PRE-FORUM WORKSHOP: Communities of Practice

Workshop Leaders:

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FRIDAY FEBRUARY 4, 2011, 1300 - 1600

Xi Eta Chapter of the Sigma Theta Tau International Honour Society of Nursing
16th Annual ETHEL JOHNS RESEARCH FORUM
ST PAUL'S HOSPITAL, VANCOUVER, BC

Overview of Workshop

1. Overview of CoPs Presentation with Showcase of Virtual CoPs
2. Planning a CoP Group Exercise
3. Sharing and Brainstorming
4. Q and A - Reflections
5. Summary

Presentation Summary

- Overview of CoPs
- Benefits of CoPs
- Process of developing CoPs
- Challenges of facilitating CoPs
- Showcase
- Introduce CoP Planning Exercise
- Conclusion

OVERVIEW

of Communities of Practice

Overview

"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." [1]

The term is new, but the practice is not.

Example: Groups of artists met in studios, cafes, homes to discuss and share techniques, theory, their work e.g. the Pre-Raphaelite Brotherhood (1848 – 1860) and the Impressionist Group (1870-1882) .

1. Wenger. Etienne. Communities of Practice: A brief introduction.

Impressionist Painters

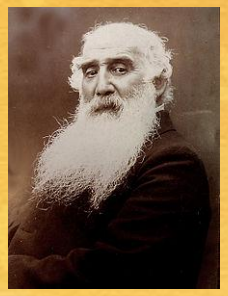
Over time, 15 well known painters became known as the "Impressionist Group" (Paris) who met to work on these goals:

- to take on and develop the Realism of Courbet and other painters of Barbizon who practiced outdoor painting, applying specific research about light and color effects.
- to paint and develop new themes in art that related to unique aspects of modern life (dawn of the 20th century).
- to work out a new style of vision and a pictorial representation to better account for movement and permanent changes of their era.

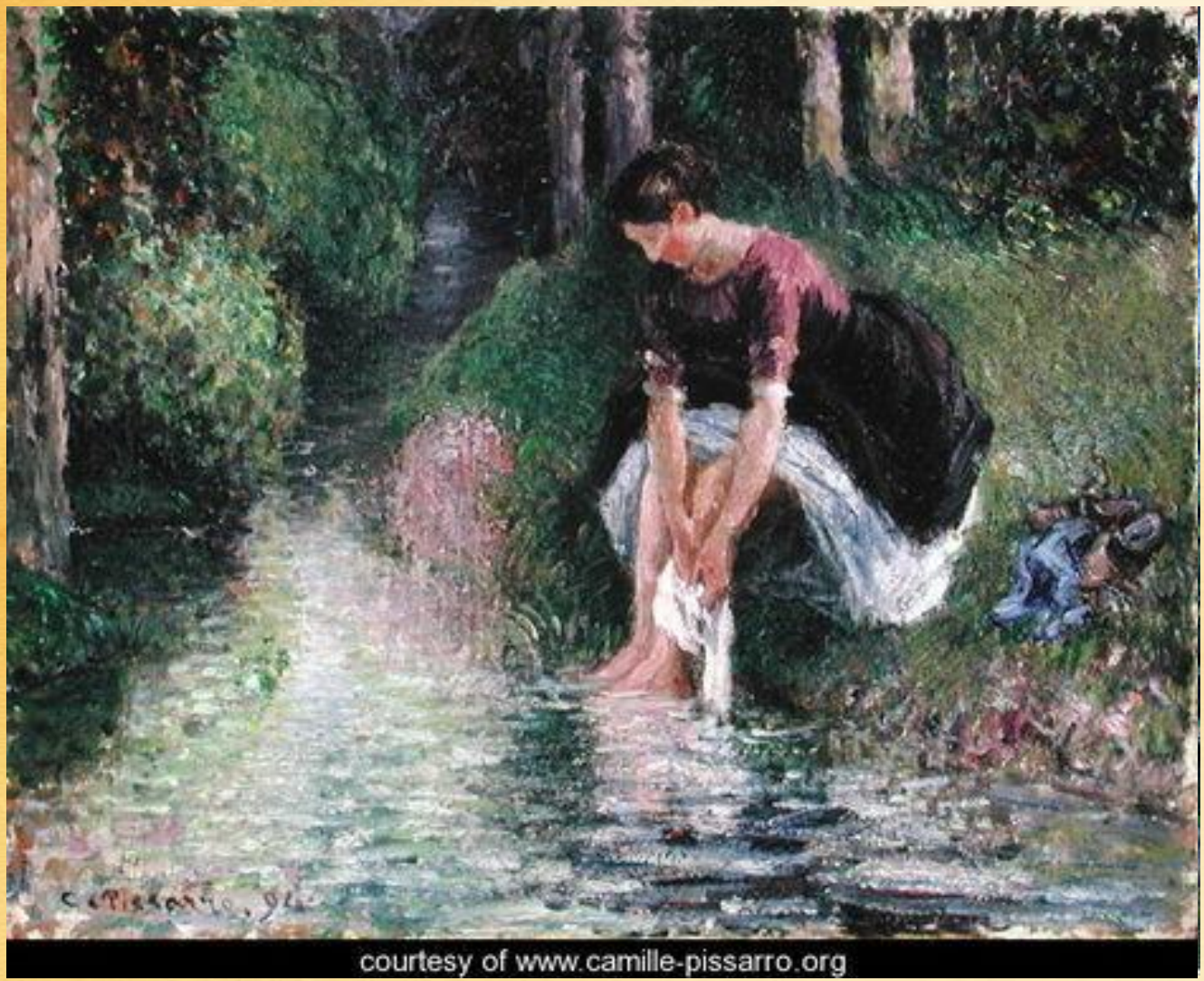
The group organized 8 large exhibitions and developed a style together, yet each also developed their own unique style within the Impressionist and other genres (e.g. Post Impressionist).

Key Impressionist Painters

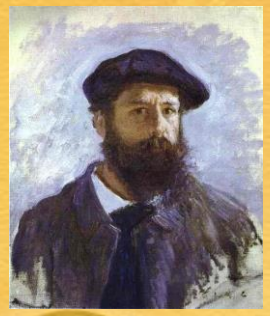
- Camille Pissaro
- Claude Monet
- Armand Guillaumin
- Paul Cézanne
- Pierre-Auguste Renoir
- Vincent Van Gogh



FOUNDER



Camille Pissarro (1830 – 1903) “Dean of the Impressionists”



CO-FOUNDER

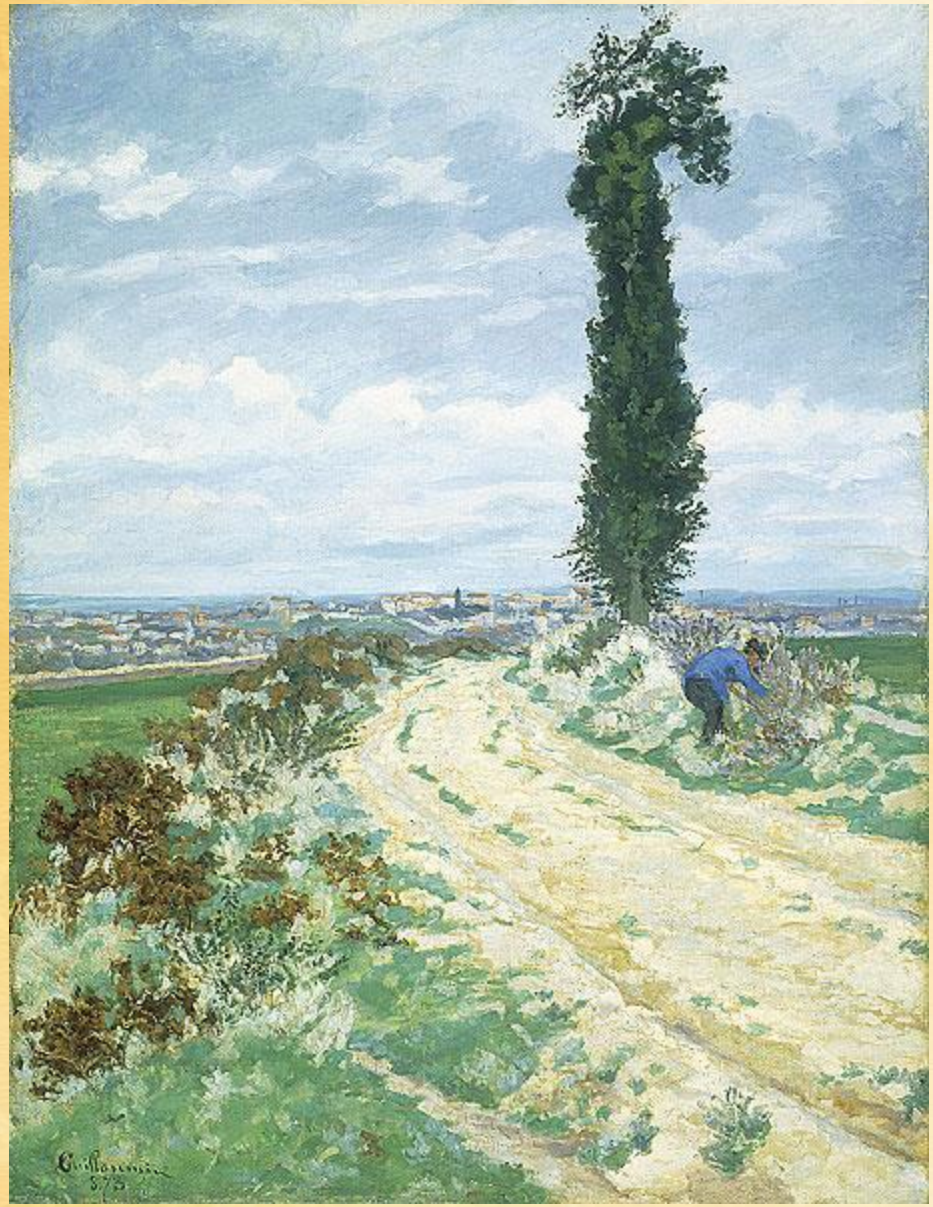
Claude Monet (1840 – 1926) - most constant Impressionist

The term Impressionism is derived from the title of his painting Impression, Sunrise (Impression, soleil levant).

Armand Guillaumin

(1841 – 1927)

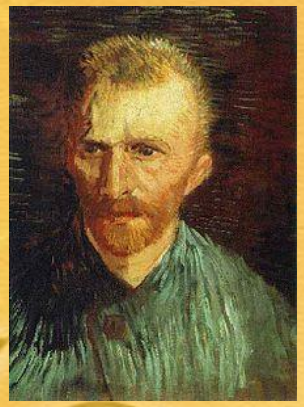
Did not gain the same fame as the rest, but deeply influenced the Group itself.



Paul Cézanne (1839 – 1906) also Post Impressionist

Pierre-Auguste Renoir (1841 – 1919)

He and Monet discovered that the color of shadows is not brown or black, but the reflected color of the objects surrounding them, an effect today known as diffuse reflection.



Vincent Willem van Gogh (1853 – 1890) moved to Post-Impressionism, influenced many modern painters.

