

Nuova Arte di Collaborare e Comunità di Pratica nella Trasformazione Digitale

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Knowledge Management and Collaboration (KMC)

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Illustration

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Agenda



- 1. World of VUCA & Digital Transformation**
- 2. Collaboration & Knowledge Sharing**
- 3. Community of Practice**
- 4. Digital Collaboration System: Architecture**
- 5. Presence Model of Knowledge Sharing**
- 6. Example: QUBE by Pentacle**

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VUCA





V = Volatilità

- Imprese Fortune 500 del 2000: Oltre il 50% non esiste più!
- Flessibilità

U = Incertezza

- I dati raccolti ieri ed oggi (su ciò che è già accaduto), non aiutano più a prevedere il domani
- Prepararsi al «worst case» e al contempo lavorare per il «best case»

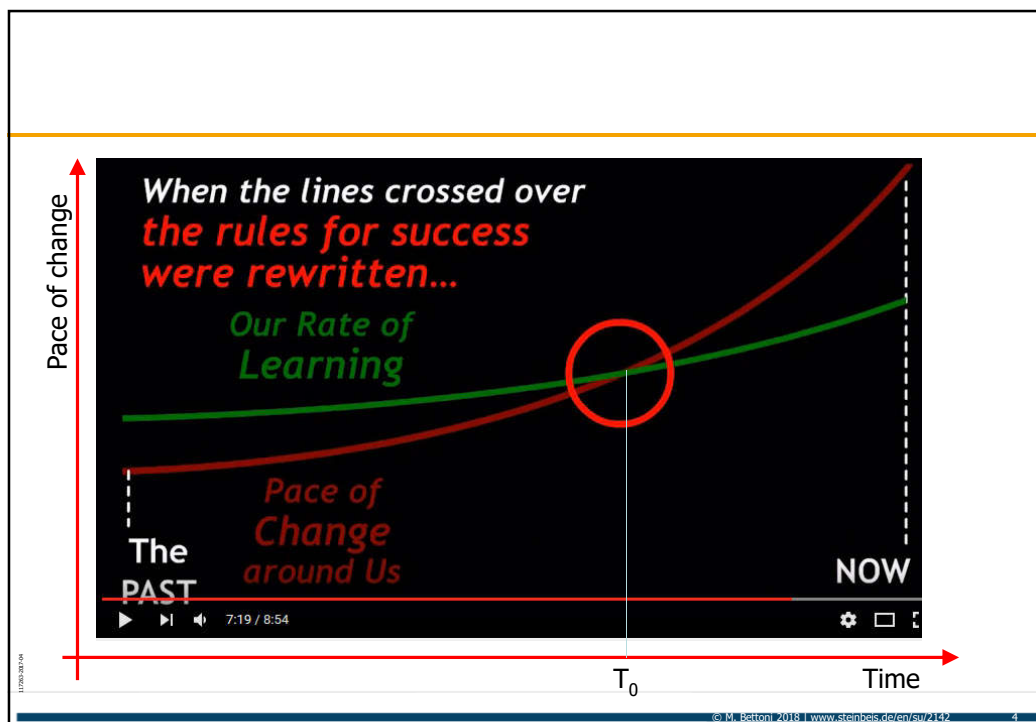
C = Complessità

- Molteplicità di elementi e intrecci fra loro
- difficoltà a riconoscere le cause di un effetto
- Agilità

A = Ambiguità

- difficoltà di interpretare i fatti, confusione fra causa ed effetto
- Sesto senso

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Collaboration-1 (Cooperation)

- task is **split** into pieces
- each person is **responsible** for one piece
- **shared intentionality** (M. Tomasello)



Collaboration-2 (*)

NEW practice

- task remains a **unit**
- each person is **responsible** for the whole
- **shared knowledge**



- participants construct and maintain a **shared knowledge structure** as a basis for accomplishing their task

(*) Roschelle & Teasley, 1995

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Digital (Online) Collaboration



adapted from Roschelle & Teasley (1995)

Online Collaboration
online & jointly ...

Work on
... **one** Task

← concurrently →

... build one
online knowledge

Digital (Online) Collaboration: *Interact online to work on a single, shared task. Concurrently, as a basis for this, construct and maintain a shared knowledge structure (SKS). Requires mutual engagement, continuous effort, participative leadership, E-Tools.*

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1. Collaboration based on ...

- Shared Knowledge Structure (SKS)

2. SKS by means of ...

- Mutual Engagement
- Continuous Effort
- Sense of Community
- Negotiation of Meaning

3. Community of Practice success factors ...

- Suitable interactions (design) & competences (members)
- Suitable leadership & organizational culture

Community of Practice (CoP)



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Che cos'è?

Si tratta di

- "... persone che condividono un interesse, una passione per qualcosa che fanno ..."

