Contents

List of Figures xiii
List of Tables xviii

1 What Is Collective Intelligence? 1
1.1 The Need for New Types of Collective Problem Solving 1
1.2 Theoretical Perspectives on CI 6
   1.2.1 A General Group Intelligence Factor 7
   1.2.2 Self-Organization 9
   1.2.3 The Role of Diversity 10
1.3 Top Solvers in Online Innovation Teams 15
1.4 A Cultural-Historical Perspective on CI 16
1.5 The Methodological Steps 18
   1.5.1 Step 1: Review Current CI Practices 18
   1.5.2 Step 2: Identifying CI as Three Types of Collective
   Problem Solving 20
   1.5.3 Step 3: A Historical Analysis of the Problem-Solving Types 22
   1.5.4 Step 4: Design of CI 23

2 Crowdsourcing 27
2.1 What Is Crowdsourcing? 27
2.2 Online Innovation Contests 28
   2.2.1 Background 28
   2.2.2 The IdeaRally: Rapid Problem Solving in Large Groups 32
   2.2.3 The Climate CoLab: Transparent Innovation Contests 36
2.3 Online Citizen Science 38
   2.3.1 Zooniverse: Online Citizen Science Platforms 38
   2.3.2 FoldIt: Citizen Science Games 42
2.4 Summary 46
   2.4.1 Crowdsourcing Skills 47
   2.4.2 Design of Crowdsourcing 48
3 Open Online Knowledge Sharing 50
  3.1 Background 50
  3.2 Open Sharing of Scientific Knowledge 51
    3.2.1 Open Access Publishing 51
    3.2.2 Open Database Projects 52
    3.2.3 Open Textbooks 54
    3.2.4 Wikipedia 56
    3.2.5 The Polymath Project 58
    3.2.6 Galaxy Zoo Quench 61
  3.3 Open Sharing of Practical Knowledge 62
    3.3.1 Open Sharing of Videos 62
    3.3.2 Open Sharing of Geographical Resources 66
    3.3.3 Open Sharing of Corporate Knowledge 67
    3.3.4 Open Sharing of Political Arguments 68
  3.4 Summary 72

4 Human Swarm Problem Solving 75
  4.1 Background 75
  4.2 Decision Threshold Methods 77
    4.2.1 Quorum Decisions as Swarm Problem Solving among Animals 77
    4.2.2 Human Quorum Response as Swarm Problem Solving 82
    4.2.3 Majority Decisions 85
  4.3 Averaging 88
    4.3.1 Averaging as Swarm Problem Solving in Animals 88
    4.3.2 Human Averaging as Swarm Problem Solving 90
  4.4 Large Gatherings 93
    4.4.1 Large Gatherings as Swarm Problem Solving among Animals 93
    4.4.2 Large Gatherings as Human Swarm Problem Solving 96
  4.5 Heterogeneous Social Interaction 104
    4.5.1 Heterogeneous Social Interaction in Animal Swarm Problem Solving 104
    4.5.2 Human Heterogeneous Social Interaction as Human Swarm Problem Solving 108
  4.6 Environmental Sensing 114
    4.6.1 Environmental Sensing in Animal Swarm Problem Solving 114
    4.6.2 Human Environmental Sensing 118
  4.7 What Is Human Swarm Problem Solving? 124
    4.7.1 Predefined Problems 125
    4.7.2 Prespecified Problem-Solving Procedures 126
    4.7.3 Rapid Time-Limited Problem Solving 129
    4.7.4 Individual Learning 131
    4.7.5 Summary of the Basic Characteristics in Human Swarm Problem Solving 133
The Origins of Human Swarm Problem Solving