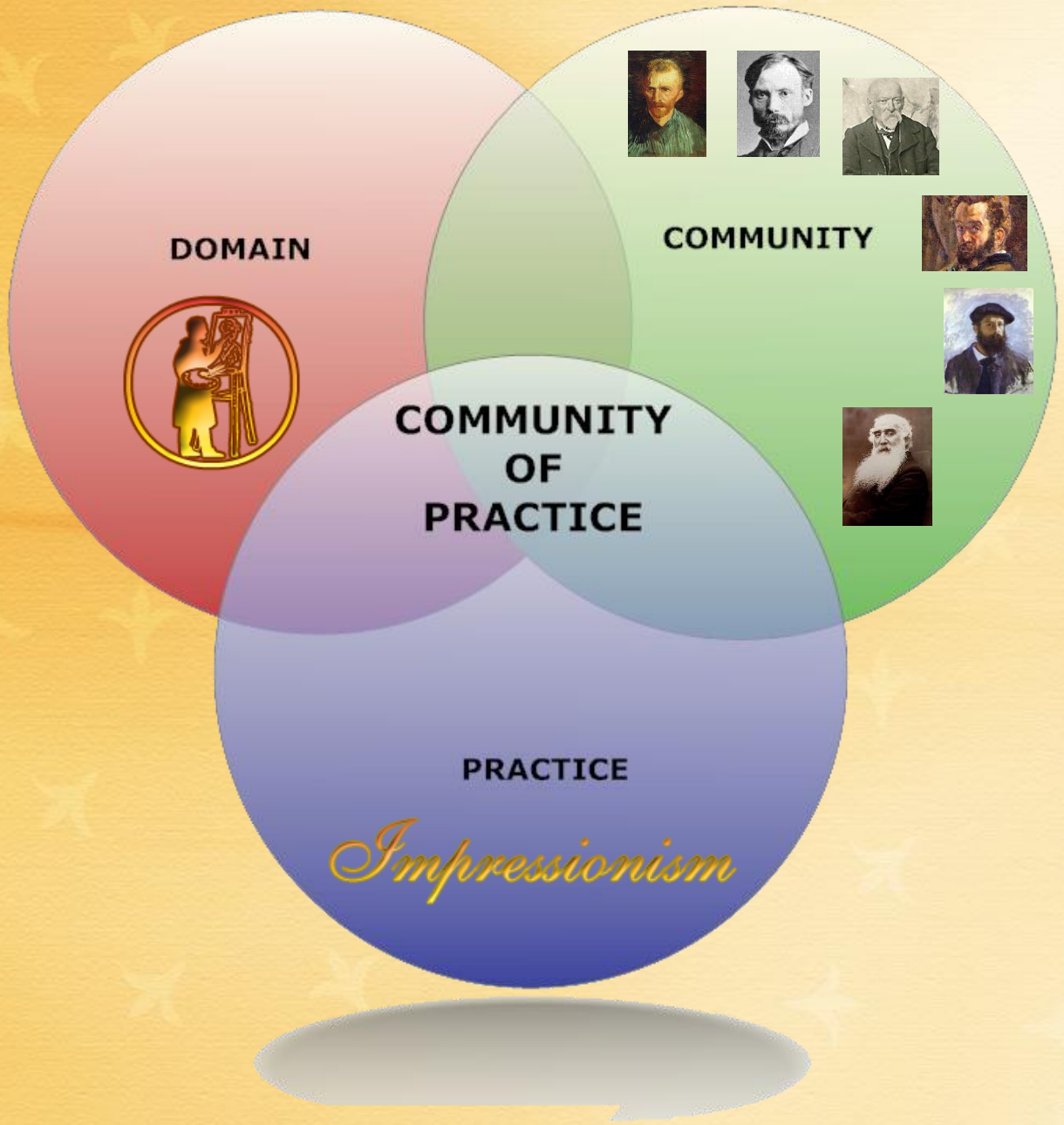
Characteristics

DOMAIN – A CoP has an identity defined by a shared domain of interest, e.g. Art or Nursing.

COMMUNITY – CoP members meet to share expertise, engage in discussion and activities, help each other, develop, brainstorm, build ties, interact and learn together.

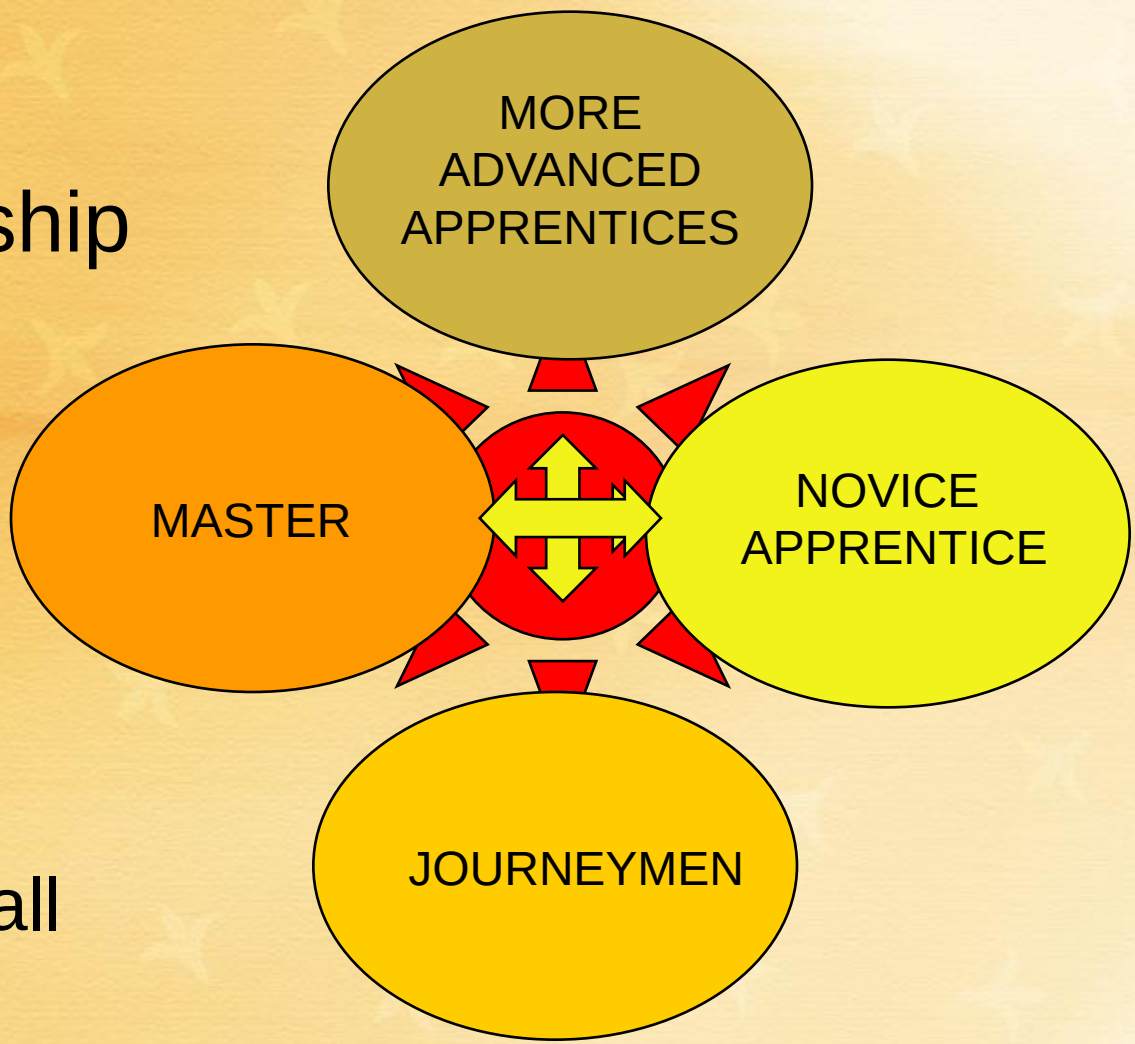
PRACTICE – CoP members are practitioners. They develop a shared repertoire of resources, experiences, stories, tools: a shared practice. [2]

2. Wenger. Etienne. Communities of Practice: A brief introduction.


DOMAIN
COMMUNITY
COMMUNITY
OF
PRACTICE
PRACTICE
Impressionism

Jean Lave & Etienne Wenger

Looked at Apprenticeship Learning Networks formed are CoPs = Dynamic & Learning for all



Context

CoPs are applied in a variety of areas

- Organizations
- Education
- Associations
- Foundations
- Practitioner groups
- Research groups
- Scholarly groups
- Internet community

EXAMPLES

- Healthcare, Corporate
- Universities, Districts
- Peer to Peer Networks
- Non profit groups
- Specialty experts
- Project or methodology
- Theorists, Developers
- Grassroots, local to international

A Comparison

A Snapshot Comparison				
Communities of Practice, formal Work groups, teams, and informal networks are useful in complementary ways. Below is a summary of their characteristics.				
	What's the purpose?	**Who belongs?**	**What holds it together?**	**How long does it last?**
Community of practice	To develop members' capabilities; to build and exchange knowledge	Members who select themselves	Passion, commitment, and identification with the group's expertise	As long as there is an interest in maintaining the group
Formal work group	To deliver a product or service	Everyone who reports to the group's manager	Job requirements and common goals	Until the next reorganization
Project team	To accomplish a task	Employees assigned by senior management	The project's milestones and goals	Until the project has been completed
Informal network	To collect and pass on business information	Friends and business acquaintances	Mutual needs	As long as people have a reason to connect

3. Wenger, Etienne & Snyder, William (2000). **Communities of Practice: The Organizational Frontier**

Learning in a CoP

Four steps of knowledge creation:

- **Socialization** - members identify and generate tacit knowledge.
- **Externalization** - members convert tacit knowledge into explicit understandings.
- **Combination** - members integrate explicit knowledge with each other to generate new explicit understandings.
- **Internalization** - individual members incorporate new understandings into tacitly held knowledge.

4. Allan, Belinda. Professional Development for Chinese National Teachers of English.

Knowledge Exchange

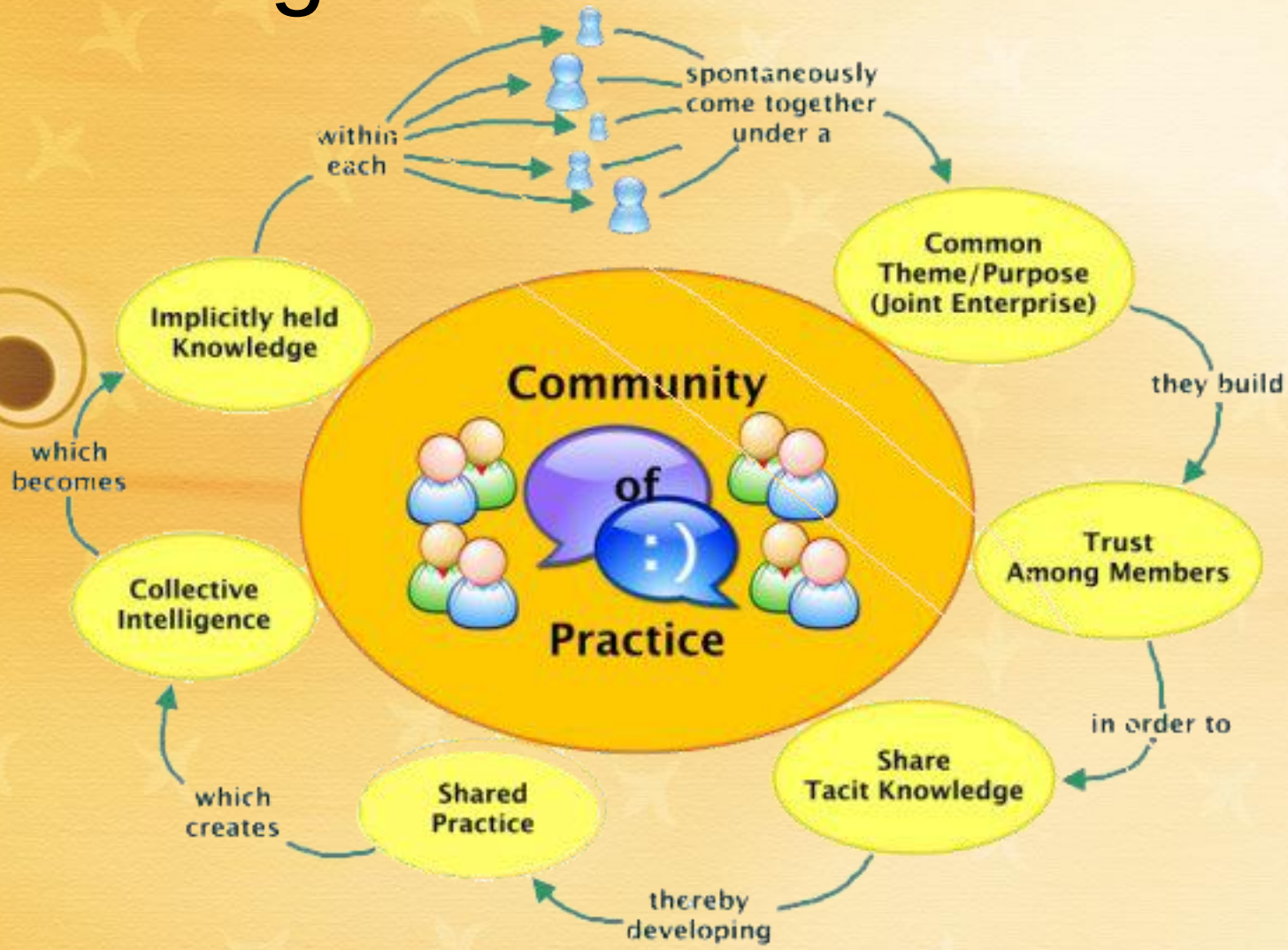
TACIT KNOWLEDGE

- “We know more than we can tell”
- Embodied expertise
- Deep understanding of the complexities of a domain, context
- Interaction & informal learning needed to share with others

EXPLICIT KNOWLEDGE

- Codified in mediums i.e. books, videos, web
- Can be shared & gained through writing, reading but requires the application of tacit knowledge to really learn how to use explicit knowledge in practice.

