

Setting Standards

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A Delft University of Technology and United Knowledge Simulation
Exercise on Strategy and Cooperation in Standardization

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The Exercise: Why?

- 1. Creating a Common Practical Experience**
- 2. Exploring Strategic Challenges**
- 3. Examining Typical Behaviors**
- 4. Learning by doing**
- 5. Serious Play**



The Exercise: How?



Before Lunch

- You will represent 1 of 8 negotiating parties
- You have a formal job description
- You also need to create a *collaborative* solution

After lunch...

- We will examine what happened,
- We will discuss why it happened, and
- We will draw lessons for real life collaboration

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The Exercise: What?

- Setting Standard for a New Technology
- By Stakeholders Who Participate Voluntarily
- In a Negotiation Process
- Guided by Formal Procedural Rules
- Facilitated by a Neutral Standards Organization



What is a Standard?

A standard is a document established by consensus (...) that provides, for common and repeated use, rules, guidelines or characteristics for activities or their results, (...)

ISO/IEC 2004



Learning Goals



- **Develop an Understanding of the Stakes, Strategies and Dilemmas in Standardization Processes**
- **Identify Stakeholder's Interests and Public Interests**
- **Become Familiar with the Role of Procedures in Standardization**
- **Develop Analytical and Practical Skills for Successful Engagement in the 'Politics' of Standard-Setting**

Standardization

At Least Three Kinds of Processes:

- Through Competition: 'uncoordinated market'
- Through Coercion: 'state control'
- Through Co-operation: 'negotiated agreement'



Standardization through Co-operation

- **Creating Conditions** for
- **Voluntary Compliance** to a
- **New Standard** through a
- **Negotiation Process** Guided by
- Negotiated **Formal Procedures**
- Enforced by a Neutral **Standards Organisation**



Phases of the Process

1. Advocacy for a New Standard
2. Deciding on a Process with a Standards Organization
3. Formal Process
4. Follow-up Process (Implementation)



Phases of the Process

- Advocacy for a New Standard
- Deciding on a Process with a Standards Organization
- **Formal Process**
- Follow-up Process (Implementation)



What is the role of government?

- **Procurement**
- **Expert**
- **Trusted party**
- **Convener / facilitator**
- **Regulator**
- ...



Setting Standards for



Mind-Motion Technology

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Mind-Motion



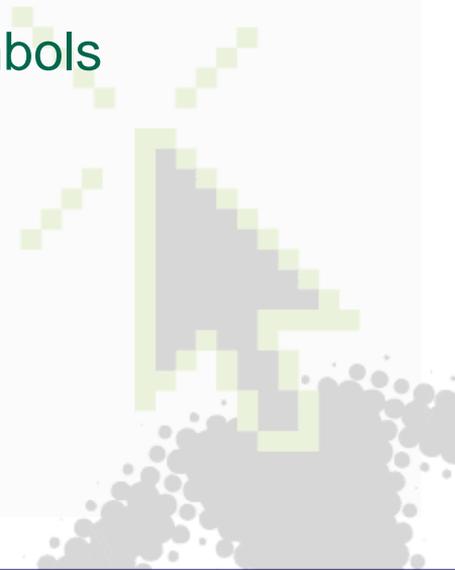
- Mind Motion Technology allows PC users to operate certain functions of their computers hands free – with their minds
- By concentrating on a symbol from a standard table, users emit brain waves that are detected by the Mind Motion receiver that is connected to their computer equipment

M.I.S.T.



TechnoPlug has introduced the de facto standard for Mind-Motion Technology:

- Mind Interface Symbol Table (MIST) with 300 symbols
- Mind Motion Receiver Frequency: 8 MiMo



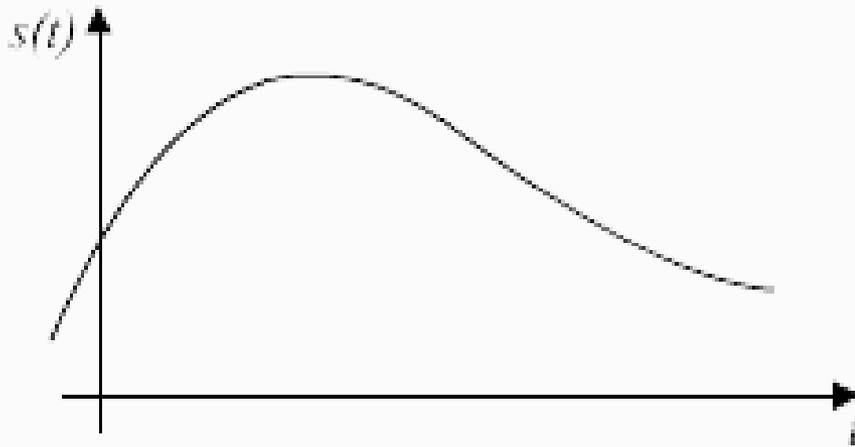


M.I.S.T.

