

Knowledge & Innovation Network
Warwick Business School

Networks and Communities of Practice Research

Engagement Workshop
RSA
London
18th September 2008

Introduction



Network Definitions

Network (dictionary definition)

- ❑ an association of individuals having a common interest, formed to provide mutual assistance, helpful information, or the like: ***a network of recent college graduates.***
- ❑ to cultivate people who can be helpful to one professionally, esp. in finding employment or moving to a higher position: ***His business lunches were taken up with networking.***

Social Network

- ❑ A social network is a social structure made of nodes (which are generally individuals or organizations) that are tied by one or more specific types of interdependency, such as values, visions, ideas, financial exchange, friendship, kinship, dislike, conflict or trade. **Not to be confused with social network services such as Facebook, MySpace, or LinkedIn, etc. or virtual community.**

Virtual or Online Communities

Virtual Communities

- ❑ A virtual community, e-community or online community is a group of people that primarily interact via communication media such as newsletters, telephone, email, online social networks or instant messages rather than face to face, for social, professional, educational or other purposes.
- ❑ If the mechanism is a computer network, it is called an online community. Virtual and online communities have also become a supplemental form of communication between people who know each other primarily in real life. Many means are used in social software separately or in combination, including text-based chatrooms and forums that use voice, video text or avatars. Significant socio-technical change may have resulted from the proliferation of such Internet-based social networks.[\[1\]](#)

Community of Practice Definitions

- ❑ ‘...group of individuals make a collaborative effort to improve their practice’ (Saint-Onge/Wallace, Clarica)
- ❑ ‘A group of people who share a concern, a set of problems, or a passion about a topic, and who deepen their understanding and knowledge of this common area of interest by interacting on an ongoing basis’ (Wenger, McDermott, and Snyder, 2002)
- ❑ NOT an community web space or a discussion forum, though they may be tools a community uses to help collaborate and therefore improve their practice.

Work group descriptions and differences

	Purpose	Members	Adhesive	Duration
Formal work group	To deliver a product or service	Employees who report to the group's manager	Job requirements and org structure	Until organisational restructuring
Project team	To accomplish a specific task	Employees assigned by senior management	Project milestones and goals	Until project completion
Social networks	To collect and pass on information	Friends and acquaintances	Mutual needs and interests	As long as people have a reason to connect
Community of practice	To develop members' capabilities; to build and exchange knowledge	Members who select themselves	Passion, commitment, and identification with group's expertise	As long as there is interest in maintaining the group

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Summary of Phase 1 Research



Context

❑ Learning from Practice Research

- ❑ What approaches are different firms employing?
- ❑ What is the relative success of these approaches?
- ❑ What are key determinants of success and failure?
- ❑ What are implications for good practice?



❑ Schlumberger and KIN CoP Special Interest Group

- ❑ What are some of the interesting things different organisations are doing around CoPs?
- ❑ “It would be great to be able to benchmark ourselves against others in our industry and across industries”

❑ ... the KIN CoP Research Project was born in Dec 2005 with around £35,000 funding

KIN CoP Research Objectives

❑ CoP Research - Grounded

- ❑ What approaches are different firms employing?
- ❑ What is the relative success of these approaches?
- ❑ What are key determinants of success and failure?
- ❑ What innovative things are going on?
- ❑ What are implications for good practice?

❑ Deliverables

- ❑ Innovative Practices in CoPs Report
- ❑ **CoP Benchmarking Report**
- ❑ **CoP Benchmarking Tool**
- ❑ **Guidelines for Good CoP Practice**

CoP Benchmark sample: Phase 1

- ❑ 10 private sector organisations
 - ❑ 3 x Oil & Gas
 - ❑ 1 x Engineering & Construction
 - ❑ 2 x Aerospace & Defence
 - ❑ 2 x Technology
 - ❑ 2 x Consulting & Professional Services

