

Communities of practice

Models, principles, and paradoxes

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cp square
 The community of practice
 on communities of practice

Agenda

Nine topics

Introduction	Principles	Launch	Sponsorship
Value	Development	Technology	Support team
Principles			

Four steps

- 1 I invite you into my perspective:**
 - stories, model, principles, questions
- 2 You invite me into your perspective**
 - bringing up your issues
- 3 We discuss issues in small groups**
 - focusing on key topics
- 4 We reflect on our understanding**
 - implications for action

Four outcomes

Insights - questions - personal action steps - organization action steps

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Module 1

Introduction stories and definitions

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Chisinau, Moldova



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Quality Improvement Initiatives in Surgical Oncology

CancerCare Ontario

Support infrastructure

- ❑ Communication system
- ❑ Access to data
- ❑ Access to evidence review
- ❑ Project management support
- ❑ CME accreditation



Communities of practice

- ❑ **Discipline: ovarian cancer**
 - 5 teaching hospitals -> clinics in underserved areas
- ❑ **Regional: high-volume cancer surgery**
 - Practice parameters -> multidisciplinary consultations
- ❑ **Issue: laparoscopic guidelines**
 - Mentoring network -> qualified surgeons

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A learning system for Behavioral Health

Sponsorship Convening Support

OSERS
SAMHSA
Others ...

IDEA
Partnership
and School
MH Coalitions

States
Regions

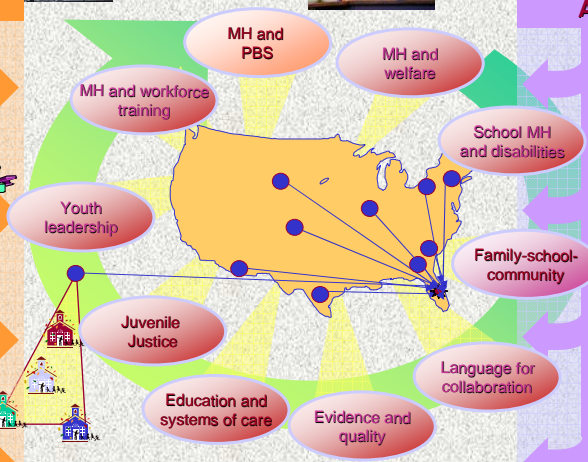
Districts
Schools
Communities



Expertise Perspective Advocacy

National
organizations

National research
and technical
assistance



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QB at Eli Lilly



Quantitative biologists develop a community of practice after an acquisition. They create a common identity, build trust, and develop a shared practice.



They learn to collaborate, avoid repeated tests, pool supply purchases, share equipment--saving frustration, time and money.



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Model 1: a social discipline of learning

Key dimensions



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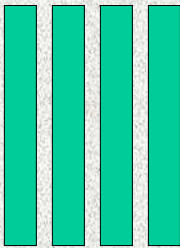
Module 2

The value of communities of practice

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The new frontier

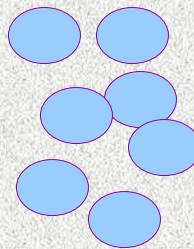
Communities of practice are the next phase in organizational design:



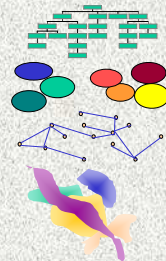
The functional organization



The market-oriented organization



The team-based organization



The multimembership organization

Communities of practice weave the organization around competencies without reverting to functional structures. In ten years they will be as natural to our concept of organization as teams have become.

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First wave: technology

knowledge as information

- ❑ Knowledge is information:
- ❑ Useless databases with outdated information
- ❑ Put the knowledge of the organization in a database
- ❑ Difficult to motivate people to use a database

Second wave: people

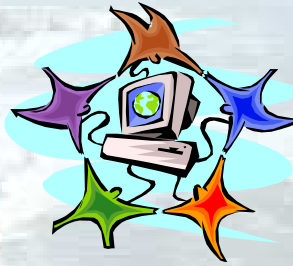
knowledge as practice

□ Knowledge lives in communities:



□ The key to managing knowledge is connecting practitioners

□ Managing knowledge is the role of practitioners

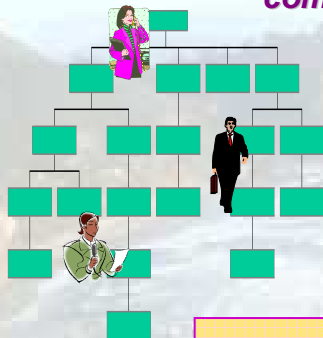


□ Technology is used to support the work of communities

Third wave: strategic capabilities

knowledge as strategy

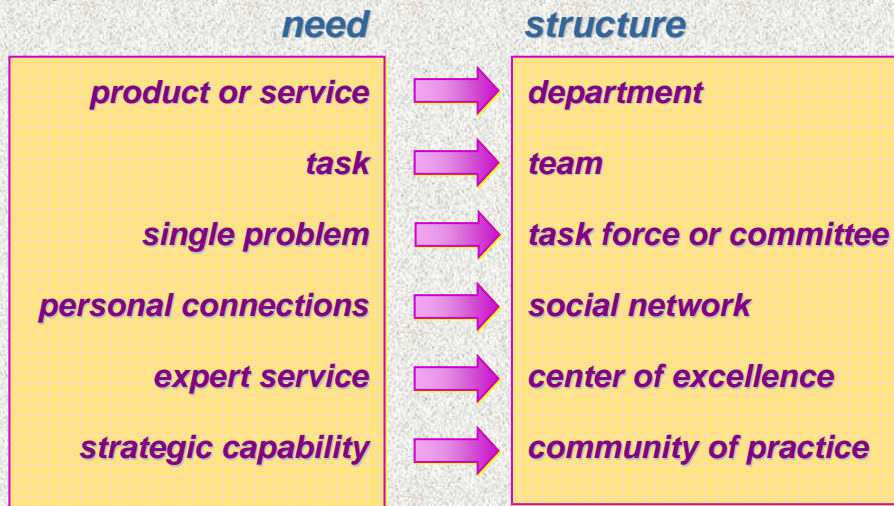
A strategic conversation involving the organization and the communities of practice



Key issues

- How to make knowledge a strategy?
- How to connect communities and organization?
- How to invest in strategic domains?

