SEVEN PRINCIPLES FOR CULTIVATING COMMUNITIES OF PRACTICE pdf

1: Communities of practice - The_Open_Source_Way

Although communities of practice develop organically, a carefully crafted design can drive their evolution. In this excerpt from a new book, the authors detail seven design principles.

Cultivating Communities of Practice: A Guide to Managing Knowledge, the authors offer a practical guide to making knowledge work inside an organization. In this excerpt, the authors detail seven design principles for cultivating communities, everything from "design for evolution" to "combine familiarly and excitement. Snyder Seven principles for cultivating communities of practice In Silicon Valley, a community of circuit designers meets for a lively debate about the merits of two different designs developed by one of the participants. Because communities of practice are voluntary, what makes them successful over time is their ability to generate enough excitement, relevance, and value to attract and engage members. The Organizational Frontier A new organizational form is emerging in the information economy, alongside work groups, project teams and informal networks. Jean Lave, Etienne Wenger and communities of practice contents: But how would things look if we took a different track? Supposing learning is social and comes largely from of our experience of participating in daily life? The concept has turned out to provide a useful perspective on knowing and learning. A growing number of people and organizations in various sectors are now focusing on communities of practice as a key to improving their performance. This brief and general introduction examines what communities of practice are and why researchers and practitioners in so many different contexts find them useful as an approach to knowing and learning. What are communities of practice? Divided pedagogy I wrote recently about the Fundamentals of Online: Over thirty thousands students signed up for the course hoping to learn how to develop an online course. It was a technical malfunction when students were directed to sign-up for groups through a Google Doc that shuttered the course, along with hundreds of student complaints about lack of clear instructions, and poor lecture quality. Something interesting has started happening when we go and talk to prospective clients about online community management services. Locus of Control as a principle was originated by Julian Rotter in It considers the tendency of people to believe that control resides internally within them, or externally, with others or the situation. Note that, like other preferences, this is a spectrum. Some people have a wholly internal or external locus of control, but many will have some balance both views, perhaps varying with situation. Online Communities Part Three: Downloads Online Communities Part Three: An empty space makes it possible for a new phenomenon to come to life for anything that touches on content, meaning, expression, language, and music can exist only if the experience is fresh and new. The version that follows below is the original uncorrected version. Yet another article, describing new forms of knowledge as probablistic, has crossed my desk today, and consequently it seems appropriate at this time to type a few words on the nature of distributed knowledge. The Map The map is based upon the online community lifecycle. Over the past few decades the lifecycle has been developed by academics, refined by practitioners and perfected by us. Communities of Practice Communities of Practice are groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly.

SEVEN PRINCIPLES FOR CULTIVATING COMMUNITIES OF PRACTICE pdf

2: Community of practice - Wikipedia

In this excerpt, the authors detail seven design principles for cultivating communities, everything from "design for evolution" to "combine familiarly and excitement." 3/25/ In a new book, Cultivating Communities of Practice: A Guide to Managing Knowledge, the authors offer a practical guide to making knowledge work inside an organization.