- ❑ 52 Communities/Networks
 - ❑ 45 x Leaders responses
 - ❑ 1286 x Member responses



6. To what extent has the community helped your **team, department or business unit** to:

KIN CoP Benchmarking Dependent Variable questions		To a great extent	To a significant extent	To some extent	To a small extent	To no extent	Don't Know
Performance	Achieve business goals it could not achieve without the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Reduce the time to develop new products, services or customer value	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Reduce time to solve problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Reduce costs of daily operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Reduce duplication in work programmes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Improve quality of work products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Learn/K-Share	Introduce new work methods and approaches	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Improve communication between project teams and/or across geographic locations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Increase consistency between sites and/or project teams	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Increase programme effectiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Support the transfer of knowledge across departments/BU's	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Support the transfer of knowledge into the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6b. Please add any additional comments you wish to make on how the [community of practice] has helped your team, department or business unit.

CoP Benchmark sample

KIN CoP Benchmarking Independent Variable categories

Additional CoP Leader & Member Survey Questions on:

- CoP Demographics
- CoP Alignment/Integration with Business
- CoP Roles & Skills
- CoP Activities & Participation
- CoP Resources & Support

Benchmark Scores		Individual Level																	Organisation (Team/Department/BU) Level										Aggregate Benchmarks					OVERALL SCORE					
Range: 3.75 - 5.00		Performance					Learning & Knowledge Sharing					Motivation & Commitment					Performance					Learning & Knowledge Sharing																	
