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18 August, 2003

Building and sustaining communities of practice

**Cultivating successful communities to improve knowledge
management and provide strategic advantage for your organisation**

Hilton Olympia Hotel, London
21-23 October 2003

Hear, network and share knowledge with our expert speaker panel:

SchlumbergerSema
Shell
Buckman Laboratories
International
Siemens ICN
Aventis Pharmaceuticals
HM Customs & Excise

Aon Ltd
Solvay
Knowledge Transformation
International
Aviva Plc
Scottish Enterprise
Thames Water
English Nature

- Hear and discuss 11 practical case studies from organisations at the forefront of CoP's development
- Learn how to identify, build and sustain strategic CoP's that add competitive value for your organisation
- Leverage CoP's to advance your knowledge management
- Understand how to improve your organisation's processes, efficiency and productivity with CoP's
- Harness the power of CoP's with narrative techniques and storytelling
- Successfully manage and enable the cultural change necessary to make CoP's fly

Benefit from the audience-focused format:
share knowledge with both delegates and speakers
throughout the event

Post-conference workshop: 23 October, 2003

Creating value with communities of practice

George Pór and Erik van Bekkum, European Collaborative for Communities of Practice

Researched by:



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Building and sustaining communities of practice

Cultivating successful communities to improve knowledge management and provide strategic advantage for your organisation

Communities of practice can be one of the single most effective tools for improving your organisation's productivity, processes and knowledge sharing. However, profound challenges face those who are looking to realise this potential.

- How can you successfully build and sustain strategic communities?
- What are the best ways to measure and demonstrate the value derived from communities?
- What support and intervention is necessary to cultivate successful online and face-to-face communities?

A dedicated conference has been designed to help you meet these challenges. Instead of focusing on the theory, this conference is centred on 11 practical case studies from organisations that are already reaping the rewards of effective CoP's. The only event of its kind in Europe this year, this conference will enable you to:

- Establish the corporate purpose and benefits of communities for your organisation
- Achieve and sustain employee and management buy-in
- Identify, build and sustain strategic CoP's across your organisation

- Successfully use CoP's as a tool to implement and improve your knowledge management strategy
- Measure and demonstrate the strategic value of communities for your organisation
- Understand the lifecycle of communities and when and how you should intervene
- Effectively use storytelling and narrative techniques to develop your CoP's
- Motivate communities and make them fly

The format of this event provides you with maximum opportunities to share knowledge with both delegates and speakers. Break-out groups and interactive sessions throughout the event will give you plenty of opportunities to gain answers to your most pressing concerns.

Don't miss this opportunity to learn from the leaders in the field and each other!

I look forward to welcoming you to Building and sustaining communities of practice.



Dr James Renton

DAY ONE: TUESDAY, 21 OCTOBER, 2003

- | | |
|---|--|
| <p>08.30 Coffee and registration</p> <p>09.00 Chair's introduction
Nick Milton, Director, Resources and Training,
Knowledge Transformation International</p> <p>09.15 Establishing the corporate purpose and benefits of CoP's
● Establishing the strategic functions of CoP's for your organisation
● Are your communities responding to clear business imperatives?
● How do CoP's mobilise and build best practice: getting things done
● Identifying and cultivating strategic CoP's that affect the bottom line of your organisation
Mike Atkinson, Head of Knowledge Management, UK, Ireland & Netherlands, SchlumbergerSema</p> <p>10.30 Aligning the focus of CoP's with your business strategy and objectives
● Cultivating the transition from organic to strategic communities
● Incorporating CoP's within the strategic goals and culture of your business</p> | <p>● How to ensure and nurture the success and independence of communities, whilst drawing them under the umbrella of the overall business strategy
John Keeble, Director of Knowledge Management and Sarah Adams, Global Practice Group Manager, Aon Ltd</p> <p>11.30 Coffee and networking</p> <p>12.00 Achieving and maintaining employee and middle management buy-in for CoP's
● Base-lining the current level of collaboration to help mobilise support from employees and middle management
● Integrating portfolio techniques to help build common language, segment activity and deliverables
● Establishing performance transparency and the conditions for knowledge pull
● Driving communities with external practitioners
David Ewbank, Senior Director, Business Transformation, Aventis Pharmaceuticals</p> <p>13.00 Lunch and networking</p> |
|---|--|

- 14.00** **Exploiting CoP's as a tool to implement your KM strategy**
- Identifying areas of knowledge that are critical for your business strategy
 - Highlighting current best practices against common issues and obtaining commitments for knowledge sharing
 - Providing and exploiting a knowledge sharing platform
 - Creating a benefits model to document successes and encourage further growth
- Gillian Couvreur, Senior Knowledge Management Consultant, Aviva Plc

