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VITAL AND VIABLE COMMUNITY OF PRACTICE

Marco Bettoni & Victoria Mirata

Eduhub Webinar, 28.05.2015

http://www.eduhub.ch/events/webinars/communities-of-practice/

Content

7. Examples

6. Value

1. Stories

2. "Networking"

CoP

3. Characteristics

5. Knowledge / Learning

4. Elements
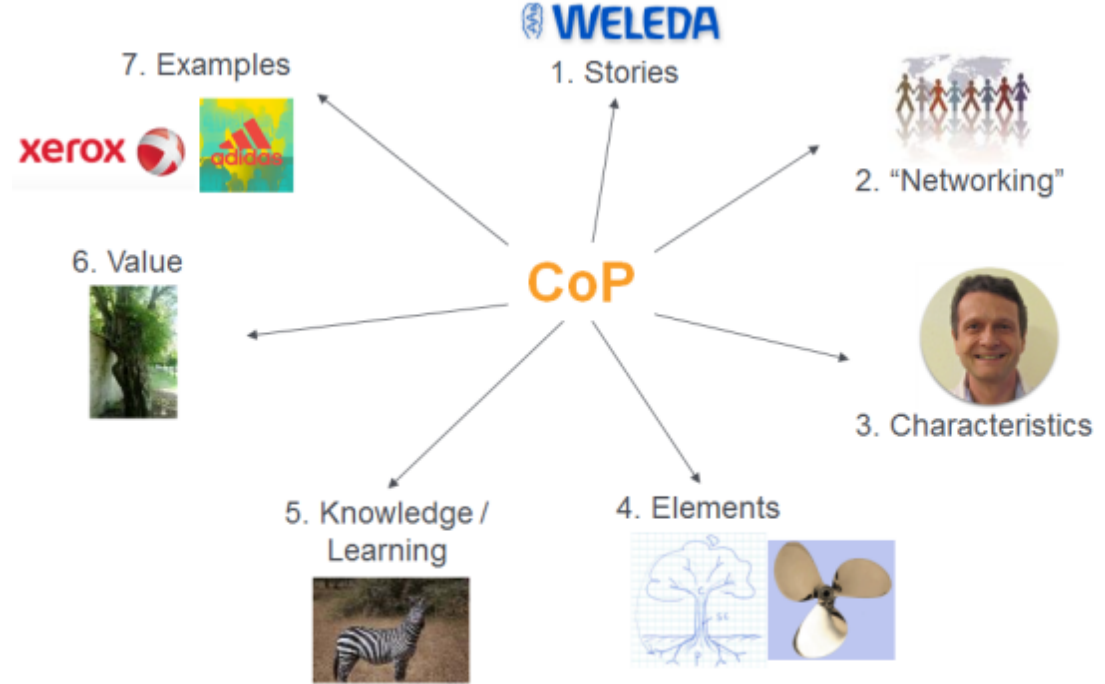
A. Theory

■ What is a Community of Practice?

B. Practice

■ How to build a CoP

■ How to manage a CoP

C. *adidas* in Nürnberg (DE)

A. Theory: Approaches and Definitions

A. Theory:
Community of Practice. Ex. WELEDA.
WIRA CoP by FFHS (2008)

GENERAL INFORMATION

LEGAL AFFAIRS

DOSSIERS

PEOPLE

REGISTRATIONS

PRODUCTS

Weleda - International - Regulatory - Affairs   Community of Practice

to gather the necessary knowledge

to facilitate know-how transfer

to facilitate communication between employees

A. Theory:
Common basic need = "Networking"
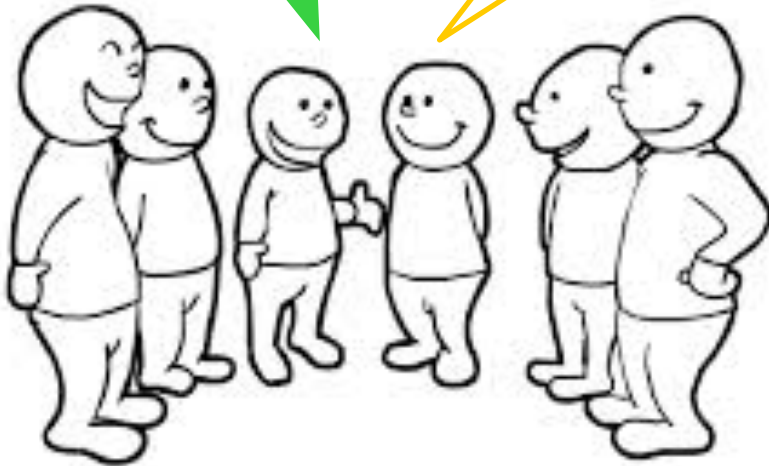
A. Theory:
Common basic need = "Networking"

- Why? What is the purpose?

…to meet a shared challenge

Picture: www.naae.org

A. Theory:
Common basic need = "Networking"

- How?

… by interacting more easily and learning from each other

Picture: www.naae.org

A. Theory: Community of Practice

business function

social function

Members trained apprentices

Members spread innovations

Members celebrated holidays together
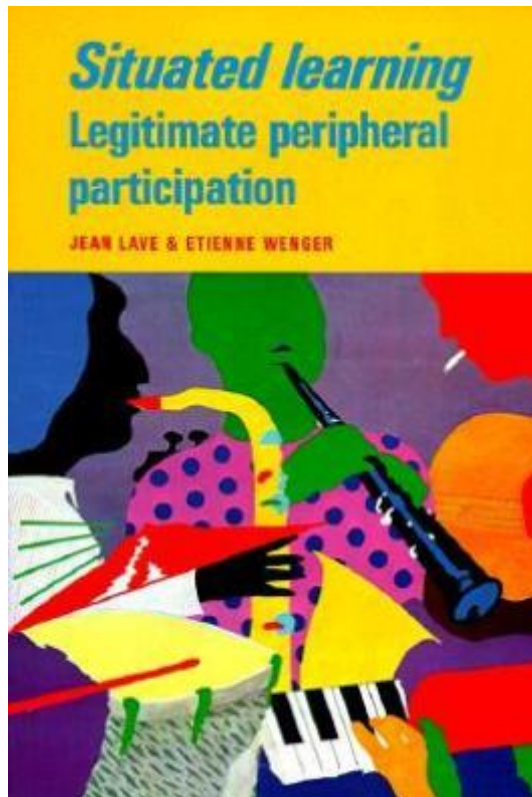
Ancient Greece

"corporations"
metalworkers, potters, masons

A. Theory:
What is a Community of Practice?
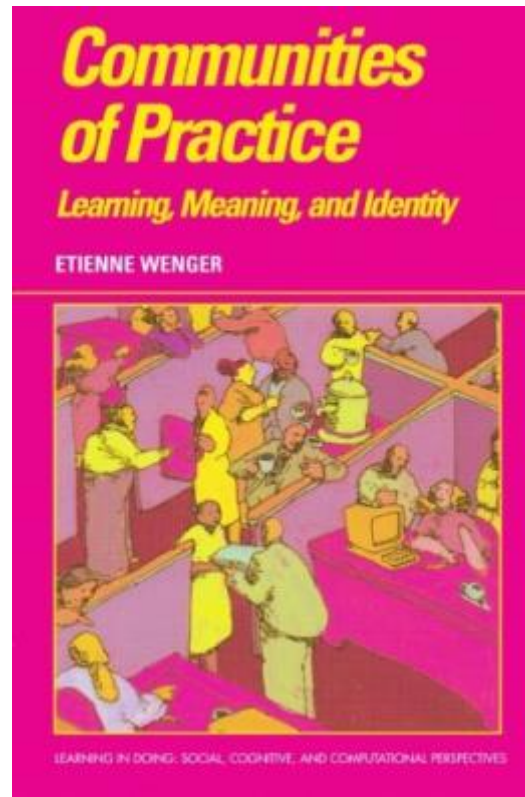*by Etienne Wenger*

Etienne Wenger

Lave & Wenger 1991

Wenger 1998

A. Theory:
What is a Community of Practice?
by Etienne Wenger

Etienne Wenger

A Community of Practice is …

… a **group of people**, who **share a concern** or **a passion** for something they do and **learn** how to do it better as they **interact regularly**.

