

# Value creation framework guide through the cycles

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## Immediate value

Immediate value refers to the experience that members have when they engage with the community. In this sense activities and interactions have value in and of themselves, as an experience of learning together. This information is important because it provides guidance for facilitating the community.

Round	Key questions	Examples
<b>1. Aspirations</b>	What are your aspirations for the direct experience that people will have when engaging with the community?	Do you want to see: <ul style="list-style-type: none"> <li>• specific activities</li> <li>• level and quality of activity/interactions</li> <li>• sense of accomplishment</li> <li>• good experience for newcomers</li> <li>• sense of high value for time</li> <li>• ability to address hard issues/challenges</li> <li>• questions answered within a specified timeframe</li> <li>• easy navigation on website</li> <li>• good search function</li> <li>•</li> </ul>
<b>2. Conditions</b>	What are conditions for such experiences to come about?	Would you need things like: <ul style="list-style-type: none"> <li>• face-to-face time</li> <li>• participation of specific people</li> <li>• facilitation</li> <li>• committed time of experts</li> <li>• closed spaces for delicate conversations</li> <li>• collaboration of IT</li> <li>• access to internet</li> <li>• logistical or secretarial support</li> <li>•</li> </ul>
<b>3. Indicators</b>	What are indicators that would suggest this is happening?	Would you pay attention to: <ul style="list-style-type: none"> <li>• levels of attendance, participation and commitment</li> <li>• excitement, intensity, fun</li> <li>• responsiveness to inquiries</li> <li>• depth of discussion</li> <li>• level of trust</li> <li>• ability to discuss problems, mistakes, or failures</li> <li>• user-friendly technology</li> <li>• positive comments</li> <li>•</li> </ul>
<b>4. Data</b>	What kind of data could be collected to assess these indicators?	Would you collect: <ul style="list-style-type: none"> <li>• ratio of potential/actual members</li> <li>• number of attendees at meetings</li> <li>• number of failures discussed</li> <li>• number of responses to questions</li> <li>• time of responses</li> <li>• types of experiences people have</li> <li>• feedback forms/surveys</li> <li>•</li> </ul>

## Potential value

Potential value refers to what the learning of the community produces. This includes physical artifacts, such as documents, videos, or webpages. It also includes personal knowledge, such as insights, skills, and advice. It may also include intangibles such as relationships, reputation, and inspiration. It can even include a different understanding of learning and how to learn, which people could apply in their own context.

Round	Key questions	Examples
<b>1. Aspirations</b>	What potentially useful things do you want the community to produce?	Do you want to see: <ul style="list-style-type: none"> <li>• specific documents, manuals, tools or methods</li> <li>• resolutions and action plans</li> <li>• repository</li> <li>• specific skills acquired</li> <li>• relationships</li> <li>• high inspiration</li> <li>• reputation of the practice</li> <li>• newcomers up to speed</li> <li>• new understanding of learning</li> <li>•</li> </ul>
<b>2. Conditions</b>	Under what conditions will the community be able to produce these things?	Would you need things like: <ul style="list-style-type: none"> <li>• editing support</li> <li>• time for projects or documentation</li> <li>• notes and documentation of interactions</li> <li>• individual profiles</li> <li>• IT support</li> <li>•</li> </ul>
<b>3. Indicators</b>	What indicators would suggest that the community is producing what you hope it will?	Would you pay attention to: <ul style="list-style-type: none"> <li>• quantity and quality of documents</li> <li>• generation of insights</li> <li>• quality of advice given</li> <li>• levels of connectedness among members</li> <li>• mentoring relationships</li> <li>•</li> </ul>
<b>4. Data</b>	What kind of data should be collected to assess these indicators?	Would you collect: <ul style="list-style-type: none"> <li>• number of documents produced</li> <li>• frequency of advice</li> <li>• length of debates around advice</li> <li>• member feedback on products</li> <li>• publications</li> <li>• patents</li> <li>• social network analysis</li> <li>•</li> </ul>



## Applied value

It is essential that learning of the community be applied in practice. First the community cannot make a difference unless its learning finds its way into practice. Second ideas, suggestions, and methods need to be tested in practice so that the community can learn from its own outputs.

