



La communauté de pratique

Pierre angulaire d'un système de management des connaissances

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www.amalite.com

Système de management des connaissances

Les communautés dans ISO 30401

4.4.3 Transmission et transformation des connaissances

Le système de management des connaissances de l'organisme doit inclure des activités et des attitudes permettant de soutenir la circulation des connaissances sous différentes formes...

a) Interaction humaine: ... communautés de pratique ...

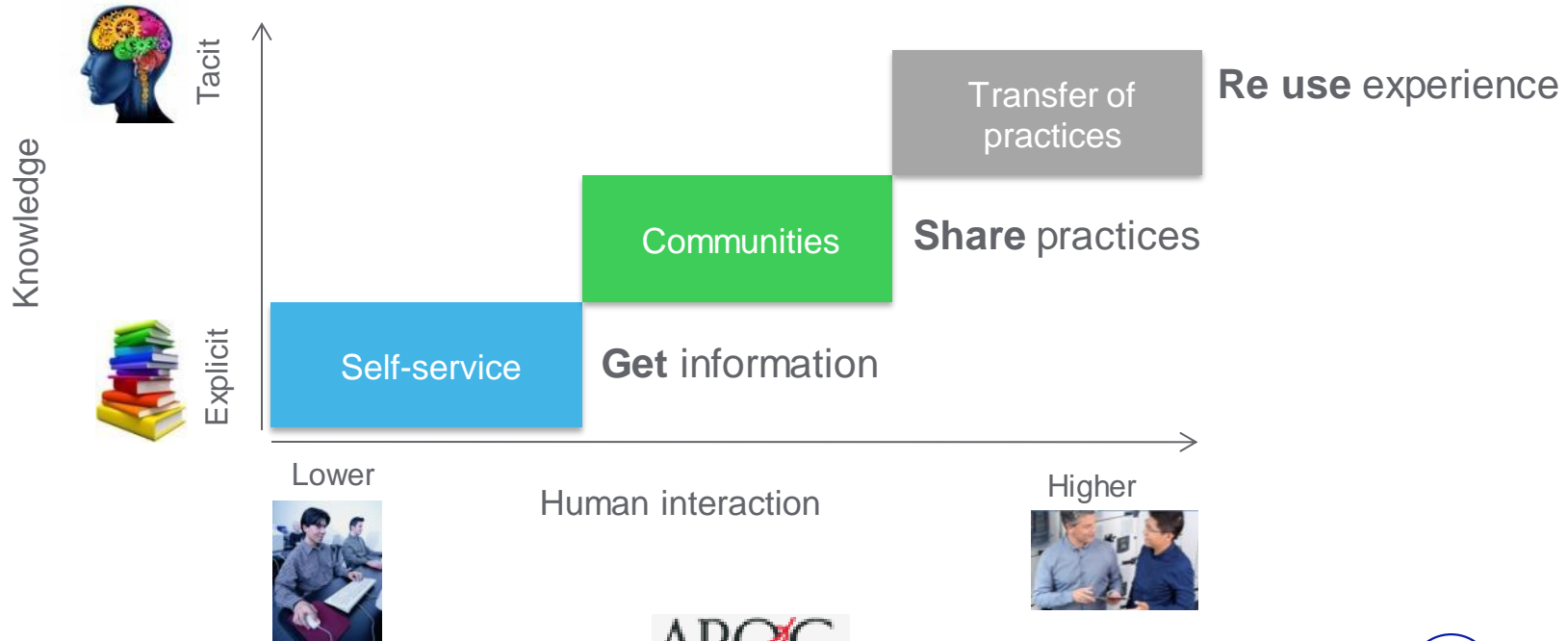
4.4.4 Éléments facilitateurs du management des connaissances

Le système de management des connaissances de l'organisme doit inclure et intégrer des éléments facilitateurs afin d'être efficace...

a) Capital humain ... animateur de communautés de pratique...