Learning = the reason for a CoP
Learning = an outcome of member's interactions
Social Theory of Learning: "Learning is changing participation in the practices of one or more communities."

A. Theory:
What is the purpose of CoP?

Etienne Wenger

create knowledge → **expand knowledge** → **exchange knowledge** → **develop individual capabilities**
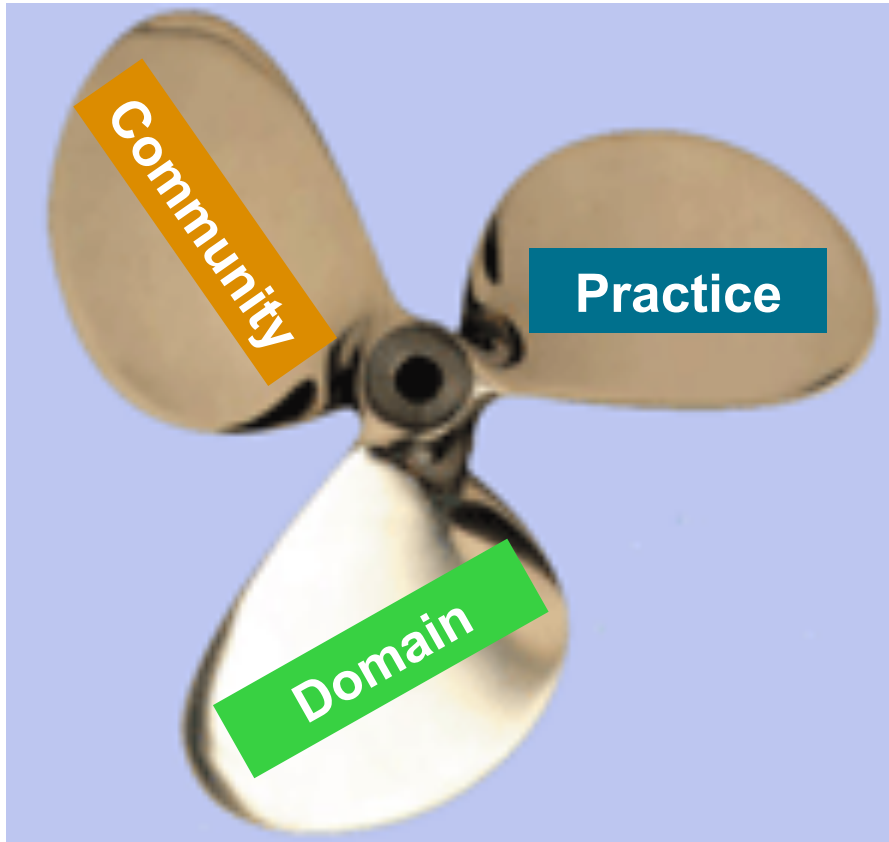
A. Theory:
What is a Community of Practice?

Not everything called a community is a community of practice.
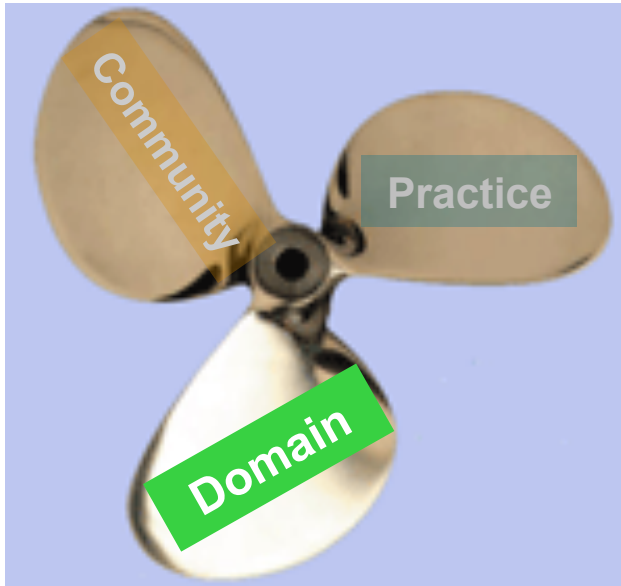
A. Theory:
CoP elements & drivers

An equal value of the elements:
- To design
- To develop
- To take care about

A. Theory:
CoP elements & drivers
Domain

- Community
- Practice
- Domain

a collection of topics

open points **problems**

key issues

- A CoP has an **identity** defined by a **shared domain of interest.**

- **Membership** implies a commitment to the domain, and therefore …

- a **shared competence** that distinguishes members from other people.

A CoP is group of people, who **share a concern or a passion for something** they do and learn how to do it better as they interact regularly.

A. Theory:
# CoP elements & drivers
Community
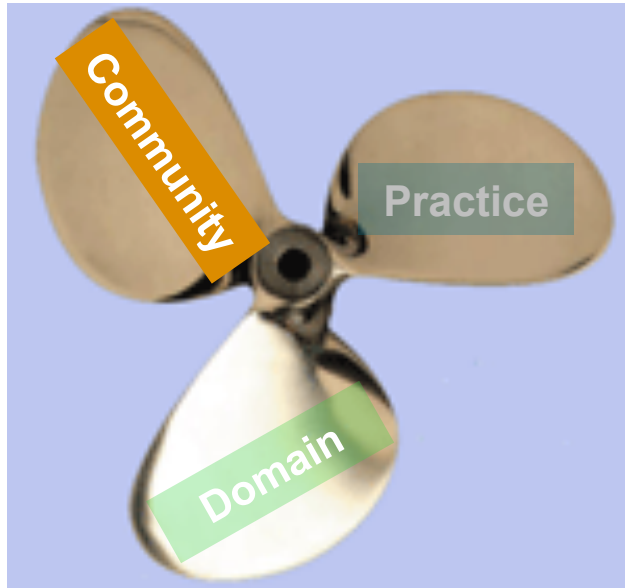
members

relationships

- **pursue their interest in their domain,**

- **engage in joint activities and discussions,**

- **help each other**

- **share Information**

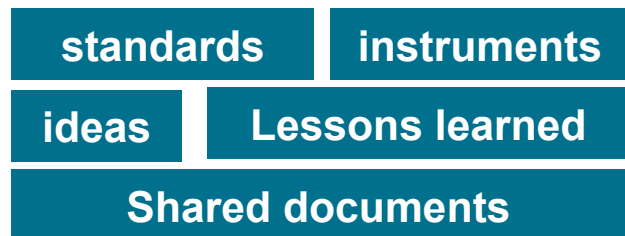- **build relationships that enable them to learn from each other.**

A CoP is group of people, who share a concern or a passion for something they do and learn how to do it better as they **interact regularly.**

A. Theory:
CoP elements & drivers
Practice

standards **instruments**
ideas **Lessons learned**
Shared documents
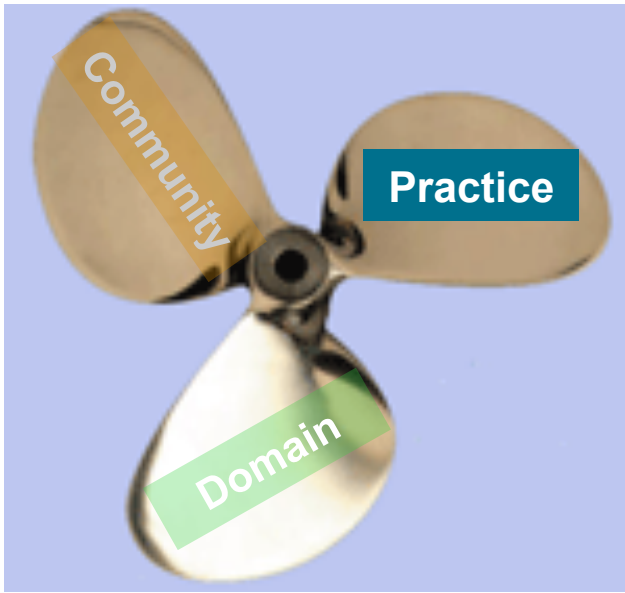
- develop their **own experiences**, stories, tools, ways of addressing problems

- It takes **time** & sustained **interaction**

A CoP is group of people, who share a concern or a passion for something they do and learn **how to do it better** as they interact regularly.