Round	Key questions	Examples
<b>1. Aspirations</b>	<p>Who should apply the learning of the community? Where? To what activities?</p> <p>How much risk should they take in trying new community's ideas and experimenting?</p>	<p>Do you want to see:</p> <ul style="list-style-type: none"> <li>• world-class practice</li> <li>• improved practice</li> <li>• every unit/project/country at the level of the best</li> <li>• innovation adopted quickly</li> <li>•</li> </ul>
<b>2. Conditions</b>	<p>Under what conditions will it be possible for people to apply what the community has produced?</p> <p>What would make it difficult to apply the learning?</p> <p>Are there risks to pay attention to?</p> <p>Is there something the community can do about creating such conditions?</p>	<p>Would you need things like:</p> <ul style="list-style-type: none"> <li>• management approval (and understanding of the value)</li> <li>• team collaboration and alignment</li> <li>• risk assessment</li> <li>• coaching</li> <li>• respect for the practice</li> <li>•</li> </ul>
<b>3. Indicators</b>	<p>What are indicators that would suggest that application is happening?</p> <p>Or that it is becoming more likely?</p> <p>At a sufficient level of depth and scale?</p>	<p>Would you pay attention to:</p> <ul style="list-style-type: none"> <li>• implementation of resolutions or action plans</li> <li>• use of new documents, methods or tools developed</li> <li>• putting new insights into practice</li> <li>• following up a connection made</li> <li>• quality of the practice across the company</li> <li>• rapid spread of innovation</li> <li>• errors not repeated</li> <li>• struggle with implementation issues</li> <li>• immediate communication of problems</li> <li>•</li> </ul>
<b>4. Data</b>	<p>What kind of data should be collected to assess these indicators?</p>	<p>Would you collect:</p> <ul style="list-style-type: none"> <li>• time to 80% adoption</li> <li>• member reports/surveys about practice</li> <li>• internal benchmarks</li> <li>• external benchmarks</li> <li>• requests for implementation help</li> <li>•</li> </ul>



## Realized value

Realized value refers to the difference the community is able to make in the world. It may be the success of its members or of an organization. Or the increase in performance of certain institutions. Or it may be some broader good that the community wants to contribute to. Realized value can also include things that are avoided, such as accidents, waste, lost investments, or lawsuits.

Note that realized value refers to goals that are often set outside of the community. However, it is still important for the community to debate and choose outcomes and targets relevant to its aspirations and to negotiate how it can realistically contribute.

Round	Key questions	Examples
<b>1. Aspirations</b>	<p>If the community is successful, what should be different? For members? For their teams? For the company? For the field? For customers? For the world?</p> <p>What undesirable outcomes should the community help prevent?</p>	<p>What specific outcomes do you want to affect:</p> <ul style="list-style-type: none"> <li>• productivity measures</li> <li>• contribution of new projects</li> <li>• use of assets</li> <li>• talent retention</li> <li>•</li> </ul>
<b>2. Conditions</b>	<p>What are the conditions you think must be in place for these outcomes to be likely?</p> <p>Are there factors that would prevent the community to have an effect on relevant outcomes?</p>	<p>Would you need to consider things like:</p> <ul style="list-style-type: none"> <li>• a reasonable economy</li> <li>• a government policy</li> <li>• competition for talent</li> <li>•</li> </ul>
<b>3. Indicators</b>	<p>What measures of success does the community want to affect?</p> <p>Are these indicators already part of an stakeholder's strategy?</p> <p>Are there additional indicators of realized value specific to the community?</p>	<p>Would you pay attention to:</p> <ul style="list-style-type: none"> <li>• key company, sector or country performance indicators</li> <li>• company profit from new projects</li> <li>• educational achievements</li> <li>• performance of newcomers</li> <li>•</li> </ul>
<b>4. Data</b>	<p>Which of these indicators are things that organizations already track?</p> <p>What additional data should be collected to better assess these indicators or additional ones?</p>	<p>Would you collect:</p> <ul style="list-style-type: none"> <li>• time from idea to project</li> <li>• time to performance for newcomers</li> <li>• turnover of member vs non-member</li> <li>•</li> </ul>



## Transformative value

Sometimes the learning of a community of practice transforms either its practice or the way its practice is integrated within a broader strategy. It does this in two main ways:

- by taking its practice to new levels through constant improving feedback loops that connect exploration, experimentation in practice, and reflection
- by reframing assumptions and coming up with new perspectives both on its practice and on the broader context in which it operates (e.g., strategies, goals, what is important)

