












Community of Practice Maturity Model

Community of Practice Maturity Model v1.0

Assessment		Level I Awareness	Level II Evolving	Level III Operational	Level IV Sustaining
Leadership/ Facilitation		<ul style="list-style-type: none"> CoP desire/need identified (Core) Group forms to develop CoP Vision/goals being defined Search for corporate sponsor 	<ul style="list-style-type: none"> Sponsor/champions are recruited Leaders are creating organizational CoP awareness Reach out to broader member base 	<ul style="list-style-type: none"> CoP vision and goals are clearly defined and understood across the organization Learnings from Retrospects are reinvested in CoP planning/activities 	<ul style="list-style-type: none"> Leadership is a "role" shared across the CoP Lessons learned are reinvested into CoP planning and activities
Members/ Practitioners		<ul style="list-style-type: none"> Member focus/theme can be defined Potential members are identified Core Group contacts potential members 	<ul style="list-style-type: none"> Core Group/membership meet regularly Participation in governance increasing Members are creating buzz around CoPs It is easy to request/become a member 	<ul style="list-style-type: none"> CoP is becoming part of workflow Requests to join CoP are increasing CoP members are active F2F/online Responsibility for content is shared 	<ul style="list-style-type: none"> CoP is part of member workflow Members promote the value and oppty that the CoP presents Members drive focus/content of CoP activities
Governance		<ul style="list-style-type: none"> CoP structure/plan is being developed to align with organization culture Basic rules of operation are evolving 	<ul style="list-style-type: none"> CoP focus, launch strategy, charter, governance model are defined Kick off is scheduled CoP "training" is developed/ begins 	<ul style="list-style-type: none"> CoP Leadership is shared/rotational Members drive CoP direction/efforts CoP training is ongoing Retrospects are facilitated IAW plan Member feedback is easy, valued, and used to drive changes in CoP strategy and operations 	<ul style="list-style-type: none"> The organization has a clear, defined CoP vision and CoP Strategy Clear guides, tools, templates, and training for CoP launch and sustainment exist
Enabling Technology/ Tools		<ul style="list-style-type: none"> Members are using email/F2F to establish the CoP Collaboration technology may/may not be available 	<ul style="list-style-type: none"> Requirements are defined Existing technology is leveraged and/or new technology is researched Training on tech/tools begins 	<ul style="list-style-type: none"> Enabling tech/tools support K-sharing Ongoing training on tech/tools promotes use 	<ul style="list-style-type: none"> Online access to the CoP space is available 24/7 from anywhere Tech/tools/training evolve to meet the needs of the CoP
Knowledge Sharing Behavior		<ul style="list-style-type: none"> K-sharing may not be standard behavior K-sharing processes may not exist Recognition that K-sharing and collaboration adds value 	<ul style="list-style-type: none"> CoP value - products/outputs - defined Members share challenges - "beg/brag" Focus/theme knowledge gaps defined Trust between members is building 	<ul style="list-style-type: none"> Members regularly find and share new content within/outside the CoP New challenges are introduced and resolved - learning codified and shared Differing views are encouraged, respected and create new learnings 	<ul style="list-style-type: none"> Members actively share processes and practices within/across the organization CoP harvests knowledge from conversations and characterizes it for reuse in org context
Professional Development		<ul style="list-style-type: none"> Members explore personal/organization knowledge and skill gaps/align with focus/themes Gaps are being discussed as part of CoP value awareness 	<ul style="list-style-type: none"> Members can define personal knowledge/skill gaps Speakers/focus areas/CoP activities align with gaps 	<ul style="list-style-type: none"> Member professional development is supported as a "main" event "Cross boundary" awareness provides new opptys for functional and subject matter learning Job performance increases and is recognized 	<ul style="list-style-type: none"> CoP accepts responsibility for member professional development CoP leadership and facilitation responsibilities are viewed as alternative leadership training
Organization Support		<ul style="list-style-type: none"> Organizational support may exist Organizational awareness of CoP value is limited 	<ul style="list-style-type: none"> Pilot CoPs are defined from interest pool Resource commitments are discussed, understood, and defined 	<ul style="list-style-type: none"> CoPs are resourced and supported Champions are active, supportive, integrated into the CoP Organization supports and launches new CoPs 	<ul style="list-style-type: none"> CoPs are viewed as a structural part of the organization Budget and resources are provided as part of longer term strategy
Value Proposition		<ul style="list-style-type: none"> Value added and the business case for CoPs is being defined Members explore organization knowledge and skill gaps/align with focus/themes 	<ul style="list-style-type: none"> Members can define organizational knowledge/skill gaps Shared value of CoPs for communities and their members and organization is defined Time-phased COP Measures of Success are defined and aligned with value proposition Management sees CoP participation as value added; part of workflow, not extra work 	<ul style="list-style-type: none"> Metrics for shared value of CoPs is aligned with how the CoPs value is measured and tracked CoP and outputs/products are visible, valued, and incorporated into business and operations CoPs are viewed as centers of "subject matter expertise and excellence" 	<ul style="list-style-type: none"> CoP shared value concepts are part of organization strategy and operations CoPs are asked to do more CoPs are viewed as strategic assets of the organization Organization requests specific outputs from the CoP to support mission and operations
Communication		<ul style="list-style-type: none"> CoP "reach out" is just beginning Limited awareness beyond Core Group No linkage or support from internal communication organization 	<ul style="list-style-type: none"> CoP communication plan is defined CoP awareness exists in the workplace Internal comms is part of rollout 	<ul style="list-style-type: none"> There is a CoP intranet "home" page CoP's author org-wide news articles and publish subject matter papers 	<ul style="list-style-type: none"> CoP value and awareness is part of OnBoarding

Assessment Definitions

Leadership/ Facilitation		How CoP leadership and members influence and support the ability to “connect-collect-collaborate”
Members/ Practitioners		Anyone who joins the CoP
Governance		Environment, rules, guidelines, policies, operations
Enabling Technology/ Tools		IT infrastructure (technology and tools) that enables the ability to “connect-collect-collaborate”
Knowledge Sharing Behavior		Culture, group dynamics, behavior that promotes and enables K-sharing
Professional Development		Focus and interest in improving what you know, what you do, and how you do it
Organization Support		Buy-in and support from the organization reflected in resources, funding, permissions, and time allowance that enables CoP success
Value Proposition		The WIIFM for the CoP members and the organization – they must be aligned
Communication		How the CoP promotes its value and activities to sustain its efforts