Research Contribution: Bit Flips & Literature Review

CS 197 & 197C | Stanford University | Sean & **Lauren**

cs197.stanford.edu | cs197c.stanford.edu

Slides adapted from previous iterations of the course by Michael Bernstein

Research Contribution: Bit Flips & Literature Review

CS 197 & 197C | Stanford University | Sean & **Lauren**

cs197.stanford.edu | cs197c.stanford.edu

Slides adapted from previous iterations of the course by Michael Bernstein

What you've done so far

A1 due just now!

CS197: Section project ranking form should be submitted

CS197C: Weekly small groups + research mentor meetings should be scheduled; first research log completed

What's coming later this week

CS197: Final project group assignments by EOD Wednesday

CS197C: First small group + research mentor meetings

Attendance policy

Reminder: one excused lecture + one excused section / small group

Attendance will be tracked through **Canvas**:

- An assignment will open during lecture each Tuesday where you will report if you attended Tuesday lecture or not
- You have until the end of Thursday section / small groups to attest whether you attended lecture or not
- Do **not** submit the form if you didn't attend lecture (including excused absences)
- We are trusting you to self-report your lecture attendance
- Falsely asserting that you attended lecture is considered academic dishonesty and an honor code violation!

To help you remember, we'll remind you to fill it out in section / small groups

CA communication guidelines

- 197 - for questions, send to:
  - HCI: 197-hci@cs.stanford.edu
  - AI + CompBio: 197-compbio@cs.stanford.edu
  - AI for Sustainability: 197-sustain@cs.stanford.edu
- We will try to respond within in 24hrs weekdays, 48hrs weekends
- For debugging questions, please use the template from the course website w emailing for help
- Try to keep things short, simple, and sweet!
- For 197C, use 197c@cs.stanford.edu

Last time

Defined what makes something research

"Introducing a **fundamental new idea** into the world"

Lots of examples of "*No, let's do it this way!*"

It's easy to recognize great research once it's happened

But what about *before* the research has been done?

How to cultivate a "*No, let's do it this way!*" mindset

Bit Flips & Literature Reviews

How do we get to the point where we know what has been done, and why our idea is different, new, and exciting?

We'll be using these skills in Assignment 2, out today and due next week.

Your goal

Getting to a section of a paper that looks and feels like this →

Nominally, it's a general overview of what's already been done; but, its true goal is to help you and others understand the novelty

Crowdsourcing is the process of making an open call for contributions to a large group of people online [7, 37]. In this paper, we focus especially on *crowd work* [42] (e.g., Amazon Mechanical Turk, Upwork), in which contributors are paid for their efforts. Current crowd work techniques are designed for decomposable tasks that are coordinated by workflows and algorithms [55]. These techniques allow for open-call recruitment at massive scale [67] and have achieved success

RELATED WORK

In this section, we motivate flash organizations through an integration of the crowdsourcing and organizational design research literature, and connect their design to lessons from distributed work and peer production (Table 1).

Crowdsourcing workflows

Crowdsourcing is the process of making an open call for contributions to a large group of people online [7, 37]. In this paper, we focus especially on *crowd work* [42] (e.g., Amazon Mechanical Turk, Upwork), in which contributors are paid for their efforts. Current crowd work techniques are designed for decomposable tasks that are coordinated by workflows and algorithms [55]. These techniques allow for open-call recruitment at massive scale [67] and have achieved success in modularizable goals such as copyediting [6], real-time transcription [47], and robotics [48]. The workflows can be optimized at runtime among a predefined set of activities [16]. Some even enable collaborative, decentralized coordination instead of step-by-step instructions [46, 86]. As the area advanced, it began to make progress in achieving significantly more complex and interdependent goals [43], such as knowledge aggregation [30], writing [43, 61, 78], ideation [84, 85], clustering [12], and programming [11, 50].

One major challenge to achieving complex goals has been that microtask workflows struggle when the crowd must define new behaviors as work progresses [43, 44]. If crowd workers cannot be given plans in advance, they must form such action plans themselves [51]. However, workers do not always have the context needed to author correct new behaviors [12, 81], resulting in inconsistent or illogical changes that fall short of the intended outcome [44].

Recent work instead sought to achieve complex goals by moving from microtask workers to expert workers. Such systems now support user interface prototyping [70], question-answering and debugging for software engineers [11, 22, 50], worker management [28, 45], remote writing tasks [61], and skill training [77]. For example, flash teams demonstrated that expert workflows can achieve far more complex goals than can be accomplished using microtask workflows [70]. We in fact piloted the current study using the flash teams approach, but the flash teams kept failing at complex and open-ended goals because these goals could not be fully decomposed a priori. We realized that flash teams, like other crowdsourcing approaches, still relied on immutable workflows akin to an assembly line. They always used the same pre-specified sequence of tasks, roles, and dependencies.

Rather than structuring crowds like assembly lines, flash organizations structure crowds like organizations. This perspective implies major design differences from flash teams. First, workers no longer rely on a workflow to know what to do; instead, a centralized hierarchy enables more flexible, de-individuated coordination without pre-specifying all workers' behaviors. Second, flash teams are restricted to fixed tasks, roles, and dependencies, whereas flash organizations introduce a pull request model that enables them to fully reconfigure any organizational structure enabling open-ended adaptation that flash teams cannot achieve. Third, whereas flash teams hire the entire team at once in the beginning, flash organizations' adaptation means the role structure changes throughout the project, requiring on-demand hiring and onboarding. Taken together, these affordances enable flash organizations to scale to much larger sizes than flash teams, and to accomplish more complex and open-ended goals. So, while flash teams' predefined workflows enable automation and optimization, flash organizations enable open-ended adaptation.

Organizational design and distributed work

Flash organizations draw on and extend principles from organizational theory. Organizational design research theorizes how a set of customized organizational structures enable coordination [52]. These structures establish (1) roles that encode the work responsibilities of individual actors [41], (2) groupings of individuals (such as teams) that support local problem-solving and interdependent work [13, 29], and (3) hierarchies that support the aggregation of information and broad communication of centralized decisions [15, 87]. Flash organizations computationally represent these structures, which allows them to be visualized and edited, and uses them to guide work and hire workers. Some organizational designs (e.g., holacracy) are beginning to computationally embed organizational structures, but flash organizations are the first centralized organizations that exist entirely online, with no offline complement. Organizational theory also describes how employees and employers are typically matched through the employee's network [23], taking on average three weeks for an organization to hire [17]. Flash organizations use open-calls to online labor markets to recruit interested workers on-demand, which differs dramatically from traditional organizations and requires different design choices and coordination mechanisms.

Organizational design research also provides important insight into virtual and distributed teams. Many of the features afforded by collocated work, such as information exchange [64] and shared context [14], are difficult to replicate in distributed and online environments. Challenges arise due to language and cultural barriers [62, 34], incompatible time zones [65, 68], and misaligned incentives [26, 66]. Flash organizations must design for these issues, especially because the workers will not have met before. We designed our system using best practices for virtual coordination, such as loosely coupled work structures [35, 64], situational awareness [20, 27], current state visualization [10, 57], and rich communication tools [64].

Peer production

Flash organizations also relate to peer production [3]. Peer production has produced notable successes in Wikipedia and in free and open source software. One of the main differences between flash organizations and peer production is whether idea conception, decision rights, and task execution are centralized or decentralized. Centralization, for example through a leadership hierarchy, supports tightly integrated work [15, 87]; decentralization, as in wiki software, supports more loosely coupled work. Peer production tends to be decentralized, which offers many benefits, but does not easily support integration across modules [4, 33], limiting the complexity of the resulting work [3]. Flash organizations, in contrast, use centralized structures to achieve integrated planning and coordination,

The Bit Flip

The Bit Flip

Recall: research requires novelty

If the idea is already in the world, it is not considered **novel**, and thus not research.

In other words, to do research, you need to achieve something that nobody else has ever done. That novel achievement is called the **contribution** of your research.

You'll hear people say things like:

> "This is an extremely novel contribution" *versus*
>
> "This work is a tad too incremental." (its improvement or level of creativity over the state of the art is only minimal)

Research is a collaborative process

Novel ideas rarely spring forth fully formed from a researcher's head. They're not cool ideas that erupt out of the void.

They're much more often pivoted off of today's work:

- Some constraint that exists but shouldn't, or visa versa
- A realization that an idea has been applied in domains like X and needs to be rethought in domains like Y
- A recognition that others have tried this technique in users of context A, or data of up to size N, but context B or >>N breaks the technique.

Research ideas often arise as a reaction to the researcher's understanding of how other researchers think about the problem today.

Bit flip: invert an assumption

Those examples were instances of a **bit flip**: an inversion of an assumption that the world has about how the world is supposed to work.

Recipe for a bit flip:

1) Articulate an assumption, often left implicit in prior work; this is the *bit*

2) **"No, it should be this way instead"** argue for an alternative to that assumption; this is the *flip*

Bit	Flip	Project
Network behaviors are defined in hardware, statically.	If we define the behaviors in software, networks can become more dynamic and more easily debuggable.	Software-defined networking
Code compilers should utilize smart algorithms to optimize into machine code.	Code compilers will find more efficient outcomes if they just do monte carlo (random!) explorations of optimizations.	STOKE
A minimum graph cut algorithm should always return the optimal answer.	A randomized, probabilistic algorithm will be much faster, and we can still prove a limited probability of an error.	Karger's algorithm

Bit	Flip	Project
Activity tracking requires custom hardware.	Activity tracking requires just a standard cell phone.	Ubifit
NLP machine learning models should read sentences word by word, so the model can see what's before the current word	NLP machine learning models should consume the entire sentence at once, so the parser can see what's before and after	BERT

Single paper bit flip

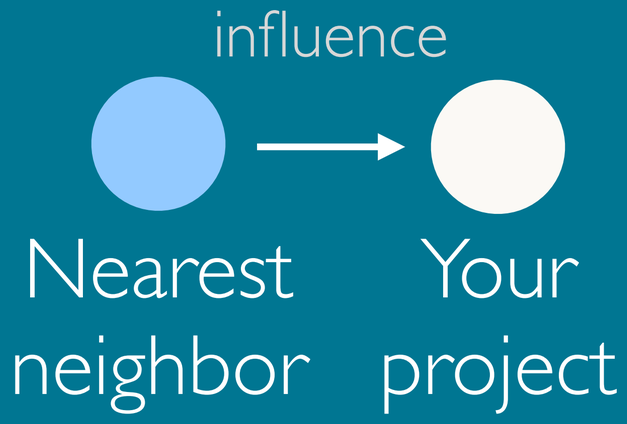
For each project, your CA / research mentor found a paper that is adjacent to the novel idea behind the project.

Think of this as your **nearest neighbor paper**.

