



**ICS** Department of Information & Computing Sciences


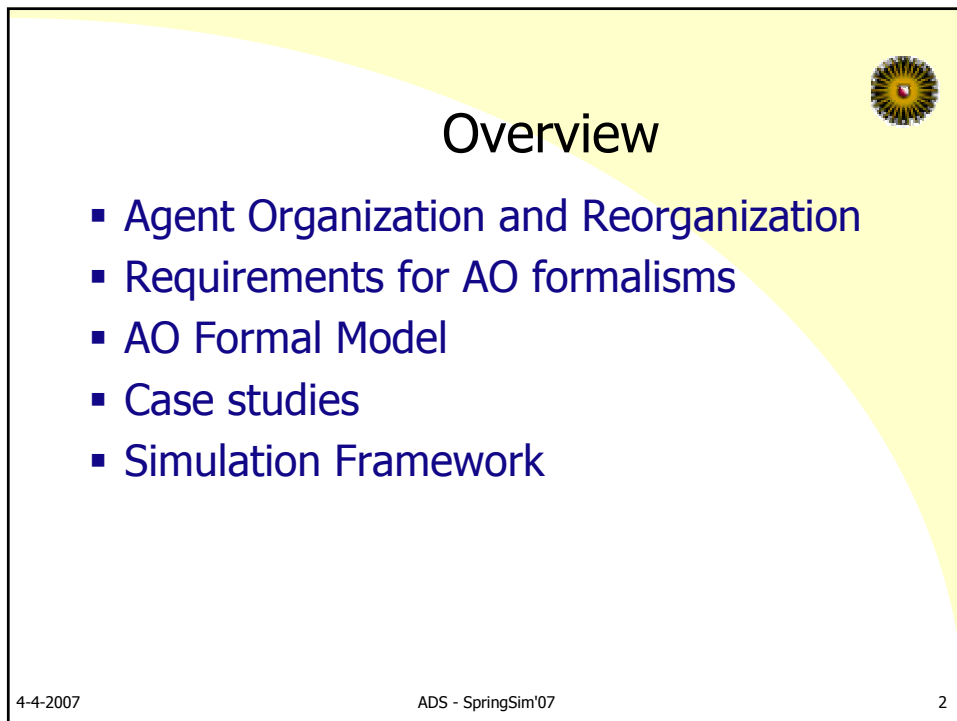
## Understanding Organizational Congruence: Formal Model and Simulation Framework

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## Overview

- Agent Organization and Reorganization
- Requirements for AO formalisms
- AO Formal Model
- Case studies
- Simulation Framework

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## Agents vs. Organizations



- Agents → **Autonomy**
- Organization → **Regulation**
- Agents are motivated by their own objectives, beliefs...
  - May take up role in organization if that serves their purposes
- Organizations have own purpose
  - exist independently of the agents populating it

## Agent Organizations



- Coordination in MAS cannot be based on communication alone
- MAS modeling requires high-level abstractions, that are independent of the individual agents
  - **Explicit social concepts defining the organization where agents *live***
  - Common purpose
  - Shared 'locality'
  - Order: structure, norms and rules

## Dynamics of organization



- Need for reorganization
  - Answer to environment changes
  - Answer to population changes
  - Answer to objective changes
- Need for organization: achieve stability
- Reorganization means loss of stability
- Reorganization decision depends on
  - organizational **utility** and **success**.
  - individual **utility** and **success**

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## AO metamodel



- **Formal**
  - Representation of organization, environment, agents, objectives
    - Partial contribution to performance
  - Representation of dynamics of organization
  - Enable verification of organizational properties
- **Realistic**
  - Pragmatic issues (time, cost,...)
  - Based on positions/roles, not on specific agents
  - Responsibility vs. action vs. ability

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# Requirements



1. represent notions of **ability** and **activity** of an agent, without requiring knowledge about the specific actions available to a specific agent
  - (**open** environments)
2. represent ability and activity of a **group** of agents
3. deal with **temporal** issues, especially the fact that activity takes time
4. accept **limitedness** of agent capability
5. represent the notion of **responsibility** for the achievement of a given state of affairs

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# Requirements (cont.)



