



Straits Knowledge
Redefining corporate knowledge

Knowledge Transfer Training Programme

Orientation: Peer Collaboration - Communities of Practice

What is a Community of Practice?

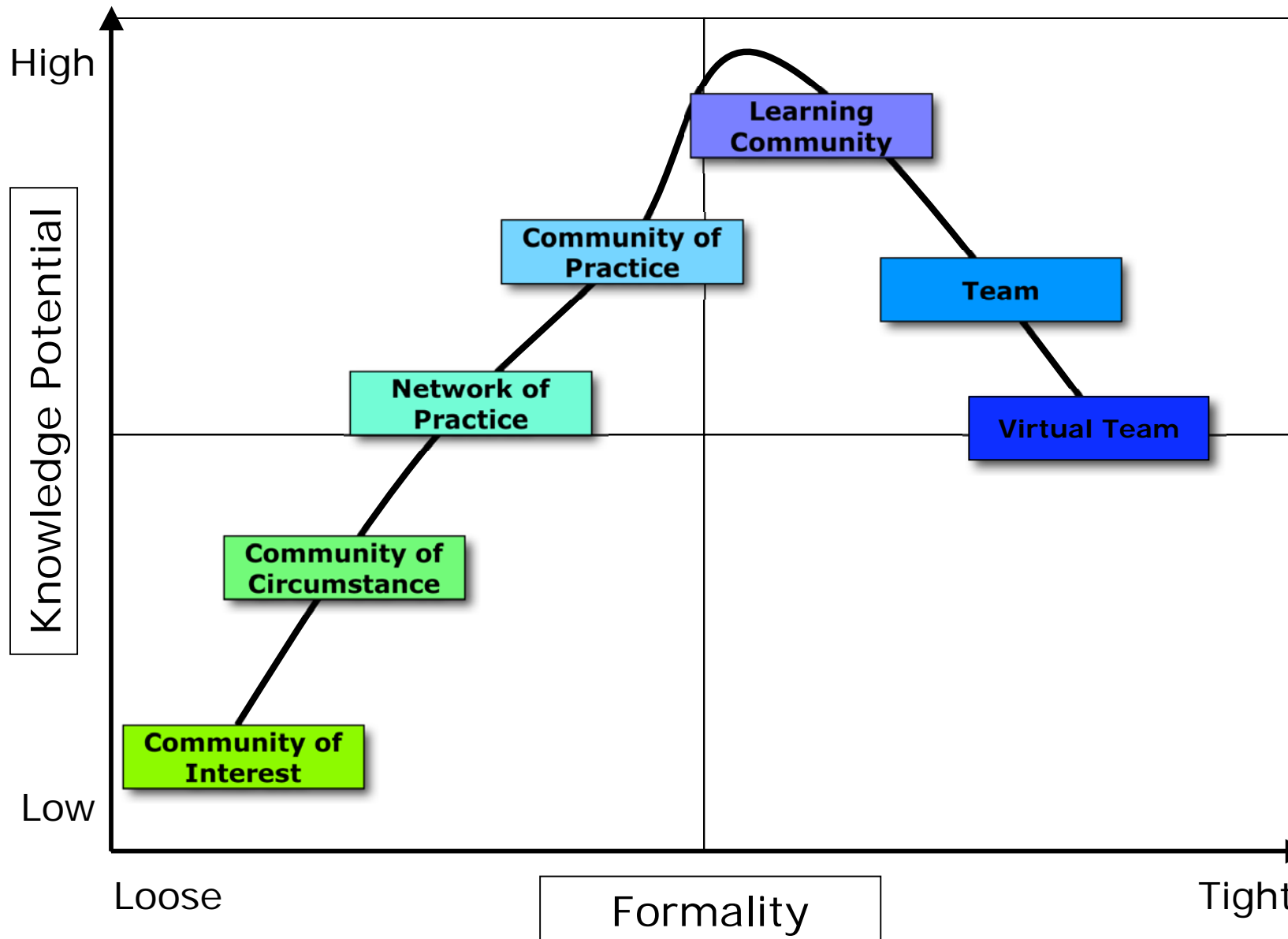


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Communities of practice are groups of people who share a concern, a set of problems, or a passion about a topic, and who deepen their knowledge and expertise in this area by interacting on an ongoing basis.