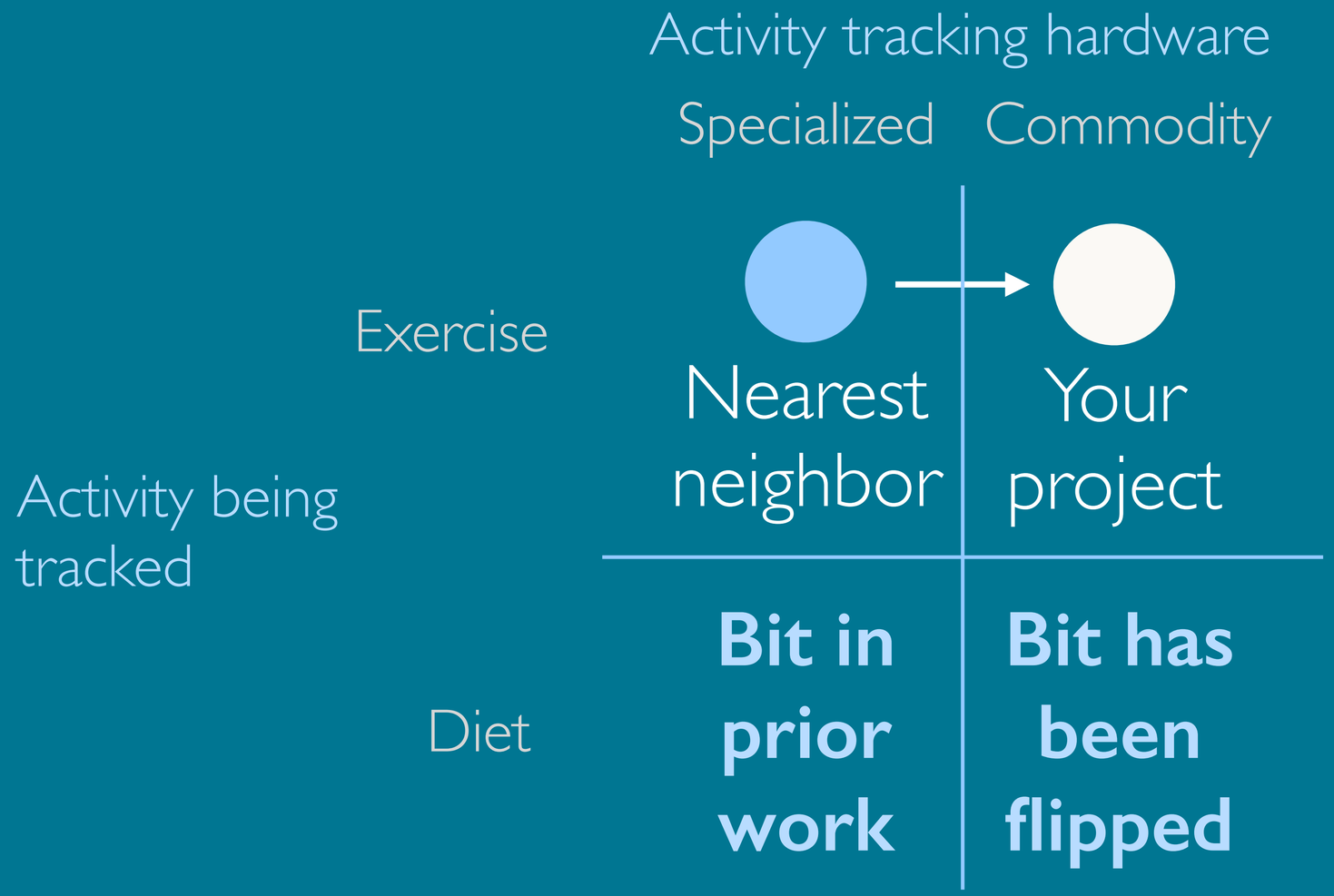
Your project will be some sort of delta off of that paper.

- Your first goal: find what assumption or limitation did it have that you're erasing

Single paper bit flip graph



Single paper bit flip graph



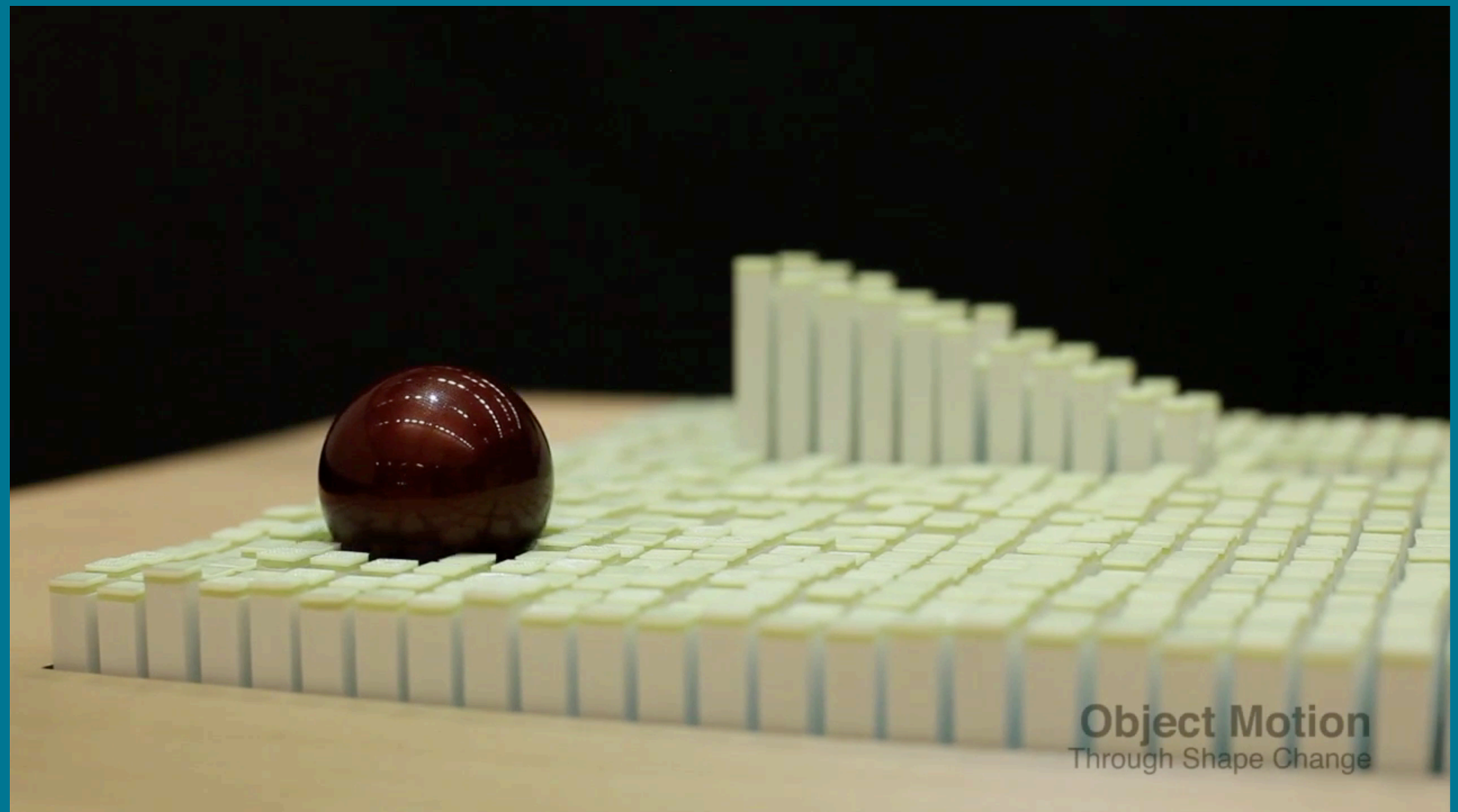
Imagine a set of design axes.

Ideally, your project should maintain position on one / most axes

But should differentiate itself along one axis

Single paper bit flip: an example

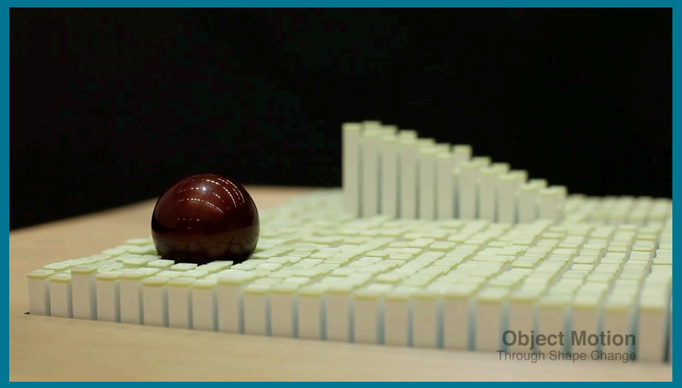
Nearest neighbor paper [Follmer et al. '13] :



Your idea: manipulators with small mobile robots

What's the bit flip? [1min]

But which bit to flip?



What if we changed the size of the pins?

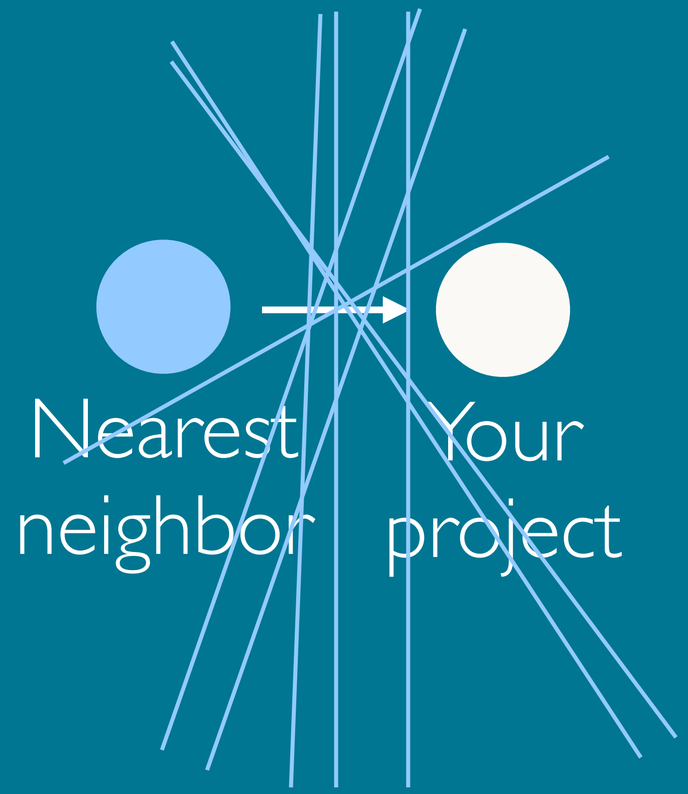
What if we vibrated the pins for haptic feedback?

Could we make it mobile rather than mounted on a table?

However, not every possible bit flip matters. Some are incremental.

You identify more important ideas by bit flipping across a broader literature.

One paper: many possible bits



Each separating line is a possible bit flip.

Which one is best?

Solution: literature-level bit flip

Literature review

Literature: all the research (a.k.a. papers) that have been published in a field around a particular topic

Literature review: reviewing all of the literature in a given area (circular definition, but will make sense soon)

Goal of a literature review: instead of finding an axis of novelty using a single paper, find an axis that's unique more broadly across the area.

Why do this? Helps you pick which bit to flip. Also makes for a stronger argument of novelty!

