



FELLOWS COMMUNITY
BUILDING SESSION

18 MAY 2021

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*IDEAS ON
MEASURING
COMMUNITIES
OF PRACTICE*

COMMUNITIES OF PRACTICE






- Communities of Practice have many different dimensions
 - Size
 - Function
 - Organisation
 - Motivations
 - Optionality
 - Expected output
 - ...

If we can measure **where we are**, we might get a better picture of **where to go next** and **what has been achieved** ... ultimately judging whether it is it worthwhile to continue.

LIFE CYCLE VS MATURITY

- Life Cycle Stage
 - Stages
 - Cyclical
 - Method based
 - E.g. Educopia Community Cultivation Field Guide (<https://educopia.org/cultivation>)
- Maturity
 - Competency
 - Progressive
 - E.g. Community Maturity Model (from 'The Community ROUNDTABLE' group - <https://communityroundtable.com/what-we-do/research/community-maturity-model/>)

EDUCOPIA COMMUNITY CULTIVATION FIELD GUIDE – LIFE CYCLE STAGES

	Formation	Validation	Acceleration	Transition
 Vision	document the core problem/challenge/opportunity the community addresses; set initial goals & assessments; pilot services/products; build alignment map	establish mission/vision/values statements, and articulate these to external audiences; test, evaluate, & improve services; conduct SWOT & market analysis; establish brand	build strategic plan & evaluation measures; show ROI & impact; monitor landscape; scale up services/products & evaluate at milestones; recalibrate as needed	revisit mission, vision, values; evaluate all projects' and programs' viability; identify service/product gaps & challenges; consider landscape changes and opportunities
 Infrastructure	establish communications & administrative structures; document current dependencies (e.g., host organization(s), service providers) & exit strategies	refine communications & administrative structures; create & implement communications plan; explore relationship management (CRM) & digital preservation tools	implement communications plan; streamline member onboarding procedures; add relationship management & digital preservation tools & strategies	evaluate platforms and operations; establish new communications & administrative support as necessary for transition(s); test promising new platforms and tools
 Finances and HR	establish administrative costs; evaluate HR needs; create financial plan; document fiscal milestones; establish initial pilot pricing for services & products	test & refine financial plan; build accounting framework, COA, and manuals; establish financial reserves; ensure HR structure supports staff & complies with laws	diversify funding streams; cover costs + 10% (reserves); evaluate scaling costs & returns; consider staff changes & prof. development; explore endowment opportunities	analyze income/expenses; explore available/needed resources to support change; consider endowment-building activities; evaluate/adjust HR infrastructure
 Engagement	foster relationships between community members; establish subgroups & regular meeting schedules; document who is engaged; host event(s)	give credit/awards to community members for engagement; formalize committee rules & processes; engage strategic affiliates, begin regular reporting to community; host event(s)	broadcast services & products through members & affiliates; engage new members & affiliates; evaluate committees; exercise the community's voice; host event(s)	maintain transparency about changes; identify & pursue key relationships in support of the transition(s); survey/interview members & affiliates to help identify new directions; host event(s)
 Governance	establish & grow community leadership; develop prioritization plan for formation activities; document governance procedures; establish member MOUs/contracts	formalize leadership group, name leadership roles & create descriptions of roles/responsibilities, refine & formalize governance procedures; establish Privacy Policy	spin up/spin down leadership subcommittees; document governance functions; cultivate next-gen leaders; plan recalibration and/or spin downs if needed	evaluate & revise governance procedures; consider leadership changes (board, officers); maintain openness & transparency wherever possible with members & affiliates





- Helps identify activities needed to move the community towards **maturity, scalability** and **sustainability**.
- Cyclical: Transition moves back to Formation but with a **heightened level** of maturity, scalability and sustainability

THE COMMUNITY MATURITY MODEL (THE COMMUNITY ROUNDTABLE)

- Progressive: Hierarchy → Networked
- When we used it – where the CoP lies in the majority of the eight competencies

The Community Maturity Model



Competencies	1  Hierarchy	2  Emergent Community	3  Community	4  Networked
Strategy	Competitive	Reciprocal	Cooperative	Interdependent
Leadership	Directive	Engaged	Influential	Inspiring
Culture	Resistant	Contributive	Supportive	Collaborative
Community Management	Absent	Encouraging	Mentoring	Empowering
Content & Programming	Structured	Responsive	Emergent	Co-created
Policies & Governance	Rigid	Restrictive	Flexible	Inclusive
Tools	Ad hoc	Defined	Integrated	Adaptive
Metrics & Measurement	Transactional	Experiential	Behavioral	Strategic



HOW DO WE COMBINE THEM

- How to think about Life Cycle + Maturity models together
 - Maturity is an indication of how many iterations of Life Cycle Stages a particular community have been through
- What are your thoughts?

DISCUSSION POINTS

- Are you aware of any other models for measuring community / community of practice maturity or life cycle?
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- What's more important, measuring the outputs of a community or measuring the community itself?
- How have you decided where to go next with your community – did you measure it in anyway or did you focus more on intuition / your knowledge of it?