Range: 3.00 - 3.75		Saved time	Everyday problems	Innovative problems	Decision Quality	Objectives/Targets	3 Ways of working	Existing Skills	Learn new things	Collaborations & KS	Commit to learn	Commit to share	Apply K in work	Re-useable K	Reflect on practice	Job satisfaction	Commit to CoP	Commit to Org	Personal Network	Visibility & promotion	Business Goals	Reduce time (Products/Servs)	Reduce time (Solve probs)	Reduce Costs (Daily Ops)	Reduce Duplication (Progs)	Improve Quality	New Work Methods	Programme effectiveness	Comm'n - X project/loc'h	Consistency - x project/loc'h	K transfer - x dept/bu	K transfer - into org'h	Personal - Performance		Personal - Learn & K-Sharing	Personal - Motiv'n/Commit	Team/Dept/BU - Perf	Team/Dept/BU - Learn & K-Sharing	
Range: 2.25 - 3.00																																							Performance
Range: 1.00 - 2.25		Performance					Learning & Knowledge Sharing					Motivation & Commitment					Performance					Learning & Knowledge Sharing																	
CoP 1	1	4.40	4.20	4.20	4.00	4.00	4.20	4.00	4.20	4.20	3.60	4.20	3.60	4.00	4.00	4.00	4.75	4.00	4.00	4.33	4.75	4.25	5.00	5.00	4.50	4.75	4.50	4.75	5.00	3.75	4.25	4.17	4.00	4.22	4.69	4.44	4.30		
CoP 2	2	4.00	2.67	4.00	3.33	3.33	3.00	3.33	4.00	4.67	3.67	5.00	4.00	3.67	3.67	4.33	5.00	4.50	5.00	5.00	2.67	3.67	3.67	3.00	3.67	3.67	4.00	4.00	4.33	3.67	4.33	4.67	3.39	4.00	4.77	3.54	4.25	3.92	
CoP 3	3	3.60	3.40	3.60	3.60	3.60	4.20	3.40	4.00	4.60	4.00	4.40	4.40	4.40	4.20	3.60	4.20	4.20	4.60	3.60	3.40	3.75	3.40	3.20	4.00	3.60	3.60	3.80	3.80	4.25	4.20	4.00	3.67	4.18	4.04	3.62	4.06	3.90	
CoP 4	4	4.29	3.93	3.43	4.23	3.79	3.50	3.86	4.21	4.21	3.57	4.14	4.21	3.86	3.64	3.14	3.79	3.14	4.15	2.77	3.50	3.14	3.93	3.36	3.43	3.64	3.93	3.71	3.86	3.93	4.36	4.29	3.86	3.96	3.40	3.58	4.11	3.77	
CoP 5	5	3.50	3.50	4.00	4.00	4.00	4.00	4.50	4.00	4.00	4.00	4.50	3.50	4.00	4.00	4.50	3.50	4.00	4.00	4.50	3.50	3.00	3.00	3.50	4.00	3.00	4.00	2.50	3.50	3.50	3.00	3.83	4.06	3.90	3.50	3.13	3.73		
CoP 6	6	3.50	3.25	3.00	3.75	3.50	4.00	4.00	3.75	4.25	3.75	4.00	3.75	4.25	4.25	3.00	4.00	3.75	4.25	3.25	3.00	3.00	3.75	2.50	3.75	4.00	4.25	3.25	4.00	4.00	4.25	3.25	3.50	4.00	3.65	3.44	3.88	3.69	
CoP 7	7	3.50	3.75	3.25	4.00	3.75	3.50	4.00	3.75	4.75	3.50	4.50	3.50	3.50	4.00	3.50	4.00	2.75	4.75	4.00	3.50	2.75	3.50	3.25	3.00	3.25	3.50	3.25	3.75	3.00	4.75	4.25	3.63	3.94	3.80	3.25	3.94	3.68	
CoP 8	8	2.92	2.50	3.17	3.50	3.09	3.82	3.75	4.17	4.50	3.83	4.42	3.67	3.92	3.67	3.17	3.83	3.83	4.58	3.30	3.45	3.00	3.27	2.67	2.63	3.27	3.83	3.18	4.25	3.92	4.36	4.25	3.17	3.99	3.74	3.16	4.20	3.60	