It is an idea that had profound implications for what it takes to run a successful organization in our frenetic, chaotic times. In this book, Wenger lays the groundwork for the kind of thinking that will be necessary for any surviving organization in the 21st century. Wenger and the Institute for Research on Learning are defining the cutting edge. And they are right! It seems to be a commonly held opinion that principles of the open source way are limited to the practice of software development. In fact, the open source way is an instance of a community of practice, which exist in varying forms all around us. Etienne Wenger, the leading theorist of communities of practice, defines the term as follows: Communities of practice are formed by people who engage in a process of collective learning in a shared domain of human endeavor: Communities of practice are groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly. Elements of the Community of Practice Every community of practice consists of three structural elements: The domain is the area of knowledge that interests the community. In free software, the domain is usually a particular technical problem that needs to be solved. The community is the set of people who care enough about the domain to give their own time to participate. The practice is the way that work is done, by the community, to further their goals in regard to the domain. All frameworks, tools, ideas, stories, documents, legal entities, code, and so forth, are all part of the practice. An important aspect of these elements is that the community is self-documenting. In the process of practicing in the domain, community members capture content about the practice - its history, processes, and so forth. Principles for Cultivating Communities of Practice In his book Cultivating Communities of Practice, Etienne Wenger proposes seven principles for successfully cultivating communities of practice. Anyone who is responsible for moving a community forward towards its goals should consider reading it. Design for evolution Short URL: Volunteers are not employees; they can only be influenced, never ordered. Some may take passionately to the proposed project; others may only be able to give some of their time. Be ready for that. Concentrate on simple lists that encourage accountability. Only have as much "governance" as you need at the time, never more. Some of them are active; some of them are not. Simple process, until more complex process is needed. Open a dialogue between inside and outside perspectives Short URL: There are different kinds of insiders and outsiders. One particular team can be the insiders, and other employees can be the outsiders. Beyond companies, longtime members of a community become insiders over time, and newcomers almost always start as outsiders. For example, when Red Hat first started the Fedora project, many of the critical decisions were taken by a committee composed only of Red Hat engineers. A number of critical tasks were assigned to "insiders", and these tasks languished. The public perception looked a lot like this. The dialogue between the groups made it clear that externalizing the tools and processes were key to community growth. Invite different levels of participation Short URL: One of the important concepts espoused by Wenger is legitimate peripheral participation. It is, essentially, the idea of apprenticeship; the key difference is that, rather than being apprenticed to an individual, a new practitioner can be apprenticed to the entire community of practice. As an example, learning to package software is not easy -- but some software is easier to package than others. Newbie Fedora packagers are invited to learn how to package fonts, since they are simple and very uniform in how they are packaged. There are also lots and lots of fonts out there that need to be packaged. The way to find more experts is to invest in a process that continually creates more experts. Develop both public and private community spaces Short URL: Transparency is great, but it is unreasonable to expect everyone to be comfortable with full transparency, all the time. Also, one-to-one communication builds intimacy and trust that multiway communication cannot. Certainly it is appropriate to encourage important conversations to be moved into public forums, especially conversations about actions that will affect others. But private chats are important too, and often useful for eliciting insights that help move the more public conversations forward. There have been many examples in

the Fedora community of conflicts that were better resolved in private, and there will be more in the future. Focus on value Short URL: Therefore, encourage community members to express the value that they receive from the community, and to reflect on the value that they provide. Core participants frequently do not value a set of contributions initially, and only come to understand and appreciate that value later. Even contributions that are wildly experimental and far from the mainstream, and may not seem at all valuable, should be respected and encouraged. There was a time, not so long ago, when many central members of the Fedora community saw a Live CD as a waste of effort. The Live CD is now one the most important deliverables of the entire Fedora community. Combine familiarity and excitement Short URL: Still, people can not thrive on heads-down tasks alone. Exciting new challenges create opportunities to energize old friends and attract new ones, and give volunteers an important sense that they are all wrapped up in a great and important challenge. This excitement is crucially important to keep volunteers motivated on the daily work. Moving too slowly can lose volunteers who do not see enough activity to hold their own interest. The weekly IRC meeting has been a hallmark of most successful Fedora projects. For some projects, a weekly meeting may be too much, and for other projects, a weekly meeting may only be a way to checkpoint activity that is going on constantly. Either way, building and maintaining a sense of rhythm is crucial for a healthy community.

3: Cases: Using 7 Principles for Cultivating Communities of Practice (working title) - WikiEducator

Seven principles for cultivating communities of practice In Silicon Valley, a community of circuit designers meets for a lively debate about the merits of two different designs developed by one of the participants.

