

ARK Master Class: Maximize Communities in Your Organization

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Design knowledge-intensive organizations

■ Services

- Strategy: Knowledge-based business strategy
- Structure: Where to concentrate & distribute knowledge & the organizational structures to use
- Communities of practice: Strategy, start up, assess
- Work processes: Knowledge work process design

Petroleum, Telecommunications, Pharmaceutical, Healthcare, Computer, Professional Services, Retail

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Topics

❖ Knowing Across Boundaries

- Basics: Evolution of Communities
- Advanced: Distributed communities

❖ Starting communities:

- Basics: Critical success factors
- Key dilemma

❖ Sustaining communities:

- Balancing institutional and community needs

❖ The Future:

- Improving knowledge work productivity

Origins of Community of Practice

Network Research

- Knowledge travel through networks
- Networked units adopt new practices
- Networked units perform better
- Outside input = better quality

Community Research

- Informal, spontaneous communities are resource for help
- Develop collective wisdom on how to do things

Knowledge Management

- Knowledge shared through interaction even with IT



Communities of Practice

- Focus (Domain)
- Relationship
- Practice

What is a Community of Practice?

- ❖ **A group who form around a topic (domain)**
 - share ideas, insights, information & help
 - solve problems & advise each other
 - learn together
 - create tools, processes, frameworks, etc.

- ❖ **Members relate to each other (community)**

- ❖ **Steward knowledge (practice)**
 - develop core knowledge
 - manage the material about their topic

"Knowing is a human act!

Databases, best practices,
directories or threaded discussions
are just information because to
know, you have to think."

- *Richard McDermott*

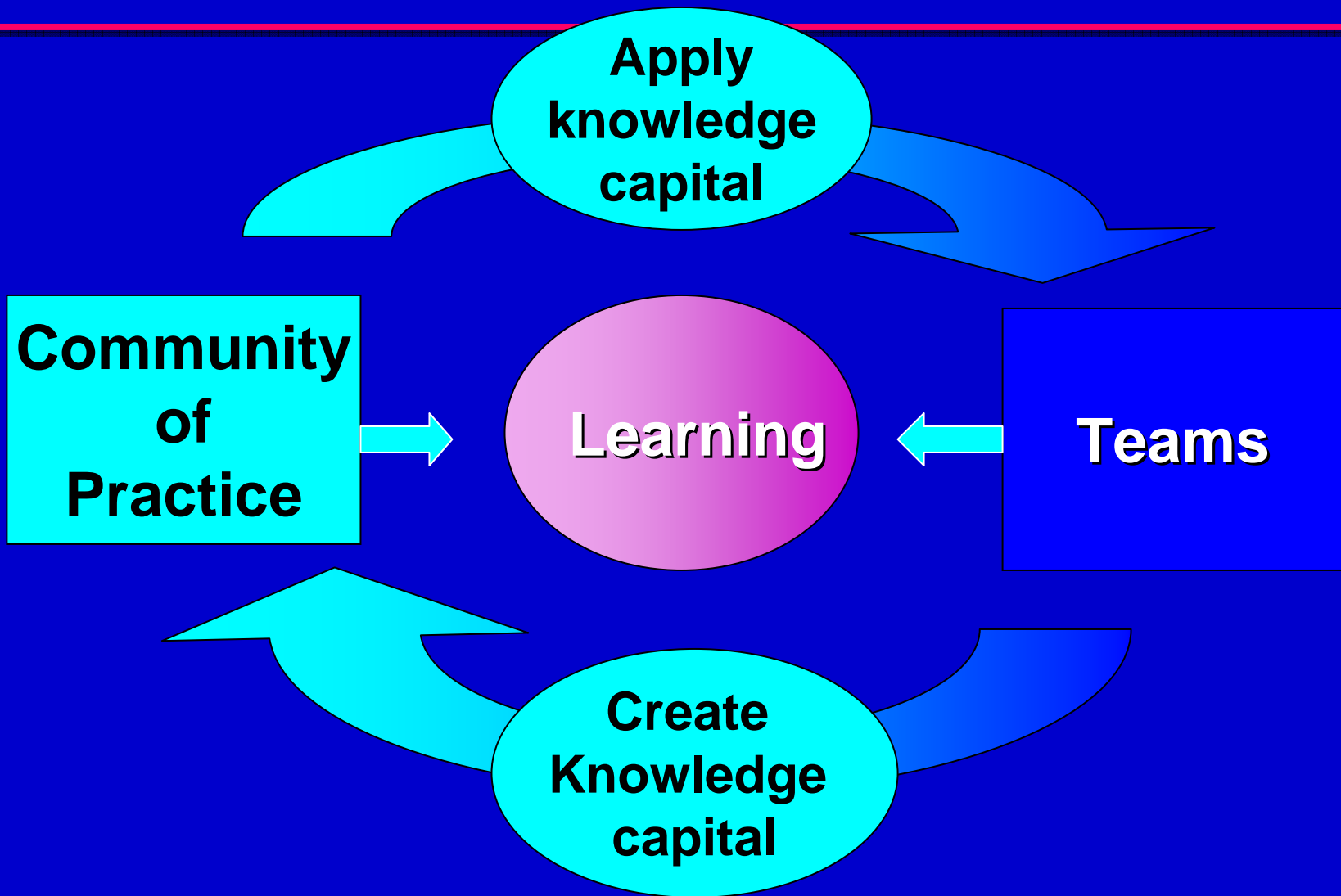
*"To leverage knowledge,
don't focus on the knowledge itself.
Focus on the communities that own it
and the people that use it."*

- Richard McDermott

Network, Community, Team

	Personal Network	Community	Team	Functional Department
Purpose	<ul style="list-style-type: none"> -Share info. -Friendship 	<ul style="list-style-type: none"> -Solve problems -Share ideas -Dev. practice 	<ul style="list-style-type: none"> -Accomplish a task 	<ul style="list-style-type: none"> -Deliver product/service -Allocate resources
Who	<ul style="list-style-type: none"> -Friends & acquaintance -No boundary 	<ul style="list-style-type: none"> -Volunteers -Permeable boundary 	<ul style="list-style-type: none"> -Assignment -Defined boundary 	<ul style="list-style-type: none"> -Assigned reports -Clear boundary
Activity	<ul style="list-style-type: none"> -One-on-one 	<ul style="list-style-type: none"> -One-on-one -Meetings -Projects 	<ul style="list-style-type: none"> -Organize tasks 	<ul style="list-style-type: none"> -Organize tasks
Glue	<ul style="list-style-type: none"> -Friendship -Value 	<ul style="list-style-type: none"> -Passion -Value -Loyalty 	<ul style="list-style-type: none"> -Commitment 	<ul style="list-style-type: none"> -Job requirement

