



The Communities of Practice Playbook

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Joint Research Centre, European Commission

2nd ACT International Synergy Conference

12 February 2021

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To be published end of March 2021, watch our website and Twitter account

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Why the Communities of Practice Playbook was developed

- Better **gathering, sharing and using of data, information and knowledge** in public organisations such as the European Commission are essential to deliver integrated policy work and **overcome silo mentalities**.
- This is highlighted explicitly in European Commission President von der Leyen's work guidelines **stipulating transparency** and the ambition to become a **digitally transformed, user-focused and data-driven administration**.
- **Communities of practice are an essential instrument for fostering collaboration among internal and external stakeholders:** they can bring groups with different knowledge perspectives together and can strengthen their **capacity to work and learn creatively together**.

How the playbook took shape

- Through randomised surveys in the European Commission and mentoring/ coaching sessions with over 25 community managers, we explored the life cycle of communities of practice.
 - **What brings communities together and lets them thrive?**
 - **What are the challenges that communities face?**
 - **How can we support communities in their life cycle?**
- We refined the **Communities of Practice Success Wheel** methodology, which underpins *The Communities of Practice Playbook*, around **key elements for community-building**:
 - **co-ownership** – participatory decision-making culture and community governance
 - **convening** – integrating and facilitating 'in real life' and online interactions (a)synchronously between internal and external stakeholders
 - **collaboration and cooperation** – concrete productivity, user experience and stakeholder engagement guidance around community vision, purpose and objectives

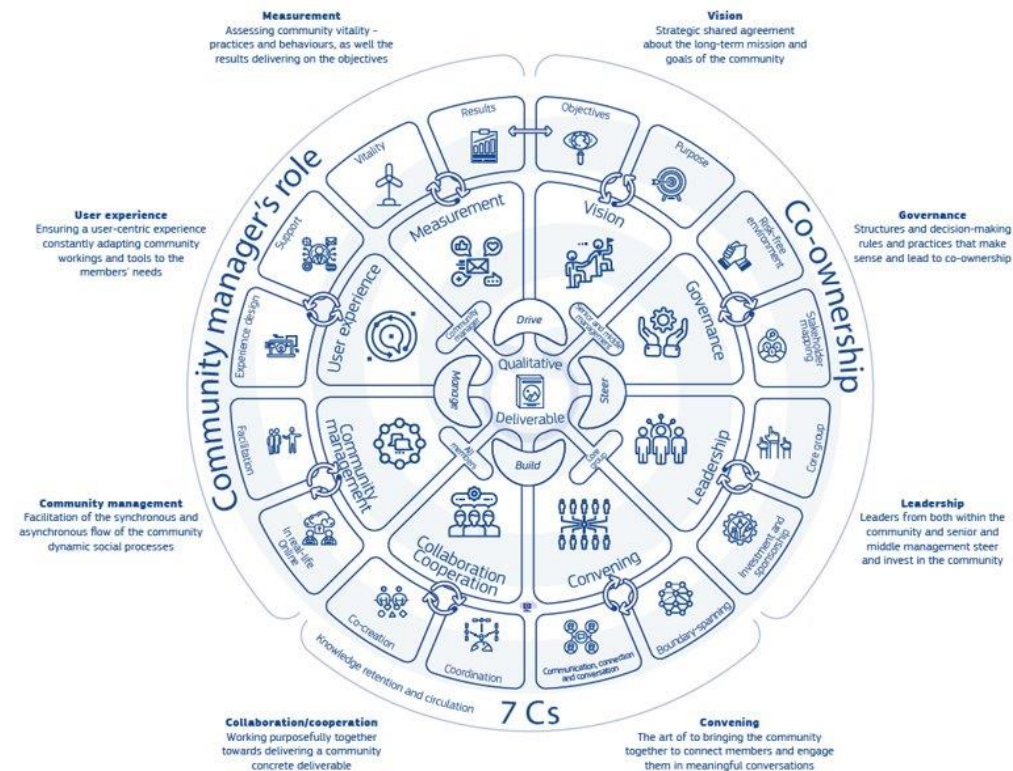
Who the playbook is for

- **Everybody with an interest in or the task of managing a community** can use the success wheel methodology and the playbook to **understand and apply the most important factors that enable communities to thrive** and deliver on their vision.
- This methodology **can be applied in any organisation**, for developing communities, networks and other formal or informal structures that require **collaboration and cooperation between various stakeholders** who need to work together with a common purpose and vision.
- It consists of **guidance, good practices and interactive visual boards**.
- **Community managers with sponsors, core groups and members** can work together on these boards '*in real life*' or *online*, by following the step-by-step guidance and questions posed in this playbook.

What is in the playbook

The playbook provides you with the tools and processes to create your **community roadmap**.