Literature review recipe

Recipe steps:

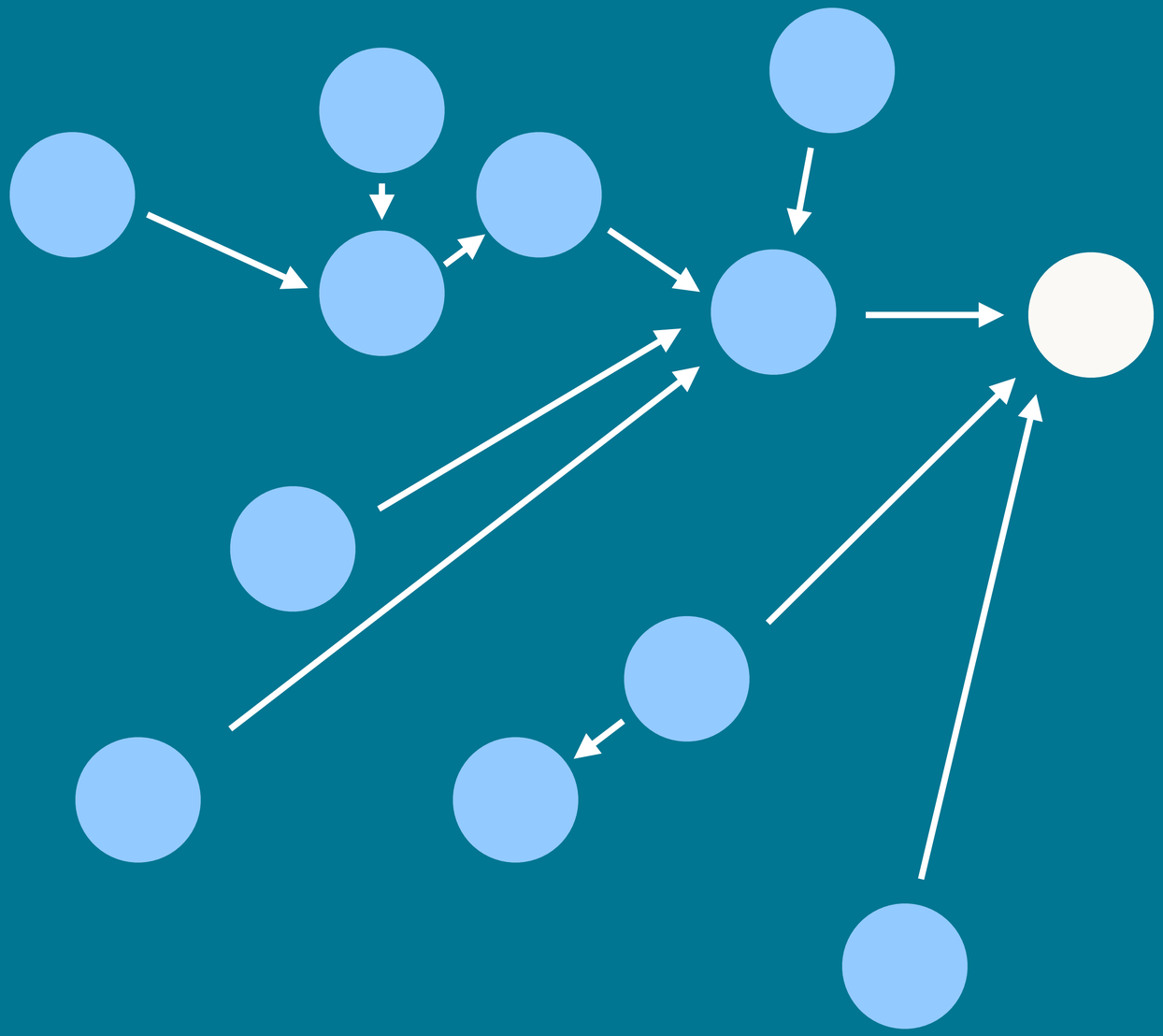
1) Read (sort of) the literature (a.ka. papers)

   Which papers you ask? Stay tuned!

2) Diagnose what assumptions underlie all of the papers

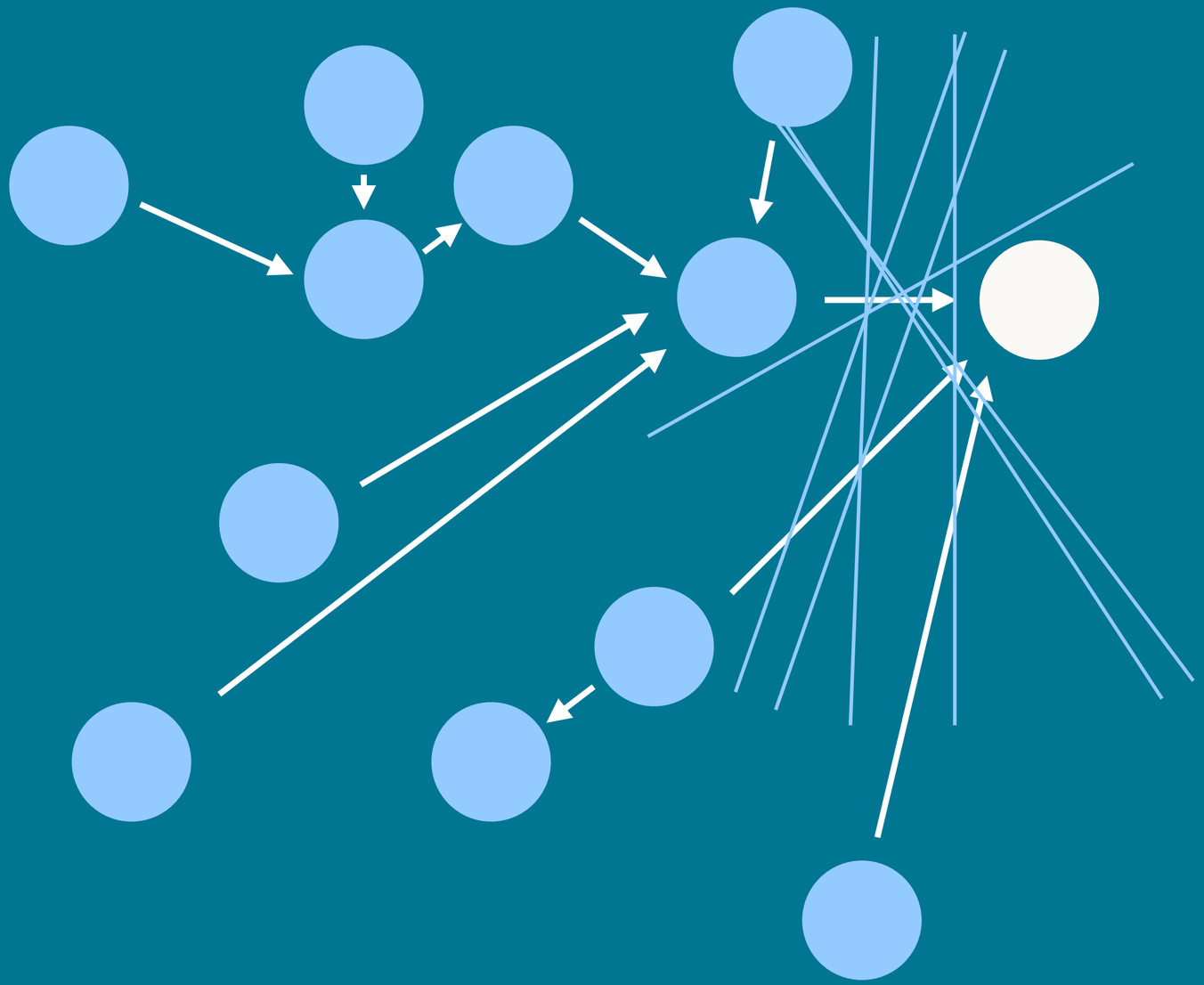
3) Decide which assumption are you changing, and **why it matters**

Literature review = clearer bit flip



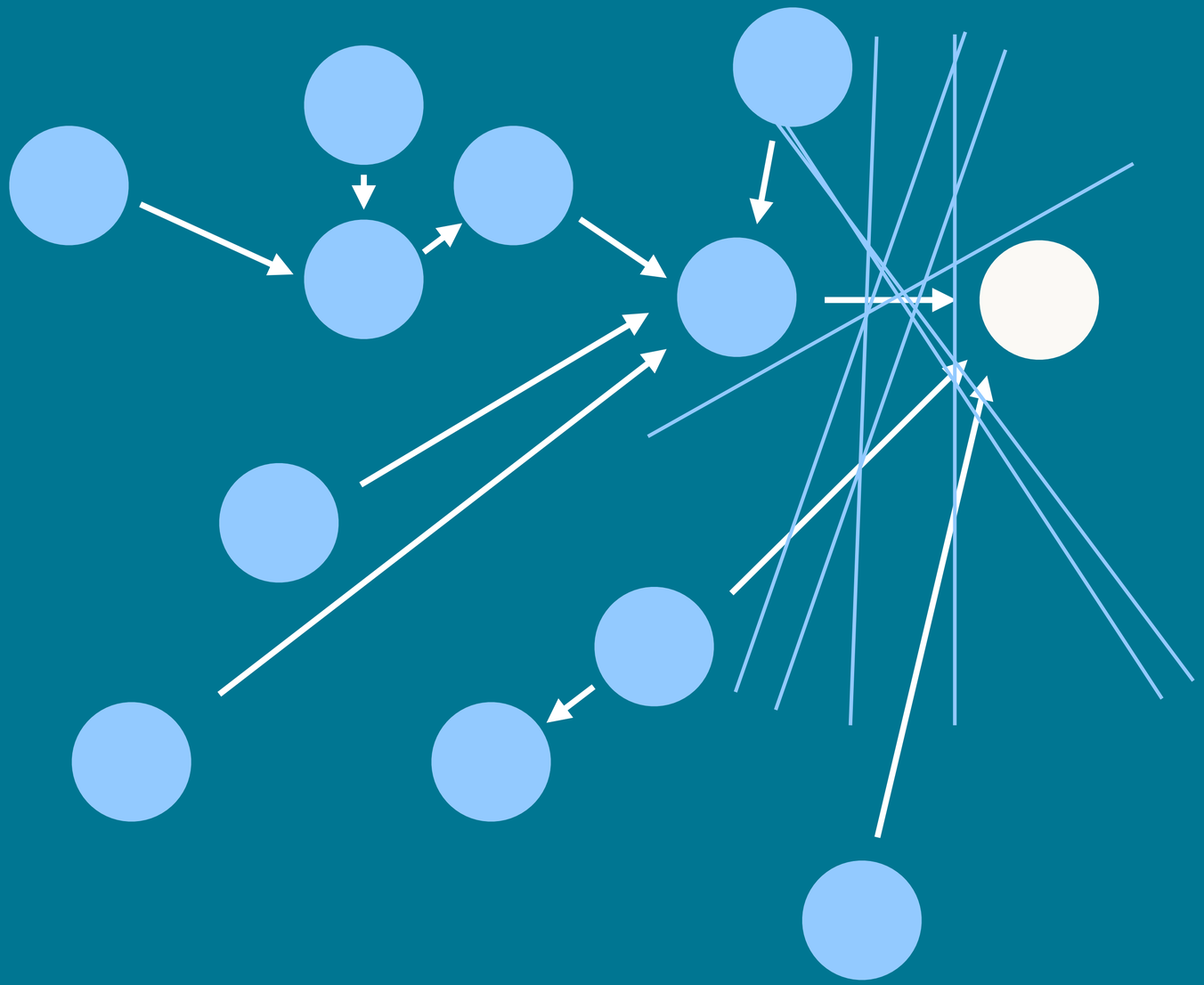
The broader an understanding you have of the literature and the design axes underneath it, the more effectively you can pick the right bit flip.