Wenger, McDermott, Snyder *Cultivating Communities of Practice* 2002 p4

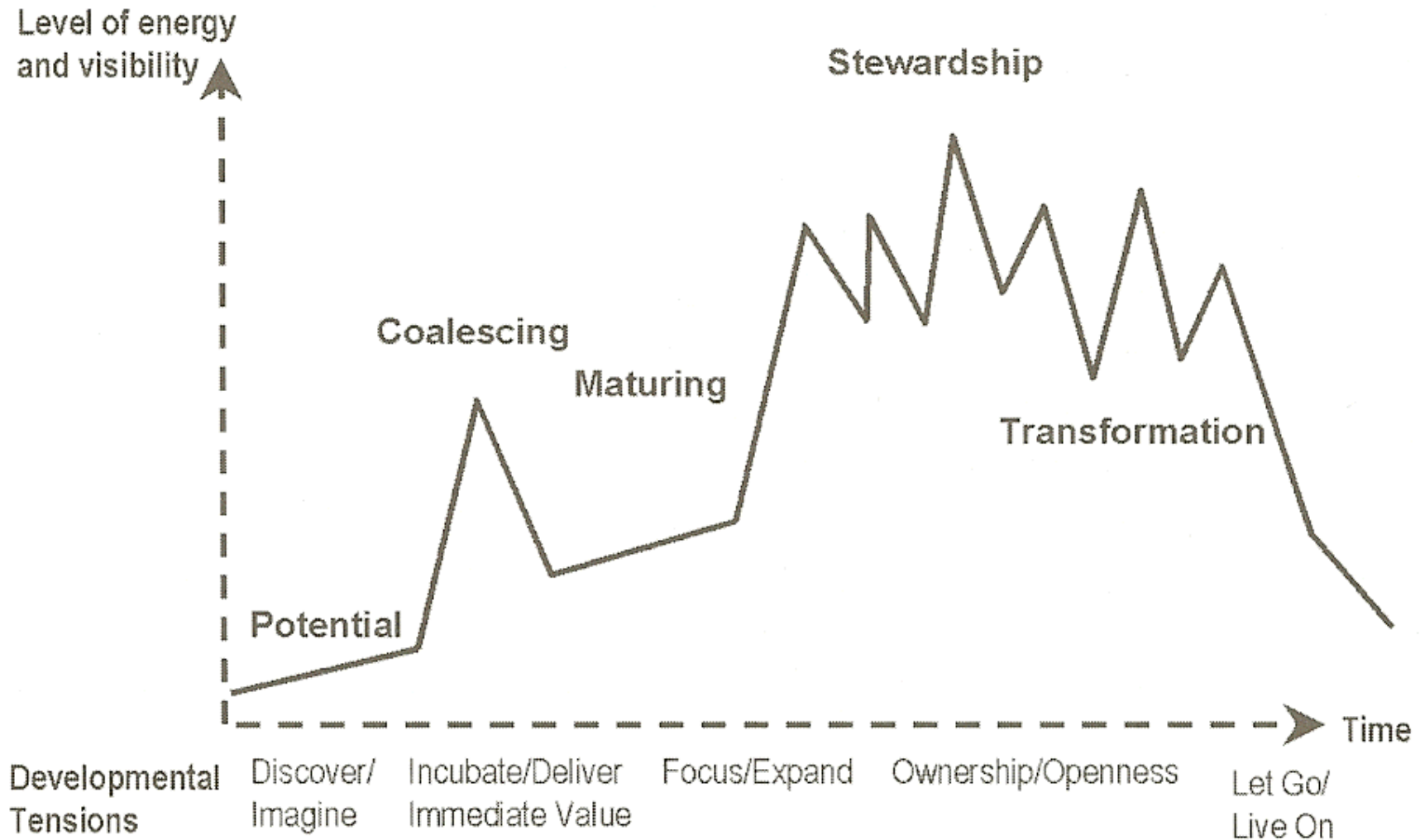
Types of Communities