CoP Examples
Domain, Community, Practice

CoP name	Domain	Community	Practice	Remarks
WIRA WELEDA	**Regulatory affairs (RA) = Zulassung**	**Central dept. & RA in affiliates worldw.**	**Registration of pharmac. products**	**Weleda Gruppe, FFHS-Projekt 2007-2008**
WICO	Corporate Finance and Controlling	Central dept. & C. in affiliates sites worldw. (Landesgesell.)	Corporate finance reports (consolid.), accounting standards, pricing	Weleda Group, FFHS-Project 2008-2009
EUREKA	Photocopying-Service	Service Technician	Installation, Maintenance, Repair	XEROX
Agent Network	Life Insurance	Agents in Canada	Sell insurance policy	Clarica Life
Turbodudes	Turbidide (geological formation)	Professionals across project teams	Deepwater exploration and operation (Gulf of Mexico)	Shell (Wenger 2002, 66-68)
Q-Bee	Quantitative Biology	Scientists and lab. technicians	Develop technologies, combine orders, share compounds (for tests)	Eli Lilly (Wenger 2002, 33-34)
Austausch-gruppe	Innovation Management	Engineers worldwide	Assess new directions, encourage innovation	DaimlerChrysler (Wenger 2002, 77)
CPsquare	Developing CoPs	Researchers & Practicioners (Coordinators, Consultants, etc.)	Research on CoP, design and cultivate CoPs, Education about CoP	www.cpsquare.org
CI Japan	hp IT products and consulting	hp CI consultants (Consulting and Integration)	sell products, apply methods (PM), serve business fields (finance, etc.)	Hewlett-Packard Japan Kohlbacher, F. & Mukai, K. (2007) Learning Organization, The, Vol. 14, 1, pp.8 - 20

CoP Examples
Domain, Community, Practice

Is eduhub community a CoP?

CoP name	Domain	Community	Practice	Remarks
eduhub	E-Learning	stakeholders and experts at Swiss Higher Education Institutions	Teaching, research, academic services	https://www.eduhub.ch/about/eduhub/

Domain	Community	Practice
a collection of topics	members	standards
key issues	relationships	ideas
open points		Lessons learned
problems		Shared documents
		instruments

A. Theory:
Social Theory of Learning
by Etienne Wenger

Etienne Wenger

Learning as social participation

meaningful knowing

Social Theory of Learning: "Learning is changing participation in the practices of one or more communities."

Social Theory of Learning

Etienne Wenger

Social Theory of Learning

Etienne Wenger

Good? This is a really good bottle …

Social Theory of Learning

Etienne Wenger

Social Theory of Learning

Etienne Wenger

Social Theory of Learning

Knowing is embedded in a practical experience of the world that is interpreted with respect to some practices.

Learning has to be an experience of meaning and interpretation of the world, and the ability to interpret the world in a new way.

The Social Theory of Leaning is fundamentally anchored in the ability to <u>negotiate new meanings</u> as a human being.
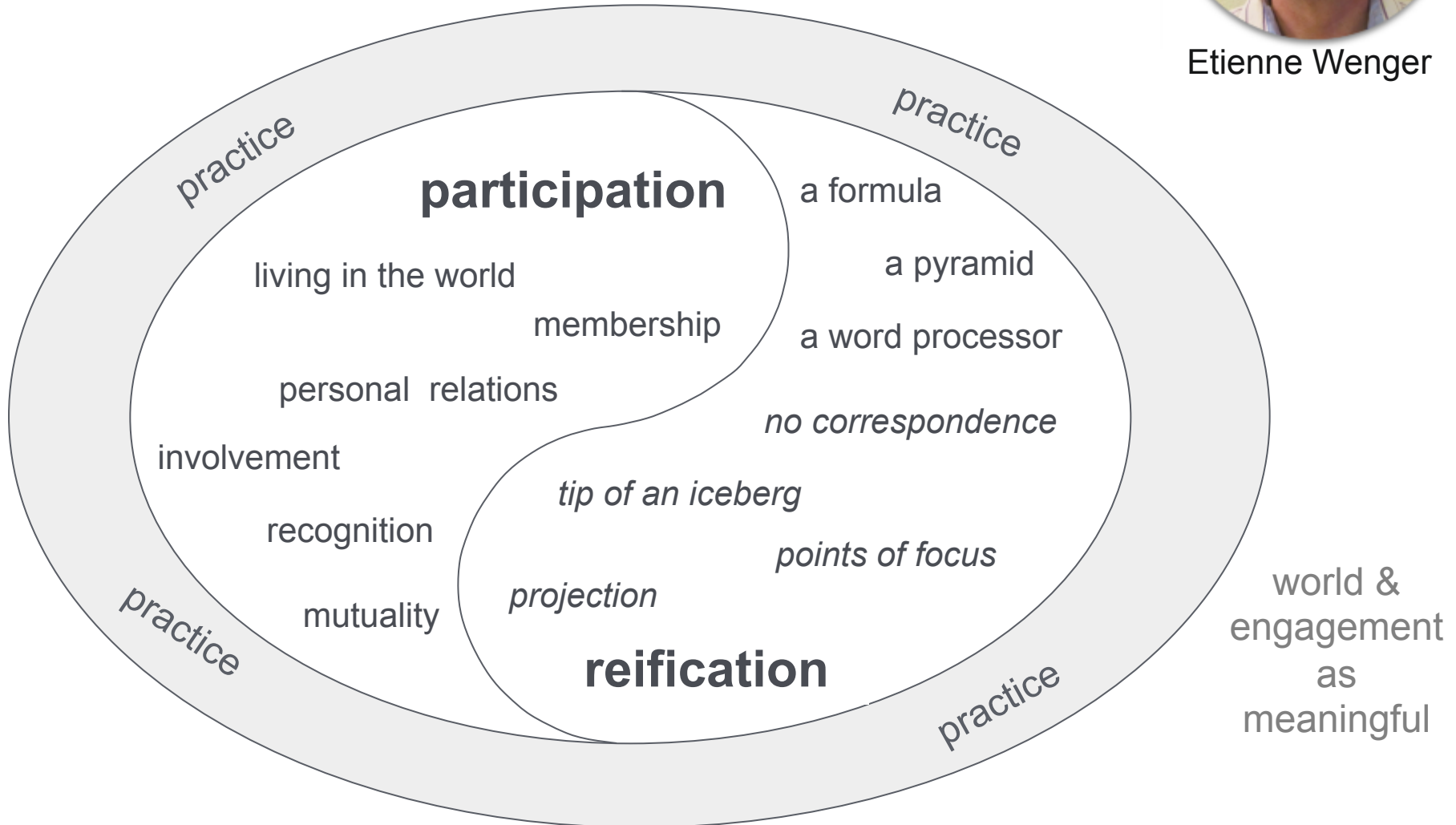
Etienne Wenger