Teams & Communities





Best Practice

Shell EP International Ventures



Deepwater Community

Deepwater Depositional Systems

• geologists & reservoir engineers

Seismic Detection of Hydrocarbons

• geologists, petrophysicists, reservoir engineers

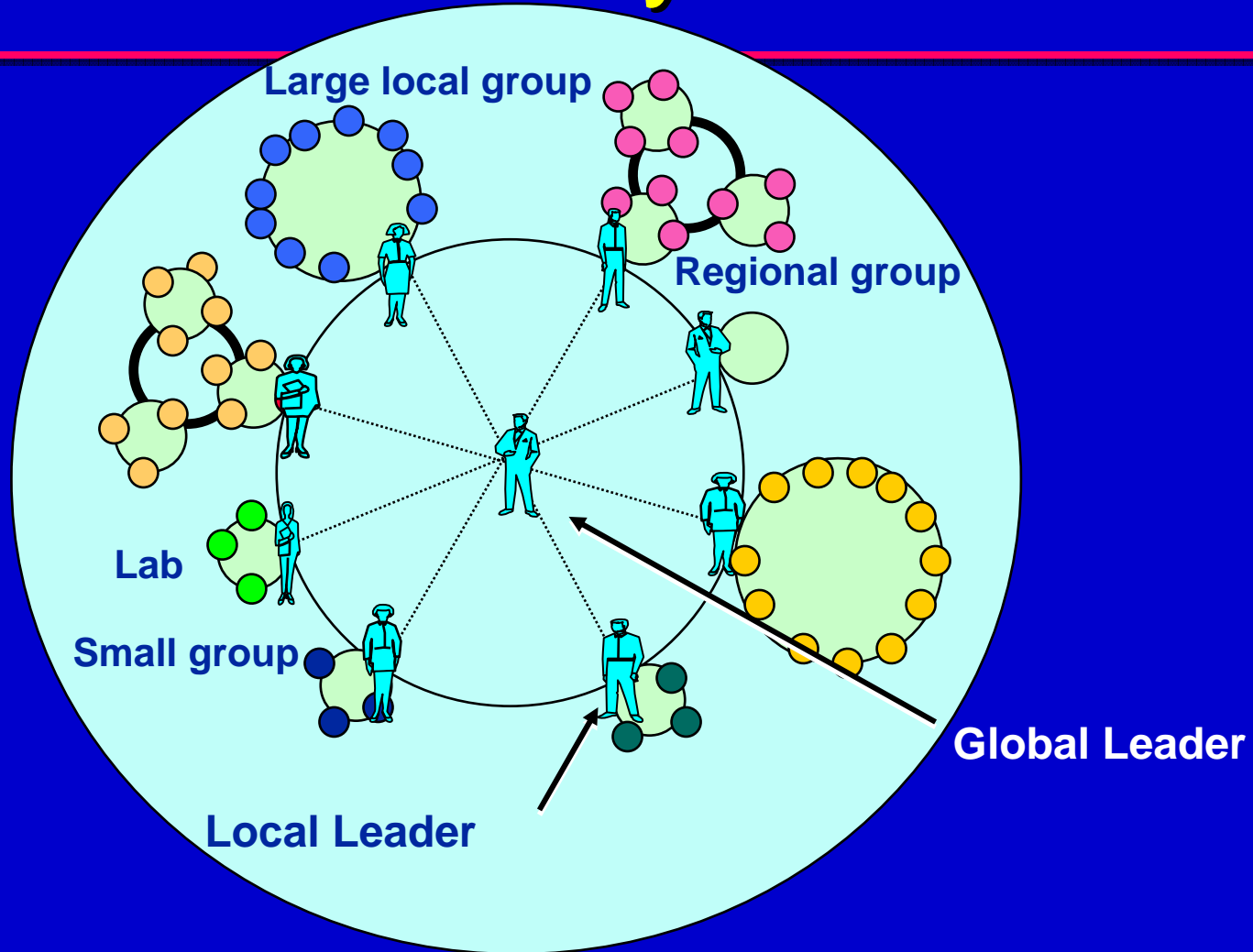
Well Engineering

• drilling, production
engineers

Dilemmas of Global Communities

- ❖ Different -- conflicting -- priorities
- ❖ Hard to build relationship & trust
- ❖ Different levels of IT sophistication
- ❖ Cultural differences are real
- ❖ Electronic media don't simulate natural dialogue
- ❖ We live in time & space

Global Community Structure



*...is a family of local communities....
.....enabled by a network of facilitators.*

Process: How it Works

❖ Activities

- Individuals post questions & requests on web
- Others answer (web, phone, email)
- Facilitators check with members on gems
- SMEs assess & upgrade info to store

❖ Events

- Biweekly local facilitator teleconferences
- 1-3 facilitator face-to-face meetings
- Video / local conferences on topics for members

Results / Value

❖ Short term

- Company
 - Saved cost (lower rework), improved quality, greater influence with partners
- Members
 - Saved time, know who's who, feel connected

❖ Long-term

- Company
 - Build capability
- Members
 - Visibility & influence, connection, recognition

"We have become a global community, introduced a level of trust and created a spirit of cooperation, which wasn't there before."

"Feeling that you have a peer at the other end of the road dealing with the same kind of problems gives you some comfort that you are not just fighting windmills on your own."

Evolution of Communities

"Great civilizations, like great cities, share a common feature. Evolving within them, and critical to their growth and refinement, are distinctive informal public gathering places."

