



*The world's foremost authority in benchmarking, best practices,
process and performance improvement, and knowledge management.*

FREEDOM to dream. COURAGE to act.
C. Jackson Grayson
Founder, APQC

NEXT-GENERATION COMMUNITIES OF PRACTICE

An APQC/IRI Webinar

October 13, 2017

SPEAKER

Lauren Trees

Principal Research Lead,
Knowledge Management

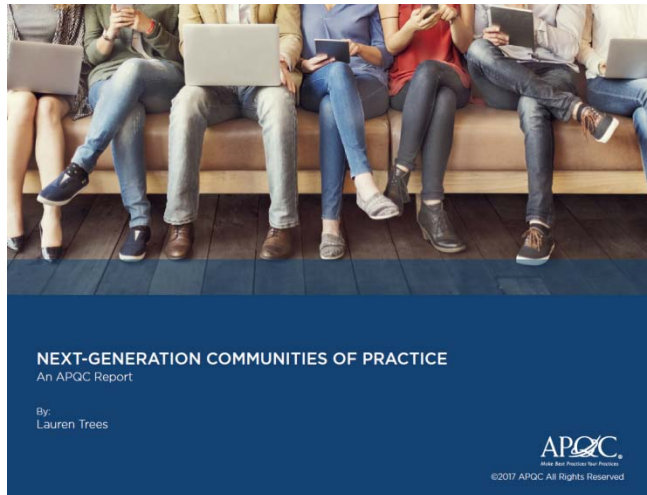
APQC

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16 YEARS OF COMMUNITIES RESEARCH



You are here

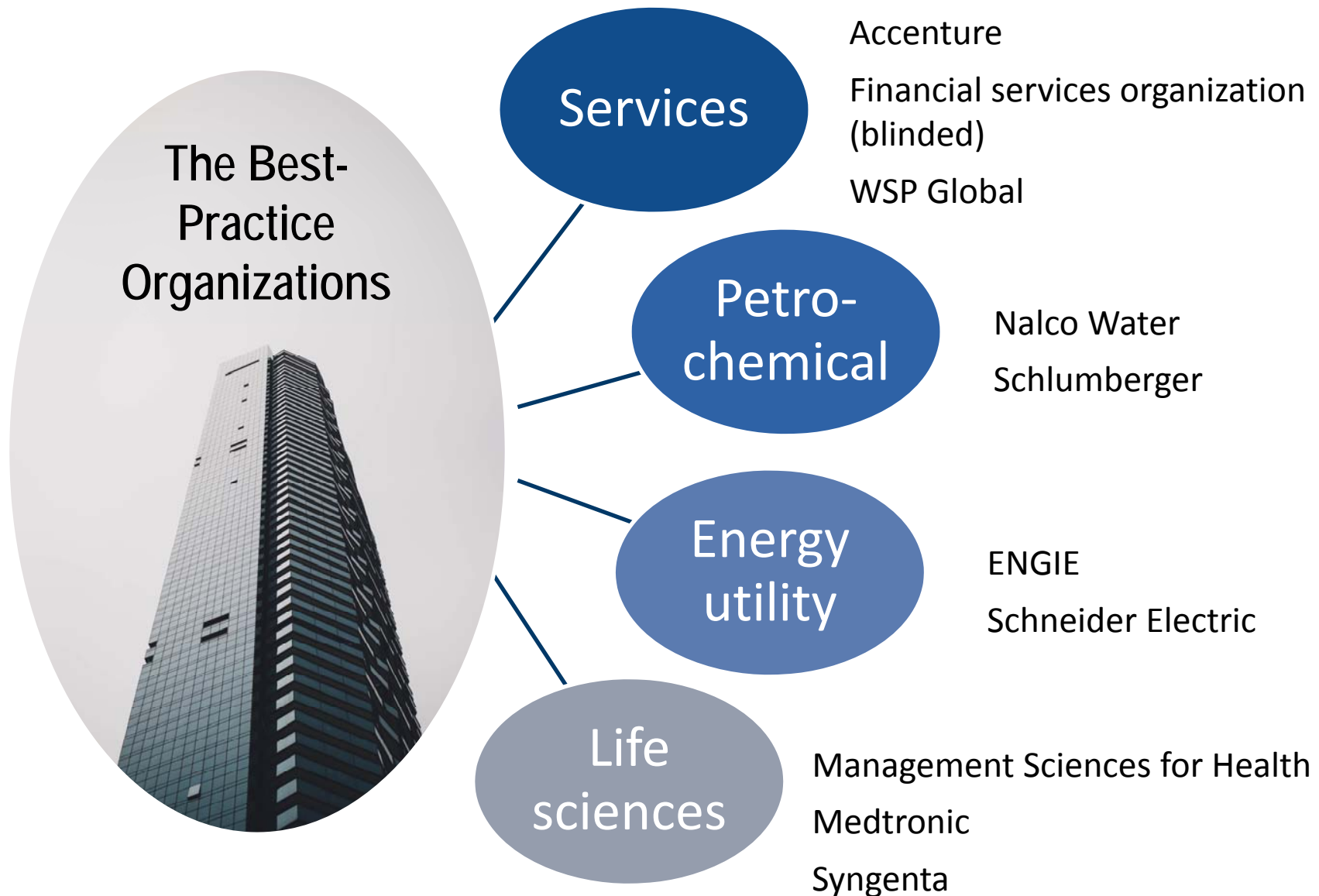
A light blue rounded rectangle containing the text 'You are here' in white. To the right of the text is a white icon of a location pin with two hands holding it from below.