Round	Key questions	Examples
<b>1. Aspirations</b>	By definition, transformative effects are difficult to plan. But where do you expect there is the greatest potential for surprising outcomes that can transform the practice, members' identities, or the company's strategy?	What kinds of things do you think are likely or possible: <ul style="list-style-type: none"> <li>• leap in practice improvement</li> <li>• reassessing fundamental assumptions</li> <li>• a new sense of pride for members</li> <li>• reframing aspects of strategy</li> <li>•</li> </ul>
<b>2. Conditions</b>	What are conditions that would make transformative effects more likely?  What risk is the community willing to take in order to innovate?	Would you need things like: <ul style="list-style-type: none"> <li>• blue sky time</li> <li>• funds for exploratory work</li> <li>• innovation fair</li> <li>•</li> </ul>
<b>3. Indicators</b>	What are indicators that would suggest this is happening?  What are signs that would indicate the potential is raised?	Would you pay attention to: <ul style="list-style-type: none"> <li>• ability to question assumptions</li> <li>• deep debates</li> <li>• reflective capability</li> <li>• strategic discussions</li> <li>• feedback loops</li> <li>•</li> </ul>
<b>4. Data</b>	Can you think of data the community should collect to predict or capture these effects?	Would you collect: <ul style="list-style-type: none"> <li>• number of follow-up on advice/insight/innovation</li> <li>• frequency of short and long loops</li> <li>• post-mortems of projects and failures</li> <li>•</li> </ul>

## Strategic value

Knowledge and learning are often treated as operational issues, when in fact they are strategic concerns. Strategic value refers to the clarity of the strategic context in which the community is operating, to the negotiation of strategic alignment as well as the ability of the community to engage in strategic conversations. This entails access to the right people who can engage with the community in order to appreciate its strategic value, make sure it gets what it need from company leaders, and bring the community's insights and ideas into broader strategic debates..

Round	Key questions	Examples
<b>1. Aspirations</b>	How can the community be directly connected to strategic imperative?  Should the community be part of strategic conversations?	Do you want to see: <ul style="list-style-type: none"> <li>• direct engagement with strategic team</li> <li>• strategic thinking in the community</li> <li>• cross-unit seeding of ideas</li> <li>•</li> </ul>
<b>2. Conditions</b>	What are conditions for these strategic conversations to take place?	Would you need things like: <ul style="list-style-type: none"> <li>• mediation by the social learning team</li> <li>• negotiation of explicit community charters</li> <li>• a committee that pays attention to communities of practice from a strategic perspective and manages the portfolio of practices</li> <li>•</li> </ul>
<b>3. Indicators</b>	What are indicators that would suggest this is either desirable or happening?	Would you pay attention to: <ul style="list-style-type: none"> <li>• engagement of executive leaders</li> <li>• interest of line management</li> <li>• consultations asking the community's take on relevant decisions</li> <li>• strategic feedback by the community</li> <li>•</li> </ul>
<b>4. Data</b>	What kind of data could be collected to assess the level of strategic engagement?	Would you collect: <ul style="list-style-type: none"> <li>• regularity of meetings with sponsors</li> <li>• feedback from executive</li> <li>• number/frequency of consultations</li> <li>• absence of consultation for a key decision</li> <li>• frequency of strategic suggestions by community members</li> <li>• proportion of community consultations that result in advice being followed</li> <li>•</li> </ul>

## Enabling value

Enabling value refers to support processes that make the community's life possible. This includes internal leadership roles as well as external support, such as a dynamic social learning team, logistical support, and good technology. Enabling value is important because it is often a sign of sustainable activity and results for a community — or a collection of communities in an organization.

Round	Key questions	Examples
<b>1. Aspirations</b>	<p>What kind of support would you need ideally?</p> <p>What enabling factors should be secured?</p> <p>Or would it be better to keep things low-key?</p>	<p>Do you want to see:</p> <ul style="list-style-type: none"> <li>• recognized roles</li> <li>• training and support for leaders</li> <li>• freed time for people to take leadership</li> <li>• recognition for contributions</li> <li>• better technology infrastructure</li> <li>•</li> </ul>
<b>2. Conditions</b>	<p>Under what conditions would this support be more likely to become available?</p>	<p>Would you need things like:</p> <ul style="list-style-type: none"> <li>• demonstration of high-value</li> <li>• strategic sponsorship</li> <li>• partnership with IT</li> <li>• availability of training/coaching</li> <li>•</li> </ul>
<b>3. Indicators</b>	<p>What are some indicators that would suggest the right level of support is available?</p>	<p>Would you pay attention to:</p> <ul style="list-style-type: none"> <li>• activity of a social learning team</li> <li>• executive sponsorship</li> <li>• engagement of HR</li> <li>• member satisfaction with technology</li> <li>•</li> </ul>
<b>4. Data</b>	<p>What kind of data could be collected to support the claim that these indicators are happening?</p>	<p>Would you collect:</p> <ul style="list-style-type: none"> <li>• feedback from community leaders</li> <li>• feedback from sponsors</li> <li>• external benchmark/evaluation</li> <li>•</li> </ul>