Overview[edit] Origin and development[edit] Since the publication of "Situated Learning: Cox offers a more critical view of the different ways in which the term communities of practice can be interpreted. Lave and Wenger first used the term communities of practice to describe learning through practice and participation, which they named situated learning. The structure of the community was created over time through a process of legitimate peripheral participation. They found that when newcomers join an established group or community, they spend some time initially observing and perhaps performing simple tasks in basic roles as they learn how the group works and how they can participate an apprentice electrician, for example would watch and learn before actually doing any electrical work; initially taking on small simple jobs and eventually more complicated ones. Lave and Wenger described this socialization process as legitimate peripheral participation. Later years[edit] In his later work, Wenger abandoned the concept of legitimate peripheral participation and used the idea of an inherent tension in a duality instead. He identifies four dualities that exist in communities of practice, participation-reification, designed-emergent, identification-negotiability and local-global, although the participation-reification duality has been the focus of particular interest because of its links to knowledge management. He describes the structure of a CoP as consisting of three interrelated terms: Firstly, through participation in the community, members establish norms and build collaborative relationships; this is termed mutual engagement. These relationships are the ties that bind the members of the community together as a social entity. Secondly, through their interactions, they create a shared understanding of what binds them together; this is termed the joint enterprise. Finally, as part of its practice, the community produces a set of communal resources, which is termed their shared repertoire; this is used in the pursuit of their joint enterprise and can include both literal and symbolic meanings. Present work[edit] For Etienne Wenger , learning is central to human identity. The structural characteristics of a community of practice are again redefined to a domain of knowledge, a notion of community and a practice. Domain A domain of knowledge creates common ground, inspires members to participate, guides their learning and gives meaning to their actions. Community The notion of a community creates the social fabric for that learning. A strong community fosters interactions and encourages a willingness to share ideas. Practice While the domain provides the general area of interest for the community, the practice is the specific focus around which the community develops, shares and maintains its core of knowledge. These communities take on knowledge stewarding tasks that were formerly covered by more formal organizational structures. In some organizations there are both formal and informal communities of practice. There is a great deal of interest within organizations to encourage, support, and sponsor communities of practice in order to benefit from shared knowledge that may lead to higher productivity Wenger Communities of practice are now viewed by many in the business setting as a means to capturing the tacit knowledge , or the know-how that is not so easily articulated. An important aspect and function of communities of practice is increasing organization performance. Other fields have made use of the concept of CoPs. The Xerox reps began exchanging tips and tricks over informal meetings over breakfast or lunch and eventually Xerox saw the value of these interactions and created the Eureka project to allow these interactions to be shared across the global network of representatives. Compared to functional or project teams[edit] Collaboration constellations differ in various ways. Some are under organizational control e. A project team differs from a community of practice in several significant ways McDermott A project team is driven by deliverables with shared goals, milestones and results. A project team meets to share and exchange information and experiences just as the community of practice does, but team membership is defined by task. A project team typically has designated members who remain consistent in their roles during the project. A project team is dissolved once its mission is accomplished. By contrast, A community of practice is often organically created, with as many objectives as members of that community. Community membership is defined by the knowledge of the members. CoP