Social Theory of Learning
Negotiation of Meaning

Etienne Wenger

practice

practice

participation

a formula

living in the world

a pyramid

membership

a word processor

personal relations

no correspondence

involvement

tip of an iceberg

recognition

points of focus

projection

mutuality

reification

practice

practice

world &
engagement
as
meaningful

CoP & Knowledge Management

| create knowledge | expand knowledge | exchange knowledge | develop individual capabilities |

CoP as a method of Knowledge Management in organizations

CoP vs. other groups

	What's the purpose?	Who belongs?	Clear boundary	What holds it together?	How long does it last?
Community of practice	To create and share knowledge	Self-selection	Fuzzy	Passion, learning, and identification	Evolve and end organically
Formal department	To deliver a product or service	Reports to same manager	Clear	Job requirements and dept. goals	Intended to be permanent
Project team	To accomplish a specified task	Direct role in the task	Clear	Project's goals and milestones	Predetermined ending
Community of interest	To be informed	Whoever is interested	Fuzzy	Sense of like-mindedness	Evolves and end organically
Informal network	To receive and pass on information	Acquaintances and friends of friends	Undefined	Mutual relationships	Never really start or end

© E. Wenger, 2003

See also: Wenger, E. et al. (2002) Cultivating Communities of Practice. Boston: HBS Press, p. 42

Value of a CoP

CoPs create a channel
for (tacit) knowledge to flow
across boundaries

Group that you can turn to when you have a challenge

Create & steward knowledge assets accessible in one place

CoP

Foster employee's relationships, partnership & engagement

Promote virtual (international) collaboration

Practice 1:
How to build a CoP

How to establish a CoP?

- Develop and balance 3 + 1 CoP-Elements:
  - Domain
  - Community
  - Practice
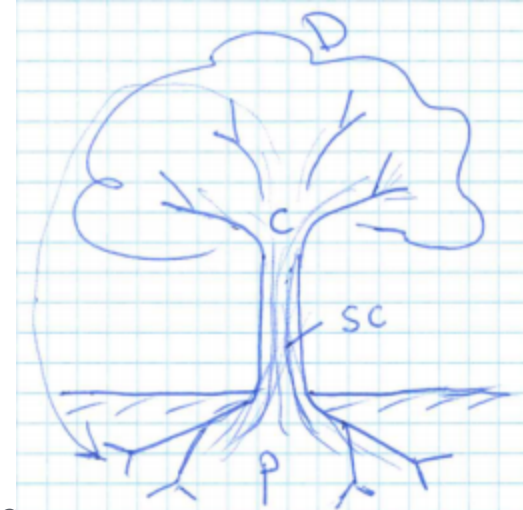 - *Sense of Community*
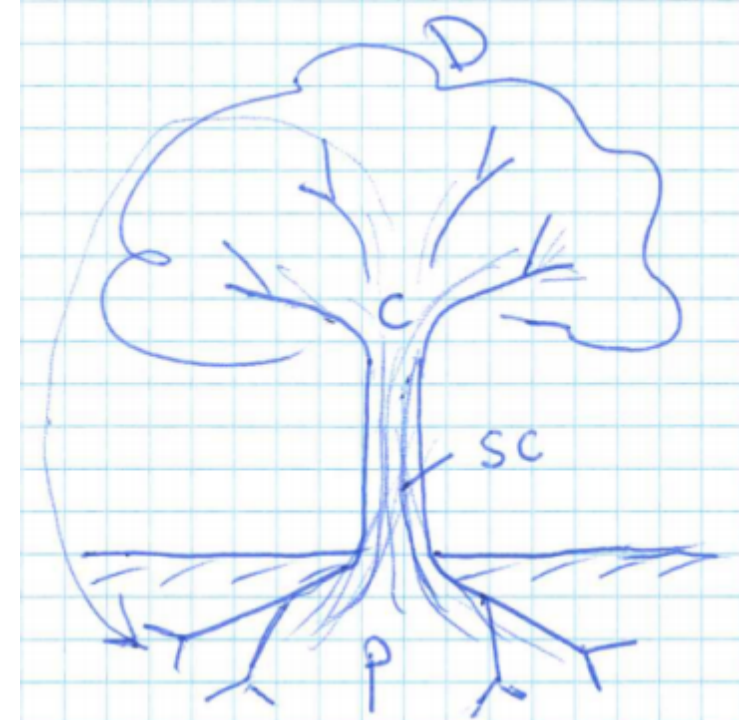
- Recognise and support 5 CoP-Stages (life-cycle):
  1. Potential
  2. Coalescing
  3. Maturing
  4. Stewardship
  5. Transformation
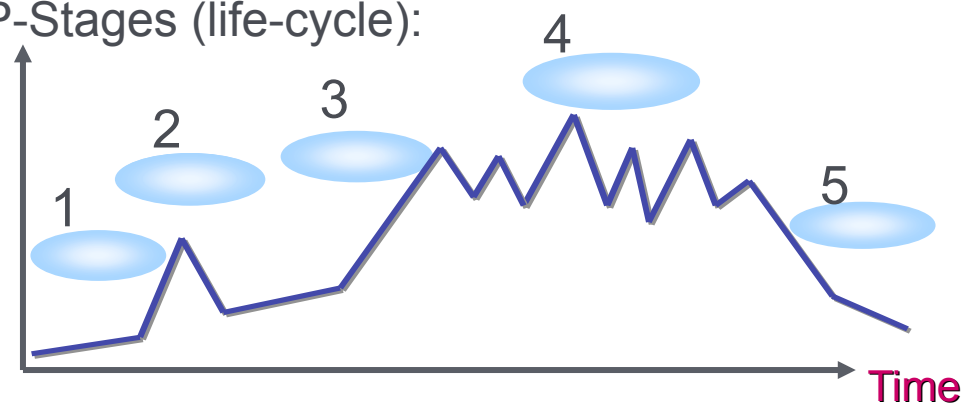
Structural CoP Model

Domain

- What topics and issues do we really care about?

- How is this domain connected to the organization's strategy?

Community

- What roles are people going to play?