RESEARCH QUESTIONS

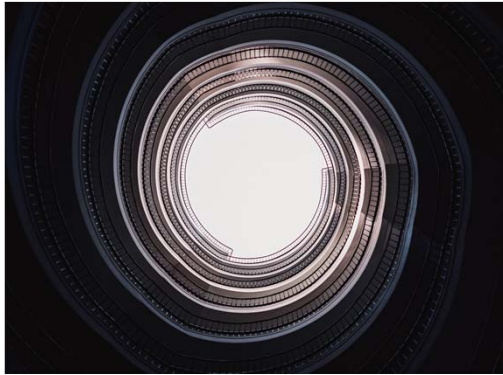
- How are organizations using communities to enable knowledge transfer, collaboration, and innovation?
- How have communities evolved over the past decade?
 - What changes have new technologies brought?
 - How have norms and expectations shifted?



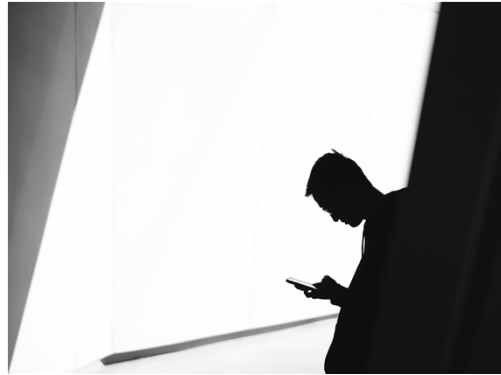
FEATURED EXAMPLES



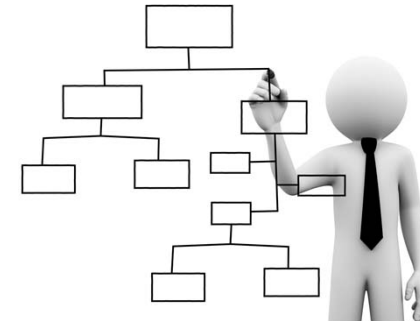
FOCUS AREAS



1. Strategy and Structure



2. Processes, Tools, and Approaches



3. Roles and Responsibilities



4. Promotion and Engagement



5. Measures and Value

A top-down view of a multi-story building's atrium, showing a central white circle with the text "COMMUNITY STRATEGY & STRUCTURE" in bold black letters. The surrounding area is a dark, circular space with multiple levels of balconies and railings, creating a sense of depth and architectural complexity.

**COMMUNITY
STRATEGY &
STRUCTURE**

STRATEGY & STRUCTURE

Communities are sharply focused on business objectives

Aligning CoP Purposes to Business Priorities at Accenture

Business
Priorities

Sales & Revenue



- Rotation to the NEW
- Thought Leadership (awareness & development)
- Innovative Solutions for Clients
- Leverage Ecosystem for New Opportunities
- Offerings – Develop & Launch

Delivery Excellence



- Client value with faster & efficient delivery
- Improve Productivity
- Innovation as an Everyday Practice
- Reduce Costs

Team Communication & Engagement



- Connect our People to Business Vision
- Opportunities to Build Skills
- Improve Connectedness – People & Communities
- Reward & Recognize our People

