

Table 1

Most difficult facilitation tasks

No.	Tasks	% of respondents
1	Encouraging new members to participate in the community's activities	70.5%
2	Promoting ownership and encouraging group responsibility	61.4%
3	Creating and maintaining an open, positive, and participative environment	56.8%
4	Building cooperative relationships among members	45.5%
5	Mediating conflicts within the community	45.5%
6	Creating comfort with and promoting understanding of the tools and tool outputs	40.9%
7	Keeping community focus on its purpose	38.6%
8	Implementing a strategy for attracting new members	38.6%
9	Advocating community independency to management	34.1%
10	Encouraging multiple perspectives	31.8%

Most important facilitation tasks

No.	Tasks	% of Respondents
1	Creating and maintaining an open, positive, and participative environment	56.8%
2	Encouraging new members to participate in the community's activities	52.3%
3	Listening, clarifying and integrating information	52.3%
4	Keeping community focus on its purpose	50.0%
5	Encouraging multiple perspectives	47.7%
6	Promoting ownership and encouraging group responsibility	47.7%
7	Developing and asking the right questions	47.7%
8	Mediating conflicts within the community	43.2%
9	Building cooperative relationships among members	40.9%
10	Selecting appropriate tools for the community	34.1%

Table 2

Taxonomy of CoP facilitation tasks

INTERNAL	EXTERNAL
<p>INFORMATION SOURCE:</p> <ul style="list-style-type: none"> • Listening, clarifying and integrating information • Understanding community tools and their capability • Creating comfort with and promoting understanding of the tools and tool outputs • Presenting information to the community • Bringing important information to new members • Answering new members' concerns • Informing members regarding management concerns 	<p>INFORMATION SOURCE:</p> <ul style="list-style-type: none"> • Communicating with other existing communities • Responding to outside requests regarding the community • Sharing experience in serving the community with other potential communities • Reporting to management about the community's progress
<p>INSPIRATOR:</p> <ul style="list-style-type: none"> • Creating and maintaining an open, positive, and participative environment • Developing and asking the right questions • Promoting ownership and encouraging group responsibility • Encouraging multiple perspectives • Encouraging new members to participate in the community's activities • Presenting new members to the community 	<p>PUBLIC RELATIONS MANAGER:</p> <ul style="list-style-type: none"> • Initiating contact with potential community members • Promoting the community to potential members • Implementing a strategy for attracting new members • Advocating community independency to management • Acting as moderator between management and the community
<p>GUIDE:</p> <ul style="list-style-type: none"> • Planning community meetings • Keeping community focus on its purpose • Selecting appropriate tools for the community • Managing the community through guidelines and rules • Building cooperative relationships among members • Mediating conflicts within the community • Scanning community for ongoing / current activities • Coming up with suggestions, if necessary • Guiding the community to match with organizational processes and standards 	<p>INVESTIGATOR:</p> <ul style="list-style-type: none"> • Gathering community relevant information from various sources • Scanning environment outside of the community

Stage Specific Facilitator Interventions

Stage Name	Potential	Building	Productive (Maturing)	Transforming (Inactive)
Stage-Specific facilitator interventions	<ul style="list-style-type: none"> • Identify a group of people who are passionately interested in the domain • Talk to individuals, identify potential leaders • Create a place where people can meet (online) • Connect community members one on one or in small groups, to cultivate private exchanges • Start a project you are interested in yourself and invite people to join • Negotiate organizational support • Story sharing and other forms of eliciting knowledge can help members to articulate what they know and to validate their expertise. 	<ul style="list-style-type: none"> • Individual contacts with members to identify practice issues • Stimulating consulting habits; encourage people to share questions and stories with the group but focus on light value tips and current problems • Share stories from members to make experiences public • Identifying similar practice issues and proposing exchanges about these issues • Define strategic intent of the potential community of practice • Discover what methods and topics energize members • Build the core group • Identify multi-membership and the constellation of CoPs that overlap • Engage managers and clarify link to organizational strategic plan. 	<ul style="list-style-type: none"> • Special attention to newcomers, welcoming them, engaging them in the group • Be at ease with 'loosing' people who are not identifying with the community • Stimulate distributed leadership; invite people for specific 'tasks' in the community (i.e. facilitate parts of the f2f meetings, a leading role in a project) and signal initiatives and help members by offering moral and logistical support for initiatives. • Start reflecting on the community process with members interested in such a reflection (probably the core group) • Try to move from tips to knowledge stewarding by starting project/investing more time • Redefine boundaries and purpose • Be more intentional about involving relevant experts 	<ul style="list-style-type: none"> • Keep focus lively and practice on cutting edge by scanning the field • Monitor 'group think' and other potential disorders • Invite experts from outside the community to share experiences and new ideas • Forge new alliances with other cops • Change the rhythm to stimulate creativity • Find new core members and leaders • Collect and share results of the community with a broader audience • Guide reflections about community collaboration and learning • Enlarge variation in the community, like inviting experts from outside, stimulating new leadership in the core group or changing the rhythm of the community • Make conscious decisions about ending or rejuvenation by facilitating meta-level exchanges about the community. • Help reformulate domain and focus