The CoP Lifecycle



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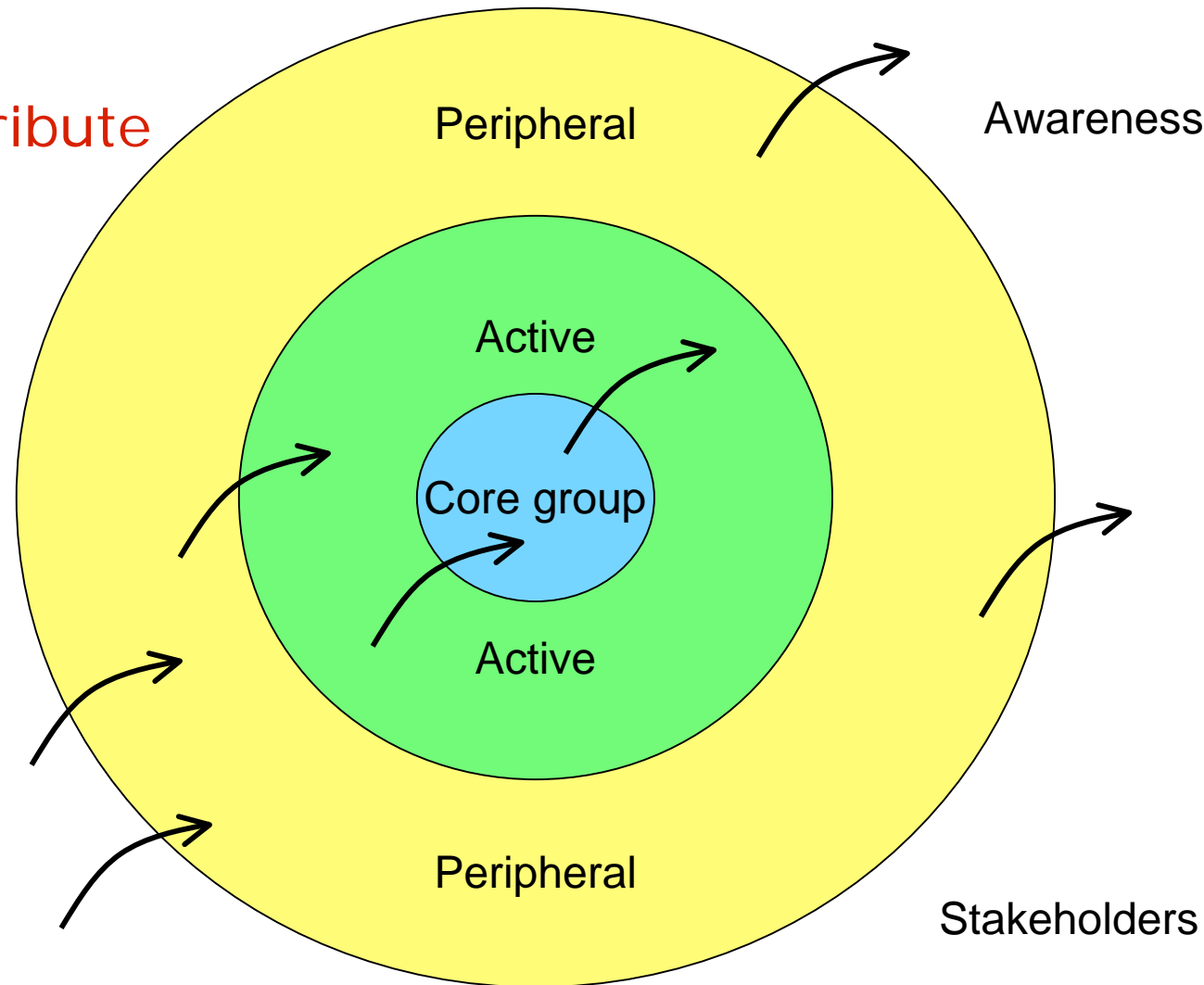