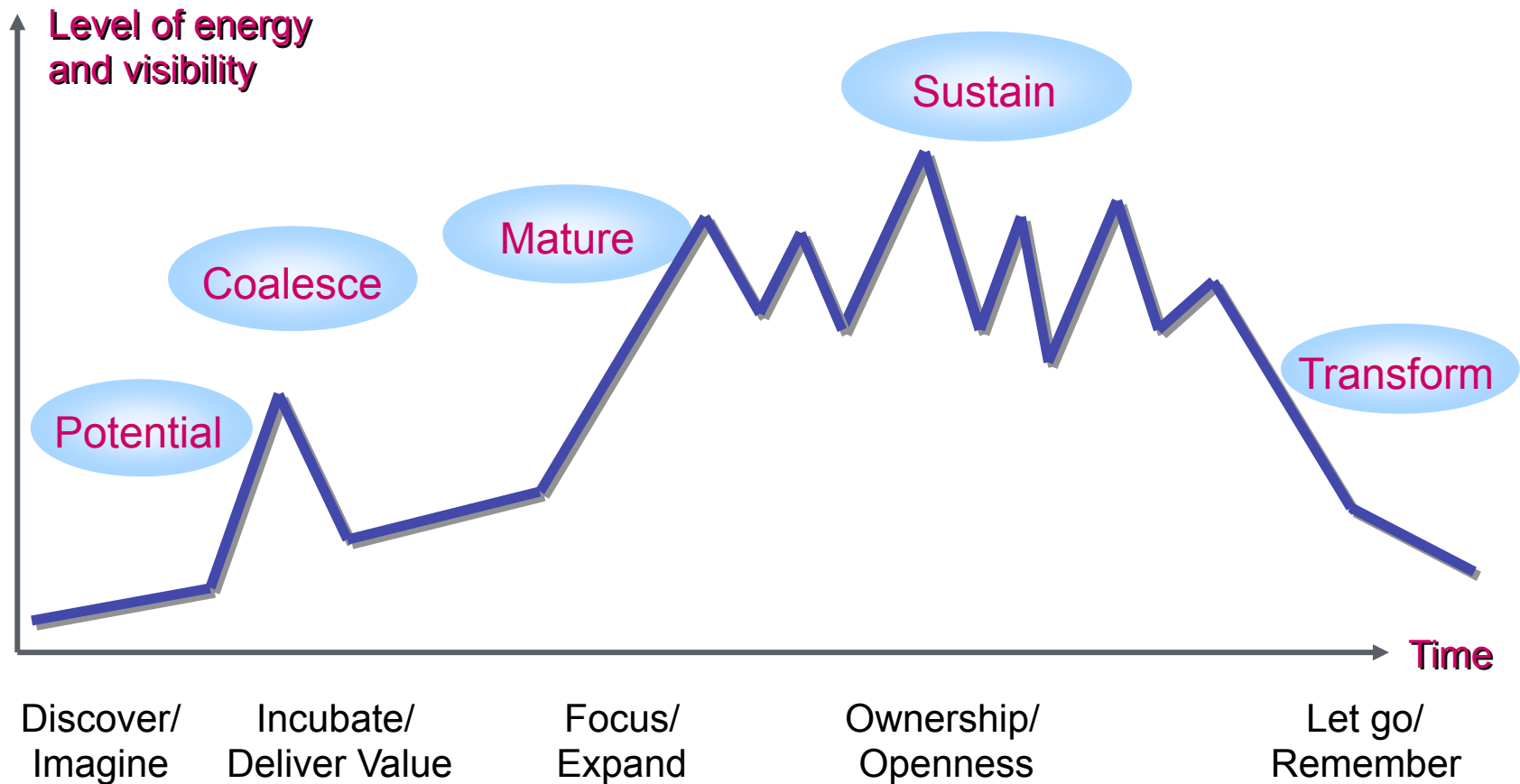- What will generate energy and develop trust?

Practice

- What knowledge to share, develop, document?

- Which models, instruments, Lessons Learned, etc. ?

Sense of Community

- individual experience, feelings, social contract (tacit)

Stages of CoP development

Level of energy and visibility

Potential · Coalesce · Mature · Sustain · Transform

Time

Discover/
Imagine

Incubate/
Deliver Value

Focus/
Expand

Ownership/
Openness

Let go/
Remember

Source: Wenger et al. 2002

Stage 1 & 2:
Defining Structure

- Why should we meet?

  - What topics are of interest?

  - What do people need? What can they share?

  - What is the objective/goal for the group?

- Who should be in the CoP?

- What roles are needed?

  - Co-leader? Distributed leadership? Subgroup leaders? Website content managers?

- What events should happen?

  - F2F, teleconferences, videoconferences?

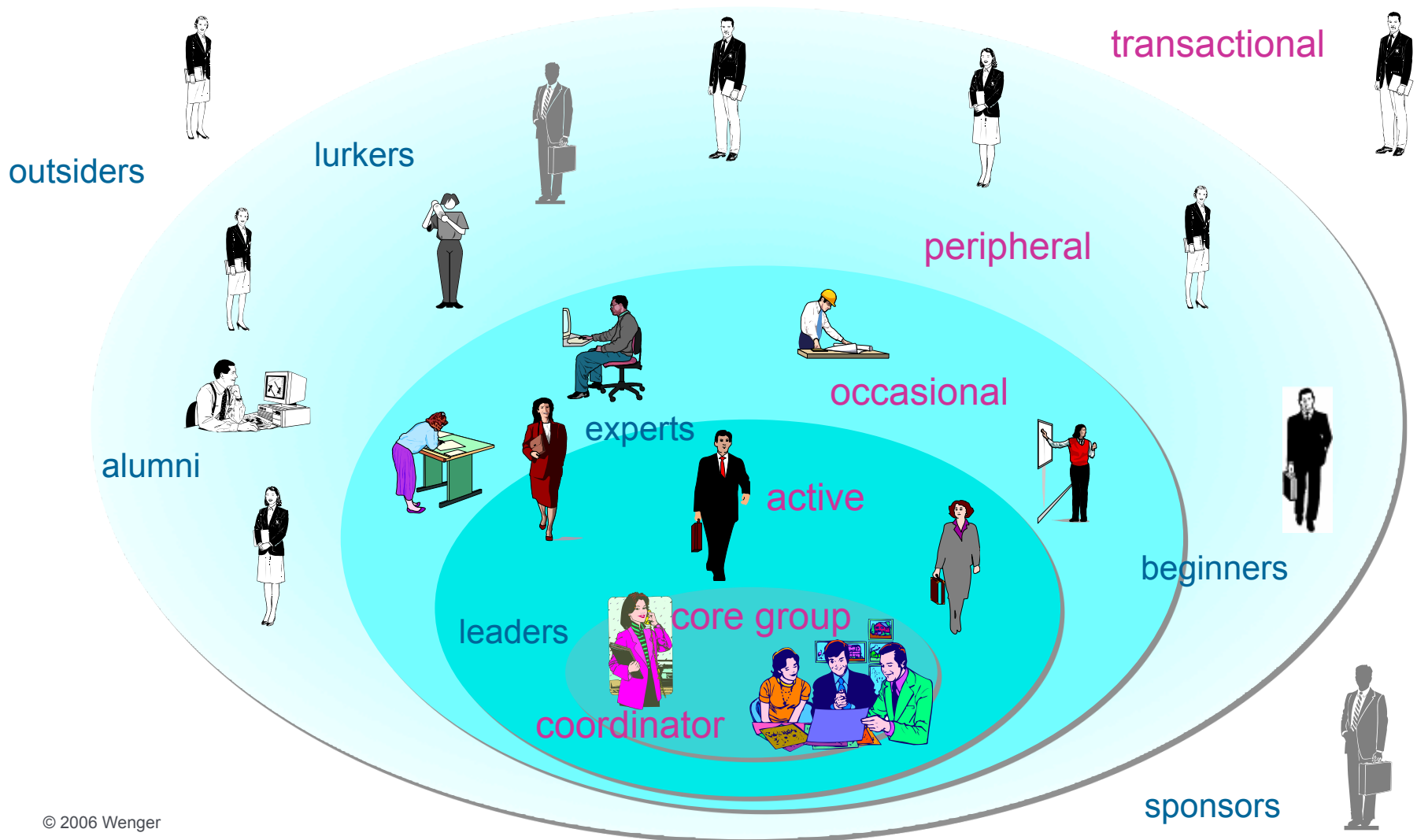 - How often should they happen?

- What technologies, if any, are needed?