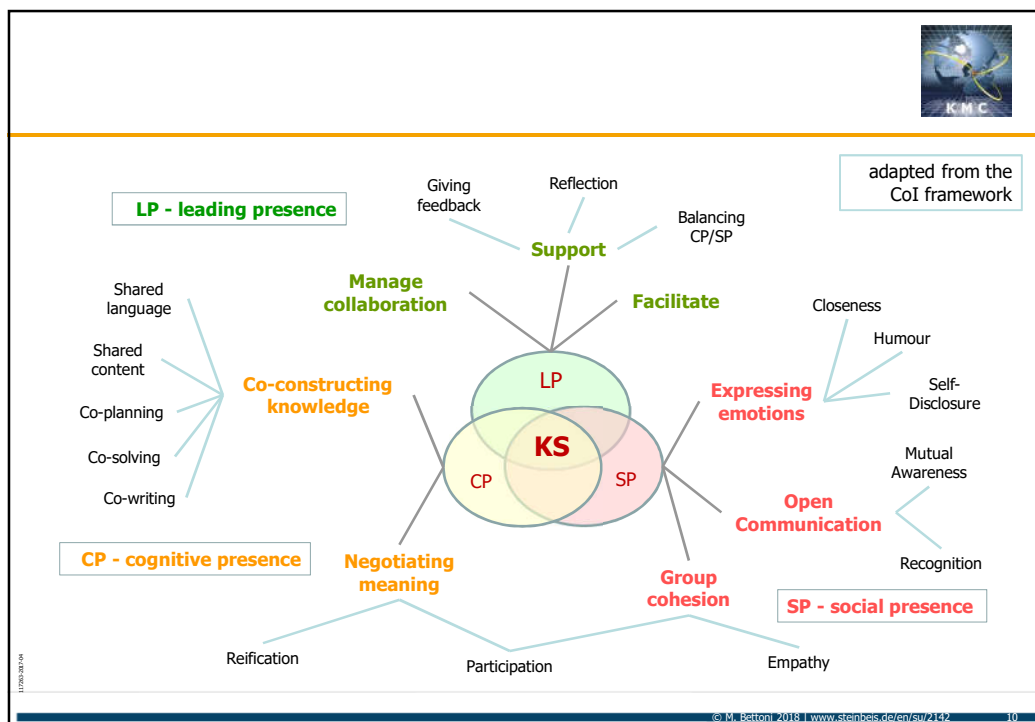
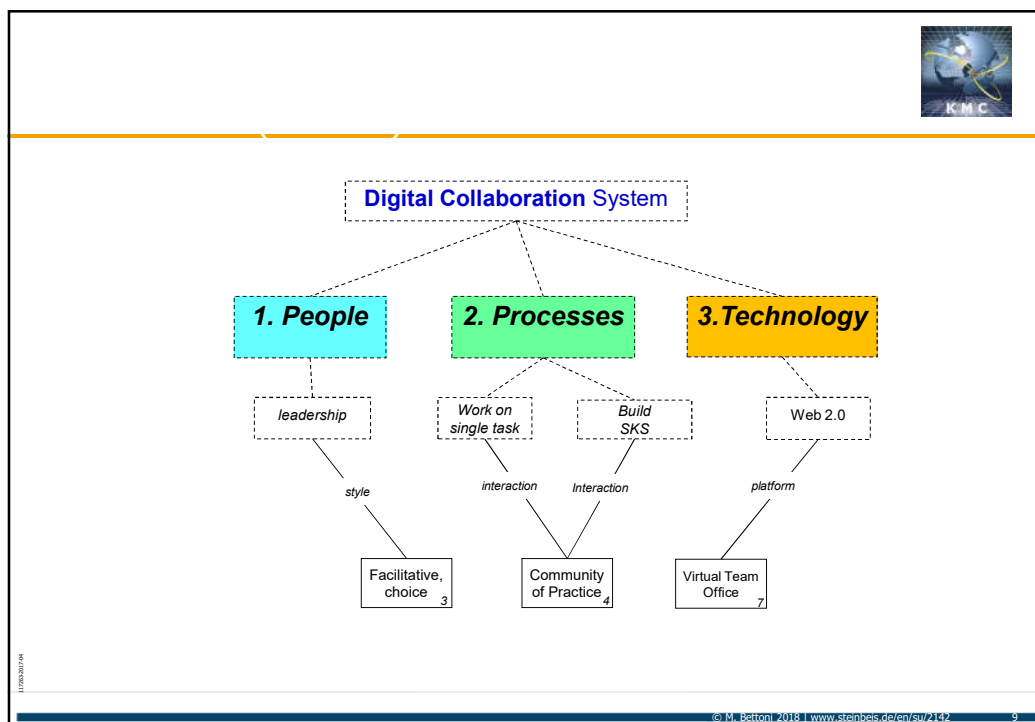
che interagiscono regolarmente

- "... per imparare a fare meglio quello che fanno"

