BUILDING COMMUNITY
A PRIMER

2018 UPDATE

WORLD BANK GROUP

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continued

INTRODUCTION

This primer provides concrete steps and tools to help you build a community of practitioners and/or online community in the context of the World Bank Group (WBG). Here when we use the word "community" we mean either community of practice or online community in the WBG context. We will differentiate between the two where needed.

The primer is divided into four sections:
• Community Design and Building
• Community Management
• Work Book
• Resources

Community and community building will vary in its audiences—geographically, culturally, linguistically, politically, historically, and economically—and in its implementation given all these different contexts, but the principles remain consistent. This primer expands on these principles within the framework of the WBG.

How to Use this Primer

For those of you who have not taken the Community Management Training, and have not had any other formal community management training or experience, it is recommended that you go through the material in the order that it is presented.

If you have taken community management training or are an experienced community manager, use this primer for reference as you go through the process of building your community, dipping into it where and when appropriate.

Feedback

We would love to hear from you about how you are using the primer, including any errors you find, omissions of material that you would like to see included, and other suggestions that you might have.

If you are a World Bank employee, you can post your comments to the WBG Community Managers community on the Intranet.

If you have accessed this document through the Open Learning Campus or the World Bank Documents and Reports, you can post comments at this link:
https://olc.worldbank.org/content/building-community-primer-english

COMMUNITY BUILDING

This Community Building section deals with the following topics:

- Defining Community
- Planning Community
- Designing Community
- Launching Your Community
- Expanding Your Community

Defining Community

If you asked 100 people to define community, you would probably receive 100 different definitions. In this section, we look at:

- Community versus communities of practice
- Sense of community
- Roles in a community
- Community lifecycle

Community and Community of Practice Defined

The World Bank Group defines a community of practice (CoP) as a gathering of individuals motivated by the desire to cross organizational boundaries, to relate to one another, and to build a body of actionable knowledge through coordination and collaboration. As you can see, the focus is on members who are motivated to connect with one another beyond organizational boundaries.

Here are two important concepts for today's WBG: "actionable knowledge," meaning knowledge that is actually integrated and implemented in operations; and "collaboration."

Another definition, by community of practice guru Etienne Wenger, nicely complements the WBG definition: "A group of people who share a concern or passion for something that they do, and learn how to do it better as they interact regularly."

Here the stress is on the importance of the regularity of interaction among members, and on their professional development through peer learning. Simply put, the goal of a community of practice is to help its members get better at what they do by interacting with and learning from each other over time.

A community of practice is definitely not defined by an online space; it is not defined by a web site. In fact, a community of practice might or might not have an online space to meet and share. On the other hand, at the WBG communities of practice are only one type of existing online community. In fact, if we take a look at our collaboration platforms, we'll find online communities that also belong to teams, departments, units, GPs, projects, and others. However, while there are structural differences between a community of practice and an online community that doesn't belong to a community of practice, the principles of community management are true for both.

Sense of Community

A key characteristic of successful communities (successful meaning active, engaged communities that people want to visit, and where members contribute on a regular basis) is a sense of community.

This concept was developed by McMillan & Chavis (Sense of Community: A Definition and Theory, David W. McMillan and David M. Chavis, Journal of Community Psychology, Volume 14, 1986). They state that a sense of community can be broken down conceptually into four elements:

- Membership
- Influence
- Fulfillment of needs
- Emotional connection

Membership

Membership refers to who is in the community and who is out. It shows that people value being a member, and being identified as a member. Fan clubs are an extreme example of the power of membership and are often characterized by symbols of membership: badges, t-shirts, and so on. Professional associations are also extreme examples of communities of practice.

When you are setting up your community, you need to be clear about who is in and who is out. For example, is your community only for senior economists dealing with world economic issues at the macro level? Or is it for all members of the Bank who have a passing interest in these matters? Is it for Bank employees and contractors only, or is it for an external audience of partners, NGOs, and academic institutions as well?

Influence

Influence refers to the notion that "my voice counts." When you speak, others listen and often act on your advice. At the very least, being a member of this community should assure you of the opportunity to speak and ensure that you will be heard. At the same time you allow for other members to influence you because you value their opinion and advice.

Fulfillment of needs

People belong to communities to satisfy one or more needs; in a community of practice, the primary need is to get better at one's job or profession. In a community of practice, strong relationships might also develop between members but that is not the primary motivation for association. If the content is not appropriate, relevant, current, or useful, then attendance, contributions, participation, engagement, and membership will soon begin to fall.

Emotional connection

An emotional connection is the most nebulous aspect of the sense of community but for true community, often the most important. Emotional connection includes shared history and shared participation and identification with that history, and a deeply felt connection between members.

Roles in the Community

No single person can run a community by him/herself. There are several roles that need to be filled if a community is to be successful. This does not mean that there has to be a separate person for every single role but the roles should be identified and defined clearly before those roles are assigned to members.

Role of the Community Manager

Building a successful community of practice or online community requires lots of effort. Ideally, a community should have a person dedicated to working on it.

Figure 1 is a diagram developed by FeverBee, Ltd., a leading community management consultancy, showing the multiple duties of a community manager.

The diagram illustrates eight areas of a community manager's scope of work: strategy, growth, moderation, content, relationships, events and activities, business integration, and user experience.

Clearly, this is enough work for a full time position! We understand that not all communities can afford to have a dedicated full-time community manager, and there can be alternatives. However, the dedication and amount of work a community requires to succeed does not change.

The community manager generally reports to the community leader (see Other Community

Figure 1: Community Manager's Scope of Work

COMMUNITY MANAGER'S SCOPE OF WORK

Roles following), so until your community has achieved sufficient mass and budget, the community leader can function as the manager.

Other Community Roles

Even if you are or have a dedicated community manager for your community, the manager cannot do everything alone, especially if the goal is a successful and growing community that thrives.

There are several other roles that can be delegated to different members:

- Community Leader or Co-Leaders
- Community Sponsor
- Knowledge Management Adviser
- Community Manager Backup
- Project/Subgroup Leaders

One person can fulfill more than one of these roles, and this is often the case when starting communities.

Community Leader

Usually a community of practice or online community at the WBG has at least one technical expert that acts as the community leader. A community can have a co-leadership model with usually two, but sometimes three or four co-leaders. The community leader has a full time job in his or her area of expertise and can dedicate only a small amount a time to the community.

The community manager is hired by and reports to the community leader, who provides the technical expertise that a community manager usually doesn't have. The community leader is mainly involved on the strategic level of the community and—because of an acknowledged skill set as a technical expert—is key in role modeling the behaviors expected of community members. If a community leader doesn't have the budget to hire a community manager, then the leader has to cover that role.

Community Sponsor

A community's sponsor is the organizational manager who provides the budget for the community and to whom the community leader reports. While not expected to be very involved in the community day-to-

day, the more the sponsor is aware of and participates in the development of the community, the more likely the community will be valued and supported. Therefore, it's important to regularly report to a sponsor—possibly on a quarterly basis—and to ask for input.

Knowledge Management (KM) Advisor

Some communities at the WBG have a dedicated knowledge management advisor. This is a knowledge management professional who might dedicate a percentage of his or her time—in agreement with his or her manager—to the support of the community. While most knowledge management professionals are knowledgeable about communities of practice in general, they can bring additional expertise on how to capture, package, organize, and disseminate the knowledge—mostly tacit—that is shared in a community.

Community Manager Backup

A community leader might be able to tap into additional human resources by obtaining a percentage of some staff time to be dedicated to the community. If not technical experts, these people can be dedicated to specific community management tasks, according to their time availability, and can serve as a backup for the community manager.

Community Project/Subgroup Leader

Finally, as the community grows and expands, some community members can take on dedicated roles as leaders of a community project or a subgroup. For example, a health care professional's community can create a project dedicated to reviewing the implications of new legislation on health care in a specific region.

Community Lifecycle

Like people, communities have a lifecycle: a community is born, it grows, and eventually dies; although as communities continue to be refreshed by new membership, communities can often change significantly over time without actually "dying."

> **TIP**
>
> The creation of subgroups often has to wait until the community obtains sufficient mass to support any sub-division, and it is recommended that you preserve the cohesion of the community as a whole before creating any subgroups.

FeverBee describes the community lifecycle as consisting of four stages: inception, establishment, maturity, and mitosis.

In the inception phase, the community manager and members with more formal roles (See "Other Community Roles"

preceding) create more than 50% of a community's content and directly invite more than 50% of the community's members. As

these percentages shrink, the community graduates to the establishment and maturity phases.
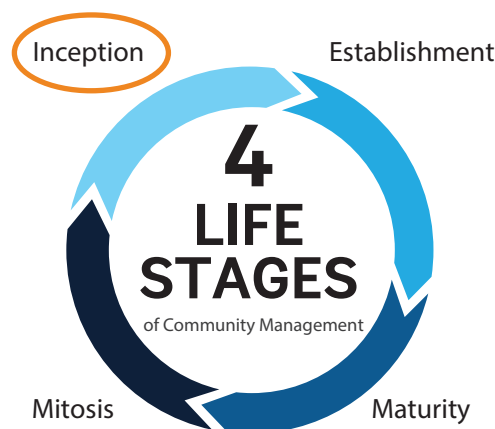
Figure 2: Four Life Stages

Image courtesy of Feverbee, Ltd.

Figure 3: Lifecycle stages and task descriptions

Phase   Tasks   Signs of development

1

Inception

Objective: To achieve critical mass. Critical mass is when more than 50% of growth and activity is generated by the community (as opposed to the community manager)

- Invite members to join the community
- Initiate discussions members will be interested in
- Prompt members to participate in discussions
- Build relationships with members

50-100% direct growth via the community manager

0-50% of activity is initiated by members

Sense of community (N/A)

2

Establishment

Objective: To increase growth, and activity, help members develop a limited sense of community and provide the basis for sustainable development of the community.

- Write content about the community
- Organize regular events and activities
- Recruit and train volunteers
- Collect and analyze data
- Resolve conflicts/disputes
- Referral growth tactics
- Sense of community tactics

50-90% referral growth

50-90% of activity initiated by the community

Sense of community (0-24)

3

Maturity

Objective: To reach the point where the community has reached its initial maximum potential.

- Optimize the social density of the community platform
- Steer the direction of the community in desirable areas
- Ensure the community is influential within its sector
- Manage the volunteer team
- Optimize the newcomers to regular conversion ratio
- Optimize the community platform (from a technology perspective)
- Establish the overall goals and vision of the community

90%+ referral growth

90-99% of activity initiated by community members

Sense of community (24-72)

Not all communities need to reach the mitosis stage.

4

Mitosis

Objective: Sustain and increase the level of both activity, and sense of community through facilitating multiple, smaller online communities.

- Identify and create popular sub-groups
- Train and manage leaders of sub-groups
- Promote and support sub-groups

Variable growth

Activity dips to between **50-99%** of activity initiated by the community

Sense of community (72-96)

This primer focuses on the inception, establishment and maturity phases.

Image courtesy of Feverbee, Ltd.

"Both the community leader and the community manager should be involved in the planning phase."

Planning Your Community

Planning your community involves the following:

- Conducting a competitive analysis
- Conducting an audience analysis
- Defining and refining your domain
- Defining and refining your audience

In this primer, the two analyses are presented sequentially, with the audience analysis following the competitive one. However, you can do them in parallel or do either one first.

Conducting a Competitive Analysis

Both the community leader and the community manager should be involved in the planning phase.

Planning your community involves the following:

- Conducting a competitive analysis
  Conducting an audience analysis
- Defining and refining your domain
- Defining and refining your audience

Whether you have been assigned the task of creating a community or you want to create a community, you definitely have an idea of what it should be about, and for whom. However your idea for this community might not be unique. Maybe there are other existing communities that are exactly like or closely resemble the one you have in mind or are somehow relevant to it.

A competitive analysis helps you achieve several objectives:

- Avoid duplication.
- Better focus your community by identifying a specific area or niche.

- Learn what works and what doesn't from existing relevant communities.
- Identify opportunities to leverage existing communities and collaborate with them.

A competitive analysis helps you visualize how your idea of community fits into the domain's existing ecosystem of communities, networks, and other relevant professional gatherings.

When conducting your analysis, refer to the "Competitive Analysis Template" (see Work Book) where you can find a set of questions to help you research your community.

Searching for Communities at the World Bank Group

The WBG has several directories that will be useful to you when conducting a competitive analysis of existing World Bank communities.

TIP

If you don't find any community like the one you have in mind, it doesn't necessarily mean that you have a genius idea that no one else thought of before. It could be that no one cares enough about the topic! Make sure that you are not the only one who thinks that this "community" is a good idea.

One of them is the OLC Connect page: https://olc.worldbank.org/wbg-connect.

This is a database of WBG communities. Here you can easily search by topic, geographic focus, sponsoring Vice Presidency, or by using keywords in the Search function.

Each community has a dedicated page indicating the community leader(s), and providing other key information such as its organizational mapping and a link to its online site, as well as its purpose, objectives, and activities.

Other places where WBG communities can be found are: the Updated WBG Communities Inventory in the WBG Community Managers group and the Intranet Resource Center Directory.

Conducting an Audience Analysis

The audience analysis helps you get to know and understand your potential members—especially what motivates them and what they value. Why is this important? A community is made up of the people who decide to join it and make it come alive. If you don't have members who actively participate in the community, then you don't have a community.

But how do you make sure that members actively participate? This is the biggest challenge for anyone who has tried to build a community here at the WBG. You need to provide value to your members!

Think of yourself: would you take time to participate in something that doesn't offer you any value? Probably not. Your community members feel the same way! But how do you know what value you can provide to your members? Yes, you might have some ideas, but don't assume! You might be wrong. You need to analyze your audience—your potential members—to understand what they value that you can offer them.

Community is all about shared value. A community has to provide value, and this value is a combination of business value (what value does the community provide to

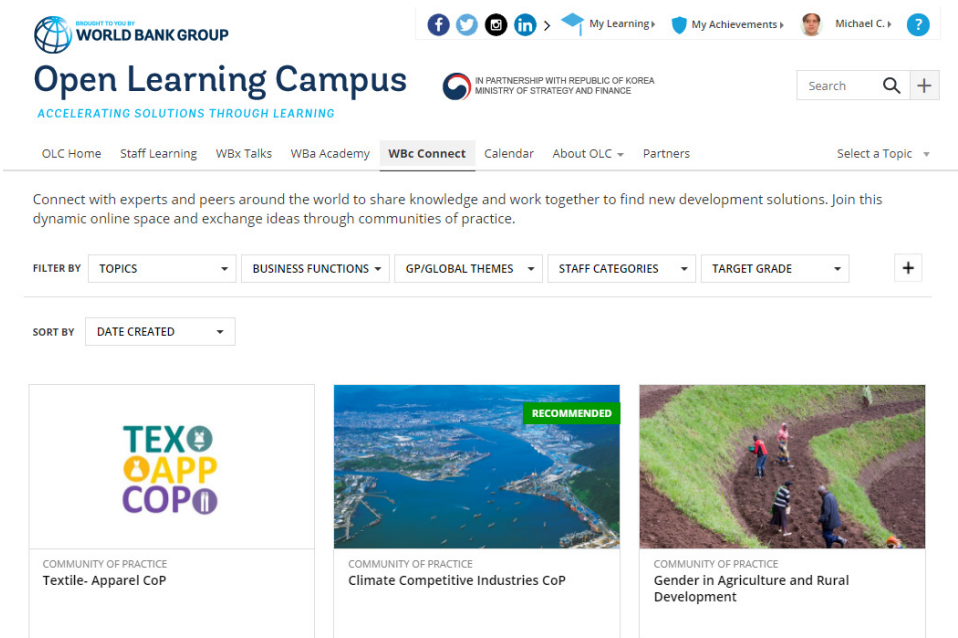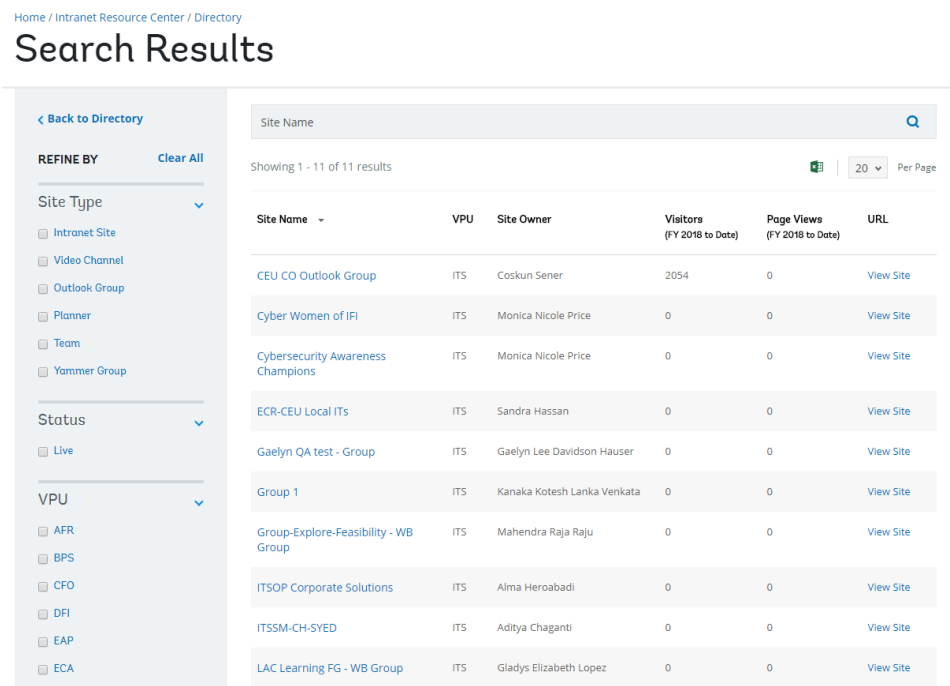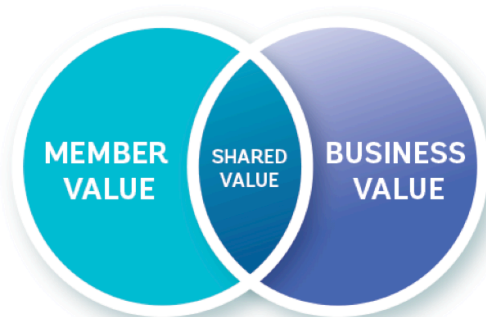Figure 4: OLC WBc Connect

Figure 5: Intranet Community Directory

the organization?) and member value (what value does the community provide to its members?).

Figure 6: Community means shared value

Community Value

Value is discussed in detail in the section titled "Defining Community Value," on page 21.

A community is not about you, your great idea, or what you need to get out of it. A community is about your members. Always put your members at the center.

Defining and Refining Your Domain

The domain of a community is essentially the area and topic(s) your community will be interested in, your subject matter area or thematic area that the community will be talking about. It's the "what" of community and the "why" it exists. If the domain—your subject matter area or thematic area—is too vast it becomes necessarily vague and members will not understand what they can

TIP

If you deliver value to your members first, they will exponentially deliver it back to you. If you try to extract value first, you will fail.

talk about in the community and why they should go there.

You also need to clearly define your audience by narrowing down your target audience— your potential members.

A domain that is too vague, with a membership that is too vast, will not work; for example, all professionals working in education.

So, narrow down the target domain and think of a more specific audience to start with, so that they have something more concrete they can engage around. Have at least two qualifiers. You can get even more specific and have more qualifiers but always have at least two.

Use the following format for your audience and domain description:

A community for {qualifier 1} who are {qualifier 2}

Examples of Community Audience and Domain Descriptions

Here are examples of community audience descriptions:

- A community for water sanitation professionals working in South Asia.
  Water sanitation professionals is the first qualifier; South Asia is the second.
- A community for gender professionals who are working on primary education for girls who are affected by the AIDS epidemic in Southern Africa.
  In this example, there are four qualifiers.

Defining and Refining Your Audience

There are three elements to address in your audience analysis:

- Demographics
- Habits
- Psychographics

Demographics

Demographic data tells you who your potential members are: information such as age, gender, and organizational mapping.

TIP

Defining the domain and the audience is not a one-time event; it is a process undertaken over time that will change as your analysis, your interviews, and your interactions with the Core Group reveal the right members for the right subjects. These could also change as your community matures: a community initially set up for novices might morph or expand into a community for experts.

This can be easily collected if available online or through a survey.

Habits

Habits tell you what your potential members do. By analyzing members' habits you'll understand where they are most likely to receive their information, what content sources they read, who they interact with within the domain, if they are members of any other community or similar professional gathering, how familiar they are with online networks, communities, and collaboration sites, and when they visit them. All these are examples of crucial information that will help you tailor your community to your members. These questions can be posed through a survey.

Psychographics

Psychographics will help you understand what your members think, and what their challenges and aspirations are. This is crucial information particularly for the determination of the value your community can provide to members. Psychographic information can be collected through a random sample of potential member interviews. You could interview 10-15% of your membership base. When doing your audience analysis, you can refer to the "Audience Analysis Template" (p.60) where you can find sample information and questions to ask for each of the three pieces of analysis.

Using the SkillFinder Tool

The WBG has an important tool that can help you with your audience analysis: the SkillFinder.

This is a database of all WBG staff, with profiles that include contact information, areas of expertise and skills, present and past work experience, as well as short bios.

You can find the demographic information you need about any potential members who are internal to the WBG.

Creating and Conducting a Survey

To find out more about your audience you can create and conduct a survey covering their demographics, habits, and psychographics. Survey design is an art and science in and of itself, but here are some suggestions:

- Try to limit your questions to no more than 10.
- Try to limit your demographic questions (especially when you can find the information from other sources such as SkillFinder and Linkedin).
- When conducting surveys online, try to use multiple-choice questions to make it easy for your respondents to answer.
- When conducting surveys in person, make sure you get your questions answered, but do not hesitate to "go with the flow" and go in depth on issues that your interviewee is interested in. It can open up new ideas for topics and themes for your community. Plus if you find somebody that is passionate about a topic, you stand a good chance of not only recruiting that person to the community but having them take on an active role as well.

Here's an example of a survey:

1. Where do you go to learn more about your professional area?
2. Which social media channels do you use professionally?
3. What days and times of day are you most active on the Internet?
4. If you search the Internet for professional information, when do you search most often?
5. If you search offline for professional information, where do you search most frequently?
6. Do you belong to any communities of practice or professional associations (inside or outside WBG)?
7. Are you active in any online community (inside or outside WBG)?
8. Are you active in any offline community (inside or outside WBG)?

Figure 7: SkillFinder Tool

Here's an example of a 10-question survey:

1. What would you like to get from our Community of Practice? What are your organizational and business needs that we can help you achieve with our CoP?

2. What other online tools and platforms do you use such as Facebook, LinkedIn, and C4D?

3. Are you a member of other sectorial networks such as Local Content groups on LinkedIn?

4. What sectorial events are you attending such as workshops and conferences?

5. At what time do you usually go online? Are you online on weekends?

6. What are the key issues that you are interested in regarding local content?

7. What are the main struggles in terms of local content implementation in your country?

8. Where do you get your information regarding local content? What sort of materials do you read online and offline?

9. What are your biggest achievements in terms of Local Content policies?

10. Would you like to become a core member of our Community of Practice and share one specific topic?

Creating an Elevator Pitch about Your Community

After having completed the competitive and audience analyses you should know if your community should exist at all—meaning that it is unique and it can provide value. In particular, you should have a clear idea of its position within the wider ecosystem of its domain and about the member needs, challenges, and aspirations it can address.

As a result, you should be able to develop a short value elevator pitch about your community that is not informed by your initial ideas but rather by the analysis you did of what is out there already and what unique value it can offer to its members. And you can use the pitch to attract new members to your group.

Elevator Pitch Examples

This elevator pitch example is for a knowledge management community:

This community is for Knowledge Management (KM) professionals to share best practices to improve their KM skills so that others might benefit from their experiences, and so they can receive the recognition for their expertise from their peers and managers. This community also provides resources, tips, and ongoing support so that new practitioners do not have to "go it alone" and do not have to start from scratch every time.

This elevator pitch example is for a community around employment in the oil, gas, and mining industries:

The World Bank has created a Community of Practice on Local Content Development that is promoting the creation of local employment and local procurement resulting from the oil, gas and mining industry.

We want to bring together policy makers, business professionals, civil society organizations, academics and donors who are working on this emerging topic.

We want to connect our members from all over the world in order for them to learn from each other and share best practices. We want to avoid that policy makers, for example in Mozambique, have to reinvent the wheel when implementing a local content policy that government officials in Malaysia have already solved. We want to get the Community of Practice off the ground with our first 100 members, and then open it up to a larger audience.