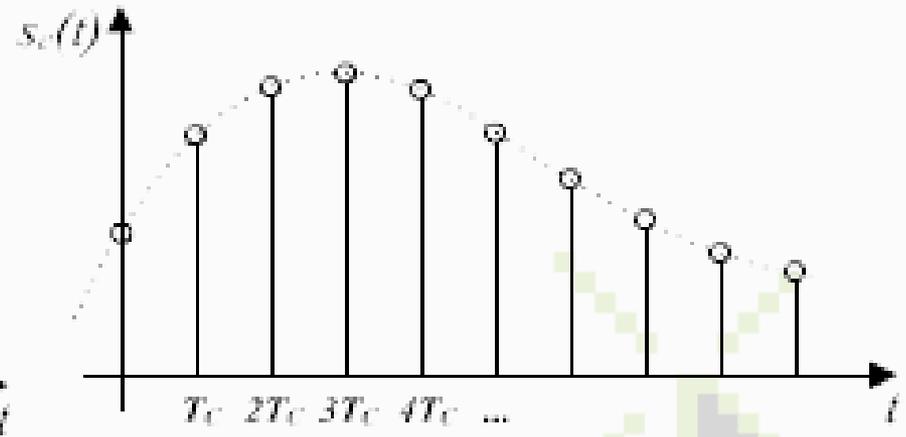
COMPONENT DIRECTION ORIENTATION AND ORIGIN LOCATION				BRIDGE	CP	CPZ
<p>ALL SYMBOL NAMES ARE SUFFIXED WITH THE DIRECTION INDICATOR.</p>						
				CAC	CRPH1	CRPH2
				CRPH3	CRTE	
				CRTU	CRU	
				CV	L	GRDC BRIDE GND5
				LA	LAPP	LC
				LMPF	LMP1	LMPN
				MCP	ONOSP	
				ONFET	ONGLN1	
				ONPH2	ONPH3	ONPH
				ONLN1	ONPET	
				ONGLN1	ONPH	
				ONLN1	OSCP	
				<p>PRODUCT #3010 SCHEM-ANSI - INDEX PAGE 1 OF 2</p>		

Sheet with standardized component symbols

M.I.S.T.



Continuous thought



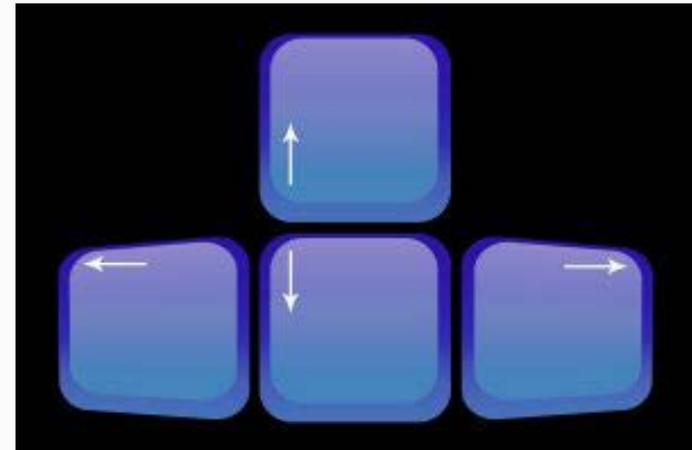
Sampled thought

frequency: 8 samples per second, 8 MiMo

Short History

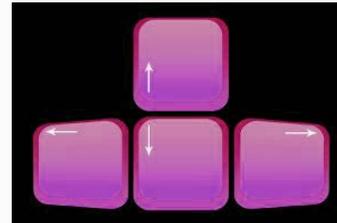
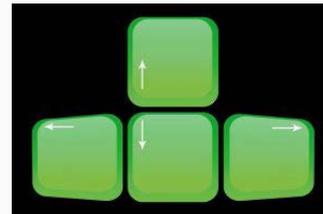