- Ray Oldenberg

Communities Concentrate Expertise

Types of community

Informal Communities

- Peers
- Volunteers
- Informal leaders
- Organic, seeded

Strategic Communities

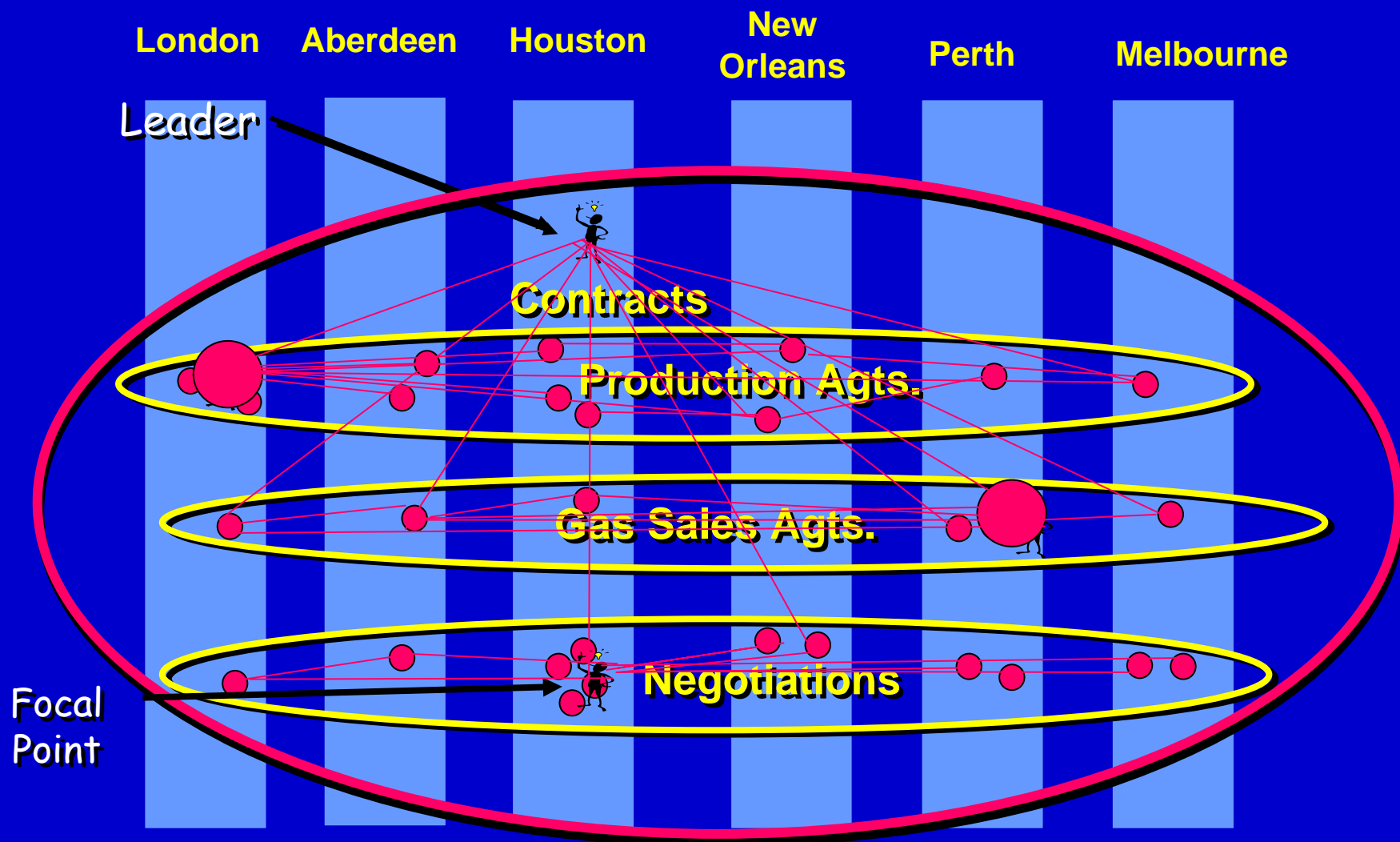
- Peers
- Goals
- Committed time
- Assigned leader
- Sponsored

Center of Expertise

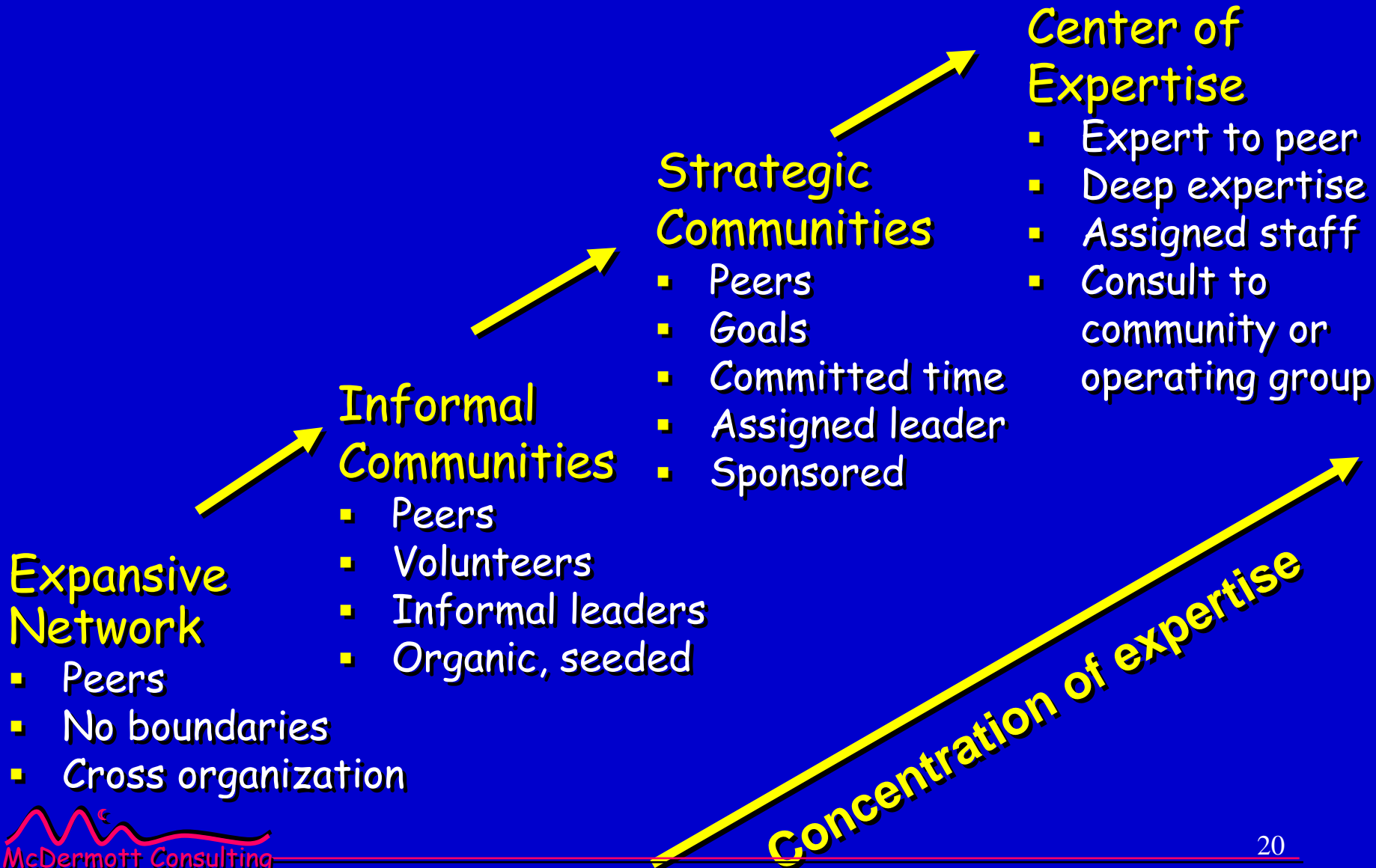
- Expert to peer
- Deep expertise
- Assigned staff
- Consult to community or operating group

