



## Using a Playbook to Support Community Manager Success

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### SNAPSHOT

#### The Challenge

The community managers of ~300 communities of practice struggled with a lack of understanding about the importance of their role and good practices to play it effectively. They needed training and ongoing support.

#### The Goal

Develop a training and a comprehensive community primer to empower the diverse group of community managers to build vibrant and engaged communities of practice.

#### The Outcome

The community team published *Building Community: A Primer*, a stand-alone document for anyone considering establishing, or those already leading or managing, communities of practice.

### THE CHALLENGE

The World Bank Group Community Managers Community is a dedicated space for World Bank Group community managers and all employees who are striving to build vibrant and engaged communities of practice or collaboration networks internally. However, the community managers struggled with a lack of understanding about the importance of their role and a lack of awareness about good practices to play it effectively.

In their online community, members connect and learn from each other on how to recruit, engage, and leverage a community but struggle with limited time and resources to help achieve their shared mission of a world free of poverty.

### THE GOAL

An informal survey in 2015 showed that there were approximately 300 communities of practice (CoPs) at the World Bank Group, some of them built with strong institutional support and others completely informal and organic.

Developing a training and a comprehensive community primer would directly impact the development of a strong cadre of community professionals at the World Bank Group.

### THE OUTCOME

The primer was developed by the World Bank Group to systematize good practices for effectively managing communities. Before the primer and the training, there was no standard for building and managing communities at the WBG.



*Building Community: A Primer* is a stand-alone document for anyone considering establishing, or those already leading or managing communities of practice.

The Primer provides a comprehensive process for building communities of practice within a proven framework at the WBG. It gives practical tips as well as tried and tested templates and other tools to make community building easier and help achieve business goals more efficiently.

The Primer includes sections on:

- *Community design and building* – how to design, plan, and launch your community
- *Community management* – how to manage and grow your community
- *Workbook* – a series of templates to help you develop your community
- *Resources* – links and references to additional materials and the full range of Training and Consulting services available from the Communities and Online Collaboration Team.

The Primer has been instrumental in the professionalization of community management at the World Bank Group. In 2018, more than 500 printed copies were distributed. Thanks to the Primer and the Training, the work of the team that provides centralized support to CoPs is now been formally recognized in the Bank.

What started as a bottom-up approach of a couple of people passionate about making communities an essential part of the Bank's mission to end extreme poverty, is now becoming part of the institutional Knowledge Management department. The Primer was heavily influenced by the work of Richard Millington and Etienne Wenger.

## THE TAKEAWAYS

1. **Set Your Organization Up for Success:** The Primer is shared as part of the training strategy to onboard new members. Knowledge retention from the training has increased since participants have the content handy for consultations moving forward.
2. **Find Synergies:** The Primer acts as a companion piece to the Community Management Certification Training offered at the WBG. It focuses on subjects taught in the Training but goes into much greater depth and covers topics not covered in class. Showing the theory in practice makes on-going consulting and advising sessions more meaningful
3. **Stay Connected with Internal Allies:** The community team uses a yearly Primer update as a chance to connect and strengthen relationships with complementing units such as the technology team (updates on available platforms and convening venues) and the external communications team, especially digital communications that guides the work with external social media platforms like managing groups on LinkedIn and Facebook.