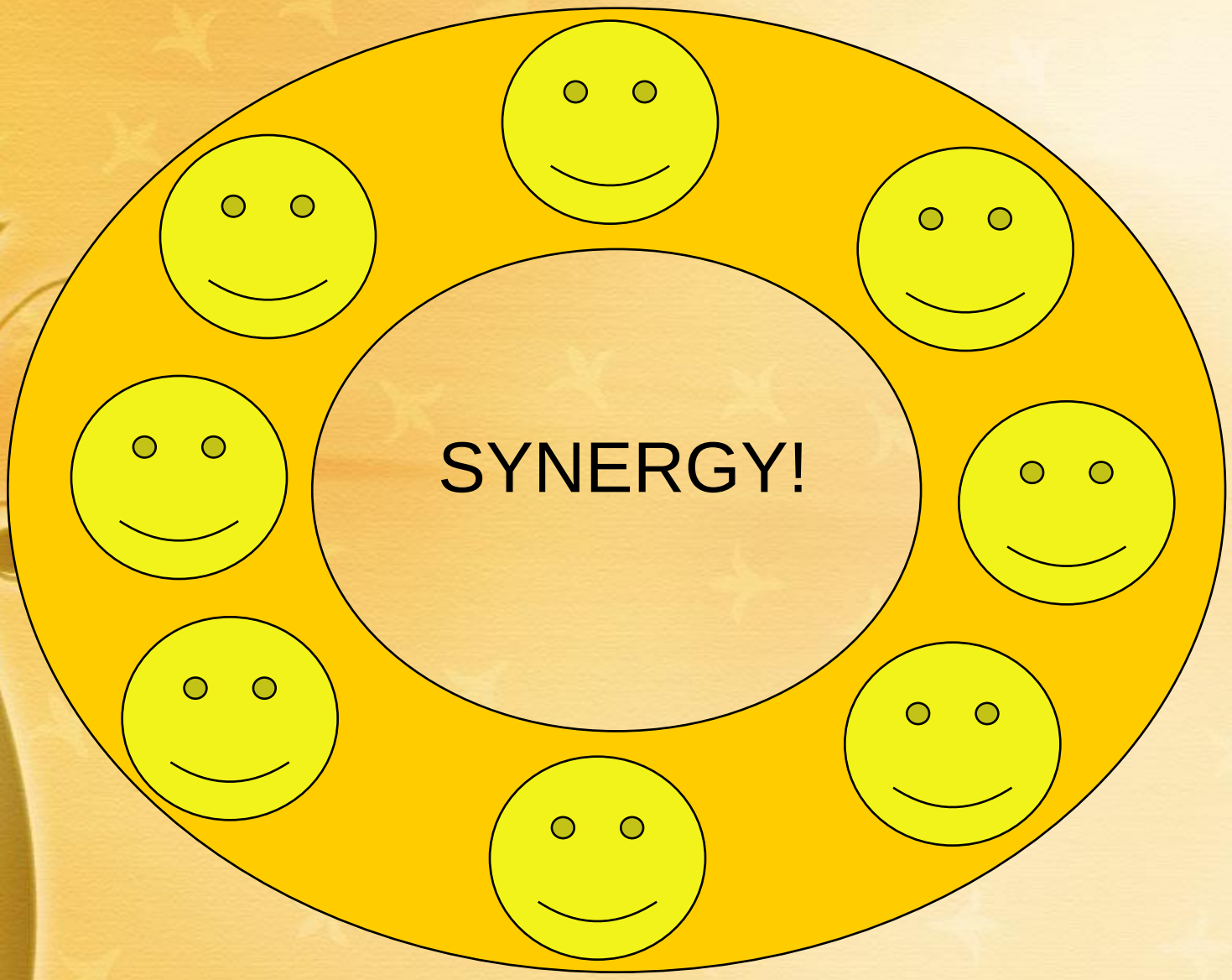
Learning in a CoP



5. Allan, Belinda. [Professional Development for Chinese National Teachers of English.]

BENEFITS

of Communities of Practice

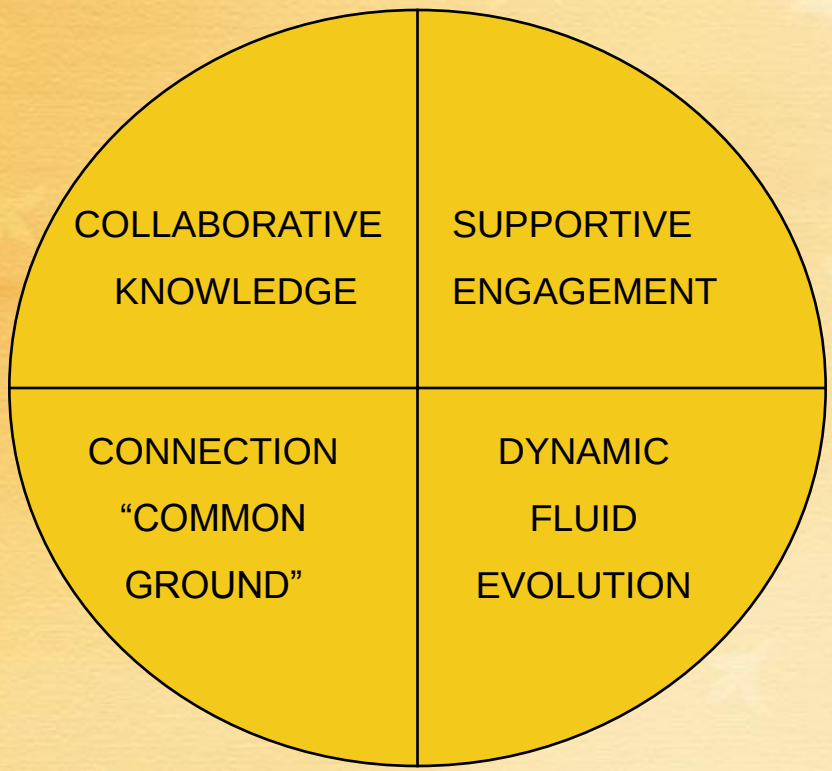

SYNERGY!

BENEFITS OF COMMUNITIES OF PRACTICE

UNITES DIVERSE EXPERTISE

NOVICE

EXPERT



SITUATED LEARNING

Benefits to Organizations

- Valuable medium for developing and sharing specialist knowledge.
- Helps to avoid ‘reinventing the wheel’.
- Cuts across departmental boundaries and formal reporting lines.
- Can be more flexible than traditional organizational units.
- Generates new knowledge in response to need, problems and opportunities.
- Provides early warnings of potential opportunities and threats.
- Can be vehicles for cultural change (creating a knowledge sharing culture).
- Are usually (and ideally) self-organizing and organic.

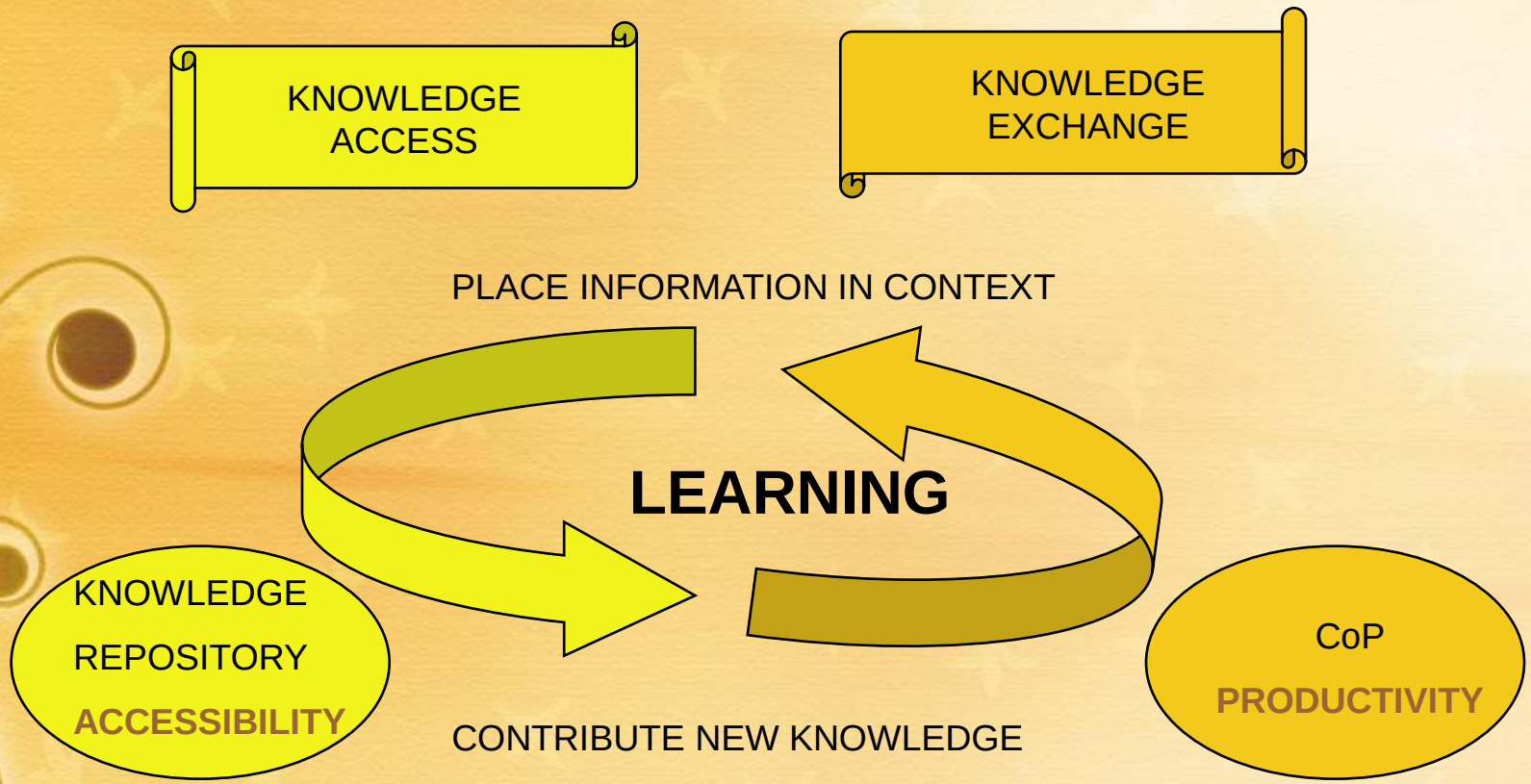
Benefits to Members

- Access to expert help to expand horizons, gain knowledge and seek help in addressing professional or domain challenges.
- Members develop more awareness and confidence in their own personal knowledge.
- Provides a non-threatening venue to explore and test ideas or validate courses of action.
- Fosters a greater sense of professional commitment and enhances members' professional reputations.