Match needs and structures



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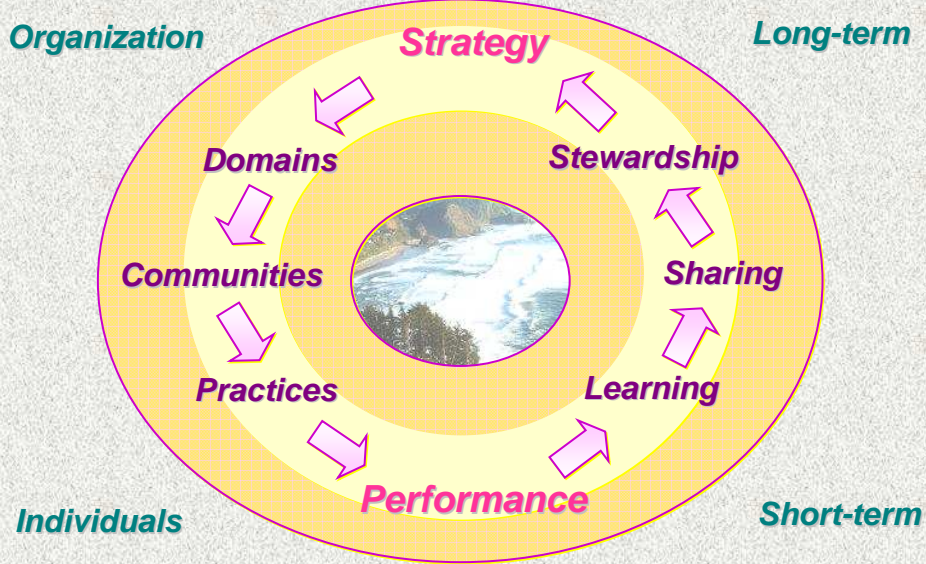
Types of domains

- **Professional communities**
 - Professions or disciplines usually recognized outside
 - Fairly stable over one's career
 - Charter: advancing discipline, professional development
- **Technical communities**
 - Specific technologies or processes
 - Across business processes
 - Charter: evaluating and managing technology
- **Issue-driven communities**
 - Ongoing business concerns or issues
 - Charter: bringing all perspectives to bear on issue

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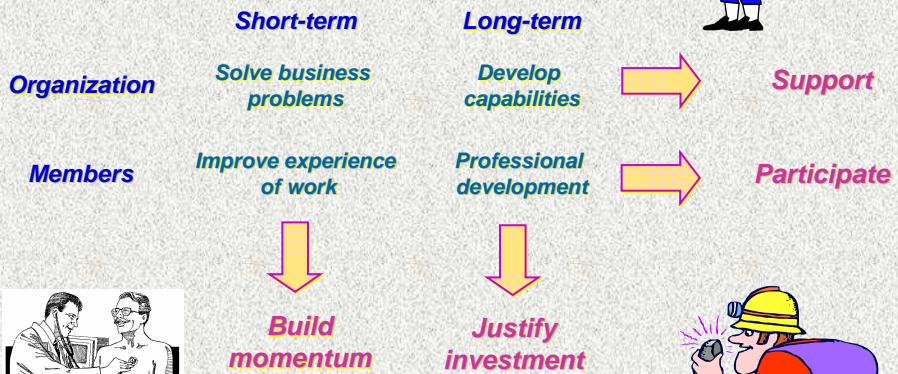
Strategic value model

learning as strategy

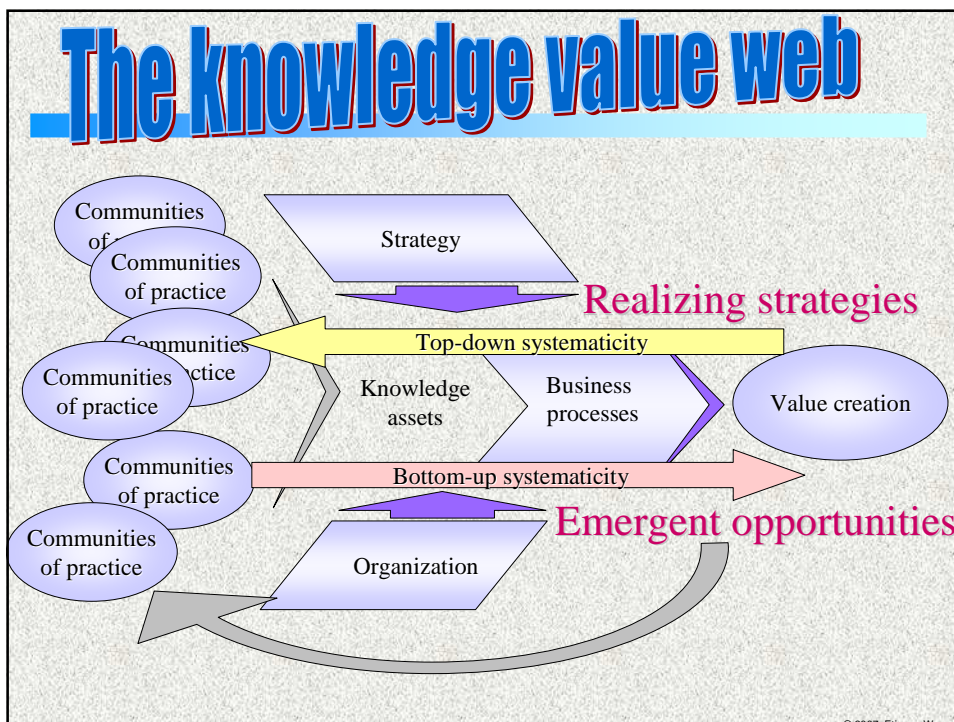
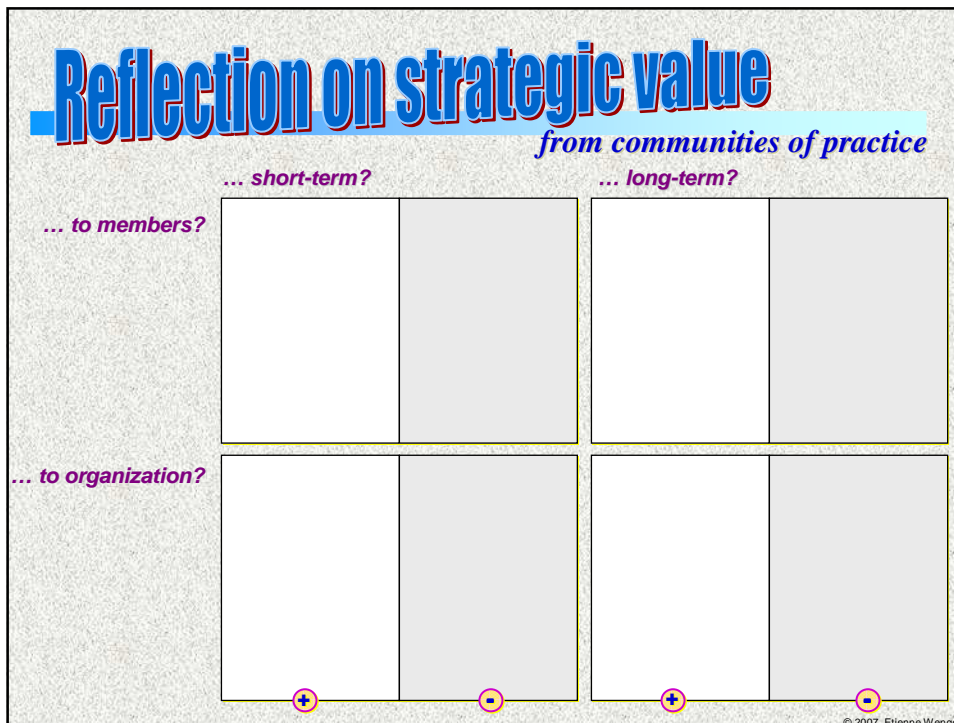


