



Communities of practice



The art of learning together



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Purple in the nose ...



Learning in practice

A social perspective



-Myeloproliferative disorders

practice and voice

□ *From support to practice*



□ *Gaining a voice in research and policy*

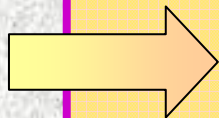
A community of practice is ...

... a group of people, who

- ❑ *share similar challenges*

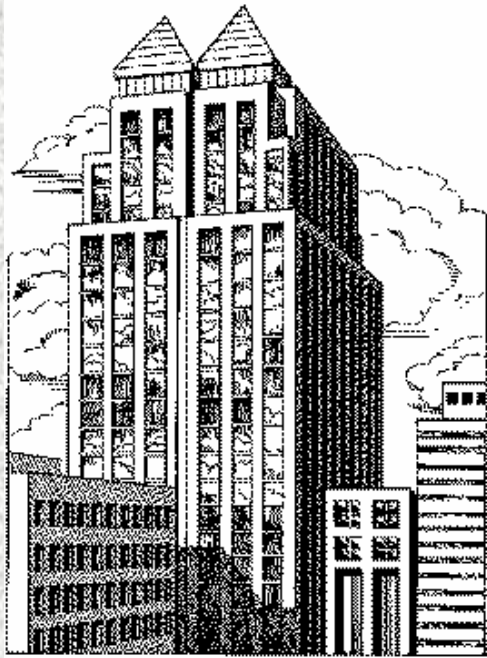
- ❑ *interact regularly*

- ❑ *learn from and with each other*

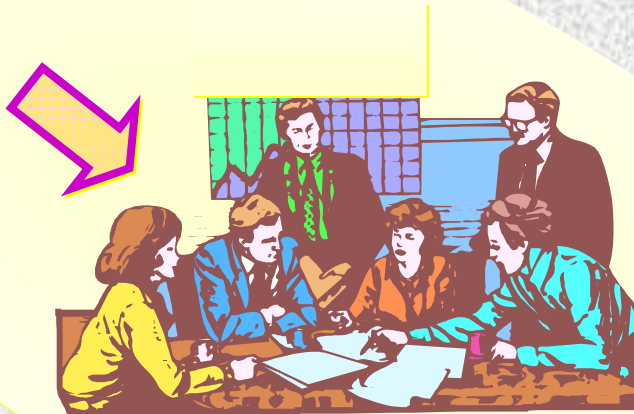


*improve their ability to address their
challenges*

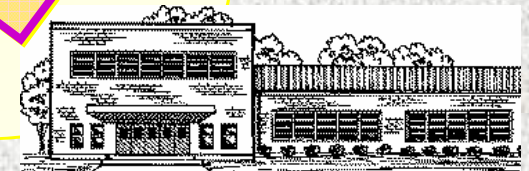
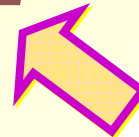
QB at Eli Lilly



Quantitative biologists develop a community of practice after an acquisition. They create a common identity, build trust, and develop a shared practice.

