring Glassfish for Hibernate/non-JPA-mode and MYSQL connection Pools

Reply to this Thread | Search Forum | Back to Thread List

Replies: 0 Threads: [Previous | Next]

rrr6399

Posts: 4

Configuring Glassfish for Hibernate/non-JPA-mode and MYSQL connection Pools

Posted: Jul 2, 2008 4:16 PM

Reply

Does anybody have an example of setting up Glassfish to use Hibernate in non-JPA mode and to use MySQL connection pools? It looks like Hibernate will register a JNDI reference to a SessionFactory automatically once it is configured correctly. (Right now we are using the old native Hibernate mode using XML files rather than the EJB 3.0 JPA approach.)

(The MySQL site doesn't have documentation for Glassfish either right now, just JBoss, Spring and Tomcat.)

Back to Thread List Threads: [Previous | Next]

XML java.net RSS

Feedback | FAQ | Press | Terms of Use
Privacy | Trademarks | Site Map

Your use of this web site or any of its content or software indicates your agreement to be bound by these Terms of Participation.

Copyright © 1995-2006 Sun Microsystems, Inc.

O'REILLY COLLABNET
Powered by Sun Microsystems, Inc., O'Reilly and CollabNet

Done

Software Forges: Attracting Volunteers 3/3

Open Collaboration and Open Source

Egalitarian	■ low barriers: Internet access, computer literacy ■ resource-starved, hence every helping hand is welcome
Meritocratic	■ extensive discussions, best argument typically wins ■ (committer) status is earned through extended service
Self-organizing	■ (almost) every open source process is different ■ the people in the project determine their process

HP’s (and IBM’s) Internal Open Source

Hewlett-Packard’s “progressive open source” [6]

- Inner source (within firewall)
- Controlled source (in DMZ with partner access)
- Open source (on the “open” Internet)

Progressive open source to address the following problems:

- Left hand does not know what right hand is doing
- Large firms get frequently reorganized, lose institutional memory

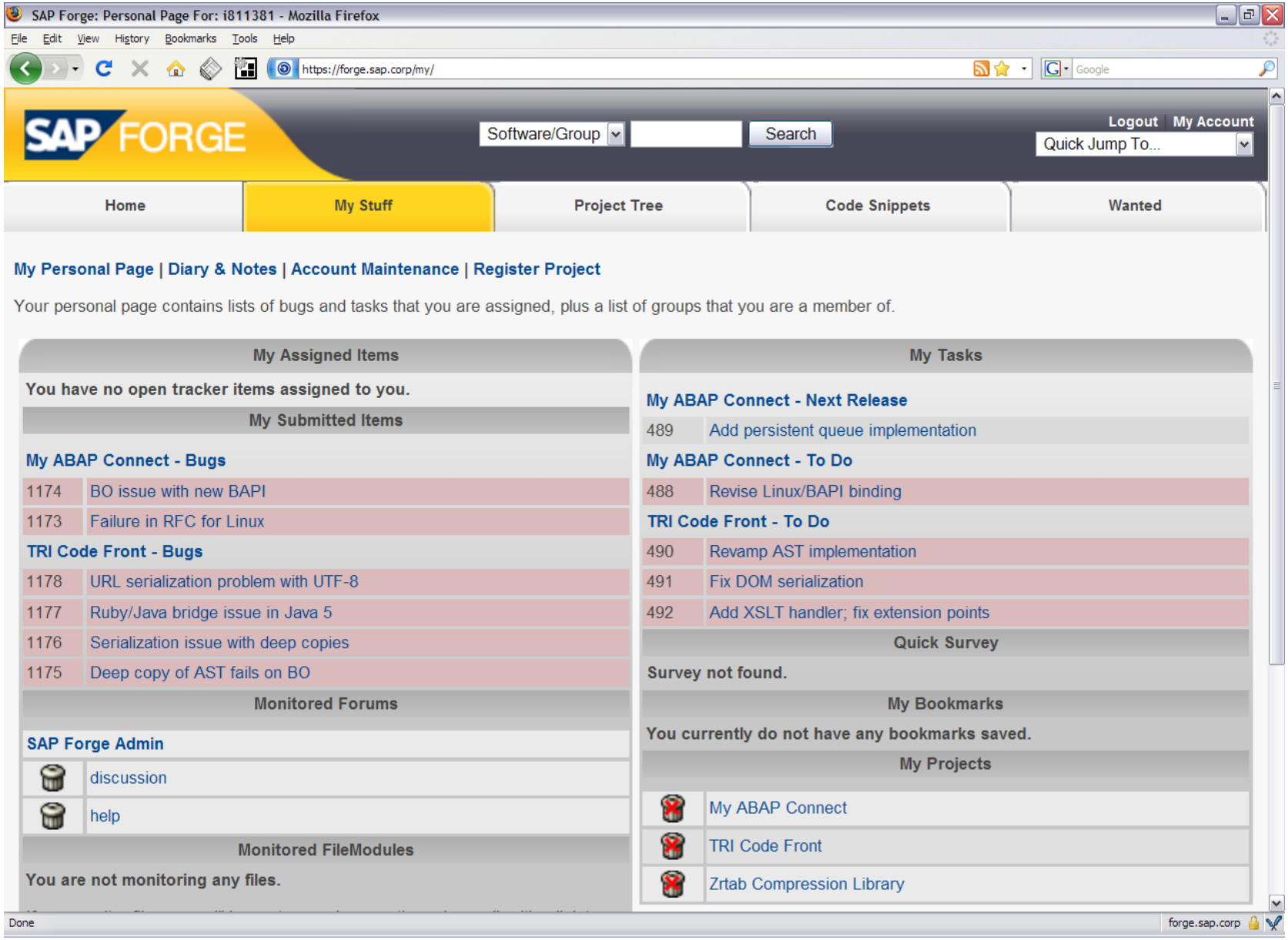
IBM did the same: IBM’s Internal Open Source Bazaar