Sample
Community
Purposes

TOP GOALS CORRELATED WITH EFFECTIVENESS



1

Generating new ideas and solutions



2

Facilitating reuse across projects or areas



3

Professional networking and building cross-boundary relationships



4

Developing thought leadership and guidance



5

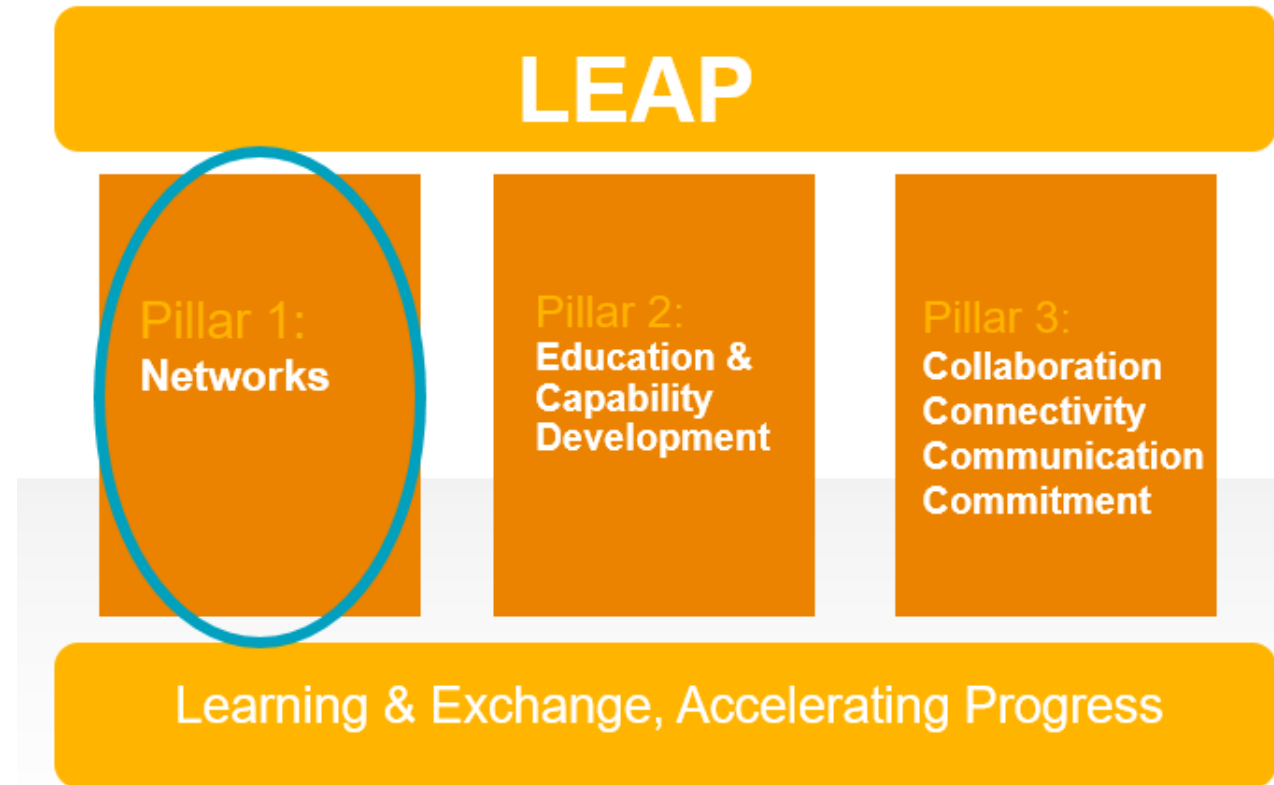
Capturing and transferring best practices

N=106. All correlations statistically significant.

STRATEGY & STRUCTURE

Links to organizational learning have strengthened

Syngenta positions its networks as part of Learning & Exchange, Accelerating Progress (LEAP) that combines CoPs with education and capability development