Literature review = clearer bit flip



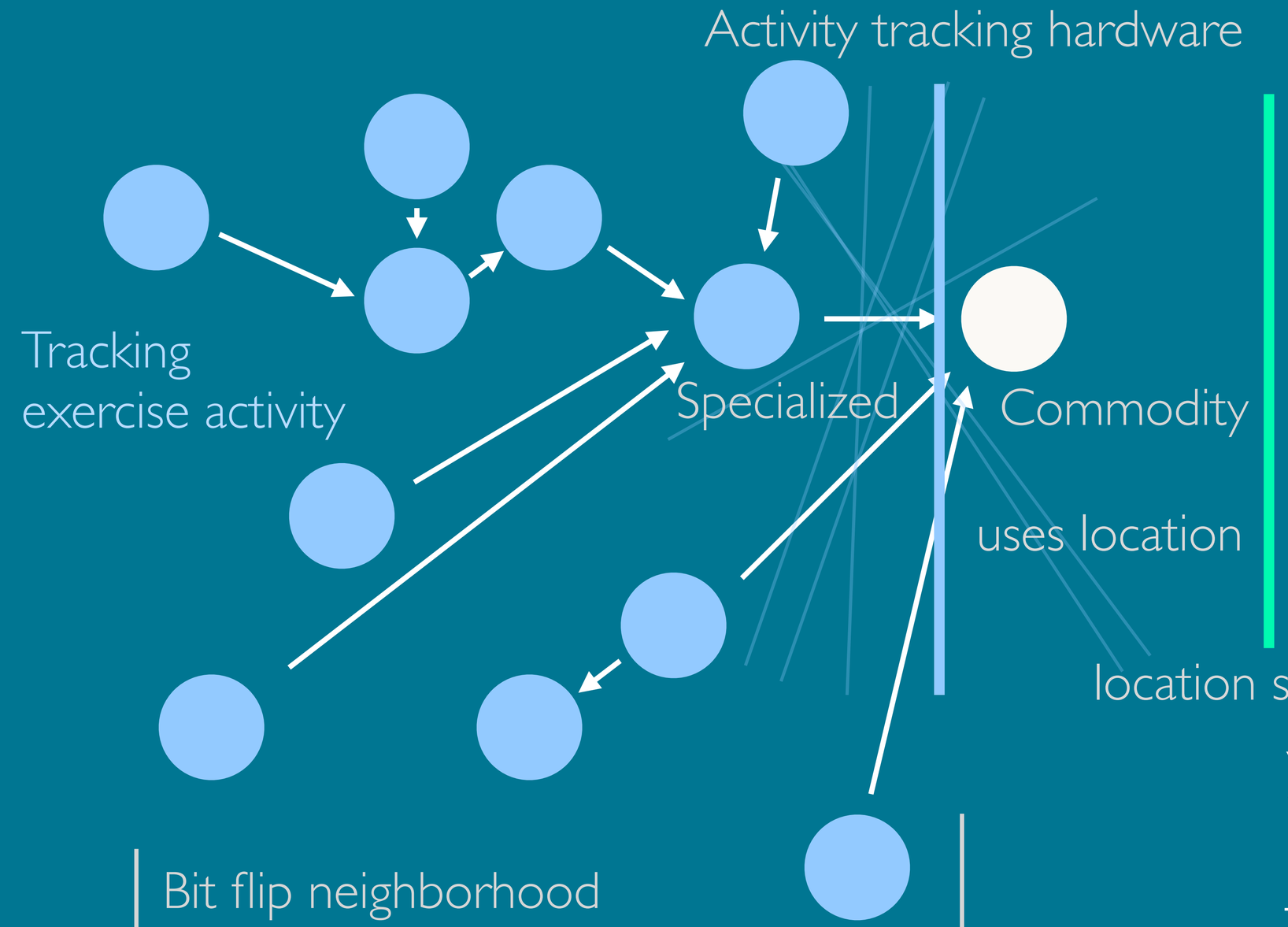
The broader an understanding you have of the literature and the design axes underneath it, the more effectively you can pick the right bit flip.

Literature review = clearer bit flip

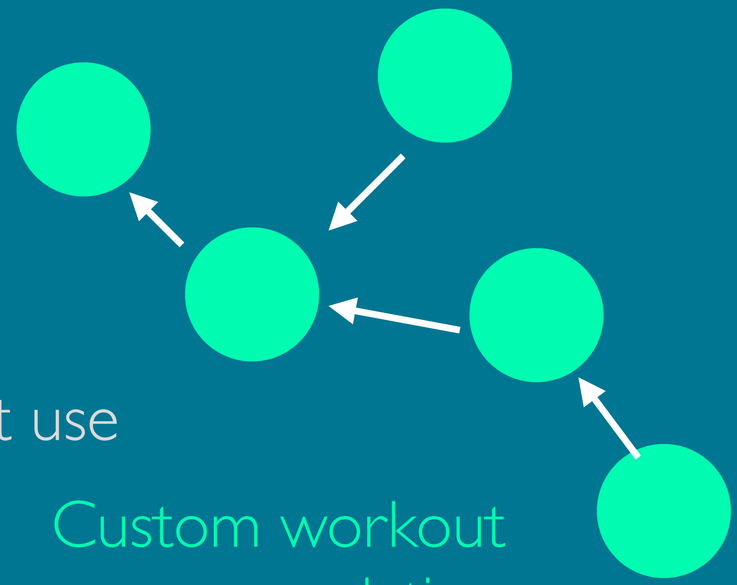


The broader an understanding you have of the literature and the design axes underneath it, the more effectively you can pick the right bit flip.

Recognize your bit flip neighborhood



Finding an idea new to *every* field is rare



your bit flip may not be unique for **all** areas (and that's okay!)

Ultimately…

The bigger your bit flip neighborhood, the more impactful your idea

Minimum neighborhood set size is one paper, but more is ideal

More papers and *newer* papers are important! Shows the research area is "hot" (a.k.a. the community cares a lot about it)

Remember: it's unlikely that you will find an idea that nobody has ever articulated in any context ever. Instead, your goal is to articulate the broadest class of papers possible that your bit flip applies to

Can also broaden your impact with more bit flips & neighborhoods, but beware of trying too many new ideas simultaneously

Remember: more new variables means more room for failure!

Communicating your bit flip

Your bit flip + its neighborhood is communicated through the **Related Work** section

Related Work: lays out the literature in a way that the reader can understand what you're building on (bit flip neighborhood), and what your bit flip is relative to that prior research.

RELATED WORK

In this section, we motivate flash organizations through an integration of the crowdsourcing and organizational design research literature, and connect their design to lessons from distributed work and peer production (Table 1).

Crowdsourcing workflows

Crowdsourcing is the process of making an open call for contributions to a large group of people online [7, 37]. In this paper, we focus especially on *crowd work* [42] (e.g., Amazon Mechanical Turk, Upwork), in which contributors are paid for their efforts. Current crowd work techniques are designed for decomposable tasks that are coordinated by workflows and algorithms [55]. These techniques allow for open-call recruitment at massive scale [67] and have achieved success in modularizable goals such as copyediting [6], real-time transcription [47], and robotics [48]. The workflows can be optimized at runtime among a predefined set of activities [16]. Some even enable collaborative, decentralized coordination instead of step-by-step instructions [46, 86]. As the area advanced, it began to make progress in achieving significantly more complex and interdependent goals [43], such as knowledge aggregation [30], writing [43, 61, 78], ideation [84, 85], clustering [12], and programming [11, 50].

One major challenge to achieving complex goals has been that microtask workflows struggle when the crowd must define new behaviors as work progresses [43, 44]. If crowd workers cannot be given plans in advance, they must form such action plans themselves [51]. However, workers do not always have the context needed to author correct new behaviors [12, 81], resulting in inconsistent or illogical changes that fall short of the intended outcome [44].

Recent work instead sought to achieve complex goals by moving from microtask workers to expert workers. Such systems now support user interface prototyping [70], question-answering and debugging for software engineers [11, 22, 50], worker management [28, 45], remote writing tasks [61], and skill training [77]. For example, flash teams demonstrated that expert workflows can achieve far more complex goals than can be accomplished using microtask workflows [70]. We in fact piloted the current study using the flash teams approach, but the flash teams kept failing at complex and open-ended goals because these goals could not be fully decomposed a priori. We realized that flash teams, like other crowdsourcing approaches, still relied on immutable workflows akin to an assembly line. They always used the same pre-specified sequence of tasks, roles, and dependencies.

Rather than structuring crowds like assembly lines, flash organizations structure crowds like organizations. This perspective implies major design differences from flash teams. First, workers no longer rely on a workflow to know what to do; instead, a centralized hierarchy enables more flexible, de-individuated coordination without pre-specifying all workers' behaviors. Second, flash teams are restricted to fixed tasks, roles, and dependencies, whereas flash organizations introduce a pull request model that enables them to fully reconfigure any organizational structure enabling open-ended adaptation that flash teams cannot achieve. Third, whereas flash teams hire the entire team at once in the beginning, flash organizations' adaptation means the role structure changes throughout the project, requiring on-demand hiring and onboarding. Taken together, these affordances enable flash organizations to scale to much larger sizes than flash teams, and to accomplish more complex and open-ended goals. So, while flash teams' predefined workflows enable automation and optimization, flash organizations enable open-ended adaptation.

Organizational design and distributed work

Flash organizations draw on and extend principles from organizational theory. Organizational design research theorizes how a set of customized organizational structures enable coordination [52]. These structures establish (1) roles that encode the work responsibilities of individual actors [41], (2) groupings of individuals (such as teams) that support local problem-solving and interdependent work [13, 29], and (3) hierarchies that support the aggregation of information and broad communication of centralized decisions [15, 87]. Flash organizations computationally represent these structures, which allows them to be visualized and edited, and uses them to guide work and hire workers. Some organizational designs (e.g., holacracy) are beginning to computationally embed organizational structures, but flash organizations are the first centralized organizations that exist entirely online, with no offline complement. Organizational theory also describes how employees and employers are typically matched through the employee's network [23], taking on average three weeks for an organization to hire [17]. Flash organizations use open-calls to online labor markets to recruit interested workers on-demand, which differs dramatically from traditional organizations and requires different design choices and coordination mechanisms.