membership changes and members may take on new roles within the community as interests and needs arise. A community of practice can exist as long as the members believe they have something to contribute to it, or gain from it. Versus communities of interest[edit] In addition to the distinction between CoP and other types of organizational groupings found in the workplace, in some cases it is useful to differentiate CoP from community of interest CoI. Community of interest A group of people interested in sharing information and discussing a particular topic that interests them. Members are not necessarily experts or practitioners of the topic around which the CoI has formed. The purpose of the CoI is to provide a place where people who share a common interest can go and exchange information, ask questions, and express their opinions about the topic. Membership in a CoI is not dependent upon expertise â€" one only needs to be interested in the subject. Community of practice A CoP, in contrast, is a group of people who are active practitioners. CoP participation is not appropriate for non-practitioners. The purpose of a CoP, as discussed above, is to provide a way for practitioners to share tips and best practices, ask questions of their colleagues, and provide support for each other. Membership is dependent on expertise â€" one should have at least some recent experience performing in the role or subject area of the CoP. Since this community is focused on working photojournalists, it would not be appropriate for an amateur photographer to contribute to the CoP discussions there. Social capital[edit] Social capital is said to be a multi-dimensional concept, with both public and private facets Bourdieu [2]. That is, social capital may provide value to both the individual and the group as a whole. Through informal connections that participants build in their community of practice, and in the process of sharing their expertise, learning from others, and participating in the group, members are said to be acquiring social capital â€" especially those members who demonstrate expertise and experience. Thus, for knowledge management, a community of practice is one source of content and context that if codified, documented and archived can be accessed for later use. Individuals[edit] Members of communities of practice are thought to be more efficient and effective conduits of information and experiences. Time is saved by conferring with members of a CoP. Members of the community have tacit knowledge , which can be difficult to store and retrieve outside. For example, one person can share the best way to handle a situation based on his experiences, which may enable the other person to avoid mistakes and shorten the learning curve. In a CoP, members can openly discuss and brainstorm about a project, which can lead to new capabilities. The type of information that is shared and learned in a CoP is boundless Dalkir Duguid clarifies the difference between tacit knowledge , or knowing how, and explicit knowledge , or knowing what. Performing optimally in a job requires being able to convert theory into practice. Communities of practice help the individual bridge the gap between knowing what and knowing how Duguid Social presence[edit] Communicating with others in a community of practice involves creating social presence. Tu defines social presence as "the degree of salience of another person in an interaction and the consequent salience of an interpersonal relationship" p. It is believed that social presence affects how likely an individual is of participating in a CoP especially in online environments Tu Management of a community of practice often faces many barriers that inhibit individuals from engaging in knowledge exchange. Motivation[edit] Motivation to share knowledge is critical to success in communities of practice. Members of a community of practice can also be motivated to participate by using methods such as tangible returns promotion, raises or bonuses , intangible returns reputation, self-esteem and community interest exchange of practice related knowledge, interaction. Collaboration[edit] Collaboration is essential to ensuring that communities of practice thrive. Sveiby and Simons found that more seasoned colleagues tend to foster a more collaborative culture. Additionally they noted that a higher educational level also predicts a tendency to favor collaboration. Cultivating successful CoPs[edit] See also: Motivations for online participation What makes a community of practice succeed depends on the purpose and objective of the community as well as the interests and resources of the members of that community. Wenger identified seven actions that could be taken in order to cultivate communities of practice: Design the community to evolve naturally â€" Because the nature of a community of practice is dynamic, in that the interests, goals, and members are subject to change, CoP forums should be designed to support shifts in focus. Welcome and allow different levels of participation â€" Wenger identifies 3 main levels of participation. This group typically takes on leadership roles in guiding the group 2 The active group who attend and participate regularly, but not to the

level of the leaders. Wenger notes the third group typically represents the majority of the community. Develop both public and private community spaces â€" While CoPs typically operate in public spaces where all members share, discuss and explore ideas, they should also offer private exchanges. Different members of the CoP could coordinate relationships among members and resources in an individualized approach based on specific needs. Focus on the value of the community â€" CoPs should create opportunities for participants to explicitly discuss the value and productivity of their participation in the group. Combine familiarity and excitement â€" CoPs should offer the expected learning opportunities as part of their structure, and opportunities for members to shape their learning experience together by brainstorming and examining the conventional and radical wisdom related to their topic. Find and nurture a regular rhythm for the community â€" CoPs should coordinate a thriving cycle of activities and events that allow for the members to regularly meet, reflect, and evolve.

4: Communities of Practice Office | Office of Human Resources

Seven Principles for Cultivating Communities of Practice by Etienne Wenger, Richard McDermott, and William M. Snyder Although communities of practice develop organically, a carefully crafted design can drive their evolution.