***TECHNO
PLUG***



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Short History



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Short History



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Short History



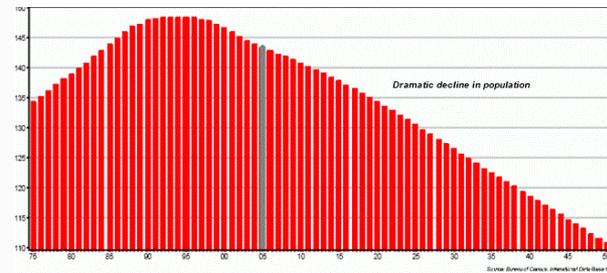
Standard organization SuperStand



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Short History



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Short History



US MINISTRY



of Public Health
and Mind Control

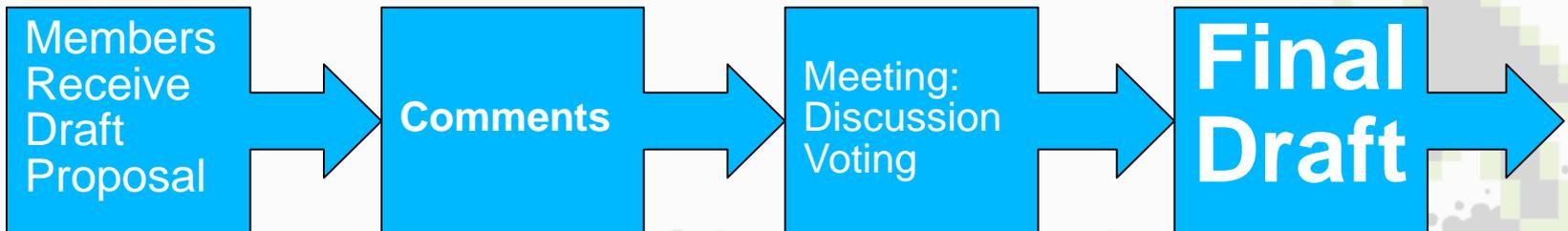
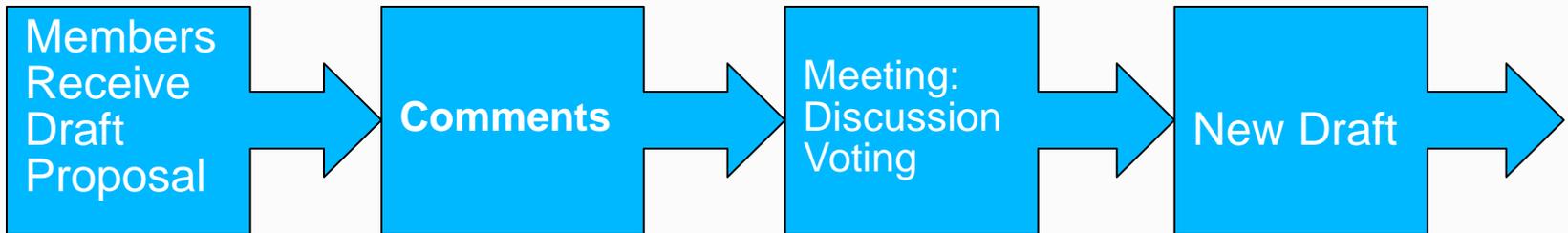


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The Process



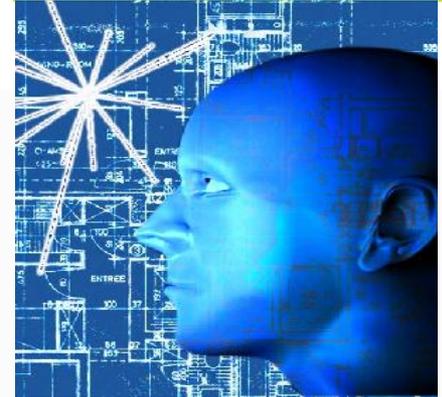
Time

Action

Result

9:30	Introduction	
10:00	Read role description	
10:10	Strategy Meeting per Actor about First Draft Proposal	Internal Strategy Comments
10:40	First Plenary Meeting	Accepted Comments Rejected Comments
11:15	Break	New Draft
11:30	Strategy meeting per Actor about Second Draft Proposal	Comments
11:45	Final plenary meeting	Accepted Comments Rejected Comments FINAL PROPOSAL
12:30	Lunch	
13:30	What Happened?	
14:15	Why did it happen?	
15:00	Break	
15:15	How to deal with that?	
16:00	End	

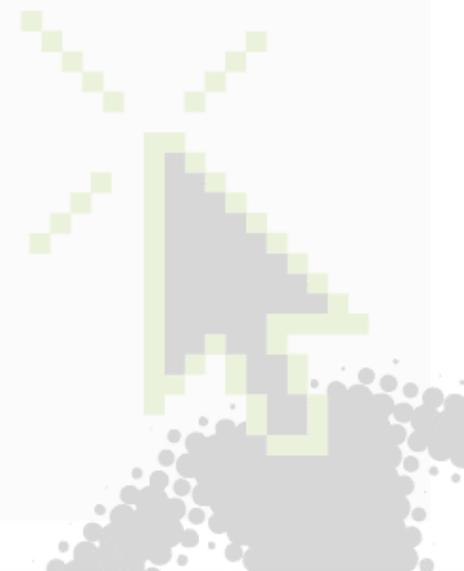




2.0 Draft Standard

- 1.
2. The symbol lists contains the 300 core symbols
3. The mind sample frequency is 8 MiMo
- 4.