15.00 Coffee and networking

- 15.30** **Measuring the value of CoP's**
- Siemens' strategic approach to extracting value from communities of practice
 - Can the business value of CoP's be measured?
 - Establishing appropriate metrics
 - Tying communities into the improvement of core business processes
- Janina Kugel, Vice President, Information and Communication Networks Group Strategy, Business Transformation & Knowledge Management, Siemens ICN

- 16.30** **Facilitated break-out group discussion: How should you measure the value of your CoP's?**
Building on the Siemens case study, delegates will break out into facilitated groups to discuss their own

approaches and experiences with measuring the value of CoP's for their organisations. Learning from fellow delegates and the expert speaker panel you will have the opportunity to debate what is one of the most serious challenges for building and sustaining communities.

Group facilitators:

Janina Kugel, Vice President, Information and Communication Networks Group Strategy, Business Transformation & Knowledge Management, Siemens ICN

John Keeble, Director of Knowledge Management, Aon Ltd

Lesley Coomber, Knowledge Manager, HM Customs & Excise

17.30 End of day one



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DAY TWO: WEDNESDAY, 22 OCTOBER, 2003

08.30 Coffee and registration

09.00 Chair's introduction

09.15 **Turning theory into reality: implementing and sustaining communities of practice across the corporate structure**

- Mapping and guiding communities with assessment and diagnostic tools
- What are the cultural enablers and barriers to effective communities?
- How to use narrative techniques and storytelling to help knowledge disclosure
- Developing and using archetypes to help understand cultural benchmarks and provide direction
- Understanding anti-stories to help overcome opposition

Karen Perkinson, Senior Executive, Scottish Enterprise

10.30 **Overcoming the challenges of international communities: getting the balance right between face-to-face and online**

- Understanding how international communities facilitate KM, innovation and delivering value
- Accommodating different processes, cultures and expectations
- Adding face-to-face to online when possible to ensure the development and success of the community

- Resolving the technological and cost decisions for linking together different divisions and systems through online communities
- Evolution of the Buckman communities over the last decade
- Recent and new directions

Melissie Rumizen, Knowledge Strategist, Buckman Laboratories International

11.30 Coffee and networking

12.00 **Utilising CoP's to manage cultural and organisational change**

- Normalising CoP's as part of the business culture
- Establishing trust to facilitate effective knowledge sharing
- Developing synergies between CoP's and yellow pages
- Boosting innovation and facilitating cultural change with CoP's

Philippe Drouillon, Corporate Knowledge Manager, Solvay

13.00 Lunch and networking

14.00 **Assessing the governance models for successful communities**

- Understanding comparative approaches to forming communities

- Should your communities fit in with the organisation structure of the company and how could they be governed?
 - Achieving a united purpose and strategy across multiple communities: is this possible or desirable?
- Peter Hemmings, Director, Knowledge Management, Thames Water

15.00 Coffee and networking

15.30 **Understanding the lifecycle of communities: when and how to effectively intervene**

- How to use storytelling to build and understand communities?
- Learning from nature how habitat condition is monitored and managed
- Social network stimulation, rapid rural assessment and other natural interventions

16.30

- The importance of diversity, sustainability and other ecological metaphors
- Ron Donaldson, Business Analyst, English Nature

Motivating communities to ensure their sustainability

- Understanding the personal drivers for different types of people in the workplace
- Using appreciative enquiry processes: how do you find out what people really want?
- Defining the motivation factors necessary for each role in the community
- Getting the right people for the right roles in the community
- Justifying the time and resources required for effective community leadership and participation

Helge Kreutz, Global Knowledge Manager for Well Delivery, Shell

17.30 End of day two and close of conference

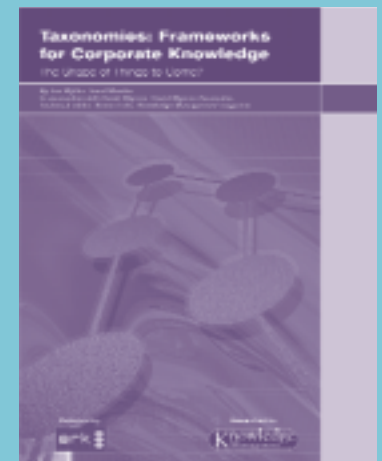
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Other Ark Group Events:

Organisational Storytelling and Narrative Patterns Masterclass 2003

Telling stories, using anecdotes: the role of narrative in organisations

Facilitated by: Dave Snowden, Director of IBM's Cynefin Centre for Organisational Complexity and Steve Denning, Formerly KM Director of World Bank

London, 16th September • Amsterdam, 18th November

Communities of Practice Masterclass 2003

Managing interactivity and developing high performance collaboration in your organisation

Facilitated by: Seth Weaver Kahan and Dr. Etienne Wenger

Brussels, 9th September • London, 5th November

Complex Knowledge and the Dynamics of Learning Masterclass

This two-day interactive masterclass will give you both theoretical understanding of organic knowledge management and practical experience in using knowledge mapping

Facilitated by: Dave Snowden, Director of the Cynefin Centre for Organisational Complexity, IBM

London, 20-21 October

Post-conference workshop: Thursday, 23 October, 2003

09:00-16.30

Value creation with communities of practice

In this workshop you will learn how to maximise the value in communities of practice for both your organisation and community members. The event will provide you with the practical strategies and tools you need to overcome the barriers to implementing and sustaining communities that add value and facilitate innovation.