Source: Doug Rush, 2002
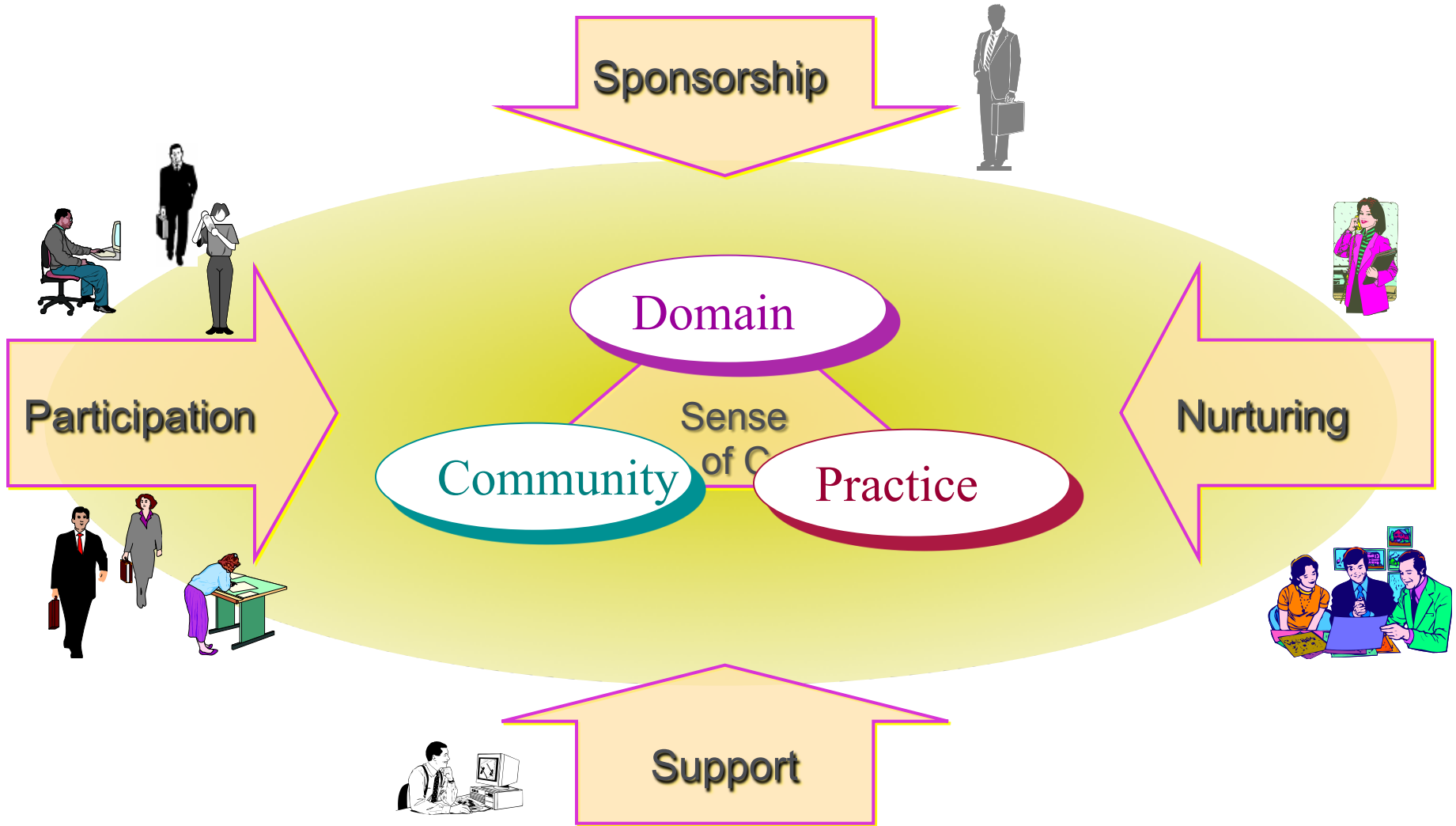
Practice 2:
How to ~~manage~~ cultivate a CoP

Participation levels in a CoP

transactional

outsiders

lurkers

peripheral

occasional

experts

active

alumni

beginners

leaders

core group

coordinator

sponsors

© 2006 Wenger

Social Knowledge Structures:
Key dimensions

Sponsorship

Participation

Domain

Sense of C

Community

Practice

Nurturing

Support

Nurturing

© 2006 Wenger

CoP Roles

Community Member

Community Coordinator

Technology Steward (Administrator)

Community Core Group

Domain Steward

Keeper of Inquiry

Session Host

Sponsors

Community Coordinator:
Key functions

Domain

- identify important issues

Community

- plan and facilitate events (face to face, online)
- link members, foster their development

Practice

- help build tools and methods, best practices, lessons learned, etc.

Assess health, evaluate delivered value

- to members
- to organization

Manage boundaries to organization

Community Coordinator:
What a Leader Does

Networking
- Serve as a knowledge broker: Help people find each other

- What are people interested in? What will motivate them to participate?
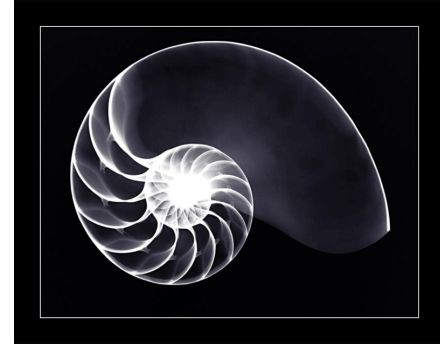
Organize events

Work with web site content manager(s)

Work with other community leaders

Communicate community activities

Keys to success (1)

Simplicity – Vision – Transparency

- Keep it simple in the beginning
- Core team members have to be present and available on demand

- Surface the vision of the CoP
- Surface the vision of the participants

- Clearly defined and visible community rules
- Clearly defined structures

Keys to success (2)

Openness – Flexibility – Trust

- Learn from other CoPs experience – "good" practice ("best for me")
- Be aware that errors are made to learn – lessons learned

- Be open and flexible to unforeseen changes
- Be patient when people are not always excited

- Recognize knowledge ownership
- Give trust if you expect trust

What keeps it going?

Community

- Domain that energizes a core group
- Skillful and reputable coordinator
- Involvement of experts
- Address details of practice
- Right rhythm and mix of activities

Organization

- Strategic relevance of domain
- Visible management sponsorship, but without micro-management
- Dance of formal and informal structures
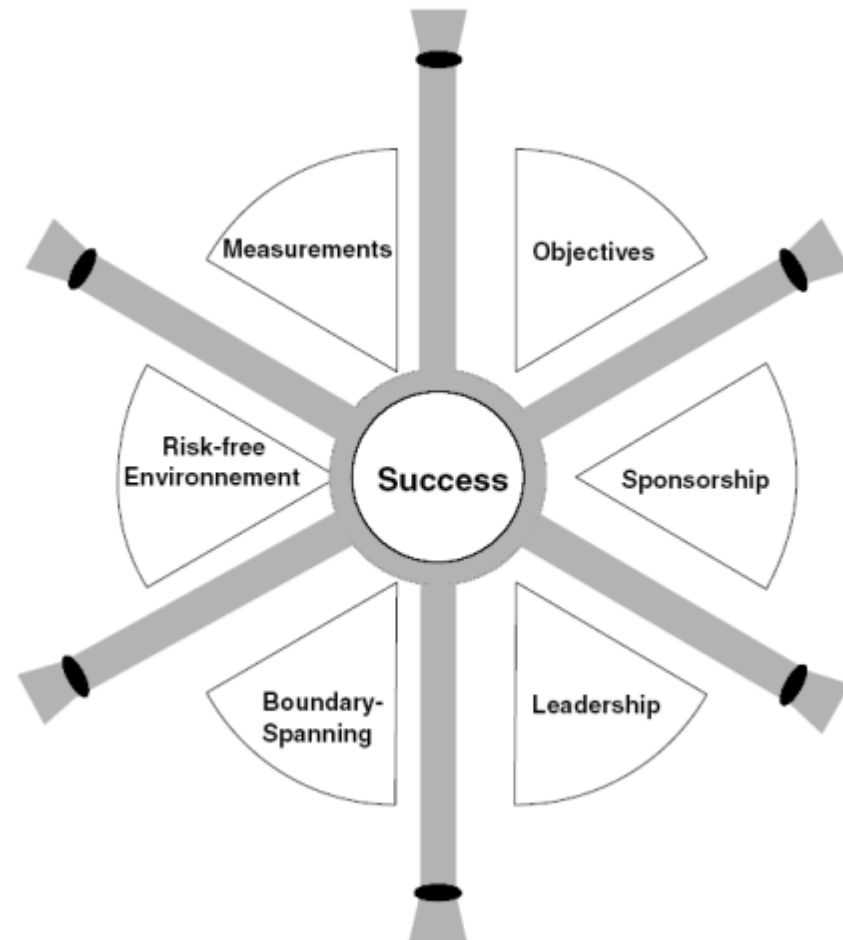- Adequate resources
- Consistent attitude