Knowledge Management

is the systematic effort to enable knowledge to grow, flow and **create value**



Communities of Practices: KM's "Killer App"



Structures in a company (formal – informal)



A classic organization
A team



A monarchy



A community

Customer Project Process (CPP) Community

Lead by Alberto



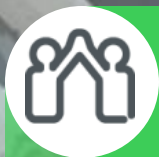
200 members

Since 2015

- Community of practice around CPP, **covering project lifecycle**, from selling to execution
- Open to all employees involved in customer projects

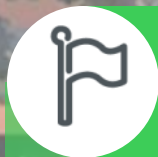


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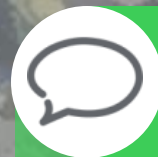
People

- **1** Community Leaders
- **200** members: 15 Execution centers WW



Objectives

- **Improve** consistency, standardization, efficiency and **business performance**
- With strong focus on **operational impact**
- **Foster communication** and active knowledge and practice sharing



Interactions



A Community



What's that?

What for?

We use the word community in different situations

A network of experts,

a Yammer group,

a team,

a club...

Professional communities in the knowledge economy

The community: collective of **mutual trust**

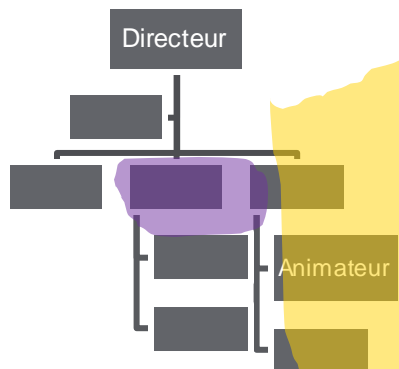
Members interact for the **common good of all** and for the **good of each**.

- **Purpose:** Harness the **power of collaboration** between distinct entities.
- **Working method:** Organize and **ritualize** knowledge exchanges
- **Mission:** Enhance the **value** of the knowledge exchanged or created, by capitalizing

Community leadership is becoming a key competency of the 21st century manager.

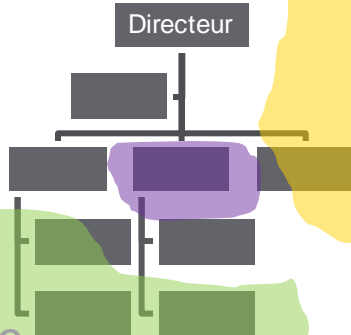
Communauté, équipe hiérarchique, équipe projet...

Fonction globale A



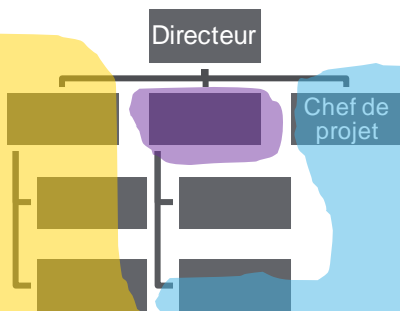
Équipe hiérarchique

Agence Z



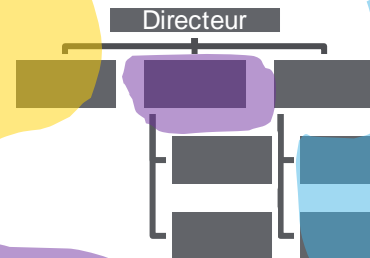
Équipe autonome

Usine X



Équipe projet

Usine Y



Réseau, communauté spontanée



Communities@Work

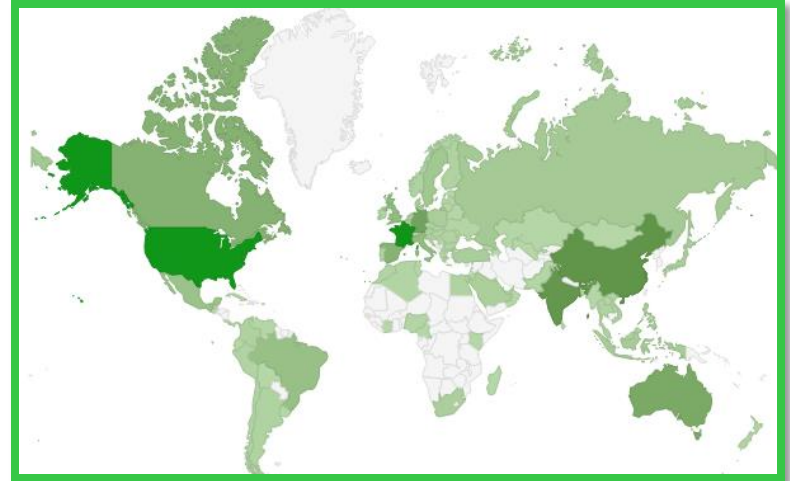


Schneider communities of practice (CoP)

Groups of people with a professional topic and a strategic objective

The purpose of those communities is to **increase collaboration**, thus helping

1. save time,
2. reduce cost
3. bring more business.