Prior to the event, you will be invited to become a member of a virtual community created specifically for the workshop, enabling you to establish the issues that you want to address on the day. As a result, the programme will be focused on helping you to meet your own challenges, drawing on presentations, storytelling, case studies and interactive learning methods.

Seize this opportunity, and discover how you can realise the highest value-adding potential of CoP's for your organisation!

Session 1: How to build a business case for fostering innovation with CoP's

Building on the issues presented by delegates before the workshop, this session will identify and address *practical* community issues, which could include:

- Building trust and relationships
- Learning to work with a community's rhythms and boundaries to strengthen its value
- Finding and building upon informal community networks

- Linking communities to business strategy and purpose
- Leveraging the power of lightweight collaboration tools such as weblogs

This session will utilise the 'fishbowl' method, which focuses the group on the challenges, solutions and lessons learned from a specific case study.

Session 2: Innovation architecture for CoP's: how to build a strategic framework for high value creation

Using a Community Innovation Architecture (IA) framework, this presentation will illuminate how radical innovation can be achieved with communities of practice. It is an in-depth illustrative story with case study materials that will address the following topics:

- Identifying and overcoming barriers to radical innovation with CoP's

- Integrating the business, social, knowledge and technology aspects of CoP's
- Learning how to overcome organisational, social and hierarchical barriers to building innovation through CoP's
- Enabling the four domains of the IA and understanding their relationships
- Using the innovation architecture to leverage the value of your CoP's

Session 3: Knowledge Café break-out groups

'Knowledge Café' is an innovative form of collaborative enquiry that will allow participants to gather, in a short time, a large amount of insightful input from their colleagues about issues that matter to them most.

Proposed themes for the cafés are:

Café A: *"Merger and Acquisition with communities of practice. Vehicle or obstacle?"*

Introduced with a case study from **HP/Compaq**

Café B: *"Customer communities: turning cost centres into profit centres?"*

Introduced with a case study from **SAP**

Session 4: Achieving radical innovation with CoP's

In the concluding session you will review the key points of what you have learned and how these lessons can be best applied in your organisation. There will be an opportunity to continue the learning collaboration relationships that you have forged with the other delegates.

About your workshop leaders:

George Pór

George is the Executive Director of the European Collaborative for Communities of Practice, and an advisor to senior management in large organisations, in matters of increasing value creation with CoP's. As the founder of CommunityIntelligence (UK), he brings the insights and experience of two decades of designing, facilitating and teaching about virtual communities in business and other organisations. His past clients include: Hewlett Packard, Intel, Procter & Gamble, Sun Microsystems and Unilever.

Erik van Bekkum

Erik is the founder and managing director of Efios, and a seasoned professional of corporate communities of practice and Social Network Analysis. Erik facilitates the European Collaborative for Communities of Practice. His past clients include: Shell, Rio Tinto, US Borax and the Netherlands' Ministry of Transport.

**Building and sustaining communities of practice**

21 October – 23 October, 2003

PLEASE COMPLETE
IN BLOCK CAPITALS

Delegate 1

Delegate 2

Delegate 3

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I have read and accepted the booking conditions

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- Bookings can be submitted at any stage prior to the event, subject to availability. A limited allocation is being held and booking early is therefore recommended. In the event of the booking not being accepted by Ark Group the total amount will be refunded.
- Payment must be received in full prior to the course.
- All speakers are correct at the time of printing, but are subject to variation without notice.
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- All cancellations must be received in writing.
- Ark Group will not be held liable for circumstances beyond their control which lead to the cancellation or variation of the programme.
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Conference documentation is available!

If you can't take full advantage of this event, the conference documentation gives you a useful record of the presentations made at the event for your reference. The set of speaker's slides is available after the event at £250 (+ UK VAT). **Contact Jon Bradford:** Tel: +44 (0) 20 8785 2700
Email: jbradford@ark-group.com

PLEASE NOTE

Ark Group cannot be responsible for assisting potential delegates in obtaining visas to the country in which this event is being held. Delegates are responsible for their own travel and visa requirements.