This elevator pitch example is for a community built around social inclusion: Reducing poverty alone is not enough for ensuring that development benefits reach all groups equally and so social inclusion has recently become an important element of the WBG's twin goals and the new Sustainable Development Goals. Social Inclusion CoP brings together social development specialists and other Bank staff already working on social inclusion and related issues, such as inequality and gender, as well as practitioners who would like to incorporate social inclusion in their work. The CoP's main objectives are to connect people and identify, curate and share relevant knowledge using a variety of media (online platforms, newsletters and regular events.)

This elevator pitch example is for a community built around credit reporting:

The Credit Reporting Community aims to bring together WBG staff interested in finding the best ways to help individuals, and micro, small and medium enterprises make use of 'reputational' collateral to gain access to finance. Besides helping connect, stay in touch and interact with each other, the community aims to share best practices as well as challenges and failures. Also, the group will be able to provide a one-stop shop to gain access to relevant documents, publications, templates, etc. Last but not least, the group will provide a platform to share fun humor as well as encouragement and appreciation for its members.

You can use the pitch to attract new members to your group.

> "Who should your Core Group members be? You should choose those people who are the most enthusiastic about your community idea."

Designing Your Community

Designing your community involves the following:

- Initial conceptualization
- Recruiting and creating a Core Group
- Co-designing the community with the Core Group
- Identifying value
- Establishing a measurement system

Initial Conceptualization

The idea or request for a community will often come from a senior manager. At the WBG, a TTL or above who has a vision to form a community of practice, gathers a few colleagues and develops a Knowledge Note or Concept Note outlining the goals of the community (usually before a community manager is designated or recruited).

The TTL becomes the Community Leader or Co-Leader and together with other roles like Community Sponsor, Knowledge Management (KM) Advisor, Communications Manager, and later the Community Manager, create the initial concept of the community, as well as doing the initial planning and outlining the broad goals of the community. (See also the section titled "Other Community Roles" on page 9.) These individuals are also responsible for creating a Core Group.

Recruiting and Creating a Core Group

The Core Group is made up of potential members who are interested in (and often passionate about) the community you'd like to build and are committed to its creation and success. In some instances, over time, the Core Group replaces the Core Team (although the Community Leader role always remains).

You should identify a Core Group of potential members and co-design the community with them, for several reasons:

- Members' perspective—While the audience analysis gave you initial insights on members' needs, now you'll be able to include members' perspective directly into the design of your community, thus making it even more member-centric.
- Sense of ownership—By participating in the design process, these members will develop a sense of ownership of the community. In turn, this means that they'll be committed to its success, and will be available to help you as it develops. You'll definitely need and appreciate their help!
- Role models—Core Group members will be role models as they will practice those community behaviors that you expect from members.

Composition of the Core Group

You should identify a number of people that is large enough to be representative of the broader audience of potential members— think of different member profiles based on regions, areas of expertise, organizations, etc.—but small enough to foster developing strong relationships with one another, thus contributing to the sense of community.

A good number would be between 8 and 15 people, depending on the size of the community, but this is not set in stone. If you have only 30 to 50 potential members, a Core Group of 4 to 5 might be sufficient. On the other hand, you definitely don't want more than 15 people because then they won't be able to quickly develop close relationships with each other.

Who should your Core Group members be? A mistake some might make is to nominate the top experts or representatives of different organizational structures. The problem with that approach is that those who are appointed might be experts in their domain, but might not necessarily care much about the community and not be committed to it. Instead you should choose those people who are the most enthusiastic about your community idea. You might have a sense of who they are because of your existing relationships and past conversations. You could also identify some from the audience analysis, e.g., those who have been the most enthusiastic when answering your interview questions.

While Core Group members don't necessarily need to be the top experts within the domain, it is very important that they be recognized as peers by their colleagues and other practitioners. Otherwise, they will not be able to function as role models because it is unlikely that other members will wish to replicate their behaviors.

Centrality of the Core Group

Figure 8 demonstrates the importance of the Core Group.

As you can see, the Core Group is at the center of different levels of community membership and they are the smallest membership group.

In addition to the Core Group, every community has active members, those who contribute to an online platform or an e-mail thread, or come to events.

Finally, every community has peripheral members who only consume the community's content but never contribute to it. Nevertheless, the periphery is still important: every community needs consumers, and the members of this population are all potentially active members.

Larger online communities often show a 90-9-1 profile (90% periphery, 9% active, and 1% core); or a 70-20-10 profile (70% periphery, 20% active, and 10% core).

Generally, the larger the community, the higher the number of peripheral members it will have. Smaller communities have a proportionally lower number of peripheral members. Very small communities might even have more active members than peripheral members.

Interviewing the Core Group

In order to co-design the community with the Core Group, you should discuss with the Team key aspects of the community. In doing so, you can refer to the "Core Group Interview Template," p.66, where you'll find questions to discuss divided in three areas:

- Domain
- Community
- Practice

Figure 8: The Core Group is the heart of your CoP

Outside Public

Core Group

Active Members

Peripheral Members
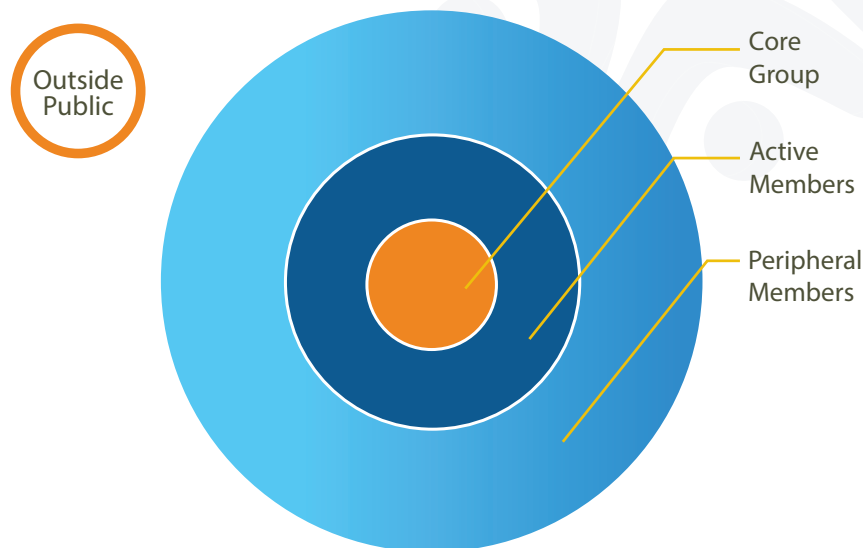
Larger online communities often show

90-9-1 profile } 90% periphery, 9% active, and 1% core

70-20-10 profile } 70% periphery, 20% active, and 10% core

Domain
Questions on the domain help you understand what topics the community should be concerned with and which it should not, how the community would be legitimized within the organization, and around which topics members can be engaged. Basically, the domain provides a community's identity. It is the "what" and the "why" of your community.

Community
Questions on the community are related to its audience, its operational model, the desired behaviors, and the way communications among members will happen. This element addresses what roles people will play, how "newbies" will be integrated into the community, and how conflict will be dealt with. This aspect is the "who" of your community.

Practice
Questions on the practice help you clarify how the community will become an effective knowledge resource for its members and other constituencies that might benefit from it. You need to address how knowledge will be stored and shared; how learning activities will be organized; what should be recorded and what should be "off-record"; what development projects should be undertaken, and so on. This aspect is the "how" of your community.

Principles of Good Community Design

Before embarking on the design of your community you should be aware of some of the major principles of community design because designing a community is not like designing any other organizational structure. A community should not mirror the institutional structure—even when institutionalized, such as the Global Solution Groups at the WBG. Remember, its membership is voluntary and there are no reporting relationships.

We recommend that you follow 10 key principles of community design when designing communities at the WBG.

- Design for evolution: The community you create is not set in stone as designed and will not stay that way in perpetuity. It evolves as the domain evolves or members change or practices change. The community has to adapt to those changes to survive.
- Open a dialogue between inside and outside perspectives: It is useful to listen to external perspectives when designing a community. This means listening to stakeholders who are outside the community's domain yet can provide useful insights that will allow you to position your community well inside the organization or within the larger industry outside. It also means fostering relationships between your community of practice and external groups that your members also belong to, such as professional associations. You will often find that your audience consists of people who are members of multiple communities and you should look to leverage those internal/external networks.
- Invite different levels of participation: You should design your community keeping in mind the three different categories of members (Core Group, active members, and peripheral members) and not address only one of them. Also, members will move from one level of membership to another over time and you should make this transition easy. For example, the Core Group members you initially identified are not official positions

that have a set term. If a Core Group member decreases her or his level of participation, they should not be forced to continue to be a Core Group member. Likewise, it should be easy for an active member who becomes more committed to the community to move up to become a Core Group member. It should also be easy for peripheral consumers to move up and become active members.

- Develop both public and private community spaces: We often think that a community is about activities and discussion by everyone with everyone. However, a community also needs private spaces for one-on-one or small group conversations. The stronger the relationships members develop with one another, the stronger the community will become. So, these connections should be encouraged. On an online platform this means that you should have a feature that allows members to find and message each other. If you use an e-mail group for face-to-face meetings, it means that you should also facilitate individual or small group connections to allow them to have their own e-mail exchanges or private discussions, while always encouraging members to share content of value to the wider audience in the community at large.
- Focus on value: Community is all about shared value. To be successful, your community has to provide value, and this value is a combination of business value (the value a community provides to the organization) and member value (the value a community provides to its members). Always remember: unless your community provides value, it will

cease to exist. (The concept of value is explored in greater detail in the section titled "Defining Community Value," on page 21.)

- Cultivate trust: Because a community is about relationships that lead to a free exchange of knowledge, expertise, and collaboration, it is crucial that members develop a sense of trust towards one another and the community at large. This means that you need to ask yourself what behaviors and actions will foster the development of this sense of trust. Because if the membership does not trust the community, they won't feel comfortable asking questions or sharing what they know with one another.
- Combine familiarity and excitement: A community should have some elements that become familiar to its members. This can be visual branding, a common language, or shared and expected regular activities or events. However, there also needs to be some spice that brings excitement from time to time to the community. For example, you could organize a special retreat or have a special guest that is a superstar in the domain.
- Create a rhythm for the community: Rhythm is about having regular activities (for example, blog posts,

events, newsletters) that members will become familiar with over time and come to expect from the community, eventually committing their own time to them. Often called the "cadence" of a community, it's a huge factor in the development of a sense of community.

- Achieve stakeholder alignment: If you have a distributed community, meaning that members are in different countries of the world (which is usually the case at the WBG), you need to make sure that the design of the community includes perspectives, needs, and interests from different regions. One way to accomplish this is by making sure that you identify Core Group members from different geographies. If you can't do that, then you should interview potential members from different regions.

- Create a structure that promotes both local variations and global connections: This aspect is also related to distributed communities and it means that you should allow for the creation of community subgroups if there are significant numbers of members in a specific country or region. These members should also be allowed to have their own structure and culture. However, it's important that such subgroups are well coordinated with one another and with the larger community. This can be achieved by having each subgroup appoint representatives who will ensure the exchange of knowledge and collaboration at the larger level.

Community Focus

A community can deliver on many aspects of value. However, especially at the beginning, it's important to have a specific focus. A community of practice can be focused on five different areas (for specific examples in each of these areas, refer to the Additional Resources section):

- Practitioner support
- Business support
- Learning
- Innovation
- Coordination

Practitioner support

Practitioner support is the most basic and probably the most common area of focus. This is about practitioners asking specific questions, seeking references, providing materials to the community and getting responses from other practitioners of the community. Many communities start their lifecycle like this.

Business support

Business support is about focusing on supporting an organization's business—in the case of the WBG, its operations. Examples of business support would be helping with the recruitment of technical experts for project teams, providing the best of knowledge available to a project, or ensuring the quality of areas relevant to the domain in that project.

Learning

Learning is the primary focus of communities where members learn from one another by sharing their knowledge, expertise, and experience or collaboratively creating knowledge repositories.

Innovation

Innovation is the primary focus of communities whose members want to find new approaches and solutions to specific challenges and problems and want to do so collaboratively within the community.

Coordination

Coordination may seem pretty elementary, but it is especially important in a context such as the WBG. Coordination is the primary focus of communities whose members come from different parts of the organization or different organizations and work on very similar projects or possibly with the same clients. These communities facilitate the exchange of information on who is doing what in order to avoid duplication of effort and encourage efficiency through cross-support, integration, and pooling of resources when appropriate.

A community could eventually deliver on several or even all five functions, but it is important to start small and focused and expand as the community develops. However, this does not mean that you should discourage members who become active in a different area. In fact, the development should be allowed to be spontaneous. For example, you could decide with your Core Group that the focus will be on business support. If a member asks a question to the community at large, you shouldn't prevent or ignore her/him, but rather encourage responses. This doesn't mean that you are switching focus from business to practitioners support; you're simply allowing members to find the value they're looking for in the community and are allowing the community to develop organically. It might be that your community is better suited to practitioner support than business support and that the focus of the community will shift organically over time because that is what is of value to the members. Similarly, a support community can engage from time to time in innovation and brainstorming ideas for new processes or new approaches in their field.

Creating a Community Charter

The community charter is the output of your design process. The following template was developed internally to help you define everything you will need for your community.

It's a guidance document for you and your team, but it is also a resource for your members so that they're reminded of what the community is about.

This "Community Charter Template" has different sections with suggested questions you should be able to answer. You'll notice

that you'll be able to answer many of these questions thanks to the "Core Group Interview" template and the conversations you had with your Core Group members.

The charter defines the following:

- What is the purpose of the community—including its value, primary scope, and goals?
- Who are its members?
- What is its operating model—including how it will be organized?
- What are the desired behaviors of the membership?

- What are the resources needed—including budget?
- What are the key domain topics—including what are the key issues?
- What convening venues will be used for members to communicate? Online venues include C4D or Yammer, Facebook, Twitter, Pinterest and so on; offline and face-to-face venues include events, conferences, meetups, brown bag lunches (BBLs) and lunch-and-learns, and so on. (See the section titled "Convening Venues" for more details.)
- How will the community be measured?

Figure 9: Community Charter Sample Template

Background and Purpose

What is the business context in which the Community of Practice would be operating and why you have chosen to create a CoP?
What is the business need that this CoP addresses? What is out of scope?
What is the primary (but not exclusive) scope the CoP will focus on: practitioner support, business support, learning, innovation, or coordination?
What are the goals? What are the SMART (Specific, Measurable, Action-oriented, Realistic) objectives for the first FY?
What are the benefits for the members and for the organization and its clients?
How will CoP's objectives be negotiated and agreed upon with members?

Membership	Operating Model	Behaviours	Resources
Is membership open, closed, or something in between? Is it limited to one WBG entity, WBG internal staff only, is it a mix of WBG staff and external audiences (clients, partners, private sector, Government agencies, academia, field experts, etc.), or is it mostly for an external audiences? How will you recruit a core group of members and attract new members?	How will the CoP be organized and run? Who will take on the key Core Team roles: sponsor, leader(s), community management professional(s), KM adviser? How much time they need to dedicate? How will decisions be made? Any potential work groups/ projects and who will lead them?	What are the desired behaviours for the CoP (trust, respect, collaboration, reciprocity, network/idea/resource sharing, goal alignment, listening, open & honest discussions, etc.) ? What strategy (tools, facilitation norms, incentives) will you use to generate these behaviours? How will you and the core team conduct yourselves?	Budget, IT and support resources required. Fixed costs and variable costs, including staff and consultant's time, events, collateral, etc.

Key Topics	Platform & Other Convening Venues	Measurement & ROI
Specify focus areas and whether there is a relevant "body of knowledge". What are the key issues/challenges the CoP will address? What is the minimum common understanding members need to have?	Will there be face-to-face interaction? In what form (meeting, BBL, panel discussion, conference, workshop, etc.) and how frequently? What other convening venues will the CoP use (e-mail distribution list, AC/VC, webinars, etc.) Will the CoP have an online collaboration platform? Will this be Spark or C4D, or something else? How will communications with members be managed?	What are the desired outcomes and how will you measure them? What are the inputs and outputs that will lead to the outcomes and how will you track them? What quantitative and qualitative metrics will you need? What CoP health and maturity indicators will you use?

Adapted from examples from Syngenta, Mars and the World Bank CoP Strengthening Initiative. Edited by Ivan Butina on 10/09/2014

Figure 10: Value Matrix

	Short-term value	Long-term value
Members	▪ Help with challenges ▪ Access to expertise ▪ Confidence ▪ Fun with colleagues ▪ Meaningful participation ▪ Sense of belonging	▪ Professional development ▪ Reputation ▪ Professional identity ▪ Network ▪ Marketability
Organization	▪ Rapid problem solving ▪ Time and cost saving ▪ Improved quality ▪ Synergies across units ▪ Resources for operations ▪ Community-supported risk taking	▪ Strategic capacity building ▪ Productivity ▪ Knowledge-driven projects ▪ Keeping abreast ▪ Innovation ▪ Retention of talents ▪ New strategies & capability

About Behaviors

An often overlooked area is that of behaviors. However, behaviors are truly crucial because a community is about behavior change. A community is about people developing trust and respecting each other, and feeling free to ask, share, provide feedback, and collaborate publicly within the forum. How does that happen? It's really crucial that you think hard about this together with your team and Core Group! If you don't have a strategy on how to achieve the desired behaviors, you probably won't be able to develop the sense of trust needed for the community to succeed.

Defining Community Value

A community should provide value both to the organization and to its members. If it doesn't provide value to the organization it's irrelevant and will not be able to obtain any kind of support. Similarly, if members do not find value in the community they simply will not participate.

In addition to this distinction, you also have to think of short-term and long-term value, for both the organization and the members.

The long-term value is the substantive and strategic impact a community can have. However, sponsors and members might not have the patience to wait to see this impact from the community. Hence, it's also important to identify short-term, more immediate, value. In the case of the organization, this is important if a sponsor needs some evidence in the short term that a community is worth supporting. Members also may need evidence because if they don't see immediate value, they simply will not come back!

Value Example—Short-term and Long-term Value

In Figure 10—which is by no means meant to be exhaustive—you can see some examples of short-term and long-term value for both the organization and the members.

Specifying Measures and Return on Investment (ROI)

One aspect of community design that is often overlooked but is really important for the community's success is measurement and ROI. If you neglect to establish a system to measure your community outputs, outcomes and impact, and report its ROI, you won't be able to prove its value and might not get the support you need.

Identifying and communicating ROI is crucial to finding and keeping sponsors. However, measurement can also be important for members since it shows them what they are able to achieve as a community, thus boosting their pride and sense of community.

The Importance of Outcomes

When thinking of ROI it's important to focus on outcomes. Often we focus only on outputs such as materials produced, number of views, events organized and number of participants, or e-discussions facilitated and number of contributors. However, one then has a legitimate question: "So what?" What is the impact of those materials being read, participants coming to an event, or members contributing to an e-discussion?

Therefore, it is important to focus on outcomes, which are the series of concrete impacts a community creates on improving projects, operations, development challenges.

WBG's outcomes
are supported by

VPU's outcomes
are supported by

Department/GP's outcomes
are supported by

Unit's outcomes
are supported by

Community's outcomes

As you can see outcomes are strictly related to value and, in fact, they define the value created by a community. When thinking of desired outcomes for your community, make sure to align them with your organizational structure. This is important to ensure relevance for your community and support to it.

You should be able to relate your community's outcomes to unit, department, or GP outcomes, and finally to WBG outcomes.

"A community should provide value both to the organization and to its members."

The relationship between outcomes and institutional hierarchy you see here might not necessarily apply to your case: it's just a general example to help you visualize the concept.

The Importance of Small Wins

While the long term is strategically crucial, it's also important to think of the short term. While outcomes define the long-term value of a community, small wins will define its short-term value. The community needs to achieve some smaller outcomes—the small wins—that are achievable in a relatively short time. This is very important for creating enthusiasm among members and adding to their sense of community, as well as for

sponsors who can then see immediate value created by the community.

As you can see outcomes are informed by outputs, which are in turn created thanks to inputs.

Measuring Community Outcomes

How can we measure community outcomes? There is no quantitative way to do it. Community outcomes can be captured only through members' stories that connect community activities, their outputs (resource creation), and their outcomes (resource application). This approach, proposed by Etienne Wenger, is called "systematic anecdotal evidence."

Anecdotal evidence consists of the stories that make these connections between activities, outputs, and outcomes. However, a story is not enough to prove that a community is providing value.

Anecdotal evidence needs to be collected in a systematic way: on a regular basis and covering the entire range of the community and its diversity, capturing both failures and successes, and adding quantitative indicators where possible.

Quantitative indicators can usually be captured at the output level—for example views, shares, presences, interventions, etc.

Finally, when we talk about outcomes in terms of community resource application in projects, we can't claim that the improvement seen is exclusively due to this

Figure 11: Examples of Outputs and Outcomes
The following table shows examples of how outputs and outcomes relate:

Inputs	Outputs	Outcomes
Hours worked	Connections created	Solutions sets created
Blogposts written	Unique commenters	Projects impacted
People invited	Discussions occurring	Practitioner hours saved
Conversations initiated	Discussion depth	Support requests deflected
Platform management	Files shared	New business sourced

particular output. In fact, there can be many more factors.

It is crucial then to ask the member who is sharing the success story to let you know how much of the improvement can be attributed to the community's resources in percentages. Then to give the claim even more credibility, she/he can also say by what percentage she/he is sure about that statement. That way, if you have a dollar number you can put on the improvement of the project because of hours saved or additional opportunities identified, that number can be multiplied by the true percentages thus giving a credible figure on the ROI created by the community for that specific project.

Importance of a Culture of Sharing

But how are you going to collect the stories— the anecdotal evidence— that will show the value created by your community? To do so, your members need to be used to and willing to share their stories. Therefore, you need to develop a culture of story sharing in your community.

Because it takes time, it's crucial that you start doing it from the very beginning, with the Core Group in the design phase of your community building process.

Convening Venues

A convening venue is the way your members connect and communicate. It is crucial that you decide on where and how and when your community will meet, communicate, and collaborate.

A convening venue can be in person and/or online, synchronous and/or asynchronous and can include:

- Face-to-face (events such as conferences, meet-ups, trainings and so on)
- Email
- Virtual meetings, for example teleconferencing or video conferences
- File sharing and collaboration
- Online collaboration platform, for example at WBG, Yammer or Collaboration 4 Development (C4D)
- Online knowledge repository
- Social Media Groups (Linkedin, Facebook)

Importance of Convening Venues

As part of your community design you should select the convening venues for your community.

This example of convening venues is from the community of practice for Extractives for Local Content Development:

Online Platform C4D: Given the target audience of experts from all over the world, the online forum is the principal medium of engagement. Autogenerated C4D Summary-Emails will keep not so active members informed about things going on and potentially re-engage them. At a later stage we will curate these summary-emails ourselves, even though this would imply a significant amount of work.

Face-2-Face meetings: Given that our members are located in different areas of the world, convening them physically poses a significant challenge. The online platform therefore represents the pivotal channel of member interaction and engagement.

Nonetheless as a medium- to long-term goal, convening members either regionally or on content-related events such as international local content expositions could become a viable, more direct means of interaction, if endorsed by the Steering Committee and supported by our membership. The need for these face-2-face meetings can be assessed via member surveys, announced through the CoP calendar and participation registered via the "attend event" feature of the latter.

WBG Collaboration Platforms

At the World Bank we currently have a set of diverse internal platforms, based on Microsoft products, for different kinds of collaboration:

Yammer Groups – these are meant for highly interactive cross-organizational community building and are well suited for Communities of Practice. You may want to request your group to be set up with a SharePoint content library, for additional content management features.

Teams – This collaboration spaces are meant for project teams mainly, and may be less well suited for the more informal communities of practice. That said, they may be a good choice if the group is planning to work on specific outputs (like knowledge co-creation).

Planner – This product is mainly for task management and it can be added within the context of a Team, for additional project management features.

Intranet sites (SharePoint) – Depending on your dissemination and engagement needs, a hybrid solution combining SharePoint and Yammer, with blog and discussion features, may be the right way to go. This is also the option with the greatest overhead and would require time to set up and manage properly.

To learn more about these options, you can visit the Collaboration Tools Help page: https://worldbankgroup.sharepoint.com/sites/wbsites/collabtools/Pages/home.aspx

Some of the options mentioned above allow the community manager to invite external participants as guest, but there are some restrictions and limitations related to the types of accounts that can be invited (usually Microsoft work or school accounts that have access to the Office 365 suite of tools).