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Debriefing

Setting Standards

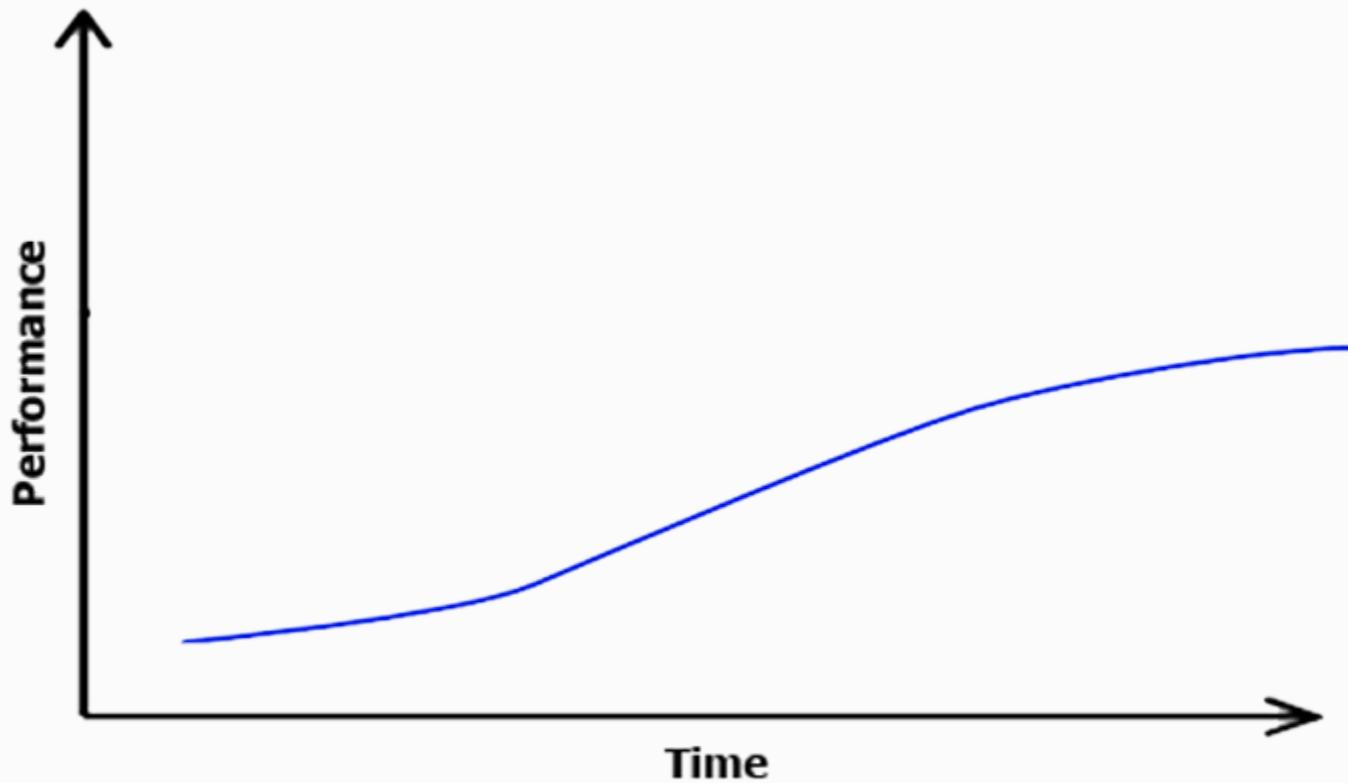


What Happened & Why?