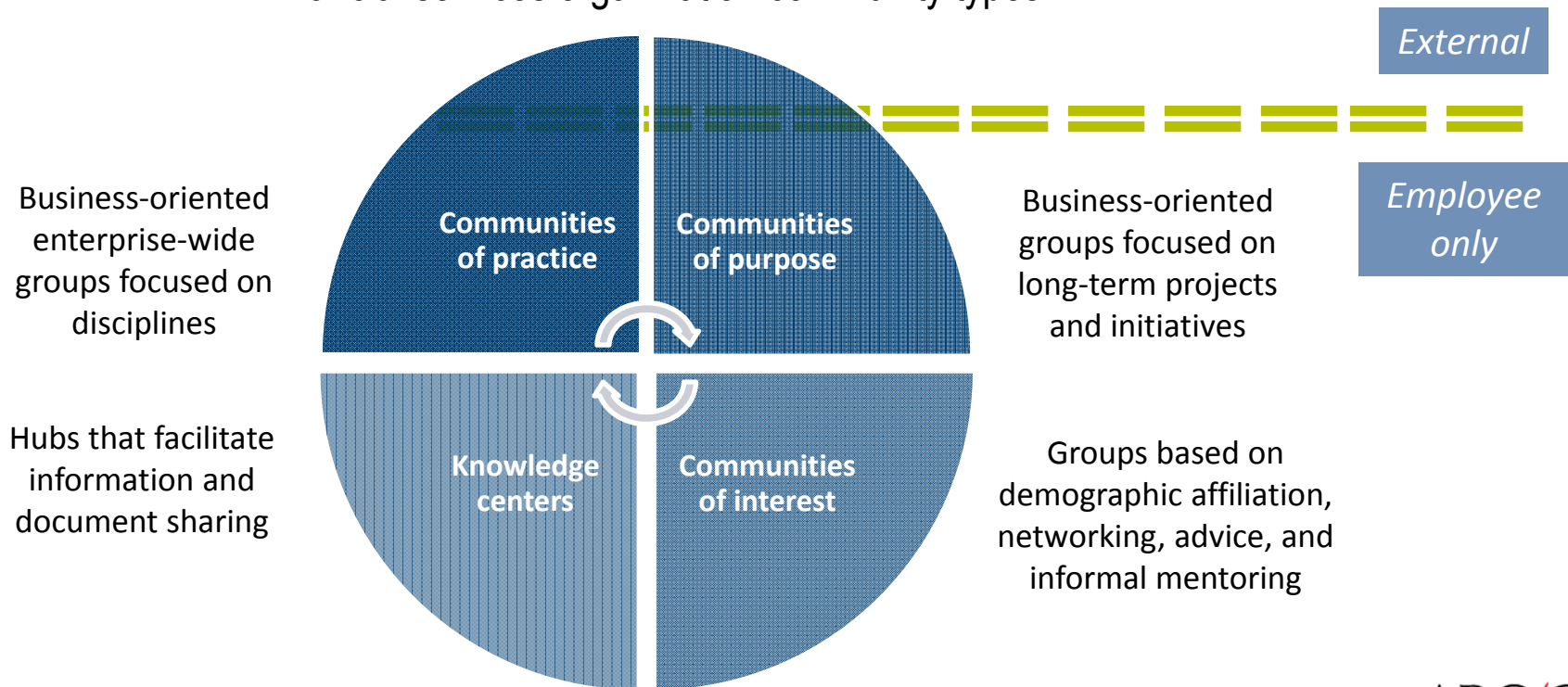


Syngenta LEAP Pillars

STRATEGY & STRUCTURE

The one-size-fits-all approach is being replaced by a more flexible structure in which different CoP models serve different purposes

Financial services organization community types



COMMUNITY PROCESSES, TOOLS, & APPROACHES



CoPS BENEFIT FROM MULTIPLE TOOLS & APPROACHES

8 Tools and Approaches Correlated with CoP Effectiveness



1

Community site or portal



5

Expertise location tools



2

Webinars



6

Q&A forums



3

Content libraries



7

Embedded social networking



4

Mobile apps



8

Wikis

PROCESSES, TOOLS, & APPROACHES

Social networking is eclipsing threaded discussion forums for community collaboration

Communities of practice

Long-term collaboration & relationship building
In-person or virtual meetings & events
May provide validated expertise
Steward bodies of knowledge
Specific deliverables focused on business goals

Central access to relevant updates
Find expertise
Quickly share information & ask/answer questions

Enterprise social

Informal, transactional
Flexible & fluid groups (often self-forming)
Enables team, function, or cross-functional collaboration
Usually not focused on specific deliverables
May or may not be business-oriented

PROCESSES, TOOLS, & APPROACHES

Activity streams and connected systems provide a streamlined, cohesive user experience

Medtronic Information eXchange

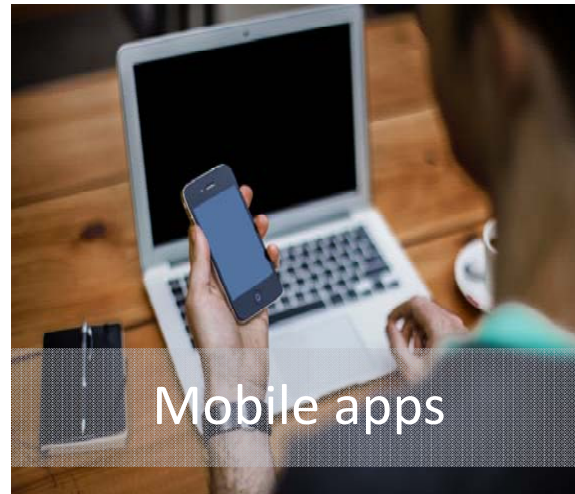
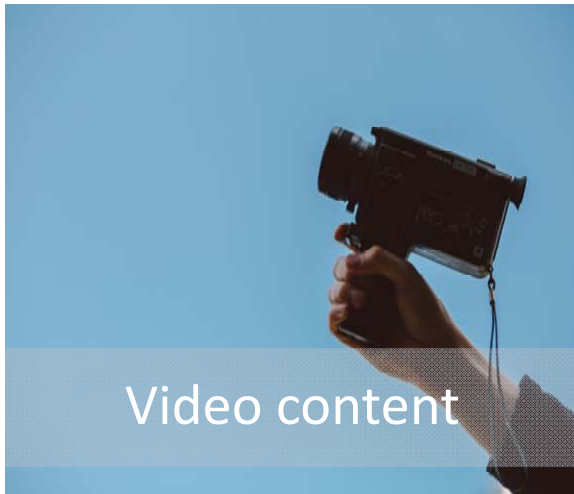
The screenshot shows the Medtronic Information eXchange (MIX) platform. The header includes navigation links for Knowledge Center, Library, MIX, Events, My Profile, and A-Z Help. The main content area features a 'Medtronic Information Exchange (MIX)' section with a description: 'Globally connecting Medtronic employees through online communities. Share your knowledge, locate expertise, and accelerate innovation.' Below this, there are buttons for 'Get started at MIX', 'New features at MIX!', and 'How to make great posts', along with a 'Search for people' button. A 'Colleagues' section displays a grid of user avatars and mentions '231 new members in the past week!'. The 'My Newsfeed' section shows a list of posts, with a 'Questions to answer' section below it. A 'Featured Questions' section is also visible on the right side of the newsfeed.