Figure 12: Measuring Community Outcomes

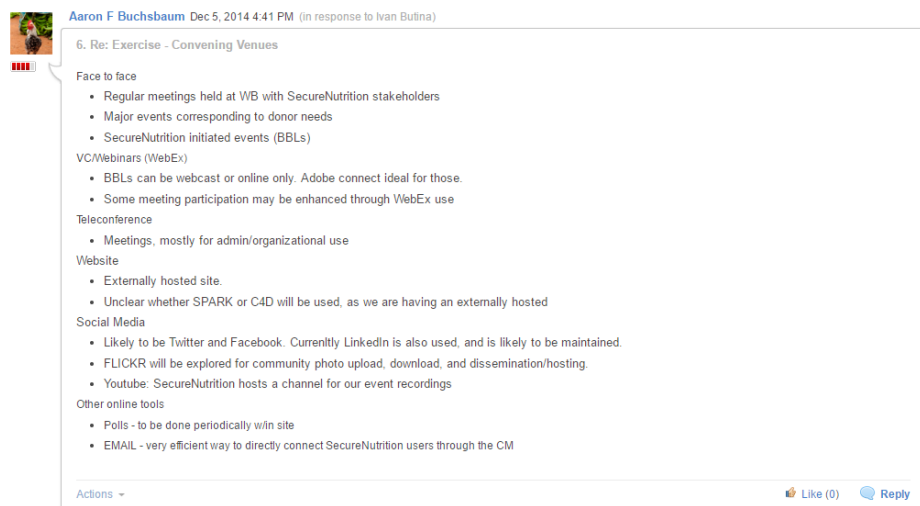| Systematic Anecdotal Evidence	
Anecdotal Evidence	Systematicity
Activity	Diversity and Range
Resources creation	Failures and successes
Resource application	Quantitative indicators

Figure 13: Examples of Convening Venues
This example of convening venues is from the community of practice for Secure Nutrution:

The suite of collaboration options is slightly different for IFC staff, but it does include Teams and a hybrid intranet site solution.

WBG staff can also set up an externally facing collaboration space on Collaboration for Development (C4D). C4D is for external use, meaning that non-WBG staff can also access it which is essential if you are dealing with external clients, partners, NGOs, or in-country institutions that do not have access to our Intranet.

Deciding on Convening Venues

When choosing the convening venues, you have to make sure that your members will use them. So, how can you determine what's right for you?

Habits—Refer to the habits part of your audience analyses and see what the Survey responses were on questions related to online participation and similar topics.

Locations—Think of the different physical locations of your members and what would be the best way to connect them.

Support—Consider also costs and support available. For example, if you decide to build your own online community instead of using what's offered by the WBG, you'll incur significant expenses initially and will have to think of a budget for ongoing maintenance and support.

Multiple Venues—Be aware that most communities use a combination of convening venues. However, you must make sure that there is a minimum of duplication and there

is clarity on which venue is used for what.

"It is crucial that you decide on where and how your community will meet, communicate, and collaborate."

Launching Your Community

Launching your community involves the following:

- Setting up the convening venues
- Selecting the collaboration platform
- Setting up the collaboration platform
- Creating the community description
- Creating anchor content
- Onboarding the Core Group
- Implementing a soft launch of the community

Setting up Your Convening Venues

A convening venue is the way your members connect and communicate. There are a wide range of convening venues at your disposal. (See "Convening Venues" in the previous section). As described earlier, you can have multiple types of venues: face-to-face venues (events such as conferences, meet-ups, trainings and so on), email, teleconference and video conference, virtual meeting, file sharing and collaboration, and an online knowledge repository.

It is crucial that you decide on where and how your community will meet, communicate, and collaborate.

As part of your community design process you should have selected the convening venues for your community. Setting them up will vary depending on which venue you decided on and what tool you are using.

Online collaboration platforms can be requested through the Intranet Resource Center: https://irc.worldbank.org/site/home. Should you select a hybrid solution (Yammer and SharePoint), you may need to spend some time to develop your online collaboration platform in collaboration with ITS.

Selecting a Collaboration Platform

If you choose to have a hybrid collaboration platform as your main convening venue, its design will involve some care as the site will be the main link between you and the members, and more importantly, the links between the members themselves.

Setting up the Collaboration Platform

If you choose to have a collaboration platform as your main convening venue, its design will involve some care as the site will be the main link between you and the members, and more importantly, the links between the members themselves.

Home

Intranet Resource Center

Track your request >

Welcome

This is your go-to place to manage your Digital Workplace, from collaboration tools to the intranet. You can request a site, track your analytics, archive your content, create a team or group, link to additional resources, get a video channel, ask for a FURL, and so much more. All new requests will be sent to the Knowledge and Information Services unit for review since good governance will keep our digital workplace transparent, organized, and relevant. So, help yourself and then we'll help you.

Solutions

INTRANET

A "traditional" intranet site accessible to all within the WBG for sharing information and resources. Add Yammer to engage with your visitors.

Request >

YAMMER

A social networking tool for connecting and engaging with colleagues across the WBG. Your group can be public or private.

Request >

TEAMS

A chat-based collaboration tool ideal for high-frequency team work. Message, share files and notes, make audio/video calls and more.

Request >

OUTLOOK GROUPS

An Outlook-based collaboration tool which lets you share files and calendars with your team. Similar to a distribution list with added features.

Request >

PLANNER

A simple and highly-visual way to organize team tasks and track progress. Planner can be used alone or with Outlook Groups and Teams.

Request >

VIDEO CHANNELS

A dedicated channel to store your videos in the cloud for easy sharing, embedding, and downloading.

Request >

Figure 14: Examples of Home Pages

Designing the Home Page

There are many ways you can design your home page.

Two Contrasting Examples of Home Pages

Here are examples of the home pages of two communities of practice set up on a collaboration platform.

The home page in the first example might look neater and better organized, but it does not put members at its center. In fact, it looks like a web site.

On the other hand, the home page in the second example is all about its members: you can see easily and immediately what the most recent member content is, who the new members are, what the latest discussions are with the newest questions, and who the week's leaders in the community are.

It's true that it looks messy and its layout can definitely be improved, but what is much more important is that it puts members at the center. When you see this home page you can tell it's a community! As a result, the community in the second example has much more member participation than the first one.

Many people focus on having a fancy design for their community's home page. While visuals are important and it's good to have a well-executed design, that is not a determining factor for the success of your community and it definitely should not supersede member focus. Remember this: an online community is not a web site! When members—and, just as importantly, potential members—see an online community, they need to see that members are engaged and participating.

> "Remember this: an online community is not a web site!"
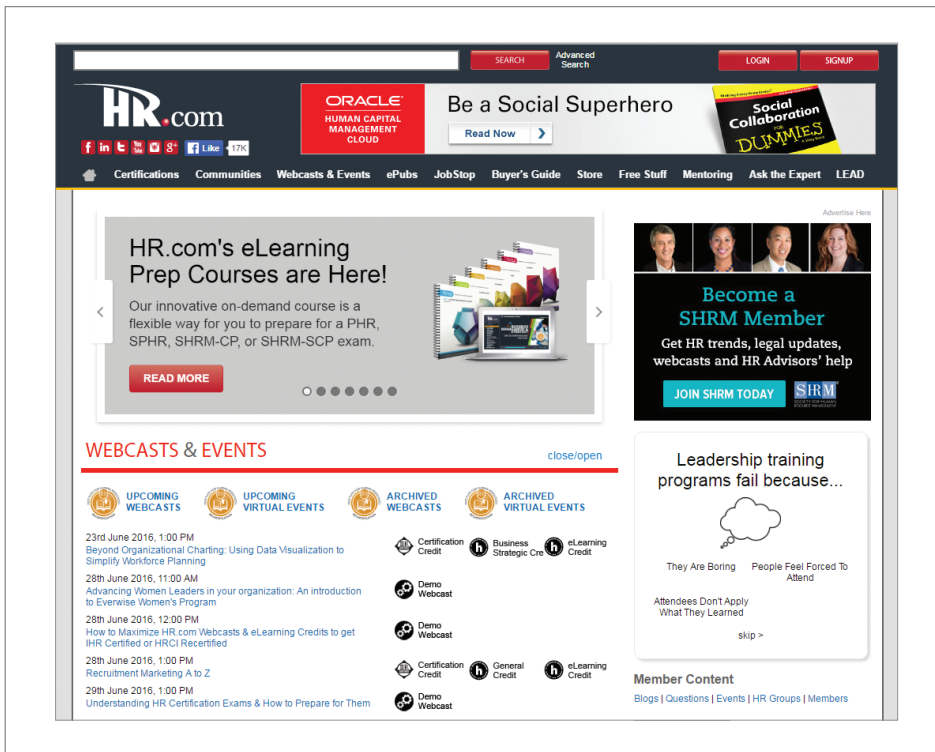
WBG Home Page Example

Let's take a look at a WBG example of a community home page, the KnowledgeMatters! community.

The KnowledgeMatters! Community is one of the more active communities at the WBG. The key elements in the home page design are:

- Members—Member activity under "RECENT ACTIVITY" is visible at the center of the home page, signaling to visitors that this platform is about members
- Relevance and Timeliness—The latest content is featured prominently under "Recent Activity."

Note also the call-to-action: "Don't forget to @Mention your posts," a feature that notifies the person you are referring to directly.

So, three elements make this an eye-catching home page that will encourage participation: member activity is front and center, content is relevant and timely, and there is a clear call to action.

When designing your community's home page, these three elements should be the core concern. In addition, bear in mind that your call to action (where you ask your members or visitors to do something) can change as your priorities change. Also, you can have more than one call to action, but you should try to limit it to three because when you ask people to do too many things they might not do anything.

> **TIP**
>
> Make sure that you have mobile-friendly online venues. Check that recent member activity is also visible on laptop, tablet, and other mobile devices as the screen resolution and aspect ratio changes depending on the size of the device and its screen, so some content might not display correctly or might not display at all.

Figure 15: WBG CoP Example
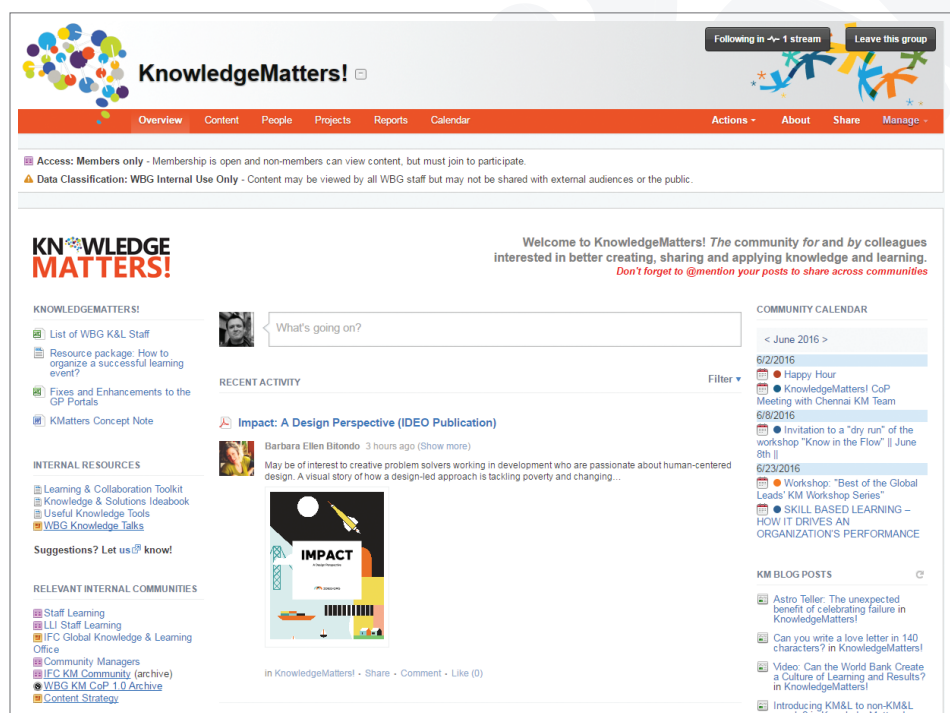
Creating the Community Description

When you set up an online platform for a community, you should also have a community description: this is the first thing that visitors will look at to learn more about the community.

In closed communities, visitors can usually see only the community description with a little additional information before joining it. So, if the goal of your community description is to convert visitors into members by attracting your target audience, a good community description will help them decide whether they should join or not.

Guidelines for Community Descriptions

When crafting your community description use these guidelines:

- Try to use around 50 words.
- Cover three core points and two optional ones.

> **TIP**
>
> When crafting your community description, use the "Community Description Template," (p.74) where you can find an example for each of these points.

- Start by welcoming the visitor, then clearly state who this community is for, and show that you understand your audience's needs, challenges, or aspirations. You can use the "Welcome" template on p.77.
- Be specific about the concrete benefits your community would offer.
- Optionally, you can conclude by mentioning the larger vision for your community's impact if it makes sense for your audience.

> **"Once you have chosen the priority topic, select the pieces of content—timely, relevant, and interesting—to populate your platform. This will be your anchor content."**

The following are examples of community descriptions from C4D:

- Private Equity and Venture Capital Community Description Example

  The PE/VC Community is an active forum for knowledge sharing and collaboration among all stakeholders in the industry whose work contributes to the common goal of broadening access to long-term capital for early-stage and growing companies in developing countries.

  Engaging with this professional network will open doors globally so you can find answers, obtain valuable introductions, access hard-to-find data and share perspectives.

  This Community of Practice is jointly owned by the Capital Markets Practice of the World Bank and Emerging Markets Private Equity Association.

A little long at 86 words but it is a well-crafted community description. The description starts by saying who this community is for. Then it continues by showing understanding of the work of the target audience and its common challenge. Finally, it ends by stating very clearly what someone would gain by joining this community.

It also states who owns this community. Sometimes a community's sponsor requests this ownership statement, especially when different organizational units or organizations are involved. If you have to add it don't commit the mistake—which often happens—of starting the description with such a statement; add it at the end as a separate note instead.

- Inclusive and Sustainable Cities Community Description Example

  Welcome to the Inclusive and Sustainable Cities Community of Practice! This is a community for all people who have an interest in issues of lack of inclusion in urban areas. As a member of our community you will be able to access learning resources and discussions on various topics related to inclusive and sustainable cities; find out about relevant events; and connect with people from all over the world including city leaders, policymakers, thought leaders, employees of international and civil society organizations and students to name a few. Together we can make sure that the inclusiveness agenda remains a priority in development.

- Local Content Development Community Description Example

  This community connects policy makers, companies, academics and practitioners, to share and create knowledge around local content development in the extractive industries. It is a one-stop shop for current debates, peer-to-peer exchange, events, and critical research that will allow you to deliver better results.

  Our vision is to build an active forum for mutually beneficial knowledge exchange enabling experts worldwide to implement the best possible local content solutions.

Creating Anchor Content

Once you have set up the platform, discussions with your Core Group should enable you to identify the priority topic (or topics) you can engage your members around. If you choose more than one topic, be careful that you do not choose too many as you will risk losing focus, and diluting members' participation.

Once you have chosen the priority topic, select the pieces of content—timely, relevant, and interesting— to populate your platform. This will be your anchor content.

Anchor content should be relevant and compelling to your members, thus providing immediate value to them and enticing them to visit and continue to revisit your community.

If you post all your content immediately, it can be overwhelming for members, and some members will risk missing pieces of content relevant to them. You'd miss the opportunity of having something to share after the immediate launch, building quality conversations around each single piece of a thread. So, don't share everything you have immediately, but select your anchor content relevant to the priority topics you chose with the Core Group.

Anchor Content Posting Guidelines

Follow these guidelines when posting content:

- Make sure you stick to content relevant to the priority topics you selected and keep the rest for later.
- Don't post all your content at one time. If you have lots of content on a certain topic, don't post it all immediately, but keep some for later. That way you'll have something to offer over time and you'll be able to keep the attention of members.

Onboarding the Core Group

The Core Group is the heart of your community. However, it cannot go from zero to full speed immediately. They will need to ramp up gradually and there are several activities that they can be involved in.

Starting Pilot Activities

You should discuss with your Core Group which pilot activities to undertake in order to start generating some interaction in the community while allowing the Core Group to begin to learn how to use the platform. Your decision will be informed by the key topics

"The Core Group is the heart of your community."

and anchor content you chose. Pilot activities can include:

- Discussions (including Q&A and Working Out Loud)
- Blog posts
- Introductions
- Document collaboration
- FAQs
- Community "netiquette"—the type of behavior you expect to see on the community

The important thing is that you decide exactly what you want to do, indicating also who will do it and when. When doing so, make sure that no one overpromises and that everyone can deliver on what they have committed to.

The pilot activities are very important because they create the initial interaction on the platform—although only among Core Group members—thus showing future members when they join that there is activity in the community and that it's not a silent empty space.

Also, these activities are important because they anchor the behavior you want to see from your current and potential members. They model what is acceptable and expected behavior and behavior that you want to encourage.

Online and Offline Pilot Activities

Pilot activities do not have to be limited to the online platform. You can apply the same principles to an email group or you could select some initial face-to-face event, webinar, VC or teleconference activities to pilot. In the case of face-to-face events, you should also invite some potential members to attend so that you can see what works for them and what doesn't.

Examples of Core Group Onboarding Activities

This example itemizes Core Group onboarding and pilot activities for a community based on social protection and labor:

- Work through the Community Charter exercise together specifically focusing on: the purpose, key topics and measures
- Draft a community description and then modify it to one that we all agree on
- List specific discussions that can be held within the community and decide on the top 5
- List activities and events and decide on which ones
- Pilot online discussion with core group

This example is for a community based on governance, anticorruption, and accountability:

- Introductions: Have core members introduce themselves in a discussion post (much like the CM community does), This would introduce them to posting on Yammer and navigating the site. This is important because our community targets a very broad audience and it is important that they get to know each other and start to build up trust if we expect them to share their experiences.
- Core Group: Use the original Working Group, now the Core Group, to decide on initial topics to tackle and solicit participation from that group. Ideally this would involve a different member starting a discussion each week and/or contributing blog posts. The Working Group served as the impetus to create the CoP and has a vested interest in its success.
- Practical Advice Series: Include the Core Group in both determining and creating the Advice Series our team produces—these are 2-page leaflets that explain an aspect of governance &

anticorruption in operations, we have produced them on governance and accountability action plans, different kinds of audits, and what to do if your project is under investigation. They simplify complex topics and provide resources for further questions on the topics. In bringing the Core Group members into this process, we create content that is relevant to the community (as they would select the topics) and involve the Core Group actively in our work (and us in theirs).

This example is for a community based on health and nutrition:

- Provide training to all Core Group members to ensure comfort when navigating the online Yammer page, as well as other online resources utilized by the CoP. The intent is to build confidence in our Core Group members to be able to show our general audience members how to navigate our online space.
- Review/Update community charter.
- Develop quarterly/semi-annual calendar scheduling:
  - Upcoming CoP meetings (both Core and general membership levels)
  - Knowledge exchanges/learning events
  - Planned community outreach via online discussions

Training the Core Group

Involving the Core Group in pilot activities will enable them to start learning how to use the platform, however you should also involve them in more formal training on the platform.

Formal training is important for your online platform if you have one, but also for any other tool you decide to use as a convening venue. Your Core Group should be comfortable with all tools and should be able to use them as well as you yourself. It is important not only for the group to use the tools efficiently but also for them to be able

to help you onboard future members and to step in for you when you are not available.

Implementing a Soft Launch of your Community

Once you have set up your convening venues and your online platform if you want one, have selected your priority topics, anchor content, and pilot activities, and have trained your Core Group, you are ready to launch your community.

However, this launch should be soft. Some people like to start with a big launch: that is not recommended until you have something more to show. So, do a soft launch by piloting some activities and expanding the number of members participating along the way. Give yourself a target of a set number of people to invite each week. This number will vary depending on whether your community population will be 30 members or 300 members at maturity. Make sure that your invitations are personalized (see next section, "Inviting Initial Members"). Point people to existing resources and activities in the community so that you can show value immediately.

Inviting Initial Members

As part of the soft launch, you should invite your initial set of potential members to join:

- Invite specific individuals—You might know people personally and professionally who have a high likelihood of wanting to be involved in your community: invite those first.
- Invite event attendees—People may have attended an event such as a workshop, training session, or conference around the topic of your community. Because they attended, you already know they have expressed an interest in the topic and have made some effort to learn more. Invite those attendees (and sign-ups who did not attend) especially if you have the presentations and other event materials or video to share on the platform (a major value to members).

Continue with those individual invitations and spread your invitation net more broadly as your community takes off.

As well as inviting people whom you know, have your Core Group members invite people whom you don't know personally but who they suspect might be interested. Make it easy for them to do this by preparing a standard email for each of them to personalize and send to their contacts.

"Your Core Group should be comfortable with all tools and should be able to use them as well as you yourself. It is important not only for the group to use the tools efficiently but also for them to be able to help you onboard future members and to step in for you when you are not available."

> "The community manager should not focus on all areas of activity equally and/or simultaneously, but should prioritize those that are relevant for the stage of the lifecycle of the community."

Expanding Your Community

There are several areas of activity that a community manager should focus on when starting to build and expand a community, and within those areas, specific activities to engage in.

Community Manager Framework and Key Areas of Activity

There are eight key areas of activity for a community manager.

- Strategy
- Content
- Growth
- Activities/Events
- Moderation
- User Experience
- Influence/Relationships
- Business Integration

The community manager should not focus on all areas of activity equally and/or simultaneously, but should prioritize those that are relevant for the stage of the lifecycle of the community. Initially, you need strategy—without which you are unlikely to succeed—relationships— with a focus on the Core Group—and user experience— making sure that all the tools you choose as convening venues are user friendly for the manager, the Core Group, and future members.

However, when first beginning to grow your community through the inception phase, the first phase of community building, there are three areas of activity that the community manager should focus on:

- Growth—because you still don't have any members except the Core Group
- Moderation—because you have to do a lot of work to initiate discussions and solicit responses
- Relationships—because community building is about relationship building among members. Relationship building is very important throughout the entire lifecycle of the community, as new members come onboard and continue to do so over time. However, it is especially important in the inception phase, when the foundations of the community are being built. If relationships aren't built at this stage, your community will never graduate to the next stage.

Engaging in Key Community Building Activities

Given the key activity areas for the inception stage, you should be involved in three main activities for the remainder of the inception phase:

- Creating a community calendar
- Staging initial content and engagement
- Inviting and converting new members

Creating a Community Calendar

There are several types of community calendar that you can create:

- Detailed community calendar
- High-level community calendar
- Shared community calendar

Creating a Detailed Community Calendar

A detailed community calendar helps you focus on the right tasks to accomplish in your community development work. Refer to p.76 for the detailed "Community Management Calendar Template" adapted for the WBG from FeverBee.

Community managers should use this calendar to plan their work and to know exactly what to do day-by-day. It is important that each day, community managers first focus on what they have planned in order to move the community along the planned strategy, and only react to what is going on in the community later. Of course, there can be exceptions, but planned daily tasks should be accomplished every day.

Figure 16: Example of a Detailed Calendar

		Growth	Moderation	Content	Relationships	Events/Activities	User Experience	Business integration	Strategy
Week 1	Monday	None	Discussion 1: Introduce Yourself. Prompt core group members to introduce themselves	None	None	None	None	None	None
	Tuesday	None	None	None	None	None	None	None	None
	Wednesday	None	None	None	Have a call with a core group member	None	None	None	None
	Thursday	None	Prompt selected core group members to comment on CL's blog post	Community Leader blog post		None	None	None	None
	Friday	None	none	None	None	None	None	None	None
	Saturday	None	None	None	None	None	None	None	None
	Sunday	None	None	None	None	None	None	None	None
Week 2	Monday	None	Prompt selected core group members to comment on blog post	Core member blog post	Have a coffee with a core group member	None	None	None	None
	Tuesday	None	None	None	None	None	None	None	None
	Wednesday	None	Prompt selected core group members to contribute to document	Document collaboration	None	None	None	None	None
	Thursday	None	None	None	None	Core group meeting/VC	None	None	None
	Friday	None	Discussion 3: Challenge/specific post. Prompt selected core group members to participate in discussion	None		None	None	None	None
	Saturday	None	None	None	None	None	None	None	None
	Sunday	None	None	None	None	None	None	None	None
Week 3	Monday	Directly invite 2 people	Discussion 4: What is the best way to….? Prompt a core group member and the 2 new members to participate in discussion	Post update about community activities / newcomers	Have a call with a core group member	None	None	None	None
	Tuesday	Directly invite 2 people	None	None	Relationship building with members of the community - this requires high levels of personal contact (ask questions, give compliments etc…)	None	None	None	None
	Wednesday	Directly invite 2 people	Discussion 5: Opinion-seeking post. Prompt 3 members to participate in discussions.	Member interview	Introduce new members	None	None	None	None

In the following example of the detailed calendar template, there are three weeks of activities planned with Core Group pilot activities planned for the first two weeks shown:

- There are three planned discussions scheduled.
- There are two blog posts scheduled— one by the community leader and one by a Core Group member.