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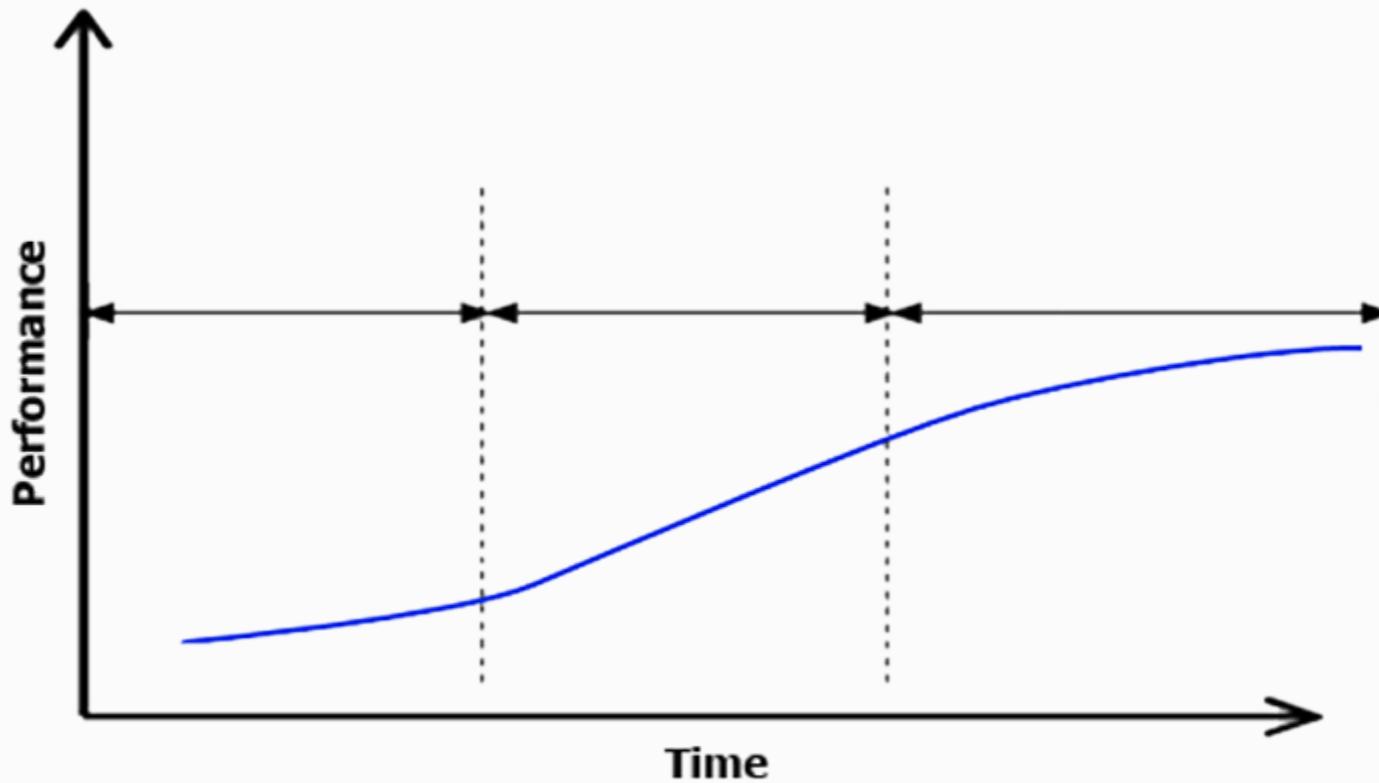
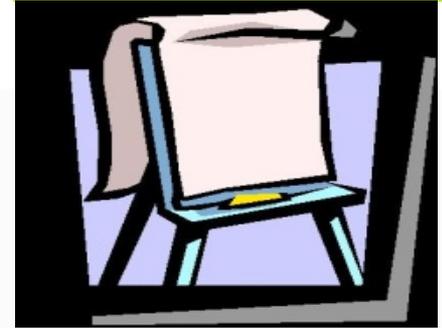