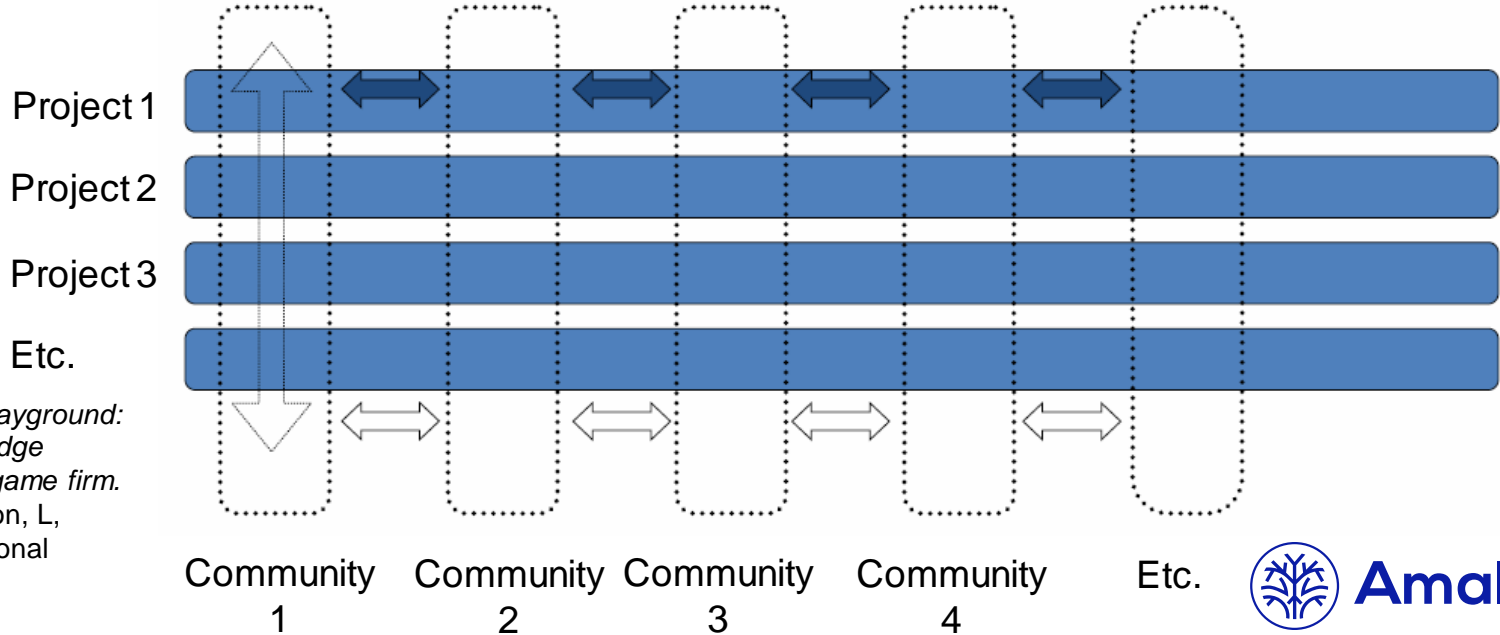
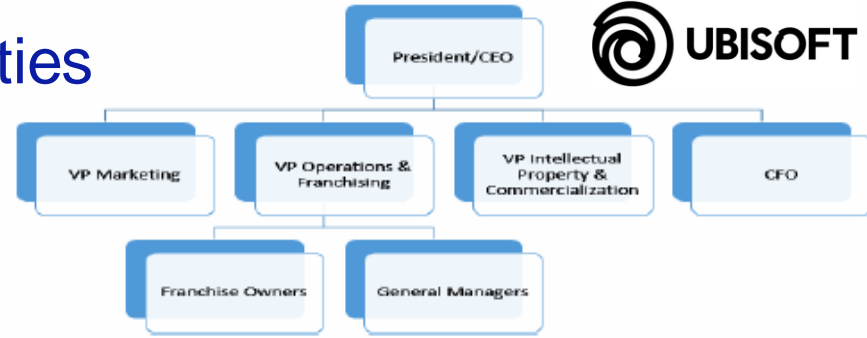
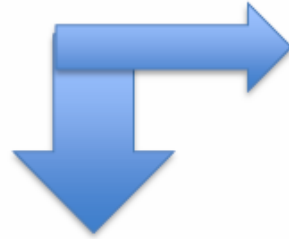
- 200+ Communities@Work
- 30 000 members
- 220+ community leaders
- Since 2012