One document collaboration is planned.

- Outside the platform, there is a meeting with a VC planned for the Core Group.
- Under Moderation, action is planned to initiate discussions and solicit responses
- Under Relationships, it is planned to engage Core Group members.

You can also plan and allocate your work hours based on your total availability.

Creating a High-Level Community Calendar

A high-level community calendar helps you plan the major activities for a specific timeframe, whether it's a semester or a year. This type of calendar should be planned with the Core Group and should be shared with them and your team. It can also be shared with members if you wish, so that they know what major activities are on the horizon.

The nice thing about this calendar is that it's visually very clear and straight-forward, using icons to indicate e-discussions on the online platform (the "@" symbol), webinars (the camera), and face-to-face events (two people shaking hands).

Also, in this high-level calendar you can see how the community has an e-discussion before and after each webinar or face-to-face event. This shows you how they planned to leverage webinars and face-to-face events for e-discussions (offline and online) and vice-versa.

Creating a Shared Community Calendar

A shared community calendar is a calendar where members can also add items. Most

Figure 17: Example of a High-Level Community Calendar
The following graphic shows an example from the "Incubating Innovation for Rural Electrification" community.

Box. 1: The Telecom-Energy Stakeholder Engagement Plan
An Effort to use E-discussions, Webinars, Live Broadcasts and In-Person events to build stakeholders' coalition.
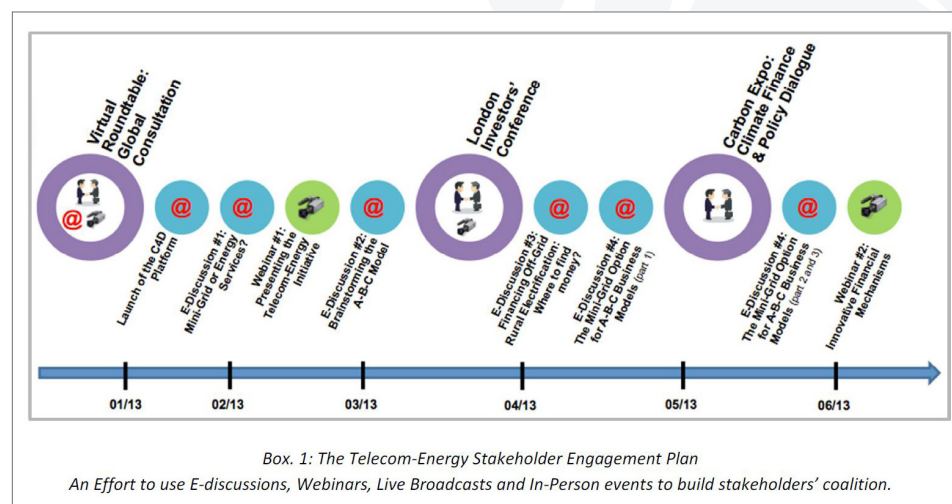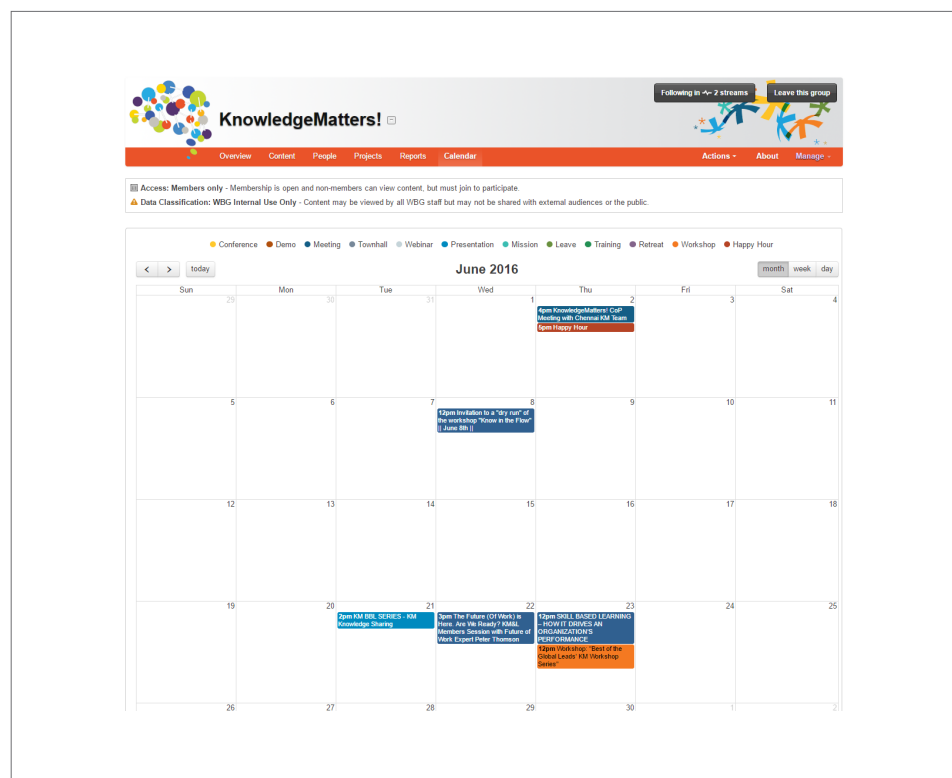
Figure 18: Example of a Shared Community Calendar
The following graphic shows an example from the calendar of the KnowledgeMatters! community of practice.

online platforms have one, as well as email services. This type of calendar helps members find out what is going on in the community on any given day and provides another vehicle for participation by members because they too can add events such as conferences and meet-ups to the shared calendar.

It is most similar to the standard desk calendar we are all familiar with.

## Staging Initial Content and Engagement

Staging content and engagement helps you spur member participation in the community.

Staged Engagement Example

Let's say the activity is an online discussion and it will be between Core Group members. These are the activities you might engage in and the order of those activities:

1. Initiate the action: You as a community manager will reach out to a Core Group member gently reminding her/him the day before about the discussion she/he committed to initiate. You could start by asking if she/he needs anything. Also, take the opportunity to confirm the time she/he plans to initiate the discussion. Your reminder will ensure that the Core Group member publishes the original post opening the discussion.

2. Target one or more members: The second action you'll take is to reach out to another Core Group member the day before the posting telling her/him at what time the discussion will be initiated and asking her/him to comment as she/he is also knowledgeable about the topic. You should repeat this action with 2 to 3 different members. This action is called member targeting and it will result in other members contributing to the discussion. Each of the members you contacted knows that you contacted her/him, but she/he doesn't know that you did so with the others. The result is that you have a discussion with some initial contributions from multiple members. While undertaking the pilot activities with the Core Group this process will involve only members of the Core Group. However, once you start inviting other

Figure 19: Example of a Staged Engagement
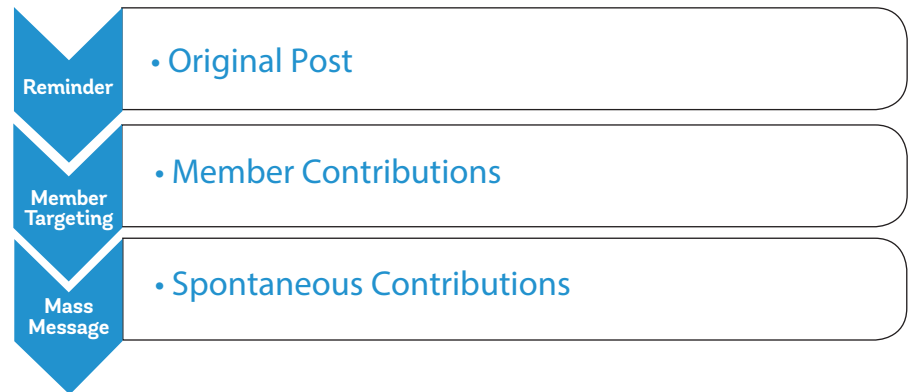
members, you'll also target them. Of course, member targeting can't be random, you need to know which members can contribute on which topics.

3. Mass communication: Once you have other members, you can take a third action: sending out a mass message to the community. So, now that you have a discussion with a few comments you can send its link to the entire community letting members know that this discussion is going on and that some members have already contributed. Those who are interested in the topic, especially if they're knowledgeable about it, will probably want to contribute themselves as they will not want to be left out. They will also want to show their expertise. Therefore your mass message will stimulate more members' spontaneous contributions.

The staged engagement process is certainly time-consuming. However, you should stick to it and repeat it until your members get used to the platform and become comfortable with the community activities. When you see that members start initiating activities on their own and contributing to each other's activities you can stop using or use only sporadically the staged engagement process.

This process can also be applied to email discussions, where only the tool changes, or to face-to-face events, where you can plan

for staged questions and comments about a presentation to trigger a lively and quality discussion.

Inviting and Converting Members

Adding and onboarding members are key components of building your community, and the success of your community is often measured in terms of numbers of members and rates of membership growth.

Sometimes we see people inviting their entire list of potential members at once, whether they total 30, 100, or 1,000. That approach is definitely not the most effective for member engagement. The best way to invite members is to do it in waves, inviting them in small groups every 3 to 10 weeks depending on the total number of your potential members and your available time.

Inviting Members in Waves

Why invite your members in waves?

- **Active appearance:** The cool thing is that because of the pilot activities you did with your Core Group, new members will find that they just joined an active community instead of a "silent" space. You want to build on this momentum by introducing a number of members who can both get and add value to the existing activities.

- **Member familiarity:** You also want to get to know the new members and introduce them to the community

one-by-one. This way they will be more likely to be active in the community from the very beginning and you will learn what each new member is interested in so you'll be able to make specific asks. Conversely, if you invite too many members at once, you won't be able to focus on them individually, and they will be much less likely to become active in the community.

Inviting Members en Masse

Of course, if you have a large potential membership base of, let's say more than 500 members, you should stop the process of inviting members in waves and start doing larger group invitations, or invite everyone left at once. You should only do this when you see that there is enough activity and timely and relevant content to make the community attractive per se to new members.

Learning about New Members

There are several ways that you can get to know new members, especially if they are WBG staff:

- SkillFinder Profile—For each new member who is WBG staff, you can do some research online by looking at their SkillFinder profile.
- Blogs—Find out if they have a blog— whether it is WBG-hosted or external.
- Journal articles—Research their articles for journals to familiarize yourself with topics they write about.
- C4D Profile—If members are already on C4D you can look at their C4D profile (if they completed it).
- LinkedIn—You should also search for the new member on LinkedIn as most professionals use this social network.
- Twitter—Twitter is another great platform to get to know people if your new member tweets. In fact, professionals mostly use Twitter to tweet and connect around issues they work on or that they're passionate about.
- Google—You should always try to Google someone: you might find very interesting information around
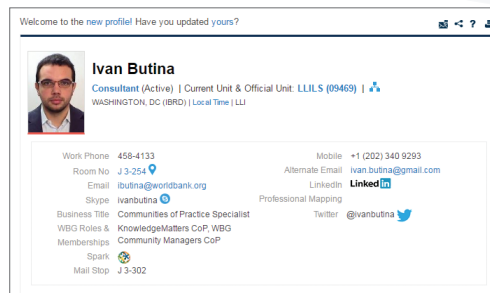
TIP

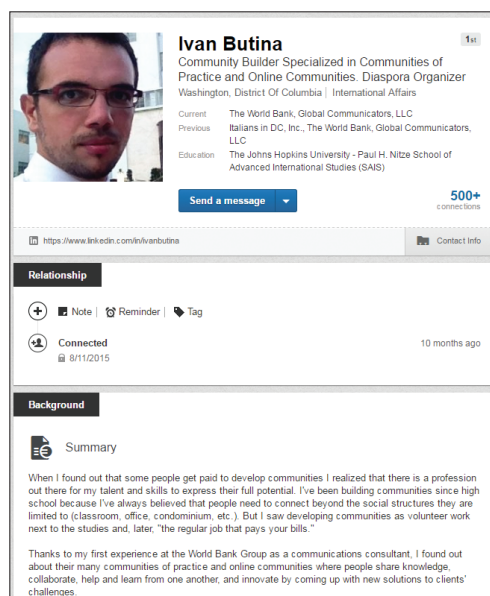SkillFinder Profile—For each new member who is WBG staff, you can do some research online by looking at their SkillFinder profile.

"Adding and onboarding members are key components of building your community"

TIP

Because of LinkedIn's degrees of separation system, the more connections you have in LinkedIn, the more likely you are to have access to profiles you are not directly connected to.

which you can connect with the new member!

Creating a Welcome Message

After you have invited a new member you should always welcome her/him, especially in the inception phase of your community. Later, you will continue doing this for the entire lifetime of your community if it's relatively small or if it's closed and you don't have many new members. On the other hand, if you create a large community with a constant influx of members, you can stop welcoming them individually when it becomes too time-consuming; however, some form of automated welcome message should be generated. But, now in the inception phase, you should definitely do it. Just because you have not sent an invitation, if somebody joins that does not release you from the obligation to send a welcome message. Welcome messages are possibly more important for those who are joining who have not been invited, since they have spent the extra effort to find you.

The welcome message is your first interaction with a new member and is usually done privately, through the direct message function in an online platform, or through an email otherwise.

The goal of the welcome message is to get her/him to take a specific first action in the community.

In addition, you'll make the new member feel good about the community because there is someone responsive and interested in her/him.

Guidelines for Welcome Messages

The welcome message should be around 50 words long and it should cover three—and possibly four—points.

- Always welcome - First, you must always welcome a new member. It is hard enough to get people to come to your community and when somebody does make the effort to come, and the extra effort to join, you must acknowledge them. You might never get another chance.
- Right tone – You must address the person that you are welcoming using the right tone, whether formally or informally. You know which tone to use because you know your audience well thanks to the audience analysis and because you did some research on the new member.
- Relevant/personal references - Show that you know your new members by mentioning something relevant about her/his background that you found out from your research.
- Call to action - Have a clear call to action with a direct link taking her/him to where to respond. You could have 2-3 calls to action but never more than that. It's very important to not overwhelm the new member, increasing the likelihood of a positive reaction.
- Your availability - Finally, let the member know that you are always

Figure 20: Example of a Welcome Message
Here's a good example of an informal welcome message from WBG C4D community based on megadisasters.

Ivan!!

Welcome to our community! So you are interested in learning more about megadisasters. :)

Please introduce yourself to the rest of the group!

To learn more on how to navigate the site, please click here:
https://collaboration.worldbank.org/docs/DOC-2150

To introduce yourself to the rest of the team, please click here:
https://collaboration.worldbank.org/docs/DOC-2120

Finally, feel free to suggest topics you would like us to cover on future online discussions.

Do not hesitate to contact me if you have any question.

Best,
Rasha

available as community manager in case she/he needs something.

This message has a very informal welcome and tone, which is appropriate for that audience; it has a clear call to action by asking new members to introduce themselves; and it also lets new members know that the community manager is available.

However the message could be improved in the following ways: the link to introduce her/himself should immediately follow the call of action; there is no reference to the member's background; and, it doesn't say how and where to suggest topics for online discussions.

Connecting Members

Your member onboarding doesn't stop with the welcome message and the call to action.

Since communities are about relationships and your most important job is to make sure that members build relationships with one another, always make sure that you introduce the new member to those existing members you think she/he should get to know.

TIP

Don't forget that you also have a Core Group and that—based on their availability—you can ask them to help you with many of these actions, such as welcoming members or making introductions.

Coordinating with Other Communities

As your members become more comfortable with the community, it's important that you also start connecting with other communities relevant to your domain. In fact, all behaviors you expect from your members in terms of sharing knowledge, and collaborating, should also apply to communities. Thanks to the competitive analysis you did, you should already know which communities are relevant to yours, enabling you to start suggesting some common activities. This will also allow you to get more exposure, possibly attract more members, and learn from other communities' practices.

Example of Community Coordination

Here you have an example of a talk organized jointly by two groups: the Social Inclusion CoP and the Global Group on Indigenous Peoples.

These collaborations could also be explored at the level of the Community Leaders enabling them to achieve broader goals and leverage synergies across organizational boundaries.

Promoting Activities Within the Community

Promote the activities happening within the community rather than the community itself. Rather than say "join the community for these special things," promote an upcoming event or discussion to someone outside the community. Ask them to give their opinion, or have them join a panel. By inviting someone to participate in a particular activity directly, you make an appeal to their social needs. Once they join and participate, they're far more likely to continue participating, rather than forget about the account they've just created.

Big Launch

Now that you have a community with active members who are engaging in quality activities, if you still want to do a big launch you can do it. Then if you organize an event and introduce a wider audience to the community, visitors to your community will find not an empty shell of a website, but a community with active members and great content and they are much more likely not only to join but to keep coming back, and become active.

Organized jointly by the Social Inclusion Community of Practice & Global Group on Indigenous Peoples

RSVP Outlook Users | Lotus Notes Users

Join online via Adobe Connect: http://worldbankva.adobeconnect.com/inclusion-ip/

Social, Urban, Rural & Resilience — Global Group on Indigenous Peoples — incluSion social COMMUNITY OF PRACTICE

INCLUSION MATTERS SERIES

Innovative Approaches to Social Inclusion of Indigenous Peoples

Examples from the field

Photo by Sean Bradley, ethnic minorities project beneficiaries in NE Laos.

COMMUNITY MANAGEMENT

To grow or not to grow depends on where your community falls on the Community Lifecycle, on the objectives of your community, the charter you've created, the core team, and the members themselves.

This Community Management section deals with the following topics:

- Growing Communities
- Initiating and Sustaining Discussions in a Community
- Content and Content Planning
- Events and Activities

Growing Communities

You'll often be asked "how many members are there in your community?" - the implication being that bigger is better and that you constantly need to be growing your community. However, not all communities actually need to grow so you need to be clear whether, when, and how your community should grow. Ideally this decision should be driven by the community itself and the community leader.

In this section, you'll look at:

- Growth Channels and the Community Lifecycle: How to identify and leverage the most appropriate channel for growth. There are several different growth channels that work better at different stages of the community lifecycle. So you need to be sure you're using the channel that best supports your efforts at each stage.
- Reasons to Grow: Five reasons to grow your community
- Action Plan for Growth: How to develop an action plan to recruit members and grow your communities.

Growth Channels and the Community Lifecycle

FeverBee defines the community lifecycle as consisting of four stages: inception, establishment, maturity, and mitosis. At the Inception stage, the objective is to achieve critical mass. In the Establishment phase, the objective is to increase growth and activity.

In Maturity, the objective is to reach the point where the community has reached its initial maximum potential. And in Mitosis, the objective is to sustain and increase the level of both activity and sense of community through facilitating multiple, smaller online communities.

To grow or not to grow depends on where your community falls on the Community Lifecycle, on the objectives of your community, the charter you've created, the core team, and the members themselves.

See page 11 for more detail on the community lifecycle.

Example 1: Growth -Learning from Megadisasters CoP

The Megadisasters CoP wanted to grow, but they grew in waves. First, they developed a Core Group with subject-matter experts who were committed to the topic and the idea and success of the community. The community manager sent out personal invitations, targeting each member and the value they would bring and receive from participating in the community. The fact that there was already engagement in the group, attracted new members. The CoP was originally closed. The CoP then had a big launch in Japan, with now open membership. Their Primary focus is on growth and dissemination.

Example 2: No Growth –Teacher Motivation Working Group

The Teacher Motivation Working Group is primarily a working group, not an ongoing community of practice that is active periodically on specific topics.

Reasons to Grow Your Community

We've identified five reasons to grow your community:

- Sustainability (early-stage communities)
- Regeneration (fading/struggling communities)
- New opportunities (mature communities)
- Tackle potential problems (data-driven)
- Replenishment (mature communities)

If your community does not fit within one of these five reasons, then you should seriously consider whether or not you actually need to grow.

Sustainability (early-stage communities) – You are working on an early stage community, and you need to grow to reach sustainability, or, critical mass. A community needs a certain level of active members to maintain its momentum, otherwise it's at a greater risk of failing.

Regeneration (fading/struggling communities) – You are working on a fading or struggling community that you want to regenerate and reinvigorate. Communities struggle for different reasons - It might be because they never reached critical mass. It might be that their regular members moved on, and they were never able to replace them. Growth is absolutely a way out of a struggling community. With regeneration, new members can help to bring new ideas and experiences, and breathe fresh life into the community, an added bonus.

New opportunities (mature communities) – You have a mature community that is looking to expand into new opportunities. People's interests grow and change, and new innovations and techniques are introduced to communities. You want to position community growth to embrace the next big thing, rather than ignore or overlook it and risk losing your audience.

Tackle potential problems (data-driven) – You might notice potential problems in your community based on what your data says. For example, perhaps you've exhausted all the possible members in your sector, or the average age of your members begins to increase significantly, then you'll want to start to increase the appeal of your community to a new audience to prevent it from declining and eventually failing.

Replenishment (mature communities) – If you have a mature community, you will want to replenish the membership. Every mature community needs a steady flow of new members joining. Over a long period of time, you'll notice that many, (sometimes most), of the members in your community leave. They'll lose interest in the topic, their priorities change, or perhaps they take a new job that takes them away from the community. Whatever the reason, community members will move on, so you need to have a steady stream of new members available to replace them.

Reasons Not to Grow Your Community

Most communities are squarely focused on growth. They want more numbers. More people. A bigger audience. However, there are several factors that mitigate against this goal of growth.

Member desires and balance – Most groups are actually quite happy as they are. A sudden influx in growth can throw off this balance.

Impact on community spirit – Growth can actually hurt a community. Imagine you've been a part of an online group for a number of years. You have relationships established with these people, and suddenly, 200 new people join. You don't recognize who is participating, and you no longer feel like you're a close part of the group, one of the very reasons you joined. This is what happens when you strive for an influx in growth. Communities can grow beyond the point where the people in the community still feel that they have a strong sense of community with each other.

Heavy focus on growth emphasizes the wrong metrics – An overly strong emphasis on growth tends to place a focus on the wrong metrics. This can come at the expense of activity levels, content quality, and the sense of community amongst members, which can ultimately affect the return your company sees on its community investments.

In conclusion, you do need growth, but you must make sure that you're growing for the right reasons and at the right time so that you don't destroy the work you've already done. Growth is not always the best solution for problems within a community.

How to Grow Your Community

Once you have determined whether you need to grow, you now can consider how to grow using each of four channels. The challenge is to know when to use each channel to drive the growth you desire.

Direct Growth – Direct growth is, perhaps, the easiest and most reliable form of growth, and it happens when you are appealing to an audience that you already have access to. This can be done via direct invitations, mailing lists, and related partnerships at the WBG.

Word-of-Mouth Growth – Word-of-mouth growth can happen when community members share content with their connections, and when they individually refer someone to the community. It can happen at an event where there is a hashtag that is related to the community, or if someone is invested in the community. Meaning, it's in their best interest to push people towards the community. Finally, word of mouth growth also happens when you host more involvement activities in your community. The more a community member feels involved, the more likely they are to recommend the community to their friends or peers.

Promotion – Promotion is when you reach out to audiences that you don't already have access to. There are a variety of different promotional channels that can be used to appeal to an external audience, for example, events and competitions, newsletters,

Figure 21: Community Growth

Direct Growth	Word-of-mouth
Personal invites Email lists Partnerships with other CoP's, GPs, Units, etc...	Referrals Content sharing Recognition Investment Involvement activities

HOW

Promotion	Search
Events/competitions Advertising Newsletter	Community Finder Profile CoP search on Open Learning Campus

and exposure to the Collaboration For Development (C4D) platform.

Search – Search is what happens when an audience organically finds your community through searches online, such as CommunityFinder, and the Open Learning Campus.

Growth Tactics and the Community Lifecycle

Referring to the Community Lifecycle, we can also categorize the growth tactics by where your community is in the lifecycle. The Lifecycle begins with direct growth as you're starting the community. Most of the initial growth will come from you directly reaching out and inviting people to join the community. In sending invitations, you need to target the audience that is the best fit for your community.

As the community grows, more of the growth can and should come from referral or word-of-mouth growth. Once more than 50% of growth and activity in the community is generated by members, you want to initiate more word-of-mouth growth tactics. Once

the community is thriving, this is the moment you want to engage in promotional tactics.