CoP 9	9	4.00	3.50	3.75	3.50	3.75	3.25	3.75	3.75	4.25	3.75	4.25	3.75	3.75	3.50	3.25	3.75	3.25	4.25	3.25	3.00	2.50	3.50	2.00	3.50	3.75	3.50	4.25	3.75	4.00	3.75	3.63	3.84	3.55	3.19	3.94	3.60		
CoP 10	10	3.60	3.40	2.80	3.20	3.40	3.00	3.40	3.80	4.00	4.20	4.40	3.60	3.40	3.80	3.80	4.00	3.60	4.40	3.80	2.80	2.80	3.20	2.40	3.00	3.20	3.40	3.50	3.80	3.60	4.40	3.80	3.23	3.83	3.92	3.04	3.90	3.53	
CoP 11	11	3.71	3.21	3.57	3.79	3.07	3.50	3.79	3.86	4.07	3.93	3.71	3.50	3.64	3.93	3.86	3.86	3.71	3.86	3.14	2.62	2.70	3.23	2.83	3.00	3.00	3.46	3.07	3.31	2.67	3.14	3.14	3.48	3.80	3.69	2.99	3.07	3.42	
CoP 12	12	4.21	3.46	3.35	3.65	3.33	3.08	3.50	3.83	3.50	3.42	3.63	3.71	3.65	3.27	3.43	3.33	3.46	3.67	3.13	3.57	3.22	3.39	2.62	2.91	3.61	2.87	3.17	3.26	2.91	3.74	3.68	3.51	3.58	3.40	3.17	3.40	3.41	
CoP 13	13	3.56	3.38	3.10	3.53	3.10	3.26	3.72	3.92	3.42	3.36	3.34	3.61	3.51	3.35	3.10	3.30	3.03	3.28	2.68	2.93	3.09	3.59	2.75	3.15	3.49	3.41	3.04	3.38	3.02	3.39	3.72	3.32	3.53	3.08	3.18	3.38	3.31	
CoP 14	14	3.76	3.29	3.25	3.19	3.06	3.13	3.47	3.71	3.59	3.38	3.59	3.35	3.35	3.19	2.94	3.35	3.00	3.24	2.44	3.14	3.23	3.86	2.79	3.29	3.14	2.92	2.86	3.62	3.07	3.69	3.67	3.28	3.45	2.99	3.15	3.51	3.28	
CoP 15	15	3.44	2.94	3.19	3.44	3.24	3.53	3.25	3.31	3.31	3.53	2.88	3.25	3.31	3.38	3.19	2.80	2.88	2.76	3.13	2.47	2.75	3.31	3.44	3.06	3.00	3.50	3.29	3.13	3.38	3.75	3.69	3.63	3.29	3.26	2.81	3.19	3.61	3.22
CoP 16	16	3.43	3.26	3.00	3.28	2.97	3.00	3.69	3.94	3.57	3.23	3.52	3.50	3.35	3.25	3.16	3.22	2.95	3.26	2.73	2.96	2.78	3.43	2.93	2.94	2.98	3.04	2.90	3.25	2.96	3.44	3.45	3.16	3.51	3.06	3.00	3.28	3.21	
CoP 17	17	3.64	3.09	3.18	3.00	3.00	2.67	3.32	3.67	3.91	3.05	3.82	3.24	3.36	3.48	3.00	3.55	2.91	3.86	2.95	2.95	3.18	3.18	2.50	2.91	3.00	2.82	2.91	3.36	2.91	3.43	3.41	3.10	3.48	3.25	2.93	3.28	3.20	
CoP 18	18	3.46	2.82	3.04	3.30	2.96	2.98	3.24	3.67	3.43	3.35	3.65	3.30	3.13	3.18	3.07	3.41	3.48	3.85	3.11	2.66	2.79	3.10	2.35	2.64	2.80	2.68	2.70	3.50	2.76	3.49	3.40	3.09	3.37	3.38	2.72	3.28	3.14	
CoP 19	19	3.47	3.08	3.03	3.28	2.77	3.02	3.64	3.70	3.32	2.89	3.18	3.46	3.13	3.30	3.00	3.04	2.90	3.37	2.62	2.90	3.25	3.35	2.64	2.97	3.21	3.23	2.97	3.06	2.97	3.40	3.27	3.11	3.29	2.99	3.06	3.18	3.13	
CoP 20	20	3.27	3.00	2.84	3.04	2.76	3.00	3.15	3.52	3.35	3.15	3.50	3.19	3.37	3.26	2.81	3.11	2.89	3.19	2.96	2.96	3.05	3.36	2.75	3.00	3.17	3.38	2.79	3.32	2.80	3.36	3.68	2.98	3.31	2.99	3.06	3.29	3.13	