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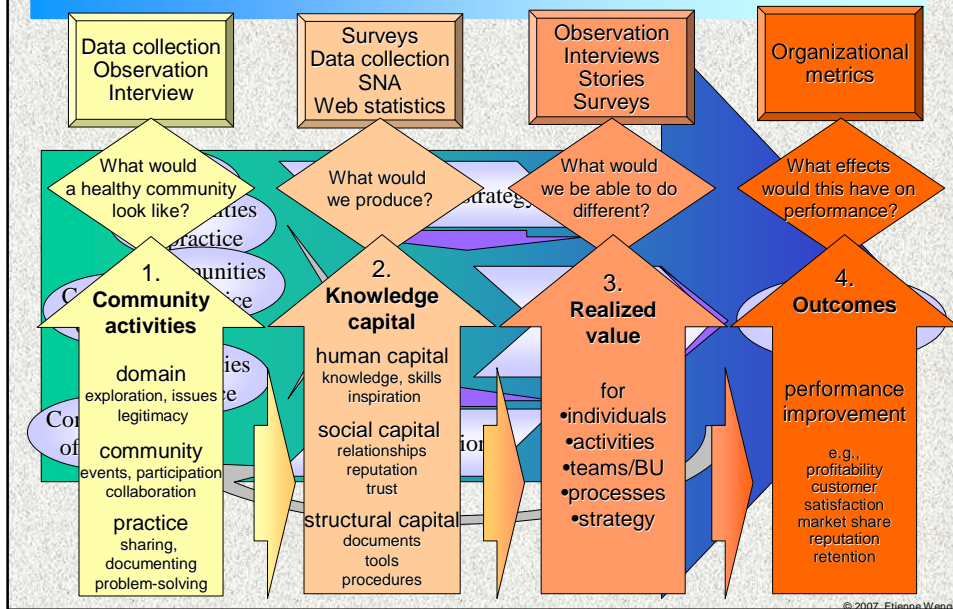
Creating value



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Value creation model



Value creation stories

Community/date: **Member/role:**

What meaningful activities did you participate in?	
What specific insights did you gain? What access to useful information or material?	
How did this influence your practice? What difference did it make to your performance? What did it enable that would not have happened otherwise?	
How did this contribute to your personal/professional development?	
How did this contribute to the goal of the organization? Qualitatively? Quantitatively?	

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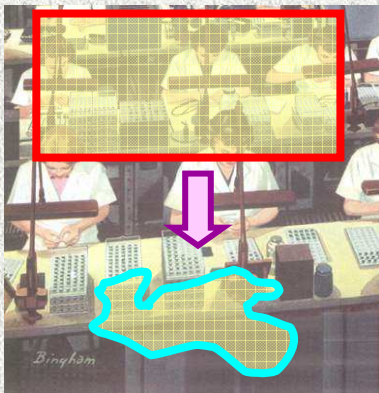
Module 3

Principles organisations and culture

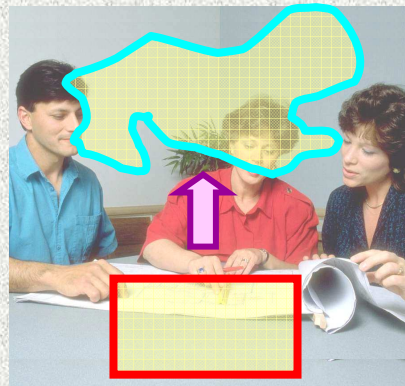
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Personalization of value creation

We are witnessing a radical shift in the primary source of value creation.

