



Creating Communities of Practice for Results

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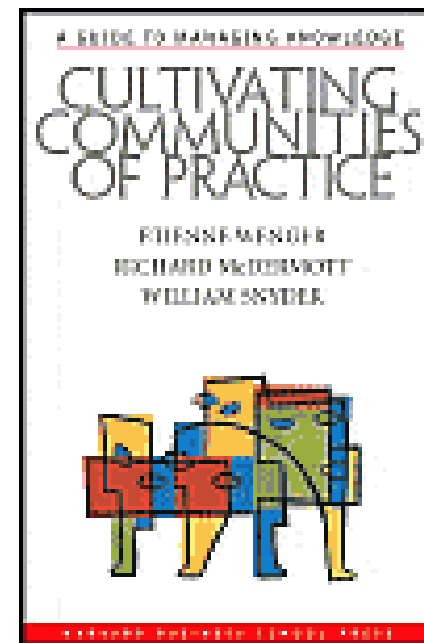
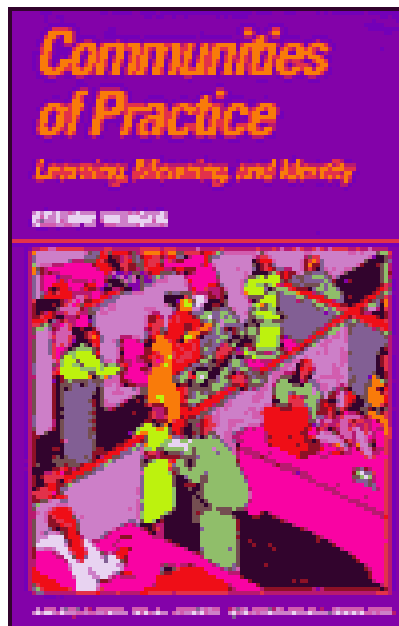
[Disclaimer]

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[Overview]

- **Operational Definition**
- **Examples**
- **An Expanded Definition**
- **Context: A Management Model**
- **Good CoP, Bad CoP**

[Some Primary References]



[Operational Definition]

“Communities of practice are groups of people who share a concern, a set of problems, or a passion about a topic, and who deepen their knowledge and expertise in this area by interacting on an ongoing basis.”

-- Wenger, McDermott, and Snyder, 2002

[Some Well-known Examples]

- **CompanyCommand.mil**
- **Acquisition Community Connection**
- **LinkedIn Groups**
- **Federal KM Working Group**

Some Lesser-known Examples

- **Federal KM Initiative**
- **IRS Baldrige Community**
- **IRS Procurement Users Group**
- **IRS Research Economist
Community**
- **Soccer Moms/Dads**
- **Street Gangs**

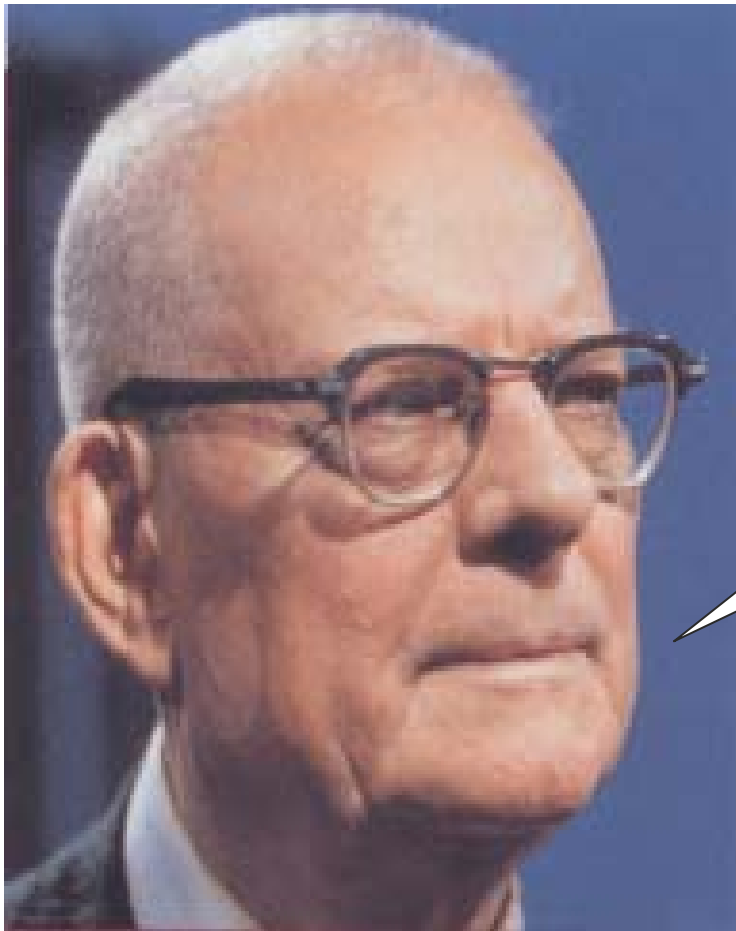
[An Expanded Definition]