Organization Projects x Communities



Since 2000
6000 people



*Playing across the playground:
paradoxes of knowledge
creation in the videogame firm.*
Cohendet, P., & Simon, L,
Journal of Organizational
Behavior, 2007





The "Piloted" Community of practice

Three key success factors



People



Objectives



Interactions

Community Leader

- Drives the community activity
- Stimulates and maintains the Community dynamic and vitality
- Encourages collaborative efforts

Champions / Core team

- Local advocates of the community leader
- Support the community leader in animating the community
- Curate the knowledge produced by the community

Members

- Participate and contribute to the community life

Sponsor

- Supports and promotes the Community
- Encourages knowledge sharing
- Ensures that resources are allocated as needed



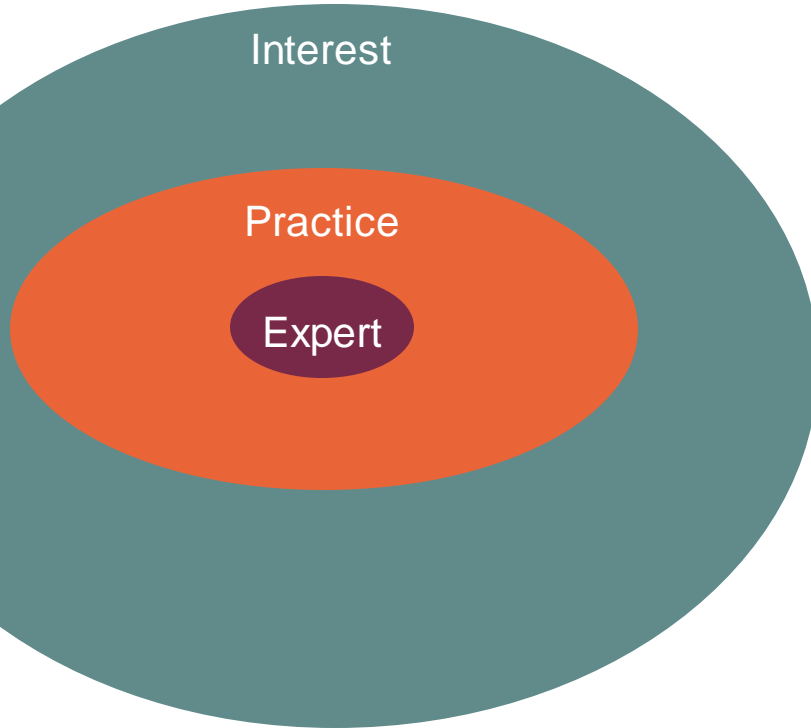
People



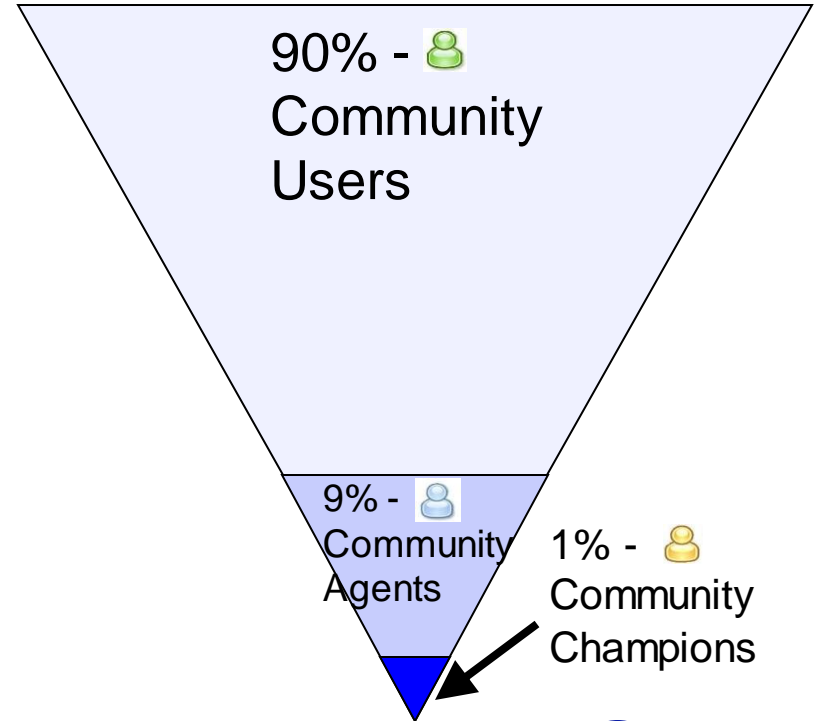
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Diversity & Participation of Members

Diversity of members profiles



Membership participation: 90-9-1 rule



Scope

- What field/activity?
- Who are the targeted members?
- What is out of the scope of the community

Purpose

- What is at stake?
- What do you want to fix, resolve, improve with your community?