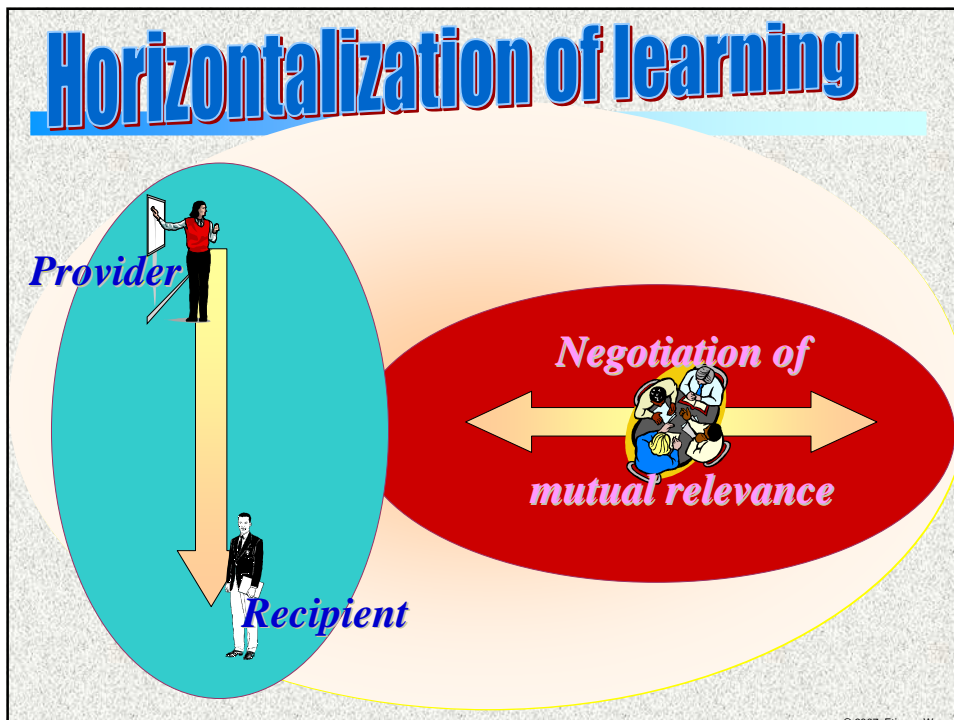
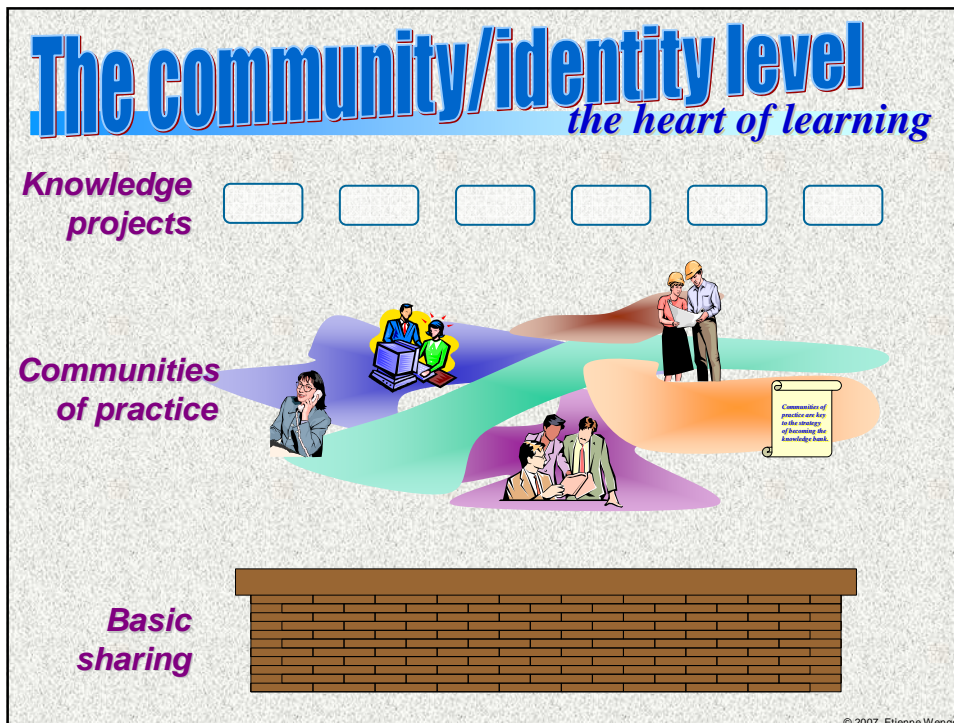


The personal in the service of the formal



The formal in the service of the personal

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Paradoxical principles

Emergent leadership

The communities that succeed are the communities that have strong emerging leadership.

Mutual engagement

High expectations are not the same thing as control. If you micro-manage communities, you kill the very thing that makes them valuable; but if you ignore them, you marginalize their potential contributions.

Active invitation

A community-based initiative is an invitation, not a roll-out. An invitation is not passive; it can provide strong support, even negotiate direction, but it cultivates what emerges rather than forces something to happen.

Innovation from practice

Communities of practice are a forum that lets those with experience on the frontline bubble up innovation, using plain old practice as a source of ideas.

Self-organizing envelope

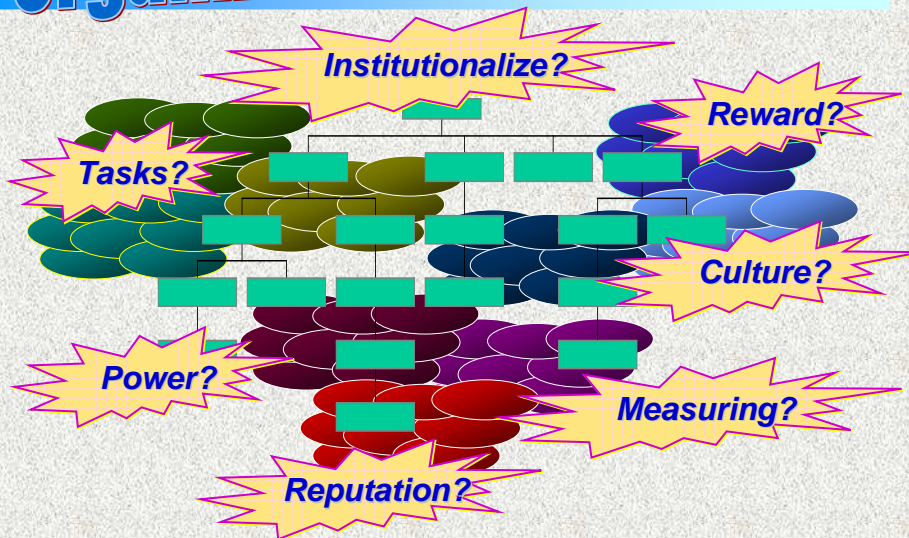
Because of the pressure in organizations to verticalize anything found important, creating an envelope for horizontal peer-to-peer communities requires serious work.

Learning design

No practice can fully design the learning of another; but no practice can fully design its own learning.

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Organizational paradoxes



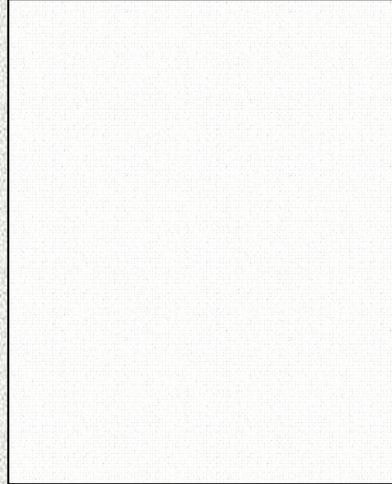
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In your organization ...

