

# Cultivating Communities of Practice: A Guide to Managing Knowledge - Seven Principles for Cultivating Communities of Practice

3/25/2002

In a new book, *Cultivating Communities of Practice: A Guide to Managing Knowledge*, the authors offer a practical guide to making knowledge work inside an organization. In this excerpt, the authors detail seven design principles for cultivating communities, everything from "design for evolution" to "combine familiarly and excitement."

by Etienne Wenger, Richard McDermott, and William M. Snyder



Seven principles for cultivating communities of practice  
In Silicon Valley, a community of circuit designers meets for a lively debate about the merits of two different designs developed by one of the participants. Huddling together over the circuit diagrams, they analyze possible faults, discuss issues of efficiency, propose alternatives, tease out each other's assumptions, and make the case for their view. In Boston, a group of social workers who staff a help line meet to discuss knotty client problems, express sympathy as they discuss difficulties, probe to understand each other's feelings, and gently offer suggestions. Their meetings are often deeply challenging and sometimes highly emotional.

The fact-driven, sometimes argumentative, meetings of the Silicon Valley circuit designers are extremely different from the compassionate meetings of the social workers in Boston. But despite their differences, the circuit designers' and social workers' communities are both vibrant and full of life. Their energy is palpable to both the regular participants and visitors.

Because communities of practice are voluntary, what makes them successful over time is their ability to generate enough excitement, relevance, and value to attract and engage members. Although many factors, such as management support or an urgent problem, can inspire a community, nothing can substitute for this sense of *aliveness*.

The goal of community design is to bring out the community's own internal direction, character, and energy.

—*Cultivating Communities of Practice*

# Cultivating Communities Of Practice

**Etienne Wenger**



## **Cultivating Communities Of Practice:**

**Cultivating Communities of Practice** Etienne Wenger, Richard Arnold McDermott, William Snyder, 2002 Today's marketplace is fueled by knowledge. Yet organizing systematically to leverage knowledge remains a challenge. Leading companies have discovered that technology is not enough and that cultivating communities of practice is the keystone of an effective knowledge strategy. Communities of practice come together around common interests and expertise, whether they consist of first line managers or customer service representatives, neurosurgeons or software programmers, city managers or home improvement amateurs. They create, share and apply knowledge within and across the boundaries of teams, business units and even entire companies, providing a concrete path toward creating a true knowledge organization. In *Cultivating Communities of Practice*, Etienne Wenger, Richard McDermott and William M. Snyder argue that while communities form naturally, organizations need to become more proactive and systematic about developing and integrating them into their strategy. This book provides practical models and methods for stewarding these communities to reach their full potential without squelching the inner drive that makes them so valuable. Through in-depth cases from firms such as DaimlerChrysler, McKinsey Company, Shell and the World Bank, the authors demonstrate how communities of practice can be leveraged to drive overall company strategy, generate new business opportunities, tie personal development to corporate goals, transfer best practices and recruit and retain top talent. They define the unique features of these communities and outline principles for nurturing their essential elements. They provide guidelines to support communities of practice through their major stages of development, address the potential downsides of communities and discuss the specific challenges of distributed communities. And they show how to recognize the value created by communities of practice and how to build a corporate knowledge strategy around them. Essential reading for any leader in today's knowledge economy, this is the definitive guide to developing communities of practice for the benefit and long-term success of organizations and the individuals who work in them. Etienne Wenger is a renowned expert and consultant on knowledge management and communities of practice in San Juan, California. Richard McDermott is a leading expert of organization and community development in Boulder, Colorado. William M. Snyder is a founding partner of Social Capital Group in Cambridge, Massachusetts.

[Cultivating Communities of Practice](#) Etienne Wenger, Richard McDermott, William M. Snyder, 2002      *Cultivating Communities of Practice* Etienne Wenger, 2002      **Cultivating Communities of Practice and Sustaining Knowledge Transfer in a Company Striving for Best Practices** Camille Therre, Thomas Friedli, 2008      [Getting to 7](#), 2004      [Communities of Practice Within and Across Organizations](#) Etienne Wenger-Trayner, Beverly Wenger-Trayner, Phil Reid, Claude Bruderlein, 2023-06      [The Praeger Handbook of Human Resource Management](#) Pamela Dixon, Jerry W. Gilley, Ann Gilley, Scott A. Quatro, 2008-11-30 The two-volume Praeger Handbook of Human Resource Management is an indispensable resource for anyone with a question relating to workplace practice or policy. Volume One contains information organized by HR task or topic: Recruitment and selection