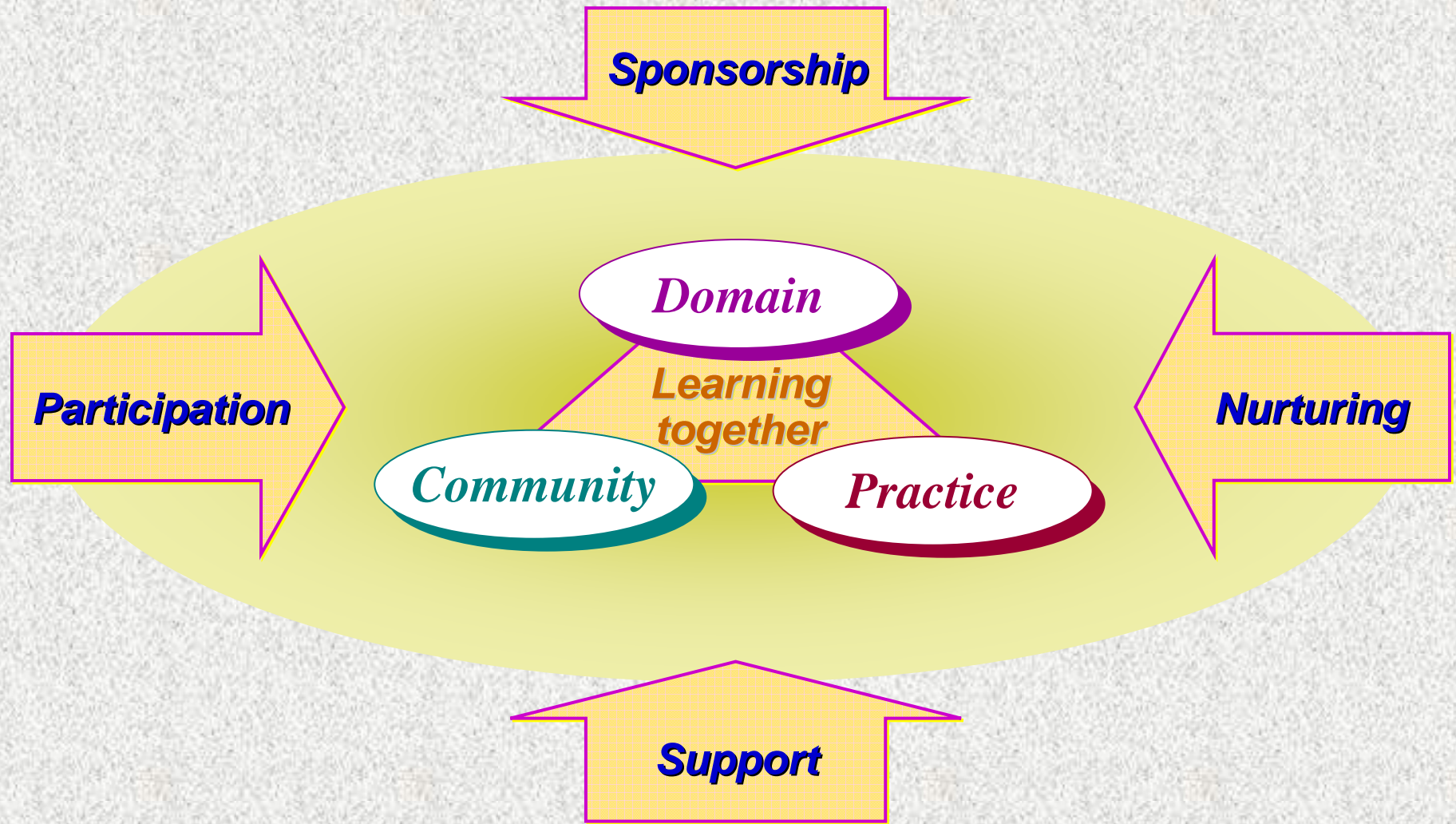


They learn to collaborate, avoid repeated tests, pool supply purchases, share equipment-- saving frustration, time and money.