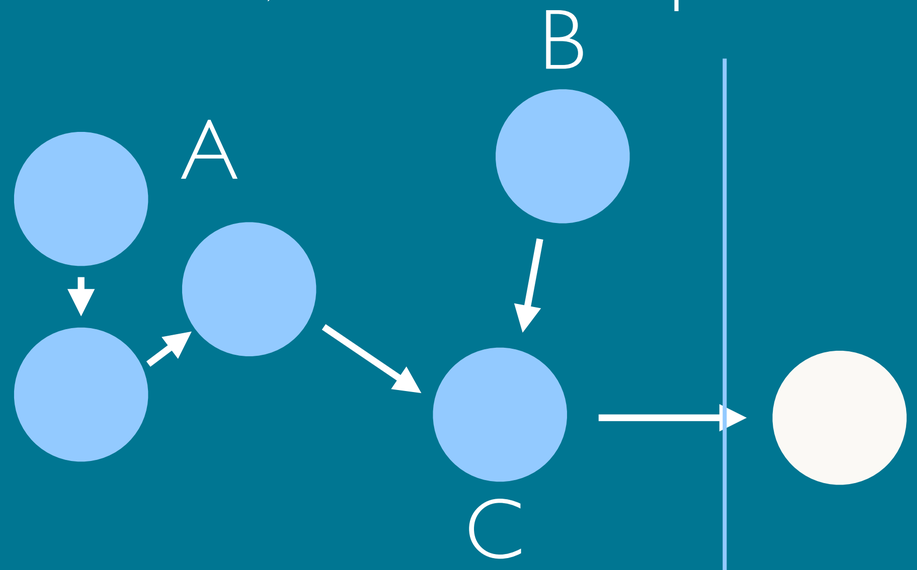
Organizational design research also provides important insight into virtual and distributed teams. Many of the features afforded by collocated work, such as information exchange [64] and shared context [14], are difficult to replicate in distributed and online environments. Challenges arise due to language and cultural barriers [62, 34], incompatible time zones [65, 68], and misaligned incentives [26, 66]. Flash organizations must design for these issues, especially because the workers will not have met before. We designed our system using best practices for virtual coordination, such as loosely coupled work structures [35, 64], situational awareness [20, 27], current state visualization [10, 57], and rich communication tools [64].

Peer production

Flash organizations also relate to peer production [3]. Peer production has produced notable successes in Wikipedia and in free and open source software. One of the main differences between flash organizations and peer production is whether idea conception, decision rights, and task execution are centralized or decentralized. Centralization, for example through a leadership hierarchy, supports tightly integrated work [15, 87]; decentralization, as in wiki software, supports more loosely coupled work. Peer production tends to be decentralized, which offers many benefits, but does not easily support integration across modules [4, 33], limiting the complexity of the resulting work [3]. Flash organizations, in contrast, use centralized structures to achieve integrated planning and coordination,

Communicating your bit flip

Each part of related work is laying out a subset of the literature, and a bit flip.



A

B

C

RELATED WORK

In this section, we motivate flash organizations through an integration of the crowdsourcing and organizational design research literature, and connect their design to lessons from distributed work and peer production (Table 1).

Crowdsourcing workflows

Crowdsourcing is the process of making an open call for contributions to a large group of people online [7, 37]. In this paper, we focus especially on *crowd work* [42] (e.g., Amazon Mechanical Turk, Upwork), in which contributors are paid for their efforts. Current crowd work techniques are designed for decomposable tasks that are coordinated by workflows and algorithms [55]. These techniques allow for open-call recruitment at massive scale [67] and have achieved success in modularizable goals such as copyediting [6], real-time transcription [47], and robotics [48]. The workflows can be optimized at runtime among a predefined set of activities [16]. Some even enable collaborative, decentralized coordination instead of step-by-step instructions [46, 86]. As the area advanced, it began to make progress in achieving significantly more complex and interdependent goals [43], such as knowledge aggregation [30], writing [43, 61, 78], ideation [84, 85], clustering [12], and programming [11, 50].

One major challenge to achieving complex goals has been that microtask workflows struggle when the crowd must define new behaviors as work progresses [43, 44]. If crowd workers cannot be given plans in advance, they must form such action plans themselves [51]. However, workers do not always have the context needed to author correct new behaviors [12, 81], resulting in inconsistent or illogical changes that fall short of the intended outcome [44].

Recent work instead sought to achieve complex goals by moving from microtask workers to expert workers. Such systems now support user interface prototyping [70], question-answering and debugging for software engineers [11, 22, 50], worker management [28, 45], remote writing tasks [61], and skill training [77]. For example, flash teams demonstrated that expert workflows can achieve far more complex goals than can be accomplished using microtask workflows [70]. We in fact piloted the current study using the flash teams approach, but the flash teams kept failing at complex and open-ended goals because these goals could not be fully decomposed a priori. We realized that flash teams, like other crowdsourcing approaches, still relied on immutable workflows akin to an assembly line. They always used the same pre-specified sequence of tasks, roles, and dependencies.

Rather than structuring crowds like assembly lines, flash organizations structure crowds like organizations. This perspective implies major design differences from flash teams. First, workers no longer rely on a workflow to know what to do; instead, a centralized hierarchy enables more flexible, de-individuated coordination without pre-specifying all workers' behaviors. Second, flash teams are restricted to fixed tasks, roles, and dependencies, whereas flash organizations introduce a pull request model that enables them to fully reconfigure any organizational structure enabling open-ended adaptation that flash teams cannot achieve. Third, whereas flash teams hire the entire team at once in the beginning, flash organizations' adaptation means the role structure changes throughout the project, requiring on-demand hiring and onboarding. Taken together, these affordances enable flash organizations to scale to much larger sizes than flash teams, and to accomplish more complex and open-ended goals. So, while flash teams' predefined workflows enable automation and optimization, flash organizations enable open-ended adaptation.

Organizational design and distributed work

Flash organizations draw on and extend principles from organizational theory. Organizational design research theorizes how a set of customized organizational structures enable coordination [52]. These structures establish (1) roles that encode the work responsibilities of individual actors [41], (2) groupings of individuals (such as teams) that support local problem-solving and interdependent work [13, 29], and (3) hierarchies that support the aggregation of information and broad communication of centralized decisions [15, 87]. Flash organizations computationally represent these structures, which allows them to be visualized and edited, and uses them to guide work and hire workers. Some organizational designs (e.g., holacracy) are beginning to computationally embed organizational structures, but flash organizations are the first centralized organizations that exist entirely online, with no offline complement. Organizational theory also describes how employees and employers are typically matched through the employee's network [23], taking on average three weeks for an organization to hire [17]. Flash organizations use open-calls to online labor markets to recruit interested workers on-demand, which differs dramatically from traditional organizations and requires different design choices and coordination mechanisms.

Organizational design research also provides important insight into virtual and distributed teams. Many of the features afforded by collocated work, such as information exchange [64] and shared context [14], are difficult to replicate in distributed and online environments. Challenges arise due to language and cultural barriers [62, 34], incompatible time zones [65, 68], and misaligned incentives [26, 66]. Flash organizations must design for these issues, especially because the workers will not have met before. We designed our system using best practices for virtual coordination, such as loosely coupled work structures [35, 64], situational awareness [20, 27], current state visualization [10, 57], and rich communication tools [64].

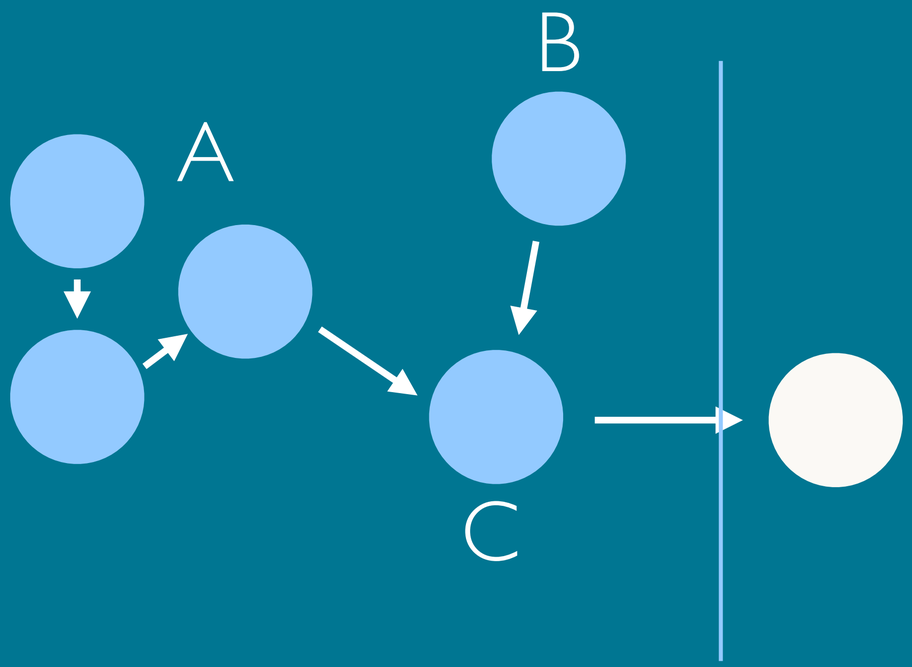
Peer production

Flash organizations also relate to peer production [3]. Peer production has produced notable successes in Wikipedia and in free and open source software. One of the main differences between flash organizations and peer production is whether idea conception, decision rights, and task execution are centralized or decentralized. Centralization, for example through a leadership hierarchy, supports tightly integrated work [15, 87]; decentralization, as in wiki software, supports more loosely coupled work. Peer production tends to be decentralized, which offers many benefits, but does not easily support integration across modules [4, 33], limiting the complexity of the resulting work [3]. Flash organizations, in contrast, use centralized structures to achieve integrated planning and coordination,

Performing a literature review

“An hour in the library saves you a year at the keyboard.”

How to do a literature review?



Why not build this graph, literally?

Goal of A2 parts 1-3: actually draw out the bit flip graph!

Why? Build up that understanding of the different axes in your head and visualize a few different axes is key in identifying the right bit flip.

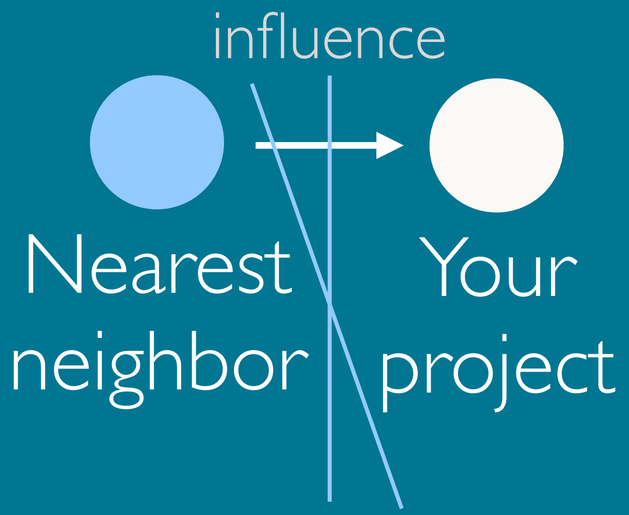
So how do we actually build this graph?