The next sections focus on two of the channels: direct growth and word-of-mouth.
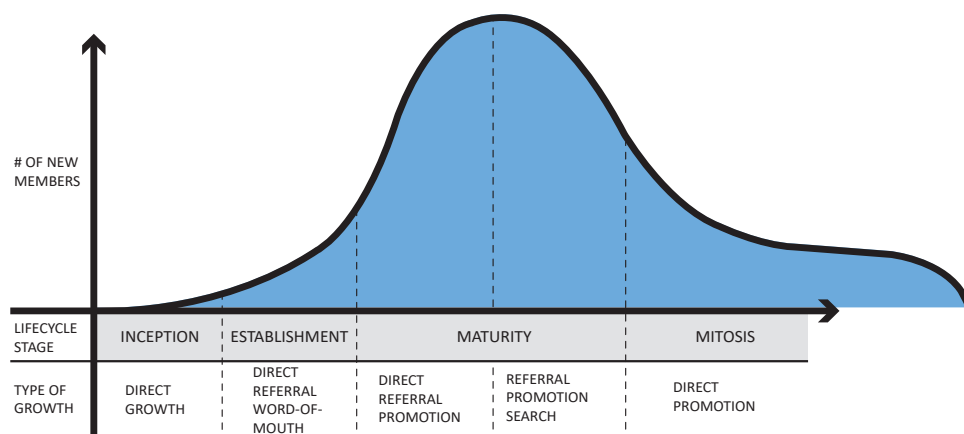
Direct Growth Principles

When it comes to direct growth, here are several principles to follow.

Segment – You'll want to target segments of your audience, one at a time. Mass email blasts have very low conversion rates, that is, converting non-members to new members, and new members to active members and for this crucial stage in the community building process, you'll want to make sure that you achieve these conversions. Audiences can be segmented by demographics, habits, and psychographics. (Refer to your Audience Analysis.) Look for clusters within the groups to target.

Have Specific Reasons – When you're deciding which group to target, you'll also want to think about why you are choosing to target them. It's much more effective if you have a specific reason for targeting a particular group or person and tailor your requests and messages accordingly. You should have tailored calls to action and be specific when asking them for their thoughts and opinions.

Promote Activities – When inviting people to join your community, make sure that you are promoting activities that happen within the community rather than promoting the community itself. Give them a reason to join. Give them a reason to participate. Data shows that the earlier you can get members to participate, the more likely they are to remain long-term members.

Figure 22: Community Lifecycle

LIFECYCLE STAGE	INCEPTION	ESTABLISHMENT	MATURITY		MITOSIS
TYPE OF GROWTH	DIRECT GROWTH	DIRECT REFERRAL WORD-OF-MOUTH	DIRECT REFERRAL PROMOTION	REFERRAL PROMOTION SEARCH	DIRECT PROMOTION

Stagger Recruitment – Stagger your recruitment efforts over time. The reason for doing this is two-fold. First, you don't want to exhaust your mailing list all at once. Second, you'll get better at recruiting the more often you do it. Staggering your approaches enables you to experiment and find out what works best, so that you can gradually adapt and optimize your approach.

Direct Growth Tools

Two tools for direct growth are;

- Individual direct invitations
- Mailing lists.

Individual Direct invitations

Follow these guidelines when sending direct invitations:

Send to those interested – You should send direct invitations to people who might be interested in the community – search their profile on the Intranet or LinkedIn, and see why they would be a good fit for the community. For example, does their work align with the mission of the community? Are they considered a subject matter expert in the topic that your community is focused on?

Develop relationships – In this invitation, you should seek to develop a relationship first. Your outreach must be done in a genuine way. If the emails feel fake, or if they feel like you want something from them, you won't find them to be very effective. Offer something first; give before you ask.

Be specific – When you reach out to someone for the first time, make sure that you're reaching out to only them… not to a group of people. Then, make sure you have a specific reason for reaching out to them. Ask for their ideas or expertise, and keep the email short using open-ended questions to garner a response.

Do not close immediately – Do not try to close on the first contact. Meaning: do not ask them to join your community the first time you email. Establish the relationship first.

Figure 23 is an example of an initial outreach email for a prospective community member.

Mailing Lists

Follow these guidelines when using mailing lists:

Segment the list – When using a mailing list, make sure that you ruthlessly segment the list.

And more than just age, gender, or location. If you can, segment by interest or by date that they joined the community, and point them to areas that are directly relevant for them. Ruthlessly segment and aim for high conversion rates. That should be your motto.

Stagger distribution – Do not email your entire mailing list all at once.

Promote activity – Share and promote what's happening in the.

Plan the first 3 weeks of activity – If you are choosing to invite people by mailing list, plan the first 3 weeks of community involvement for them. If you can get them participating multiple times within the first 3 weeks, they're far more likely to become regular members of the community.

Figure 23: Initial Outreach Example

[Name]

Thank you for finding SecureNutrition on LinkedIn, (name), and for your engagement in the seminar on February 23rd. Here is a link to some follow up materials that I'd think you would find useful.

I'd be really interested to hear your thoughts, good or bad, about the seminar. Are you able to post them to our group? https://www.linkedin.com/groups/4737415/4737415-6107956172793339907

Also, if you're looking for anything in particular by joining the group, let me know and I'll do my best to help with any resources or connections.

Best,

Aaron

SecureNutriton

NOTE: If you are planning an "invitations in waves" process, it's important to target the right people. You can target people based on their position in the adoption lifecycle. You should be able to identify people based on your personal knowledge, from the personal knowledge of the Core Group, and from the audience interviews that you have conducted.
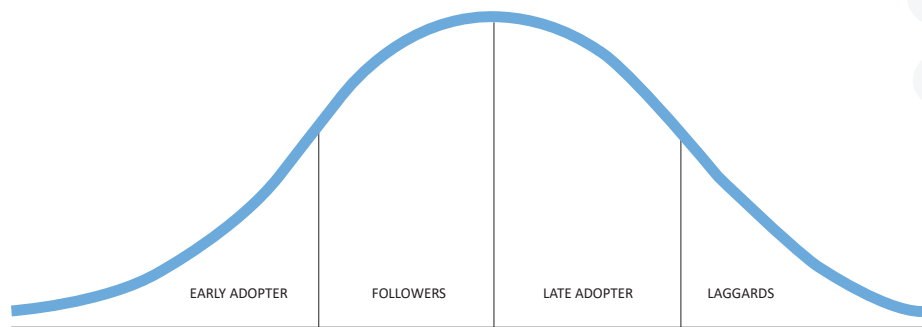
Figure 24: Early adopters

Target early adopters after you have recruited a Core Group. Early adopters will join because they are by definition are keen and enthusiastic, and because they see the Core Group's example and how community is working for them. Even though they are the least risk averse, there is also a lower risk of adoption for early adopters as someone else has tested the community already.

Followers are the next group to target. They will join only after seeing that the community is becoming popular and useful to others, so they will also want to try it.

Late adopters will join only after having seen a critical mass (by the time the followers are engaged, the majority of target audience has joined).

Finally, laggards join only when everyone else is there.

Word-of-Mouth Principles

There are 2 kinds of word of mouth growth: fertilized and unfertilized.

Fertilized word of mouth – is what happens when you prompt the growth. Perhaps you ask your community members to tweet something or write something for you, or encourage them to share an article.

Unfertilized word of mouth – is purely organic, meaning, you didn't directly influence the growth at all. It happened naturally.

Word of mouth is quite rare during the inception phase of a community, which is why it's so important to have a referral plan in place once your community moves on to the next phase.

Regardless of how the referrals are stimulated, word of mouth is the ideal source of growth for most communities as it tends to have the highest conversion rates.

Influencing Word of Mouth Growth

To influence word of mouth growth:

- Ensure that the content on your community is easily shareable, and that it looks good once it's been shared.
- Think of ways to feature or highlight positive word of mouth contributions. Community members love to see their words featured on the platform or featured in the newsletter. You can interview members, and add their picture.

Direct Tactics to Stimulate Referrals

Let's look at the direct tactics we can use to stimulate referrals.

You can break the motivations for word of mouth into four distinct groups:

Increase status (self-serving)

- People who want to increase their status inside the community
People want to increase their status outside the community

Help people (altruistic)

- People who want to help people inside the community
People who want to help people outside the community

Tactics Based on Self-Serving Motivation

The self-serving reasons tend to have the biggest success in driving referrals.

Ranking and badging features can be set up in accordance with word of mouth activities to motivate users to achieve them. You can also give them areas of responsibility or increased involvement in the community, as this tends to drive referrals as well. Another option is to have a poll or debate where members can choose sides. Those involved in the debate are highly likely to invite people from outside of the community to join their side.

Those who are interested in increasing their status outside the community are swayed by tactics that encourage them to impress others. For example, offering a limited amount of invitations to join is a common tactic used widely across the web, or invitations to a specific event.

Figure 25: Direct Tactics

	Inside the Community	Outside the Community
Increase My Status	• Recognition • Responsibilities • Debates/Polls	• Exclusive invites • Grant awards/interviews
Help My Friends	• Clear purpose and goals • Advance the cause	• Create shareable content • Tackle challenges

Also, anytime someone is given a feature or attention inside the community, they're likely to share it externally with their family or friends. Feature them in an article, newsletter or event.

Tactics Based on Altruistic Motivation

Generally, having a clear goal for the community that community members can resonate with is often a sufficient motivation for spreading the word. Also, it helps if you have a specific problem that you're trying to solve, or perhaps even a fundraising goal that you'd like to hit.

Additionally, if you want specific individuals from a certain field or background to join, put that information out to the community. Motivated individuals will invite their friends to help.

Newcomer-oriented content is always useful in attracting members from outside the community. Especially if the content helps them to solve some other problem. Identify common problems that community members have, and then create a guide illustrating how to solve them. Publish the guide, and encourage community members to share.

Figure 25 (previous page) is an example of activities and outcomes based on direct growth tactics.

Growing a Community - Summary

Unfortunately, growth is often something that is done wrong. Community managers tend to ignore the reasons why members participate and join the community to begin with in favor of tactics that deliver sheer volume. Or even worse, they just hope that growth will take care of itself.

So when you're thinking about growth, keep these principles in mind:

Grow for a reason – Make sure that you're growing for a reason. Take a good look at your community and determine whether or not it even needs growth to begin with. What is the real benefit from growth?

Slow and steady wins – It's much better to have slow and steady growth instead of a large, viral explosion of growth. Large bursts of growth are challenging for the community to absorb, and they're much more challenging for you as a community manager to convert into active members of the community. Converting someone into a regular, active member takes a lot of time and effort. With a large amount of growth, you won't have the same time available to convert these members, and you risk missing members that would have otherwise converted because you don't have enough time.

Promote activities within the community – Make sure that you're promoting the activity that happens within the community rather than the community itself. When many people try to grow a community, they'll say "join the community for these special things" and be done with it. And that really doesn't put the community member in a participatory mindset. Rather, it's smarter to promote an in-community activity like an upcoming event or discussion to someone outside of the community. Ask them to lend their opinion, or have them join the panel. By inviting someone to participate on a particular activity directly, you make an appeal to their social needs. Once they join and participate, they're far more likely to continue participating, rather than forget about the account they've just created.

Optimize your time – When you're increasing the number of members that are joining your community, you'll also need to increase the time you have available for converting these folks into active participants. What good are your efforts in driving people to your platform if they don't convert into active members? You'll also want to optimize the conversion process for long-term members. (More about this later in the Primer.)

Measure and repeat – Measurement itself is such an important thing to community growth: inputs, outputs, and outcomes. It's important for you to measure (posts, comments, questions and answers, time to respond and so on), so that you understand what the best sources of growth are, and optimize your time and efforts accordingly

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Initiating and Sustaining Discussions in a Community

If you can successfully initiate and sustain discussions, you will have higher levels of participation, greater quantity and quality of information being shared, and improved relationships and social capital development between members.

It's not as easy to initiate and sustain a discussion as you might imagine. It's common for someone to post a discussion linking to an article and ask members what they think of the article. However, that in itself does not lead to a natural fluent discussion. It's common for people to participate once, it's far harder to get someone to participate multiple times. The following sections tackle the key challenges community managers face to generate and sustain ongoing online discussion in their communities, but the principles also apply to designing in-person conversations and activities, for example, at events.

Discussions, Relationships, and Communities

Discussions build relationships, relationships build communities. Relationships develop along a fixed line. A relationship starts with a common interest, then there will be some sort of interaction or spark. Through interactions, members will disclose some information about themselves. Perhaps it's an experience they've had, some attribute that they have, or their thoughts or emotions on a different but relevant topic. By sharing experiences through self-disclosure, emotional connections start to form and relationships begin to develop.
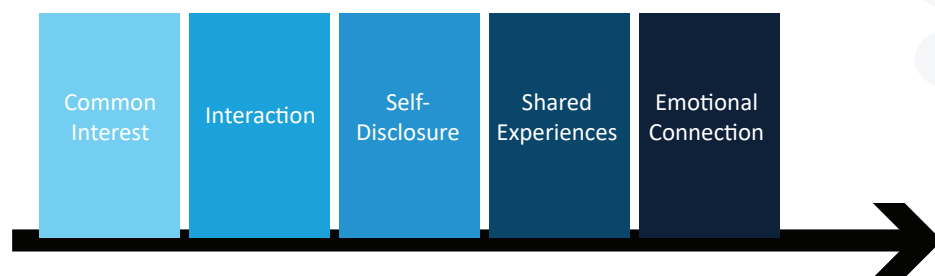
Figure 26: Features of Successful Discussions

Community managers need to ensure that they're initiating and sustaining both those interaction and self-disclosure discussions that lead to further connection down the road for their members. The more discussions you have, the greater the levels of self-disclosure, the stronger the relationships, and the higher the volume of information sharing taking place within the community.

Community managers often post information and expect that information to lead to a discussion. Remember that you're using a community tool because you want thriving discussions. If we want thriving discussions then we definitely need to post and distribute information in a way that makes it alluring for discussions to take off. The following sections take you proven concepts to achieve that result.

Principles from Facilitation

Many of the principles around initiating and sustaining discussions come from the art and practice of facilitation.

Initiate discussions – Initiating discussions is practically an art form in and of itself. The goal is to ensure that there is a regular stream of discussions taking place in the community.

Solicit contributions – It's very common for the community manager to initiate a lot of discussions in a community upon launch, and then expect that members will want to sustain them. It's crucial, especially in the very early stages of the community, for the community manager reach out directly to solicit contributions and responses to content from the core founding members.

Give recognition – When people make a contribution, they need to see that they receive something for that action. Recognition is an easy way to reward a member for contributing, and keep them going back for more. Knowing when to recognize a member for their contributions is an important skill.

Highlight popular material and common thoughts – Highlighting the popular material also drives the motivation to participate. Tell people via newsletter, on the front of the community page, and even via email what's popular, and point them what to participate in.

Framework for Initiating Discussions

Use the simple framework in Figure 27 for initiating discussions online. You want a great topic, a good subject line, a decent length of about 5-250 words, a good opening sentence, self-disclosure about why you're asking the question now, and then highlight the impact – the benefit to the community from answering.

Asking a Question in the Subject Line of a Post

Along with the name of the poster (often and especially early in the life of the community, that's you), the subject line will very much determine whether people open the post (and of course, people receive notifications of posts via email) or e-mail or not.

When we're going through our lists of posts or inbox we tend to classify them mentally. There are posts and emails that need our attention and those that don't. A lot of

Figure 27: Discussion Guidance

GREAT TOPIC	INFORMATION, OPINIONS, VALIDATION (on the edge of the domain)
SUBJECT LINE	ASK A QUESTION (or as a provocative statement)
LENGTH OF POST	50-250 WORDS
OPENING	ASK A QUESTION AT THE VERY BEGINNING
SELF-DISCLOSURE	EXPLAIN WHY YOU ARE ASKING THE QUESTION (explain need)
IMPACT	HIGHLIGHT THE BENEFIT TO YOU OR THE COMMUNITY FROM ANSWERING
TIMELY	SHOULD BE RELEVANT FOR THE COMMUNITY (at that point in time)
PRACTICAL	SHOULD ALWAYS HAVE A PRACTICAL SIDE (that can be implemented)

community questions end up in the latter. It doesn't matter whether your community is a mailing list, or uses an online platform. People scan through the discussions/emails and open only those that they feel are relevant to them.

Your subject line has to stand out but without appearing like it's trying to stand out. I'm sure that you get a lot of spam which you delete. It has to provoke curiosity. It has to appear natural - as if one human is speaking to another. You might be surprised how frequently this rule gets violated. It also has to avoid being too long.

The single best way to get a response is to ask a question in the subject line itself. If you're not sure, imagine asking the question of the person sitting next to you and write it that way.

Ways to Ask a Question

There are two ways to ask a question:

Open-ended questions - An open-ended question can be answered in many different ways. The length of the response can vary. The quality of the response can be very different too.

Closed questions - A closed question is one where the answer has a predefined value. Very often this is yes/no, a choice from a limited set of number, or where the answer is limited to within a given range

Open-ended questions produce the richer answers but are typically the scariest type of questions for a community member to respond as they tend to come with the highest level of social fear. For example, asking something like: "What do you think about today's headline?" is a little intimidating. As a member, I don't know how long my answer should be, or in what format, and it can also take me quite a long time to ask my question.

While open-ended questions can produce great responses, you do want to balance them with some closed questions that are easier to answer. For example, asking a question that requires a simple "yes," or "no" answer is much easier to respond to.

To build trust and the habit of participating in a community, you might want to ask a few closed questions before moving on to open questions. When initiating discussions you'll need to have a balance of these different question types to reduce the social fear that comes with participating in an online community. As your community first grows, start with a heavier mix of specific questions, and then as people begin to lose their fear of participation, you can work in more open-ended questions.

Using the Opening

Of course, once people click on the subject line, they only give it a small amount of time before responding. So the opening matters a lot. We recommend you open with the 'call to action' - that is what you want people to do. This call to action lets people quickly filter whether they need to read the rest of the message or not. Once you've opened the e-mail with a question (both in the subject line and the first sentence) then you want to move to self-disclosure.

Using Self Disclosure

By self-disclosure, we mean asking a member to make it clear why that particular member is asking the question now. What specific relevance is the topic to the member? What in their experience or activities has caused them to come up with that question? Second, why now? What has provoked them to ask that question at this moment? By disclosing these two elements, people are far more likely to respond to the question and the questioner.

Emphasizing Impact

Highlight the impact of the discussion. Try to conclude discussions by explaining why it helps you or the community. Highlighting the impact of the discussion, of being able to answer the question, or come up with a solution, increases the odds that someone will respond.

Types of Discussion

There are three types of discussion that take place in communities.

- Problem solving (information-seeking)
- Bonding (exchange of opinions)
- Validation (exchanges of self-disclosure)

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Figure 28: Online Discussion Example
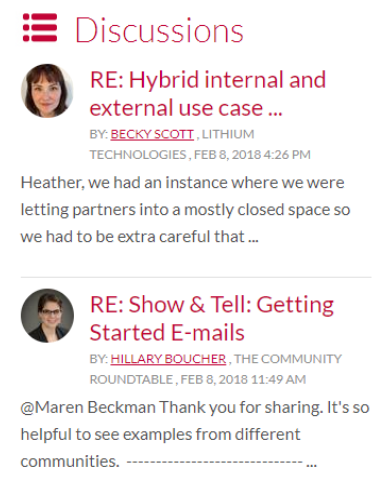
The biggest mistake made here is that community managers focus far too much on problem-solving discussions at the expense of bonding- and validation-related discussions. This focus is logical. Mostly, we develop communities for higher levels of information exchange, which helps members solve their problems. However, there are plenty of studies to show that more bonding and validation-orientated discussions lead to higher levels of problem solving.

Bonding and validation discussions help people in the community to get to know each other better. The better people in your community know each other, the more they know and like each other. The more they like each other, the more they participate; the more they're likely to respond to their requests for help; and, the more they're likely to ask each other for help.

Guidelines for Problem-Solving Information-Seeking Discussions

Problem-solving/information-seeking discussions are easy to start and tend to be those that are most desired by the group.

Follow these guidelines when initiating information-seeking discussions:

Avoid "best" type questions – A common mistake in information-related discussions is for members to ask for 'the best' way to do/achieve something. The problem with asking for the best is that it often solicits poor quality information. For example, what is the best community platform? Does that mean the platform with the most features? Easiest to use? Most widely known and respected? Best customer service? Or does particular things really well?

Encourage members to be specific – It's important when you initiate and reply to members to encourage them to be really specific in the discussions for the type of information they want. Rather than ask for the best, solicit specific information. For example, you might instead ask: which platforms costs below $50k and allows members to create their own groups? This would solicit more useful information.

Ask clarifying questions – When you receive a response, follow up with clarifying questions about the functionality they are recommending, or processes that they have followed, or results that they have obtained.

Help make connections – When a member posts a question, and you know one or more people in the community that can answer that question, make the connection by providing their names and suggesting that they contact them.

Example of an Information-Seeking Discussion

Figure 29 is a simple example of an information-seeking discussion.

Figure 29: Information-Seeking Discussion

In this example, one member in a SPARK community is looking for examples of pipeline development and safeguards in municipal and infrastructure funds. Other members respond providing and seeking more information.

Guidelines for Bonding Discussions

Bonding discussions seek the opinions of others. In most communities, you want approximately 30% of your discussions to be opinion-seeking discussions in order to create stronger bonds between members.

- Ask members for their opinions
- Solicit practical experiences
- Encourage diverse participation

You might experience pressure from those that argue that their members are too busy to participate in opinion-related discussions. This is usually a false claim. Every sector is too busy to participate in these discussions. It's all about the priority members assign to the community's value. The better they know the other members, the greater the value they assign to it and derive from it.

Figure 30 is an example of an opinion-seeking discussion.

In this example the poster wants to solicit the opinions of other members.

Sharing opinions leads to a tighter group where members get to know each other better. As a result of sharing their opinions, and seeing those opinions reciprocated, they feel a stronger sense of connection to other members of the group. Over the long term, this leads to them being more likely to help each other when they need information or have a challenge to solve.

Guidelines for Self-Disclosure Discussions

Self-disclosure discussions are those that allow people to disclose or reveal information about themselves. There are several reasons why they might do this. The most common is psychological. We like to compare ourselves to other people like us (sometimes known as status-jockeying). It also helps to see if we're

on the right track with what we're doing. The more we know about other people, the stronger the sense of connection. More so, the better that members can help one another.

Validation related discussions can also be among the liveliest discussions. You don't have to spend a long time thinking of prospective discussions. If you're short on time and want a discussion to boost activity, ask members one or more of the following.

- What are you doing?
- What are you thinking?
- What do you find difficult?
- What do you find surprising?

An example of a self-disclosure discussion is a process called working out loud (WOL), an online thread where members share their work plans for the week:

To learn more about working out loud, see the work of John Stepper, in particular his book titled "Working Out Loud."

Guidelines for Sustaining Discussions

It's all very well to get discussions started, but how do you sustain them over time? Follow these guidelines to extend and sustain the discussions in your community:

Respond within 24 hours - Make sure that every participant receives a response to their discussion within 24 hours of posting. If they don't receive a quick, useful, response they don't participate ever again. It's one of the simplest things to do but very often omitted. Our biggest fear isn't being criticized, it's being ignored completely. This doesn't mean that you need to be the expert on every discussion and give a definitive answer. However, you do at least need to ensure the other person knows they haven't been ignored. They need to feel seen and heard.

Acknowledge unique contributions - Acknowledge useful contributions but do so without sounding like you're giving a generic,

Figure 30: Opinion-Seeking Discussion

template, response. Highlight something about the contribution or question which personally interested you.

Avoid standalone generic thank you's – Respond in terms that are specific and relative to the post. For example, "Thank you for posting updates about tomorrow's conference and providing the link to registration."

Tag in other people - Tag in other members (that is, use the names of other members to notify them) that might participate in the discussion.

Ask clarifying questions- Ask additional questions of the poster or of other members who you know have an interest or expertise in the topic.

Add your own thoughts/views – Add your own thoughts especially if you are also a subject matter expert but be careful about doing this too often. When you start to comment on every discussion and dominate the community you will deter people from contributing and produce the exact opposite effect of what you are trying to achieve.

Add new evidence/information - If you know of new evidence or information, add it to the conversation to keep the discussion going. This is very much the art of facilitation: knowing when to jump in to give the online discussion another nudge but not to take over the discussion.

Summarize and document - You might want to add concluding thoughts on the discussion, document the discussion, and post it as a resource for others to use should they ever need it.

Tactics for Lagging Discussions

As indicated in the previous section, initiating a discussion isn't enough for the discussion to take off. Especially in the early stages of a community you will have to do more to spark the discussion to life.