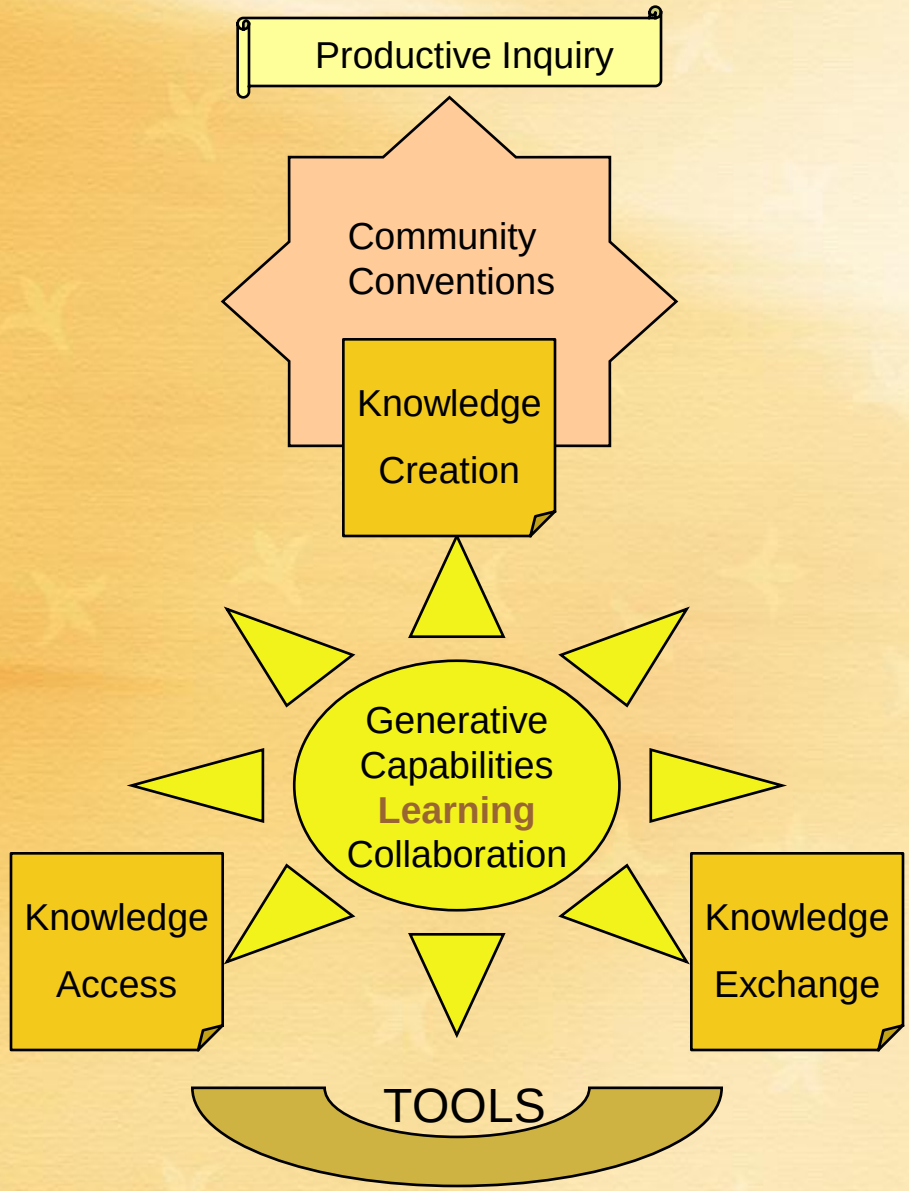
Promote Productive Inquiry

"CoPs exist to find answers to questions that are situated in practice. Members have a high degree of "need to know" and have found that by asking questions within the community, the responses are situated in experience and directly related to the realities of work."

6. Wallace, Deb. (2003). Leveraging Communities of Practice for Strategic Advantage.



7. Wallace, Deb. (2003). Leveraging Communities of Practice for Strategic Advantage.



8. Wallace, Deb. (2003). Leveraging Communities of Practice for Strategic Advantage.

Process

of developing
Communities of Practice

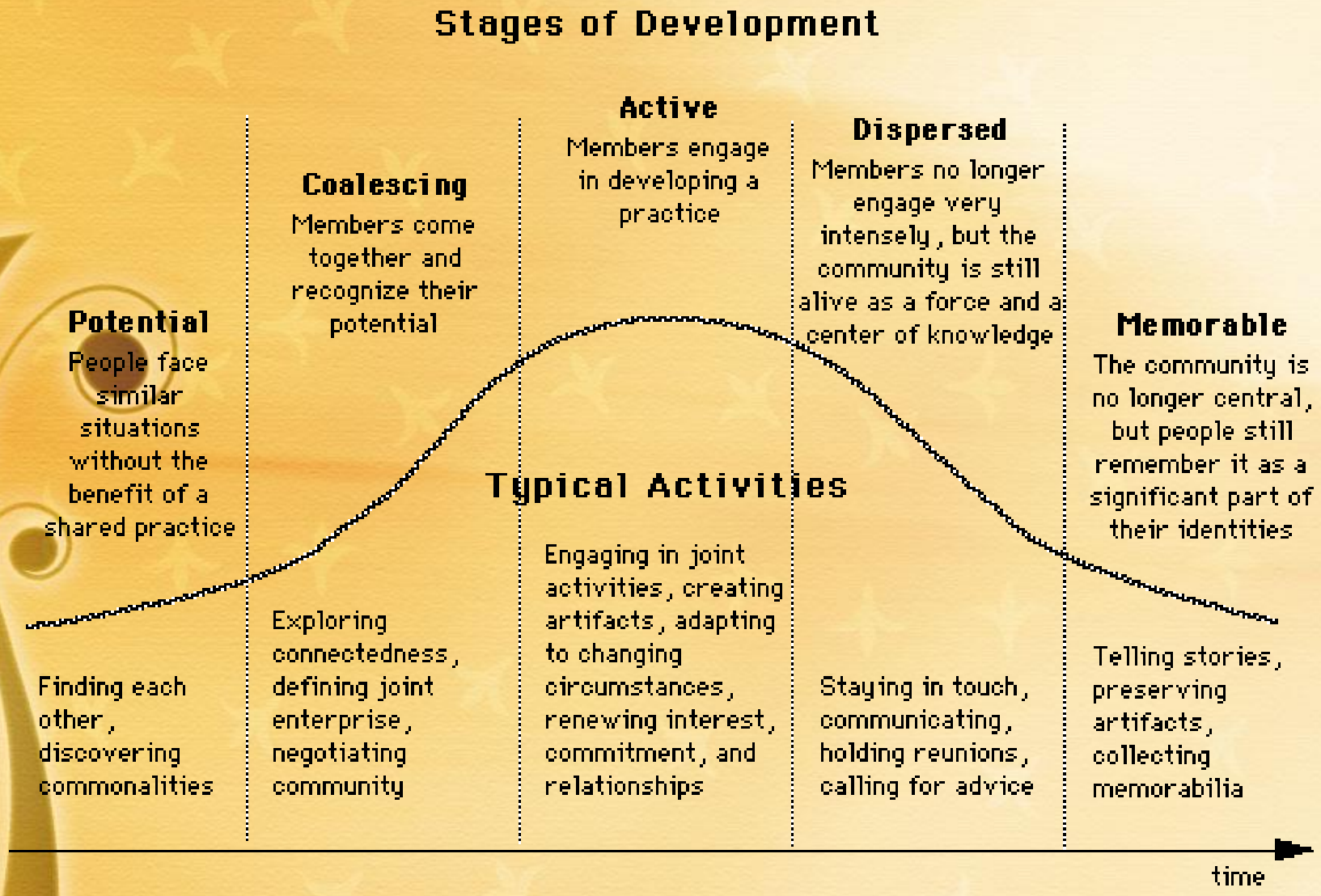
Development Principles

- Design for evolution.
- Open a dialogue between inside and outside perspectives.
- Invite different levels of participation.
- Develop both public and private community spaces.
- Focus on value.
- Combine familiarity and excitement.
- Create a rhythm for the community.

9. Wenger, Etienne, McDermott, Richard & Snyder, William. (2002). Cultivating Communities of Practice: A Guide to Managing Knowledge

Success Factors

- Respected CoP champion(s) with vision
- Member commitment
- Genuine interest in domain subject area
- Good professional relationships
- Network building activities
- Regular communication
- Sustained support, e.g. technology



11. Wenger, Etienne, McDermott, Richard & Snyder, William. (2002). Cultivating Communities of Practice: A Guide to Managing Knowledge

Community Key Roles

- Self Organising CoPs
  - Champion
  - Expert/Thought Leader
  - Networker
  - Communicator
  - Administrator

Leadership Types in Communities

- The ***inspirational*** leadership provided by thought leaders and recognized experts
- The ***day-to-day*** leadership provided by those who organize activities
- The ***classificatory*** leadership provided by those who collect and organize information in order to document practices
- The ***interpersonal*** leadership provided by those who weave the community's social fabric
- The ***boundary*** leadership provided by those who connect the community to other communities
- The ***institutional*** leadership provided by those who maintain links with other organizational constituencies, in particular the official hierarchy
- The ***cutting-edge*** leadership provided by those who shepherd "out-of-the-box" initiatives.[10]

10. Allan, Neil. (2004). How to Find and Care for a Community of Practice.

Challenges

of facilitating

Communities of Practice

Technology Challenges

1. **Understand your Community**
   - technology savvy
   - technology tolerance
   - technology factors/constraints
   - diversity of members
   - member access to technology
   - technology inventory