Technology maturity life cycle



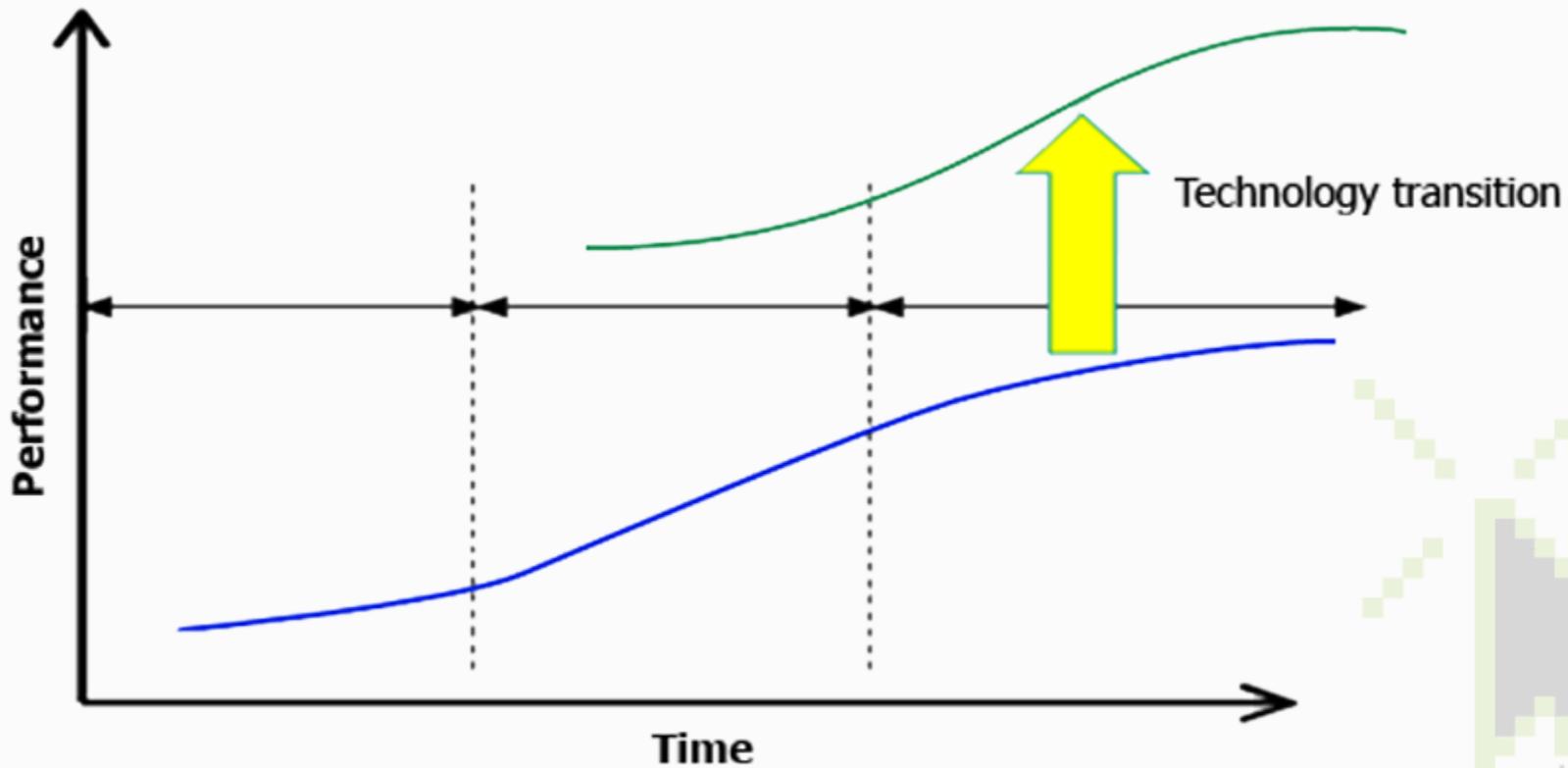
Standardization and the technology S-curve (Egyedi & Sherif, 2008)

Technology life cycle



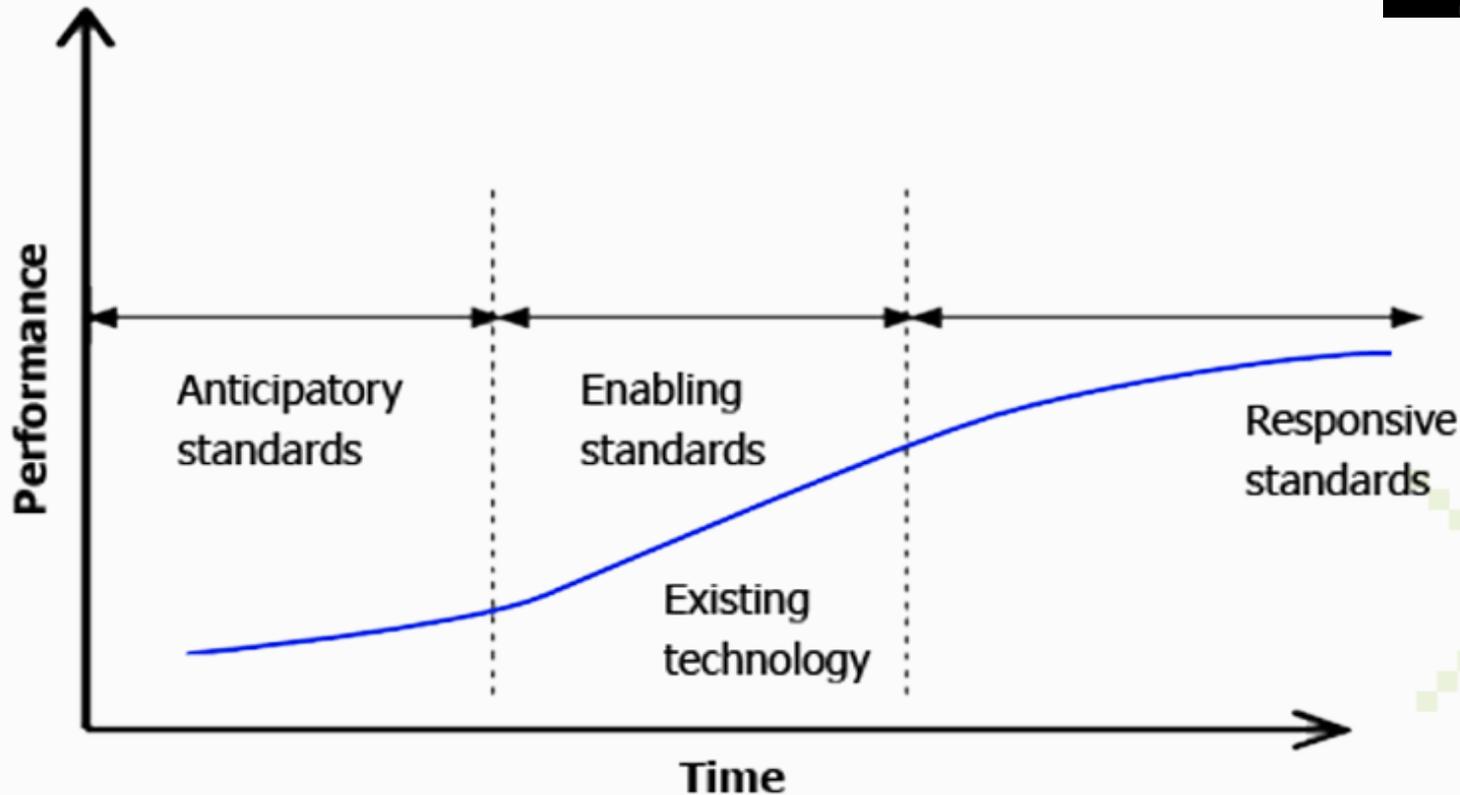
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Technology life cycle