If your discussions aren't taking off, you will often need to prompt them a little to get things started.
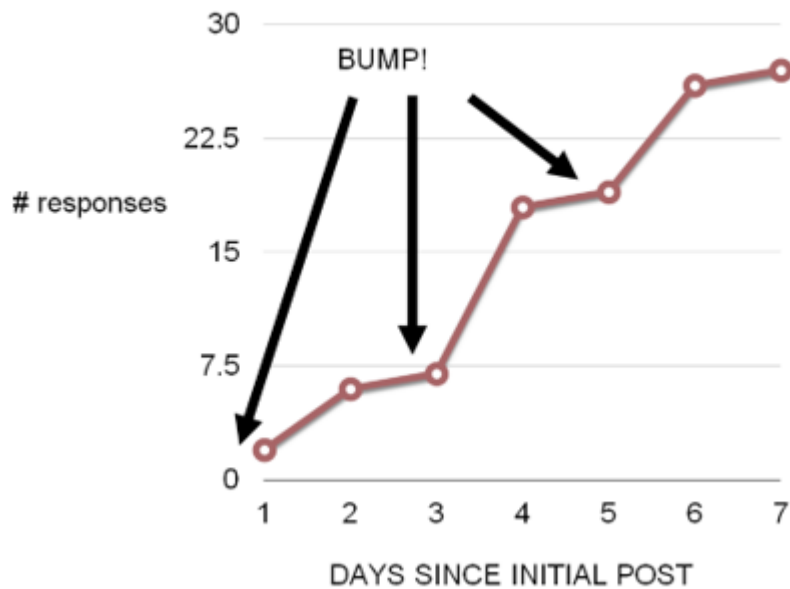
Figure 31: Tactics for Lagging Discussion

You might even have to bump up the discussions of other members to ensure that they receive a response.

Some techniques include:

- Soliciting responses to your own discussions. Use back channels to ask members of the Core Group to make the initial responses to your posts.
- Having people working close to you reply to the discussions you create to get discussions to the critical mass stage.
- Making sure that discussions started by other members receive a quick and prompt response. You want members to feel comfortable knowing that if they post a discussion it will get a useful responses. You might need to jump in if the discussion dies down to keep things ticking over.

Content and Content Planning

Content is one of the key drivers generating more activity in your community. The adage is "come for content; stay for community."

This section on content covers:

- The purpose and importance of content

- How to generate greater participation with existing content by making that content more social
- How to create new content to get members to interact more and feel part of the community
- How to develop and implement a content calendar for community members

The Purpose and Importance of Content

We often think of content as having one sole purpose, and that is to provide us with useful information. While this might be the case outside of communities of practice, for our work, content plays a different role. Content does inform people but also helps create a stronger bond between members. It's these very bonds that lead to higher levels of knowledge sharing later on.

Encourages people to engage with the content – content brings people to community sites, whether it's the latest developments, news about events, latest technologies or latest achievements of members.

Encourages people to share and collaborate with each other - It's important to

understand that communities aren't news sites. If you only want to distribute news and get people to read you can use a simple mailing list. A community encourages people to participate and collaborate. In a community people share information between each other, not just read your content. One implication of this requirement is that the way you distribute content to members has to be done in a more participatory manner. It has to be easier to participate within that content and give feedback on that content. It has to be easier to share that content.

Tells members about one another – The other implication of community sites not being simply a news site is that we also want content that is going to tell members about each other. The type of content that unites members and creates a sense of group identity.

Making Existing Content More Social

You can take almost any of the existing content that you have access to and make it far more engaging for the target audience. We're not referring to social media here. We're referring to adding a social, engaging, twist into the existing content you already have.

The goal is to ensure that people participate in the content. This means that they're more likely to acquire and share the knowledge from that item of content.

There are several ways you can do this:

Interlink content with discussions - Interlinking content with discussions means linking to relevant content items from discussions you create and post in your community. For example, you can create discussions specifically for new papers that are being published at the World Bank Group.

You can also link to relevant discussions from the content. You can do this at several of the most popular or important points. You can link to a discussion within your community. A single paper can have several links back to discussions where people can talk about key aspects of the paper.

Highlight key elements for feedback - You can highlight key elements of a paper and ask if people agree, if it matches their experience, or even if everyone full understands it. This helps the author get quality feedback and the members of the community. Also, the more specific you ask a question the better the response.

Interview the author - You can interview the author of a piece of content. There are many ways of doing this. You can host an 'ask me anything' activity with the author, where any of your members can ask an expert questions either related to a recent paper or not. You can do an e-mail interview.

You can send over a few questions, have them answer those questions and publish the responses on their site. This is useful because you can ask questions about their own background and the key action steps from the paper they have produced. You can do this live as well and solicit questions from the audience. However with live interviews you incur obvious time barriers. It's also potentially difficult to solicit enough questions from the audience, so you might need to create your own as 'questions you received earlier.'

Use open-ended questions – Remember to use open-ended questions to elicit more expansive responses than a simple yes or no.

Creating New Social Content

Creating new content that is social means creating new content with the goal to unite your members into a tighter group. New social content also achieves several results.

Increases familiarity and sense of peer group

Social content increases familiarity with other members and reinforces the sense that this is a peer group. In a peer group people return to the community every day to see what's new. They return to see what their friends are doing. In essence, content here acts for your community the way a local newspaper does for its community. It tells members what's happening in the community. It talks about what your members are doing.

Creates social hierarchy

Alongside helping to build a sense of like-mindedness and attachment, social content also establishes a social order amongst community members in the peer group. Social content creates a social hierarchy within the community.

In group situations people pursue strategies to increase their status relative to fellow members of the group. You can create content to shine the attention on those creating good contributions to the community for others to mimic their strategies and for those members to continue participating to remain as the star of the community.

In this social order, those community members who are frequently mentioned are considered to be at the top of the social ladder, which pushes others to strive to get there. You can see this ranking in the status of those in Spark and C4D communities where more frequent and higher quality contributions increase your status.

Creates relevant information

Aside from the social bonding benefits, community newspapers also provide a range of relevant information. This information includes upcoming events, job advertisements, latest topical news and summaries of what has recently taken place within the community.

Provides entertainment

Social content, for example in a community newsletter, also provides entertainment in the form of guest columns, gossip, interviews, reviews, previews, etc. Entertainment value should not be underestimated. Just like newspapers, communities that do not have entertainment content struggle to sustain high levels of readership and engagement.

In this role, the community is both the consensus of a community opinion and the determinant for the community's opinion. While this duality might appear mischievous, such a role is beneficial as it provides the community with a shared emotional

connection, which is vital for a strong sense of community.

Examples of Social Content

Examples of social content include:

- Guest columns
- Interviews
- Reviews/previews of events
- Pictures
- Case studies

Principles of Creating Good Social Content

There are several principles of great community content:

Timely – Good content is timely. It has an urgency hook. It has to be related to something that is happening now. That might mean an action a member has taken or a broader theme with a local community spin.

Unexpected – Great content is content that we don't expect. It challenges an existing viewpoint in some particular way.

Mention names of members – By mentioning members names, you get to compare yourself to other people. You get to follow the lives of people.

Participatory – It should be participatory in some way. Even if you were not involved in the creation of the content, you can still feel a sense of ownership over it because it is about the community. The best content is that submitted by members for your attention. Local newspapers don't go out looking for news, they respond to tips. This is the high level you want to be working on.

Credible – Your content has to be credible - it has to have some essence of credibility in the way it conveys the information.

Concrete – Content has to be concrete, it has to paint a clear mental picture. The easier it can be pictured, the more successful it will be.

Emotional – It should provoke an emotion, it should resonate with its intended audience.

Story – It should tell a story. It should have a beginning, middle, and an end.

For more on creating effective social content, see Buzzing Communities by Feverbee, and the book titled Made to Stick by Chip and Dan Heath.

Content Themes

There's no shortage of possible content you can create for your community. This comes in the form of highlights, analysis, news, opinion, and interviews, as summarized in the following table:

Highlights – Highlights can include a curated summary of the latest information or articles about a topic or about the community. These are useful as they directly save time. Many of the most successful communities were launched as curated summaries of the latest

happenings within the communities. Most of the popular newspapers we read and TV shows we watch are curated highlights.

Highlights can include a recent summary of industry news, a 'best of the web' highlighting links externally worth reading, a round-up/ key learnings from recent events, or top 5/10 things members might have missed this week.

Likewise, highlights about the community may include the top discussion(s) of the week, top member(s) of the week/month, a round-up of the community discussions or activity, or shared photos/images from various events.

It's important here that the filter quality has to remain high. Do not be tempted to post something just to keep it going. The quality

Figure 32: Content Themes

	ABOUT THE TOPIC	ABOUT THE COMMUNITY
HIGHLIGHTS	• Summary of recent articles/news • Best of the web • Roundups/key learnings from events/conferences • Time-bounded discussions	• Post/discussion of the week • Member of the week/month • Roundup of what you missed in the community • Shared photos/images from activities
ANALYSIS	• Industry trends • Greater context to daily news stories • Greater detail or new information • Book reviews • Flagship Reports	• Best practices • Polls • Summary of member opinions on an issue
NEWS	• Industry news • Snippets of articles • Daily news roundups	• Member job changes • Member achievements • Member life news • Upcoming events and activities
OPINION	• Weekly expert columns • Regular opinion columns	
INTERVIEWS	• Industry experts • Industry influencers • Individuals related to topical news stories	• Ask the Expert/Ask Me Anything (AMA) (for an hour/day/week) • Emailed questions • Live / recorded webinars • Podcasts • Live discussions

of the content is very important in its use. If members think your filter doesn't provide them with what they need to read, they will no longer participate.

Analysis articles – Analysis articles add greater context to topical stories. This usually includes a collection of a larger amount of data or adding in new perspectives. Here you would connect relevant news stories into topical trends, and spotlight how data is guiding activity. You might also include things such as book or article reviews for members. These have a practical element too.

You can also analyze what's happening in the community. You can do member polls and surveys to summaries the findings. You can highlight emerging best practices between members and areas where members are coalescing.

News – News includes the latest news about the industry. This might be snippets of articles or letting members know who/what is doing something new at any given time. Controversy and conflict, and by conflict we mean two sides to the issue) is usually good here. News about the community is just as good. You can mention members who have recently moved jobs or to new departments. Welcome newcomers to the community. Highlight things that your members have recently achieved.

You may want to congratulate members on their broader life news to build a stronger sense of community. For example, if members get married or have children.

It might be worth highlighting upcoming events and activities which members will be attending. They can collaborate meeting up, sharing taxis, and hotels and so on. (In person events are a great opportunity for online community members to really deepen their connections and relationships.)

Opinions – Opinions and guest columns are designed to add fresh perspectives to the community. The goal is to find people with fresh ideas or new takes on existing issues to discuss them. This can be in the form of a weekly/monthly opinion column that rotates authorship between different members. Or it can be multiple opinions and guest columns

from experts you have a relationship with. These tend to be most often about the topic, not about the community.

Interviews – Interviews are a simple way of building a powerful sense of community. The themes of the interviews are a combination of all of the above. Interviews can be highlights from experts of recent papers, an analysis of current situations, a place to reveal news, or solicit opinions. They can be with industry experts, influencers, and those caught up in topical news stories. They can take the form of ask me anything, emailed questions, live and recorded webinars, podcasts and week-long discussions.

We recommend publishing an upcoming calendar to members. The calendar lets them know what to expect and enables them to put forward anything they would like to contribute to or have the members discuss.

Creating a Content Calendar

A content calendar is a useful tool for you as the community manager to schedule what you want to produce or have other people produce and when you want to publish it. Essentially, it's a project management tool for content.

It can also include events especially where the events are driving content. For example, the community might be producing advance materials before the event to create buzz; presentation and support content during the event; and post-event content such as reports and summaries including photographs and videos taken at the event.

We also recommend that you publish your upcoming calendar to members. The calendar lets them know what to expect and enables them to put forward suggestions they would like to contribute to or have the members discuss.

The content calendar identifies the categories or content themes, the types of content that will be published, and when the content will be published. You'll want space to denote key dates and events, and note who is responsible for delivering the piece of content.

The rhythm or cadence of the community calendar (the regularity of when content gets created and published) depends on you and the resources that are available to you.

Steps in Creating Your Content Calendar

Follow these general steps when creating your content calendar:

Review your community's domain – To begin creating your calendar, look closely at your community. Review you're your community domain: your community's industry, the major issues, media, and key influencers. Look at both online and offline content produced within the sector to identify the most popular categories. Check out the number of comments and their placement on the sites to determine popularity.

Identify the content types and the actual content – Strike a balance between topical content and content about members. From the categories of content, you need to identify what content you will actually use. The content you have is very much dependent on how successful you are in persuading people to make these contributions.

NOTE: The content produced for your community should not rival existing online content. The goal isn't to compete with other existing media platforms, but you must identify what categories of content are most popular.

Identify your resources and tools – You might only have 10 hours per month to spend on your community. Your tool chest might not include applications for designing elaborate HTML pages. These types of constraints and others will have a big impact on what you can deliver and when you can deliver it.

Decide on timing – After identifying the content (and this will be an ongoing process as the need for content lasts for the life of your community), the final and critical, piece of a content calendar is when to publish and distribute the content and the overall, ongoing timing.

Categories must be repeated at consistent intervals. These intervals could be daily, weekly, bi-weekly, monthly or even annually. The goal with intervals is to find a balance between too much content and too little content.

Daily intervals are typically ill suited to a community as it's too much content all at once. Annual intervals are generally too long a time frame for anything but content around events or awards.

Typically, you want to have weekly and bi-weekly intervals for certain content types, with the overall theme and timing switching up 2-3 times per year. Irregular intervals make it hard for community members to follow.

Calendars work as mental models, showing you something familiar to help you comprehend a large amount of tasks. When you see your work laid out in a calendar, you find it to be much more manageable and fresh.

Additionally, a simple, visual calendar greatly lowers its perceived difficulty. Cost-benefit analysis says that behavior is influenced by how easy or difficult one perceives an action to be. An easy-looking, familiar calendar is more likely to gain a positive, visceral reaction, and you are more likely to stick with it.

TIP

Once the calendar has been determined, you might consider publishing it (in category form) to your community. Making your calendar public enables members to volunteer to contribute content, as well as give them the opportunity to give feedback into the process. Contributing to the calendar is an excellent way to increase engagement with and commitment to your community

Examples of Content Calendars

Figure 33 is a simple calendar that identifies the categories or content themes, the types

Content Theme	Content Type	By Whom	By When	Related Event	Notes
Industry Trend	Blog	*xxx*	*dd/mm/yyyy*	Industry Conference dd/mm/yyyy	*xxxxx*
AMA	Discussion	*xxx*	*dd/mm/yyyy*	Panel discussion (in the future) dd/mm/yyyy	*xxxxx*
Industry Job Postings	Wiki document	*xxx*	*dd/mm/yyyy*	N/A	*xxxxx*
Member Update	Announcement	*xxx*	*dd/mm/yyyy*	Monthly Community Roundtable	*xxxxx*

Figure 33: Content Calendar

of content that will be published, and when the content will be published. Note that there is space for specifying who is responsible for delivering the piece of content, related events, and for miscellaneous additional comments.

In this content calendar shared by Twitter in a webcast with Buffer, you'll notice that it's very visual, and gives a high level overview of what's happening in the month. Your content calendar can be incorporated in your community calendar.

This type of calendar should be planned with the Core Group and should be shared with them and your team. It can also be shared with members if you wish, so that they know what major activities are on the horizon.

Events and Activities

Events and activities play an essential role in the growth and development of communities. You should never confuse an event with community, but events are great catalysts for community building and strengthening.

This section on content covers:

- The role that activities and events play in making communities successful
- The different types of events and activities that you can use as a community manager and when to use them
- How to develop a framework for organizing events and activities suited for your stage in the community lifecycle

The Role of Events

By events we mean time-limited activities. Events can take place online or offline, and can range in number of participants.

Events serve several purposes.

- Events unite audiences. They drive activity in the community. Events increase contact between individuals and create a lot of the social contact, familiarity, and more for great things to happen in the future.
- Events can also make communities more engaging and provide a reason for members to frequently return. If you host an event every week you might find members return to the community every week. Events also bring lurkers out of the shadows.
- Exciting events can convert a member who reads or downloads content but rarely participates into a regular, active, participant.
- Events can celebrate community identity. Community members feel a sense of pride and an increased sense of community when participating in events, and events themselves can help to sustain broader community goals.
- Events also contribute to a shared sense of history between members. Members who for example attend "the annual conference" every year, over time develop deeper and more meaningful relationships, in effect, building communities with stronger ties.
- Finally, events can help recruit volunteers to the community. These volunteers can be converted into regular helpers and supporters of the community.

Shared Experiences and the Hierarchy of Social Presence

One reason why events are so useful is they provide a shared experience for members. A shared experience makes the event seem more real. This is related to the idea of social presence.

The greater the level of social presence, the greater the idea that you are interacting with an intelligent other person. This is why the breakthroughs, the bonding, and the best success usually comes when we're as far to the top right of the social presence curve as

Figure 34: Sense of Presence
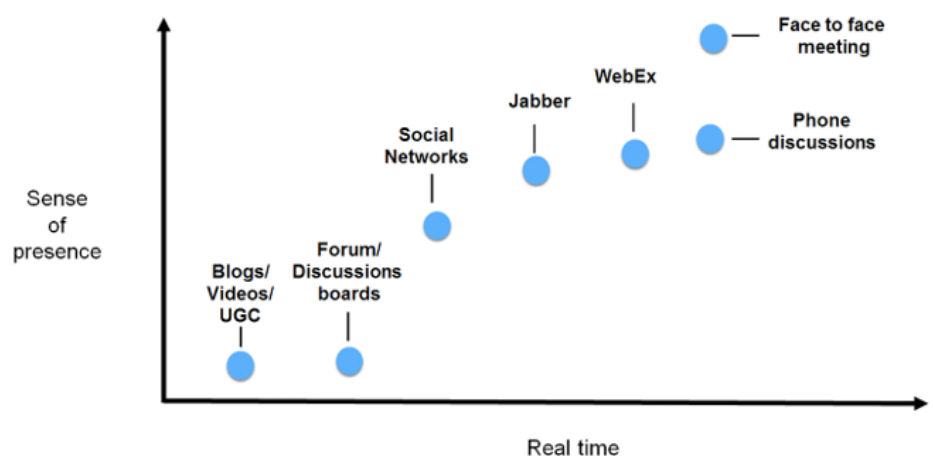
possible. Social presence consists of the idea that we know we're interacting with a real human being, who is paying attention, and that we're interacting in as close to real-time as possible.

Thus while the most common events/activities will be in the lower left corner of the two axes, the events/activities that have the biggest impact are located on the top-right of the axes. This is why live discussions are far more impactful than those that occur on discussion boards.

Types of Events

You can place events into one of four categories – regular online events, regular offline events, irregular online events and irregular offline events.

Regular vs irregular events – Regular events, both online and offline, help establish the rhythm or cadence of a community, which

should be reflected in the community calendar. They provide a sense of stability to the community as members build their shared histories. However, regularity can sometimes produce predictability and boredom and an increasing lack of engagement amongst members. Irregular event provide a sense of surprise that can help maintain interest, rekindle and renew interest, and in some cases bring new members into the community.

Regular online events – Regular online events are a staple of successful communities. They are accessible to all members, and held at specific times, and increase the sense of social presence. You can schedule online events on a regular basis, whether it be weekly, biweekly, or monthly.

Frequent online events should be accessible to all, and be held at specific times, since these events increase the sense of social presence (the feeling that you are interacting with an 'intelligent other').

Some examples of regular online events: participating in a weekly WOL thread or in a WOL circle where you interact with other members and their agendas and goal, webinars that include an interactive

presentation in which a CM, member of community or expert on the selected topic, delivers a presentation and answers questions online.

Irregular online events – Communities should also host irregular online events, and such events should celebrate a community's achievement, bring audiences together for a specific purpose or promote the community to external audiences.

Irregular online events are by definition events that don't happen on a set schedule. They should be considered special within the community and not as common as regular events. There should not be more than one irregular event per every two months, as this ensures they maintain a rare occurrence to generate excitement and intrigue within the community. Some examples include: member achievements, highlighting new members, product launches, guest blogs and competitions such as the Community Managers Appreciation Day (CMAD) at WBG in 2016.

Regular and irregular offline events – Regular and irregular offline events may

also be a great means of promoting the community to a broader audience and recruiting volunteers who will also support

the community's online activities. Offline events solidify online relationships. Contacts that may have formed online are cemented through in person interaction.

Regular offline events –Regular offline events can play a major role in the development of a community by increasing the level of activity within a community, providing content for the platform, and increasing the sense of community amongst members. Offline events can also be a great opportunity to promote the community to a broader audience, and to recruit volunteers whom will also support the community's online activities. Such examples include:

conferences, panel discussions, CM Monthly lunches, and monthly interviews for the newsletters.

Irregular offline events – Irregular offline events are often those that create the initial burst of social capital to establish momentum. They are often the events that generate the most anticipation and excitement. Such examples include: project clinics, master classes, hard talks, experts on call, and happy hours.

As a community manager, you should complete a matrix of regular and irregular online and offline events, and transfer these

to your public community calendar in a timeframe that you think appropriate.

Activities and Content for Creating Great Events

Activities surrounding and at the event, all serve to deepen and strengthen relationships between members, as they add another chapter to their ongoing shared histories. In addition to the core relationship-developing nature of events, they are also a fantastic source of content. The benefit of such entertaining and informative content can almost match the benefit of the event itself.

Often when we think of an event we concentrate on the actual event. However, it is more productive to think of the activities and content associated with any event, in three separate stages: before (pre), during, and after (post) the event.

Before the Event

The purpose of content before the event is to build anticipation for the event itself. For smaller, regular, events, this will likely be a single post. For larger events, this might include a series of posts over several months.

This pre-event content can include:

Initial announcements – Initial announcements announce and promote the event, with basic details about the event highlighting when registration/sign-ups for the event will go live. You can then continue these announcements with a steady stream information leading up to the event.

Event previews – Event previews can outline the highlights, ask members what they are most looking forward to, and promote unanswered questions about the event. What are people wondering will happen at the event? What mystery exists about the event? You can also interview key individuals. These could be in the form of blog posts, or they could be podcast or video interviews. It does not always have to be written content, and in fact before the event, when you're trying to create excitement and buzz and encourage more people attend, videos are much more compelling.

Figure 35: Online/Offline Event Examples

REGULAR ONLINE EVENTS	REGULAR OFFLINE EVENTS
Working Out Loud Webinars Roundtable Discussions Blogs Ask the Expert/Ask me Anything	Conferences Panel Discussions BBLs CM Monthly Lunches Monthly Interviews
IRREGULAR ONLINE EVENTS	IRREGULAR OFFLINE EVENTS
Member Achievements Highlighting New Members Product Launches Competitions Blogs Ask the Expert Ask Me Anything	Project Clinics Master Classes Hard Talks Experts on Call Happy hours

Registration – Registration-closing related content can include a countdown or information on the event. It can involve information for volunteers at the event. To ensure alignment in messaging at the event, you can create simple messaging and FAQs for members of the team that are attending to avoid mixed messages about for example the goals of the event or organization. There can also be a post a day or two before the event with practical information about getting to the event, emergency contact details and anything else of relevance.

During the Event

The community should also publish frequent content during the event. The purpose of this is two-fold: to encourage members who didn't attend the event to attend the event next time, and to keep them informed so that they are not uninformed or prohibited from participating in the community after the event.

Content during the event can include:

Live blogs, tweets, and interviews – Live blogs that cover key aspects of the event, as well as interviews with speakers and attendees broadcast in real time, which are very popular. Tweets against a #event hashtag connect both people at the event with each other, but also those not attending but following online.

Photos – Photos taken by community members and by the community manager can be published and frequently updated during the event. Along with photos, short video clips showcasing what's happening at the event can be taken and published during the event. Create a hashtag to capture all of the photo and video content from different social sharing services.

Daily summaries – The community manager should post round-ups after each day of the event summarizing the major activities and any surprising news. Events need a clear closure to sustain the sense of community amongst members and cement the event into the community's shared history. This closure may require more than one piece of ending content on the event.

Photos taken during the event can also serve as content for during the pre-event phase of the next event to show potential attendees what a great event it was and that they should not miss the next one.

After (post) the Event

After the event there are several important pieces of content to create and publish:

Final summary/Thank you's/Top 10 – Following the event, it is important to write a summary outlining what happened and thanking members for attending. This should be informative and provide individuals who could not attend a clear overview of what happened.

It's also very effective to draft a highlights/ top 10 learnings post following the event. Ideally this post should feature event highlights that are voted on by members. You can also include things like "person of the event" or "newcomer mentions."

Suggestions/Feedback – You should also publish a post calling for suggestions for the next event. You could also include a link to an online survey asking for more detailed feedback. This content should reflect critically upon what could be done better at the next event.