Concentration of knowledge

Communities & Centers of Expertise

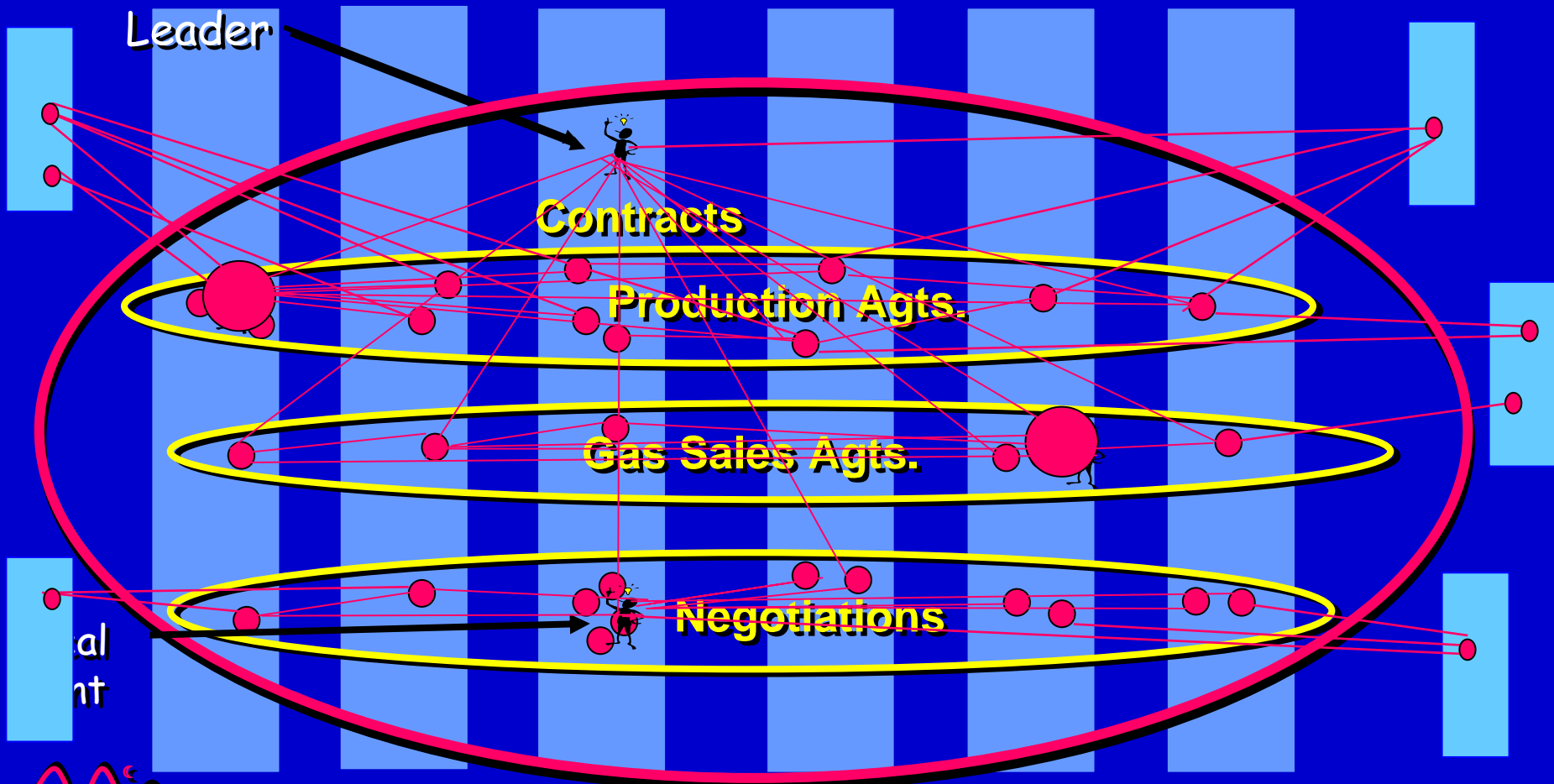


Communities Concentrate Expertise



Communities & Centers of Expertise

London Aberdeen Houston New Orleans Perth Melbourne

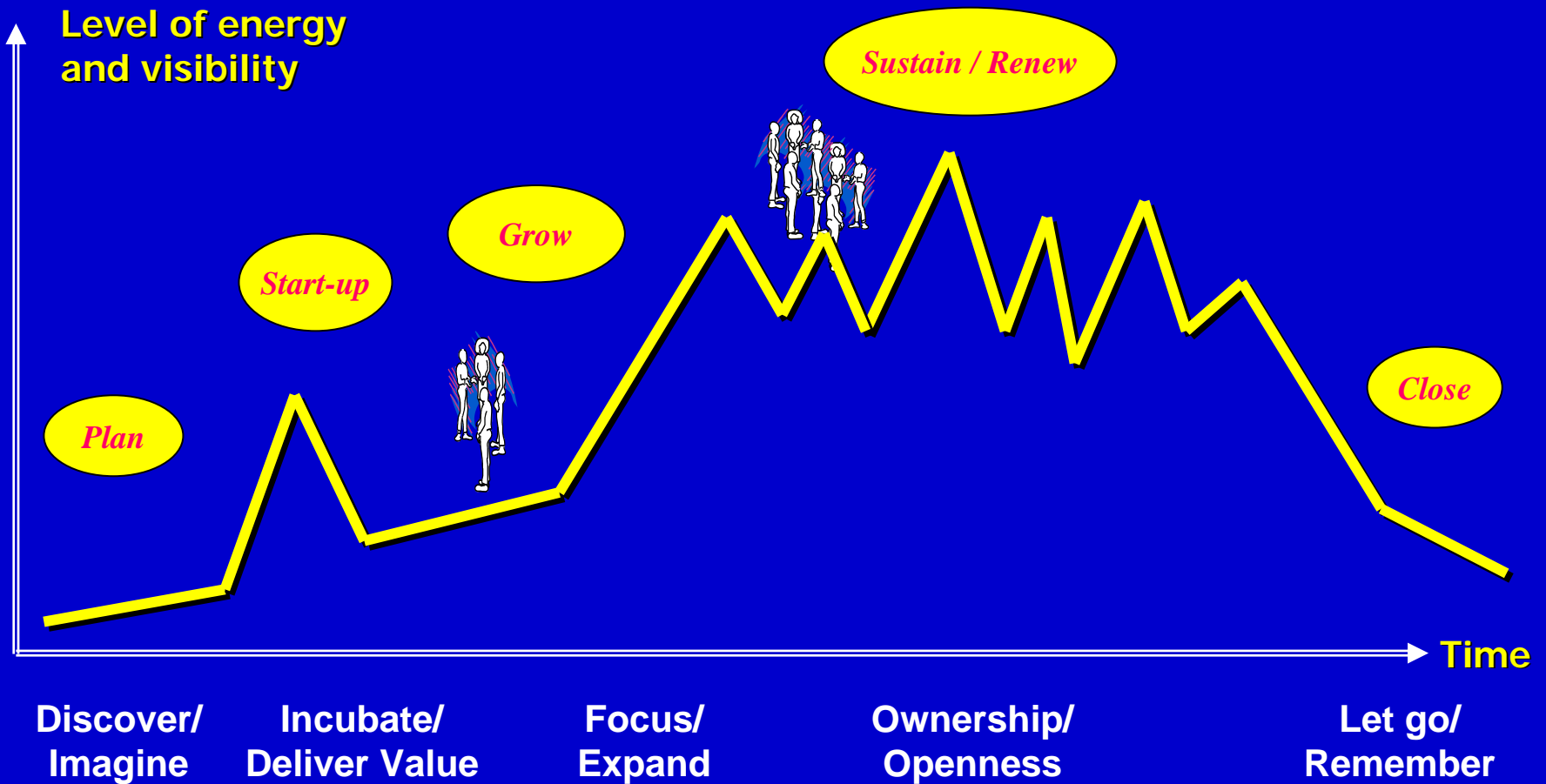


The heart of a community of practice is a group of peers who steward a body of knowledge.