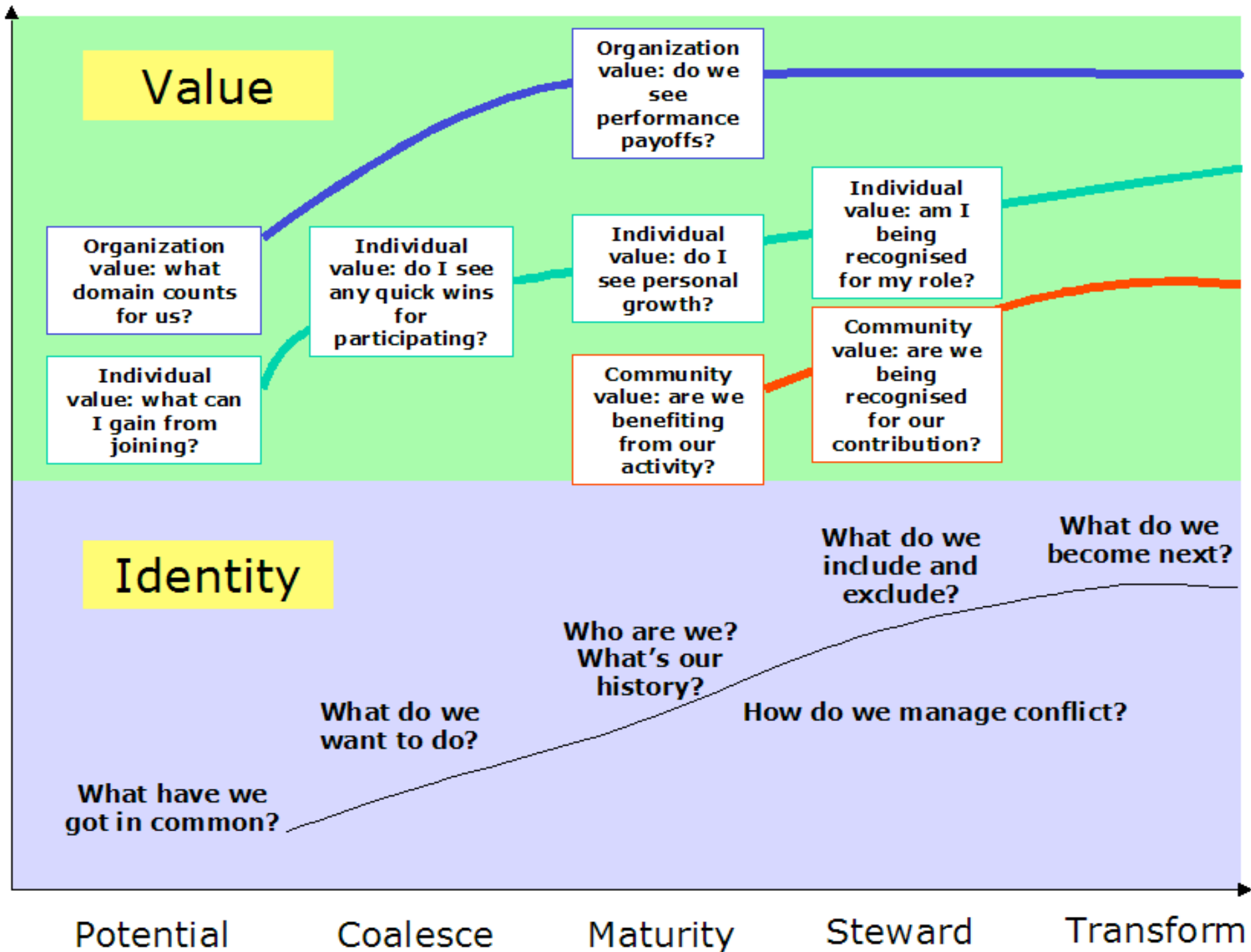
Participation and Roles

90% lurk

10% contribute

1% lead







Spotting Potential CoPs

The “I’m a...” test

Prior knowledge of each other (embryo community)

Common ground – practice, knowledge domain,
interest, experience

Shared stories, shared history

Activist types (rolebearers)

Issue of value/importance to members & organization

Gravitational pull? Attractors?



Critical Success Factors

- Shared identity, shared context (issues of common concern, productive reasons to meet)
- Diversity within boundaries (different perspectives and balance between experts and novices)
- Social capital (trust, relationships, collegiality, communications)
- Leadership and facilitation (sponsor, facilitators, core group, "regulars")



Things CoPs Can Do

- Expertise Gardens
- Building and spreading best practices
- Problem-solving and decision support
- Learning and development
- Managing risk
- Organisational sensemaking and situation awareness
- Building social capital, building teams and spotting talent
- Helping tacit and explicit knowledge flow
- Knowledge creation and innovation
- Helping knowledge reuse eg learnings from projects



CoP Framework



Prospecting Potential CoPs



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Who are your group of people?

How would they benefit from knowledge sharing?

What's the invitation question?

What tools, resources, activities would be useful?

Project Definition



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1. What's your project or work area?
2. Who needs to collaborate to learn and share knowledge about their practice and why?
3. What topics or focus areas will draw people together?
4. What are likely to be the most productive knowledge sharing approaches?

CoP Charter - SOAP - Strategy On A Page

| WHAT DO WE WANT TO DO? | | | HOW ARE WE GOING TO GET THERE? | | | |
|--|--|--|---|-------|--------------------|----------|
