



Open Source. Choice. Confidence. Control.

# Would you do it for free again?

Stormy Peters

# Intro

- Me
  - GNOME was my intro to OSS
  - HP and the Open Source Program Office
  - OpenLogic helps companies use OSS

# Intro

- Me
  - GNOME was my intro to OSS
  - HP and the Open Source Program Office
  - OpenLogic helps companies use OSS
- You
  - How many are paid to work on GNOME?
  - If you got a different job, would you still be working on GNOME?

# The Scary Question

If someone works on something because they enjoy it  
(intrinsic reward)

And you start paying them  
(adding an extrinsic reward)

If you stop paying them,  
Will the intrinsic reward still be enough?

Will companies unintentionally corrupt the open  
source software model?

# Really scary to me!

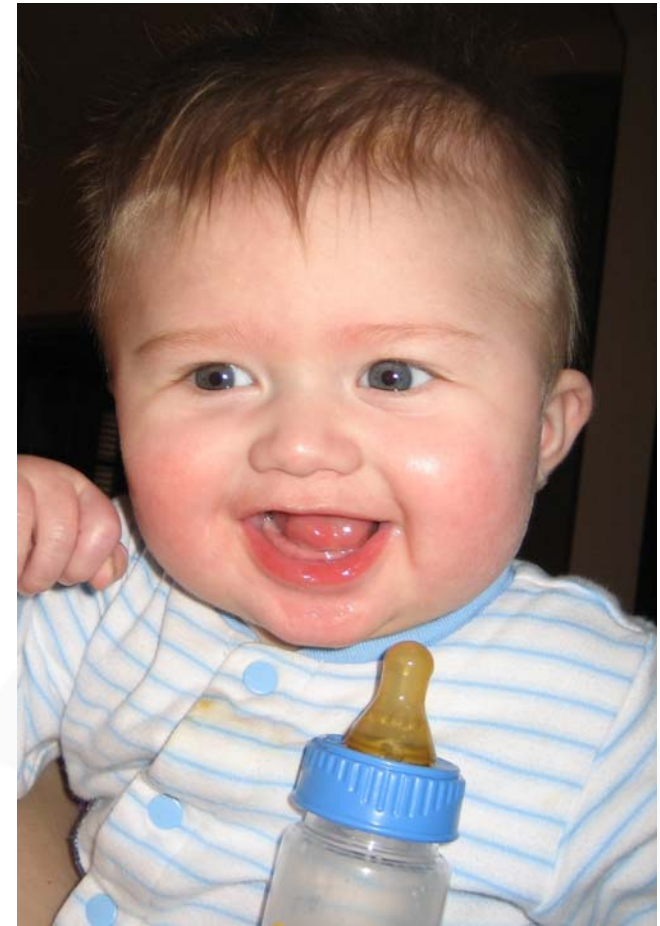
Two reasons:

1. Seven years convincing companies to use open source

# The Best and the Brightest

Getting the best ...  
... keeping them happy ...