- Richard McDermott

Starting Communities: Independence & Legitimation

Stages of Evolution



Starting a Community

❖ Planning

1. Identify the strategic intent
2. Define the domain
3. Build a case for action
4. Identify potential leaders & thought leaders
5. Interview members
6. Create a preliminary design

❖ Issues

- Choosing domains
- Selecting leaders
- Stealth or spectacle

Domains for Communities

❖ Criteria

- Topics matter to the business and members
- Build on natural networks
- Distributed across organizational boundaries
- People need to think together
- Potential leader, management support & member energy

❖ Process

- Gut feel
- Interviews
- Business strategy & core competencies.
- Core business processes.

Starting a Community

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Case for Action

❖ Value to organization

- Solve a specific business problem
- Build a capability
- Take advantage of a market opportunity

❖ Value to individuals

- Time, connection, stay on the cutting edge knowledge, improved quality of decisions, develop new members

Case for Action

- ❖ Identify the business problem
 - Impact on individuals, teams, organization
 - Cost of poor knowledge sharing
- ❖ Think through value to:
 - Organization - how it will solve the problem
 - Individuals
- ❖ Calculate potential value
- ❖ Construct a value proposition story

Value Proposition Tips

- ❖ Find success stories
- ❖ Pitch to reluctant believers, not skeptics
- ❖ Real business issues
- ❖ Few important areas
- ❖ Match your organization's proclivity for #s.
- ❖ Don't pretend it is more accurate than it is.
- ❖ Be conservative

CSF: Starting a Community

1. **Have a clear, important focus**
 - Topics matter to individuals & organization
2. **Build energy through leadership**
 - Community leaders network, energizes & focuses
 - Develop a core group
3. **Match core cultural values**
 - Consistent with the heart of the organization
4. **Legitimate communities**
 - Visible organizational support
 - Key players participate
5. **Build relationship through events**
 - Make many one-on-one connections
6. **Create a rhythm events & activities**
 - Give the community a heartbeat

Community Leader Skills

❖ Understand the knowledge organization

- See community as a constellation of knowledge
- Identify cutting edge knowledge & practices
- Identify high value knowledge

❖ Team leadership

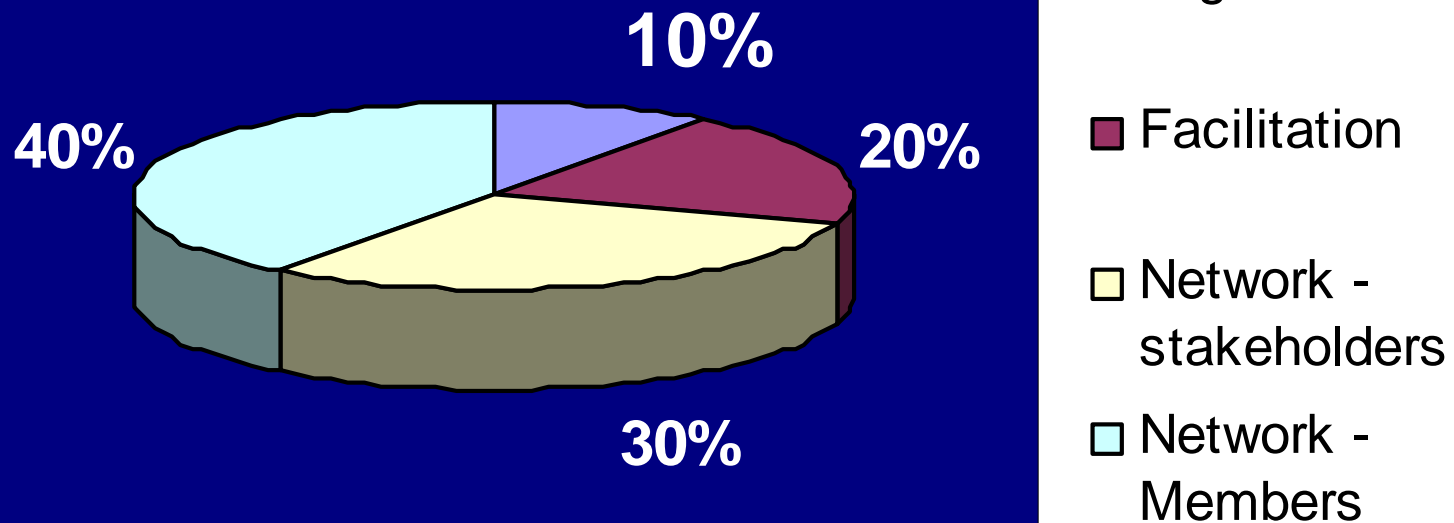
- Take responsibility
- Manage boundaries
- Build alignment
- Manage the energy

❖ Networking skills

- Create a community space
- Develop citizen leaders
- Recruit members
- Discover value
- Build trust one on one
- Build reputation
- Trade in the currency of obligation
- Influence, not authority

Active Leadership

Community Leader's Time



Politics of Communities

Intentional communities are fragile!