Snyder Although communities of practice develop organically, a carefully crafted design can drive their evolution. In this excerpt from a new book, the authors detail seven design principles. Knowledge management that works. Seven principles for cultivating communities of practice In Silicon Valley, a community of circuit designers meets for a lively debate about the merits of two different designs developed by one of the participants. Their meetings are often deeply challenging and sometimes highly emotional. The fact-driven, sometimes argumentative, meetings of the Silicon Valley circuit designers are extremely different from the compassionate meetings of the social workers in Boston. Their energy is palpable to both the regular participants and visitors Because communities of practice are voluntary Although many factors, such as management support or an urgent problem, can inspire a community, nothing can substitute for this sense of aliveness. How do you design for aliveness? Certainly you cannot contrive or dictate it. You cannot design it in the traditional sense of specifying a structure or process and then implementing it. Still, aliveness does not always happen automatically. Many natural communities never grow beyond a network of friends because they fail to attract enough participants. Communities, unlike teams and other structures, need to invite the interaction that makes them alive. For example, a park is more appealing to use if its location provides a short cut between destinations. It invites people to sit for lunch or chat if it has benches set slightly off the main path, visible, but just out of earshot, next to something interesting like a flower bed or a patch of sunlight. The structure of organizational relationships and events also invite a kind of interaction. Meetings that contain some open time during a break or lunch, with enough space for people to mingle or confer privately, invite one-on-one discussion and relationship building. Just as a good park has varied spaces for neighborhood baseball games, quiet chats, or solitary contemplation, a well-designed community of practice allows for participating in group discussion, having one-on-one conversations, reading about new ideas, or watching experts duel over cutting-edge issues. Even though communities are voluntary and organic, good community design can invite, even evoke, aliveness. Designing to evoke aliveness is different from most organizational design, which traditionally focuses on creating structures, systems, and roles that achieve relatively fixed organizational goals and fit well with other structural elements of the organization. Even when organizations are designed to be flexible and responsive to their environment, organic growth and aliveness are typically not primary design goals. For communities of practice, however, they are paramount, even though communities also need to contribute to organizational goals Designing for aliveness requires a different set of design principles. The principles we developed to do this focus on the dilemmas at the heart of designing communities of practice. What is the role of design for a "human institution" that is, by definition, natural, spontaneous, and self-directed? How do you guide such an institution to realize itself, to become "alive? Open a dialogue between inside and outside perspectives. Invite different levels of participation. Develop both public and private community spaces. Combine familiarity and excitement. Create a rhythm for the community. These design principles are not recipes, but rather embody our understanding of how elements of design work together. They reveal the thinking behind a design. Making design principles explicit makes it possible to be more flexible and improvisational. Excepted with permission from Cultivating Communities of Practice:

5: Principles for Cultivating Communities of Practice

Seven Principles for Cultivating Communities of Practice By: E. Wenger, R. McDermott & W. M. Synder Wenger, McDermott and Synder () offered seven practical aspects to consider for maintaining and supporting the growth of voluntary communities of practice.

6: Community of Practice - STEM Ecosystems

In a new book, Cultivating Communities of Practice: A Guide to Managing Knowledge, the authors offer a practical guide to making knowledge work inside an organization. In this excerpt, the authors detail seven design principles for cultivating communities, everything from "design for evolution" to.

7: An Overview of â€œSeven Principles for Cultivating Communities of Practiceâ€• â€" What's Your Story

Principles for Cultivating Communities of Practice In his book Cultivating Communities of Practice, Etienne Wenger proposes seven principles for successfully cultivating communities of practice. Anyone who is responsible for moving a community forward towards its goals should consider reading it.

8: Communities - Google+

Seven Principles of Cultivating Communities of Practice mickyates November 2, Best Practice, Community, Social Networks Leave a Comment An older article / book review from HBR, but it seems quite timely as I am doing work on the subject right now.

Predicting success Future structure of teacher education in Northern Ireland Man of mana, Marius Barbeau Desert tortoise populations The Digital Audio Music List WALTER THEODORE WATTS Rural education, ideology, and girls basketball XXXVIII. On Sacramental Absolution and Satisfaction, 291 Assessment and prevention of dental disease Female voice in The assembly of ladies Little world in crisis : a tragicomic caricature Jim Crane Witchcraft and gender in early modern society Warhammer 40k 8th rulebook Wedding day Mark Levine The Life Differentiation and Harmony . Vegetal, Animal, Human (Analecta Husserliana) Talking about your family Chapman piloting and seamanship Quality customer service Miscellaneous writings and letters of Thomas Cranmer Cub scout meeting guide Fruit characteristics Digital filter design matlab Rampant criminality: the legend of Shondor Birns (1906-1975) Amazing Kids (High-Interest/Low-Readability) Steam Transport on the Roads Learn indian stock market basics Climbing the Corporate Ladder in High Heels A Musical Fable Cydney Dixon Funding Sources for Community and Economic Development 2002 Canadas deadly secret Annual of Cardiac Surgery, 1994 Welcoming new Trinity students In Christ, my Lord Color atlas of C.S.F. cytopathology A beauty of Thebes and other verses A guide to a regional dissection and study of the human body The Weight Watcher Function The assumption of Hannele Quick Consumer Guide to Safe Food Handling (Home and Garden Bulletin) Landon Snow The Island Of Arcanum (Landon Snow)