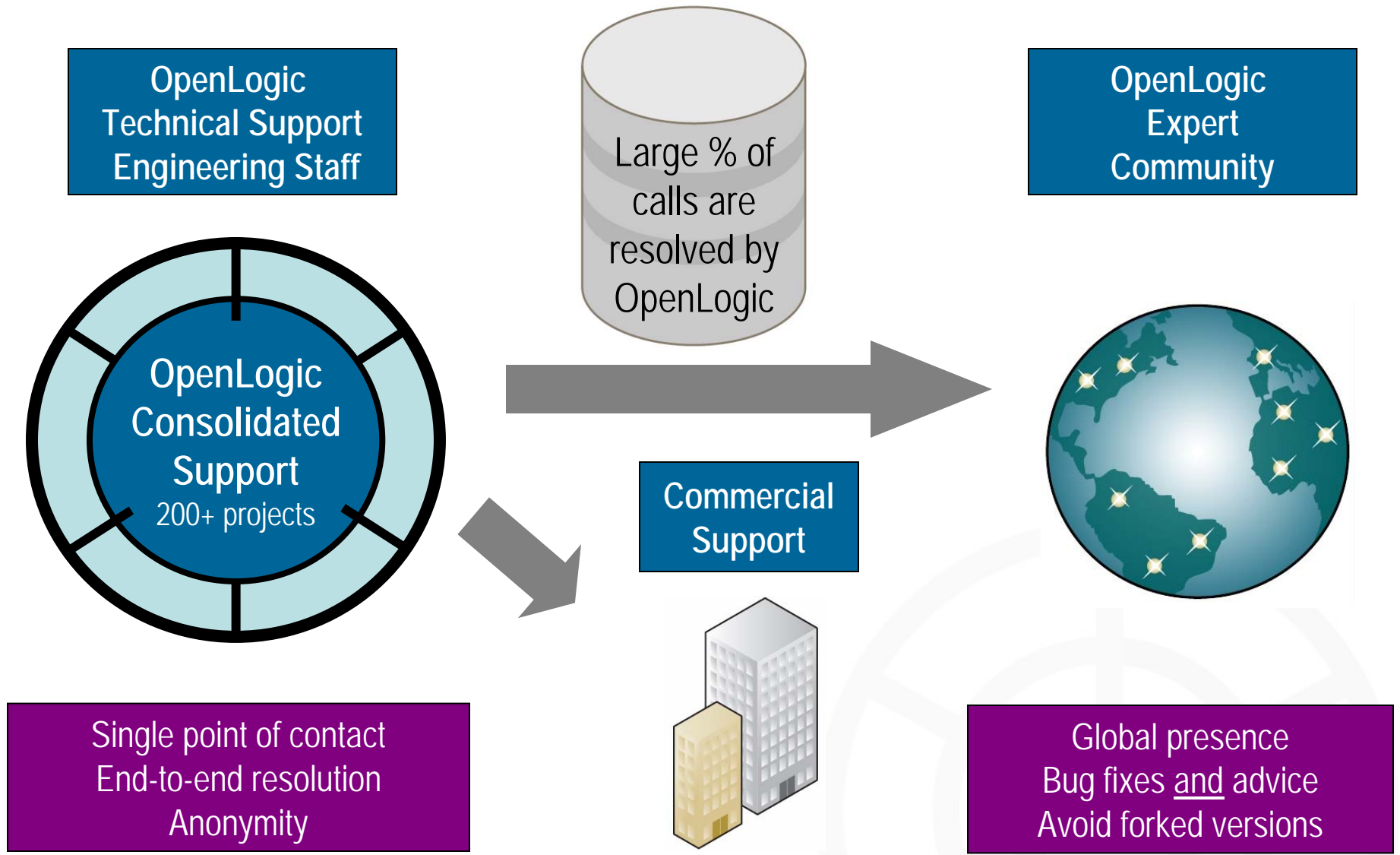
Why should we look to  
open source?



# Really scary to me!

1. Seven years convincing companies to use open source
2. Starting the OpenLogic Expert Community to pass revenue on to the open source community