Communities are peer relationships

Communities need legitimation to survive

Management challenge

- Enable without control
- Trust communities to focus on value added issues

Community challenge

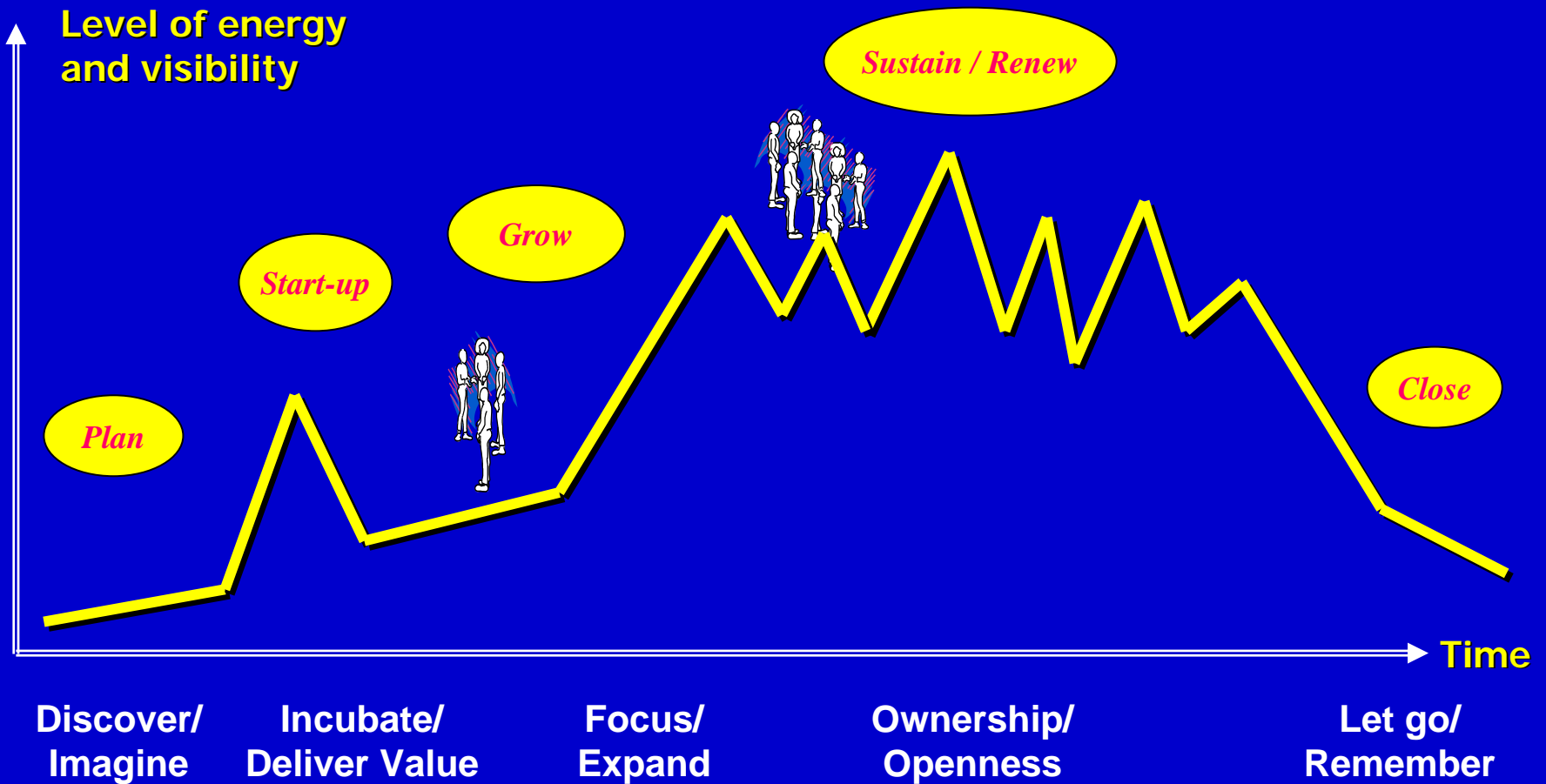
- Balance time commitment
- Keep focused on value added activities

Starting: Current Trends

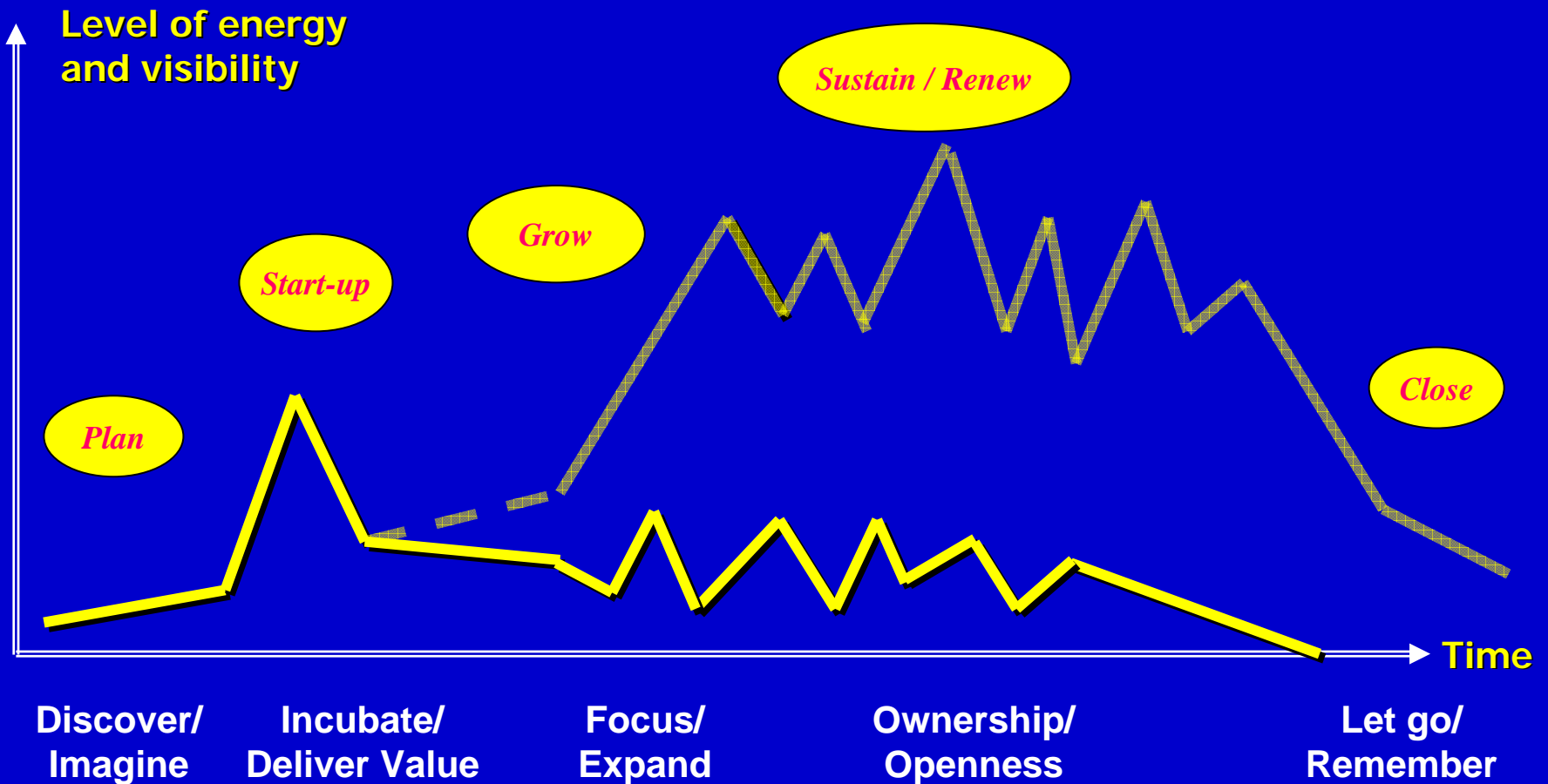
- ❖ Communities steward competencies
- ❖ Multi-organization communities
- ❖ Divide into neighborhoods - SIGs
- ❖ Create global home for members
- ❖ Governance
- ❖ Customers & suppliers