Testimonials – Testimonials serve two purposes: to validate the current event, and to be used as pre-event content for the next event to encourage attendance and create buzz, especially if you receive some glowing

testimonials from well-known and respected members of the community.

Example Content After (post) the Event

Figure 37 is an example from the SURR Forum 2015. You can see wrap-up in the form of videos, pictures from the events, a thank you announcement, and reports.

Figure 37: SURR Forum 2015
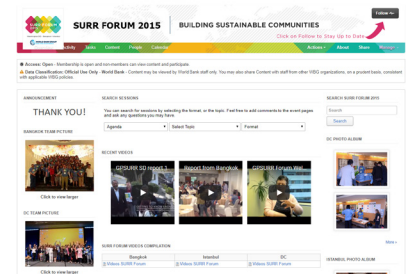
As the community manager, rather than write and post the wrap-up yourself, it is better if you can ask someone else from the community who attended the event to write a blog or summary of the event, and continue the conversation online.

Figure 36: Event Stages

Before (pre-) the event	During the event	After (post) the even
• Initial announcement • Event previews • Registration, Volunteers, Responsibilities	• Live blogs/interviews • Photos & videos • Daily summaries	• Final summary & 'thank you' • Highlights / Top 10 • Suggestions and feedback • Testimonials

Scheduling Round-table Discussions

Here is a planning template on how to schedule a community roundtable discussions. One of the advantages of a monthly Community Roundtable meeting is that more members get an opportunity to directly share and learn from each other.In addition, the notes or minutes can be shared online and timely topical discussions can also be bridged or document online. Guest speakers can be reserved in advance for the next meetings to match requests from community members.

Figure 38: Community Roundtable Draft Agenda

Community Roundtable Meeting – Draft Agenda – Talking Points – Planning Template			
Time	Topic	Speaker	Notes
	Welcome message (recognition)		Explain the ground rules: most responses should be limited to 1 minute or less, most participants should get a chance to share or ask questions
	Introductions		Name, share something that you are working on or struggling with (this for follow up later). Someone should list topics for later discussions
	2 or 3 progress updates		2 to 3 minutes each, max.
	Core message, Topical discussion, Guided discussion		10-15 minutes with Q&A – this is the advertised timely topic/issue to be focused on. There might be a guest presenter or someone from the community.
	Additional issues raised in introductions		This is a good time to restate some of the issues and opportunities raised earlier. Try to get everybody involved in the guided discussions
	Other timely topics/for next time		Could be issues that were raised but not fully discussed, or emerging issues coming up soon.
	Announce upcoming events, dates, deadlines, and when and where the next meeting will be		
NOTES • Community Roundtables are often scheduled once each month, so please reuse this template. • Ask others to help with these tasks: take notes, greet people, make sure people sign in, get any handouts, take photos, post notes/minutes after the meeting (these tasks can rotate around various Core Team and Core Group members). Someone should take care of logistics: create meeting notice, schedule rooms, send out the agenda, and order refreshments if needed.			

COMMUNITY MANAGEMENT

WORK BOOK

Can be used individually or as a companion to the Community Management Training, Level 1

DEFINING AND PLANNING YOUR COMMUNITY

MODULE 1

1. Audience Analysis

Together with the competitive analysis, the audience analysis is one of the two pieces of research that are essential to successfully design a community. In particular, the audience analysis will help you understand who your potential members are (demographics), what they do (habits), and what they think (psychographics).

In this exercise, please come up with your own questions, tailored to your community, and interview at least 3 potential members. Then share your questions and your interviewees' responses by replying to this thread.

During the interview process, respondents might wander "off topic". Listen to and respect what they say. You might learn something new and of value; it might challenge your initial assumptions of who should be in this community and what it is for. Also, if certain themes start emerging, you might want to refine your questions as you go forward.

To identify and interview potential members of your community, follow this process:
- 1. Narrow down your target audience using at least two qualifiers (for example, Geophysicists in Latin America)
- 2. Use SkillFinder to identify 10 potential members of the community you have in mind.
- 3. Select 3 potential members.
- 4. Interview them asking at least 3 questions on habits (what they do) and 3 questions on psychographics (what they think) one question on challenges, one on experiences, and one on aspirations.
- 5. See if there are any common patterns and try to write two paragraphs that represent the habits and psychographics profile of a generic potential member of your community.
- 6. Record interviews with the potential members, for no longer than 15 minutes each.
- 7. From these data, several common characteristics should emerge that can help you plan how and when you will engage your members.

Sample Questions - Habits	
What tools and platforms do you use professionally? (This should be a multiple-choice question with the tools members are most familiar with.)	
What do you read online? (This should be a multiple-choice question with space to add own reading materials.)	
What do you read offline? (This should be a multiple-choice question with space to add own reading materials.)	
What sectorial events (conferences, talks, workshops etc.) do you attend?	
What sectorial networks or communities are you members of?	
What sustains your attention?	

When do you browse the Internet? (This should be a pure multiple-choice question)	
When do you participate in your domain/community?	
What specific aspects of the domain do you participate in?	
How do you participate in your domain?	

Sample Questions - Psychographics	
Biggest Problems/Challenges	
What key issues do you care about?	
What are you struggling with?	
What are you worried about?	
What are you interested in? NOTE: Also make a note of what they mention without being prompted.	
Experiences (successes, failures)	
How did you become interested in the domain?	
What is your average day like?	
What have been your biggest achievements/failures?	
Aspirations	
What are your hopes, fears, and aspirations?	
What would you love to see within your domain in the future?	
What barriers do you find in networking with other practitioners in your domain?	
Would you like to be one of the founding members of the community?	

2. Competitive Analysis

Before starting a community you need to know if there is demand. The first thing to look at is what's already out there in your domain and how the community you have in mind might fit into the wider ecosystem. The competitive analysis helps you avoid re-creating what already exists, and also provides you with valuable insights into how relevant communities, mailing groups, and social gatherings function, which areas of a domain they do and do not cover, and how they engage their members. This analysis also helps you identify the right niche for your community.

How to Find Existing Communities

Ask your target audience (potential members) what communities and associations they belong to, what meetings and conferences they attend and so on. See the "Habits" section of the "Audience Analysis Template."

Search on OLC Connect for WBG communities. You can also search the intranet directory to find other relevant groups.

Use a search engine to search for external communities. Make sure that you search not only for the specific topic but also add key words such as "community", "network", "group", "forum", and "professionals."

Important Note: If you don't find a community like the one you have in mind, it might not necessarily mean that you have found a niche to fill. It might also mean that there is no interest in that topic. This is where the Audience Analysis comes in handy.

Competitive Analysis Template	
Question	Response
What You Need to Know About Existing Communities (online and face-to-face, inside and outside WBG)	
What are the existing communities within the domain?	
How active are they?	
Which are the most successful ones?	
What makes them successful (unique design, top members, culture/ personality, types of conversations, leader's involvement, etc.)?	
What type of communities are they (interest, place, practice, action, circumstance, or a combination)?	
How old are the existing communities?	
If online, what platform are they using?	
What You Need to Answer About Existing Communities	
What niche should I focus on?	

How would my community fit within the ecosystem?	
Could it develop as a sub-community of a broader existing one?	
What's the added value my community would bring?	
How could my community leverage the existing ones?	
How would my community stand out?	

NOTES:

DESIGNING YOUR COMMUNITY FOR SUCCESS

MODULE 2

1. Community Value

A community has to provide value to both members and the sponsoring organization, which is the WBG in our case. You also have to think about value both in the short term and in the long term.

Use the following Value Matrix Template to identify the Short Term value and Long Term value that your community provides or will provide to both Members and the Organization.

Value Template	
Short Term Value	**Long Term Value**
Members	
Organization	

Value Example	
Short Term Value	**Long Term Value**
Members • Help with challenges • Access to expertise • Increased confidence • Fun with colleagues • Meaningful participation • Sense of belonging	• Professional development • Enhanced reputation • Professional identity • Extended network • Increased marketability
Organization • Rapid problem solving • Time and cost saving • Improved quality • Synergy across units • Resources for operations • Community-supported risk-taking	• Strategic capacity building • Increased productivity • Knowledge-driven projects • Latest thinking • Innovation • Retention of talent • New strategies and capabilities

2. What's Your Community's Pitch to Members?

After having completed the competitive and the audience analysis, you should be able to transform the initial idea you (and/or your manager) have of the community you would like to create into a short description that is based on what would make your community unique and what could appeal to its potential members.

You should think of this short description as an "elevator pitch", no longer than a couple of paragraphs, which you would tell a potential member if you met her/him in an elevator. Develop a "WOW – HOW – NOW" approach:

• WOW – think of a "WOW" opening that will get their attention.

• HOW – explain briefly how your community addresses a need or solves a problem, and give example(s)

• NOW – what action you or they can take NOW

Community Pitch/Elevator Pitch Template	
Instructions	**Your Community Pitch**
1. Think of who the community is for and of a "WOW" opening to get their attention E.g. Did you know that…? Do you want more X…? The secret of X is… Avoid (X problem) once and for all! Imagine if you could… Did you realize that…? True or false…? Wouldn't you agree that...	

2. Identify HOW the community helps its members
 	
  a. State a concrete benefit or value
 	
E.g. Solve a problem, make a difference, add value, bring result, change a process, transform something, provide a benefit
 	
  b. Give an example that illustrates impact or potential impact. Make sure the example is relevant to your pitch target group.
 	
E.g. A community member was able to get feedback on a proposal by starting a discussion with and getting response from fellow community members.	

3. Call to action: what can they or you do NOW – make it concrete: E.g. They can join the community, or refer a colleague to the community. You can refer them or connect them with someone, offer a resource, share research.	

3. Core Group Interview

The purpose of this interview/these interviews is to involve the Core Group in the process of designing the community of practice, so that they also feel ownership and are more committed to its success. Once the interview is completed, the community charter can be finalized.

This could be a group interview or a series of one-on-one interviews. While more difficult to convene, the group interview is more beneficial as participants are able to collaborate and start feeling a sense of community from the beginning and to build on each other's ideas. While the community manager can help with setting up the interview and with taking notes, the community leader should lead it because of his/her sectorial knowledge. The questions following are provided to guide you on what should be addressed and are not meant to be exhaustive. Use, replace, delete, and augment, as appropriate for your community.

Core Group Interview Template	
Questions	**Responses**
Domain Questions - Goal: To develop a shared understanding of the domain, find its legitimacy in the organization, and engage the passion of members	
What topics and issues do we really care about?	
What are the development challenges we want to address?	
What is out of scope?	
How is this domain connected to the organization's strategy?	
What business needs can the community address?	
What is in it for us?	
What are the open questions and the leading edge of our domain?	
Are we ready to take some leadership in promoting and developing our domain?	

What kind of influence do we want to have?	
How will we communicate the community's goals and achievements, and to whom?	

Community Questions - Goal: To find the community's specific way to operate, build relationships, and grow	
How will the community be organized and run?	
Is membership open, closed, or something in between?	
What roles are members going to play?	
How will decisions be made?	
How often will the community meet?	
What venues and technology will be used for members to connect on an ongoing basis?	
What kind of activities will generate energy and develop trust?	
What kind of behaviors can we expect from each other (respect, responsiveness, "no dumb questions", tough questions, honest feedback, "no hurt feelings" etc.)?	
How can the community balance the needs of various segments of members?	

How will members deal with conflict?	
How will newcomers be introduced into the community?	
Practice Questions - Goal: To design the community in a way that it becomes an effective knowledge resource to its members and to other constituencies that may benefit from its expertise.	
What outcomes do we want to focus on?	
How will community actions result in outcomes?	
What small short term victories do we want achieve?	
What big long term victories do we want to achieve?	
What knowledge to share, develop, document?	
What kinds of learning activities to organize?	
How should we use collective learning, versus expert-apprentice, versus external research/expertise?	
How should the knowledge repository be organized to reflect the practice of members and be easily accessible?	
When should processes be standardized and when are differences appropriate?	
What development projects should the community undertake?	
What potential work groups could be created?	
Where are the sources of knowledge and benchmarks outside the community?	
How should we support members as both experts and learners?	
What are the benefits for members?	

(RE)LAUNCHING YOUR COMMUNITY

MODULE 3

1. From Inputs to Outcomes

In order to make sure that a community delivers value, first you have to decide which Outcomes you would like to have as results of your community's activities.

Once you have decided the Outcomes, you also have to think clearly about the Inputs and the Outputs that are necessary to obtain those outcomes.

NOTE: Your Outcomes should be aligned with each Short/Long Term Value you decided on (for Members and the Organization) using the Value template

Inputs/Outputs/Outcomes Template (Start with Outcomes)		
Inputs	Outputs	Outcomes

Inputs/Outputs/Outcomes Example		
Inputs	Outputs	Outcomes
Hours worked	Connections created	Solutions sets created
Blogposts written	Unique comments	Projects impacted
People invited	Discussions occurring	Practitioner hours saved
Conversations initiated	Discussion depth	Support requests deflected
Platform management	Files shared	New business sourced

Example Metrics

When thinking about inputs and outputs, you should think about how you will measure them, that is, what metrics you will use. Here are some examples, both Quantitative and Qualitative.

Quantitative

Blogposts written	Comments on blogposts
People invited	People joining
Conversations initiated	Connections created
Page views	Time on page
Likes	Unique comments
Discussions	Posts
Questions	Responses to questions
Time to respond to questions	Solution sets created
Course units completed	Courses completed
Certificates awarded	Support requests deflected
Practitioners supported	Practitioner hours saved
New business sourced;	Solutions shared with other practitioners
New ideas generated	New ideas implemented
Clients and Partners involved in solutions design	Solution designs adopted
Discovering mistakes made and avoiding their repetition in the future	Quality improved and costs reduced via peer review of each other's works
Increased overall satisfaction; Increased satisfaction with specific program parameters	Net Promoter Score (NPS)
Number of participants in working groups	Number of people speaking up at a meeting
Number of documents uploaded	Number of documents shared
Numbers of unique participants in various areas in the community	Tweets and retweets

Qualitative

• Sustainable Innovation and Improvements in Products/Services via crowdsourcing

• Broader framing of development challenges and better translation of solution sets into local contexts

• Specific projects impacted in terms of validation and quality assurance

• Captured members/practitioners stories that demonstrate the casual links between inputs generating community activities, outputs, and outcomes (supported by quantitative measures in terms of documents and ideas shared on the online platform, and positive feedback received)

• Anecdotal success stories

2. Convening Venues

Each community uses a combination of convening venues to create opportunities for its members to interact in person and online: email, audio and video conferencing, webinars, events; BBLs, and online platforms. Choose a combination of convening venues you plan to use for your community, including how you might combine them so that they reinforce one another, for example, an online Learning Circle after a training event, or follow-up online discussions and after a conference.

Convening Venues Template		
Category	Type	Details
In person	Regular meetings	
	Major events	
	Training	
	Other	
Virtual face to face	BBLs	
	Webinars/Training	
	Teleconference	
	Other	
Platforms	Web site	
	Collaboration	
Social Media	Linkedin	
	Twitter	
	Flickr	
	Youtube	
	Facebook	
	Other	
Online tools	Email	
	Jabber	
	Other	

NOTES:

Convening Venues Template		
Category	Type	Details
In person	Regular meetings	Biweekly meetings in DC with Core Group
	Major events	• Bi-annual managers meeting (rotating locations) • Annual conference in DC • Professional Association Conference (in NY and internationally)
	Training	Ad hoc corporate-provided training opportunities
	Other	Monthly social events
Virtual face to face	BBLs	Monthly BBLs (program agenda to be created)
	Webinars/Training	Bi-monthly CoP-initiated online training events
	Teleconference	Weekly teleconference including country offices
	Other	
Platforms	Web site	WBG corporate web site
	Collaboration	CoP site on Spark
Social Media	Linkedin	Join existing related group(s) on LinkedIn
	Twitter	Use at major events
	Flickr	No
	Youtube	No
	Facebook	No
Online tools	Email	Email groups
	Jabber	No
	Other	Ad hoc polls on the CoP site

NOTES:

3. Core Group Onboarding Activities

The first members to use the main convening venue you selected should be your Core Group members. This is particularly important when the convening venue is an online platform. You should make sure that you train your Core Group members to make sure they know how to use the venue you have selected, particularly the platform.

Together with your Core Group members, you should also select a number of initial activities to make the Core Group comfortable with the platform and also to create initial content and engagement within your community. These activities should last until the Core Group is comfortable with the platform (around two weeks). Use the following template to select the activities you are going to use to onboard your Core Group members. Include why you chose them and how they might be combined. Use, replace, delete, and augment, as appropriate for your community.

Core Group Onboarding Activities Template	
Activity Areas	**Your Activities**
Kick off meeting	
Community description	
Initial topics to tackle (governance, netiquette, etc)	
Meeting schedule	
Community Charter	
Platform Training (how and when)	
Content planning (identify topics and possible contributors)	
Initial content creation	
Online collaboration site - home page design	
Training offerings	

4. Community Description

The community description is the first presentation of your community to a visitor. This is particularly true for closed and private communities where visitors can see only the community description before becoming members. The goal of the community description is to convert visitors into members by attracting your target audience to join.

Try to use around 50 words (think of an elevator pitch). Your description should cover three core and possibly two more optional points.

Community Description Template	
Guidelines and Examples	**Your Community Description**
1. Welcome the visitors (OPTIONAL) E.g. "WELCOME!" "Welcome to the ACU – the Africa Credit Union community of practice."	
2. State who your community is for E.g. "This is the dedicated space for credit union experts and professionals in Africa"	
3. Describer your audience's specific needs and challenges E.g. "Here you can find resources and advice from peers and other experts that will help you save time and be more efficient with limited resources"	
4. State the concrete benefit the community offers to prospective members E.g. "As a member of a community of top experts in the field, you will have access to the latest innovations that will help you deliver better products to your clients"	
5. Outline the big vision? (OPTIONAL – Only if it fits/makes sense) E.g. "Together we will make finance more accessible and lift thousands of people out of poverty,"	

NOTES

PLANNING FOR YOUR NEXT 3 MONTHS

MODULE 4

1. Create your CM Calendar for the First Four Weeks

A high-level community calendar helps you plan the major activities for a specific timeframe like a year or to the end of the financial or calendar year. This type of calendar should be produced collaboratively by the Core Group.

You should also create a detailed content calendar especially for the first four weeks specifying what activities are going on in the community and what content is to be produced and distributed, for example, a blog post every Thursday afternoon. As your community progresses, you should be able to ascertain what content resonates with your members, in what format, and at what times (morning, evenings, weekends, and so on)

In this phase, the first four weeks, the focus should be on growth, moderation, and influence/relationships in particular. However, feel free to expand based on your community's unique characteristics. Events would also be posted on a traditional but shared online community calendar, where members can advertise other events.

Community Manager Content and Activity Calendar Template					
Content Theme	Content Type	Author	Date	Event	Notes

Community Manager Content and Activity Calendar Example					
Content Theme	Content Type	Author/Owner	Date	Event	Notes
Industry Trend	Blog	Xaviar Gomes	Friday dd/mm/yyyy	NA	
		CM		Community round-table	
AMA	Post	Lena Prothinko	Mon to Thurs dd/mm/yy	E-discussion	CM to facilitate
			Thursday dd/mm/yy	Panel discussion	Core group member to facilitate
Industry job postings	Wiki document	CM	Friday dd/mm/yyyy	NA	
Member update	Announcement	CM	Daily		

2. Welcome Message

The welcome message is your first interaction with a new member. The goal of the welcome message is to get a member to take a specific step. Try to use around 50 words (think of an elevator pitch). Your description should cover three, or possibly four points. It's important that you know who you are talking to so that you can choose the right tone.

Welcome Message Template	
Guidelines and Examples	Your Message
1. Address the person personally whether formally or informally E.g. "Dear Director Garcia", "Dear Mr. Jones", "Dear Maria", "Hi Camilla", "Ivan!"…"	
2. Welcome the new member to the community and express your honor/pleasure/excitement E.g. "Welcome to (name of community). I am very pleased that you are joining us." "Welcome! I'm so excited that you are joining us!"	
3. Say something that you know the new member is interested in and relate it to the scope of the community (OPTIONAL – Only: in early stage/if person matters particularly to the community) E.g. "I read your recent blog post on the water sanitation project you are working on in Honduras and found it very stimulating. We have several members who have experience in this field who might help you with some of the challenges you are facing."	
4. Have a clear call to action (CTA) with a link – Ideally have one call to action and not more than two E.g. "We are having an engaging e-discussion on water sanitation that you will find very interesting. Please, share your experience [link]" "Next month/week we will have a conference/webinar on water sanitation that you might want to consider attending. Here's where you can find information and sign up [link]" "We have a new members' area; here's where you can find information on how to participate in the community [link]"	
5. Ask the new member to introduce herself/himself to the community (OPTIONAL – If you have a "new members section" or an "introduce yourself" thread. Do NOT do if you already have two calls of action!) E.g. "Please, introduce yourself to the community so that we can get to know you [link]"	
6. Let know that you are reachable E.g. "If you have questions or need assistance you can always reach me at…."	

3. Community Charter

After you have analyzed the community landscape for your domain, identified and discussed with your Core Group, your community's value and your member characteristics, needs, and motives, you'll be able to draft your community's charter.

Community Charter Template	
Background and Purpose	
What is the business context in which the Community of Practice would be operating and why you have chosen to create a CoP? What is the business need that this CoP addresses? What is out of scope? What is the primary (but not exclusive) scope the CoP will focus on: practitioner support, business support, learning, innovation, or coordination? What are the goals? What are the SMART (Specific, Measurable, Action-oriented, Realistic) objectives for the first FY? What are the benefits for the members and for the organization and its clients? How will the CoP's objectives be negotiated and agreed upon with members?	
Membership	
Is membership open, closed, or something in between? Is it limited to one WBG entity, WBG internal staff only, is it a mix of WBG staff and external audiences (clients, partners, private sector, Government agencies, academia, field experts, etc.), or is it mostly for an external audiences? How will you recruit a core group of members and attract new members?	

Operating Model (Community Organization)

How will the CoP be organized and run?

Who will take on the key Core Team roles: sponsor, leader(s), community management professional(s), KM adviser?

How much time they need to dedicate?

How will decisions be made?

Any potential work groups/ projects and who will lead them

Behaviors

What are the desired behaviors for the CoP (trust, respect, collaboration, reciprocity, network/idea/resource sharing, goal alignment, listening, open & honest discussions, etc.)?

What strategy (tools, facilitation norms, incentives) will you use to generate these behaviors?

How will you and the Core Team and Core Group conduct yourselves?

Resources

Budget, IT and support resources required.

Fixed costs and variable costs, including staff and consultant's time, events, collateral, etc.

Key Topics

Specify focus areas and whether there is a relevant "body of knowledge".

What are the key issues/challenges the CoP will address?

What is the minimum common understanding members need to have?

Platform and Other Convening Venues

Will there be face-to-face interaction? In what form (meeting, BBL, panel discussion, conference, workshop, etc.) and how frequently?

What other convening venues will the CoP use (e-mail distribution list, AC/VC, webinars, etc.)

Will the CoP have an online collaboration platform? Will this be Spark or C4D, or something else?

How will communications with members be managed?

Measurement and ROI	
What are the desired outcomes and how will you measure them? What are the inputs and outputs that will lead to the outcomes and how will you track them? What quantitative and qualitative metrics will you need? What CoP health and maturity indicators will you use?	

NOTES:

Community Management Training Level 1
Checklist of Assignments

The CM Level 1 program consists of four weekly interactive workshops, two optional homework help sessions, practical exercises, and a final community strategy project. To successfully complete the program participants must participate to a majority of the facilitated the sessions (in person/online) and complete the final project. To obtain the Level 1 Community Management Certificate and SkillFinder Badge, participants must participate to a majority of the facilitated the sessions (in person/online), complete the mandatory exercises and the final project listed below.

Pre-Work

- [ ] Read Primer pp. 7-15
- [ ] Prepare to talk about your community
- [ ] Introduce yourself online

After Module 1

- [ ] Read Primer pp. 16-23
- [ ] Conduct an Audience Analysis
- [ ] Draft a community pitch for your members (bring your draft to the next session)
- [ ] Conduct a Competitive Analysis - optional

After Module 2

- [ ] Read Primer pp. 23-30
- [ ] Finalize your Community Value and validate with your Community Leader
- [ ] Finalize your Community Pitch
- [ ] Draft "From Input to Outcomes" (bring your draft to the next session)
- [ ] Identifying and interview your Core Group Members - optional

After Module 3

- [ ] Read Primer pp. 30-37
- [ ] Finalize your community's Measurement Framework ("From Input to Outcomes" exercise)
- [ ] Finalize your list of Convening Venues - optional
- [ ] Finalize your list of Core Group Onboarding Activities - optional

After Module 4

- [ ] Finalize your Community Calendar
- [ ] Finalize and submit all previous mandatory exercises
- [ ] Finalize your Welcome Message - optional

Final Assignment

- [ ] Complete and submit your Community Charter/Strategy
- [ ] Provide feedback to your buddy's Charter/Strategy

Learning, References, and Links

Building and managing a community doesn't only require strict community skills. Other skills are also relevant, especially in the WBG context.