6. represent **global goals** and its relation to agents' activities
  - (organizational structure)
7. relate activity and organizational **structure**
8. represent organizational **dynamics**: evolution of organization over time, changes on agent population
  - (reorganization)
9. deal with resource **limitations** and the dependency of activity on resources (e.g. costs)
10. distinguish between organizational **roles** (positions) and agents' functionality
11. deal with **normative** issues (representation of boundaries for action and the violation thereof)

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## Formal model for (re)organization

- Logic for agent organizations
  - Contracts and landmarks:
    - LCR (V. Dignum PhD, 2004)
  - Modal logics
    - Branching time: CTL\* (Emerson and Halpern, 1990)
    - Deontic: BTLcont (F. Dignum and Kuiper, 1999)
- Stit theories
  - stit operator (Pörn, 1974; Wooldridge, 1996)
  - Agency theory (Elgesem, 1997)
  - Responsibility and delegation (Governatori, 2002), (Santos, Jones, Carmo, 1997)

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## Semantic model

- Given set of atomic propositions,  $\Phi$ , and set of agents  $A$
- Semantic model  $M = (W, R, T, \pi)$ 
  - Kripke model, branching time
  - $W$ : set of worlds
  - $R$ : transitions between worlds
  - $T$ : agent labels on transitions
  - $\pi$ : valuation function
- Agent influence on world  $w$ 
  - Set of transitions from  $w$  labeled with  $a$

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# Agent activity

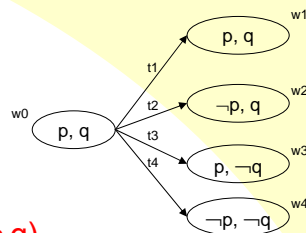


- Agent Capability:  $C_a\phi$ 
  - Based on partition of  $\Phi$  into controllable and not controllable atomic propositions
- Agent Ability:  $G_a\phi$ 
  - $C_a\phi$  and  $a$  has influence in current world
- Agent Attempt:  $H_a\phi$ 
  - $\phi$  is true in a world reachable under influence of  $a$
- Agent stit:  $E_a\phi$ 
  - $C_a\phi$  and  $\phi$  is true in all worlds reachable from current world

# Example



- $\Phi = \{p, q\}$
- $A = \{a, b\}$
- $C_a = \{p\}$        $C_b = \{q\}$
- $\neg C_a(p \wedge q)$        $\neg C_b(p \wedge q), C_{\{a,b\}}(p \wedge q)$
- $\neg G_a(p \wedge q)$        $G_{\{a,b\}}(p \wedge q)$
- $H_a(p \wedge q)$        $H_{\{a,b\}}(p \wedge q)$ 
  - because  $w_1 \models p \wedge q$



- Group activity,  $S \subseteq A$ 
  - As for agents
  - Capability:  $C_S$ , ability:  $G_S$ , attempt:  $H_S$ , stit:  $E_S$

# Organization



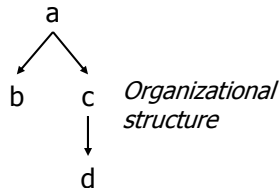
- Organization model
  - $O = (A_O, \leq_O, D_O, S_O)$
  - $A_O \subseteq A$
  - $\leq_O$ : partial order of agents,  $a \leq b$ 
    - a can delegate to b
    - *Note: nothing is said on how delegation is achieved (cf. Dignum, COIN@ECAI'06)*
  - $D_O \subseteq \Phi$ , objectives of organization
  - $S_{O,w} \subseteq \Phi$ , current state of organization
- Responsibility:  $R_a\phi$  or  $R_S\phi$ 
  - In charge of achieving a
  - If  $a \leq b$  then  $C_aR_b\phi$

# Example organization



$$O^w = (A_O^w, \leq_O^w, D_O^w, S_O^w)$$

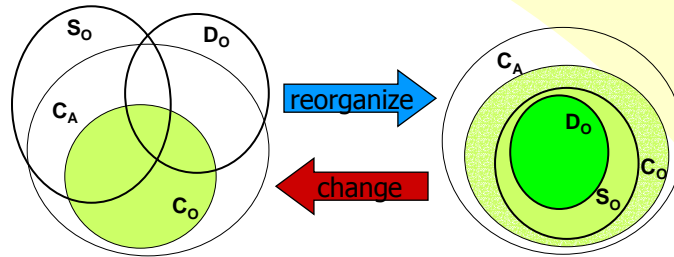
- $A_O = \{a, b, c, d\}$
- $\leq_O$ :  $a \leq_O b$ ,  $a \leq_O c \leq_O d$
- $D_O = \{\rho\}$ ,  $\rho = (p \wedge q) \vee r$
- $S_O = \{R_a\rho, C_b\rho, C_d\rho, C_{\{a,c\}}r\}$