# OpenLogic Expert Community





# How Open Source Works Without Pay

# Open source is successful

## ■ Projects

- Apache Http Server
- Linux
- GNOME

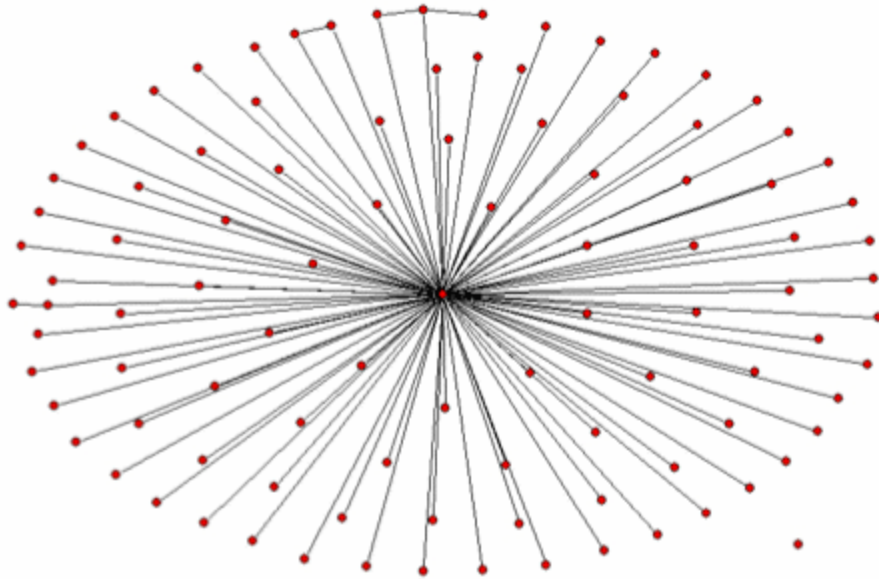
## ■ Companies

- MySQL
- RedHat/JBoss (\$350 million)
- Novell/SuSE/Ximian

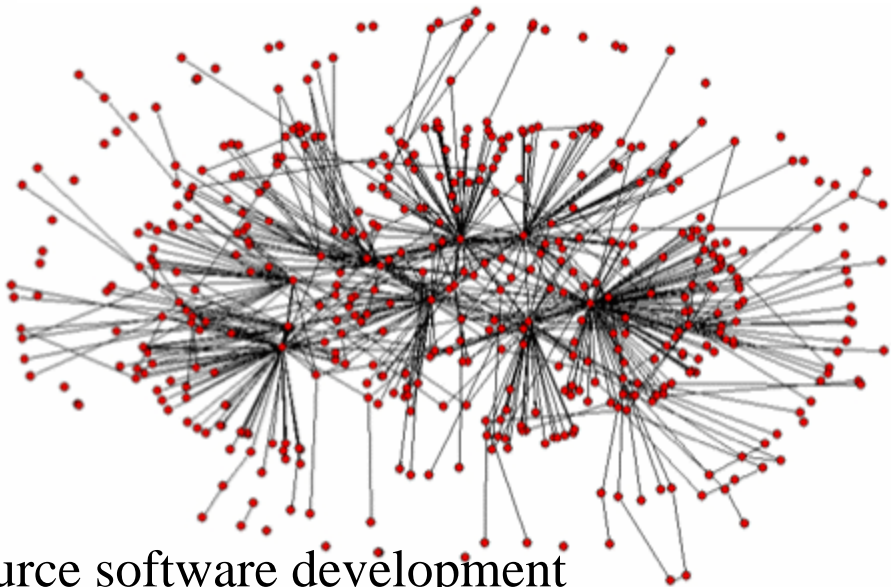


# What makes open source successful?

# Not centralization



Plot of interactions for curl, a highly centralized project




The social structure of free and open source software development

By Kevin Crowston and James Howison Plot of interactions for squirrelmail, a decentralized project

[http://www.firstmonday.org/issues/issue10\\_2/crowston/index.html](http://www.firstmonday.org/issues/issue10_2/crowston/index.html)

# Not project size

- Python, gaim, linux, Apache http server all have 100s of developers.
- Many successful open source software projects have one primary developer.



Open source is successful in large part because of the people that develop the projects.

# What motivates OSS developers

Lots and lots of studies ...

... that all basically agree on the same principles.

# What motivates OSS developers

The top five motivations of open-source participants were:

- To take part in an *intellectually stimulating* project.
- To *improve* their skill.
- To take the opportunity to work with open-source code.
- Non-work *functionality*.
- Work-related functionality.

Boston Consulting Group and MIT

# What motivates OSS developers

Academics theorized that it was extrinsic rewards:

- better jobs,
- career advancement

They found that enjoyment-based intrinsic motivation:

- how *creative* a person feels working on the project,
- user *need*,
- *intellectual* stimulation, and
- *improving* programming skills.

