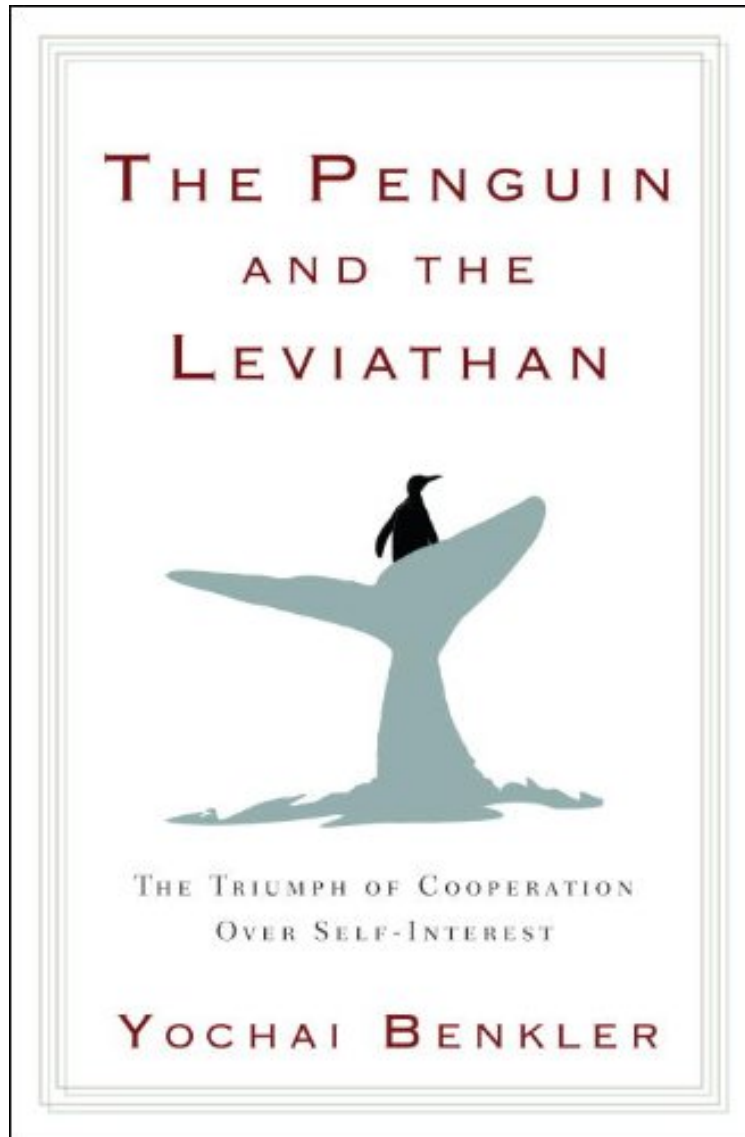


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The Penguin and the Leviathan: How Cooperation Triumphs over Self-Interest

Yochai Benkler

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Yochai Benkler : The Penguin and the Leviathan: How Cooperation Triumphs over Self-Interest before purchasing it in order to gage whether or not it would be worth my time, and all praised The Penguin and the Leviathan: How Cooperation Triumphs over Self-Interest:

1 of 1 people found the following review helpful. Reasonable recommendatins, but weak on understanding human natureBy Tim TylerThe book makes many reasonable points - where it draws on the author's experience in creating cooperative online communities. However its theoretical models are weak, and the author's views of human nature

