ONLINE COMMUNITIES

/ Connecting online to improve a shared practice and to spark innovation /

WHAT ARE ONLINE COMMUNITIES?

A community brings together people who “share an interest or a passion for something they do and learn how to do it better as they interact regularly” (Etienne Wenger). In a community, people empower each other in their work by “communicating about what they do, so they can do it better” (adapted from Matt Moore). Facilitators help catalyse and maintain a productive and inclusive experience for the community members.

In organizations, communities are typically cross-cultural and cross-functional, with staff, partners and experts dispersed around the world. When they function well – meaning that people trust each other and engage and work effectively with one another – communities enable people to quickly share and search for knowledge, inspire and empower one another, and maximize their potential contribution to programme results.

Successful organizations and companies typically have a strong culture of community. Ed Catmull, the president of Pixar, attributed the studio’s success to its “vibrant community where talented people are loyal to one another and their collective work, everyone feels that they are part of something extraordinary, and their passion and accomplishments make the community a magnet for talented people coming out of schools or working at other places” (Henry Mintzberg).

ONLINE COMMUNITIES ARE:

- Peer-to-peer collaborative networks.
- Engaged in asking and answering questions, exchanging knowledge, developing expertise, and solving problems.
- Driven by willing participation of members.
- Focused on learning and creating ‘actionable knowledge’ for achievement of development objectives.
- Cooperative across geographical locations.
- Collaborative in their use of tools and technologies.
- Both formal and informal, and members can interact online or in person.
WHY ONLINE COMMUNITIES?

In today’s hyper-connected world, public and private sector organizations are continually seeking cost-effective ways to leverage know-how for problem solving and competitive advantage. One of the most powerful ways they can add value is to provide an online space for staff and partners to interact and engage with each other, ask and answer questions, share relevant content, and solve problems in real time. These online communities can be one of an organization’s most powerful assets. If intentionally designed, they have the potential to positively impact a range of strategic objectives, to foster collaboration and to spark innovation.

In organizations, people are often doing similar work yet remain unaware of one another’s skills, expertise, successes and failures. People who can benefit from each other’s experiences are often isolated, as the formal structure that ensures accountability for the execution of the work often inhibits ad-hoc and informal/unstructured exchanges of knowledge and ideas with colleagues and partners grappling with similar issues.

Most organizations have dozens of informal networks, in which people’s shared focus or work area leads them to naturally exchange ideas and collaborate. But what types of knowledge and ideas are flowing through these informal channels? What if we could invest in and foster the ongoing exchange of ideas, curate the quality of this knowledge and make it available and searchable for re-use in the future? One of the ways to do this is by transforming these informal networks into productive communities.

Well-purposed and skilfully led online communities can become venues for instantly sharing ideas and know-how. The immediacy of communication fosters the creation of an evolving pool of ‘living knowledge’. The members of the community transform this living knowledge into ‘living action’, and in turn into ‘living solutions’. Research also suggests that effective use of online communities reduces the time required both in searching for information and collaborating on tasks.

In recent years, the technology for building and engaging in these communities has become easier and more intuitive to use. Thanks to the widespread use of social media, most staff and partners are already equipped to participate in online communities (McKinsey & Company)

Key benefits of online communities:

- Sustainable, cost-effective mobilization of staff and partners around the world.
- Collaboration across different offices, technical sectors and jobs.
- Quick access to evidence and experiences to help inform current and future work.
- Quick access to practical and innovative solutions.
- Safe forums for constructive critiques and testing of ‘new and emerging’ practices.
- Environment for nourishing of individual and collective learning.
- Prevention of “reinventing the wheel” through the sharing of knowledge and experiences.

Communities break down communication barriers among individuals who work in different levels, functions and geographical regions within the same organization. Shared stories and first-hand experiences make us aware of successful approaches to try, or pitfalls to avoid. As members put new ideas into practice, they too share results, and eventually new collective knowledge is
formed. This process has the potential to transform organizations and ourselves as individuals, as we learn to deliver better, smarter results.

**Push and pull**

Online communities are designed to access tacit knowledge (“PULL”) as opposed to explicit, documented knowledge (“PUSH”). PUSH refers to presenting knowledge in research, meeting reports, manuals, guidance and expert presentations, whereas PULL often begins with the asking of a crucial question and thrives on the demand for knowledge to achieve better results. With PULL, it is the needs and specific challenges faced in the moment that determine what knowledge gets shared, and thus it is the most practical knowledge available.