Possible successful strategy:

- $w_1$ :  $E_aR_b p \wedge E_aR_c q$
- $w_2$ :  $R_b p \wedge R_c q$
- ...
- $w_i$ :  $R_b p \wedge E_c R_d q$
- $w_{i+1}$ :  $R_b p \wedge R_d q$
- ...
- $w_j$ :  $E_b p \wedge E_d q$
- $w_{j+1}$ :  $p \wedge q \rightarrow p$

# Organizational change



$S_o$ : current state of organization  $O$   
 $D_o$ : desired state of organization  $O$   
 $C_o$ : scope of control of agents in  $O$   
 $C_A$ : scope of control of all agents

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# Monitoring for change



- There is not one best way to organize, but not all structures are equally effective
- **Performance**: measure to which objectives are achieved in a given state
  - function  $perform: W \times \mathcal{P}(A_{\leq}) \times \Phi \rightarrow \mathcal{R}$
  - $perform$  represents the cost associated with activity in  $W$
  - $perform(w, G_{\leq}, p) = c$ 
    - (fixed for  $\forall w \in W, G \in A, p \in \Phi$ )

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## Properties of *perform*



Intuitively:

- $perform(w, G_{\leq}, p) + perform(w, G_{\leq}, q) \leq perform(w, G_{\leq}, p \wedge q)$ 
  - Tired!
- $\neg C_{G_{\leq}} \varphi \rightarrow (perform(w, G_{\leq}, \varphi) = \infty)$
- $perform(w, G_{\leq}, \varphi) \leq perform(w, G_{\leq}, \varphi \wedge \psi)$
- $(\varphi \rightarrow \psi) \rightarrow (perform(w, G_{\leq}, \psi) \leq perform(w, G_{\leq}, \varphi))$

## Acting for change



- Planned reorganization
  - **Endogenous**: due to activity of agents in organization; organization controllable
  - **Exogenous**: due to activities outside the scope of control of the organization
- Types of reorganization operations (from human organizations):
  - **Staffing**: hire, fire, train (add capabilities)
  - **Structuring**: positions, departments, groups
  - **Strategic**: mission, vision, objectives

## Reorganization operations



Given semantic model  $\varepsilon$  and organization  $O=(A,\leq,D,S)$ :

- $a \notin A$ ,  $staff+(O,a)$ :  $O' = (A \cup \{a\}, \leq, D, S \cup C_a)$
- $a \in A$ ,  $staff-(O,a)$ :  $O' = (A / \{a\}, \leq, D, S / C_a)$
- $a, b \in A$ ,  $struct+(O, a \leq b)$ :  $O' = (A, \leq \cup \{a \leq b\}, D, S)$
- $a \leq b \in A_{\leq}$ ,  $struct-(O, a \leq b)$ :  $O' = (A, \leq / \{a \leq b\}, D, S)$
- $\neg(d \wedge D) \rightarrow \perp$ ,  $strateg+(O,d)$ :  $O' = (A, \leq, D \cup \{d\}, S)$
- $d \in D$ ,  $strateg-(O,d)$ :  $O' = (A, \leq, D / \{d\}, S)$

## Deciding about change



- Reorganization operations are just as any other predicate
  - Thus e.g.:  $C_a staff+(O,b)$  or  $C_G strateg+(O,d)$
- Reorganization **decisions** based on
  - Current performance
  - Cost of reorganization
  - E.g.  $perform(w, O, \sigma) + perform(w', O', D_O) \leq perform(w, O, D_O)$  where  $\sigma$  is some reorganization operation
  - Compare costs of different possible reorganization operations; performance of resulting organizations

## Cases studies in reorganization

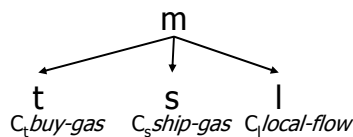


- Organizational congruence in C2 situations
  - Adaptive Architectures for Command and Control (Entin et al, 2003, 2004)
- RoboSoccer
  - Team allocation (Hubner et al, 2004)
- Gas Supply Chain
  - Liberalization of Dutch market (Pelletier et al, 2005)
- Sensor networks
  - Sensing 360° environment (Matson, Deloach, 2005)

## The original gas market



- Monopolist organized all parties: trader, shipper, local manager:



- $O = (\{m, t, s, l\}, \leq, D, S)$ 
  - $D = \{d\} = \{buy-gas \wedge ship-gas \wedge local-flow\}$
  - $S = \{R_m d, C_t buy-gas, C_s ship-gas, C_l local-flow\}$
  - $perform(w, O, d) = v$

- Exogenous change (by government decision):  
 staff-(O,m) resulting in  $O' = (\{t, s, l\}, \leq, D, S)$   
 $perform(w, O', d) = \infty$

## Liberalized gas market

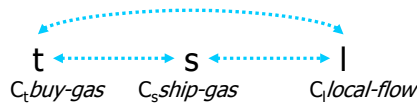


- $staff+(O',t'), staff+(O',s'), staff+(O',l')$  such that:
- $O' = (\{t',s',l'\}, \leq', D', S')$

Where:

$$D' = D = \{d\} = \{buy-gas \wedge ship-gas \wedge local-flow\}$$

$$S' = \{R_t.d, R_s.d, R_l.d, C_t.buy-gas, C_s.ship-gas, C_l.local-flow\}$$



$$S' = \{\dots, C_t.struct(O,t'\leq s'), C_t.struct(O,t'\leq l'), C_s.struct(O,s'\leq t'), C_s.struct(O,s'\leq l'), C_l.struct(O,l'\leq s'), C_l.struct(O,l'\leq t')\}$$

## Reorganization of gas market



- **Endogenous activity: by action of agents**
- In liberalized situation, each has interest (responsibility) to get market going
  - someone has to start it!
  - More knowledge, decision power necessary for each agent
- Possible activity (local manager takes lead):

$R_l.d$

$E_l.struct(O,l'\leq s')$

$E_l.struct(O,l'\leq t')$

$E_l R_t.buy-gas$

$E_l R_s.ship-gas$

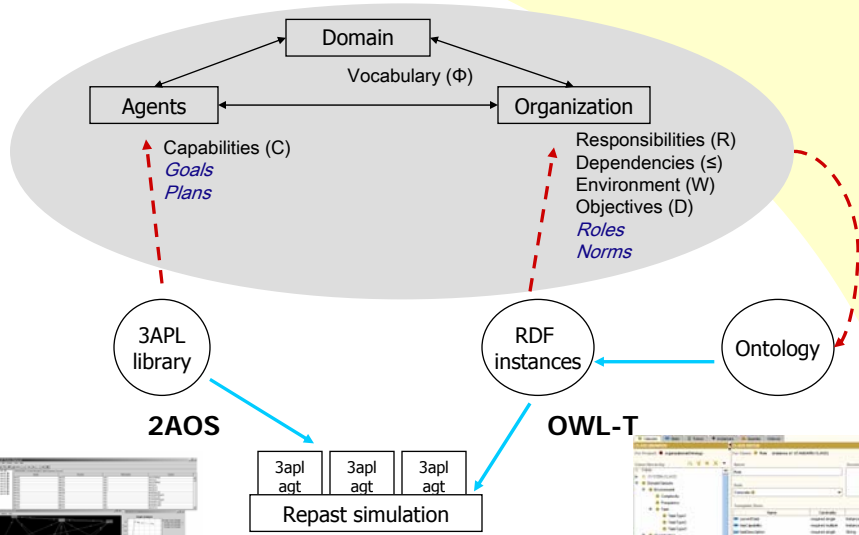
$E_l local-flow$

# Simulation tool



- Organizational ontology
  - Organizational concepts
- Cognitive agent library (3APL)
  - Goals and capabilities
- Simulation platform
  - Flexible environment, scheduling, visualization
- Conversion of ontology instances (specific organization) into Repast model
- Plugin 3APL – Repast
- Acknowledgements:
  - Daghan Acay, Christian Tick

# Simulation framework



# Conclusions



- Formal model for (re)organization
  - Realistic organizations (time, costs, structure,...)
  - Semantics based on temporal logic (...)
- Towards a theory for reorganization
  - Analyze, compare, investigate different (pragmatic) approaches
- Simulation framework
  - Ontologies serve interoperability and flexibility
  - Cognitive agents provide realistic behavior
  - Simulation tool (repast) provides environment model
- Future work
  - Full axiomatization
  - Further development of tool
  - Applications:
    - Human-agent networks
    - Micro-credit/local currencies
    - Crisis management
    - Adaptive gaming