


- ### Stage 1: CoP is Potential
- #### Task 1: Planning the CoP
- 
- Domain
    - *define* a scope satisfying members & organisation
  - Community
    - *find* people that could profit by networking & sharing
  - Practice
    - *identify* common knowledge needs
  - **Challenge**
    - *discover* extant networks and their issues
    - *imagine* new possibilities (members, issues, etc.)
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## Planning the CoP - Work plan (a)

- Determine the primary intent of the Community
  - help each others in everyday work problems
  - develop & disseminate best practices
  - steward tools, insights, approaches for members
  - develop highly innovative ideas
- Define scope and issues of the domain
  - issues important to the business?
  - members passionate about which issues?
  - scope wide enough for new ideas & narrow enough for raising interest

## Planning the CoP - Work plan (b)

- Build a case for action
- Identify coordinators and thought leaders
- Interview potential members
- Connect Community members
- Create a preliminary design for the Community

## Stage 2: CoP is Coalescing

### Task 2: Nurturing the CoP

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- Domain
  - *establish* the value of sharing knowledge
- Community
  - *develop* relationships and trust
- Practice
  - *discover* what knowledge should be shared and how
- **Challenge**
  - *incubate* trust (does not appear suddenly, emerges step by step from understanding each other)
  - *deliver* immediate value

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Source: Wenger et al. 2002 5

## Nurturing the CoP - Work plan (a)

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- Build a case for membership
  - benefits of contributing
  - value of learning from other's experience
- Launch the Community
  - highly visible event
  - quietly, with little or no fanfare
- Initiate Community events and spaces
  - weekly meetings, teleconferences, Web events
  - establish a sense of familiarity
  - create a rhythm in the member's everyday life

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Source: Wenger et al. 2002 6

## Nurturing the CoP - Work plan (b)

- Legitimize Community coordinators
- Build connections between core group members
- Find ideas, insights, practices worth sharing
- Document judiciously
- Identify opportunities to provide value
- Engage managers

## Stage 3: CoP is Maturing Task 3: Coaching the CoP

- Domain
  - *define* role in organisation / relation to other domains
- Community
  - *manage* the boundaries (define new, wider)
- Practice
  - *organize* the community's knowledge
- **Challenge**
  - *focus* on internal interests in cutting-edge topics
  - *expand* membership to new members

### *Coaching the CoP - Work plan (a)*

- Identify gaps in knowledge and develop a learning agenda
- Define the Community's role in the organization
- Redefine Community boundaries

### *Coaching the CoP - Work plan (b)*

- Routinize entry requirements and processes
- Measure the value of the Community
- Maintain a cutting-edge focus
- Build and organize a knowledge repository

## Stage 4: CoP assumes Stewardship

### Task 4: Sustaining CoP's Momentum

- Domain
  - *maintain* relevance of domain, institutionalize voice
- Community
  - *keep* tone and focus lively
- Practice
  - *keep* on the cutting edge
- **Challenge**
  - *ownership*: of internally developed tools, methods, ...
  - *openness*: membership to new members

## Sustaining Momentum - Work plan (a)

- Institutionalizing the voice of the Community
- Rejuvenate the Community
- Hold a renewal workshop

## *Sustaining Momentum - Work plan (b)*

- Actively recruit new people to the core group
- Develop new leadership
- Mentor new members
- Seek relationships and benchmarks outside the organization

## *Stage 5: Transformation*

### *Task 5: Closing and Planning*

- Simply fade away
- Die by turning into a social club
- Split into distinct communities
- Merge with others
- Become institutionalized

## Distributed CoP: *Distinctive Factors*

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- Distance
  - more difficult to connect
  - members not visible unless they make a contribution
- Size
  - more distance can lead to greater size
  - cannot know hundreds of members personally
- Affiliation
  - conflicting priorities among senior managers
  - how to deal with intellectual property rights?
- Culture
  - communication behavior, misinterpretation of behavior
  - language differences, non-native speakers

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## Distributed CoP: *Differences in Structural Elements*

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- Domain
  - greater diversity of viewpoints, needs, expectations
  - fewer opportunities to negotiate these issues
  - more limited number and scope of shared topics
- Community
  - fewer opportunities for one-on-one networking
  - more difficult to trust others in different affiliations
  - prefer to connect with others from same culture
- Practice
  - more difficult to achieve „craft intimacy“
  - different interpretations of the role of the coordinator
  - more difficult to understand & learn from each other's practice

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Source: Wenger et al. 2002 16