Model 1: social discipline of learning

Key dimensions

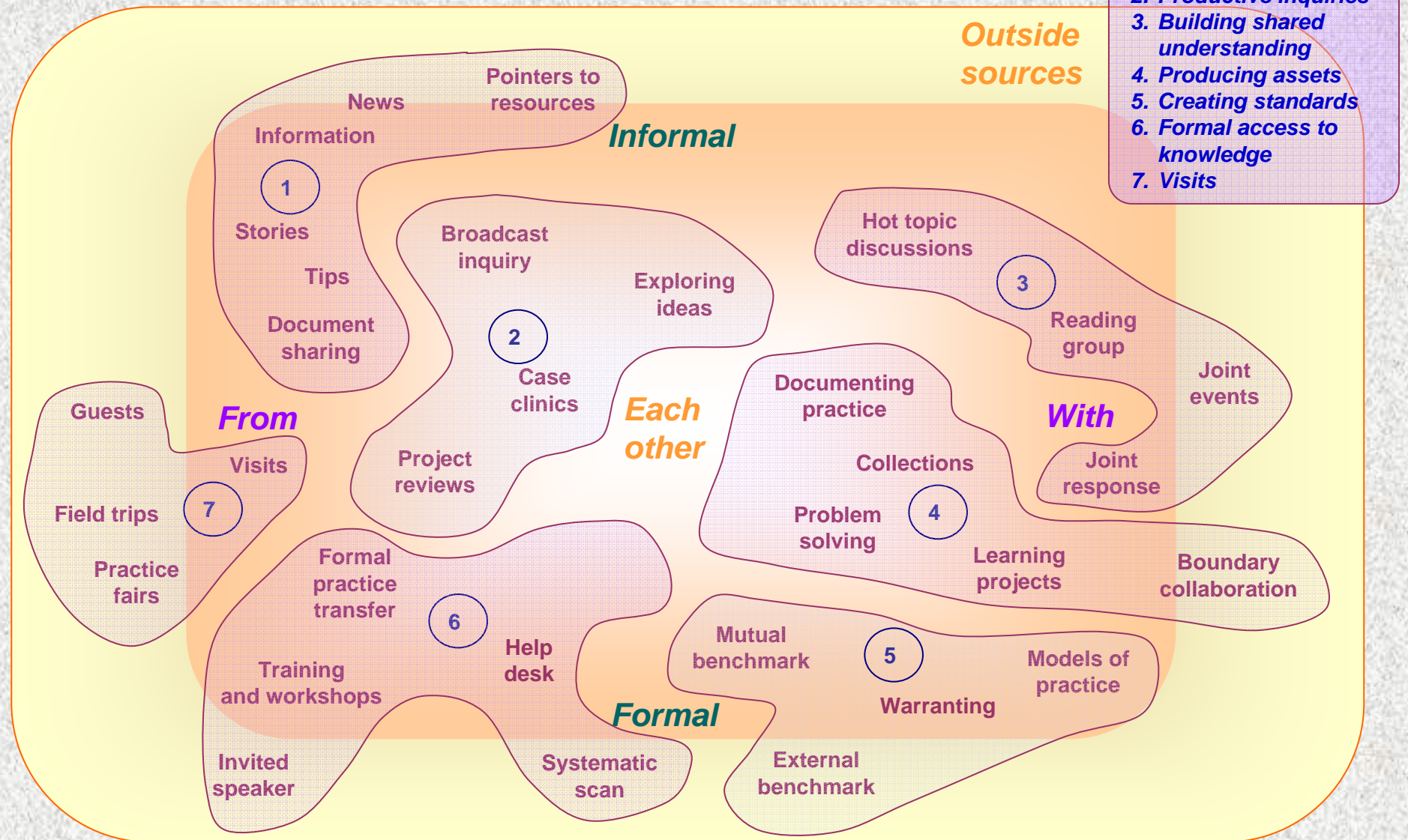