CoP 21	21	3.70	3.22	2.90	3.33	2.80	3.40	3.90	3.80	3.00	3.20	3.40	3.30	3.20	2.90	2.60	3.00	3.00	3.60	2.56	2.60	3.00	3.40	2.25	2.70	2.80	2.70	2.40	3.30	3.22	3.20	3.30	3.13	3.36	2.95	2.73	3.26	3.07	
CoP 22	22	3.25	2.75	3.00	2.87	2.94	2.81	3.25	3.44	3.25	3.00	3.50	2.81	3.13	3.25	2.81	3.00	3.07	3.31	3.00	3.00	3.00	3.50	2.77	3.00	3.07	2.93	2.64	3.29	2.79	3.14	3.36	2.94	3.20	3.04	2.99	3.14	3.06	
CoP 23	23	3.20	2.90	2.81	3.10	3.00	2.86	3.24	3.38	3.07	3.11	3.34	3.34	3.13	3.38	2.70	2.93	2.83	3.13	2.27	2.67	2.70	2.96	2.59	2.77	3.07	3.00	3.00	3.48	3.00	3.38	3.55	2.98	3.25	2.77	2.85	3.35	3.03	
CoP 24	24	2.50	2.67	3.20	3.17	3.00	3.00	2.83	3.17	4.17	3.17	3.67	3.33	3.00	3.33	2.33	2.30	2.17	3.67	2.33	2.83	2.60	2.80	1.80	2.83	2.50	3.17	3.20	3.17	3.33	3.83	3.67	2.92	3.33	2.74	2.72	3.50	3.02	
CoP 25	25	3.14	2.77	2.76	3.21	2.77	2.81	3.05	3.57	3.57	3.08	3.39	3.34	3.20	3.20	2.61	2.94	2.65	3.13	2.45	2.79	2.53	3.23	2.47	2.78	2.90	3.01	2.85	3.40	2.92	3.58	3.49	2.91	3.30	2.76	2.82	3.35	3.02	
CoP 26	26	3.10	2.82	2.88	2.92	2.81	2.82	3.12	3.52	3.21	3.07	3.13	2.93	2.94	2.91	2.80	2.86	2.98	3.07	2.92	2.76	2.75	3.06	2.45	2.80	3.03	3.02	2.88	3.13	2.87	3.19	3.28	2.89	3.10	2.93	2.84	3.12	2.97	
CoP 27	27	3.09	2.90	2.81	3.13	2.78	2.84	3.06	3.71	3.81	2.75	3.31	3.31	3.03	3.09	2.75	3.00	2.53	3.16	2.26	2.40	2.31	2.77	2.15	2.70	2.67	3.00	2.52	2.94	2.55	2.97	3.06	2.93	3.26	2.74	2.57	2.88	2.88	
CoP 28	28	2.75	2.25	2.75	3.00	3.00	3.50	3.25	3.25	3.50	2.75	3.00	3.25	2.75	2.75	3.00	3.00	2.75	3.75	2.00	3.00	2.50	2.50	2.25	2.25	2.50	3.25	2.50	2.50	3.00	3.00	2.88	3.06	2.90	2.59	2.94	2.86	2.86	
CoP 29	29	3.08	2.74	2.61	2.95	2.61	2.57	3.11	3.48	3.29	2.70	3.16	3.11	2.92	3.10	2.56	2.79	2.53	2.95	2.21	2.67	2.46	2.90	2.35	2.59	2.77	2.54	2.65	3.17	2.93	3.36	3.38	2.76	3.11	2.61	2.62	3.21	2.85	
CoP 30	30	3.03	2.72	2.75	2.81	2.48	2.66	2.86	3.38	3.55	2.90	3.38	3.10	3.00	3.14	2.72	3.03	2.76	3.48	2.21	2.54	2.21	2.86	2.21	2.29	2.69	2.93	2.61	2.83	2.69	3.00	2.86	2.74	3.16	2.84	2.54	2.84	2.83	
CoP 31	31	2.59	2.31	2.45	2.66	2.42	2.73	2.67	3.38	3.44	2.92	3.25	2.61	2.71	2.98	2.79	2.95	3.06	3.64	2.92	2.49	2.25	2.41	1.92	2.19	2.44	2.69	2.55	3.27	2.58	3.24	3.18	2.53	3.00	3.07	2.37	3.07	2.76	
CoP 32	32	3.00	2.50	2.50	2.75	3.25	3.00	2.25	2.75	3.00	2.25	3.00	2.50	3.25	2.25	2.25	2.75	2.25	3.25	1.50	3.00	2.67	3.33	2.00	2.75	2.00	2.25	3.00	4.00	3.75	3.25	3.25	2.83	2.66	2.40	2.50	3.56	2.73	
CoP 33	33	3.00	2.46	2.																																			

