

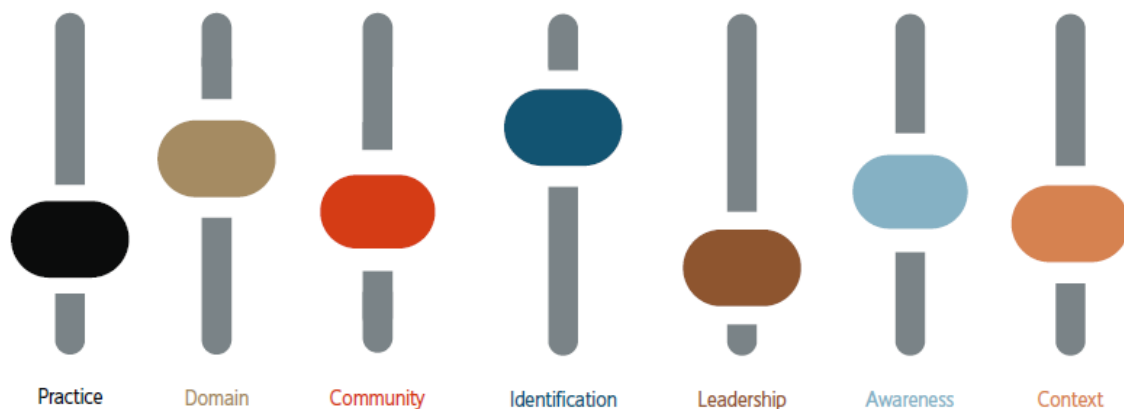


SUSTAINABILITY & RENEWAL

Renewal of members and knowledge ensures continued relevance, adapting to changing needs. Ensures that the CoP sustain the rhythm of the community and drive the community knowledge forward and evolving it, keeping it dynamic and sustainable over time.

Cultivating Self-Awareness

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 6: Self-Awareness

In all the ways that a community evolves, a key developmental component is self-awareness in functioning as a community of practice. This does not entail an understanding of the underlying learning theory, or even of the concept of community of practice as such. Rather it involves an attention to the quality of learning processes and value created.

WHY

Cultivating **self-awareness** regarding design and value creation includes:

- **Self-design.** Some communities intentionally frame their learning. They discuss their challenges and aspirations and imagine how their community could help them.

- **Awareness of value creation.** Any community of practice can create value for members and their organizations. But a more intentional community seeks awareness of the value it creates. This does not require a full evaluation project, though some well-funded communities have done that. Members in general seek an awareness of the difference they are making, to their own practice and to the world collectively.
- **Learning-to-learn loops.** Learning as a community of practice is itself a learning process. Being aware of value creation provides an opportunity to reflect on what creates most value, and to adapt activities and processes accordingly.

HOW

Intentional developmental efforts in this direction include:

- **Self-design.** Set aside time in the agenda for “process” reflections. Hold occasional renewal sessions where they review their progress, set up new aspirations, and redesign the process.
- **Awareness of value creation.** Bring back stories of the value that the community has contributed to their projects. In some cases, they may even develop some indicators that they follow. All this reflects a joint commitment to creating maximal value.
- **Learning-to-learn loops.** Through reflective loops, adapting and reframing its learning strategy and process over time.

Potential upsides	Possible downsides
<ul style="list-style-type: none"> • The community improves its ability to engage stakeholders • An awareness of what creates value excites members’ imagination about possibilities • Learning becomes more intentional • People who are drawn toward process have a chance to contribute 	<ul style="list-style-type: none"> • Some members feel that process and reflection occupy too much of the precious time together • The community becomes too rigid about established processes and rituals • Emerging opportunities that do not quite fit that frame are missed • Functioning well according to some image of the ideal community becomes an end in itself