Sustaining Communities: The Dilemma of Integration

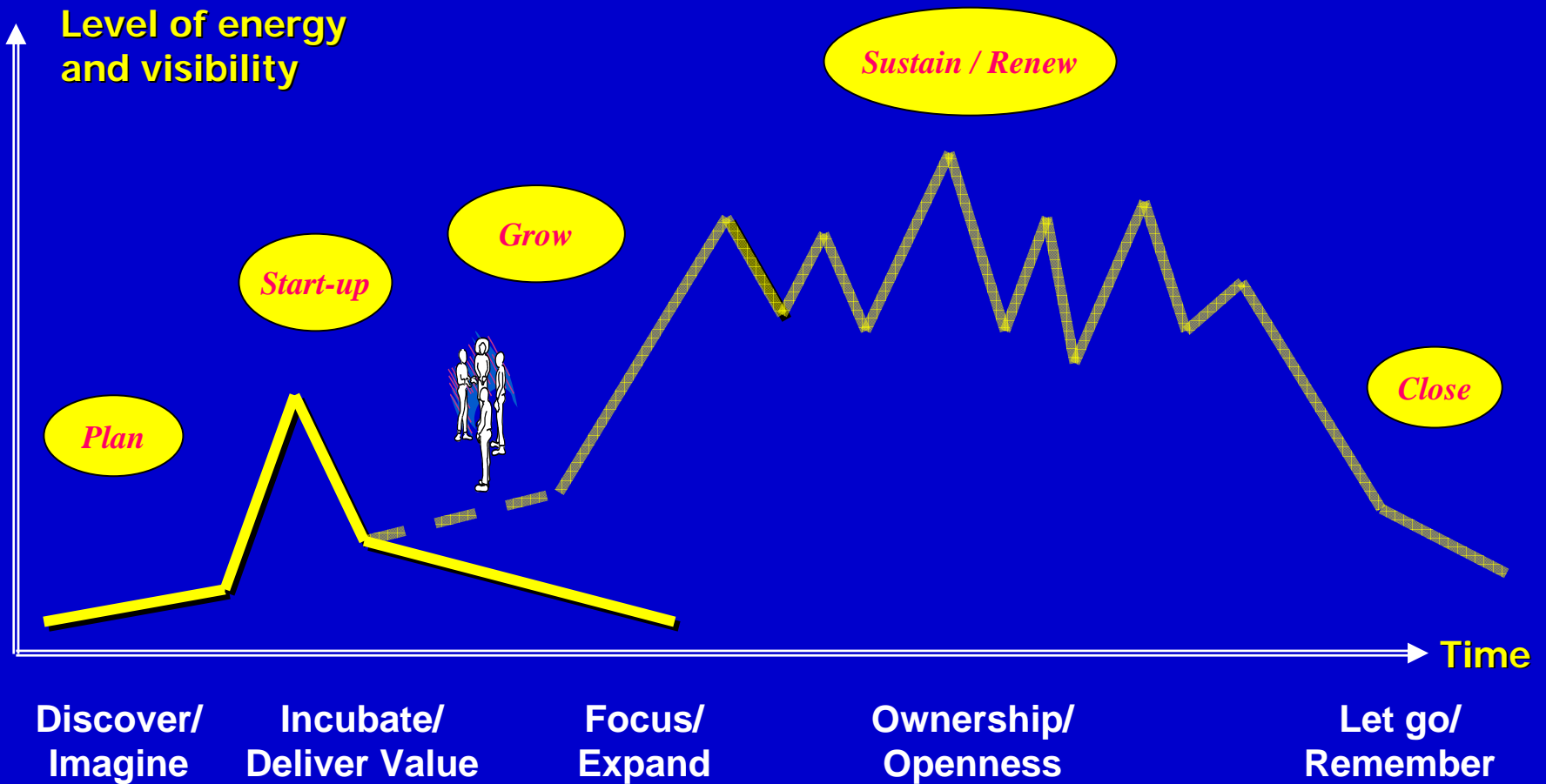
Stages of Evolution



Growth Could Look Like This ...



Or This...



Community Failures

❖ Design Failures

- Topic not engaging
- Scope too wide, too narrow

❖ Execution Failures

- Other priorities push out community time
- Management shows little real endorsement
- Leaders do little to enliven the community
- Community has no voice in the organization
- Domination by a few or limited perspective

"Communities change over time;
moving from the margin to the
mainstream as organizations shift
from seeing knowledge as
individual expertise to seeing it as
a form of corporate capital."

Assessment Process

Oil, defense, telecommunications, technical consulting, pharmaceutical

❖ Interviews

- support team, leaders, managers, survey members

❖ Analysis & recommendations

- Health
- Feedback to individual communities
- Report on whole
- Presentation to management: refocus communities

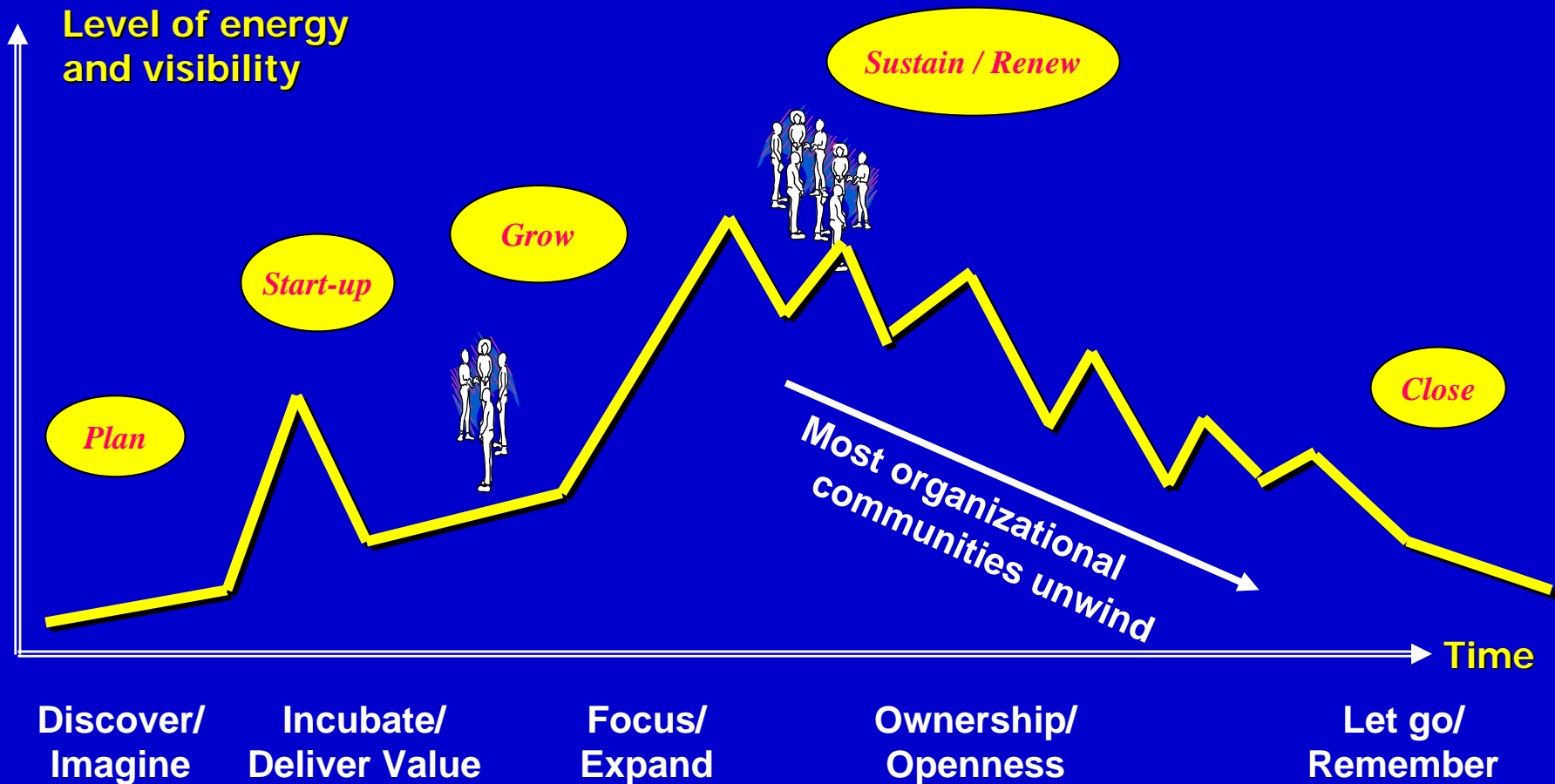
❖ Results:

- Some killed, remain the same, reinvigorated
- Changing role of communities in organization

Mid-life Issues

- ❖ Loss of momentum
- ❖ Loss of attention
- ❖ Localism

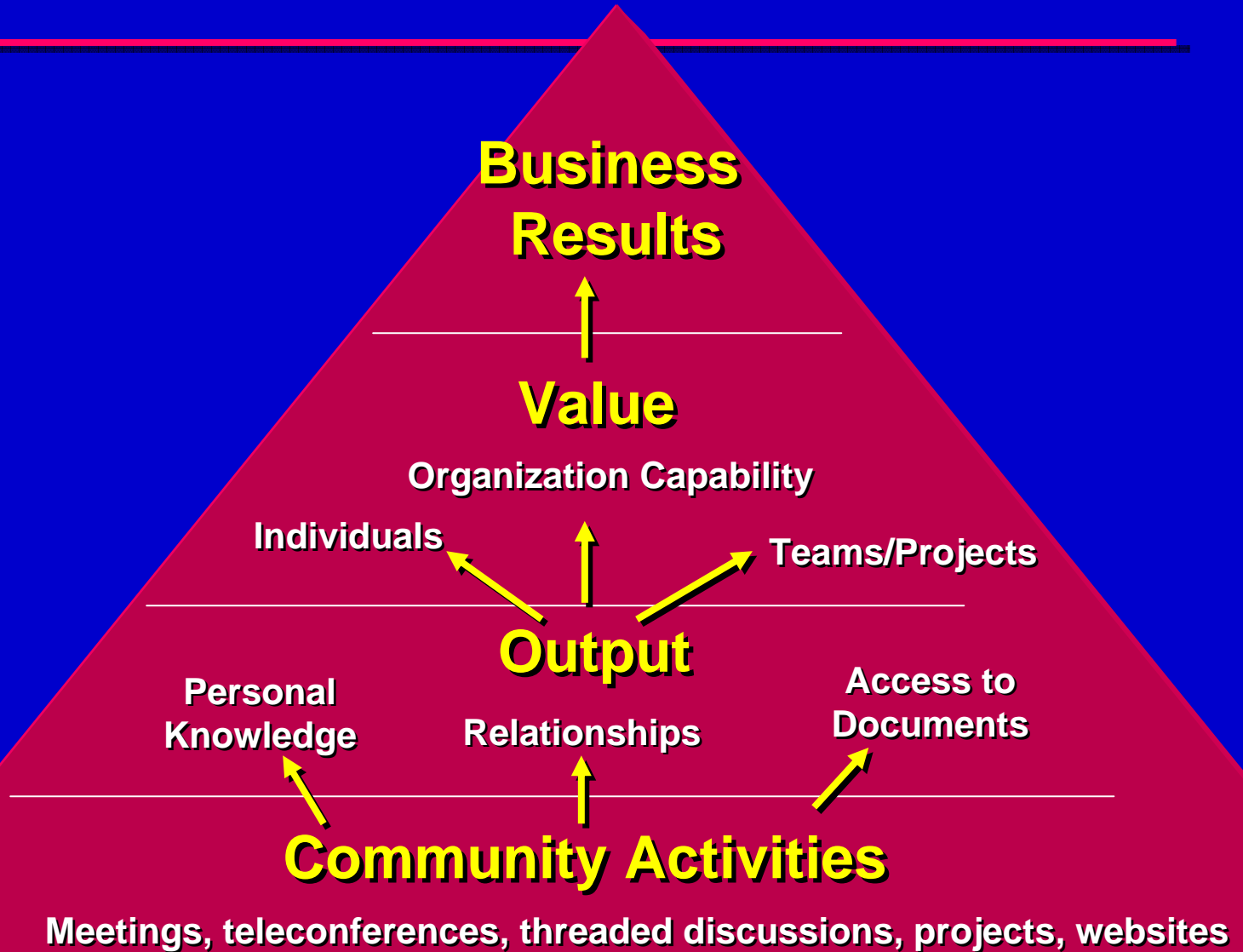
The Natural Evolution of Communities



Healthy Communities

- ❖ Clear purpose
- ❖ Regular events
- ❖ Active members
- ❖ Participation from different sites
- ❖ Regular contact between members
- ❖ Active leadership
- ❖ Sharing/developing best practices
- ❖ Sense of accomplishment/value

Demonstrate Value



Typical Value

Organization

- ❖ **Productivity**
 - Reduced cost
 - Reduced time to market
- ❖ **Innovation**
 - Faster technology transfer
- ❖ **Customer value**
 - Improved quality
 - Increased influence

Members

- ❖ **Productivity**
 - Saved time
 - Know who's who
 - Improved skill, knowledge
- ❖ **Innovation**
 - Stay on the cutting edge
- ❖ **Customer value**
 - Better quality decisions
- ❖ **Career**
 - Increased visibility
 - Connection with peers

How to Support

- ❖ Goal setting - accountability
- ❖ High management expectations
- ❖ KM team support
- ❖ Real time - build into performance appraisal

*The heart of
communities of
practice is peer-
to-peer
relationships that
steward a body of
knowledge across
boundaries.*

Sustaining: Current Issues

- ❖ Integrate KM & HR: Communities are centers of career development
- ❖ Transparency of communities to customer
- ❖ Communities distribute workload
- ❖ Communities are part of horizontal integration

The Dilemma of Integration

Management & community expect to provide value



Communities of practice are not self-sustaining. Just as any living organism relies on its environment for warmth and nourishment, communities rely on their organization for attention and engagement.

- Richard McDermott

The Future of Communities: Gathering Places of Global Organizations

Current Trends

Communities of Practice

Work
Redesign
knowledge work
Customer-focused
service streams
combine
automated
information
processing &
personal judgment

Organization
Redefine the
organization

Stable communities;
business units
change to meet the
market

Networking
capability as
product

Cluster
Cross-
organization
communities
Communities
build the
competency of a
location

Conclusions

❖ Organizations reshape communities

- Expect deliverables
- Community activity part of appraisal
- Make community participation “expected”

❖ Communities reshape organizations

- Steward capabilities without hierarchical control
- Global integration through peer structure
- Make external networked relations more viable

The Thinking Organization

Neuron connections are essential to human intelligence: people connections are essential to organizational intelligence.

- Richard McDermott

Knowledge work is social through and through.

To improve knowledge work change the organization, not individual work.

- Richard McDermott

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