Schneider Electric Spice Platform

The screenshot shows the Schneider Electric Spice Platform interface. The header includes the Schneider Electric logo, a home link, and a user profile for Louis-Pierre GUILLAUME. The main content area is titled 'Power Conversion - C@W' and features a navigation bar with icons for Wall Posts, People, Links, Files, Trends, and Trending Tags. The 'Wall posts' section is highlighted with a green box and shows a post from March 14, 2017, at 1:22 PM. The post text reads: 'I've updated the presentations of the last ECPE Workshop dedicated on SiC& GaN in Nuremberg on March 8th and 9th. The workshop was very successful with more than 240 participants and very interesting presentations.' Below the post is a link to a Box file: 'https://schneider-electric.box.com/s/dy01aizf41f1f1nmx5b6u4d6r1ubbp'. The 'Followers (66)' section is highlighted with a green box and shows a list of user avatars. The 'Trending Tags' section at the bottom indicates 'No hashtag was created this week'.

PROCESSES, TOOLS, & APPROACHES

Additional technological developments are exerting an increasing impact on communities



PROCESSES, TOOLS, & APPROACHES

Communities have gotten smarter about how they balance virtual and face-to-face interaction

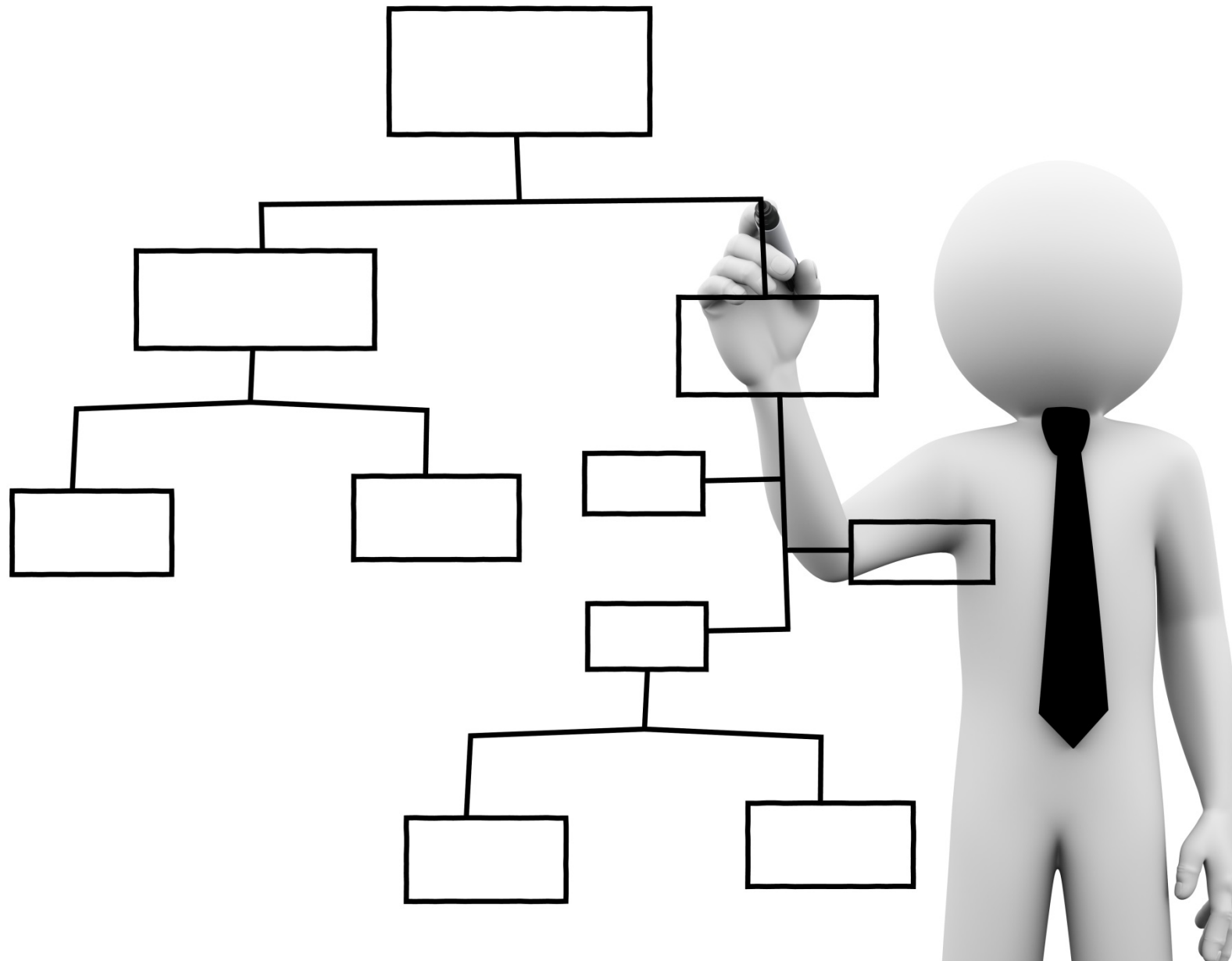


At Schlumberger, multi-day combination in-person & virtual workshops “follow the sun” to facilitate global participation