<http://freesoftware.mit.edu/papers/lakhaniwolf.pdf>

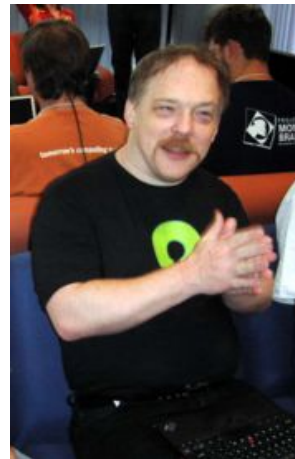
**Why Hackers Do What They Do: Understanding Motivation and Effort in Free/Open Source Software Projects**

By Karim R. Lakhani and Robert G Wolf

# Meritocracy

Meritocracy

Fame (but maybe not fortune)



# Interesting Problems

- Learning new things (=20% raise!)
- Solving something really challenging (at 3am)
- Showing you're clever
- "grunt work" or boring work can be ignored

# Active Users

- Users = Developers
- Transparency

# Everybody gets a voice

- Transparency
- People choose their own roles
- Everybody can express an opinion
- Everybody can just do it
- Decisions are not mandated
- You can argue a point forever
- Idealism
- Anybody can disagree with the “manager” - vocally




# So How Are Companies Paying for Open Source?

# Types of payment

- Bounties
- Payment in kind
- Grants
- Employment



# So Are Companies Corrupting Open Source Software?



Research says companies are probably  
corrupting the motivation of developers  
they pay.

# Israeli Daycare

- Being late was an inconvenience to the teachers
- When fines were started (an additional motivation!) parents became *worse* at picking their kids up on time
- The fine was canceled - but parents did not return to their original level of picking kids up on time

# New York Schools Paying for Grades

- **Paying NYC kids for:**
  - taking standardized tests
  - good grades
  - attendance
- **Two reasons for doing something is not better than one**
  - 2<sup>nd</sup> reason subtracts from the first one (30 year old research)
  - Motives compete with each other
- **Barry Schwartz**
  - professor of social theory and social action, Swarthmore College,
  - *The Paradox of Choice: Why More is Less*
  - NPR 7/2/07
  - New York Times, OpEd 7/2/07 "Money for Nothing"

# Nursery School Kids & Markers


- Kids were given special markers to play with
- Some rewarded
- Kids given awards were:
  - less likely to draw
  - drew worse pictures!
- Kids draw because drawing is fun and results in a picture. (intrinsic reward)
- The “good player” award is a second reason and in the absence of a chance to earn an award, the children aren’t interested in drawing.

# Swiss & Nuclear waste

- Swiss citizens were asked if they would accept nuclear waste in their town.
- 50% accepted it because it was their responsibility as Swiss citizens.
- When offered 6 weeks pay a year, only 25% accepted!

# So maybe they leave the original project


- But I bet they move on to other OSS projects



The real question is if companies are trying hard to use OSS, and instead corrupting it, what are they doing wrong?

# How companies currently use open source

- **Company around OSS**
  - RedHat, MySQL, Covalent, ...
- **Using OSS in their IT environment**
- **Using OSS in their products**
  - Shipping OSS as part of their product



The problem is that companies are using  
open source software as if it were  
proprietary software.