Take advantage of other learning offerings at the WBG such as the Art of Knowledge Exchange workshops or the Communication skills workshops, elearning, and webinars. Learning new strategies and techniques about how to encourage knowledge sharing or how to write a blog post, facilitate a meeting, or develop a value pitch are definitely useful for your community work.

You can find many of these offerings in the Staff Learning group in Spark or by searching for keywords in the Open Learning Campus (OLC) directly.
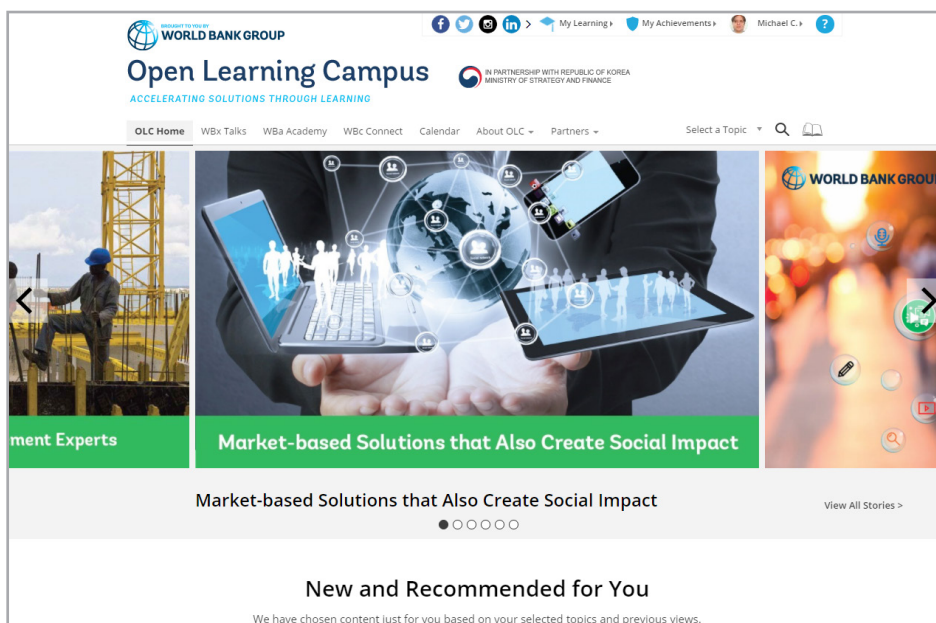
References

The following references list books and sources referred to in this Primer and other related material.

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Millington, Richard. 2012. Buzzing Communities – How to Build Bigger, Better, and More Active Communities. FeverBee.

Stepper, John. 2015. Working out Loud. Ikigai Press.

Wenger, Etienne, Richard McDermott, and William M. Snyder. 2002. Cultivating Communities of Practice, Harvard Business School Press.

Wenger, Etienne, Nancy White, and John D. Smith. 2009. Digital Habitats—Stewarding Technology for Communities. CPSquare.

COMMUNITIES OF PRACTICE GLOSSARY

Community of Practice (CoP): gathering of individuals motivated by the desire to cross organizational boundaries, to relate to one another, and to build a body of actionable knowledge through coordination and collaboration. More colloquially, a CoP is a group of people who share a concern or passion for something they do, and learn how to do it better as they interact regularly.

Sense of Community: a feeling that members have of belonging, a feeling that members matter to one another and to the group, and a shared faith that members' needs will be met through their commitment to be together.

Community Manager (CM): the Community Manager runs the community, serves as the main point of contact and the scope of his or her work includes: strategy, growth, moderation, content, relationships, events and activities, business integration, and user experience.

Community Leader: mainly involved on the strategic level of the community and— because of an acknowledged skill set as a technical expert—is key in role modeling the behaviors expected of community members. He / she provides direction, convenes meetings, participates in or moderates discussions, engages sponsors, partners, donors.

Community Sponsor: a community's sponsor is the organizational manager who provides the budget for the community and to whom the community leader reports.

Community Lifecycle: Like people, communities have a lifecycle: a community is born, it grows, and eventually dies; the community lifecycle has four stages: inception, establishment, maturity and mitosis.

Audience Analysis: a framework that helps you get to know and understand your potential members — especially what motivates them and what they value.

Competitive Analysis: research on what else is out there to help you visualize how your idea of community fits into the domain's existing ecosystem of communities, networks, and other relevant professional gatherings.

Shared value: a community has to provide value, and this value is a combination of business value (what value the community provides to the organization) and member value (what value the community provides to its members).

Community Domain: the area and topic(s) your community will be interested in, your subject matter area or thematic area that the community will be talking about. It's the "what" of community and the "why" it exists.

Community Elevator Pitch: a brief, attention-grabbing speech that outlines what your community is about and serves to recruit new members.

Community Charter: the output of the design process, a collaborative document providing the organizational framework for a CoP. Elements may include the shared leadership vision for change, purpose, objectives, membership criteria, operational concept, schedule of activities, and convening structures.

Core Team: core contributors, provide collective and shared leadership to CoP. Central to planning, design and implementation of member engagement activities.

Core Group: potential members who are interested in (and often passionate about) the community you'd like to build and are committed to its creation and success. The Core Group regularly contributes content and helps engage the wider membership.

Community Focus: a community can deliver on many aspects of value. However, especially at the beginning, it's important to have a specific focus in one of these five areas: practitioner support, business support, learning, innovation, coordination.

Outcomes: the series of concrete impacts a community creates on improving projects, operations, development challenges.

Convening Venue(s): the way your members connect and communicate. A convening venue can be in person and/or online, synchronous and/or asynchronous.

Community Description: a short text describing what the community is about and the first thing that visitors will look at to learn more about the community.

Welcome Message: the email / private message the Community Manager sends to each new member to 1) tell them briefly about the community and 2) get the member to take a specific first action in the community.

Anchor Content: timely, relevant and interesting content the Community Manager uses to populate the community platform before launch.

Community Calendar: a schedule of community activities. The calendar helps the community manager to plan activities and it tells members what to expect from the community.

Member Engagement: usually involves a blend of online and offline member engagement activities that support achievement of CoP Objectives.

Staging Engagement: a process Community Managers should use to spur engagement in the community, especially in the early stages when members are still not accustomed to the platform or comfortable with sharing and contributing.

Online Community: NOT a website

USEFUL LINKS

Community Management resources

WBG Community Managers: https://worldbankgroup.sharepoint.com/sites/wbsites/wbg-community-managers/Pages/index.aspx

Introduction to Communities of Practice: https://olc.worldbank.org/content/introduction-communities-practice

Community Management Training Level 1: https://olc.worldbank.org/content/community-management-training-level-1

FeverBee: https://www.feverbee.com/

The Community Roundtable: https://communityroundtable.com/

Platforms

Intranet Resource Center: https://irc.worldbank.org/site/home

IFC Intranet Resource Center: forthcoming

Collaboration for Development: https://collaboration.worldbank.org/welcome

Skillfinder: http://intranet.worldbank.org/people/skillfinder

Intranet Search: https://isearch2.worldbank.org/

OLC Connect page: https://olc.worldbank.org/wbg-connect

Training

Art of Knowledge Exchange (self-paced): https://olc.worldbank.org/content/art-knowledge-exchange-self-paced

Art of Knowledge Exchange: https://olc.worldbank.org/content/art-knowledge-exchange

Get Your Blog Post Read, Shared, and Discussed (self-paced): https://olc.worldbank.org/content/get-your-blog-post-read-shared-discussed

Positive Power and Influence: https://olc.worldbank.org/content/positive-power-and-influence%C2%AE-program-face-face-all-staff

Event Planning and Design

Knowledge Exchange Activities: http://www.knowledgesharingfordev.org/Data/wbi/wbicms/files/drupal-acquia/wbi/document_repository/knowledge_exchange_activities_handout.pdf

Liberating Structures: http://www.liberatingstructures.com/

Teampedia: https://www.teampedia.net/wiki/

Poll Everywhere: https://www.polleverywhere.com/

Kahoot: https://kahoot.com/what-is-kahoot/

Survey tools

Google Forms (completely free): https://www.google.com/forms/about/

Typeform: https://www.typeform.com/

SurveyMonkey: https://www.surveymonkey.com/

SurveyGizmo: https://www.surveygizmo.com/

Community Building Checklist

STEP 0: CLARIFY YOUR VISION: WHY DO YOU NEED A COMMUNITY?

- Who's the community for? Who are the prospective members?
- What are you trying to achieve? How does it align with your business goals?
- What resources (time, money) and support (manager / director approval, authorizing environment) do you have or could you obtain?

STEP 1: PLAN YOUR COMMUNITY

- Find out who is doing what in your domain. Conduct a competitive analysis.
- Identify your potential members' needs, desires and behaviors. Conduct an audience analysis.
- Refine your domain and target audience using the insights from the above two steps.
- Figure out who (in your unit or department, external partners, etc.) also believes in the value of the community and will provide support. Establish your Core Team.
- Recruit a Community Manager. Identify a back-up (from your Core Team).

STEP 2: DESIGN YOUR COMMUNITY

- Engage the most active and enthusiastic members (from your audience analysis). Recruit a Core Group.
- Determine the "shared value" of your community – the intersection between members' value and organizational (your team / unit / department / sponsor) value.
- Create a measurement system by identifying your key performance indicators and deciding what to measure and how to track progress.
- Select your convening venues.
- Weave it all together (with your Core Team and Core Group) into a Community Charter.

STEP 3: PREPARE YOUR COMMUNITY

- Draft, practice, get feedback on, and finalize your Community Pitch [a short attention-grabbing statement that you will use to recruit members].
- Write your Community Description [a description of what your community is about].
- Set up your platform(s) and test it with your Core Team and Core Group.
- Onboard your Core Team and Core Group.
- Create your 3-month Member Engagement plan with a calendar of community activities.

STEP 4: LAUNCH YOUR COMMUNITY

- Invite prospective members to formally join your community. Invite people in waves.
- Welcome members as they join and facilitate connections.
- Lead your first activity.
- Engage your Core Team and Core Group to model the behavior(s) you seek to adopt in your community.
- Continue executing on your member engagement plan.

STEP 5: SUSTAIN YOUR COMMUNITY

- Maintain ongoing conversations with your Core Team and members about community value and goals.
- Continue planning (3 months) ahead activities that drive engagement and provide value to both members and your organization.
- Revisit and revise your Community Charter periodically.
- Brainstorm (with your Core Team) how to develop your community further. [Grow membership? Increase engagement? Disseminate more knowledge? Etc.] Plan accordingly.
- Keep iterating and adapting to the changing environment and context by building on the previous four steps.

Do you want to learn more about building communities at the World Bank Group?
- Read our Community Building Primer
- Enroll in the "Introduction to CoPs" or in the "Community Management Level 1" course.
- Join the WBG Community Managers Community.

Community Focus Examples

Practitioner support

WBG ex: The Community-Driven Development Global Solutions Group (CDD GSG) is a cross-disciplinary, flexible, and dynamic body of CDD practitioners and other interested staff from different regions and practices within and outside of the Bank. CDD stands out in the category of Practitioner Support for its unique operating model, revolving around a peer-to-peer structure, and reaching 800 members including WBG staff, clients, donors, academic researchers and NGOs. Just in FY17, the community's just-in-time help desk responded to almost 200 total requests from practitioners. Based on the accumulated knowledge, shared by members, the community also developed a set of real-time practitioner support tools, such as briefing materials, TORs, and more.

Business support

WBG ex: Urbanscapes is a community of practice and a platform to enable the exchange of knowledge and expertise surrounding the topic of public urban spaces and their importance to the livability and prosperity of cities. Urbanscapes stands out in the category of Business Support for providing support through a core team of experts participating in business development and operational work. Since their inception in 2016, not only were they able to provide peer reviews and technical support, but they were also able to mobilize the group around business development and the piloting of new approaches, such as the Karachi Neighborhood Improvement Project (P161980) which was approved by the Board in June 2017.

Learning

WBG ex: The HR Analytics CoP brings together all HR staff who work with data and compile staffing analysis to monitor trends, anticipate workforce needs, inform policy development and decision making at the unit, VPU, and WBG organizational level. The HR Analytics CoP stands out in the category of Learning for its focus on building sustainable HR analytics capabilities. The CoP provides a forum for learning, collaboration, innovation, and knowledge sharing, in support of strengthening HR analytics and building a data driven culture. Members have a sense of belonging to a community and leverage the CoP to share knowledge, ask technical questions, avoid duplication of efforts, identify learning needs, attend learning events as an intact group, develop and disseminate innovative ideas and best practices in the field of HR analytics

Innovation

WBG ex: Behavior Change, as a focus area within the Bank, has had one of the oldest bottom up communities of practice. The Mind, Behavior, and Development Unit (eMBeD) is now trying to bring a renewed attention on this topic, through the development of innovative projects, in collaboration with practitioners around the world. In their latest work on raising aspirations for families receiving conditional cash transfers in Nicaragua, they were able to show a definite improvement in the overall outcomes of the program thanks to the introduction of sustained social interactions with female role models.
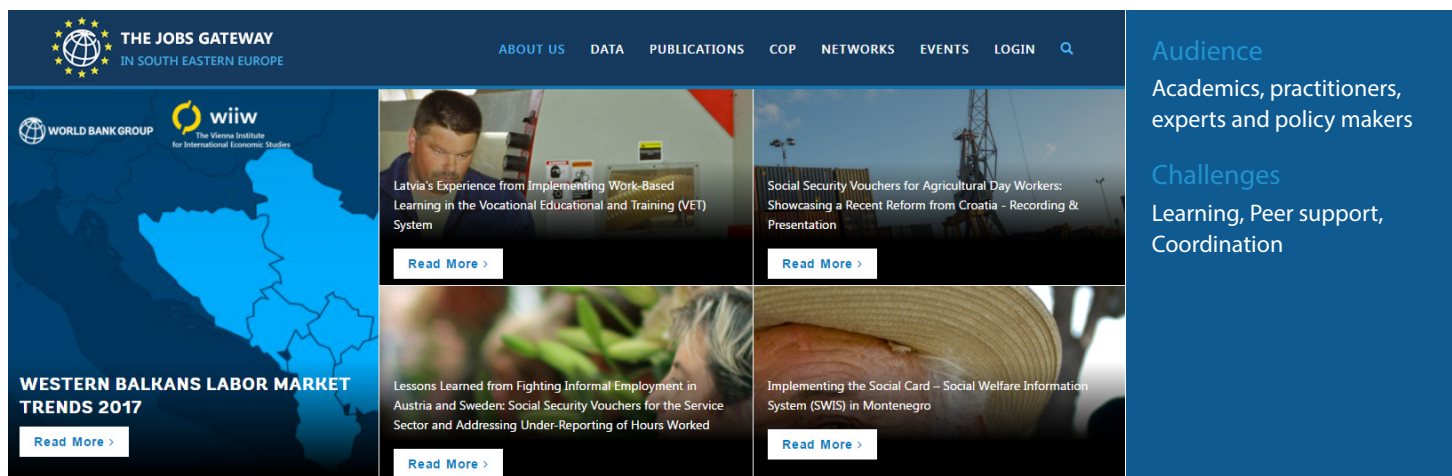
Coordination

WBG ex: Results Measurement and Evidence Stream (RMES) is a WBG-wide initiative bringing together results measurement and evaluation professionals. RMES stands out in the category of coordination for responding to the need to support and standardize results measurements in the WBG by developing the profession and skills of its members, promoting M&E standards across the institution, and sharing knowledge on innovative M&E techniques with members and clients.

Jobs Gateway in South Eastern Europe Community of Practice (147 members)

URL: https://collaboration.worldbank.org/groups/jobs-challenges-western-balkans

Community description

As countries in South Eastern Europe (SEE) work to develop indicators and targets for inclusive growth as part of the European Union accession process, commonalities in economic systems, history and culture provide the basis to learn from each other and for the cross fertilization of ideas. Our community serves as a platform to increase the dialogue and coordination across sectors to focus on inclusive job growth in the region and to tackle unemployment.

Uniqueness

It is the only online community in the region that addresses the unemployment issue through a multi-sector lens.

Successful engagements in the past fiscal year and measures of success

The skills conference in Vienna, Austria, brought together members of the community to share findings on survey results looking at skills that are in demand from employers and the type of skill sets workers offer in the region. One of the key challenges identified at the conference was the lack of robust data and information available for countries in SEE. This underlying challenge among all SEE countries provided the evidence for the need to set up a labor market observatory in the region to be able to collect and monitor data and information on labor market trends.

We measured the success of the conference by the number of presentations by country members and how effectively they communicated their analysis in illustrating the need for better collection and monitoring of data and information. The members successfully communicated their findings and we secured additional funding from donors to initiate the process of setting up a labor market observatory for the region. The gathering of members at the conference was the catalyst to receiving continued support on activities to tackle the unemployment challenge in the region and further project objectives.

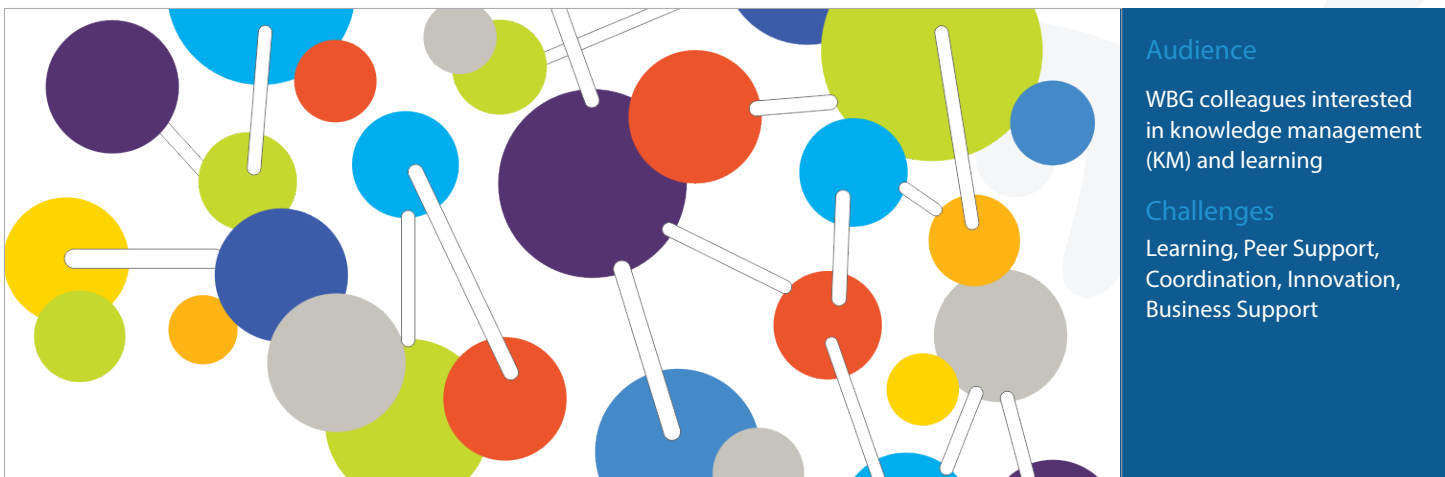### How community has made a difference to members.
What members are saying?

The community has provided:

- Invaluable insights into the issues neighboring countries are facing, and how they are confronting them.
- An opportunity to meet and discuss with regional counterparts challenges that we all face.
- Learning about new and creative ways to solve problems.
- Ability to ask questions and get advice from global experts.
- Requests for more knowledge exchange events.

KnowledgeMatters! Community of Practice (521 members)

URL: https://spark.worldbank.org/groups/knowledge_matters

Audience

WBG colleagues interested in knowledge management (KM) and learning

Challenges

Learning, Peer Support, Coordination, Innovation, Business Support

Community description

The KnowledgeMatters! Community has three key objectives:

- Collecting and leveraging institutional knowledge & experience around Knowledge Management and Learning,
- Connecting professionals and providing an enabling environment for collaboration.
- Competencies application and professional development.

Uniqueness

Although Knowledge Management is of strategic importance and critical to the WBG's role as a Solutions Bank, the KnowledgeMatters! community is the only entity where Knowledge Management & Learning professionals, as well as operational staff, come together and discuss how the WBG can efficiently and effectively bring top technical knowledge, expertise and value to their clients from across the WBG.

Successful engagements in the past fiscal year and measures of success

Although relatively new, the community has a very active Spark group, high attendance at several events, and steep growth in membership. One important focus is addressing key knowledge and learning issues faced by members across the WBG. For example, improvements to the GP Portals, which many members were dealing with separately, were addressed collectively after a community meeting to aggregate the recommendations.

Success (at this time) is measured by attendance, activity online and feedback from members. The CN has more quantitative metrics linked to operational staff.

How community has made a difference to members.
What members are saying

We have become the group that connects KM and Learning staff across the WBG in the absence of a formal structure. Members are very satisfied that the community provides them with this opportunity and are voting with their feet as they attend our events in high numbers.

Social Inclusion GSG Community of Practice (330 members)

URL: https://spark.worldbank.org/groups/social-inclusion

Audience

Social development specialists, TTLs in various sectors

Challenges

Learning, Peer Support, Coordination, Business Support

Community description

The Social Inclusion Global Support Group (GSG) community of practice connects TTLs, consultants, and various teams working in all regions and across many sectors on issues related to social inclusion. Coordination, and connecting practitioners to each other, as well as highlighting lessons learned, are important parts of the work of the GSG.

Uniqueness

What is social inclusion can be broadly understood. Our community therefore brings together specialists working on such seemingly diverging issues as gender in transport and education of indigenous peoples. However, there is a common thread—paying attention to the needs of those typically overlooked and excluded from development.

Successful engagements in the past fiscal year and measures of success

- Learning opportunities: webinar series on social inclusion and podcasts (growing number of participants, follow up queries), learning workshops (participation from across GPs, event evaluations, informal feedback] and GSG meetings.
- Online engagement on SPARK—members posting blog posts, comments, and sharing information about events and updates. (SPARK membership, number of posts and views).

How community has made a difference to members.
What members are saying

We are working closely with the regions. Members appreciate the opportunity to learn from one another. We recently held a workshop where colleagues working on IP issues in LAC and other regions were able to learn from the Roma program in ECA.

SecureNutrition Community of Practice (6,200 members)

URL: http://www.securenutritionplatform.org/Pages/Home.aspx

Audience

-Internal: Health, Social Protection, Poverty, Agriculture, WASH, ECD

-External: Implementing NGOs, major international organizations

Challenges

- Learning (resource library and events)
- Peer support (TTL's and program stakeholders)
-Business Support (focus on WBG programming)

Community description

SecureNutrition works to bridge the operational knowledge gaps between nutrition and its underlying drivers, across a wide range of sectors and GPs. We offer: a curated resource library; original learning events, blogs and newsletters; forum space on LinkedIn, social media and email dissemination; and, networking to related partners and initiatives. The 6200 members make up the mailing list. In addition, the community encompasses a 550-member LinkedIn group.

Uniqueness

We connect GPs and external stakeholders around the multi-sector nutrition agenda, which is included in SDG2, World Health Assembly Targets, the SUN Movement, The Lancet, and elsewhere. While the GSGs aim to create this type of community, we already have 4 years of experience connecting sectors in the Bank, promoting exchange with other organizations, and developing a range of communication and community channels. In addition, we recently re-designed our knowledge management and community engagement strategy to focus better on TTLs.

Successful engagements in the past fiscal year and measures of success

- Global Forum on Nutrition-Sensitive Social Protection Programs: A discussion-oriented forum in Moscow conducted in 6 languages highlighting innovative projects happening inside and outside the World Bank.

  Success measured by # orgs represented, # WB staff present, # tweets, # learned something new, # likely to speak with colleagues afterwards, # likely to use ideas in next project or program.

- Social Protection and Nutrition: Pathways, Systems, and Country Experience: A learning event featuring Save the Children and WBG moderators from SP and Health.

  Success measured by # attendees, # orgs represented, # GPs represented, scale of usefulness for current work.

How community has made a difference to members.
What members are saying

Condensing key information and moving implementation agendas forward are what makes a difference. SecureNutrition does this by providing bite-size synthesis of key reports, and creating original programming to fill evidence gaps.