**People, focus and practice**

Communities provide a safe space for brainstorming that links idea generation and problem solving to out-of-the-box thinking, fuelling new and innovative approaches. They rely on three key elements: people, (shared) focus and practice

- **PEOPLE**: Community members engage in joint activities and discussions, help each other, and share information. They build relationships that enable them to learn from each other.

- **FOCUS**: Members are brought together by the commitment to shared development goals, and by a shared functional area or theme.

- **PRACTICE**: Members of a community are practitioners and work together to jointly develop the practice. They produce a shared repertoire of resources—experiences, insights, stories, and solutions. Through collaboration they improve on the way work is done in their area of expertise.

**More than simple knowledge sharing**

As Clay Shirky (Social Media Professor at New York University) says, community is about “collaborative production”. “Unlike sharing, where the group is an aggregate of participants, cooperating creates group identity.” Shirky points out that collaborative production, where people have to coordinate with one another, “is considerably harder than simple sharing, but the results are more profound.” A culture of knowledge sharing needs to emerge in which community members take responsibility for helping their colleagues and exchanging ideas with partners wherever they are, whether face to face or across the globe. Alexandra Samuel notes that online collaboration “is not a second-best substitute for face-to-face work: it’s a complement with its own perks and benefits.”

There is more than a verbal tie between the words community and communication, change and exchange. If we communicate our experience fully and accurately, then we find our own attitude toward the experience changing. “There is no power for change greater than a community discovering what it cares about” (Margaret J. Wheatley).
A clear purpose
The “let a thousand flowers bloom” approach does not work well for communities. In order to succeed, communities need to be focused on solving specific business-related challenges. Ensuring that they have the greatest chance to succeed is a process that begins when a community is formed.

High quality content is what drives real engagement in communities. The best content largely stems from insights and ideas shared by the people in the community – both online and face-to-face. It should be well curated and reflective of community members’ experiences. It should be unique to the community. Also, the strength of the relationships – the trust that is built online and offline – creates strategic value. “Speed (and results) happen when people truly trust each other”. (Edward Marshall)

A productive community is created with a clear purpose that specifies its potential value and is agreed on by leaders, facilitators, and members. Setting a high bar at the outset – at the moment a community is created – means that every new community must have a strong business purpose, which signals to potential leaders, managers, sponsors and members that it can add business value and achieve real results. Proposals for new communities must specify the kinds of deliverables (insights and new ideas) that will be produced and the kinds of activities/products (discussions, webinars, etc.) it will support.

HOW DO ONLINE COMMUNITIES WORK?

Community interactions can take place online or in person. Members use tools like Yammer, webinars, discussion forums, blogs, and other online social media spaces to engage with each other. Regardless of position or experience, each member can offer valuable contributions and learn from others. Sharing generates knowledge. While they should be well managed, communities are not meant to be hierarchical and rigid, but rather should be a forum for free-flowing interchange and creativity.

The flexibility of communities allows conversations and knowledge sharing to happen in a natural and safe way. Questions and exchanges should include both successes and failures, as both create opportunities for powerful learning and discussion. Communities also require consistent engagement. In regularly affirming their reasons to learn together, community members are driven to help each other, follow up on ideas, develop shared resources and maintain a social space. While not everyone needs to have the same level of commitment, there needs to be sufficient quality exchange to keep the community energized and alive. Community leaders and facilitators take the lead in forging, directing, and maintaining communities.

How do online communities create knowledge?
Traditionally, knowledge has been viewed as something that experts hand down to practitioners. But organizations in all sectors are discovering that when practitioners become direct learning partners by forming a community, they bring insights from their engagement with practical challenges. The knowledge they share and create together builds on these insights and challenges, and they can
apply this knowledge to their work because it reflects their experiences. Admittedly, the experience of practitioners cannot be the source of everything they need to know. Specialized experts and researchers have vital roles to play, but their contributions can become even more meaningful and useful when they are integrated into an ongoing learning process that is driven by practitioners.

Learning has a fundamentally social nature. Over time, members develop trust “based on their ability to learn together – to care about the shared focus, to respect each other as practitioners, to expose their questions and challenges, and to provide responses that reflect practical experience” (Etienne Wenger). Community conversations evolve as trust grows and members recognize each other as learning partners. A joint history of learning becomes a resource in the form of a shared repertoire of ideas, cases, insights, stories, concepts and perspectives.