Technology Challenges

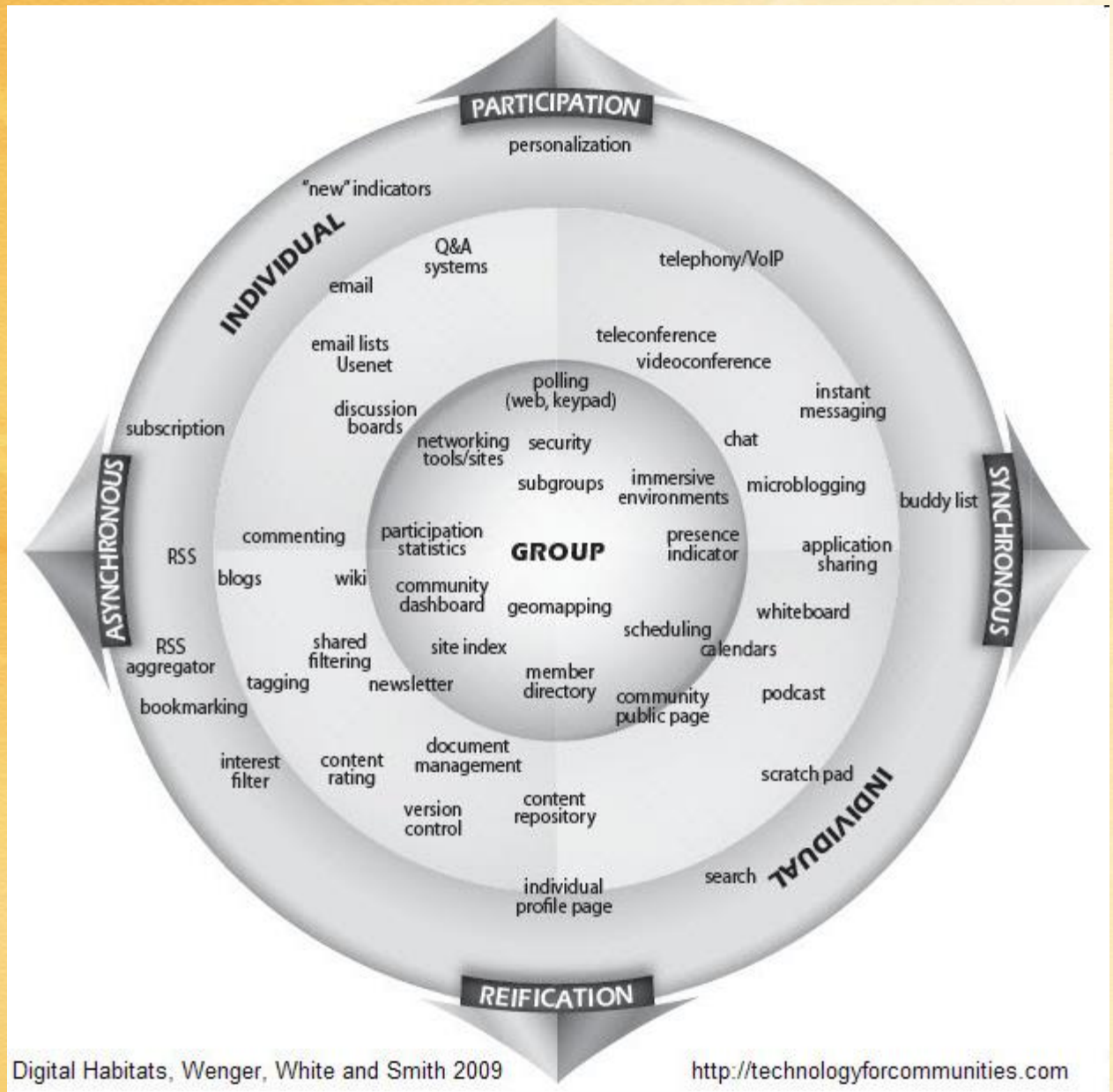
2. Provide Technology

- assess resources and constraints
- who will serve as technology steward?
- technology acquisition assessment
- investment and installation factors
- select acquisition strategy
- orientation strategy for members

Acquisition Strategies

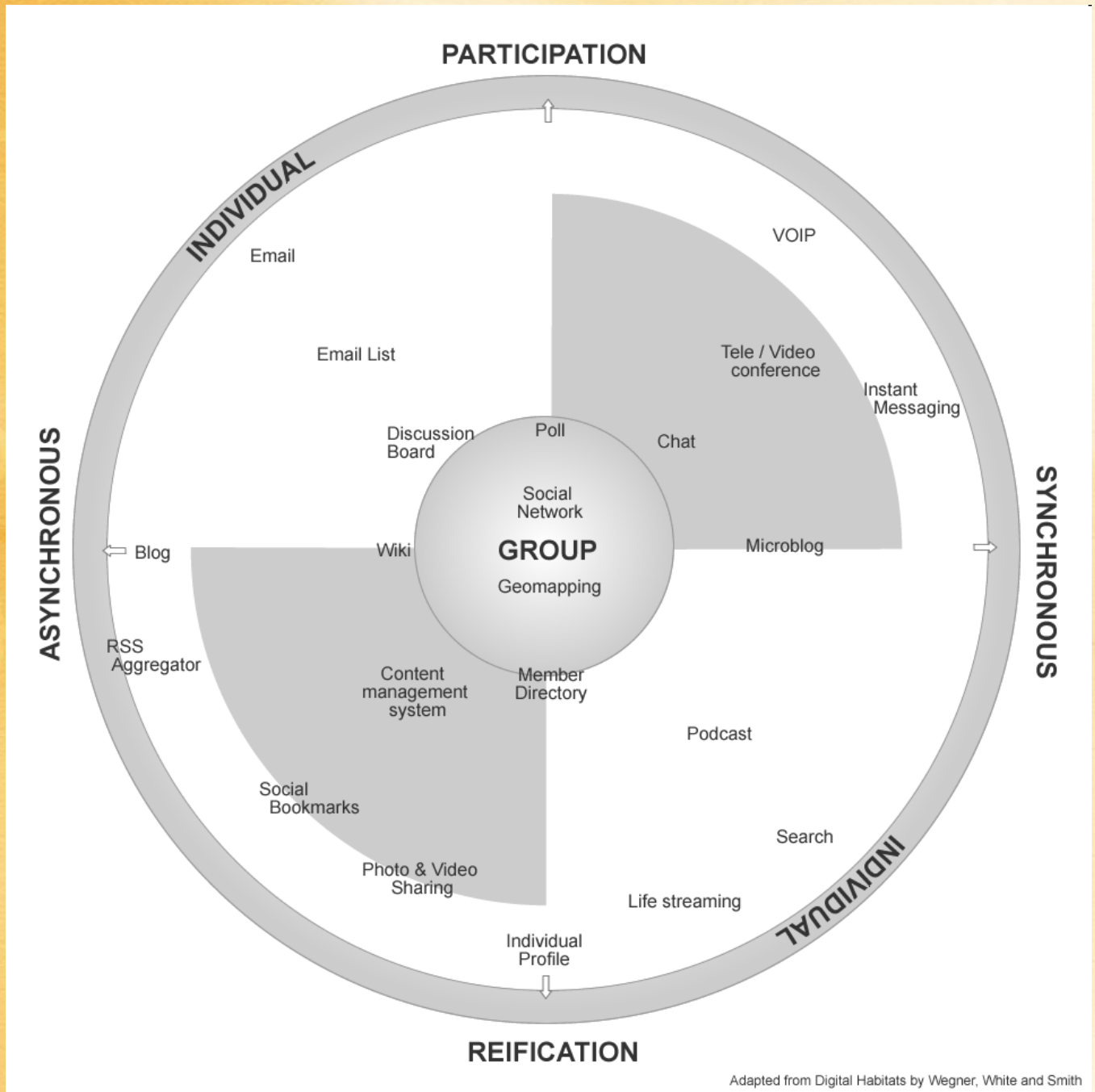
KEY FACTORS

1. Use what you have e.g. email, phone, F to F
2. Use free platforms e.g. Oxwall, Wikispaces
3. Build on an enterprise platform e.g. MS Sharepoint, Lotus Connections
4. Use a community platform e.g. Ning, Facebook
5. Build your own
6. Use open source software e.g. Drupal, Moodle, Joomla, Socialengine
7. Patch pieces together



Digital Habitats, Wenger, White and Smith 2009

http://technologyforcommunities.com


PARTICIPATION
INDIVIDUAL
ASYNCHRONOUS
SYNCHRONOUS
INDIVIDUAL
REIFICATION
Email
Email List
VOIP
Tele / Video conference
Instant Messaging
Discussion Board
Poll
Chat
Social Network
GROUP
Geomapping
Blog
Wiki
Microblog
RSS Aggregator
Content management system
Member Directory
Podcast
Social Bookmarks
Search
Photo & Video Sharing
Life streaming
Individual Profile
Adapted from Digital Habitats by Wegner, White and Smith

Interpersonal Challenges

- POWER – ideally, all are seen as equals
- COMFORT – all need to feel accepted as they are: personality, expertise, talents
- SUPPORT – diverse needs, e.g. access, technology, learning styles, language
- COMMITMENT – may vary, maintaining
- VOICE – diverse styles- quiet, extrovert
- TRUST – respect, privacy, ownership

Meeting Challenges

Management Challenge

- 1. Focus on topics important to the business and community members.
- 2. Find a well-respected community member to coordinate the community.
- 3. Make sure people have time and encouragement to participate.
- 4. Build on the core values of the organization.

Community Challenge

- 5. Get key thought leaders involved.
- 6. Build personal relationships among community members.
- 7. Develop an active passionate core group.
- 8. Create forums for thinking together as well as systems for sharing information.

Technical Challenge

- 9 Make it easy to contribute and access the community's knowledge and practices.

Personal Challenge

- 10. Create real dialogue about cutting edge issues.

11. Allan, Neil. (2004). How to Find and Care for a Community of Practice.

SHOWCASE

of Community of Practices

CNIA

[Members Only Community,](#) open to all CNIA member

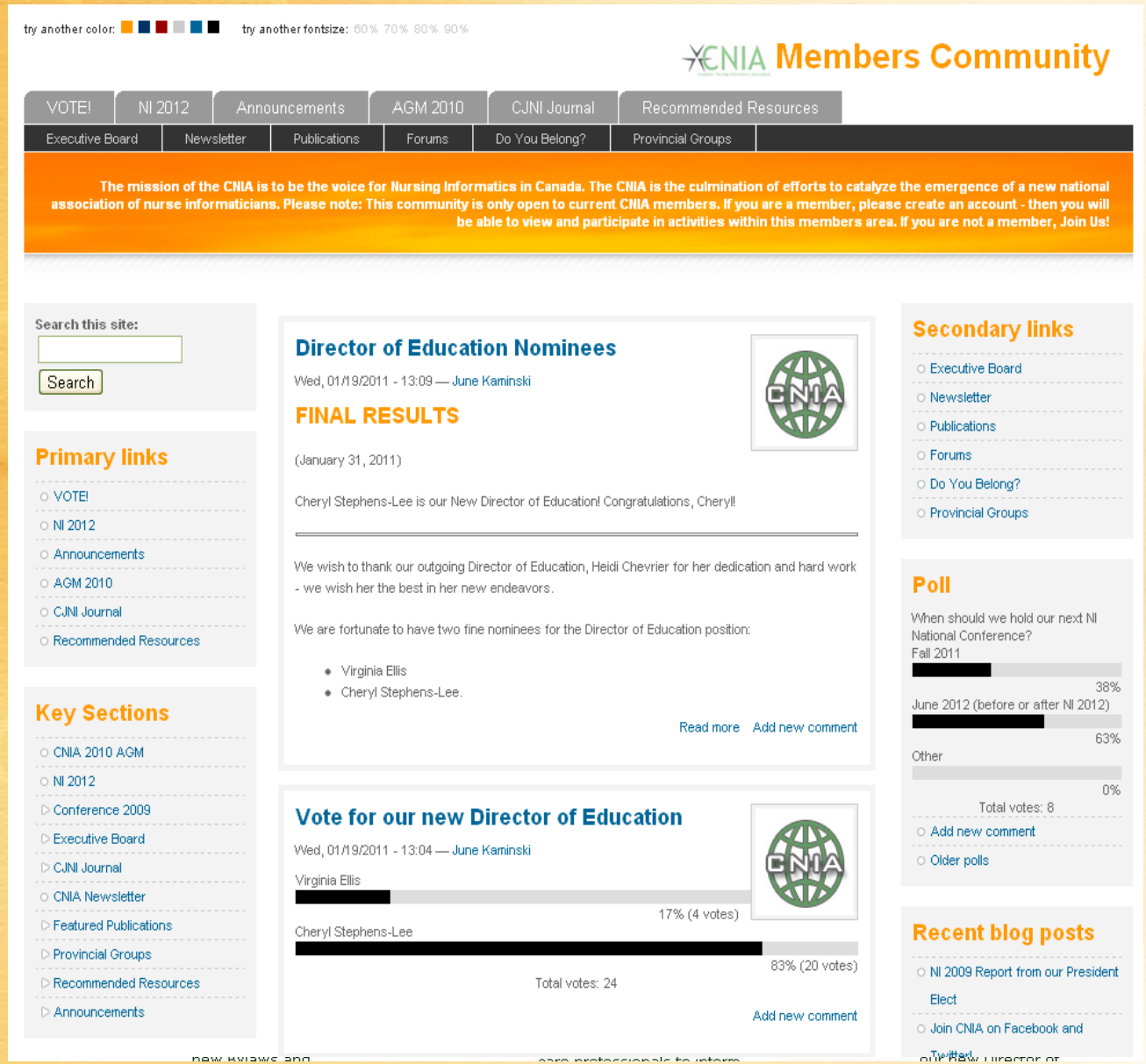
(any Canadian nurse can join group)

Software: Drupal

Also use:

WordPress

Moodle



CNHE

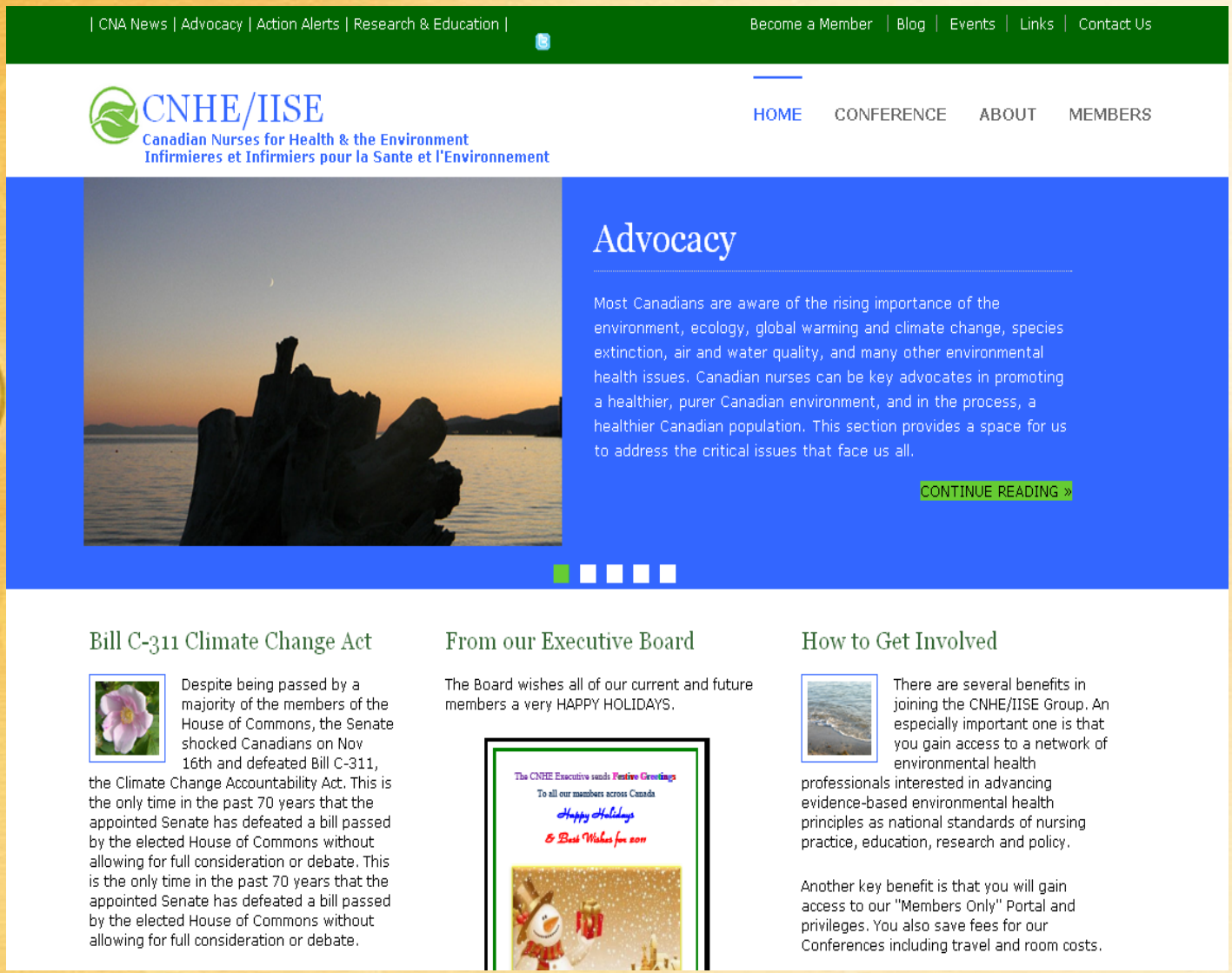
Member Portal

open to all CNHE members

(any Canadian nurse can join group)

Software: Drupal

Also use: WordPress



KWANTLEN

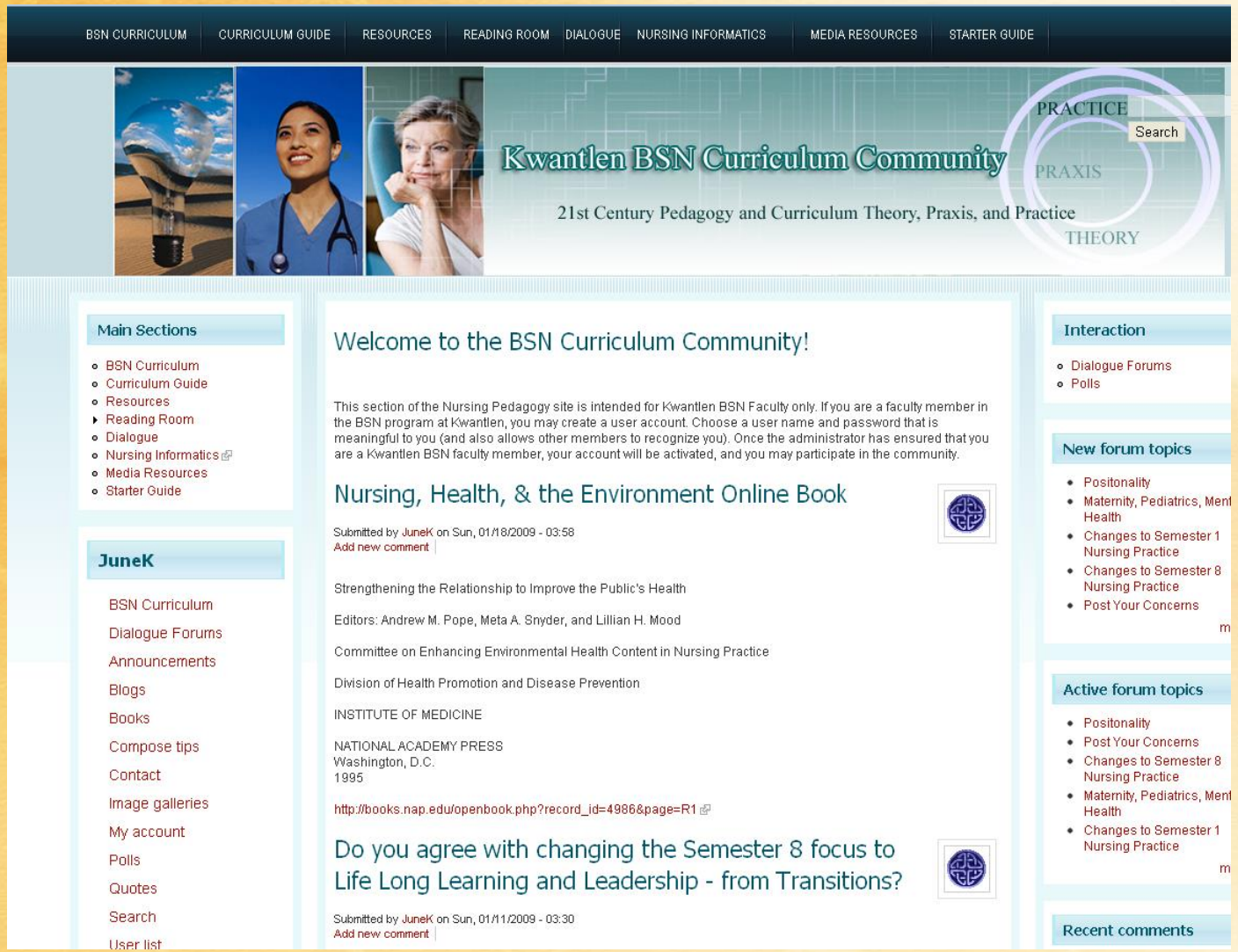
BSN FACULTY COMMUNITY

(open to all BSN Faculty)

Software:

Drupal

Also use: Moodle



INSPIRE.NET

Professional Network

MSFHR funded

(BC nurses can apply to join)

Software: Custom

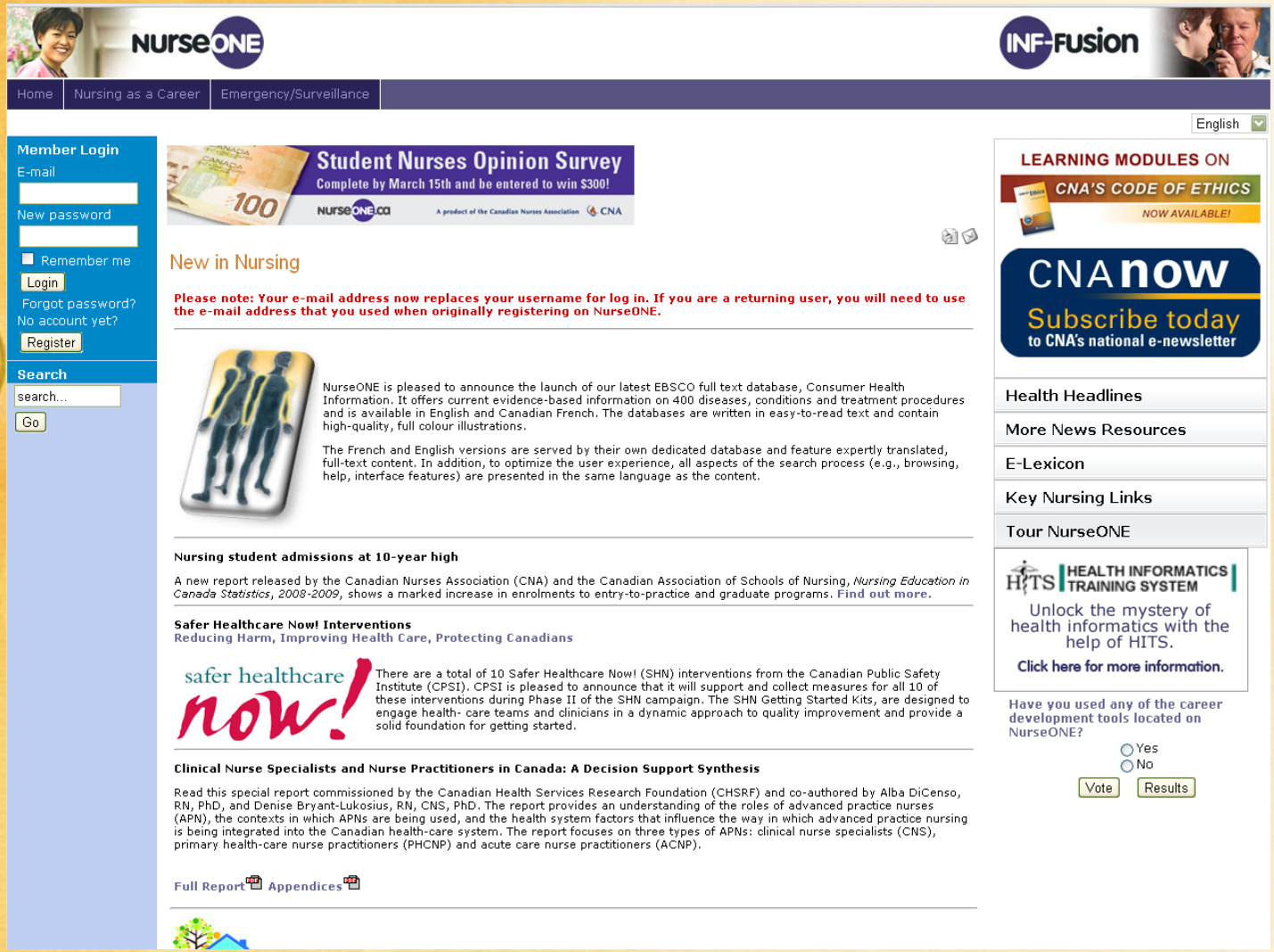
C.N.A.

