

Communities of Practice A Personal Journey

KMLF

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....QUESTIONS?



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The Start...

- o 1960s – multiple interest groups
 - Foundations, the Dow years
- o 1970s – work related communities
 - USA, IBM, end user computing, forums, Melb WP Assocn
- o 1980s – focused work applications
 - process transformation, USA, management
- o 1990s – highly focused consulting
 - implementation mgt, KM, eBusiness, IBM CoP core team
- o 2000s – retired?
 - m2m, TBOL, FoodConnect, family history, corporate alumni, PhD, consulting

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Influencers

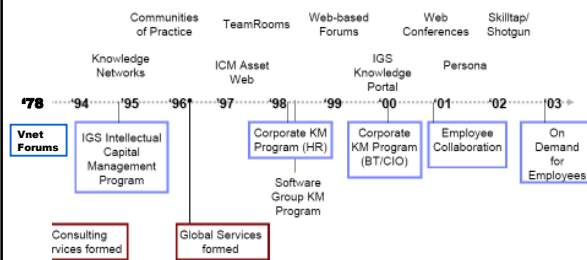
- o Warren MacFarlan
- o Peter Keen
- o Howard Rheingold
- o (Amy Jo Kim)
- o Michael Porter
- o John Hagel III
- o Etienne Wenger

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Evolution of Knowledge Management at IBM



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Knowledge management complements and strengthens information management efforts

Information Management



Explicit
Individuals
Technology
Efficiency
Productivity

Knowledge Management



Tacit
Teams & Communities
People
Effectiveness
Learning / Competency
Responsiveness
Innovation

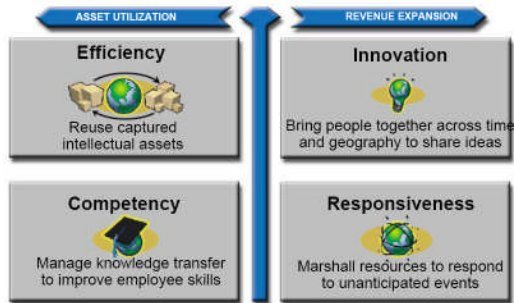
← Knowledge
← Unit of Analysis
← Intervention
← To What End? →

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Knowledge management drives business value in four different ways



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Knowledge creation & sharing

- o Knowing what someone knows
 - o Gaining timely access to that person
 - Influenced by power distance – formal authority & informal structures
 - Strong relationship between physical proximity & likelihood of collaboration
 - o Creating viable knowledge through cognitive engagement
 - Actively helping think through/shaping thinking to problem
 - o Learning from a safe relationship
 - Vulnerability
 - Trust in another / familiarity / reputation
 - Room for exploration
- ... and culture – national (inc. tribal/religious) / organizational

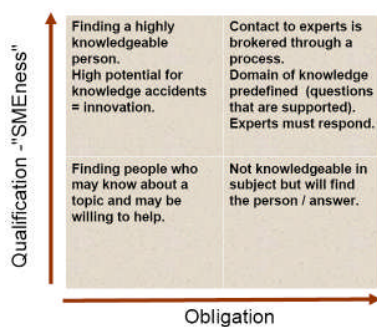
Ref: Cross et al (2002) Bird's eye view: Using SMA to improve knowledge creation and sharing

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Expertise



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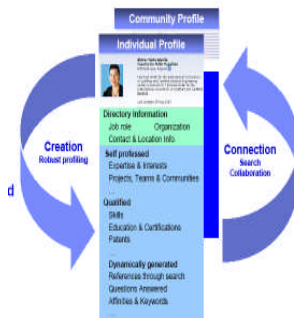
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Tapping into the expertise of individuals and communities

A "best of breed" solution includes:

- o robust employee profiles based on information from the employee and business and discovery processes
- o profiles of communities with access to their knowledge base and members
- o the ability to easily connect and collaborate with individuals and communities - including question and answer management and knowledge capture capability



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Community Participation

Motivators	Provide the focus for the community, thought leadership and membership motivation.
Caretakers	Support the operation of the community environment, managing and nurturing the community.
Actives	Participating members of the community (potential <i>motivators</i> of this community or sub-communities).
Passives	Visitors or non-active community members (potential actives).
Supporters	Build, sponsor and / or provide services and funds necessary to establish and maintain the community.

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Community challenges

- o Free riding
 - "rational" individual will decide not to take costs, but profit from contributions of others.
- o Problems of trust
 - What examples have you experienced?
- o Lack of membership stability
 - Low degree of commitment and social control
 - Development of trust difficult
- o Physical and/or virtual

Ref: Matzat (2006) Knowledge management in a Virtual Organization

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