Community of Practice Roadmap	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7 to 9	Month 10 to 12	Who is responsible?	Resources Needed?
Vision What is the challenge you want to address/ the problem to solve? What is your long-term goal to reach?	1.1.1	1.1.2	1.1.3	1.1.4	1.1.5	1.1.6	1.1.7	1.1.8		
Community Purpose What is the community's main drive in support of the vision?	1.2.1	1.2.2	1.2.3	1.2.4	1.2.5	1.2.6	1.2.7	1.2.8		
Objectives What is your strategy to reach your community-vision? Define SMART (Specific, Measurable & realistic)	1.3.1	1.3.2	1.3.3	1.3.4	1.3.5	1.3.6	1.3.7	1.3.8		
Governance How do you work together and take decisions? How do you ensure being the community needs, purpose, values	2.1.1	2.1.2	2.1.3	2.1.4	2.1.5	2.1.6	2.1.7	2.1.8		
Risk-Free Environment What are key elements to build trust and guarantee a safe place?	2.2.1	2.2.2	2.2.3	2.2.4	2.2.5	2.2.6	2.2.7	2.2.8		
Stakeholder mapping Define your membership within the surrounding community ecosystem. Who are the actors involved/impacted by the community?	2.3.1	2.3.2	2.3.3	2.3.4	2.3.5	2.3.6	2.3.7	2.3.8		
Leadership How will you ensure strong leadership participation?	3.1.1	3.1.2	3.1.3	3.1.4	3.1.5	3.1.6	3.1.7	3.1.8		
Core Group How do you get your core group steering the community?	3.2.1	3.2.2	3.2.3	3.2.4	3.2.5	3.2.6	3.2.7	3.2.8		
Investment & Sponsorship What is the support sourced from management? How do you get them involved and create participation opportunities?	3.3.1	3.3.2	3.3.3	3.3.4	3.3.5	3.3.6	3.3.7	3.3.8		
Convening What are your convening opportunities / events fit with your community / goals?	4.1.1	4.1.2	4.1.3	4.1.4	4.1.5	4.1.6	4.1.7	4.1.8		
Communication - Connection - Conversation What convening opportunities do you design to create & encourage connections, conversations and communication?	4.2.1	4.2.2	4.2.3	4.2.4	4.2.5	4.2.6	4.2.7	4.2.8		
Boundary-Spanning How do you regularly feed your community with external expertise and provide access to other networks?	4.3.1	4.3.2	4.3.3	4.3.4	4.3.5	4.3.6	4.3.7	4.3.8		
Collaboration / Cooperation How do you create and produce knowledge, collaborative deliverables?	5.1.1	5.1.2	5.1.3	5.1.4	5.1.5	5.1.6	5.1.7	5.1.8		
Coordination How do you coordinate members' work towards delivering an objective agreed?	5.2.1	5.2.2	5.2.3	5.2.4	5.2.5	5.2.6	5.2.7	5.2.8		
Co-Creation What content needs to be created/with/for/owned and what methods will you use to succeed in this?	5.3.1	5.3.2	5.3.3	5.3.4	5.3.5	5.3.6	5.3.7	5.3.8		
Community Management What are the community's purposes and what methods will you use to succeed in this?	6.1.1	6.1.2	6.1.3	6.1.4	6.1.5	6.1.6	6.1.7	6.1.8		
IRL x Online How will you combine and ensure the flow between real life/online asynchronous and synchronous community interactions?	6.2.1	6.2.2	6.2.3	6.2.4	6.2.5	6.2.6	6.2.7	6.2.8		
Facilitation What facilitation methods do you need to get the best out from the community's dynamic social processes?	6.3.1	6.3.2	6.3.3	6.3.4	6.3.5	6.3.6	6.3.7	6.3.8		
User Experience How do you create a user-centric experience for the tasks (you want) members to do within the community?	7.1.1	7.1.2	7.1.3	7.1.4	7.1.5	7.1.6	7.1.7	7.1.8		
Experience Design What are the community's personas and their user requirements, as well as the pain points to address?	7.2.1	7.2.2	7.2.3	7.2.4	7.2.5	7.2.6	7.2.7	7.2.8		
Support What resources and content do you need to put in place to provide support?	7.3.1	7.3.2	7.3.3	7.3.4	7.3.5	7.3.6	7.3.7	7.3.8		
Measurement What have you achieved? What can you learn from those measurements, as well as the pain points to address?	8.1.1	8.1.2	8.1.3	8.1.4	8.1.5	8.1.6	8.1.7	8.1.8		
Vitality What are the habits and behaviours to observe and to encourage?	8.2.1	8.2.2	8.2.3	8.2.4	8.2.5	8.2.6	8.2.7	8.2.8		
Results How do you measure key results delivering on the community objectives? How will you capture impact stories?	8.3.1	8.3.2	8.3.3	8.3.4	8.3.5	8.3.6	8.3.7	8.3.8		
Short-term actions (1-3 months) overall ambition of the community			Short-term actions (4-6 months) overall ambition of the community			Long-term actions (7-12 months) overall ambition of the community				



These tools and processes are based on in-depth and interactive explorations of **eight community success facets**.

What is in the playbook

- **vision** – what is your community *raison d'être*, what are the goals it aspires to achieve and what are the corresponding SMART objectives?
- **governance** – how do you work together, and with whom and how do you take decisions?
- **leadership** – how will you ensure strong leadership participation by both sponsors and core groups?
- **convening** – what kind of convening opportunities work for your community?
- **collaboration and cooperation** – how do you co-create and coordinate different cooperation and collaboration processes to deliver concrete community knowledge assets/artefacts?
- **community management** – how do you facilitate dynamic, hybrid and (a)synchronous community interactions?
- **user experience** – how do you ensure a member-centric community experience while delivering on the tasks set and supporting members' needs?
- **measurement** – how do you understand and measure community vitality and success and what can you learn from it?

What the playbook can do for you

- **helps you run and develop communities**, networks and any other formal or informal structures that require collaboration and cooperation between various stakeholders who need to work together with a common purpose and vision
- **proposes** a step-by-step approach on how to co-create your policy proposals or policy implementation actions through communities
- **supports** you in designing and facilitating convening opportunities, as well as blended synchronous and asynchronous interactions
- **guides** you on how to ensure systematic community engagement and participatory decision-making to harness the collective intelligence of your organisation and its partners
- **offers** a community-building backbone for creativity, productivity and co-ownership of results
- **provides guidance** on ways to make your community/network prepared, resilient and responsive to today's challenges

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Thank you

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H.2. Knowledge Management Methodologies,
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