Model 2: orientations

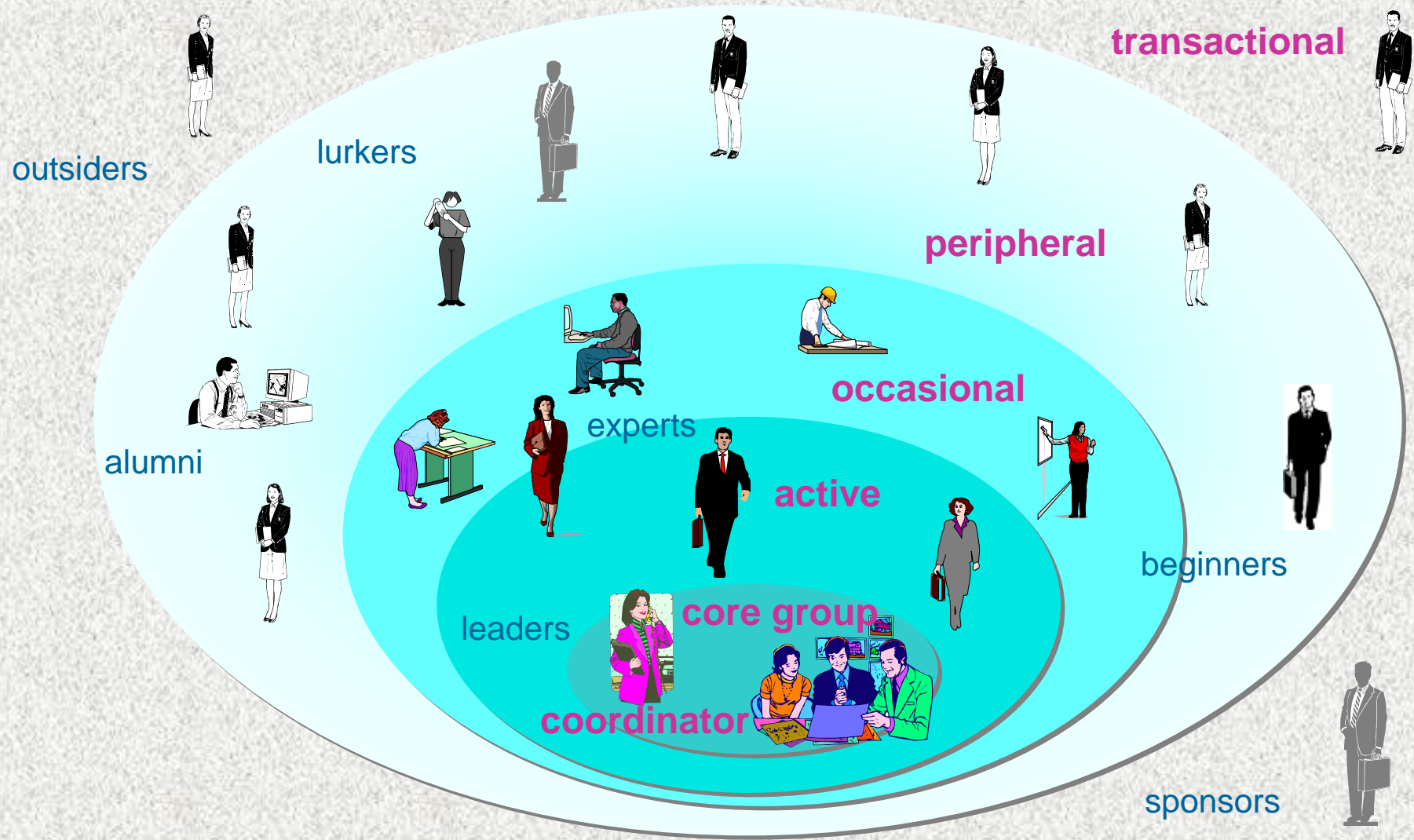
*Community profiles
as patterns of
togetherness*