| Where are we today? | CoP Invitation (Purpose/Vision) | What Topics? (Attractors) | How are we going to launch? | Tasks | Person Responsible | Due Date |
| <i>List relevant issues, background, opportunities</i> | <i>Short, sweet, goes to the heart of the matter, makes sense to individuals as well as organisation</i> | <i>List "hot" topics that would attract people to participate - should address real problems or needs</i> | <i>Big bang or exclusive affair? Involvement of sponsor? Communications and publicity. Content of event.</i> | | | |
| Who are the people? | CoP Mission (What we need it do to) | What Governance Model? | What will be our regular event cycle? | | | |
| <i>Who is your target community? Use the "I'm a..." test. Are they already interacting and do they know each other? Do you have potential activists?</i> | <i>Spells out briefly what the CoP will do to achieve the vision or purpose</i> | <i>Sponsor? Steering committee or advisory board? Who will be your core group? Who will manage the community? Facilitators? Code of conduct?</i> | <i>Format and frequency of meetings? Techniques to use? Eg presentation, conversation café, Open Space etc. Mix of internal /external speakers?</i> | | | |
| Why do they need a community? | CoP Value (Useful outputs) | What Membership? | How will we share between meetings? | | | |
| <i>What problems could be solved or addressed through peer collaboration? Do they have alternatives?</i> | <i>Eg shared practices, best practices, case studies, improved awareness, experience and expertise transfer, shortened learning curves, ideas and innovation, problems solved, knowledge reuse</i> | <i>Criteria for membership? Will you also invite outsiders to watch/observe? Private or public?</i> | <i>Communications and scheduling, online collaboration, document sharing, building a resource</i> | | | |



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Any Questions?

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