TEN Days enable local interaction at Management Sciences for Health

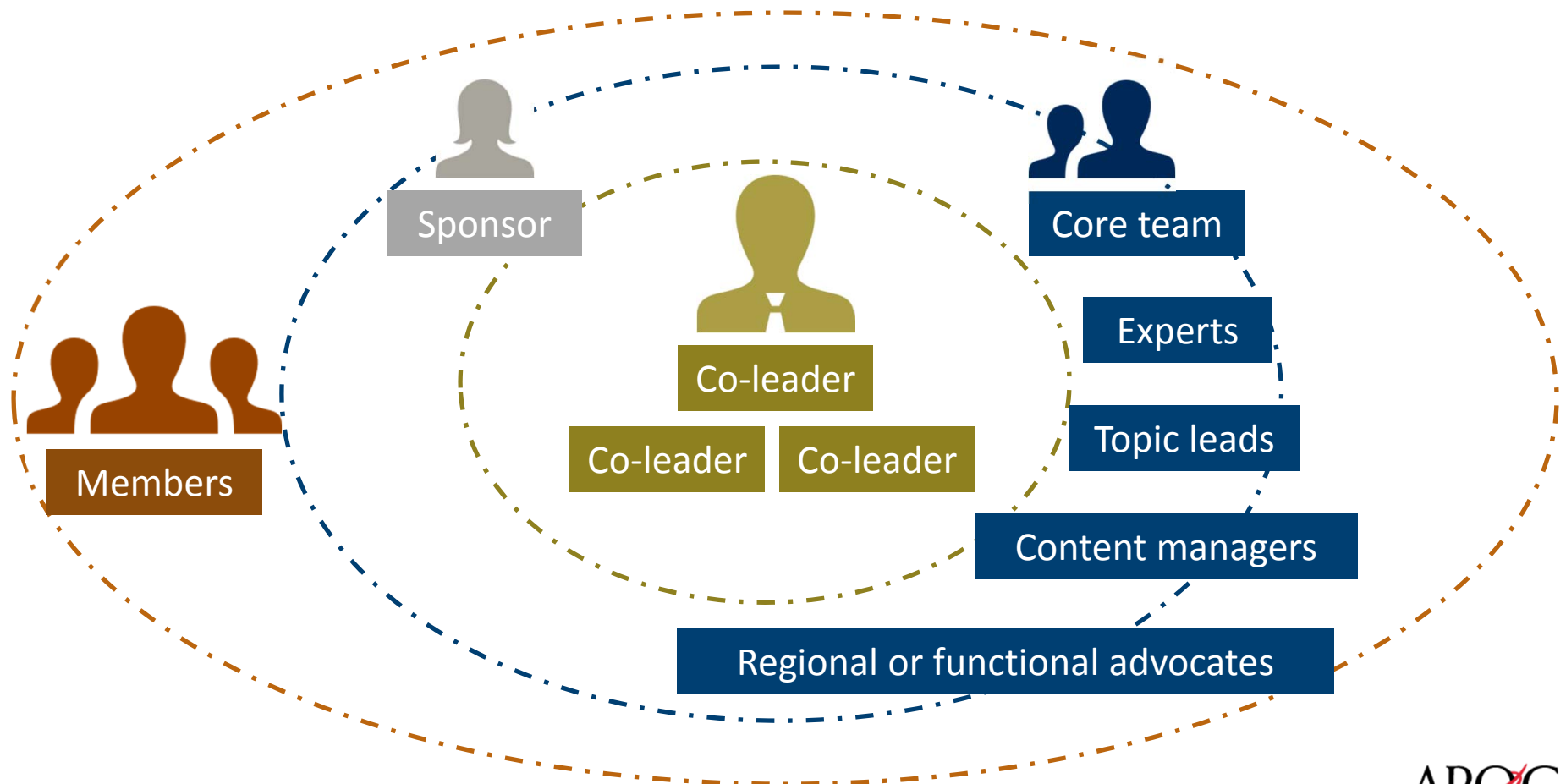


COMMUNITY ROLES & RESPONSIBILITIES



ROLES & RESPONSIBILITIES

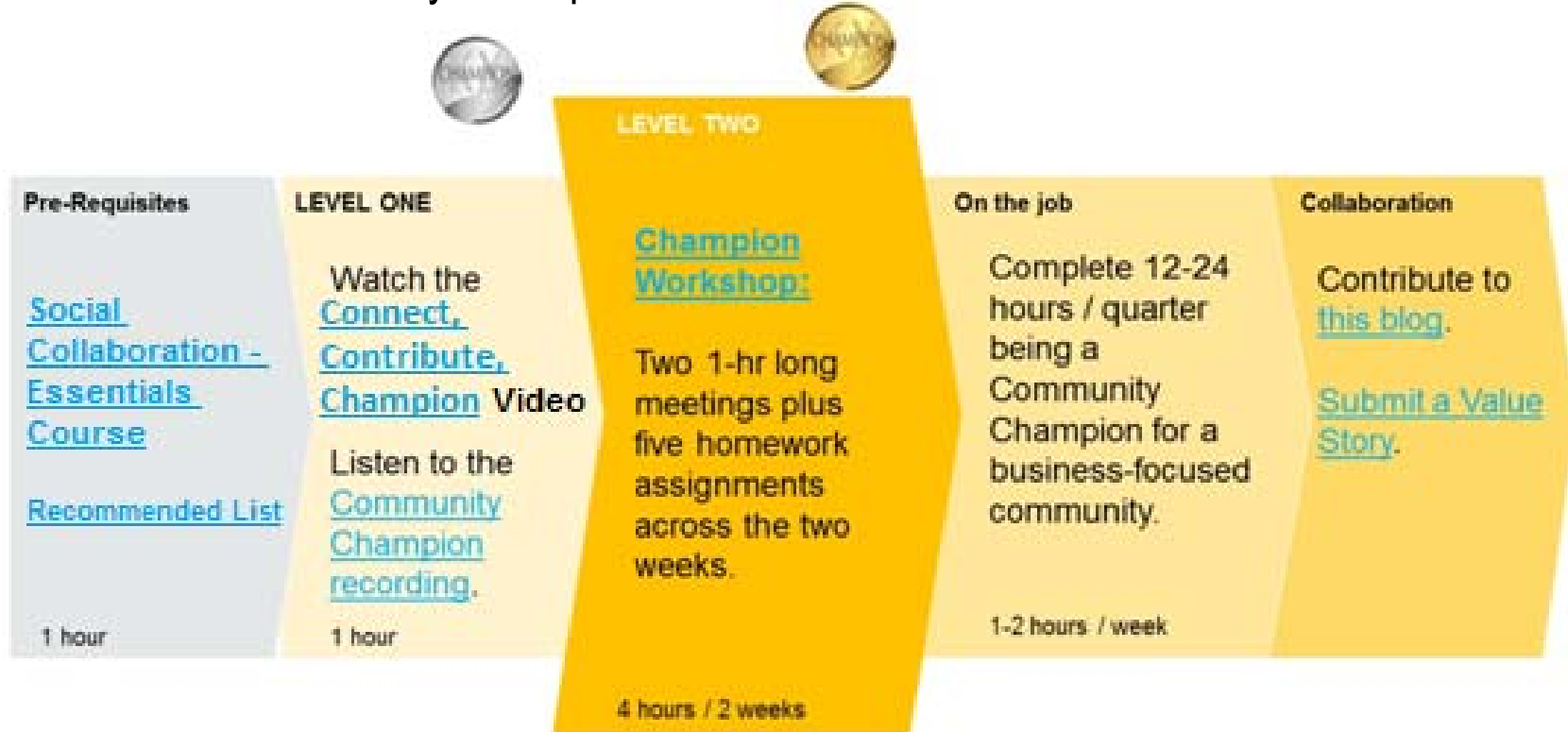
Community leadership responsibilities are frequently distributed across multiple roles



ROLES & RESPONSIBILITIES

Peer-to-peer networks and just-in-time learning have replaced some formal training for community roles

Community Champion Enablement Track at Accenture





**COMMUNITY
PROMOTION &
ENGAGEMENT**

 *Customer Alert*

PROMOTION & ENGAGEMENT

Marketing has become targeted to each audience

Targeted Marketing Videos at Accenture

LET'S TALK ABOUT

COMMUNITIES AT ACCENTURE.

Taking Accenture Communities to a New Level

571 15082 166

The video player shows a blue and orange background. The text 'LET'S TALK ABOUT' is in the top left, and 'COMMUNITIES AT ACCENTURE.' is in the center. A play button is overlaid on the text. Below the video, the title 'Taking Accenture Communities to a New Level' is displayed, along with engagement metrics: 571 likes, 15082 views, and 166 comments.

