Xerox Global Services Communities of Practice Presentation for the

**Systems for Training, Evaluation, and Performance Group**

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Help Xerox Global Services compete via communities

Because…

- The knowledge economy is driving change in the structure and quantity of collaborative work
- Collaborative mechanisms are key to innovation
- Collaboration accelerates efficiency/effectiveness/learning
- Corporate social mechanisms have new support requirements
- Time/place and structural boundaries
- Rapid organizational and process change
- Technology is no panacea

Xerox has the environment and structure which encourages and fosters the sharing, transfer and re-application of critical knowledge and intellectual capital within and between Communities of Practices.

*It is a natural way to achieve an accelerated rate of organizational learning for competitive advantage.*
How Did We Get Here? (not just us…you, too…and your clients…)

- Technology adaptation outpacing social mechanisms
- Compressed business cycles
- Knowledge worker factor: Sophistication of participants increasing with intricacy of work, greater specialization, more collaboration
- Business strategy evolution and product and service innovation cycles lead to:
  - Work process modifications
  - Changing knowledge requirements
  - Rapid changes in social dynamics
  - Physical change to work environment, i.e. new locations, move to telecommuting
  - Employee satisfaction/performance
  - Merger and acquisition activity
  - New business initiatives, new management
  - Capabilities assessments
Communities of Practice

- Support enterprise culture
- Create framework for unplanned interactions
- Clarify enterprise guidelines and responsibilities for effective collaboration
- Learning mechanism for most participants
- Participation is voluntary to mandatory
- Minimal structure; participation can be infrequent
- Cross-matrix collaboration
- Structured with some defined deliverables; Participants intend to create meaningful outcomes from opportunities identified in group interactions
- Team-based collaboration
- Highly structured with well-defined deliverables
- Speed up diffusion of innovations and change
- Knowledge repositories
What We Do

- We identify strategic objectives, model collaboration requirements to facilitate related work processes, and support the development of communities, enabling focus.
- Our methodology is based on internationally recognized success in community development, PARC research, and a socio-technical approach.
- We train our people in knowledge management and communities of practice.
- We have the support of management to make it work.
- We have a team (the Learning @ Xerox Global Service team) who has the mission of supporting CoPs; it’s in our mission statement.
- On the Learning Team: 5 Certified Knowledge Managers, all trained in CoP lifecycles.
- CoP Leader’s Guide and training; Work Breakdown Structure; training modules that support all stages of the WBS as well as individual elements found within the WBS.
**Communities of Practice**

**Mission**
To bring together a group of professionals that are informally bound to one another through exposure to a common class of problems, common pursuit of solutions, and thereby themselves embodying a store of knowledge about a functional aspect of our business.

**Objectives**
Speed the creation, sharing and leveraging of knowledge to improve performance.

**Work Process**
People with a passion for bettering their profession join and stay because that have something to learn and something to contribute. They collaborate, use one another as sounding boards, teach each other, and strike out together to explore new subject matter that grows and expands their collective and individual value.

Community of Practice participant negotiates with Management to participate in an empowered community based on consensus as to boundaries, expectations, and outcome value.

Community of Practice formalize and communicate their Charter, set their own agenda and protocol, manage their priorities and are self managed.

Major contributors are given an honored recognition of accomplishment.
Types of Communities

- Internal communities
- Customer communities
- Business to business communities
- Networked CoP’s: by subject/area of expertise
- External communities: Professional organizations or associations
The Value Proposition

Participants

- What’s in it for me?
- To be recognized by your peers
- To be recognized by management
- To grow professionally
- To meet the professional obligation to pass on knowledge to the next generation
- To gain new and broader perspective
- To demonstrate leadership
- To enable me to do my job better, smarter, faster with less effort

Communities/Corporate

- More influence/control of environment.
- Improved integrated tools, practices, and skills.
- Cross community learning.
- Recognition and faster development paths.
- Professional pride in advancing their field.
- Leading stakeholders in driving best-in-class performance.
- Source for deep know-how and knowledge transfer
- Accelerates productivity through knowledge transfer
- Develops leaders in product and process/methodology development
Community of Practice Workflow Diagram

Opportunity Assessment
Problem Statement and Expected Results, Council Assessment

Proposal
Develop CoP Implementation Plan

CoP Startup
Execute CoP Implementation Plan

CoP Delivery / Transition
Collaboration (beginning with assistance and transitioning to self-directed)

Innovating
Facilitate continuous aggregation, use and re-use of knowledge that creates business value

Rapidly Spreading Knowledge
• Build field knowledge and competencies.
• Capture, share and manage information
• Rapidly diffuse knowledge/expertise

Self-directed Collaboration
“Steady State”

Capturing Best Practices
Turn ideas and ways of working into new business approaches.

Developing People
• Support personal development objectives as well as common business goals
• Provide opportunities for skill, development, networking and exposure

Measuring Performance
Monitor progress against health of the business (business goals), and the investment in CoP infrastructure

Solving Problems
• Identify real business issues
• Collectively analyze problems and process shortfalls
• Implement and deploy solutions.