Keys to success
Communities are complex social structures. Their voluntary and self-governing nature makes them quite sensitive to subtle power dynamics. A host of factors can contribute to their success or failure:

- Leadership must be visible and active—people respond positively when their leaders demonstrate that they place value on this type of knowledge exchange and when supervisors are supportive of staff participation.
- Communities thrive on social energy, which both derives from and creates identification with the community. It is essential that members are committed and passionate about the area of focus.
- The dedication and skill of the people who facilitate and nurture the community drive its success. Many communities fail not because members have lost interest, but simply because nobody takes care of the regular management and facilitation of the community, taking care of logistics and support and maintaining an open space for inquiry.
- Time is a challenge for most communities, since members juggle competing priorities. Communities need to ensure ‘high value for time’ for all those who invest themselves.
- Other factors influencing communities include: the quality of self-governance, members’ sense of ownership, the level of trust, recognition for contributions, expectations for value creation, the degree of organizational voice, connection to a broader field, and the strength of interactions with other communities.

WHO MAKES UP A COMMUNITY?

Ideally, in every community, all the roles described below should be filled. However, to get a community up and running it is most essential to have a leader, a facilitator and a group of ‘like-minded’ members.

Leader
A community leader sets the direction for the community, provides positive experiences for members and keeps the community on track in offering strategic value to the organization. The role of a community leader is to engage, motivate and encourage other community members. A leader practices active listening and participatory decision-making. The leader must be knowledgeable and passionate about the theme of the community, and able to share these qualities with other community members. He or she should be imaginative in creating face-to-face and online spaces that bring members together. The leader also acts as a learner. The best leaders inspire leadership in others. Communities require
leadership and governance from the start. Community leaders “reach out rather than down”. They enable results, recognizing that much of these must be driven by members.

The roles of a community leader include:
- Articulating the community’s vision and agenda, which evolves over time.
- Making insightful and relevant content easily accessible.
- Creating space for meaningful interaction, both online and in person.
- Working with the community to develop rules for participation.
- Rewarding contributors.
- Promoting the community, internally and externally.
- Harnessing techniques to monitor and assess the health of the community.
- Helping keep community activity aligned with key areas of work.

The qualities of effective community leaders include:
- Being forward-thinking and able to think outside of the box, look to the future, and have set goals in mind.
- Strong people skills combined with knowledge and passion for the subject.
- The ability to empathize and imagine different viewpoints, to understand and validate what members feel and what motivates them.
- Collaborative skills and the ability to work well with different types of members and create a productive experience.
- The ability to act as a political leader, inspirational leader, technical leader and activity leader (this might include having a presence in other communities).
- Enthusiasm and energy that keeps others engaged, and a commitment to both planting seeds and cultivating them.

Facilitator
A human-centered approach
Community facilitators are responsible for day-to-day management of the community and making sure that it meets its strategic purpose. Building a community means understanding its membership, how people become members and what drives real engagement. Facilitators are knowledgeable and passionate about the community’s mission and goals. They help maintain focus and deepen discussions within the community, similar to party hosts who set the tone and help newcomers ‘feel welcome’. They help members generate new ideas by setting up and running ideas generation process and methods, and internal and external crowdsourcing for the benefit of the organization. They integrate ideas by selecting the most crucial contributions from the group and channelling them into productive interactions. They encourage members to participate by posing questions that prompt them to share their knowledge. They foster an environment of safety and trust, and act as role models for the community by listening, being respectful, and sharing relevant experiences and stories on key topics. A community should not be launched without a skilled facilitator in place.

The roles of facilitators include:
- Defining membership, and communicating the value that members will find in the community.
- Developing a 90-day plan, clarifying the community’s purpose, and identifying what resources are required to make it a success. The plan should be relatively brief, but should specify strategic objectives, processes and activities, platforms and metrics.
- Recruiting and engaging a core group of about 20 members who will be active.
- Giving the online community a “health check” every 6-9 months to ensure it is making progress on the chosen goals.
- Building trust with members and helping them forge deeper connections with the community and with each other.
- Stimulating online and face-to-face participation and contributions between members by seeding activity, posting messages, asking
questions, and sharing insights and relevant content.