Model 3: Learning activities



Model 4: forms of participation



Match needs and structures

Needs

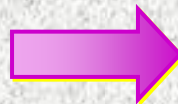
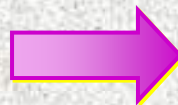
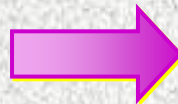
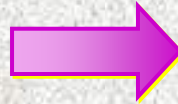
task

single problem

connection

knowledge domain

knowledge service



Structures

team

task force

network

community of practice

center of excellence

Communities in the 21st century

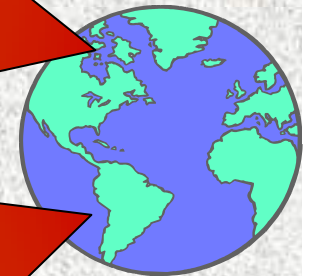


Two major trends

shaping 21st-century organizations

1. The strategic importance of knowledge

2. The emergence of mass collaboration



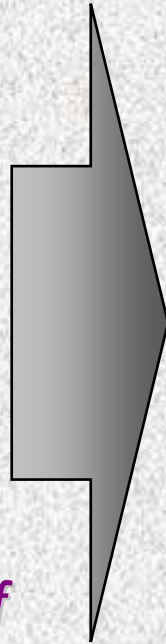
First wave: technology

knowledge as information

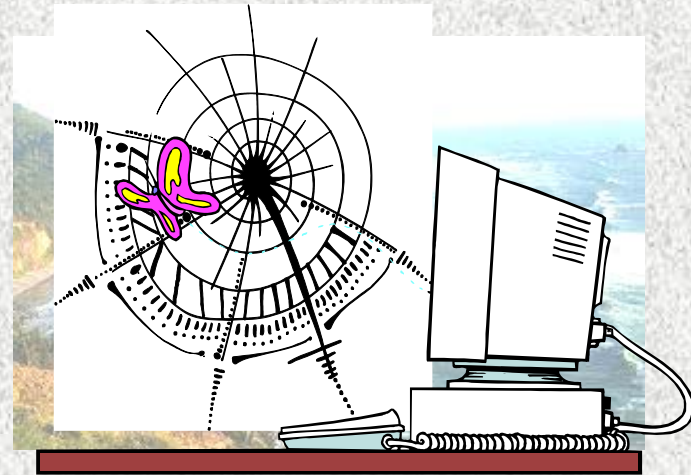
- ❑ *Knowledge is information:*



- ❑ *Put the knowledge of the organization in a database*



- ❑ *Useless databases with outdated information*



- ❑ *Difficult to motivate people to use a database*

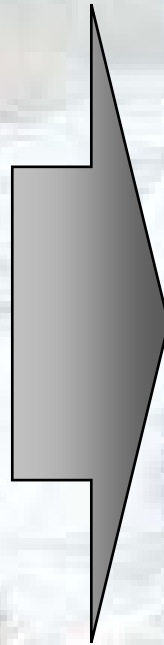
Second wave: people

knowledge as practice

- *Knowledge lives in communities:*