Enablers



Challenges



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Module 4

Community development

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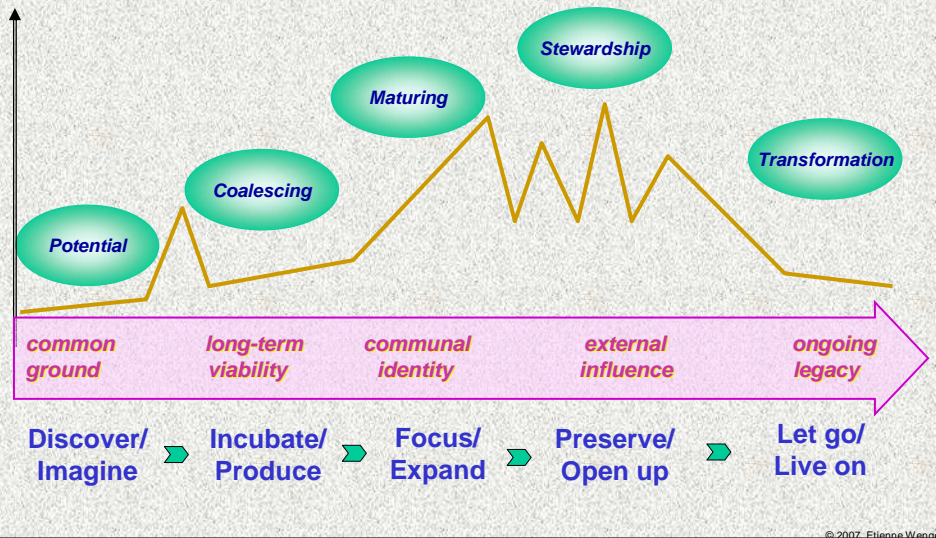
Lifecycle model



Energizing factors



Developmental stages



Community cultivation needs

Early needs

Later needs

□ Prepare

- Interview members
- Build core group
- Find initial sponsor

□ Launch

- Organize a launch process
- Facilitate launch event
- Ensure follow-up

□ Build

- Build core group
- Organize value-creating events
- Connect people around questions

□ Infrastructure

- Distribute responsibilities
- Assess IT requirements
- Create repositories

□ Strategize

- Cultivate strategic stewardship
- Develop a learning agenda
- Organize practice groups and projects

□ Grow

- Manage boundaries
- Help newcomers
- Balance the needs of constituencies

□ Assess

- Keep the pulse of the community
- Publicize success stories
- Make the community aware of its value

□ Renew

- Inject new energy
- Prepare new leadership
- Look for opportunities

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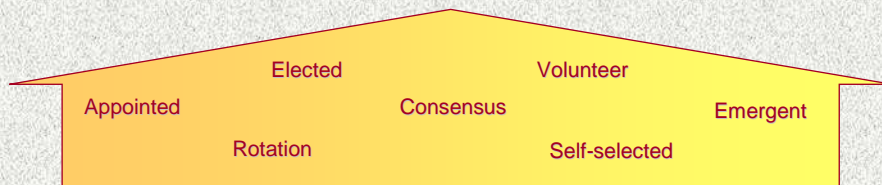
Leadership roles model

Community roles

- **Coordinator**
- **Subgroup leader**
- **Cybrarian**
- **Technology steward**
- **Assistant**
- **Help desk attendant**
- **Journalist**

Member roles

- **Convener**
- **Core group member**
- **Subject matter expert**
- **Broker**
- **Outpost/scout**
- **Networker/weaver**
- **Questioner**



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Hold a rich space



Community spaces
meetings
conferences
teleconferences
website

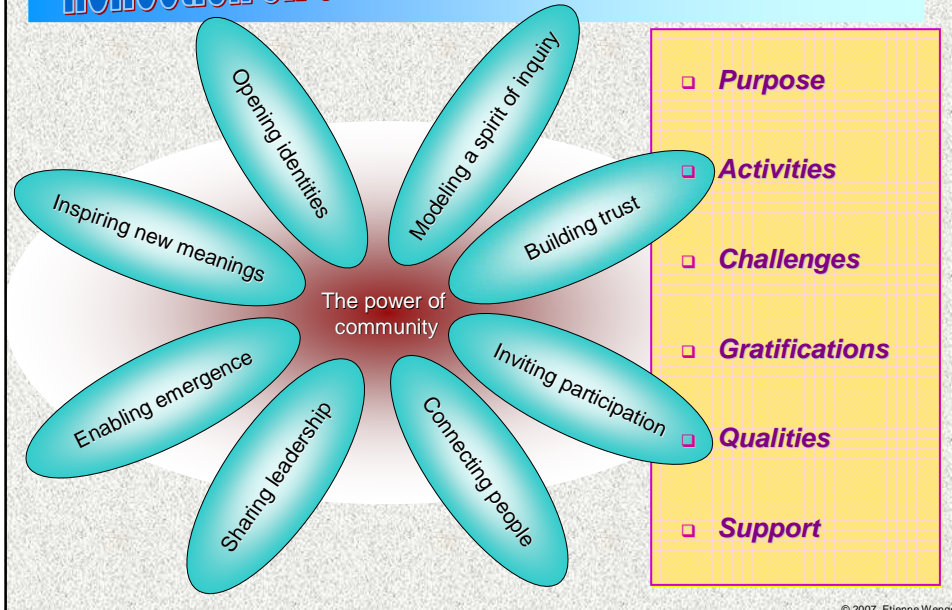


Interaction spaces
conversations
relationships
e-mail
phone calls



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Reflection on community-building leadership



Analysis of leadership roles		
Role (circle any that applies)		Type of member (circle any that applies)
Coordination	Event facilitation	Inquiry – learning agenda
Subgroup leadership	Networking	Expertise
Institutional liaison	Boundary connections	Documentation – repository
Infrastructure	Generations – newcomers/alum's	Transactions – help desk
Coordinator	Expert	
Core member	Lurker	
Active member	Sponsor	
Peripheral member	Outsider	
Purpose	Typical actions	Typical challenges
Why is this leadership role important?	What do/can/should they do?	What makes this task difficult? What warning/advice would you have?
Gratification	Qualification	Support
What are the rewards of the task? Where can it lead? How to recognize it?	Who should do this? What personal qualities and skills are required? What kind of legitimacy?	What kind of support, encouragement, help do these keepers require?