- Working ‘behind the scenes’ to engage members. This may include facilitating ‘peer assistance’ to connect a community member with a specific question to another member who may have the answer; encouraging ‘silent members’ to become active.
- Providing members with a simple and intuitive user experience, and providing support to participants in making best use of the available technology platforms. The technology platform must present as few points of friction for users as possible, in order to facilitate adoption.
- Promoting the community internally and externally and keep recruiting new members.
- Collecting and analysing quantitative metrics and qualitative feedback from members, including stories of change, improvement and transformation.

Tips for facilitating the creation of high quality content:

- Respond to people’s real needs. Facilitators are flexible and do not need to promote any prescribed process or approach.
- Always keep members firmly at the center of the community plan.
- Lead members to better express their insights and ideas by asking the right questions and helping members to sketch out and clarify their ideas.
- Engage early members face to face, if possible, and via email, Skype and telephone.
- Keep content up-to-date.
- Encourage the use of visual content, including infographics relevant to the focus and content of the community.
- Encourage members to use community tools (conversations, posts, videos, etc.) to spark new ideas and insights.
- Communicate real information and ideas. If it is clear, insightful, thought-provoking and compelling—or any combination of these—members will engage and feel prompted to contribute.

The best way to get people to join a community is by offering high quality content that inspires people to join, commit time and contribute. The content must be unique to the community—something members can’t find anywhere else.

The qualities of effective facilitators include the ability to:

- Network, communicate and interact well with.
- Empathize with members. To engage a community in a discussion a community facilitator must know the type of people who make up the audience, and must be able to effectively converse with the audience.
- Effectively write for the web.
- Propose topics from members’ perspectives.
- Define the scope of a discussion precisely.
- Support the development of sub-groups for new conversations.
- Be constantly engaged and proactive to initiate change.
- Be open and attuned to learning what the community truly likes and doesn’t like.
- Train and provide support to users to participate in the community and community.

Key questions for facilitators:

- What kind of relationship are you trying to create with community members?
- What kinds of interactions might help move the members towards this new relationship? What will it take to create those types of interactions?
- How strongly do the community’s outcomes support the needs of members? Do community activities reflect the kinds of conversations you want to spark among the audience? Are they interactive enough?
Members
Members of a community are people who want to improve the results of their work and share insights, experiences, successes and failures with others on topics they truly care about. Levels of participation often vary, from a core group of very active members to more passive observers. Disparities in participation are usually not a problem as long as they reflect personal interest and not hindrances such as language fluency or the dominance of some individuals or offices over others.

The size of a community is much less important than the degree of mutual engagement among members. If a community is very small, however, members will likely have heard everyone’s stories and opinions after a while, and without new insights or added members, interactions can potentially become stale unless the topic is extremely dynamic and continues to present new and exciting challenges. On the other hand, if a community becomes very large, it is more difficult to have meaningful interactions. The community may spawn smaller subgroups based on specialized interests or geographical proximity. In general, though, as long as an active core group sustains enough engagement, there is no limit to the number of people who might benefit from the learning that takes place. The power and strength of successful communities is found in the human-to-human connection and the ability to bring valuable content and conversation to members.

The roles of engaged members are to:
- Share positive experiences.
- Answer other members’ questions.
- Cross-post on other communities.
- Lead discussions, volunteer, and act as references.
- Foresee and propose future activities.
- Keep advancing the community.

Sponsor
A sponsor’s role is to make the community and its collective knowledge more visible, thus further energizing it and expanding its value. In this way, a sponsor plays an important part in sustaining the community and helping it to thrive.

The roles of a sponsor include:
- Mobilizing resources.
- Appearing in public and online events to speak about community results.
- Encouraging outreach through networking.
- Helping align community efforts to broader goals, both inside and outside the organization.

Champion
A champion helps to establish a thorough understanding of what a community is, its purpose and its intended use. He or she actively promotes the value communities bring, promotes the organization’s approach, including the software platform, and encourages people to actively make use of communities. Champions serve as role models in using the platform effectively and promoting good practices. They raise the profile of communities and their collective knowledge, thus further energizing them and expanding their value. They also help people overcome any barriers to promoting their efforts and ideas.