Step one: nearest neighbor

Start with a seed paper that is the closest in the design space to yours. This is your **nearest neighbor paper**.

Read this paper in depth. Understand it.

(Your nearest neighbor paper may not be a great paper! Often great ideas are adjacent to a near miss.)


influence
Nearest neighbor
Your project

Step two: expand your horizon

What are the 3–5 most important citations to that nearest neighbor?

- Look at the papers that it cited visibly and carefully in the Introduction and Related Work
- Look at which papers it is arguing a bit flip from

Are those most important citations staying in the neighborhood of your topic, or going somewhere else? Keep the ones that are staying in the neighborhood.

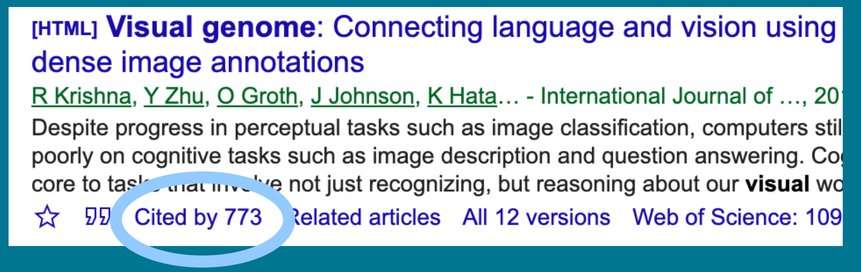
How to expand the horizon

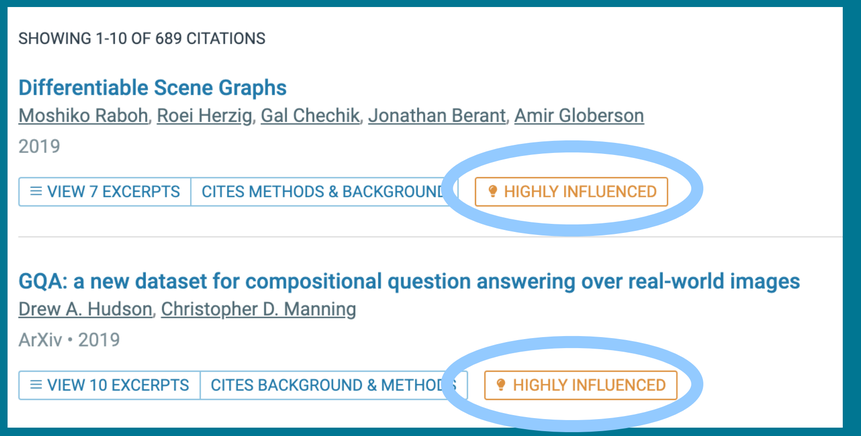
Backward influence: influential citations in the papers that you've read

- Tools: reading

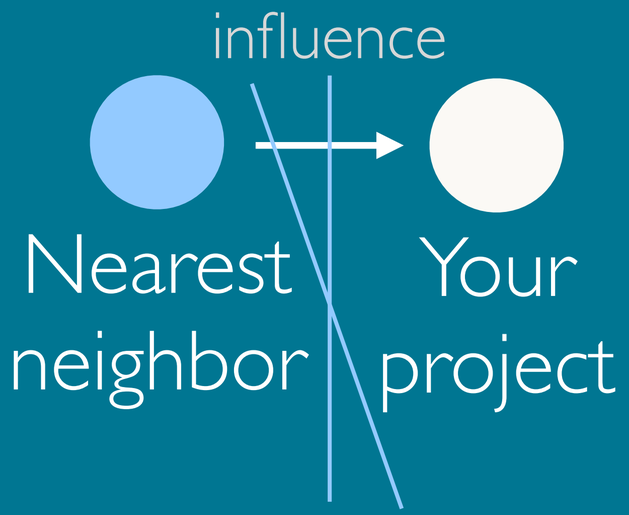
Forward influence: papers citing the ones that you've read

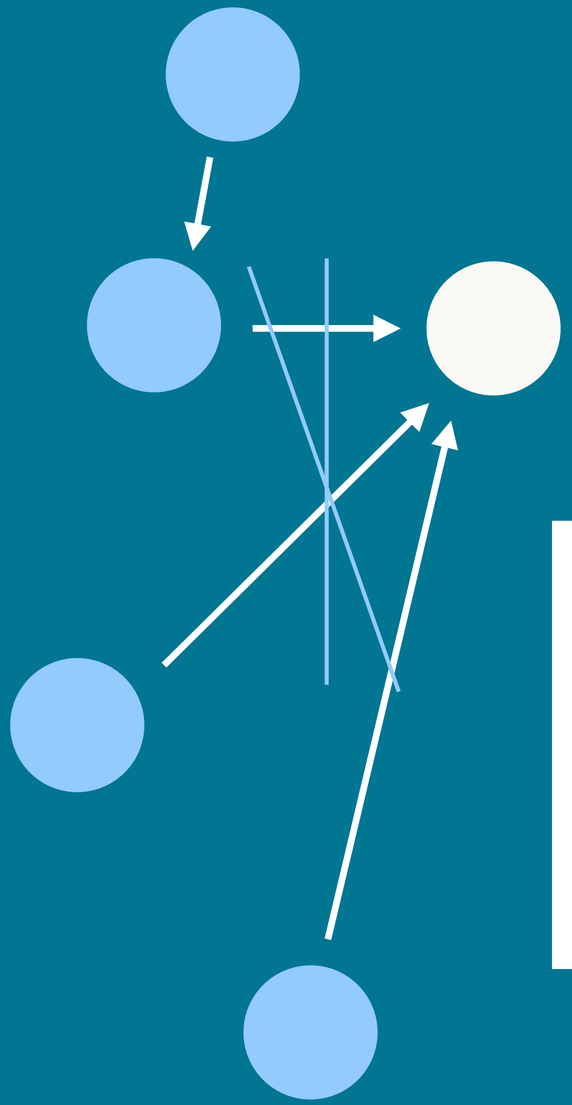
- Tools: Google Scholar's "Cited By", Semantic Scholar's "highly influenced" designation



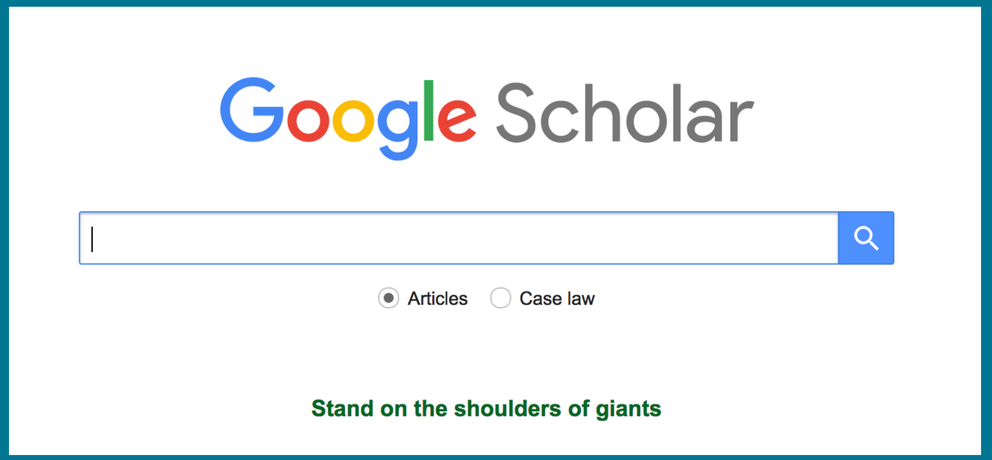


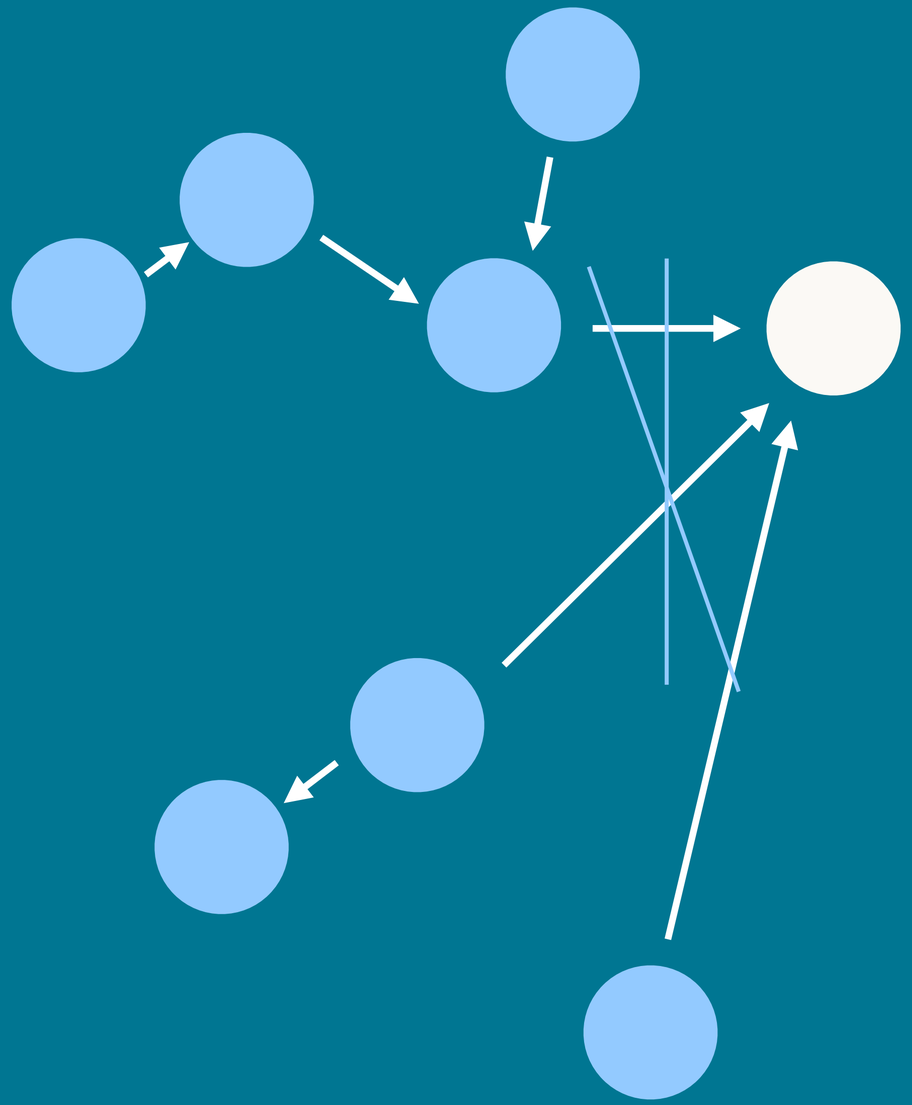
- Relatedness: contemporaneous but not citing
  - Tools: Google Scholar's "Related articles", arXiv relatedness graph, elicit.org, researchrabbit.ai + many more