“Communities of practice are groups of people who share a concern, a set of problems, or a passion about a topic, and who deepen their knowledge and expertise in this area by interacting on an ongoing basis and apply their deepened knowledge and expertise to achieve improved organizational outcomes.”

-- Wenger, McDermott, and Snyder, 2002

-- As amended by Novak, 2009

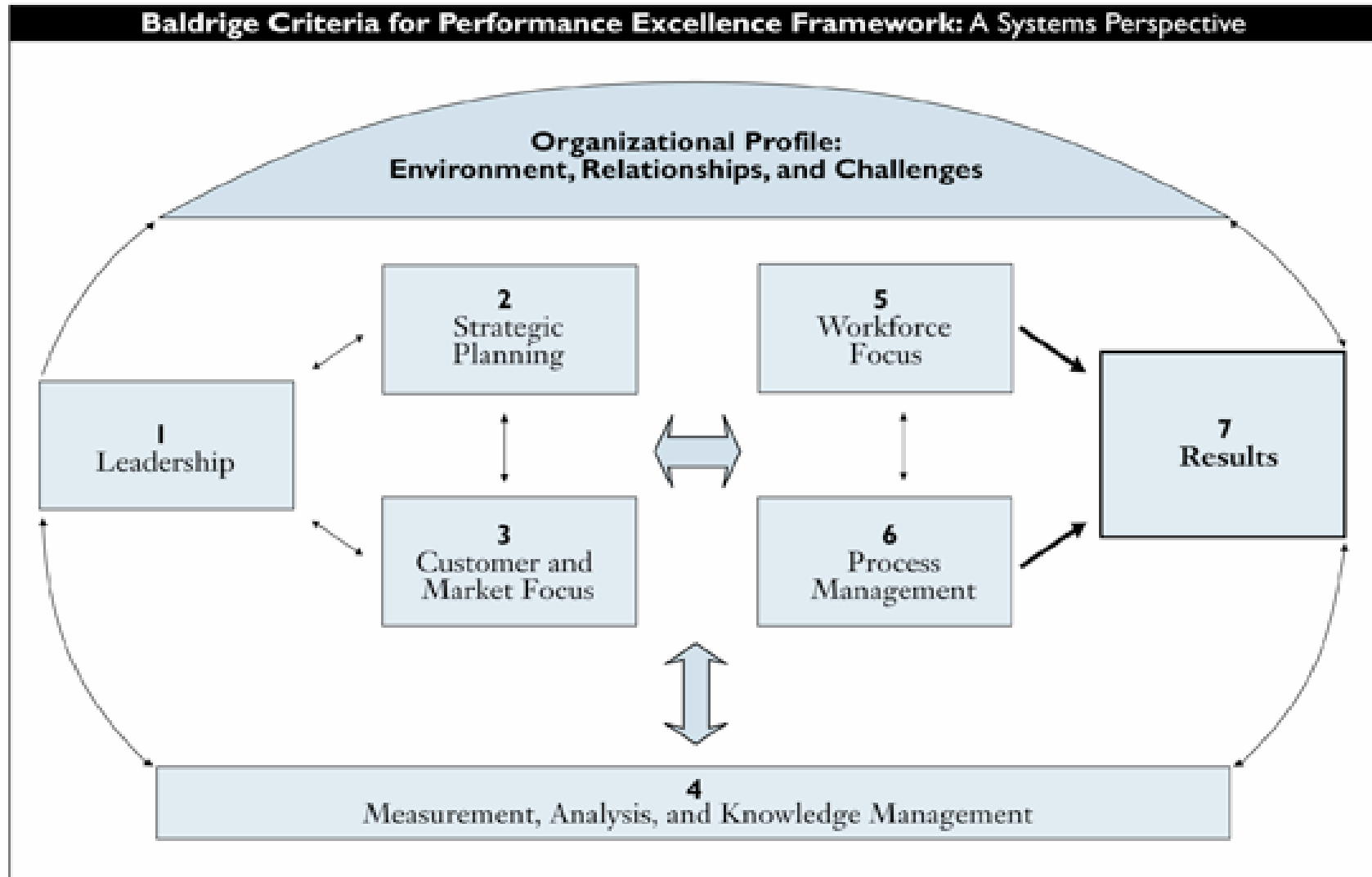
[A Word about Models]