Benefits

- For the members
- For the business
- For the clients

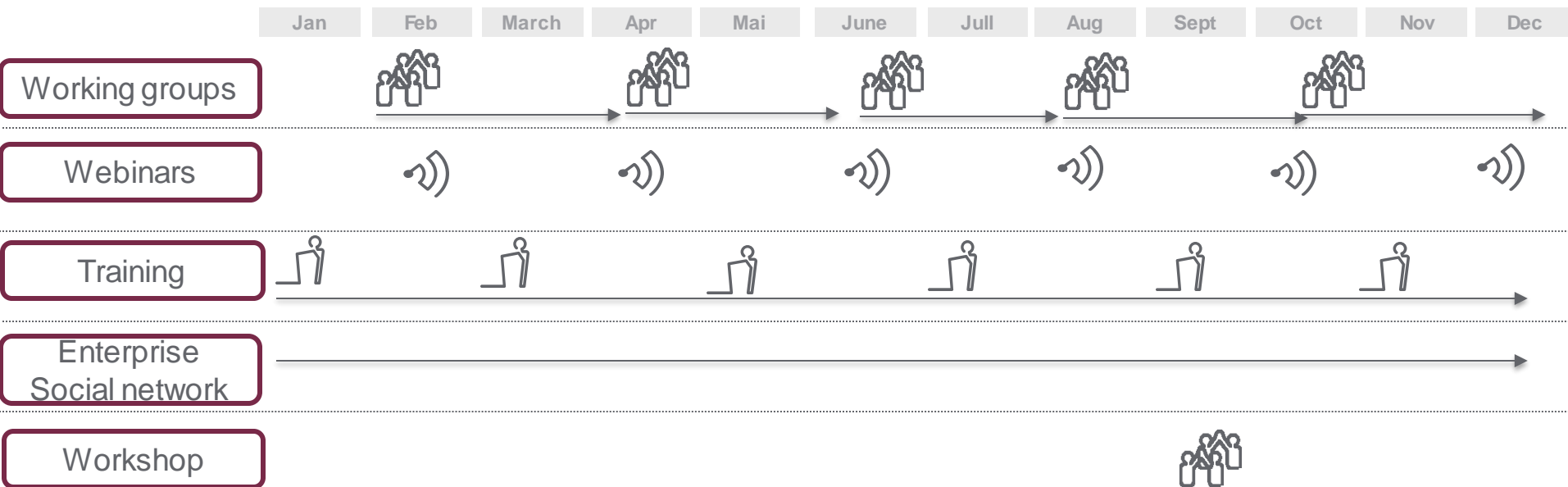


Objectives

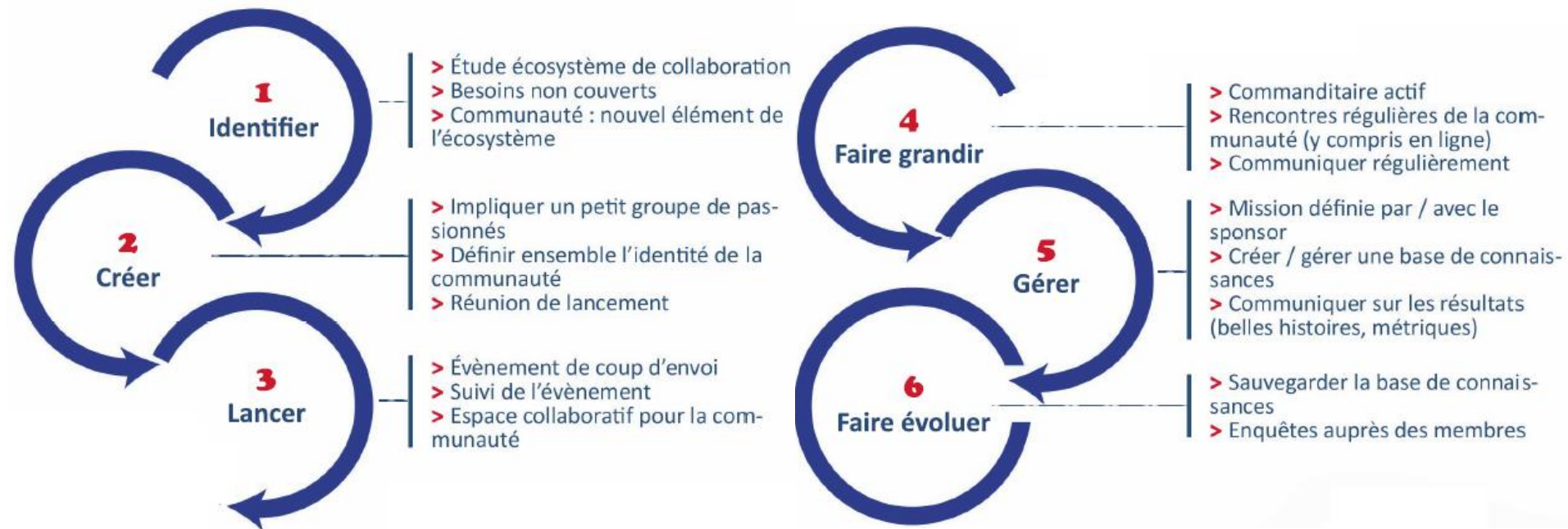
Community Leader animation plan



Interactions



Cycle de vie d'une communauté





The critical mass of members

- A community usually needs **at least 50 members**
- In a typical community, **10% or fewer of the members** will participate
- In a too big community (more than 500), there is less trust and more noise
- The ideal community size is **200***

From Stan Garfield
Writer of the *Community
Manifesto*

* Dunbar's number



What is the ROI
of your community ?