The qualities of effective champions include:
- Courage and the ability to take risks.
- Strong leadership skills; ability to earn trust by influencing and motivating people.
- Engaging interpersonal and communication skills.
- Being well-connected, enthusiastic, engaging professionals who deeply understand an organization’s structure and culture.
- Ability to see the context and larger picture for their community, determining the best ways to engage and interact.
- Savvy with technology and social media.
- Multi-disciplinary and capable of motivating/influencing various stakeholder groups, including executives.
THE 90 DAY PLAN

Successful online communities start by developing a 90-day plan, which they adapt and modify as needed. A 90-day plan helps to map out community activities to ensure that they align with short and long term strategic objectives. A plan might include member outreach tasks, core group participation expectations, methods for creating content, and topics for discussion, as well as the resources and actions required to build a vibrant community. Plans should be specific, yet flexible and lightweight, and should include contributions from community members where applicable.

Establish a lightweight leadership team. A community will need the support of a leader, a facilitator and members. The presence of a sponsor and/or a champion will give additional support. Ideally, sponsors, leaders and facilitators should all be engaged in the development and review of 90 day-plans to ensure that they support specific goals, themes and strategies. This kind of light governance has a positive impact on communities, as it provides an opportunity for inter-community sharing and management recognition of community contributors. The facilitator will spend the most time managing the community.

Know the membership. It’s critical to understand who the community members are. Current colleagues and partners are a great place to start. Facilitators can conduct interviews to find out more about the members, what they care about, and how they would get the most value from the community. The 90-day plan should reflect insights from this process. It may also be helpful to develop personas for the main types of people who will be part of the community, and think about how they are most likely to use it. (See “How to Understand People” from the IDEO Design Kit). You might also consider developing a survey of potential members to find out their needs, level of interest and preferred ways of working (see guidance on Surveys in this Toolbox).

A 90-day plan should specify:

- The processes and activities members will engage in.
- Methods for building the community, identifying, recruiting, and incorporating new members.
- Methods for engaging members in the community (welcome messages, meeting in person, personalized emails, etc.).
- Key products of the community and how they will be created.
- Community resources, including financial resources.

Key steps to build a community

- Identify and recruit a core group of about 20 members who will be active participants in the community. Some of them are likely to be colleagues and partners who care about the theme of the community.
- Seed activity in the community, drive participation and engagement with posts, questions, organized discussions, webinars and other forms of content every day.
- Engage early members. When possible, talk with them in person. Otherwise, use personalized emails, Skype, and phone calls to let people know of key discussions taking place in the community and invite them to join.
- Encourage members to share feedback. Qualitative feedback from some members can be very helpful, especially when focused on specific areas of community work, like areas for innovation and improving shared practices.
- Review results after 90 days. Key questions will include:

  - Has community membership grown?
  - Is there real participation and engagement?
• Is there enough and quality content being generated?

If the answer to these questions is yes, it’s time to expand the membership and recruit more people. At this stage it’s important to promote the community to a wider audience.

**Key steps to engage the community**

- Create a calendar of activities for the community to know where content is coming from and when it is going online.
- Organize specific community events to help stimulate interest and foster participation. Examples might include Webinars, Online Jams or formal E-Discussions (see guidance on all of these in this Toolbox). However adequate space should also be left in the plan for ad-hoc events and participant generated questions and content.
- If feasible, consider organizing a face-to-face event for community members within the 90-day plan, possibly combined with another existing face to face meeting. Online collaboration is often strengthened when member have had at least one prior opportunity to meet and collaborate in person.
- Always seed new and recent content (e.g. relevant posts, articles and curated content from outside the community).
- Encourage participants to submit relevant content and questions. Work with them to help frame questions so that they are clearly defined but also thought provoking, to seed discussion and stimulate members to think.
- Keep a sharp focus on relevant content and promote organic generation of content.
- Feature highly active discussions prominently on the main page.
- Integrate visual content: Research shows that the brain processes images far more quickly than text. Info-graphics, photographs, illustrations and cartoons are effective ways to simplify content and increase uptake.
- Introduce gamification to encourage fresh and relevant content. Award points for new posts and new comments, or create a facilitator or member of the month award. Orchestrate community competitions with awards to drive and increase engagement, especially during contest time.
- Add positive comments to members’ status updates or posts, and acknowledge that their contributions are valued.
- Draw attention to interesting and noteworthy content. Promote the same content more than once – there is always a need to remind members that this content exists.
- Simplify a process or help members solve a particular challenge.
- Provide useful resources and tools that will help members make use of the community.
- In the community's early stages, listen to and communicate with members as much as possible.
- Communicate any changes to the community, such as a new community facilitator, a new event, the launch of a discussion, or a new feature added to the platform.
- Create a short newsletter to highlight content in the community.