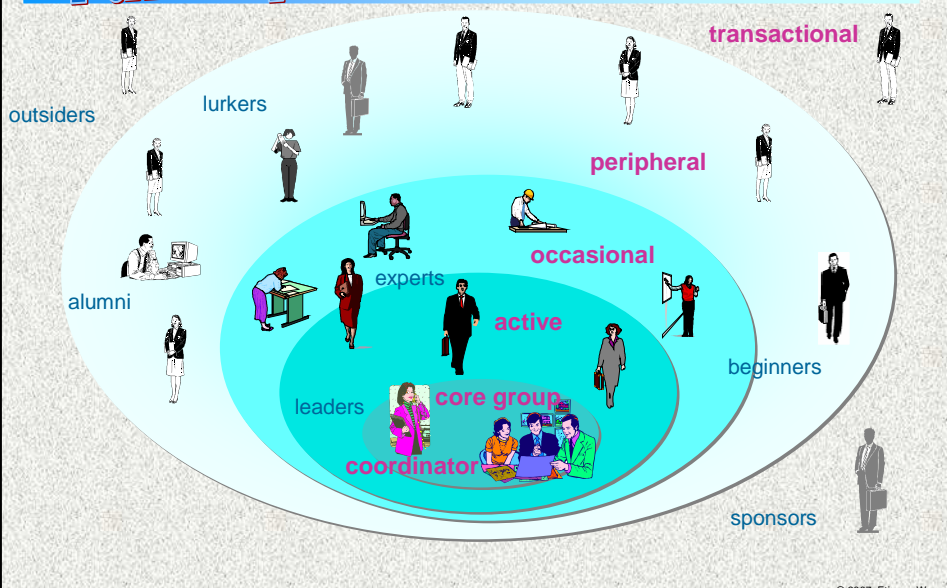
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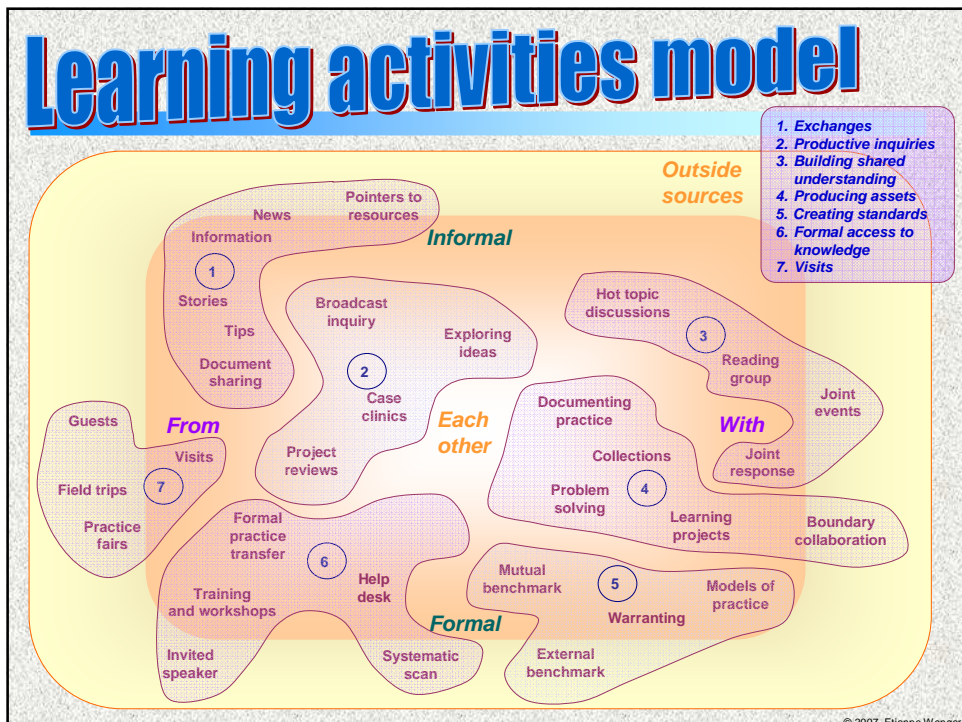
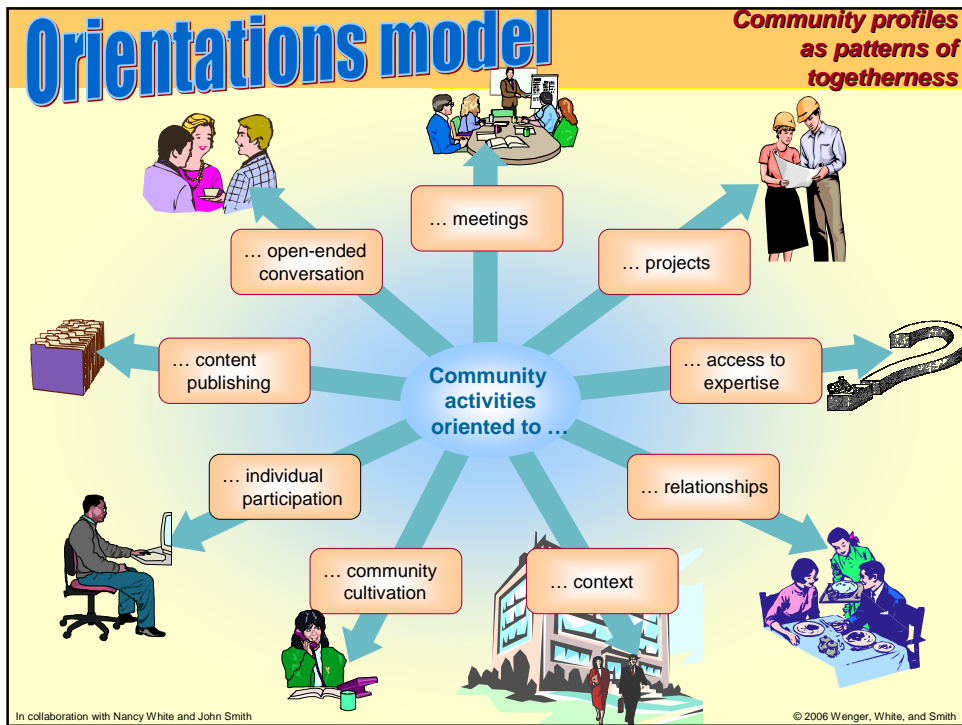
Module 5

Community launch

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Participation forms model





Find a rhythm

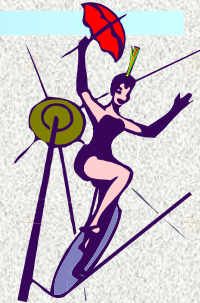
Familiarity

- regular events
 - familiar faces
 - rituals
- ↳
- relaxed atmosphere
 - trust
 - in-depth discussions
 - long-term commitment



Excitement

- unusual events
 - new people
 - new ideas
- ↳
- break routine
 - think out of the box
 - keep abreast of field
 - expand horizon



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Community launch

□ Discovery

- What is the need?
- What is there to build on: network, identity, leadership?