CoP Success Factors
Probst, G. & Borzillo, S. (2008)

Steering Wheel

1. Clear Objectives

2. CEO Sponsorship

3. Leadership roles

4. Links beyond boundaries

5. Safety & intimacy

6. Assess value

Probst, G. & Borzillo, S. (2008) Why communities of practice succeed and why they fail. European Management Journal (2008) 26, 335– 347

7 Essential Elements for Community Success – APQC 2010

- 1. Explicit business objectives.

- 2. Community leader (clearly define role).

- 3. KM core team (support all CoP)

- 4. Methods to encourage participation.

- 5. Creative ways for virtual communication.

- 6. Look-and-feel for community Web sites or home pages.

- 7. Assess community impact (health, effectiveness)

Failures of CoPs

- Lack of a core group

- Low level of one-to-one interaction between members

- Rigidity of competences

- Lack of identification with the CoP

- Practice intangibility

Probst, G. & Borzillo, S. (2008) Why communities of
practice succeed and why they fail. European
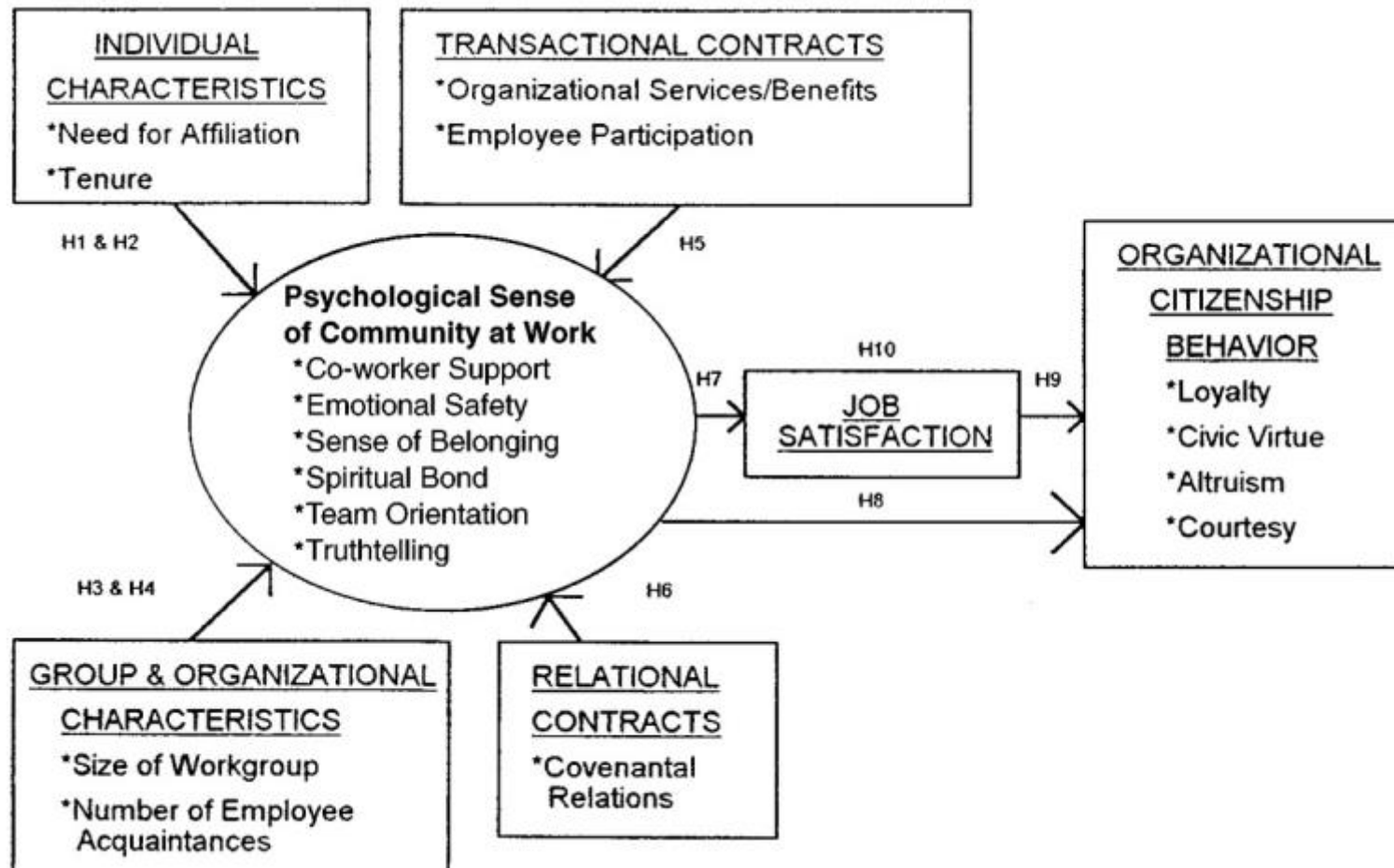Management Journal (2008) 26, 335– 347

Sense of Community 1986

- The experience of community

- individual's perception, understanding, attitudes, feelings,

- relationship to the community and to others' participation

- *"a feeling that members have of belonging, a feeling that members matter to one another and to the group, and a shared faith that members' needs will be met through their commitment to be together."*

