The Communities of Practice Playbook

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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.

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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