NURSEONE

(Open to any C.N.A. member)

Software:

Custom



GANM

Global Alliance for Nursing and Midwivery

(Any specialty related nurse can join)

Software: Custom

Also use extensive Email communication

First Nations Pedagogy Community

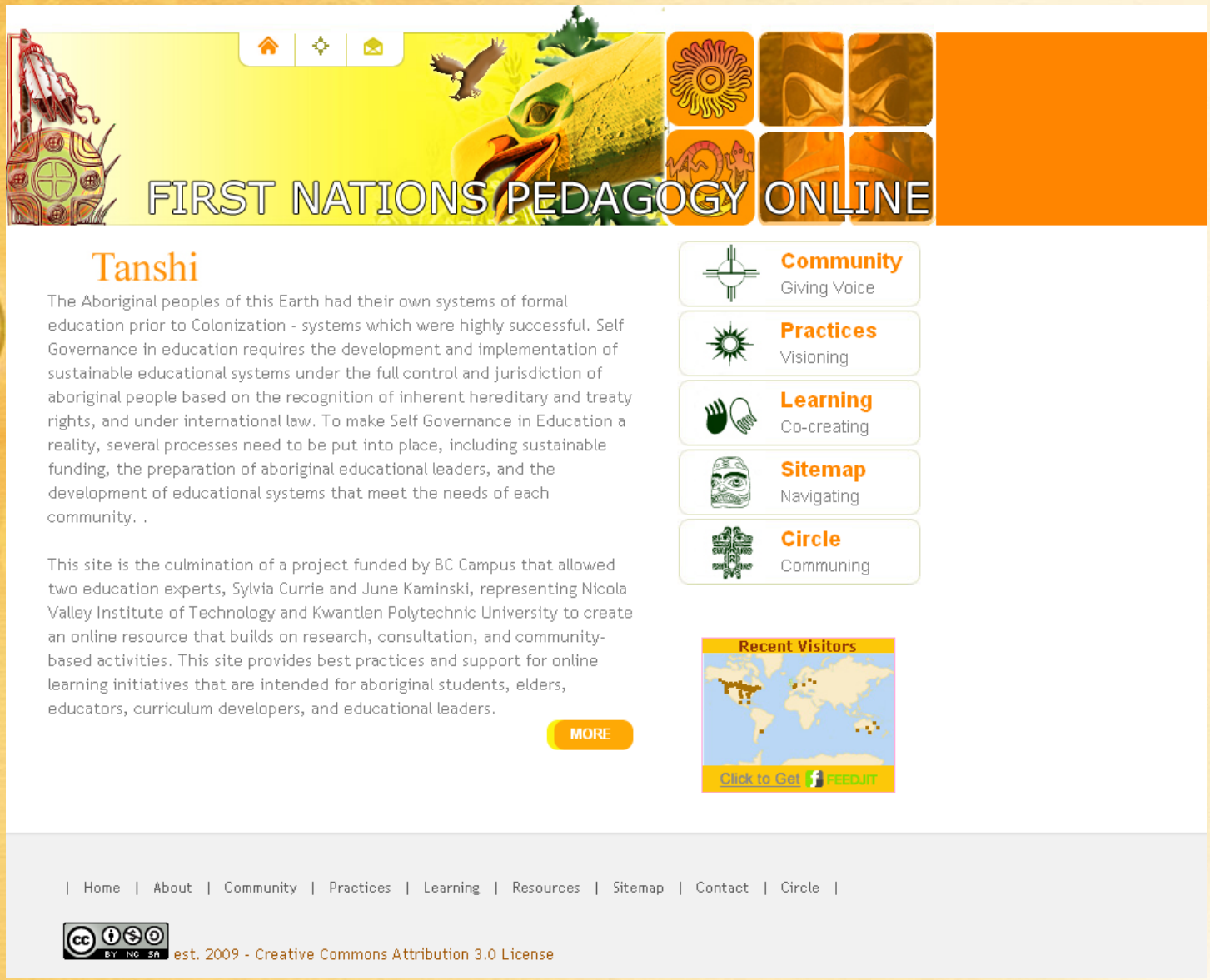
(open to any one involved in Aboriginal learning)

Software:

Drupal

Joomla

Moodle



BC LITERACY FORUM

(Open to all)

Software:

Online NING Community ware

BC Campus

SCOPE

Community

(open to all)

Software: Moodle

NIHI

National Institutes of Health Informatics

(open to health professionals)

SOFTWARE:

Custom

[COLLABORATIVE BOOK AUTHOR GROUP]

(Open to academics)

Software:
Wikispaces
Facebook
Email
MS Office

CANADA HEALTH INFOWAY

KnowledgeWay

And

Standards Collaborative

Support Peer to Peer Networks

(Open to health professionals)

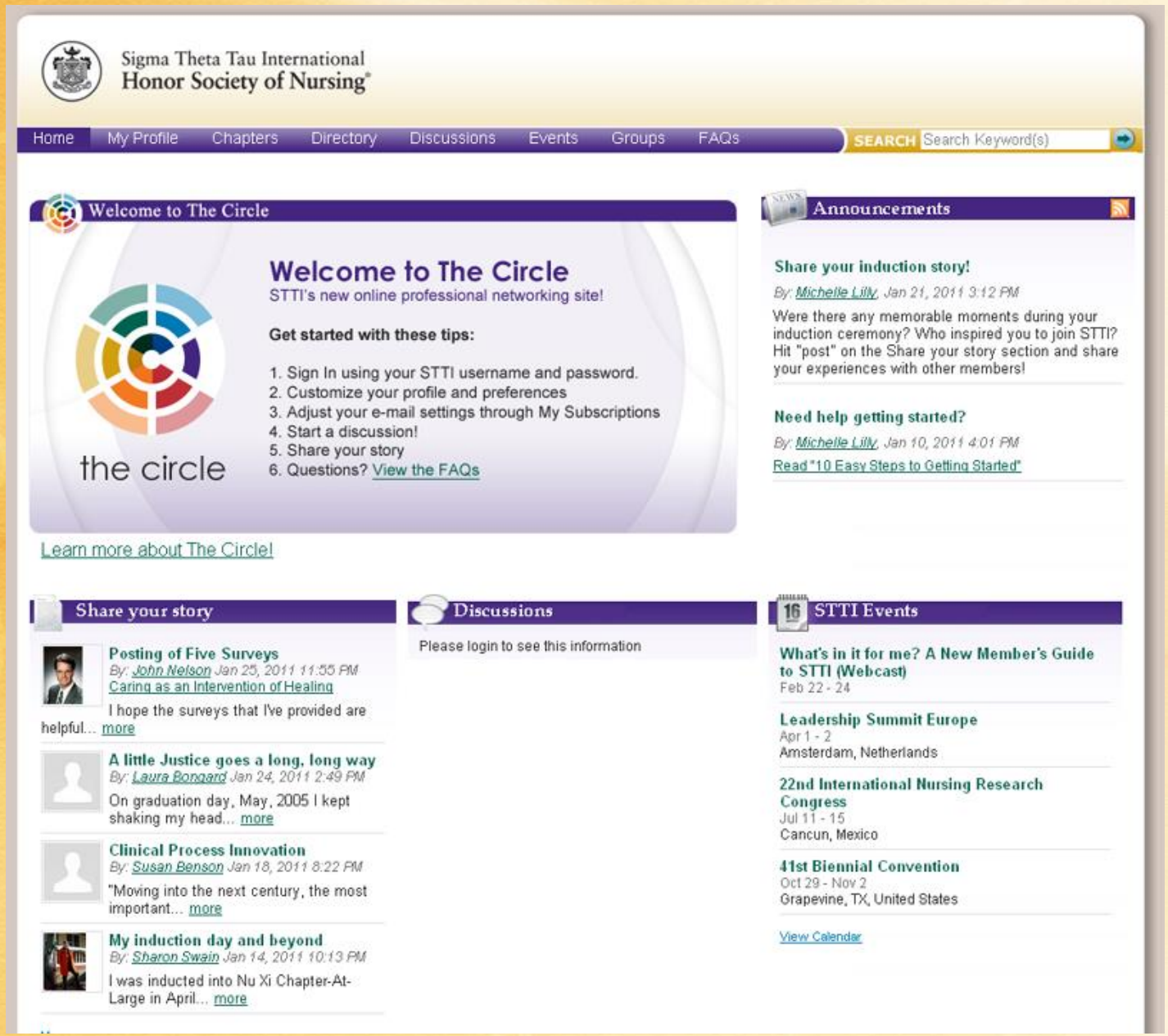
Software: Custom

STTI

The Circle

(Open to all STTI members)

Software: Custom

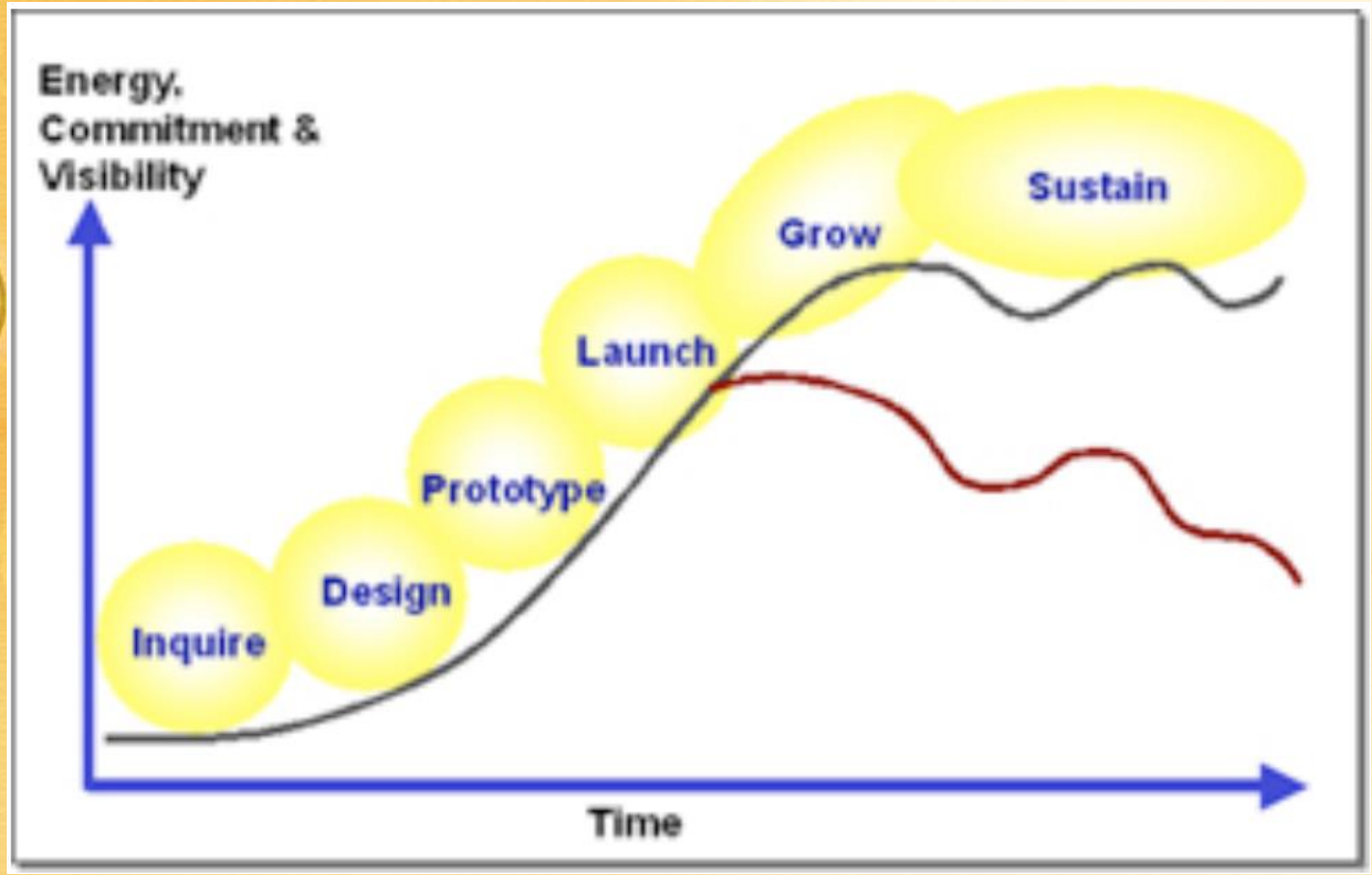


Introduction:

Community of Practice

Group Planning Exercise

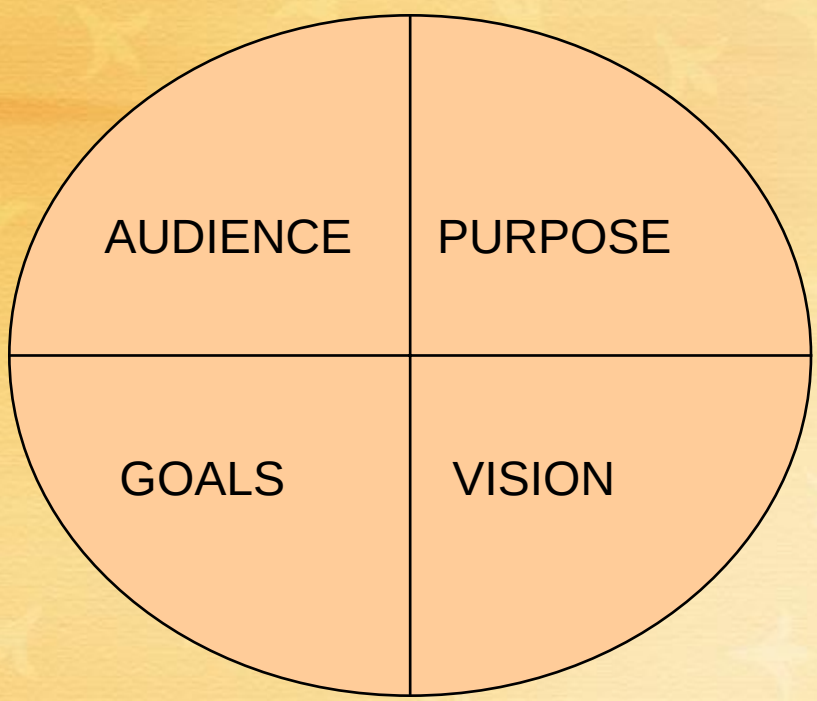
CoP Lifecycle Phases



12. Wenger, Etienne, McDermott, Richard & Snyder, William. (2002). Cultivating Communities of Practice: A Guide to Managing Knowledge

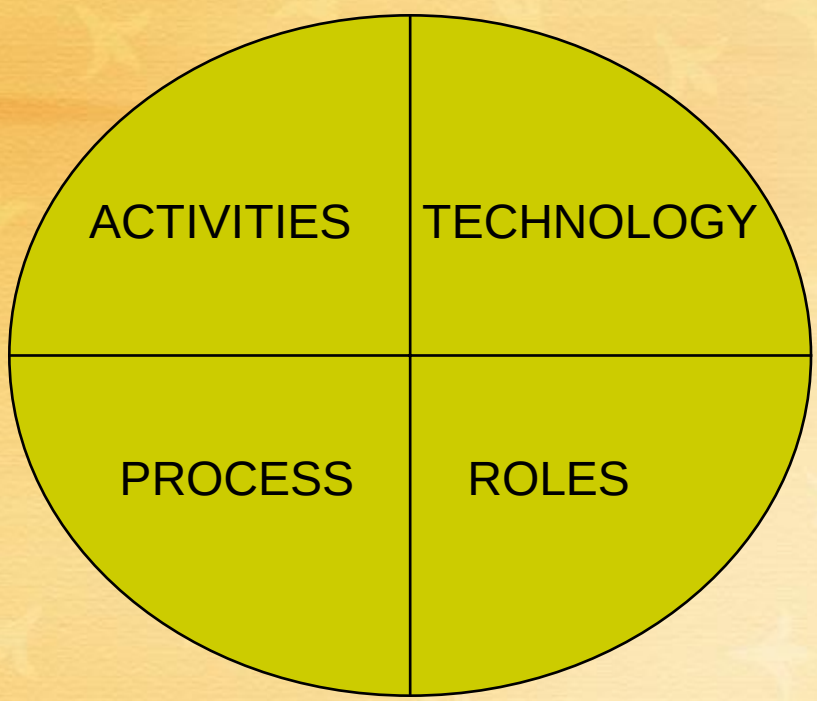
1. Inquire Phase

Identify the Audience, Purpose, Goals, and Vision for the Communiry



2. Design Phase

Define the activities, technologies, group processes, and roles that will support the community goals.

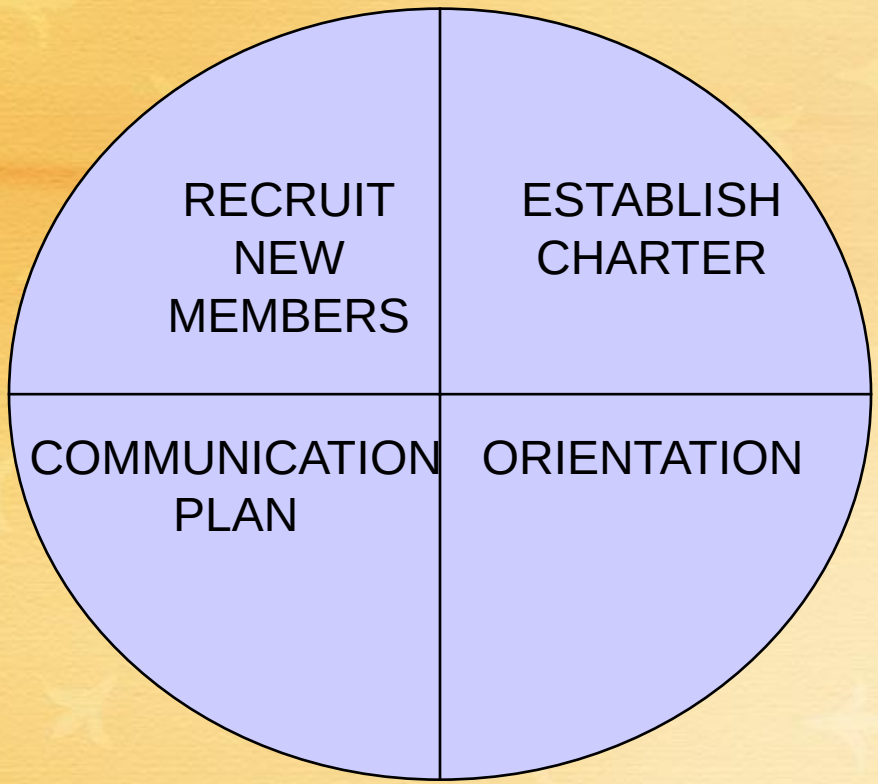


3. Prototype Phase

- Pilot the community with a select group

4. Launch Phase

Present community to larger audience

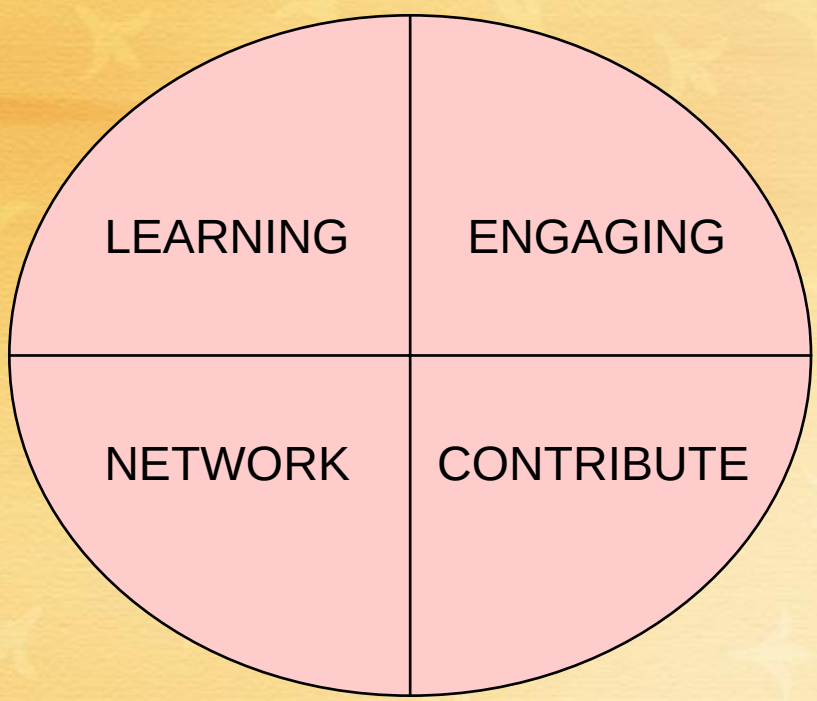


Charter

-Mission
-Vision
-Goals
-Member Norms
-Agreements

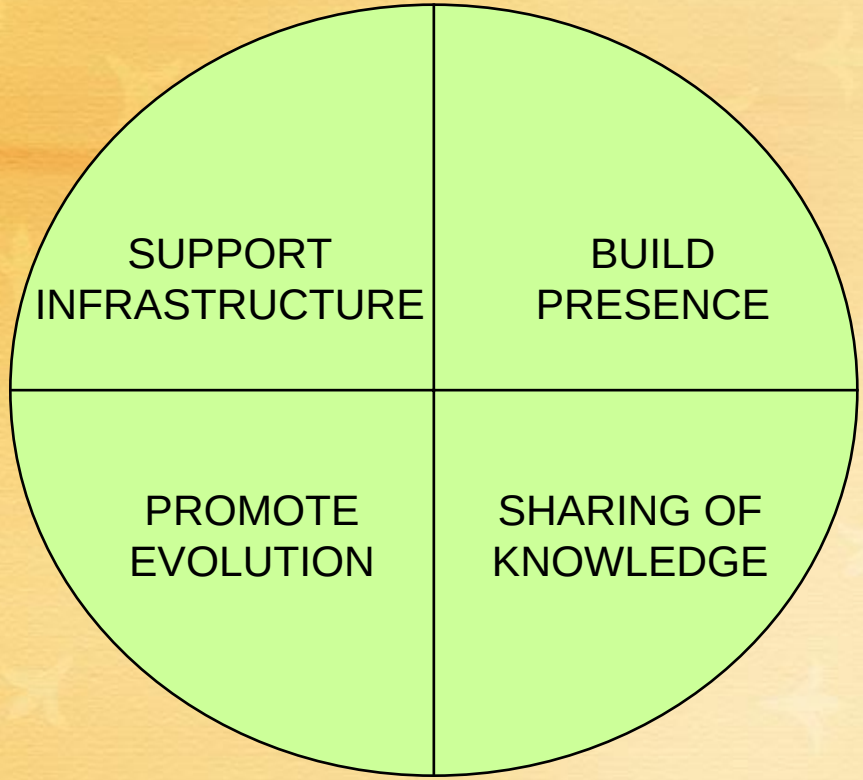
5. Grow Phase

Collaborative learning and knowledge building activities, develop relationships



6. Sustain Phase

Cultivate, evaluate, redirect growth to inform future growth



CONCLUSIONS

CoP are valuable to Nursing

- Grounded in Individual Expertise, coupled with Group Dynamics
- Promote synergy and sharing
- Support momentum, taps each person's knowledge and abilities as equals
- Provides a milieu for sharing and growth of explicit and tacit knowledge
- Supports innovation, synthesis, genius

“I didn't become an impressionist. As long as I can remember I always have been one.”

– Claude Monet

“Personally I would like to have pupils, a studio, pass on my love to them, work with them, without teaching them anything…

…A convent, a monastery, a phalanstery of painting where one could train together… …but no programme, no instruction in painting… …drawing is still alright, it doesn’t count, but painting – the way to learn is to look at the masters, above all at nature, and to watch other people painting..”

- Paul Cezanne

One last thought….

"Healthy communities mature into "influence structures" or active teams of peers who demand or are asked to take on influential roles in their organizations. These teams set short- and long-term goals, establish formal roles and structures, and assume vital organizational tasks."

– Richard McDermott