Meeting Business Targets
• Sales opportunities captured
• Planning/Implementation activities completed
• Technical implementation concluded
• Services transitioned to Operations
CoP Activities (High Level)

**Players**
- CoP Steering Committee
  - Provide Strategic Direction
- CoP Ldr & Core Group
  - Network with Members
  - Uncover Issues
  - Provide Operational Guidance
  - Plan Meetings
- Facilitator & Members
- CoP Working Group

**Major Activities & Objects**
- Charter
- Feedback
- Qtrly Plan
- Network with Members
- Plan Meetings
- Conduct Meetings
- Select Solutions
- Evaluate Implementation
- Recommended Idea / Solution
- Implemented Idea / Solution
- Triage Solutions
- Implement Selected Solutions
CoP Activities  (Detailed Level)

<table>
<thead>
<tr>
<th>Players</th>
<th>Major Activities &amp; Objects</th>
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<tbody>
<tr>
<td>CoP Ldr</td>
<td>Charter, Receive CoP Charter, Network with Members, Uncover Issues, Prioritize Issues, Provide Operational Guidance, Qrly Plan, Network with Members, Feedback, Attds / Chairs Meetings</td>
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<tr>
<td>Facilitator</td>
<td>Create Meeting Agendas, Monitors Meeting Process &amp; Group Dynamics, Intervenes &amp; Resolves Conflicts, Re-evaluates Meeting Agendas</td>
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<tr>
<td>Scribe</td>
<td>Takes Meeting Notes &amp; Generates Group Memory, Prepares &amp; Distributes Meeting Memos, Meeting Memos</td>
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<td>Time Keeper</td>
<td>Ensures Meetings Begin &amp; End on Time</td>
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<td>Participants</td>
<td>Analyze Problem, Generate Solutions, Select Solutions, Present Recommendations, Recommended Ideas/Solutions</td>
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<td>Task Forces</td>
<td>Performs Tasks As Assigned</td>
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## POSSIBLE MEASURES

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<th>Make them quantitative/ qualitative more important</th>
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<td>Tie to making money</td>
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<tr>
<td>Doing more with less people</td>
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<td>Better decision making</td>
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<tr>
<td>Lessons learned</td>
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<td>Value of time being spent in CoPs</td>
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<td>Visual</td>
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<tr>
<td>Associate understanding</td>
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<tr>
<td>Sponsorship of CoPs</td>
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<td>Accomplishment of KM strategies</td>
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<td>Accomplishment of CoP vision</td>
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<td>CoP participation</td>
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<tr>
<td>Knowledge and skill levels of participants</td>
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<tr>
<td>Adoption and diffusion</td>
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<td>Frequency and accuracy of communication</td>
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<td>Content provided by CoPs for communication is timely and up-to-date</td>
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<td>Baseline of current team efforts for comparison later</td>
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<td>Tracking of problems being solved through CoPs</td>
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<td>Occurrences of collaboration</td>
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<tr>
<td>Knowledge capture, storage, retrieval</td>
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<tr>
<td>Benefits of collaboration to company</td>
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<td>Documentation</td>
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<td>Reuse of knowledge</td>
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<td>Time/dollar savings due to not repeating the same mistakes</td>
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<td>Inputs to repository</td>
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<tr>
<td>Ease of search and retrieval</td>
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<td>Number of hits</td>
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<td>Degree of trust</td>
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<tr>
<td>Ambassador skill levels and effectiveness</td>
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<td>Global connectivity</td>
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Getting Started – Best Practices

- Create a business case for community development.
- Find community leaders and champions.
- Define the scope of the community.
- Design the community’s core activities and structure.
- Recruit and engage community members.
- Align with the current culture.
- Design community roles.
- Develop a support structure.
- Launch the communities.
- Implement appropriate information technology.
## Communities of Practice ... Summary of key ideas

<table>
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<tr>
<th>Objective</th>
<th>Xerox people learn faster, perform better and respond quicker than our best competitor. Participation in communities is a key enabler.</th>
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<tbody>
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<td>Nurturing</td>
<td>Management provides a nurturing environment, time &amp; resources that enables and encourages people to participate in Communities of Practice. It provides support &amp; infrastructure to enable the flow of creativity.</td>
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<td>Passion</td>
<td>Communities of practice leadership is vested in people with a passion for bettering their profession and with deep expertise and experience who share their knowledge and insight in the work that they do. They encourage others to join this knowledge growth path.</td>
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<td>Grow</td>
<td>People participate naturally in their community of practice as a way to grow professionally and amplify their contribution to the success of Xerox, and ultimately to amplify their individual value and success.</td>
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<td>Learn</td>
<td>Our communities of practice excel because they learn, transfer knowledge, and apply lessons from past experiences. They seek out best practices and innovate around new ways to do their jobs better, faster and more effective as individuals and as a community.</td>
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<td>Asset Value</td>
<td>Our intellectual capital, therefore resides in the know-how of our people, and those assets grow in value as they propagate within and between communities of practice.</td>
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