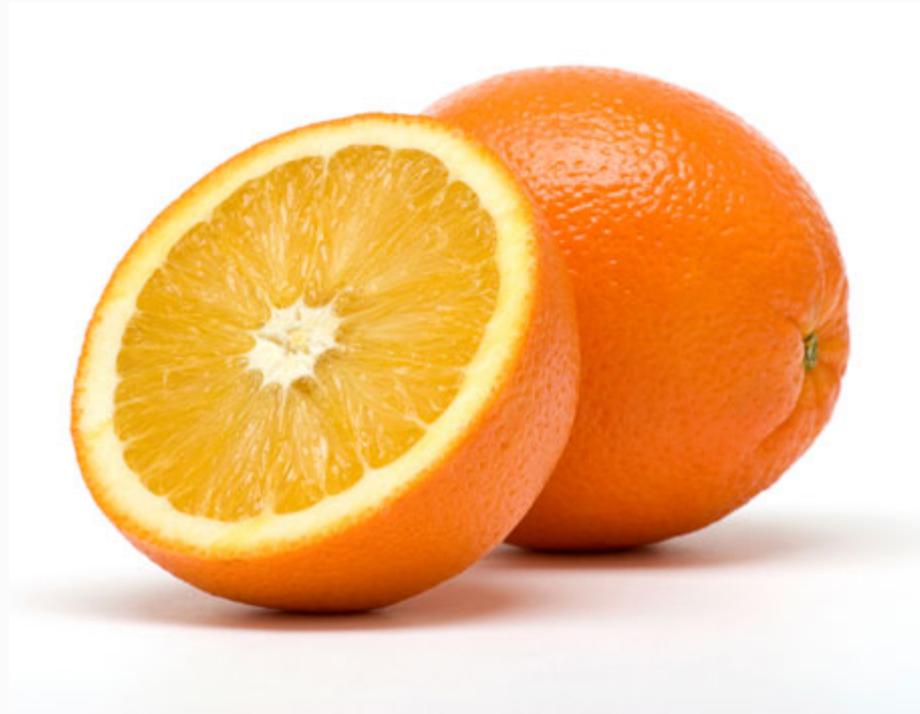
Standardization and the technology S-curve (Egyedi & Sherif, 2008)

Technology life cycle



Standardization and the technology S-curve (Egyedi & Sherif, 2008)

Negotiation theory



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Negotiating a Collaborative Solution

- Nature of Negotiation
 - Multiple Actors, Multiple Rounds, Multiple Tables
- Focus of the Negotiation
 - Issues
 - Relationships
 - Sustainability
- Role of Negotiation
 - Claiming Value *and* Creating Value

Negotiation Theory

- Value Claimers
 - Competitive: Win as Much as You Can
 - Distributive Deals: Divide the Pie
 - Focus on Positions
 - Know Yourself, Know Your Enemy

- Value Creators
 - Co-operative: Identify Mutual Gains
 - Integrative Deals: Enlarge the Pie
 - Focus on Interests
 - Invest in Collaborative Inquiry and Deliberation