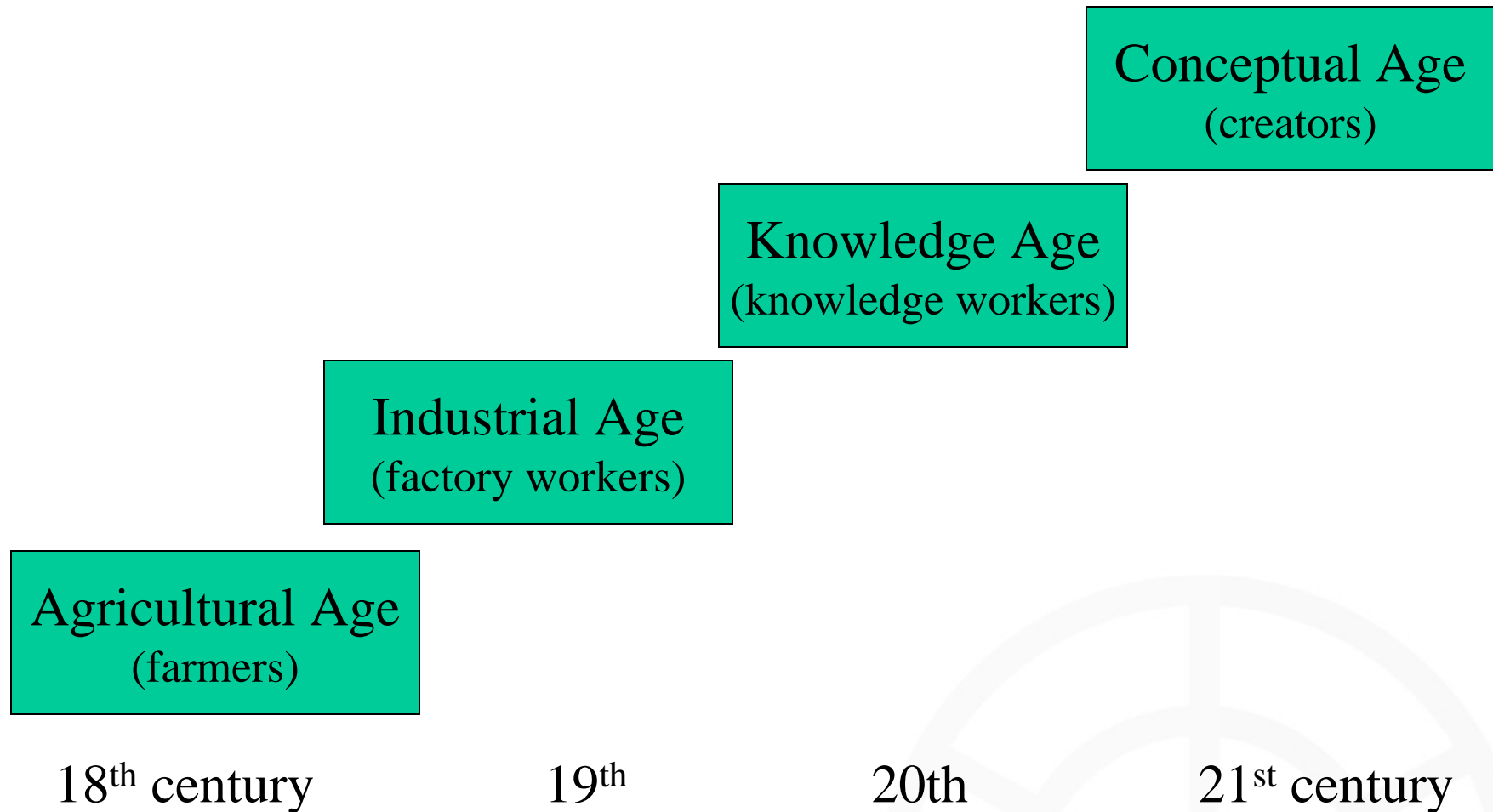
There's one key part of the open source model that is being left out when we describe it.

# A Whole New Mind: Why Right-Brainers Will Rule the Future by Dan Pink

## Left brain work used to be cool and prestigious

- Lawyers. Accountants. Radiologists. Software engineers.
- **Abundance**
  - Things are cheap
- **Asia**
  - Outsourcing
- **Automation**
  - Cool and works you out of a job

# Creative Design is the New Way



A Whole New Mind by Dan Pink

# Design

- If things are abundant, automated and Asianized then ... it's about design and experience
  - Starbucks over coffee
- **High Concept**
  - Combine unrelated ideas
  - Artistic/emotional beauty
  - Detect patterns
- **High Touch**
  - Purpose
  - Meaning

Michael Tiemann just blogged on design – bunch of great links.

# What's missing

- **The open source model!**
  - Open source code
  - Transparent model
  - Meritocracy
  - ...
  - Developers as designers
- **Open source developers are left brain and right brain thinkers**

# OSS vs Proprietary Development Model

## ■ OSS

- Developers are designers, user interface experts, product managers, marketing managers, ...

## ■ Traditional companies

- Lots of resources – which are great
  - ▶ Product Manager
  - ▶ Technical Writers
  - ▶ QA
  - ▶ Marketing Manager
- Less direct path for developers to submit product roadmap and design ideas

# What do we do?

- Continue to be designers as developers
- Work to show organizations:
  - Writing code is not all left-brain
  - Design happens as code is written
  - Transparency is necessary
- Explain that open source is different because of the people
  - Open source developers aren't simply the best coders – they are that and more



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