**All models are wrong.
Some are useful.**

W. Edwards Deming

The Baldrige Systems Perspective



[Good CoP, Bad CoP]

- **Improved Organizational Outcomes**
 - **Enhanced Decision Making, Problem Solving, and Leveraging of Strengths**
 - **Products and Services: More, Better, Faster, Cheaper**
 - **Enhanced Relationships with Customers, Employees, Partners, Suppliers**

Why We Need “Good” CoPs

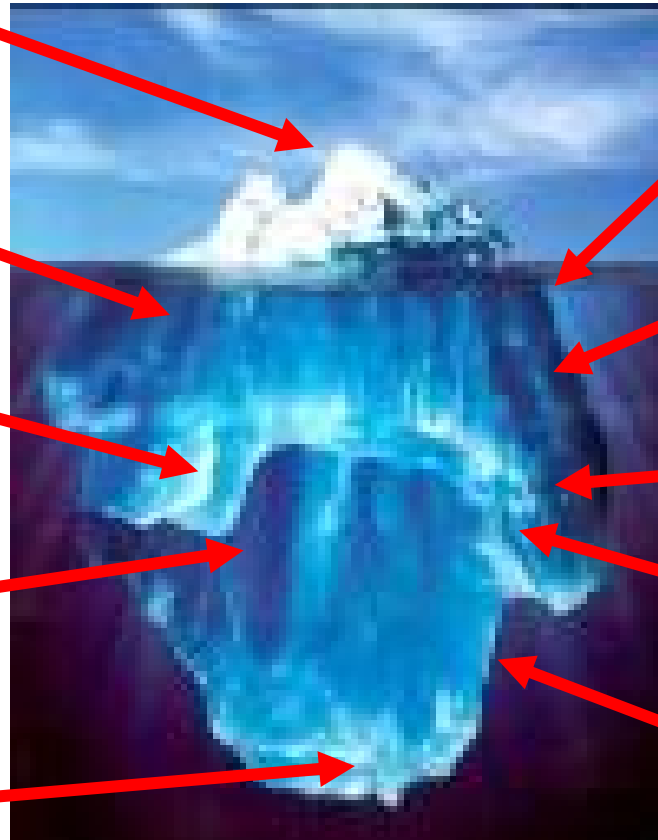
Baby Boomer Retirements

Mid-Career Departures

Early Career Changes

Disengaged Employees

Involuntary Separations



Reorganization, Transformation, Restructuring

Knowledge Sabotage

Knowledge Poaching

Outsourcing

Knowledge Extortion

[Conclusion]

- **Operational Definition**
- **Examples**
- **An Expanded Definition**
- **A Management Model**
- **Good CoP, Bad CoP**

[Thank You!]

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