influence
Nearest neighbor
Your project

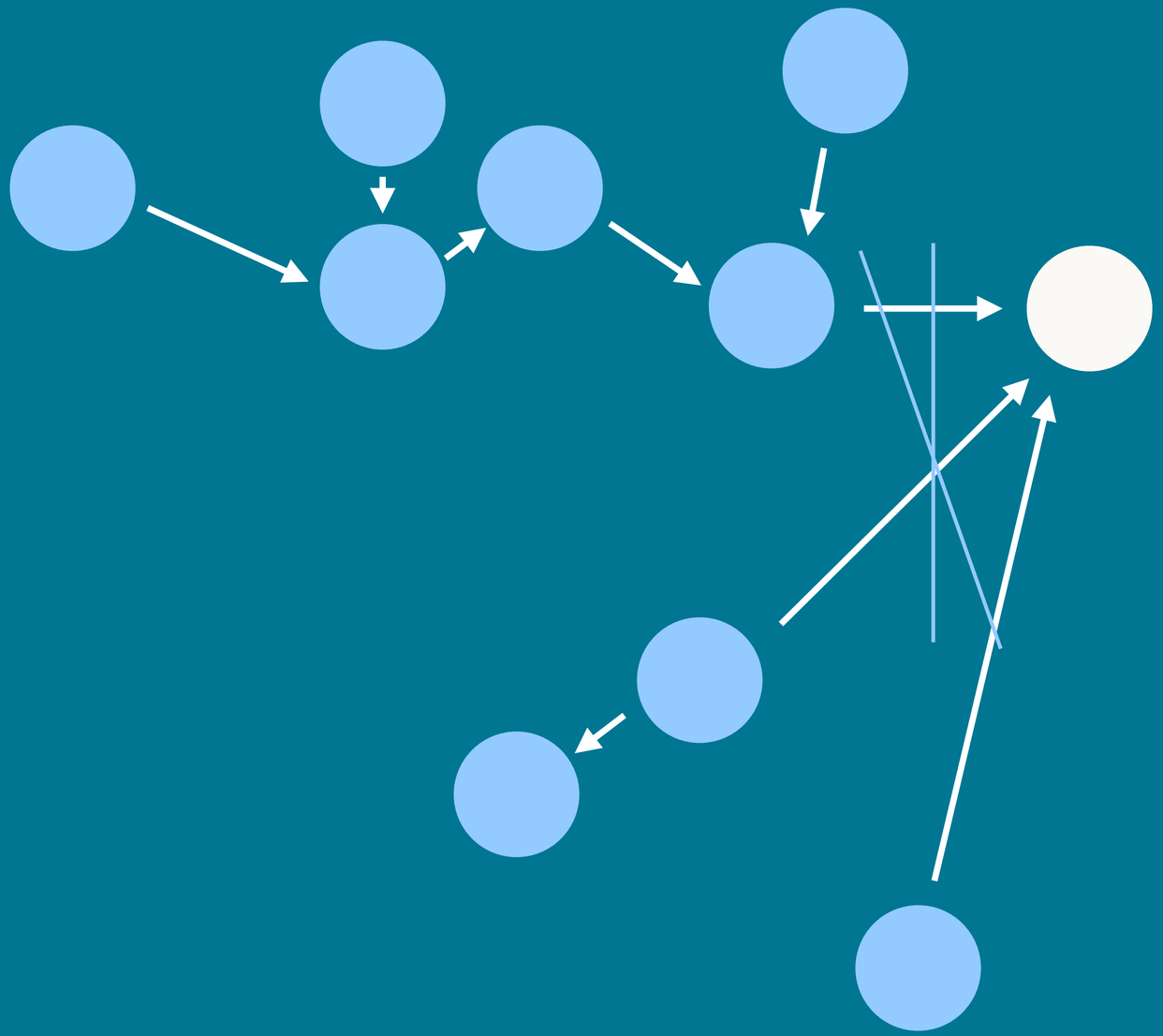


First expansion

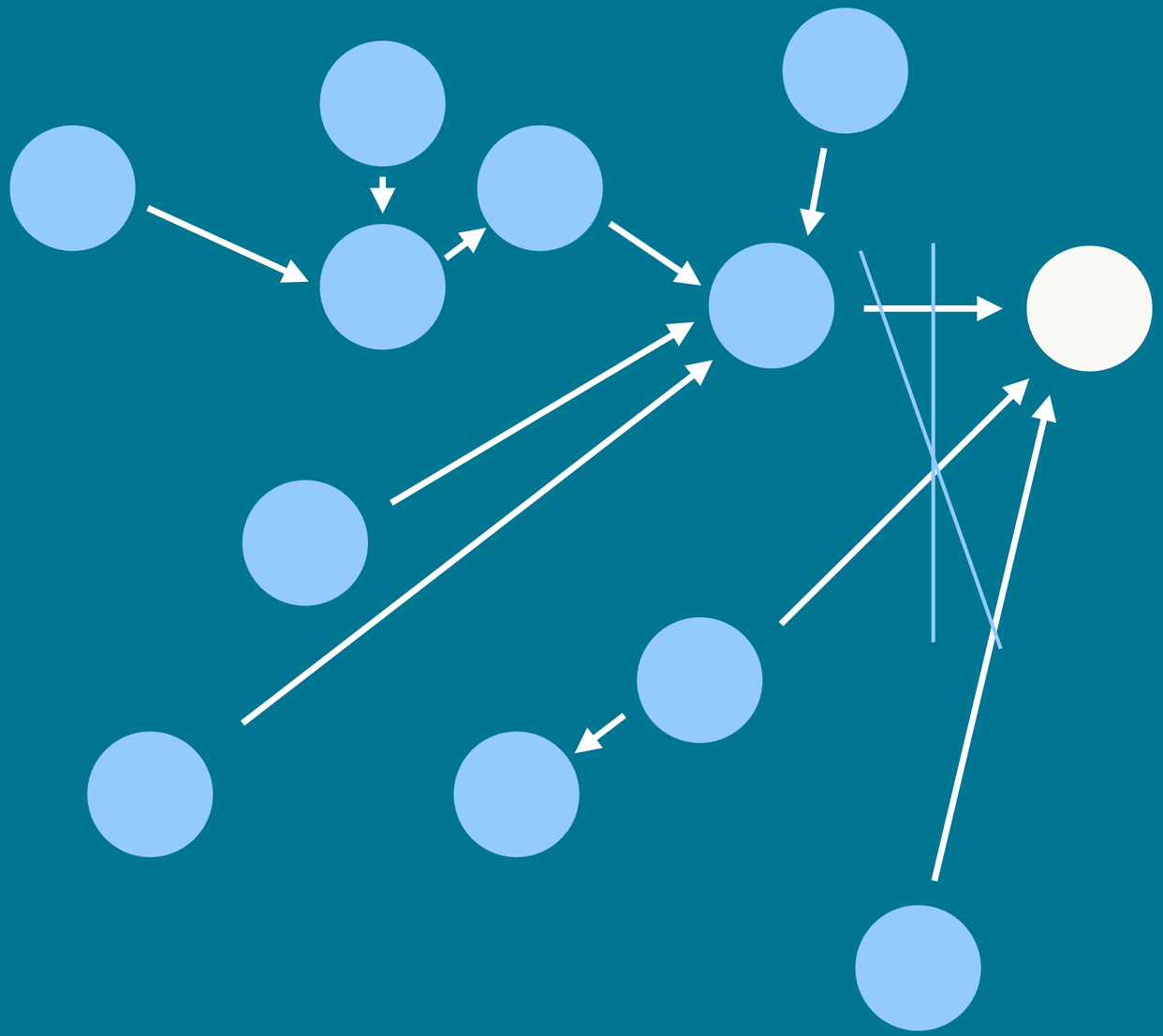




Second expansion



continuing…



Final set

Filtering your horizon

Not all papers achieve the same level of quality. Especially on white paper archives such as arXiv.org, quality can be variable.

How do I know what to read and what to ignore?

- If the paper is from a reputable venue: ask your CA for the reputable venues in the field of your project, and stick to those venues. (Or ask the CA if you find a relevant paper outside of those venues and want a gut check.)
- If the paper has been cited frequently (a vote of confidence from the community)
- Some filter by institution or lab, but beware of propagating institutional bias. Great research can and does happen at most universities!

The halting problem

How do you know when to stop reading? When do you have enough confidence that your idea is the right contribution to pursue?

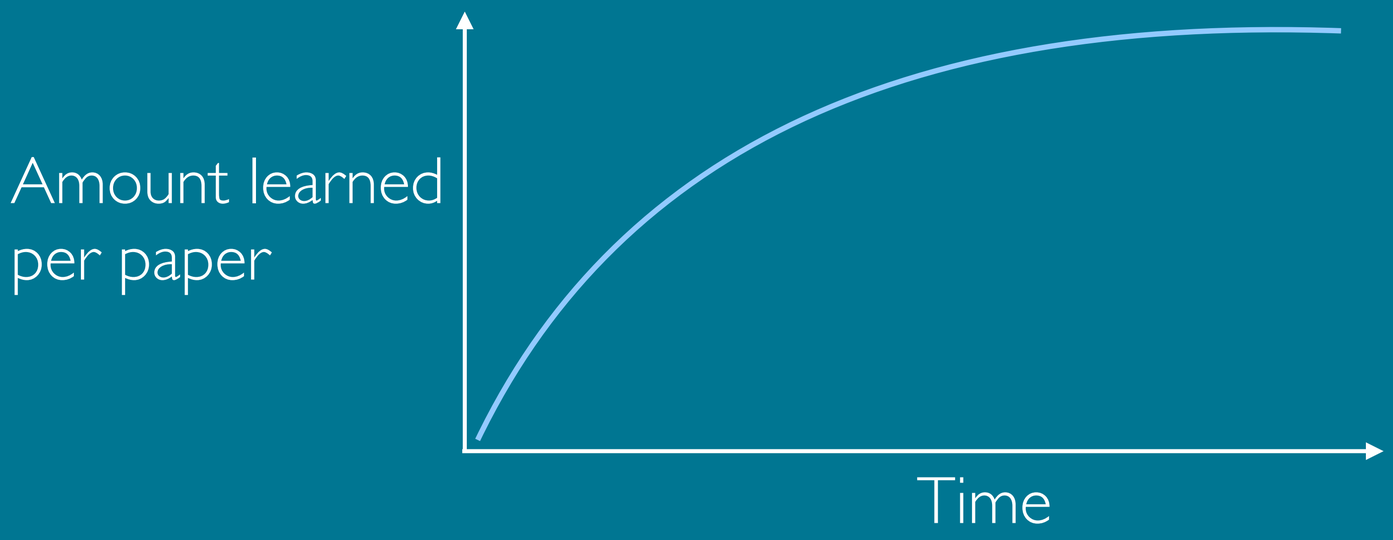
What if you've missed something?

Asymptoting

Keep track of **how much you're learning about the bit flip axes** as you consume the additional papers. Typically, you are learning the most at the very beginning, and the amount per paper starts going down after five papers or so.

A PhD student often asymptotes after 25–35 papers.

For this class, we'll go with 15 for now.



Reading a paper for a literature search

Temptation: understand everything.

Typically, when we come to a paper, we want to understand everything about it. We stop and reread any point we don't get.