- *McMillan & Chavis's (1986) theory : SC is composed of 4 elements*

    1. *Membership*
    2. *Influence*
    3. *Integration and fulfillment of needs*
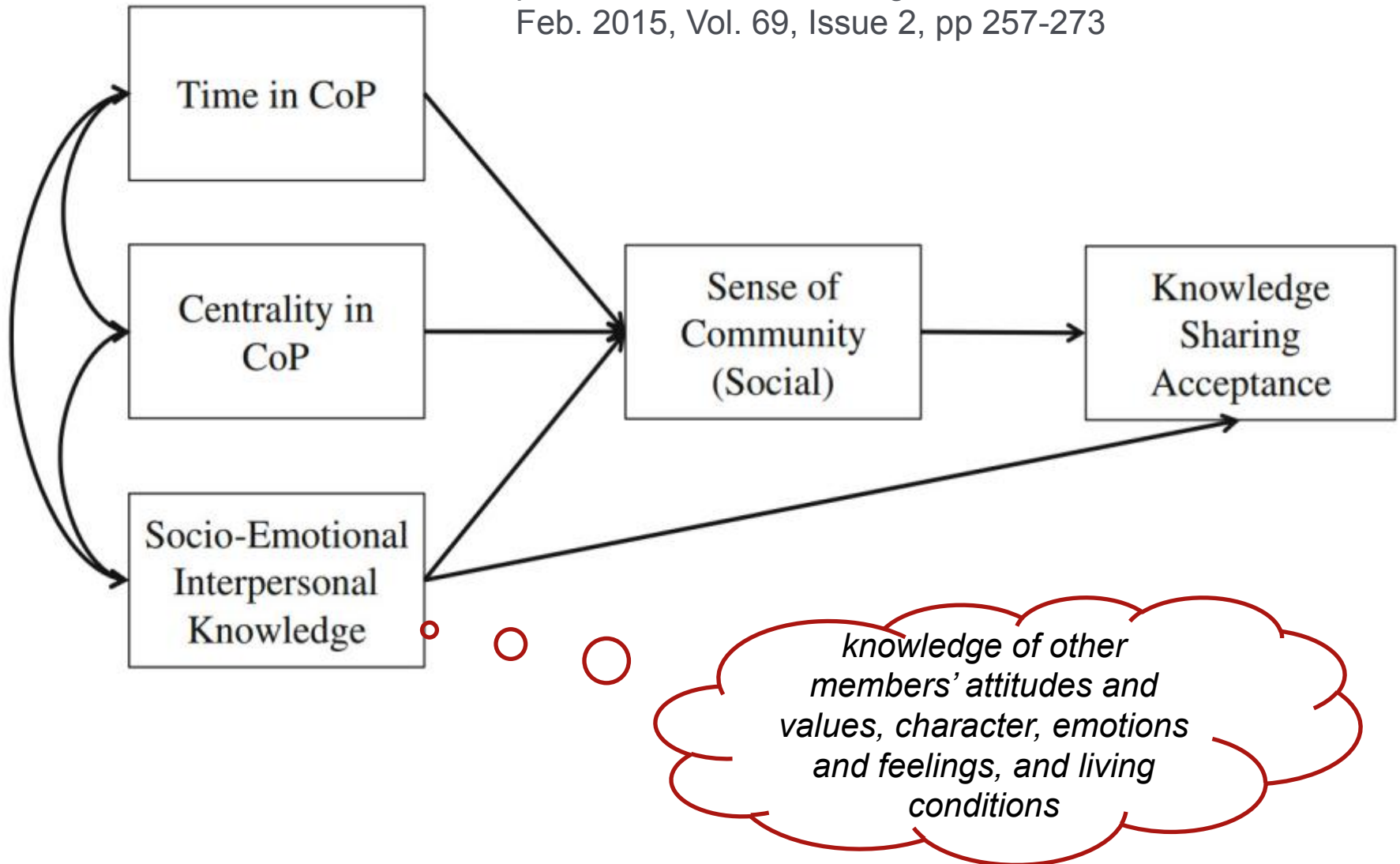   4. *Shared emotional connection*
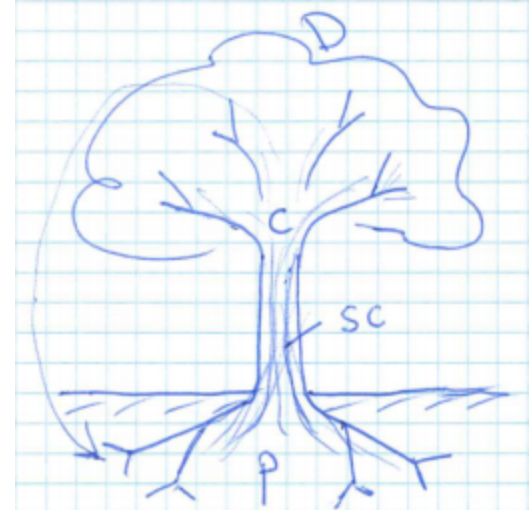
SoC at Work 1998

Susan M. Burroughs, Lillian T. Eby, Psychological sense of community at work: A measurement system and explanatory framework, Journal of Community Psychology, 1998, 26, 6

SoC in a CoP 2015

knowledge of other members' attitudes and values, character, emotions and feelings, and living conditions

CoP examples
User Companies & Institutions

CoP examples
The world we live in.

„network organizations" Handelszeitung, 7. Mai 2015

«Wir erleben einen weltweiten Transformationsprozess»

Was versteht man unter dem Schlagwort Netzwerkstrukturen, das in der Diskussion um neue Arbeitszeitmodelle immer wieder auftaucht?

Jürg Eggenberger: Wir befinden uns im Übergang zu einer Netzwerkwirtschaft mit neuen Regeln, neuen Akteuren und neuen Geschäftsmodellen. Bei Netzwerkstrukturen handelt es sich um flexible Arbeits- und Organisationsstrukturen, die häufig zeitlich begrenzt sind. Mit Netzwerkstrukturen kann man schneller auf Veränderungen reagieren, komplexe Problemstellungen besser bewältigen und sie sind oftmals produktiver.

Was sind die Auslöser?

Der erste Treiber ist die Veränderungsgeschwindigkeit mit entsprechendem Innovations- und Kostendruck. Daraus leitet sich die Notwendigkeit für Unternehmen ab, Fachwissen aus unterschiedlichen Wissensgebieten

Jürg Eggenberger
Geschäftsleiter
Schweizer Kader
Organisation SKO

Zeit- und Leistungssteuerung sowie eine hohe Fähigkeit zur Selbstorganisation verfügen. Es kommt jedoch vor, dass Mitarbeitende mit den Freiheiten nicht umgehen können. Die Eigenverantwortung wird zur Belastung, es kommt zur Entgrenzung von Arbeit.

Wie sorgt man dafür, dass flexibel Arbeitende den Kontakt mit dem internen Team behalten?
Die Mehrheit der Homeworker wechselt flexibel zwischen Büro und daheim, die wenigsten

"Learning organizations" adidas

Working is learning and learning is working

adidas Headquarters
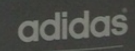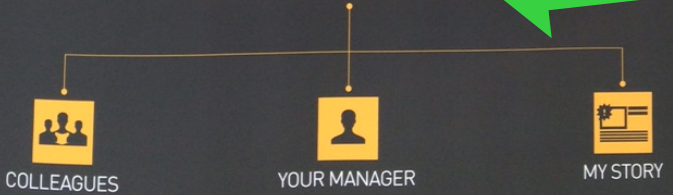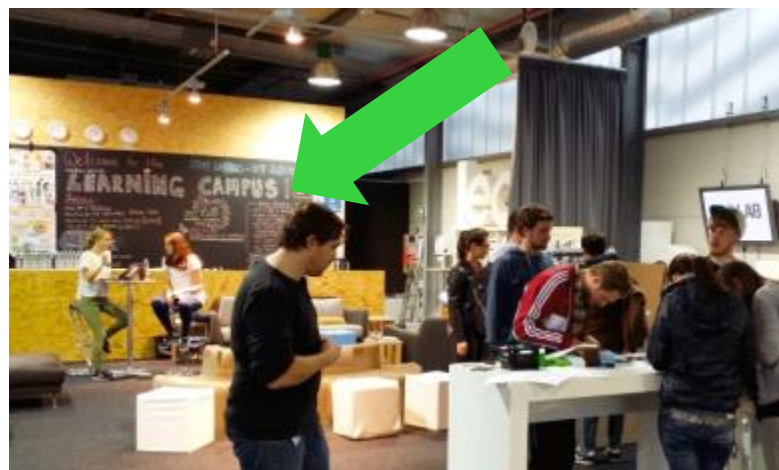Herzogenaurach (Franken)

an organization as a Community of Practice

Resources online

- **Introduction to communities of practice** by E. Wenger ([LINK](#))

- **Frequently asked questions** Etienne & Beverly Wenger-Trayner ([LINK](#))

- **Growing a Vibrant Community of Practice** Healthy Campuses 11/ 2014 ([LINK](#))

- **Open Learning and Teaching** E. Wenger Keynote at i-KNOW 2015: October 21-23   ([LINK](#))

- **Measuring the Sense of Community in Online Communities,** by J. Derlath, 10/2014 ([LINK](#))

- **GUIDE DE MISE EN PLACE ET D'ANIMATION DE COMMUNAUTÉS DE PRATIQUE** ([LINK](#))

- **CPsquare wiki - resources related to understanding communities of practice** ([LINK](#))

Thank you!