- *The key to managing knowledge is connecting practitioners*



- *Managing knowledge is in the hands of practitioners*



- *Technology is used to support the work of communities*

Third wave: strategic capabilities

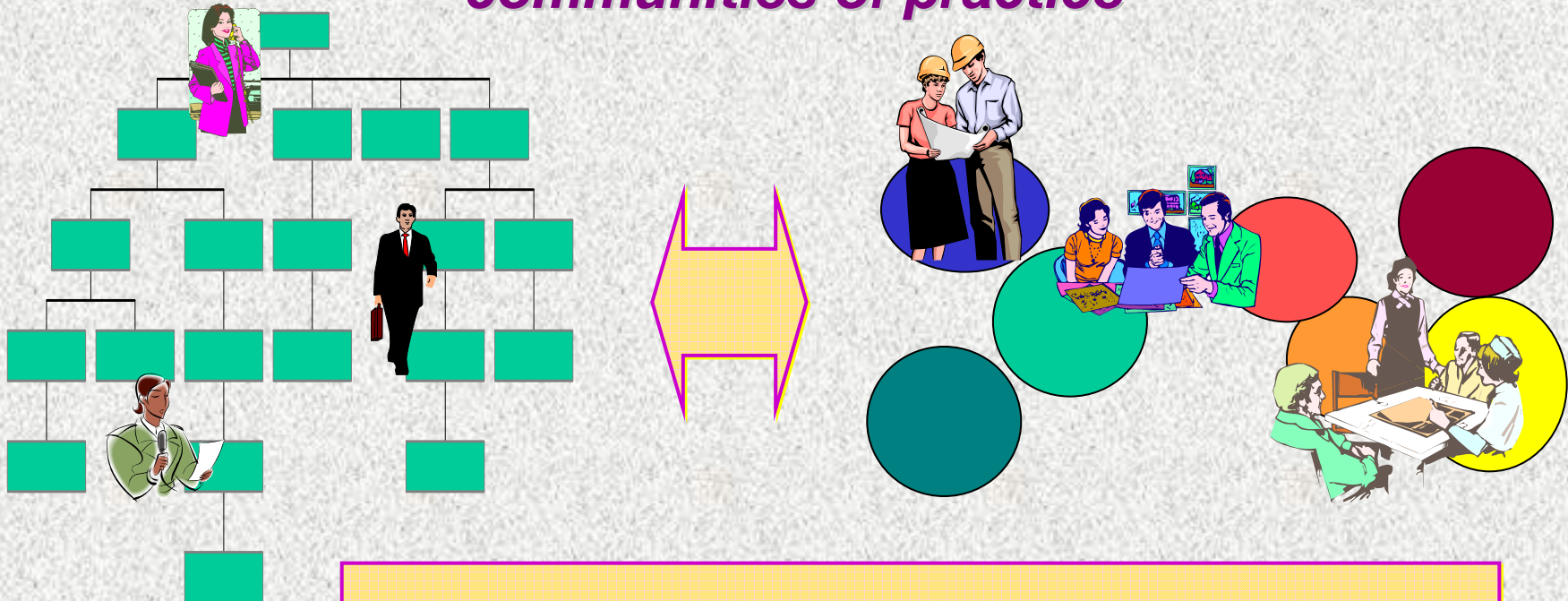
knowledge as strategy



Strategic capabilities

towards a knowledge strategy

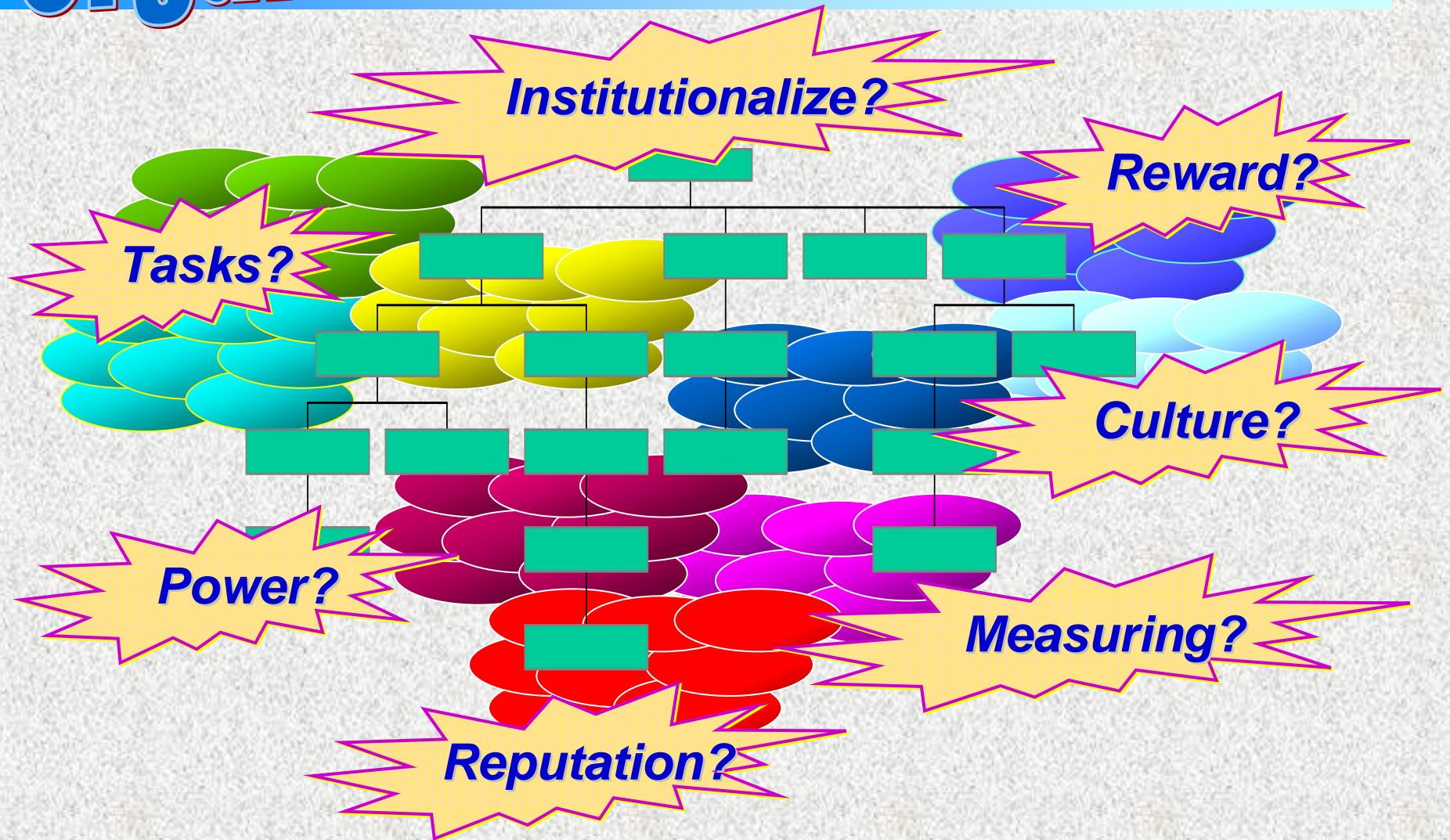
A strategic conversation involving the organization and the communities of practice



Key issues

- *How to make knowledge a strategy?*
- *How to connect communities and organization?*
- *How to invest in strategic domains?*

Organizational paradoxes

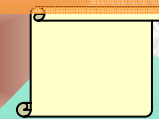
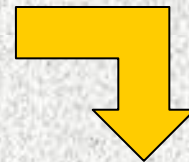
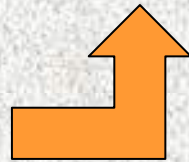


A social discipline of learning

□ **Strategic capabilities:
portfolio of domains**

- engaging
- investing
- sponsoring

□ **Constellation of
communities of practice**



□ **Learning citizenship:
multimembership**

- contributor
- broker
- convener

The end

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