This can take an hour or two per paper for a new researcher.

This strategy can be useful at the beginning, but it is actively harmful in constructing a related work section.

Understand the main point

Instead, articulate to yourself: **what is the main point** (the bit flip!) that this paper is making?

Then, focus your reading and effort most closely on the parts of the paper that are supporting or evaluating that flip.

It's OK not to understand every sentence in the paper.

Your goal isn't to understand the paper — it's to understand the literature, what works and what doesn't (and why!), and the additional bits that are available to flip.

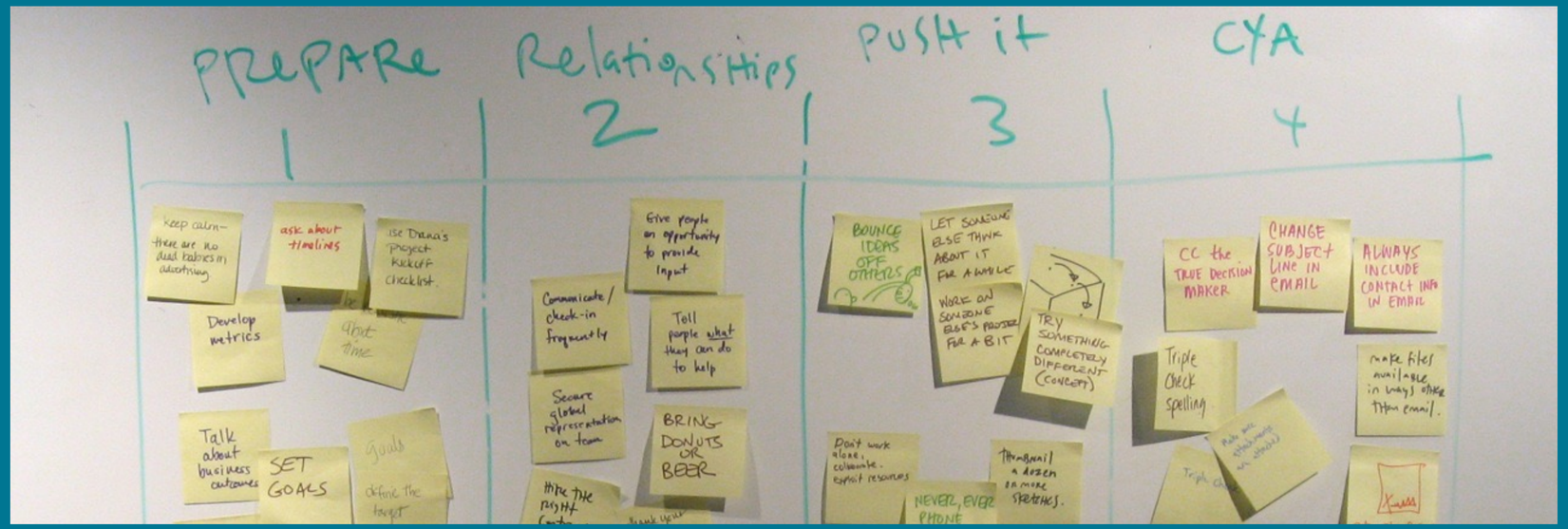
Writing the Related Work

Step 1: affinity mapping

Put each paper onto a post-it note

Place the post-it notes onto a whiteboard or wall, placing similar ideas close to each other.

Group by whatever makes sense to you.



Step 2: regrouping

Typically, these first groups represent topics (nouns). This isn't wrong, but it's not the most helpful in writing a Related Work section.

So, instead, aim for each group to have a shared thesis behind it, not just a noun. Regroup your post-its around shared theses.

Not good:

Autoencoders

Better:

Autoencoding ensures the language model retains the question that it is answering

Step 3: outlining

Each thesis then becomes the topic sentence of a paragraph of the Related Work section

Autoencoding ensures the language model retains the question that it is answering

Visual Question Answering as a task benefits from having question localization

Transformer-based language models dramatically improve performance on the Visual Question Answering task

Step 4: writing

The temptation when writing is to list all the related work under the topic. Don't do this.

Projects have used runtime feedback to help programmers debug projects. The Placeholder project highlighted variables as they are being accessed [4]. Achilles produced a summary report on the command line after execution completed [7]. More recently, Arbuckle played annoying sounds from the computer

Instead, start with the thesis, and use the paragraph to prove the thesis.

Runtime feedback of memory accesses gives programmers an intuitive sense of whether the program's behavior match their intuitions. Highlighting variables as they are accessed provides a rough understanding of the most-used items [4]. Complementing this report with a summary afterwards helps support this sensemaking [7]. Particularly worrisome program behaviors are more likely to be noticed when

Step 4: writing

Once you've summarized the work, articulate the bit flip.

Runtime feedback of memory accesses gives programmers an intuitive sense of whether the program's behaviors match their intuitions. Highlighting variables as they are accessed provides a rough understanding of the most-used items [4]. Complementing this report with a summary afterwards helps support this sensemaking [7]. Particularly worrisome program behaviors are more likely to be noticed

Where this prior work suggests that programmers make fewer errors when given runtime feedback of memory accesses, this project demonstrates that runtime feedback of function call graphs help reduce errors as well. We draw on techniques from the prior literature such as highlighting and post-hoc summaries, and

Outcome

Paragraphs with topic sentences, then the bit flip re-articulated and expanded upon

About 600–700 words (but can vary by field)

RELATED WORK

In this section, we motivate flash organizations through an integration of the crowdsourcing and organizational design research literature, and connect their design to lessons from distributed work and peer production (Table 1).

Crowdsourcing workflows

Crowdsourcing is the process of making an open call for contributions to a large group of people online [7, 37]. In this paper, we focus especially on *crowd work* [42] (e.g., Amazon Mechanical Turk, Upwork), in which contributors are paid for their efforts. Current crowd work techniques are designed for decomposable tasks that are coordinated by workflows and algorithms [55]. These techniques allow for open-call recruitment at massive scale [67] and have achieved success in modularizable goals such as copyediting [6], real-time transcription [47], and robotics [48]. The workflows can be optimized at runtime among a predefined set of activities [16]. Some even enable collaborative, decentralized coordination instead of step-by-step instructions [46, 86]. As the area advanced, it began to make progress in achieving significantly more complex and interdependent goals [43], such as knowledge aggregation [30], writing [43, 61, 78], ideation [84, 85], clustering [12], and programming [11, 50].

One major challenge to achieving complex goals has been that microtask workflows struggle when the crowd must define new behaviors as work progresses [43, 44]. If crowd workers cannot be given plans in advance, they must form such action plans themselves [51]. However, workers do not always have the context needed to author correct new behaviors [12, 81], resulting in inconsistent or illogical changes that fall short of the intended outcome [44].

Recent work instead sought to achieve complex goals by moving from microtask workers to expert workers. Such systems now support user interface prototyping [70], question-answering and debugging for software engineers [11, 22, 50], worker management [28, 45], remote writing tasks [61], and skill training [77]. For example, flash teams demonstrated that expert workflows can achieve far more complex goals than can be accomplished using microtask workflows [70]. We in fact piloted the current study using the flash teams approach, but the flash teams kept failing at complex and open-ended goals because these goals could not be fully decomposed a priori. We realized that flash teams, like other crowdsourcing approaches, still relied on immutable workflows akin to an assembly line. They always used the same pre-specified sequence of tasks, roles, and dependencies.

Rather than structuring crowds like assembly lines, flash organizations structure crowds like organizations. This perspective implies major design differences from flash teams. First, workers no longer rely on a workflow to know what to do; instead, a centralized hierarchy enables more flexible, de-individuated coordination without pre-specifying all workers' behaviors. Second, flash teams are restricted to fixed tasks, roles, and dependencies, whereas flash organizations introduce a pull request model that enables them to fully reconfigure any organizational structure enabling open-ended adaptation that flash teams cannot achieve. Third, whereas flash teams hire the entire team at once in the beginning, flash organizations' adaptation means the role structure changes throughout the project, requiring on-demand hiring and onboarding. Taken together, these affordances enable flash organizations to scale to much larger sizes than flash teams, and to accomplish more complex and open-ended goals. So, while flash teams' predefined workflows enable automation and optimization, flash organizations enable open-ended adaptation.

Organizational design and distributed work

Flash organizations draw on and extend principles from organizational theory. Organizational design research theorizes how a set of customized organizational structures enable coordination [52]. These structures establish (1) roles that encode the work responsibilities of individual actors [41], (2) groupings of individuals (such as teams) that support local problem-solving and interdependent work [13, 29], and (3) hierarchies that support the aggregation of information and broad communication of centralized decisions [15, 87]. Flash organizations computationally represent these structures, which allows them to be visualized and edited, and uses them to guide work and hire workers. Some organizational designs (e.g., holacracy) are beginning to computationally embed organizational structures, but flash organizations are the first centralized organizations that exist entirely online, with no offline complement. Organizational theory also describes how employees and employers are typically matched through the employee's network [23], taking on average three weeks for an organization to hire [17]. Flash organizations use open-calls to online labor markets to recruit interested workers on-demand, which differs dramatically from traditional organizations and requires different design choices and coordination mechanisms.

Organizational design research also provides important insight into virtual and distributed teams. Many of the features afforded by collocated work, such as information exchange [64] and shared context [14], are difficult to replicate in distributed and online environments. Challenges arise due to language and cultural barriers [62, 34], incompatible time zones [65, 68], and misaligned incentives [26, 66]. Flash organizations must design for these issues, especially because the workers will not have met before. We designed our system using best practices for virtual coordination, such as loosely coupled work structures [35, 64], situational awareness [20, 27], current state visualization [10, 57], and rich communication tools [64].

Peer production

Flash organizations also relate to peer production [3]. Peer production has produced notable successes in Wikipedia and in free and open source software. One of the main differences between flash organizations and peer production is whether idea conception, decision rights, and task execution are centralized or decentralized. Centralization, for example through a leadership hierarchy, supports tightly integrated work [15, 87]; decentralization, as in wiki software, supports more loosely coupled work. Peer production tends to be decentralized, which offers many benefits, but does not easily support integration across modules [4, 33], limiting the complexity of the resulting work [3]. Flash organizations, in contrast, use centralized structures to achieve integrated planning and coordination,

Assignment 2

Goal: perform a literature search for your project and articulate your bit flip

1) Read the nearest neighbor paper, provided by your TA
2) Expand your literature search to ~15 papers
3) Affinity diagramming

   CS197: you'll start this during Thursday's section using the nearest neighbor paper assigned by your CA

   CS197C: you'll do this on your own using the nearest neighbor paper your mentor shared
4) Writing a Related Work section for your final paper (not till **week 3**)

All parts due **next Tuesday 10am** for 197 students

Only parts 1-3 due **next Tuesday 10am** for 197C students

P.S. - don’t forget attendance!

CS 197

bit.ly/197-attendance

CS 197C

bit.ly/197c-attendance

- Now is the time to get into the habit now of filling it out right after class!

Computer Science Research

Slide content shareable under a Creative Commons Attribution-NonCommercial 4.0 International License.