Does open source provide the same benefits in-house as outside?

---

[6] Dinkelacker et al. “Progressive Open Source.” ICSE ’02. IEEE Press, 2002

SAP's Internal Software Forge[1]



[1] Original screenshot with mock-up data

SAP's Internal Open Source [4]

SAP Forge hosts internal software projects

- Started in September 2006, linear growth, currently at 9% of developer population
- Mostly research projects, as well as projects before first release

Comparison with other firm-internal software forges

	Start Date	# of Developers	# of Projects	at age [months]
IBM	January 2000	~800 (~4%)	45	18
HP	June 2000	1500 (~7.5%)	24	18
SAP	Sept 2006	706 (~7.1%)	179	18
Microsoft	June 2007	794 (~2.8%)	406	10

[4] Riehle et al. "Bringing Open Source Best Practices into Corporations." IEEE Software, 2009

Benefits of Internal Open Source

Benefits of volunteer help

- volunteers reduce resource needs
- higher quality through self-motivated volunteers
- higher quality through quasi-public scrutiny
- broader expertise becoming available
- broad support and buy-in into project
- increased visibility and display of significance
- improved research-to-product transfer

One project within SAP

- 3 developers signed up 18 volunteers
- received significant help in requirements and testing

In a survey, 66% of respondents browsed, 24% received help, 12% helped

Challenges of Internal Open Source

At SAP, initial lack of resources, compliance

- Overcome by open collaboration---SAP Forge remains a volunteer job

Natural hesitation of developers to spend free time at work

- Balanced out by equally natural curiosity and willingness to help
- Supported by smart project managers through tchotchkes etc.

Some managers are skeptical, not supportive of volunteer work

- Turned neutral when realizing the benefits of engaging with research projects

Open Collaboration and Open Innovation [7]

Egalitarian	■ best innovations can come from anywhere
Meritocratic	■ impersonal markets are the ultimate deciders
Self-organizing	■ every open innovation instance is different ■ there is no top-down imposition of processes

[7] Henry Chesbrough. *Open Innovation.* HBS Press, 2003

Open Collaboration and Open Space [8]

Egalitarian	■ everyone can call for a meeting ■ people vote with their feet and are free to choose
Meritocratic	■ organizational status (should) does not play a role ■ what's important naturally comes to the fore
Self-organizing	■ the agenda gets negotiated and refined all the time ■ everyone can call for a meeting and conduct it