Show me the value of your community

What is the ROI of my community?
amallte.com/actualites/

ROE* instead of ROI

ROE*: return on engagement

3. Efficiency

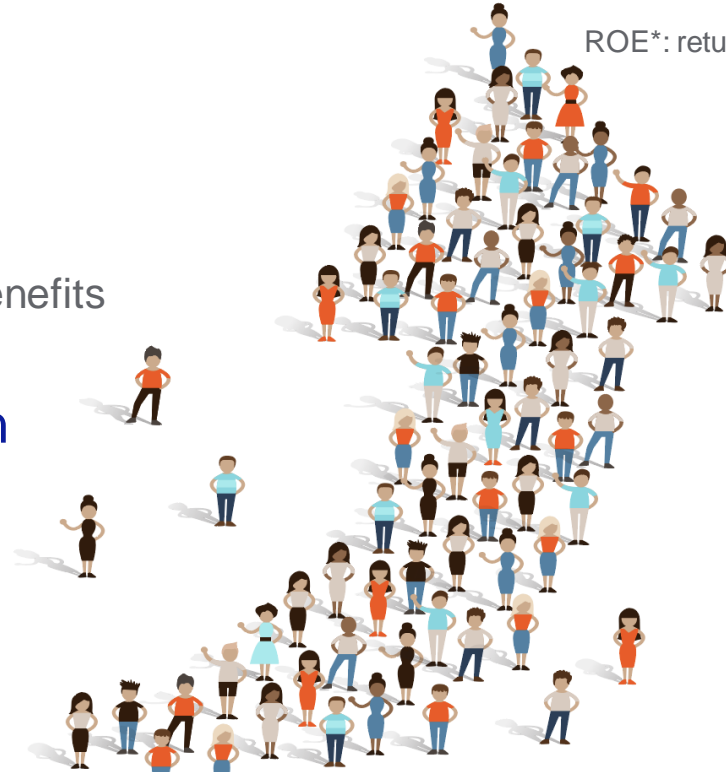
- Success stories with benefits
- The value realized

2. Engagement /satisfaction

- Voice of the members
- Active Community Label

1. Adoption & participation

- Platform measurements
- Number of attendees at events



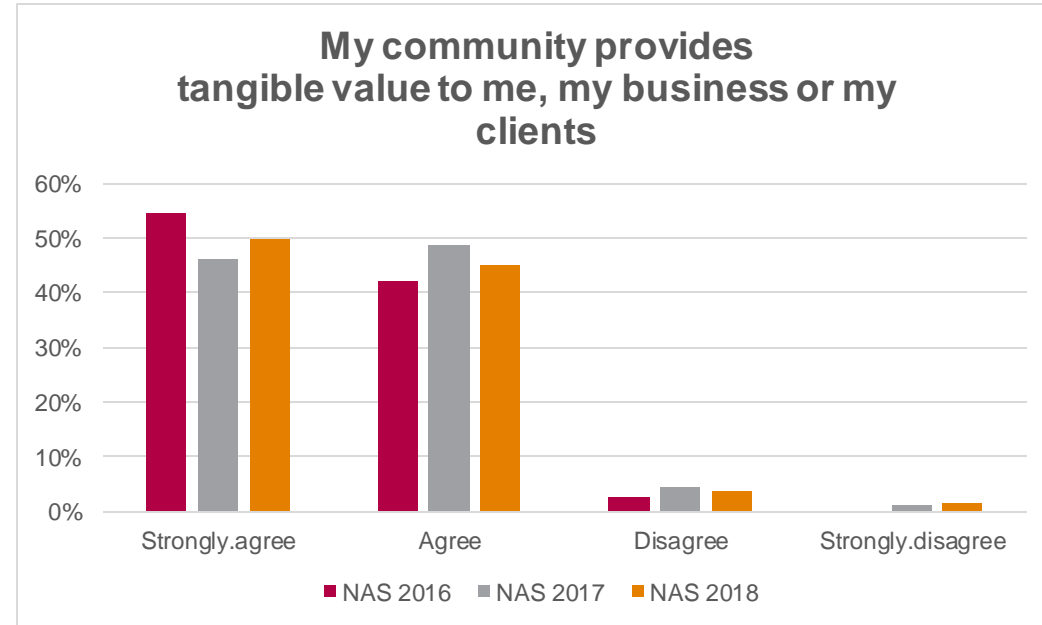
Engagement and satisfaction



Community members declare that their community helps to:

- Bring more business (77%)
- **Save time (89%)**
- Reduce cost (78%)

UP +2% from last year



Study conducted with 12 000 community members,

Tangible value from knowledge shared & reused

Success stories examples – Gold Communities 2017



Schneider Electric



Power Conversion Community Lead by Michael

“Small, efficient and affordable inverters are a hidden but essential part of the energy revolution that is having a huge impact on all our lives. In response to Google’s ‘Little Box’ challenge, Schneider Electric’s Power Conversion experts created a miniature prototype inverter that won 2nd place out of 2,000 entries. This was possible thanks to the outstanding efforts of a diverse range of experts, brought together by the Power Conversion Community.”