Related Media

- Professional Communities**
Professional Communities: Great Minds Think Alike?
From [margarethe.b.uglum Uglum](#) 10
4,074 | 02:39
- Professional Communities**
Professional Communities: Boldly Going Where No...
From [margarethe.b.uglum Uglum](#) 11
7,258 | 02:55
- accenture**
Leaders Making a Difference in their Communities...
From [roberto.feliciano](#) 4 Years ago
28 | 06:10

PROMOTION & ENGAGEMENT

Social media–style marketing is now used to promote communities

Medtronic uses national campaigns like “Go Red for Women” to raise awareness for both communities and important causes

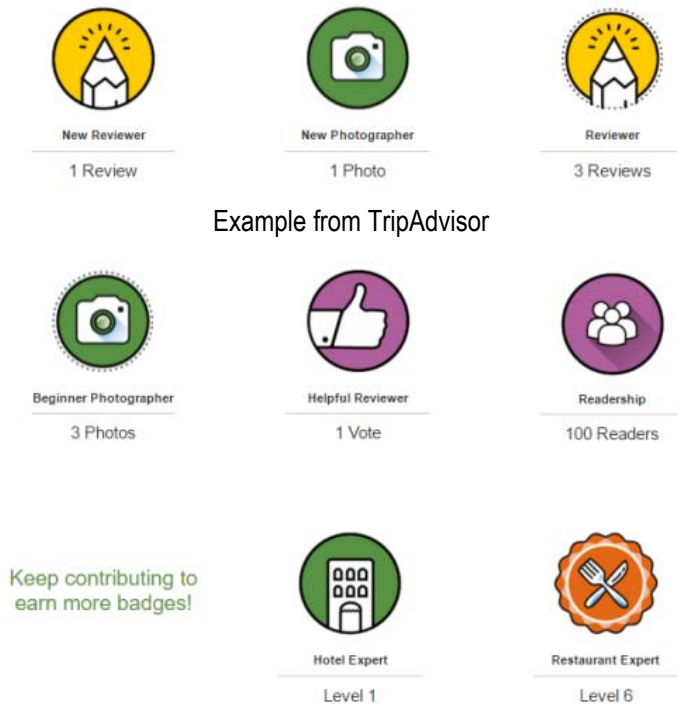


ENGIE has “Ask Me Anything” Yammer groups to promote its community platform

PROMOTION & ENGAGEMENT

Formal rewards are combined with gamification and peer-based recognition schemes

Best-practice organizations use profile badges to identify community experts and super-contributors



At Schneider Electric, communities can also earn badges based on activity, engagement, and value

COMMUNITY MEASURES & VALUE



COMPREHENSIVE EVALUATIONS ARE VITAL

Communities Are More Effective When They Measure CoP Impact on Business Outcomes



● Communities are effective or very effective ● Communities are minimally or not effective

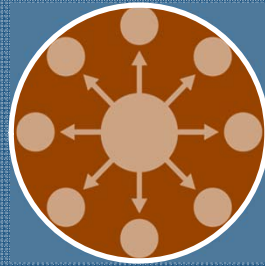
N=106, p=0.000

MEASURES & VALUE

Advanced analysis allows CoP programs to understand participation drivers and evaluate interaction quality



Better metrics track the quality of content and collaboration



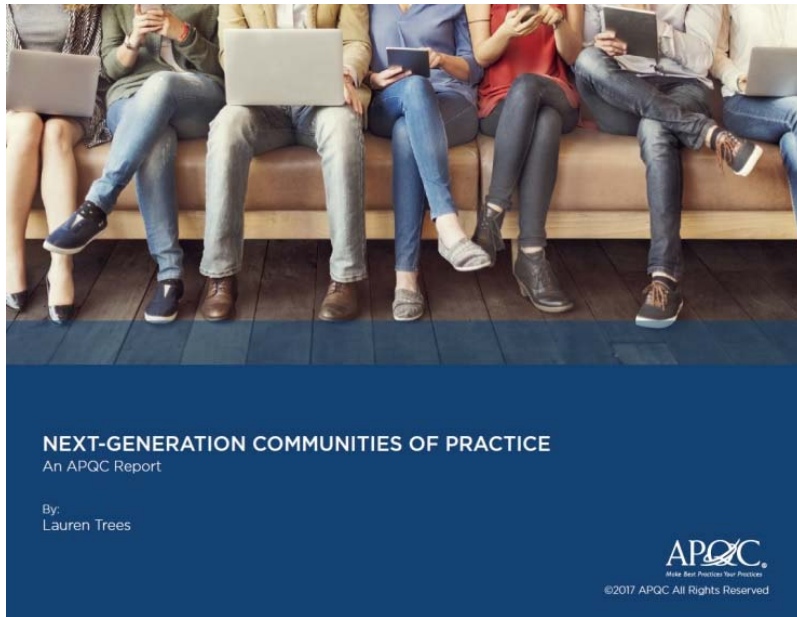
Segmentation reveals underrepresented groups and factors that drive participation



Composite indices roll up metrics into simple indicators of engagement or performance



IRI MEMBER ACCESS TO THE RESEARCH



- Visit pages.apqc.org/LP-IRICoPsreport.html to access:
 - Executive summary
 - Best practices report

- Case studies
 - Accenture
 - ENGIE
 - Financial Services Organization
 - Management Sciences for Health
 - Medtronic
 - Nalco Water
 - Schneider Electric
 - Schlumberger
 - Syngenta
 - WSP Global

QUESTIONS



The background of the slide is a dark blue color with a large, faint, stylized globe graphic. The globe is composed of several curved lines that create a sense of depth and movement, resembling a globe or a network of connections. The APQC logo is centered on the left side of the slide.

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