Negotiation theory



Focus on

Short Term

Long Term

Focus on

Interests

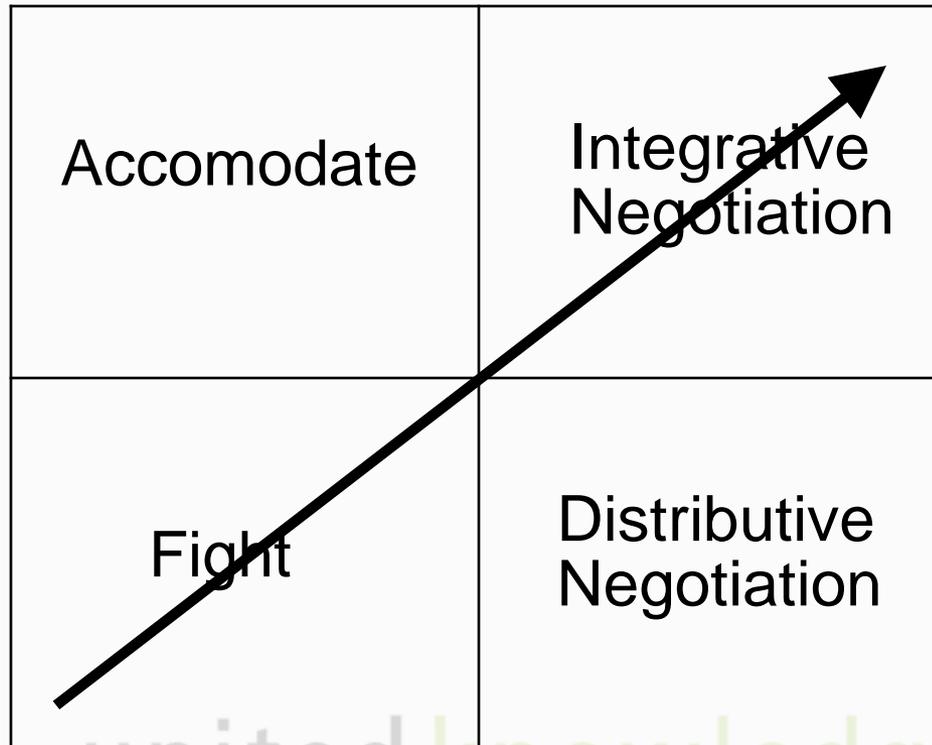
Accomodate

Integrative
Negotiation

Positions

Fight

Distributive
Negotiation



The Negotiator's Dilemma

- *Prisoners Dilemma*: How to Avoid Terrible and Mediocre Outcomes?
- How to Combine Creating and Claiming Value?
(*An Enlarged Pie Still Needs to be Divided...*)
- Co-operative Strategies May Undermine Competitive Strategies

Strategies with Potential

- Focus on Differences
 - Valuation of Assets and Benefits
 - Calculation of Risks

- Focus on Norms and Behavior May Frame Negotiation:
 - Fairness
 - Public Value

Common **Mistakes** of Collaborative Work

1. Failing to Recognize a Negotiation Situation
2. Failing to Acknowledge Value Claiming *and* Value Creating Dimensions
3. Failing to Look Beyond Negotiation

Collaboration **Beyond** Negotiation

- No Articulated Interests / Positions
- No Negotiating Parties
- No Negotiation “Table”
- No Negotiation Environment
 - “Distractions”
 - “Irrationality”
 - “Resistance”

Creating a Collaborative Solution

How to balance *creating* value and *claiming* value?

Are you working on the *issues* or on *relationships*?

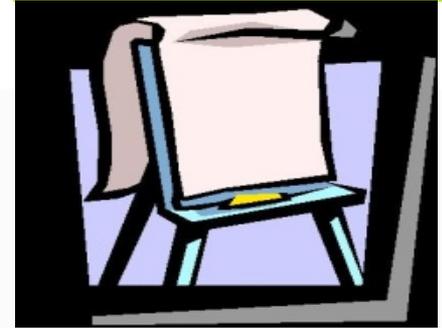
What actors do you need for legitimacy & support and

Who do you need for operational capacity?

What is your best estimate of public value added?

How *specific* is your proposition?

Leadership for Standardization



What can or should governments do?

**Leave it
to the
Market**

ROOM FOR NEGOTIATION

- Convene parties
- Set Agenda
- Frame the Debate
- Facilitate Negotiation
- A Kind Word and a Stick

**Impose
a
Standard**

Leadership for Standardization



How to Determine the Role of Government?

What is the nature of the technology?

How mature is the technology?

Why would we want a standard?

What does the market situation look like?

What are the interests and positions?

What are feasible goals for negotiation?

How best to achieve those goals?