seem to be heavy on naive wishful thinking. The book starts badly, contrasting selfish "homo-economicus" models with cooperation. However, these just aren't two sides of a coin - much cooperative behavior occurs for selfish reasons. The author doesn't seem to understand this point properly. He implies that economists models betrayed a lack of understanding of human nature. "Homo-economicus" is a simplified model. Economists always realized this - I think it is only their critics that didn't. The second chapter is about evolutionary biology. Considering that the author is a law professor, the treatment is quite good. However, that is not saying very much. The author goes through some examples of kin-selected behaviour, describing them in terms of group selection and giving David Sloane Wilson credit for our understanding of them. This seems silly to me. Kin selection was the work of Hamilton and Price in the 1960s. David Sloane Wilson's contribution has largely consisted of an attempt to rechristen this work. To say that group selection is "essential to explaining many of the cooperative behaviours we observe" ignores the fact that these behaviours have been explained equally well by kin selection, using the exact same mathematics - in many cases. The rest of the book was of better quality. The author does defend against the accusation of being too "hippy-dippy" in the text. However, my conclusion was that an over-rosy view of human nature contributed to his positive conclusions. Building cooperative groups - including online groups - is an important task. This book offers some valuable advice about doing that. However, to make cooperation work, a better understanding of human nature would help, by better allowing people to avoid the pitfalls. That's where this book is weak. 0 of 0 people found the following review helpful. Excellent summary of cooperative qualities and how to encourage and create them. By Judith A Young. The Penguin and the Leviathan contains summaries of many studies that point to the specific qualities that encourage us to cooperate in many different types of circumstances. The final chapter discusses how we can set up circumstances so that we can not only encourage, but also create, these qualities in the group's participants. The two best examples the author uses are the Open Source Software community and Toyota. The Open Source Software community demonstrates cooperation in a new technology. The Toyota example demonstrates cooperation within a very old industry, the auto industry, and within a well established large corporation. Corporations are not traditionally set up with the cooperative model. Corporations are traditionally set up with a hierarchical model. The author demonstrates how Toyota has used the cooperative model with their workers, customers, and suppliers to create a system that works for all the participants and to have become the largest auto company in the world. 0 of 0 people found the following review helpful. wonderful message! let's not be afraid of the future! By terpi. Good book. Clear writing. One thing I didn't like was that there is no works cited page (which probably make it a little harder to read). He probably assumed we could just look up his sources online, but I like to have one condensed section in the book of references.

What do Wikipedia, Zip Car's business model, Barack Obama's presidential campaign, and a small group of lobster fishermen have in common? They all show the power and promise of human cooperation in transforming our businesses, our government, and our society at large. Because today, when the costs of collaborating are lower than ever before, there are no limits to what we can achieve by working together. For centuries, we as a society have operated according to a very unflattering view of human nature: that, humans are universally and inherently selfish creatures. As a result, our most deeply entrenched social structures - our top-down business models, our punitive legal systems, our market-based approaches to everything from education reform to environmental regulation - have been built on the premise that humans are driven only by self interest, programmed to respond only to the invisible hand of the free markets or the iron fist of a controlling government. In the last decade, however, this fallacy has finally begun to unravel, as hundreds of studies conducted across dozens of cultures have found that most people will act far more cooperatively than previously believed. Here, Harvard University Professor Yochai Benkler draws on cutting-edge findings from neuroscience, economics, sociology, evolutionary biology, political science, and a wealth of real world examples to debunk this long-held myth and reveal how we can harness the power of human cooperation to improve business processes, design smarter technology, reform our economic systems, maximize volunteer contributions to science, reduce crime, improve the efficacy of civic movements, and more. For example, he describes how: By building on countless voluntary contributions, open-source software communities have developed some of the most important infrastructure on which the World Wide Web runs. Experiments with pay-as-you-wish pricing in the music industry reveal that fans will voluntarily pay far more for their favorite music than economic models would ever predict. Many self-regulating communities, from the lobster fishermen of Maine to farmers in Spain, live within self-regulating system for sharing and allocating communal resources. Despite recent setbacks, Toyota's collaborative shop-floor, supply chain, and management structure contributed to its meteoric rise above its American counterparts for over a quarter century. Police precincts across the nation have managed to reduce crime in tough neighborhoods through collaborative, trust-based, community partnerships. A must-read for anyone who wants to understand the dynamics of cooperation in 21st century life, The Penguin and the Leviathan not only challenges so many of the ways in which we live and work, it forces us to rethink our entire view of human nature. From the Hardcover edition.

Yochai Benkler is the smartest thinker we have on the effects of the internet on society. In *The Penguin and the Leviathan*, he lays out the ways that larger, looser, freer collaborations are transforming how we think about work and about the value we give and get from each other. -Clay Shirky, bestselling author of *Here Come Everybody* and *Cognitive Surplus* "Benkler speaks the truth on every page -- presenting a brighter vision of human nature that we keep insist on denying for no good reason." -Tim Wu, bestselling author of *The Master Switch* and professor, Columbia Law School. From the Hardcover edition. About the Author Yochai Benkler is the Berkman Professor of Entrepreneurial Legal Studies at Harvard University. Since the 1990s, he has been a leading scholar in the role of collaboration in information technology, business, society, and culture, and his work has been featured in *The Economist*, *Wall Street Journal*, *New York Times*, and *Time Magazine*. His previous book, *The Wealth of Networks*, was named best business book about the future by *Strategy + Business Magazine*.