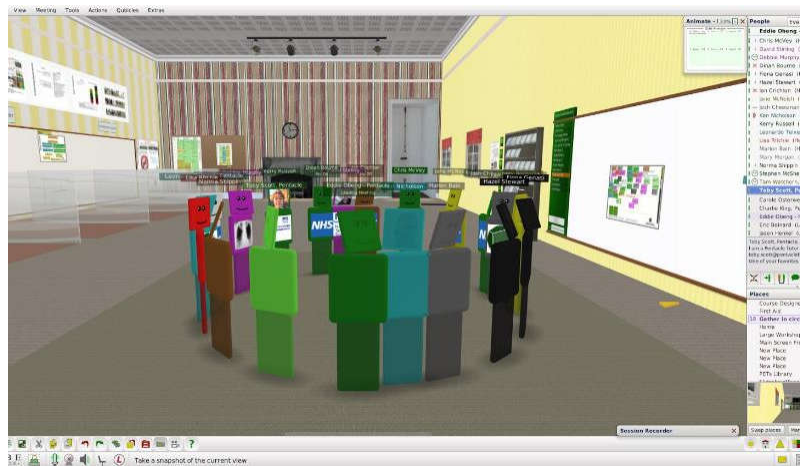
Come si fa ? Sviluppare tre elementi fondamentali:

- **campo tematico:** un'area di sapere, su cui i membri della CoP hanno una competenza che intendono condividere.
- **comunità:** i rapporti sociali fra le persone, soprattutto aiuto reciproco, condivisione del sapere, delle informazioni (alimentati da attività comuni ai suoi membri e un dialogo tra di essi), senso di appartenenza, fiducia.
- **pratica:** il sapere pratico, ossia esperienze, strumenti, tecniche, metodi etc. della propria professione.

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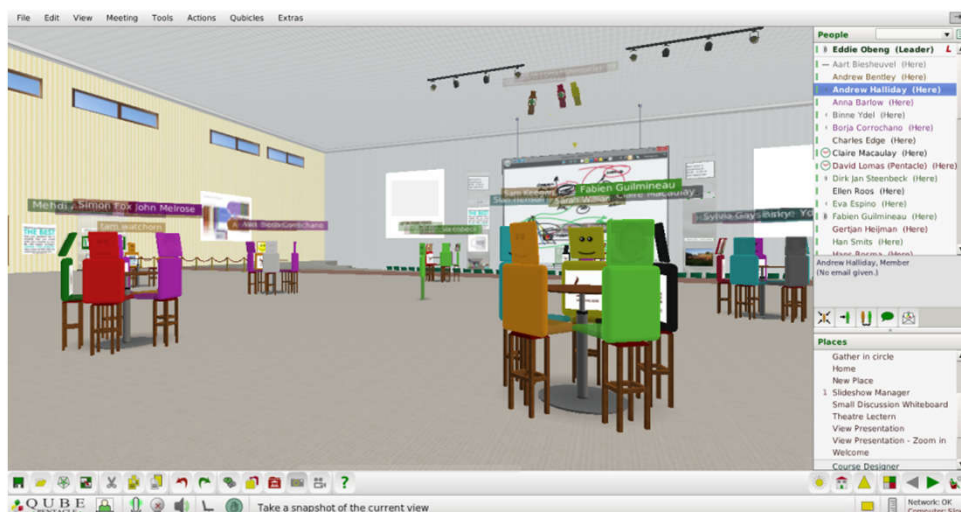
QUBE – Group meets in plenum



<http://www.pentaclethevbs.com/>

<http://qube.cc>

QUBE – Breakout session



<http://www.pentaclethevbs.com/>

<http://qube.cc>

QUBE – Group posts at a panel



<http://www.pentaclethevbs.com/>

<http://qube.cc>

QUBE by Pentacle (UK)



QUBE enables to ...

1. Work on **one** task
2. Build **one** shared knowledge

} **NEW COLLABORATION**

... by means of appropriate **interaction design**

- *collaborative* methods (**PET** = performance enhancing tool)
- *interacting* in **space**: *avatars, movements, objects*
- **convergent** internet technology (users converge in one place)

... thus making **digital (online) collaboration more efficient and effective**

Conclusion



DIGITAL TRANSFORMATION

- ... requires Digital (online) Collaboration for better exploiting its potential

1st Requirement: understand, recognize & support the emerging NEW COLLABORATION

- Task is not split
- Knowledge is not split



knowledge must be shared => shared knowledge structure (SKS)
mutual engagement, continuous effort, sense of community

2nd Requirement: organize employees as a Community of Practice

- Enables to share (tacit) knowledge in an optimal way
- Requires suitable interactions, competences, organizational culture, leadership

3rd Requirement: develop approaches for implementing NEW COLLABORATION

- Architecture of an E-Collaboration System: People, Processes, Technology
- Presence model of Knowledge Sharing: cognitive, social & leading presence

QUBE fulfils these requirements: <http://qube.cc/>

11/05/2018

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