employee development performance management compensation and benefits administration and employment law Volume Two covers organizational issues like leadership and HR strategy organizational development change management and general HR issues and workplace policy Written by experts of all stripes including HR professors HR consultants and practicing HR managers this is the one stop preeminent source for all things HR Anyone with personnel duties whether VP for Human Resources or office manager will find actionable answers to all their questions quickly Personnel management is a critical business function Make a mistake in say firing an employee and soon you may find yourself on the phone with a lawyer This handbook will help readers avoid personnel potholes and snares Volume one of this set tells among dozens of other topics how to hire well train employees evaluate and develop workers fire legally set compensation and abide by federal and state employment laws Volume two rises above the trees for a look at the forest leadership development succession planning managing change and conflict creating emergency response plans managing teams forecasting employment trends measuring results and acquiring HR credentials In addition volume two will help companies develop workplace policies on everything from suitable dress to disciplinary procedures to work life balance Entries in each category are short and to the point from 500 to 1 000 words Sprinkled throughout are longer overview theory pieces on subjects like performance management selection training and HR Strategy And the set will contain an extensive bibliography resource section and checklists on topics like hiring safety termination training and more The Best Places to Work for are also the most profitable and the most fun This handbook helps lay the foundation for building a rewarding inspiring and productive workplace where people come to work each day with smiles on their faces

**The Community College Library** Janet Pinkley,Kaela Casey,2022-04-13 Community colleges are a cornerstone of higher education and serve the unique needs of the communities in which they reside In 2019 community colleges accounted for 41 percent of all undergraduate students in the United States Community college librarians are engaged in meaningful work designing and delivering library programs and services that meet the needs of their diverse populations and support student learning The Community College Library series is meant to lift the voices of community college librarians and highlight their creativity tenacity and commitment to students The Community College Library Assessment explores the research comprehensive plans and new approaches to assessment being created by community college librarians around the U S Chapters include sample activities and materials and cover topics including assessing student learning while shifting from Standards to Framework investigating and communicating library instruction s relationship to student retention and building librarian assessment confidence through communities of research practice This book demonstrates the innovative and replicable ways community college librarians are measuring evaluating and reflecting on the services they provide and how to use these assessments to demonstrate the value and impact of library services and advocate for resources

**Social Knowledge Management for Rural Empowerment** Somprakash Bandyopadhyay,Sneha Bhattacharyya,Jayanta Basak,2020-08-31 This book develops and examines the concepts and

strategies for rural empowerment through the formation of a community driven social knowledge management SKM framework aided by social technology The framework is aimed at mobilizing knowledge resources to bridge the rural urban knowledge divide while securing rural empowerment using digital connections and social collaborations built on strategies of self sustenance and self development With key empirical findings supplemented by relevant theoretical structures case studies illustrative figures and a lucid style the book combines social technologies and social development to derive a social knowledge management platform It shows how the proposed SKM framework can enhance knowledge capabilities of rural actors by facilitating connection among rural urban entities through formation of purposive virtual communities which allow social agents to create modify and share content collaboratively The volume brings forward diverse issues such as conceptual foundations bridging the rural urban knowledge and information divide issues of information and knowledge asymmetry a knowledge theoretic perspective of rural empowerment knowledge capability freedom of choice and wellbeing to provide a comprehensive outlook on building a knowledge society through digital empowerment This book will be useful to scholars and researchers of development studies rural sociology management studies IT IS knowledge management and ICT for development public policy sociology political economy and development economics It will benefit professionals and policymakers government and nongovernment bodies and international agencies involved with policy decisions related to application of technologies for rural development social workers and those in the development sector

**The Knowledge of Communities** Nancy Meyer, Leni Oman, John S. Edwards, Alexeis Garcia-Perez, Denise Bedford, Pat Kerrigan, 2025-10-22 The Knowledge of Communities em provides an inclusive and comprehensive conceptual framework for understanding the spectrum of communities of practice and their relationship to the development of knowledge capital

**Handbook of Research on Global Information Technology Management in the Digital Economy** Raisinghani, Mahesh S., 2008-01-31 Includes the most important issues concepts trends and technologies in the field of global information technology management covering topics such as the technical platform for global IS applications information systems projects spanning cultures managing information technology in corporations and global information technology systems and socioeconomic development in developing countries

The Origins of John's Gospel Stanley E. Porter, Hughson T. Ong, 2015-09-29 The essays in The Origins of John s Gospel gathered by Stanley E Porter and Hughson T Ong either survey or discuss in detail various areas and topics in Johannine scholarship especially in the study of John s Gospel These include the authorship and dating sources and traditions of John s Gospel its structure and composition the Johannine community and Johannine anti Judaism and the Son of Man sayings Collectively these essays offer important contributions to various areas and topics of research relating to the origins of John s Gospel