[8] Harrison Owen. *Open Space Technology.* BK Publishers, 2008

Open Collaboration Using Wikis

1. Wikis and Open Collaboration
2. Application Examples
3. Wiki Best Practices

Successful Collaboration Applications

Successful “web 2.0” applications

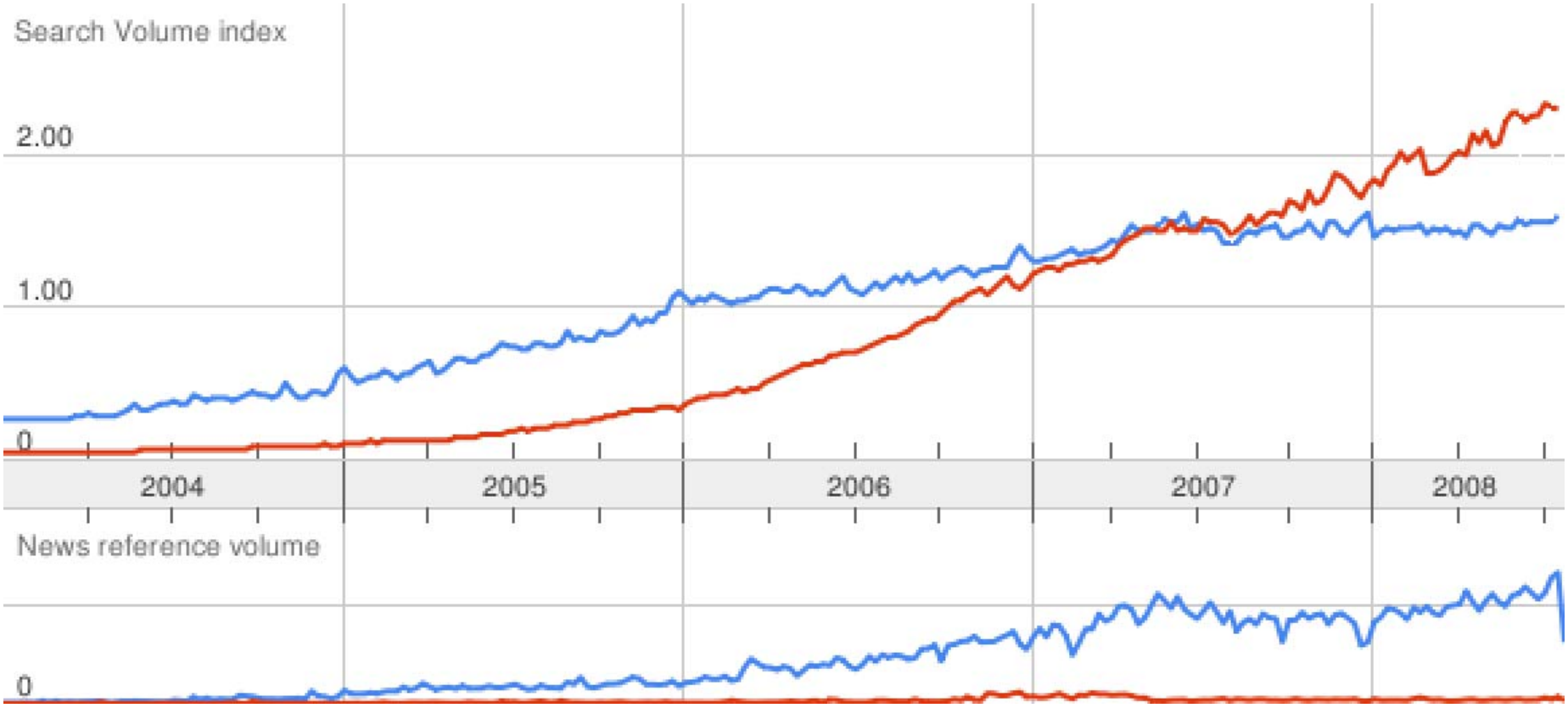
- Email, blogs, wikis, micro-blogging, instant messaging
- Both consumer and enterprise applications!

They all avoid key pitfalls

- Everyone (within a given scope) can contribute,
- There is no status hierarchy, and maybe most importantly,

There are no predefined, superimposed processes on how to do things

http://www.google.com/trends?q=blog%2C+wiki



As of July 30, 2008: blog (blue), wiki (red)

Principles of Open Collaboration

Egalitarian: whoever shows up is the right people

- On the Internet: whoever cares
- Within a corporation: whoever cares

Meritocratic: contributions are evaluated based on their merits

- Status and seniority do not grant extra rights
- Egalitarian and meritocratic view of peers

Self-organizing: follows its own processes

- Meta-contributions (processes) are contributions too
- Contributors ensure context fit but allow for idiosyncratic variation

Has found a straightforward expression in wikis

Public and Corporate Uses of Wikis

	Public Internet	Institutional	Single-person
Content management	University portals, event portals, news portals, blogs	In-house portals, blackboard systems, filing system, meeting organization and notes	
Collaborative processes	Event organization, collaborative authoring	Academic class organization, lightweight workflow mgmt, case management, project mgmt, product mgmt	
Knowledge management	FAQ, reference lists, bibliographies, encyclopedias	FAQ, call centers, glossaries, handbooks, organizational memory, community of practice	Personal information mgmt (PIM)
Community organization	Campaign sites, newspapers	Special interest groups	
Application platforms	Integrator for mash-ups	Small custom applications, tool integration protocol	

Wikis in Software Companies [9]

For internal collaboration

- Hardly a tech company without an internal wiki these days
- Standalone or integrated with other tools, for example, a forge
- Chordiant uses wikis for project management and collaboration
- IBM used a wiki to develop its IP manifesto, base of its new IP policy

To engage with the ecosystem

- Wikis are becoming a tool of open collaboration with the ecosystem
- Like internal collaboration, well integrated with ecosystem processes
- F5: DevCentral for technical users community for shared development
- SAP's SDN wikis for knowledge sharing in SAP's ecosystem