There is no one right way to keep a community engaged. Ongoing engagement requires constant monitoring, understanding what the community likes and dislikes, and adjusting to its ever-changing needs.

**Additional Elements of Successful Online Communities**

**Leadership support and member focus:**
Communities need **both of these equally**. Community leaders “reach out rather than down”. They enable results, recognizing that much of these must be driven by members. A community should not be launched without a skilled facilitator in place. At the same time, the purpose of a community has to evolve from the members
themselves. The emphasis should always be on their needs. It is important to determine what critical challenge(s) a community needs to address, and which method and technology is going to work best. The method of collaboration must fit the culture and specific needs of each community.

Commitment: Successful communities require an organization-wide intentional commitment and willingness to work across functions, sectors and geographies. It takes determination to examine and re-examine what kinds of changes are needed, from culture to organizational design.

Strategic objectives: Strategic objectives indicate a clear mission for the community. These goals help the community develop, improve and innovate with regard to practice, solve problems to save time, and avoid "reinventing the wheel". The objectives support the community’s purpose with a focus on creating outcomes that are bigger than each individual member, yet also have strategic relevance for members. Communities with clear strategic objectives find members to be more engaged and active.

Empathy: Make fewer assumptions, ask more questions. Speak less often, and listen actively, and with greater intention. “Community facilitators are grappling with the implications of being welcoming and inclusive to a diverse global group of members. There are so many factors in play culturally that it’s difficult – but extremely rewarding – to ensure that everyone’s needs are well met” (Leslie Hawthorne).

External expertise: Experts from within or outside the organization can have a very positive impact on community development and knowledge sharing. They are specialists in their field and are able to give focused technical content, rich in knowledge. They also maintain excitement and variety within the community. Organizing regular and ad-hoc content posts, webinars, or meetings with external experts around new and exciting topics stimulates creativity and can bring the entire community together around a new idea.

High quality content: Few online communities survive on member discussion alone, which is why well curated content, reflective of the community’s collective experience, is so vital. Content that is relevant to the group is useful, useable, and engaging for all. In compiling and promoting this level of high quality content, facilitators and community leaders will empower members to contribute similarly strong material.

Design: To design a community in a way that will facilitate engagement and collaboration, its leaders and facilitators need to act as a cohesive team, with a clear purpose and awareness of their membership. They must be able to point to specific and compelling outputs. Should the design follow a hub and spoke model, with a group coordinating activities from the middle, or should it be a dispersed set of nodes where different groups take on different roles? These two designs have different management implications. It’s important to assess how best to empower community members to contribute, and crucially, which design will support the work of members to achieve common goals and objectives.

Simplicity: Simple, intuitive interfaces are essential for community building because they facilitate adoption. An online platform must be simple and compelling in its design, so that it presents as few points of friction for users as possible. Technology alone does not foster collaboration, and can create nearly as many barriers to collaboration as it enables. The platform should be simple yet powerful, to enable high levels of engagement via social interactions, deliver relevant information and real-time functionality, leverage multi-media, and be accessible anywhere and on any device. It is also important to continuously update the platform with bug fixes and new features.
Horizontal support: Bringing together leaders, facilitators, and active members from established communities can be immensely helpful in building new communities. Their diverse experiences and insights provide energy and good ideas with regard to planning and direction, as they are usually good communicators and role models. The input and support of these colleagues and partners are important for success in the long run.

Awareness of culture: A vibrant community culture is cultivated in the transparent, dynamic, inclusive process of sharing ideas, knowledge and experiences, helping and learning from one another. “This amplifies well-established psychological mechanisms, such as peer pressure and social recognition. With clear rules of engagement and a level playing field, people tend to stimulate and encourage others, perform well, and seek recognition” (Arne Gast and Raul Lansink). Communities are not a quick fix for short term tasks, but an investment in organizations’ long term capabilities, forging vital links both internally and externally. This reflects the determination by management to foster horizontal collaboration and demonstrate how digital activities complement offline interaction.

REFERENCES

American Productivity and Quality Center (APQC). “Use Communities and Social Networks to Surface Needs, Incubate Content, and Make Recommendations”. 2015.


Community Roundtable (website with relevant and evolving resources)  http://www.communityroundtable.com/


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