□ Community preparation

- What is required at the community level: leadership, commitment, ownership?
- What is required at the organizational level: support, infrastructure, sponsorship?

□ Launch planning

- Who is on the design team?
- What kind of launch: activity, core-group, community?
- What is the agenda?

□ Follow-up anticipation

- What is the organization ready to do?

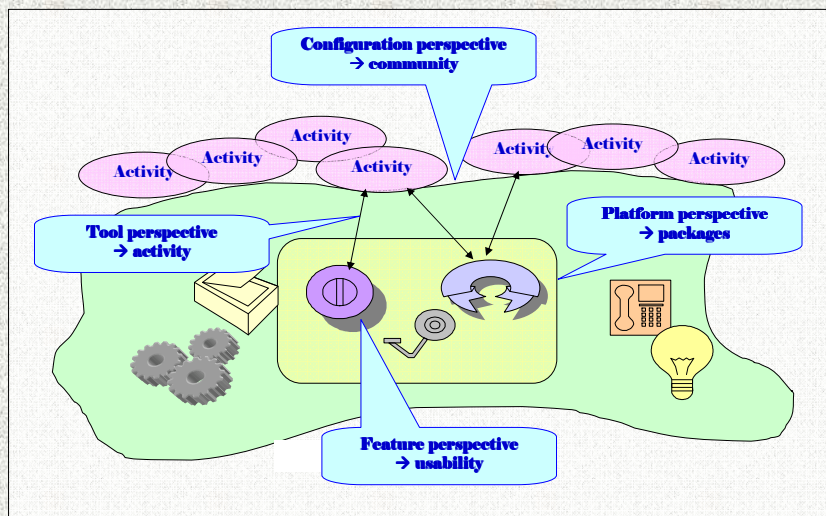
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Module 6

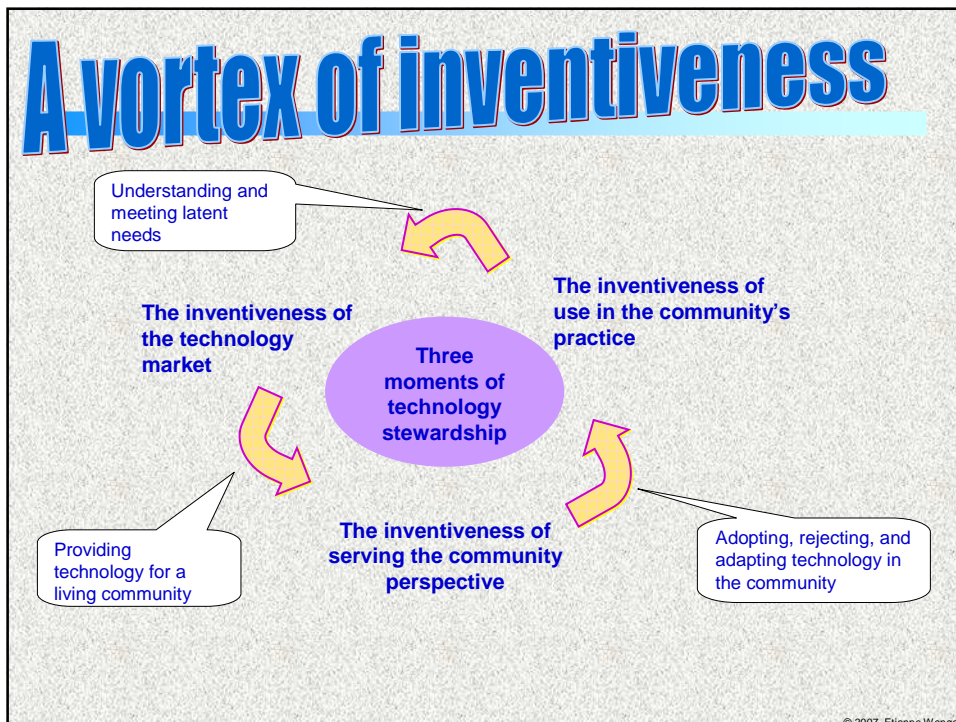
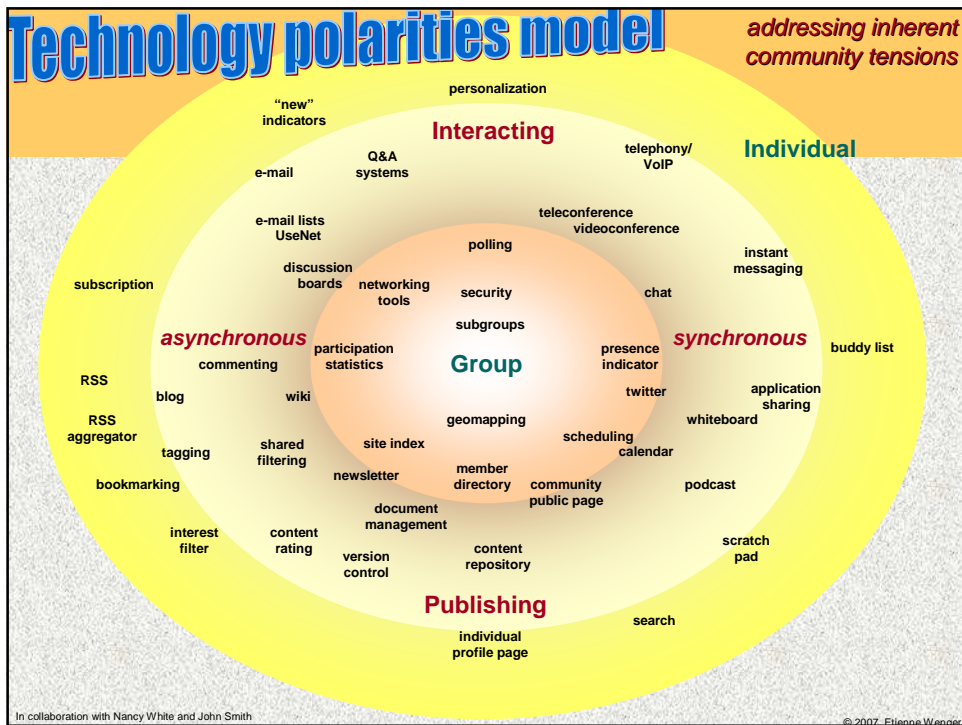
Technology and communities