Nine Key Factors to Improve Performance

Define the Focus of the Community

- Ensure community activities **address business issues**
- Ensure high levels of **sponsor expectation**

Provide Support

- Provide CoP **leader training**
- Ensure CoP **leaders are given sufficient time** for their role*
- Provide significant funding for **face-to-face events**
- Improve the **usefulness of Tools** provided

What can leaders do?

- Ensure there are **clearly stated goals**
- Engage members in **developing good practice**
- Promote CoPs ability to help **solve daily work challenges**



Appendix

Innovative CoP Practices

Role of CoPs in the Organization

- Strategic communities steward
 - Improvement
 - Disciplines
 - Emerging technology
 - Emerging safety issues
- Chartering & goal setting
- Governance
- Integration through key roles
- Act as an agent of change
- Act as the birthplace of innovation

Community and the Supply Chain

- Peer learning as a product
- Global expertise as a resource

Community Operations

- Leadership counts
- Selecting leaders
- Training leaders
- Responding to inquiries
- Identifying experts
- Managing profiles
- Engaging members
- Tracking progress

- Community Style and Organizational Culture**

the free encyclopedia - Windows Internet Explorer

wikipedia.org/wiki/Networking

Tools Help

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Network

From Wikipedia, the free encyclopedia
(Redirected from [Networking](#))

Network may refer to:


- Network analysis (electrical circuits)
- Network diagram, a diagram of a network
- Network model, a database model
- Network (mathematics), a type of digraph in graph theory
- Network theory, an area of applied mathematics and part of graph theory

Names [edit]

- Network* (film), a 1976 Oscar-winning movie
- NETWORK (Catholic Lobby), an American social justice group
- The Network, an American New Wave band
- Network DVD, a British publisher

See also [edit]

- Computer network
- Radio network
- Television network
- Telecommunications network
- Social network

 This *disambiguation* page lists articles associated with the same title. If an *internal link* led you here, you may wish to change the link to point directly to the intended article.

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Social network

From Wikipedia, the free encyclopedia

Not to be confused with social network services such as Facebook, MySpace, or LinkedIn, etc. or virtual community.

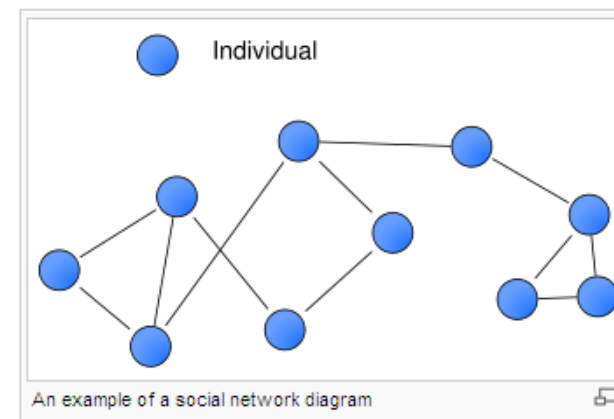
A **social network** is a social structure made of nodes (which are generally individuals or organizations) that are tied by one or more specific types of interdependency, such as values, visions, ideas, financial exchange, friendship, kinship, dislike, conflict or trade. The resulting graph-based structures are often very complex.

Social network analysis views social relationships in terms of nodes and ties. Nodes are the individual actors within the networks, and ties are the relationships between the actors. There can be many kinds of ties between the nodes. Research in a number of academic fields has shown that social networks operate on many levels, from families up to the level of nations, and play a critical role in determining the way problems are solved, organizations are run, and the degree to which individuals succeed in achieving their goals.

In its simplest form, a social network is a map of all of the relevant ties between the nodes being studied. The network can also be used to determine the social capital of individual actors. These concepts are often displayed in a social network diagram, where nodes are the points and ties are the lines.

Contents [hide]

- 1 Social network analysis
- 2 History of social network analysis
- 3 Applications
- 4 Metrics (Measures) in social network analysis^[14]
- 5 Professional association and journals
- 6 Network analytic software
- 7 See also
- 8 References
- 9 Further reading
- 10 External links



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Social network analysis

Social network analysis (related to network theory) has emerged as a key technique in modern sociology, anthropology, sociolinguistics, geography, social psychology, communication studies, information science, organizational studies, economics, and biology as well as a popular topic of speculation and study.