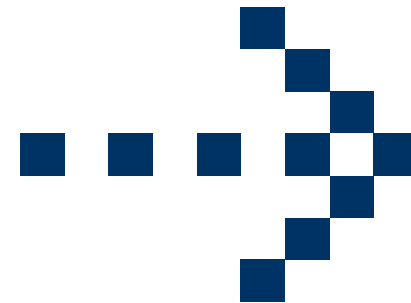


Plans for Phase II Research



Prof. Harry Scarbrough

Warwick Business School



Phase II: The impact of Communities on business performance

- ▣▣▣ Award of £100k from ESRC (Economic and Social Research Council) for business engagement research
- ▣▣▣ Project team also includes:
 - ▣▣▣ Dr. Juliane Schwarz (Research Fellow)
 - ▣▣▣ Caroline de Brun (Org Placement)
 - ▣▣▣ Deena Patel (Org Placement)
 - ▣▣▣ Douglas Archibald
 - ▣▣▣ Dr. Richard Mcdermott
- ▣▣▣ Seeks to identify contribution of knowledge sharing within communities to business performance

Key challenges for research

- ❖ The contribution of Communities to organizational performance is often indirect and difficult to measure.
 - ❖ *How do we identify their contribution to performance?*
- ❖ Communities vary widely in their scope, activities and outputs.
 - ❖ *How do we ensure valid comparisons across Communities so we are not comparing apples and pears?*
- ❖ Research needs to be translated into practical actions.
 - ❖ *How do we apply the findings from research to the practical improvement of communities?*

Designing research to meet these challenges

- ❖ Identify performance contribution at different levels to capture wide range of impacts; individual members, community itself, the wider organization
- ❖ Identify key dimensions of Communities, e.g.
 - ❖ emergent vs. mandated,
 - ❖ low vs. high intensity of engagement
 - ❖ shared/non shared, aligned/non-aligned goals
- ❖ and relate to performance impacts
- ❖ Apply research findings to benchmarking relevant dimensions of Communities

Methods and tools in the study

- ⌘ Develop on-line survey tool –based on Phase 1 tool – which will allow us to capture the views of large numbers of Community members
- ⌘ Conduct interviews with sponsors coordinators, leaders and sponsors, allowing us to capture wider experience of evolution and governance of Communities, and identify perceived performance contribution at community and organization levels
- ⌘ Develop exchange placements between partners and WBS researchers to support links between research and practice

Progress to date

- Workshop for NHS Communities
- 14 (of target 25) organizations have agreed to participate in the study including a number of major multinational business organizations
- Have completed 21 (target 40) interviews and 4 focus groups
- Finalizing new survey design and method of delivery (web-link at Warwick distributed via email) to be rolled out October - Dec 2008
- Placements arranged from two organizations – NHS Institute and Novartis

Scope of your organization's involvement

- ■ ■ Participation in the research study – roll out survey to members, interviews with CoP leaders and sponsors, senior mgt.
- ■ ■ Participate in future seminar and web seminar activities
- ■ ■ Placements for IKON researchers - Dr. Davide Nicolini and Harry Scarbrough – to work with you in tailored research to develop or review your communities.

Benefits from involvement

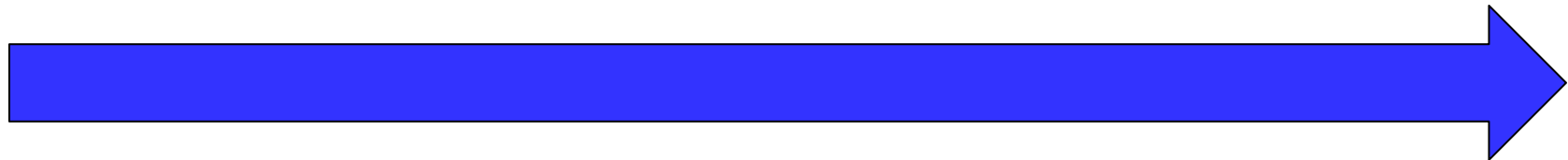
- ▣ Report on the study outlining the major findings
- ▣ Summary analysis of survey findings
- ▣ Some support for initial work to do detailed benchmarking - identifying implications and action points for your CoPs/Networks
- ▣ Access to project resources including relevant outputs etc.
- ▣ Participation in seminar presentation of research findings

Timeline for study

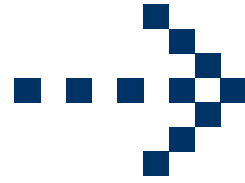
October
2008

December
2008

April
2009



- Survey roll-out
- Interviews with leaders, sponsors and senior managers
- Placement activities with researchers
- Data analysis and production of reports
- Benchmarking exercises with individual partners

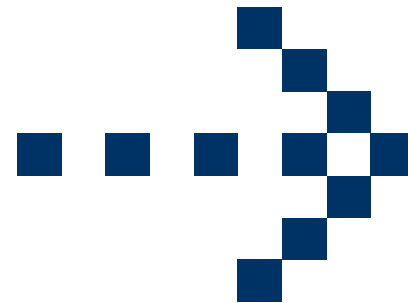


Communities Research Engagement Workshop



Who are we

here?



Number of Organisations present at Workshop

Public sector 18

Private sector 14

How many Knowledge-sharing Communities and Networks in each of your organizations?

	Public Sector	Private Sector
0-10	11	11
11-100	11	4
101-500	2	2

How many members in each of your communities/networks on average?

	Public Sector	Private Sector
10-50	6	12
51-100	7	1
101-1000	5	1
1000+	2	1

Your roles in Communities/Networks

	Public Sector	Private Sector
a community/network co-ordinator (responsible for organising many communities)	6	7
a community/network leader (responsible for a particular community)	6	5
a policy maker responsible for communities	1	2
a senior manager	9	2
Other/not known	5	4

Questions for discussion

- ▣▣▣ What do you see as the major types of CoP/Network in your organizations?
- ▣▣▣ What are the major causes of success and failure for CoPs/Networks?
- ▣▣▣ What are the major benefits from CoPs/Networks?
- ▣▣▣ How can these benefits be identified and by whom?