5.1 Background

5.2 The Emergence of Group Hunting

5.3 The Emergence of Premodern Trade

5.4 Human Swarm Problem Solving in Ancient Athens

5.4.1 Maximizing Information about the Athenian Territory

5.4.2 Heterogeneous Social Interaction through Rotation and Randomization

5.4.3 Decision Threshold Methods in the Assembly and the People’s Court

5.4.4 Large Gatherings in Athens

5.5 A Summary of Human Swarm Evolution

5.5.1 The Evolution of Synchronized Swarm Problem Solving

5.5.2 The Evolution of Pinpointed Swarm Problem Solving

Human Stigmergic Problem Solving

6.1 What Is Stigmergic Problem Solving?

6.1.1 Background

6.1.2 Quantitative Stigmergy

6.1.3 Qualitative Stigmergy

6.1.4 Sematectonic Stigmergy

6.1.5 Marker-Based Stigmergy

6.1.6 Human Stigmergic Problem Solving Is Solution-Centered

6.2 Rating Complete Solutions

6.2.1 Search Engines and Collaborative Filtering

6.2.2 Different Rating Methods

6.3 Reestimating Solutions

6.4 Completing Solutions

6.5 Adapting Complete Solutions

6.5.1 Background

6.5.2 Open Textbooks

6.5.3 Internet Memes

6.6 What Is Human Stigmergic Problem Solving?

6.6.1 Solution-Centered Collective Problem Solving

6.6.2 “Rating Complete Solutions” as Marker-Based, Quantitative Stigmergy

6.6.3 “Reestimating Solutions” as Quantitative, Sematectonic Stigmergy

6.6.4 “Completing Solutions” as Qualitative, Sematectonic Stigmergy

6.6.5 “Adapting Complete Solutions” as Sematectonic, Qualitative Stigmergy

6.6.6 Improvement of Solutions as the Basis for Human Stigmergic Problem Solving
# Contents

7 The Origins of Human Stigmergic Problem Solving 208
   7.1 Background 208
   7.2 The Invention of Writing 209
   7.3 The Invention of the Printing Press 214
      7.3.1 Mass Copying of Printed Information 215
      7.3.2 Flexible Modification of Printed Information 225
   7.4 A Summary of Human Stigmergic Evolution 232
      7.4.1 The Invention of Writing 232
      7.4.2 The Invention of the Printing Press 234
      7.4.3 The Invention of the Internet 235

8 Collaborative Problem Solving 238
   8.1 Background 238
   8.2 Working Well with Others
      8.2.1 Being in a Symmetrical Group Relationship 240
      8.2.2 Interest in Meeting People Who Are Different 241
   8.3 Cognitive Diversity 242
   8.4 Equal Participation 247
   8.5 Joint Coordination
      8.5.1 Establishing a Shared Understanding of the Problem 251
      8.5.2 Planning the Process 251
      8.5.3 Staying Focused on Shared Goals 251
      8.5.4 Ensuring the Conversational Flow 252

9 The Origins of Collaborative Problem Solving 254
   9.1 Background 254
   9.2 Antecedents to Mutual Collaboration
      9.2.1 Mutual Collaboration Originates from Gestural Communication 255
      9.2.2 Three Communicative Motives 258
      9.2.3 The Joy of Collaboration 260
   9.3 Antecedents to Collaborative Culture
      9.3.1 The Emergence of a Community of Learners 262
      9.3.2 Equal Participation 266
   9.4 A Summary of the Evolution of Collaborative Problem Solving 271

10 Intelligent Engagement 276
   10.1 Background 276
   10.2 Mass Deliberation
      10.2.1 Citizens’ Council in Ostbelgien 279
      10.2.2 Better Reykjavík 282
   10.3 Mass Voting 285
   10.4 Transparent Collective Work
      10.4.1 Crowd Peer Review 292
      10.4.2 The Icelandic Experiment 295
      10.4.3 Crowdsourcing Bills of Law 296
Contents

11 Intelligent Contributions

11.1 Background

11.2 Many Different Perspectives on the Same Work

11.3 The Golden Middle Way Is the Best Solution

11.3.1 Meeting at the Quantitative Middle Point

11.3.2 Finding a Balanced Representation of All Sides

11.3.3 Identifying Commonalities

11.4 Searching for the Unexpected Solution

11.5 Modularizing the Tasks

11.5.1 A Modularization Strategy

11.5.2 Modularization in Strongly Interconnected Content Structures

11.5.3 Modularization in Loosely Connected Content Structures

11.6 Summary

12 Intelligent Evaluations

12.1 Background

12.2 The Reputation Society

12.2.1 The Emergence of the Reputation Society

12.2.2 Online Reputations Moving into New Domains

12.2.3 Reputation Score Systems in Social Media

12.3 Evaluating the Collective Work

12.3.1 Shared Coordination

12.3.2 The Need for Coordinators

12.4 Institutionalizing Critical Discourse

12.4.1 The Nomothetai

12.4.2 The Citizen's Assembly in Ireland

12.4.3 Knowledge Commons

12.5 Summary

13 COVID-19 as a Wicked Problem

13.1 Background

13.2 The Test and Trace Strategy

13.3 Effective Communication about the Pandemic

13.4 Rule Compliance

13.5 COVID-19 in a CI Perspective

13.5.1 Transparent Information

13.5.2 Citizen Responsibility

13.5.3 Collective Learning

10.5 Social Media Activism

10.6 Dysfunctional Engagement

10.7 Summary
Motivation to Contribute

Background

Being Immersed

Being Immersed in Simple Tasks

Being Immersed in Complex Tasks

Being Recognized

Being Part of a Community

Learning as Motivation

Individual Learning as Motivation

Collective Learning as Motivation

Transformative Learning as Motivation

Economic Motivation

Making Societal Contributions

Summary

The Intelligent Society

Background

Instrumentarian Intelligence

Civic Intelligence

References

Index