



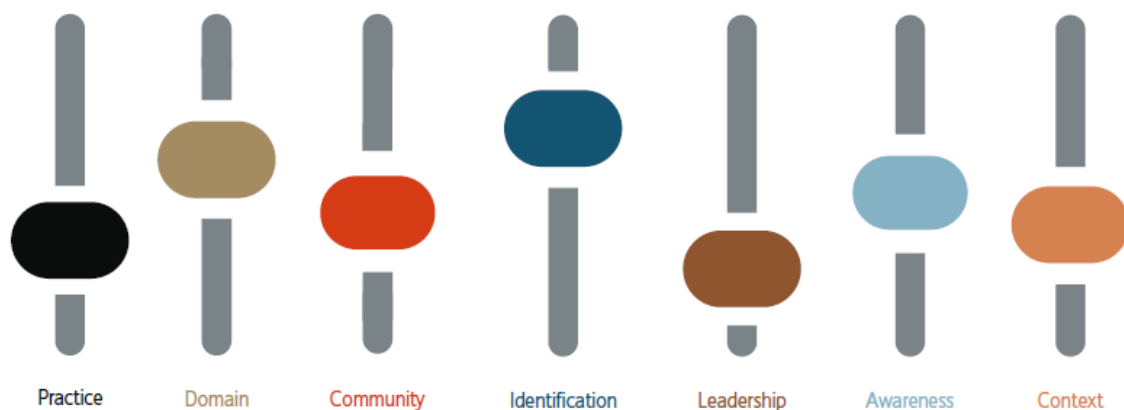
OPERATION MODEL/GOVERNANCE

Operation Model / Governance is about how we work together and take decisions. We will identify the community working practices and decision-making processes that fit best your community needs, purpose, and values.

- Identify key roles among community members collectively
- Formalise the key roles and the working & decision making model collectively.
- Drive governance and commitment for the decision made for the community.

Stewarding the Domain

Referencing to the 7 dimensions of intentional development, it more useful to consider a framework with multiple dimensions along which community maturing or some preferred to label as vibrancy can occur. Think of these dimensions as a set of distinct sliders increasing the brightness level of different settings, as illustrated in the figure below. Some communities may try and turn up some dimensions while ignoring others. Even in a given community, some members may be more interested in pushing some dimensions than others. Not everyone has the same view of the ideal setting.



WHAT

Dimension 2: Domain

Some communities are intentional about developing and establishing the domain as a recognized area of excellence. They argue that the domain represents a strategic capability, and they stake a claim for being its legitimate steward.

WHY

Stewarding the **domain** includes:

- **Establishing the domain.** Some communities strive to put the domain on the map and advocate for its strategic value to stakeholders. Claiming to be its legitimate steward, they want to act as strategic partner for anyone who has to deal with the domain.
- **Advancing the capability strategically.** A domain-driven community becomes more intentional about developing the capability that its domain represents. It takes a strategic approach to improving the practice.
- **Building a repertoire for the practice.** Domain-driven communities become more systematic about producing useful resources and documenting key elements of the practice, whether successful approaches or lessons learned from failures.

HOW

Intentional developmental efforts in this direction include:

- **Establishing the domain.** Develop a collective voice that it's members expect to be included in organizational decisions related to their domain.
- **Advancing the capability strategically.** It reflects systematically on successes and failures to understand the factors at play. Members engage in mutual benchmarking to discover models to emulate. The community looks for gaps in its competence and explores how to fill them—perhaps doing some research or inviting guests. It is conscious of where innovation is required and imagines future scenarios that will require transformations.
- **Building a repertoire for the practice.** Documentation is not just in the form of an emerging communal memory. Instead, members build and curate a repertoire that is organized, systematic, and researched. Some communities demand that new approaches be successful a minimum number of times in different contexts before inclusion into the formal repertoire. Some have protocols for reviewing documents and ensuring validity.

Some effects of domain-oriented development:

- The learning agenda is driven by the restless pursuit of excellence reflecting the strategic importance of the domain.
- Value derives from systematically setting and pursuing high aspirations and from gaining a voice.
- Trust comes from the shared commitment to the domain and identification with it.
- Innovativeness comes from pushing the domain into new directions and from intentionally and proactively seeking to address perceived gaps in capability—current and even future.
- Member identities inherit the reputation and legitimacy of the domain.

Potential upsides	Possible downsides
<ul style="list-style-type: none"> • Members are inspired by their proactive quest for excellence • Needs for innovation can be anticipated • Authority in the domain derives from a reputation for excellence • Belonging to the community provides members with a valued identity within their organizations, and beyond 	<ul style="list-style-type: none"> • The learning agenda can feel detached from practice and day-to-day concerns • The practice can become ossified through overly prescriptive documentation • Hubris can lead to blindness or resistance to change • Members can develop a conservative sense of territoriality toward the domain