Global Voices in Higher Education Susan Renes, 2017-06-07 Traveling from Zimbabwe to New Zealand and on to Ghana and the United States the voices of higher education are presented in a way only scholars from these regions can fully articulate and understand The changing world of higher education challenges all of

those involved in very unique ways In Global Voices in Higher Education scholars from 10 different countries share their work describing not only their research but also the context in which their work exists This book allows the reader to travel with these scholars to their colleges and universities and discover areas of concern in higher education from around the globe Journal of Engineering Education ,2004 **Supporting E-learning** Maxine Melling,2005 E learning is becoming commonplace in academic institutions To date ite learning has been used as an alternative medium in the delivery of established content however it is also becoming a vehicle for much wider ranging developments including a change in the relationship between teachers and those responsible for learner support Increasingly library and information services are directly involved in the development of e content and in delivering services to support e learning Thus it is affecting all aspects of library service provision in education quality services in an e learning environment It will help managers understand e learning and more importantly help them exploit the full potential of this new area for their service Contributions from leading managers and practitioners address the range of operational issues that managers should consider in supporting e learning and provide case studies in order to demonstrate how the theory can be translated into practice services involved with policy and service development issues from senior to team managers It will also be insightful for new professionals and students Strategic Organizational Learning Michael A. Beitler,2005 Strategic Organizational Learning is written by a practitioner for practitioners It offers step by step guidance on the use of self directed learning learning agreements knowledge management systems communities of practice management development expatriate training and support corporate universities consulting skills and traditional training Excellent reviews from academia corporate leaders and consultants *Handbook of Research in Mobile Business* Bhuvan Unhelkar,2006-01-01 This reference book brings together various perspectives on the usage and application of mobile technologies and networks in global business Provided by publisher **Assessment of the AHRQ Patient Safety Initiative** Donna Farley,2007 RAND has contracted with the Agency for Healthcare Research and Quality AHRQ to perform a longitudinal evaluation of the full scope of AHRQ s patient safety activities and to provide regular feedback to support the continuing improvement of the initiative over a four year evaluation period This interim report presents an update on the work RAND has performed during FY 2007 for the practice diffusion assessment The assessment encompasses five specific analytic components 1 development of a survey questionnaire to use for assessing adoption of the safe practices endorsed by the National Quality Foundation 2 community studies of patient safety practice adoption and related activities 3 continued analysis of trends in patient outcomes related to safety 4 lessons from hospitals use of patient safety tools developed by AHRQ and 5 a second fielding of the hospital adverse event reporting system survey *Collaboration and System Coordination for Students with Special Needs* Carol A. Kochhar-Bryant,2008 This book provides a comprehensive presentation of the power and promise of collaboration and system coordination connecting students professionals parents schools and community agencies in new ways Placing students with

special needs and families in the center collaboration and system coordination are viewed from a developmental framework from early childhood through post high school The book perspective helps individuals understand the complex interplay between the needs of students and collaborative skill needs of professionals along the developmental path Key topics How school collaboration and system coordination work current laws that promote it with emphasis on IDEA 2004 and NCLB 2001 research that links collaboration with student and family outcomes skills for effective collaboration between general and special educators the role of families in school collaboration effects of cultural and linguistic diversity and strategies for effective collaboration and coordination from early childhood through post secondary education including alternative educational settings Case examples are threaded throughout as the book urges change in how professionals think about the way education and human services agencies should respond to students who are special learners      **Knowledge**

**Management in Organizations** Donald Hislop, 2005 This introductory level textbook provides a critical review and analysis of the key themes that underpin knowledge management in organizations The key debates are presented including epistemologies of knowledge managing and sharing knowledge and learning and innovation

## Unveiling the Power of Verbal Art: An Psychological Sojourn through **Cultivating Communities Of Practice**

In a global inundated with screens and the cacophony of quick conversation, the profound energy and psychological resonance of verbal artistry usually diminish into obscurity, eclipsed by the constant barrage of noise and distractions. Yet, situated within the lyrical pages of **Cultivating Communities Of Practice**, a interesting perform of literary beauty that impulses with raw feelings, lies an memorable trip waiting to be embarked upon. Penned by a virtuoso wordsmith, that mesmerizing opus guides readers on a psychological odyssey, gently exposing the latent possible and profound impact stuck within the elaborate web of language. Within the heart-wrenching expanse of this evocative examination, we can embark upon an introspective exploration of the book is central themes, dissect its charming publishing type, and immerse ourselves in the indelible effect it leaves upon the depths of readers souls.

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