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Technology for communities



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Trends shaping technology and community

A learning agenda

Fabric of connectivity:

- Always on
- Virtual presence

Modes of engagement:

- Generalized self-expression
- Mass collaboration
- Creative reappropriation

Active medium:

- Social computing
- Semantic web

Reconfigured geographies:

- Homesteading of the web
- Individualization of orientation

Modulating polarities:

- Togetherness and separation
- Interacting and publishing
- Individual and group

Dealing with multiplicity:

- Competing spaces
- Multimembership
- Thin connections

New communities:

- Multi-space
- Multi-scale
- Dynamic boundaries

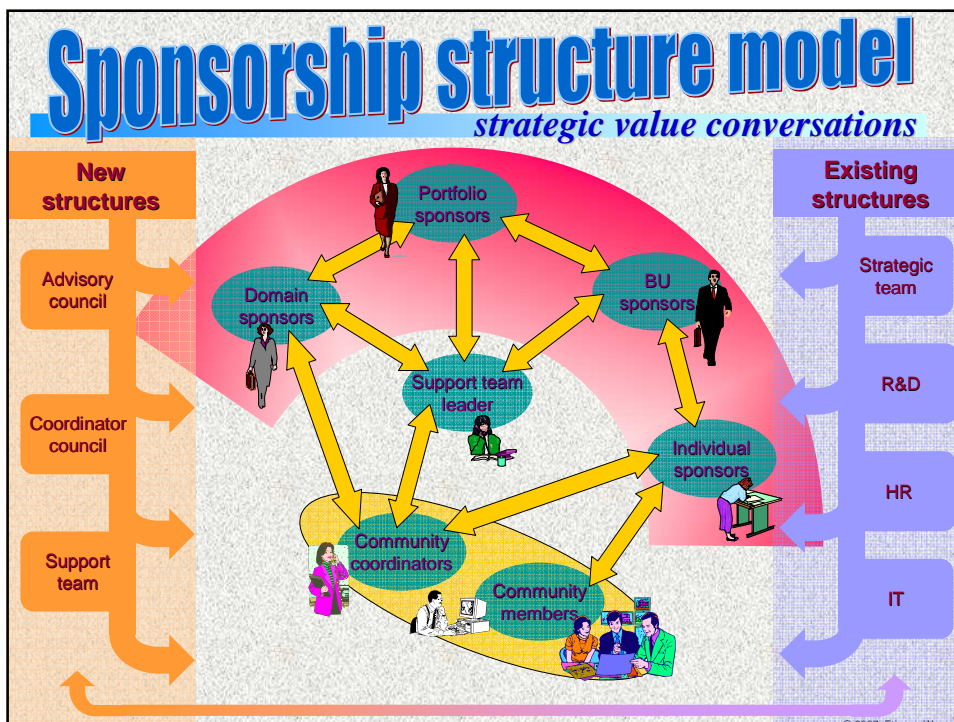
In collaboration with Nancy White and John Smith

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Module 7

**Sponsorship
and
support**

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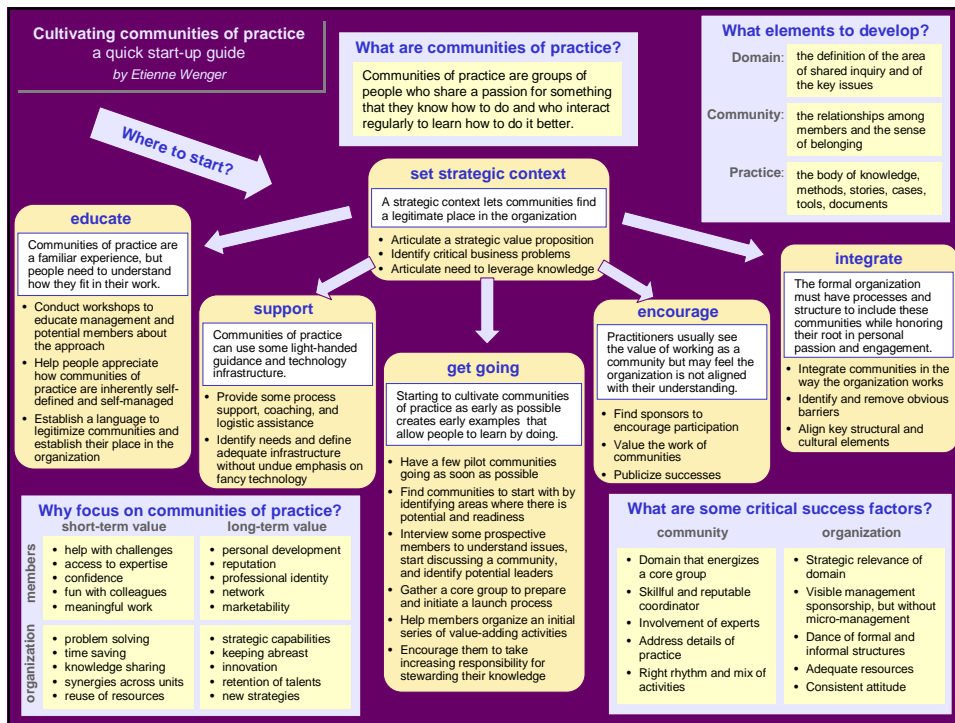


Provide support



Responsibilities of the support team

- ❑ *Become the voice of communities in complex organizations*
 - ❑ *Provide training and coach community leaders*
 - ❑ *Support community cultivation logistics coordinator support, events, technology, etc.*
 - ❑ *Support community-oriented knowledge management processes*
 - ❑ *Understand the role of technology in supporting communities of practice*
 - ❑ *Legitimize the work of communities in terms of strategic priorities*
 - ❑ *Develop a sponsorship structure for a constellation of communities*
 - ❑ *Negotiate accountability between line operations and communities*
 - ❑ *Coordinate assessment, measurement, and reporting*
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The end

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