[9] Rachel King. "No Rest for the Wiki." Businessweek.com, March 2007

Wikis in Software Projects

Uses in software projects

- Requirements definition
- Product and project management
- Project and system documentation
- Project reporting (by hand as well as automated)
- Describing and running functional tests (FIT)

Dominant use is for knowledge management

- How the source code is laid out
- The meaning of some core abstractions
- How to set up your local build environment
- Where to find the reports
- And so on…

Case Illustration: SAP's First Internal Wiki

SAP's BIS

- SAP's first internal portal

Goal of BIS

- First internal portal to manage websites
- Main knowledge source for whatever material

History of BIS

- Started in 1998, built by one FTE + two students
- Initially HTML managed using config mgmt system
- FTE was project lead, main gardener, wiki champion

Results

- Typical skunkworks effort
- Successful where 25 FTE portal team failed at the same time

Case Illustration: Leap Frog [10]

LeapFrog Enterprises, Inc.

- Developer of educational tools, about 1000 wiki users

Goal of wiki deployment

- Centralized website and information hub for digital information
- One place (and only one place), information searchable and findable
- Decentralized information provision and consumption

History of LeapFrog wiki

- Started as a grassroots effort by the R&D group
- Evangelized by a team of two wiki champions (continuing in that role)
- Volunteer contributions including support for new users
- Then, finally, senior management buy-in and formalization of support

Results

- Wiki now part of corporate vocabulary, in-grained in processes
- Awareness of and improvements wrt information creation and distribution

---

[10] Stewart Mader. *Wiki Patterns.* Wiley, 2008

Case Illustration: SAP's SDN Wikis

SAP's SDN Wikis

- SDN is SAP's software developer network
- A highly successful community website with blogs, forums, and wikis

Goal of SDN wikis

- Provide a community-edited knowledge base

History of SDN wikis

- Started around 2004
- Quick growth and acceptance

Results

- Significant reduction in customer service calls
- Significant use in event organization, pre-event chatter
- Wikis are just one aspect of forming a community
- Incentive system works well

Seeding a Wiki

Have dedicated evangelist and seeder for wiki

Release only with content; don’t release empty wiki

Choose a wiki engine with a beginner’s option

Have well-working RSS feeds and reader culture

Offer templates for common tasks and common wiki pages

Reduce friction through help pages, provide training

Direct requests for information to wiki where applicable

Integrate wiki with your standard business processes

Add wiki collaboration to performance management

Gardening a Wiki

Be bold! (In editing and refactoring, from Wikipedia)

Develop and use clear conventions and categories

For contentious contents, use a talk page rather than a phone

Depending on the content, sign your contributions

Develop process along with regular contents

More Wiki Best Practices

Allow for multiple wiki instances

Scope of a wiki should be topic-oriented, not task-oriented

Organize by products/components rather than projects

Err on the side of larger but few wikis to avoid balkanization

Don’t forget but be light on access restrictions

Have senior management buy-in and participation

Create credibility by bringing in outside experts

Look to and learn from Wikipedia for working processes

Wikis and Open Collaboration Revisited

Egalitarian: Everyone is invited (within a given context)

- Be light on access restrictions
- Don’t erect artificial boundaries
- Encourage participation

Meritocratic: Contributions are evaluated based on their merits

- Don’t sign contributions where unnecessary
- Don’t use status and seniority as arguments
- Have senior management accept critique like everyone else

Self-organizing: Wiki communities develop their own processes

- Be bold in editing and refactoring (don’t be afraid of change)
- Watch for and codify emerging (business) processes

Conclusions

We are experiencing a major shift in the IT industry

Open collaboration provides new principles of engagement

Open source and wikis are great tools for such engagement

Companies can benefit internally from open collaboration

Companies can grow their ecosystem using open collaboration

The 2008 International Symposium on Wikis: Where Wiki Research and Practice Meet

Sept 8-10, 2008, Porto, Portugal

http://www.wikisym.org/ws2008

References

[1] Jim Giles. “Internet Encyclopedias go Head to Head.” Nature News, 14 December 2005

[2] John Broughton. *Wikipedia.* O'Reilly, 2008

[3] Dirk Riehle. "How and Why Wikipedia Works." WikiSym 2006. ACM Press, 2006

[4] Riehle et al. “Bringing Open Source Best Practices into Corporations.” IEEE Software, 2009

[5] Dirk Riehle. "The Economic Motivation of Open Source." IEEE Computer, April 2007

[6] Dinkelacker et al. "Progressive Open Source." ICSE ’02. IEEE Press, 2002

[7] Henry Chesbrough. *Open Innovation.* HBS Press, 2003

[8] Harrison Owen. *Open Space Technology.* BK Publishers, 2008

[9] Rachel King. “No Rest for the Wiki.” Businessweek.com, March 2007

[10] Stewart Mader. *Wiki Patterns.* Wiley, 2008

Thank you!