Plastic Community Lead by Delphine



In an increasingly strict regulatory context, designing environmentally friendly products is a strategic challenge for a responsible company. Schneider Electric’s Plastics Community helps the company massively reduce the risks associated with plastics use, thanks to the Schneider Electric Materials and Chemicals Directive, written to address the constraints facing all the different stakeholders.

Global Labs Technical Community Lead by Wu



As Schneider Electric’s R&D teams develop global multi-site projects, it has become imperative to guarantee consistent tests results from lab to lab. The Global Lab Technical Community allowed Schneider Electric experts to work together at a global level and with unprecedented cooperation, to unify and deploy global test methods that reduce waste and improve time-to-market.



Amaltea

Conditions of success of CoPs

1

Community
Leader
Involvement

2

Jobs and
Membership
Synergy

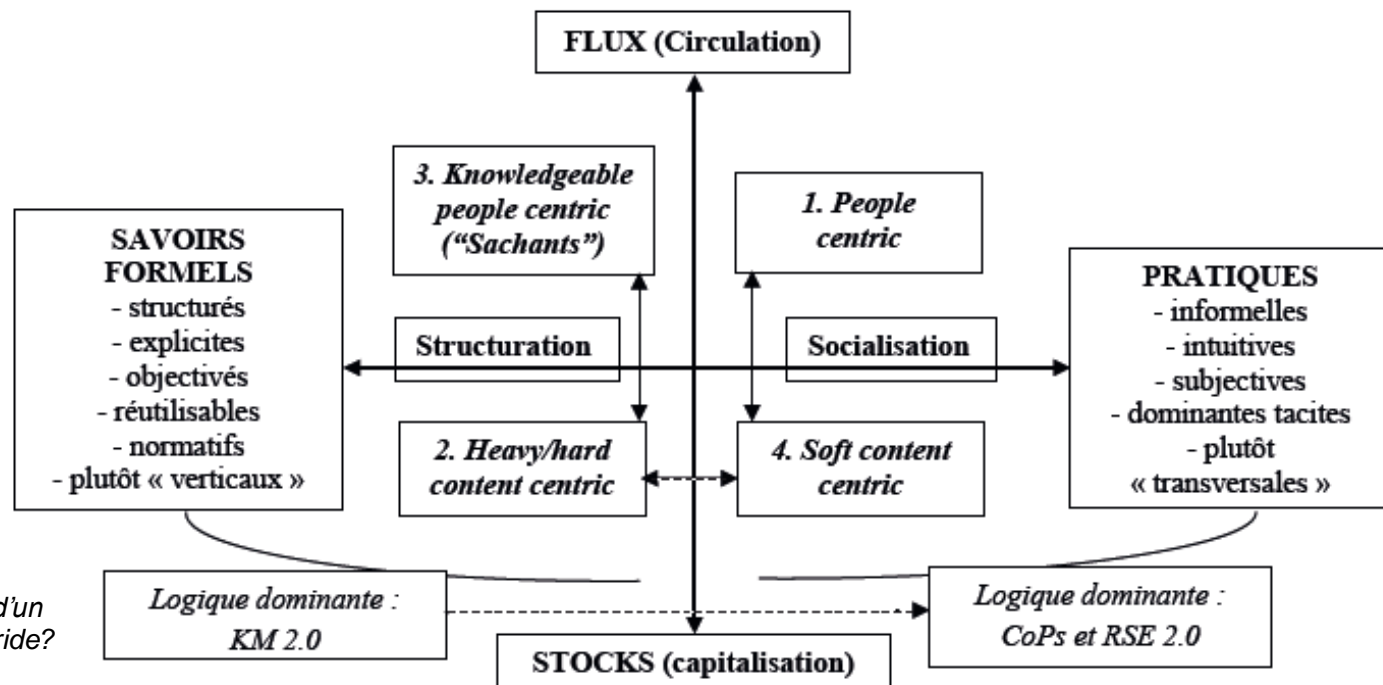
3

Trust



Système de management des connaissances

Écosystème de gestion et circulation du savoir



Vers l'émergence progressive d'un nouveau cycle managérial hybride? Le cas des communautés de pratique « pilotées », Jean-Pierre Bouchez, Gérer & Comprendre, 2015

