



Strategy

Articulating a vision for the purpose and goals of the community, how it will operate and how it will be managed or led to meet its goals -- and getting all of this in writing -- is the primary goal of a strategy.

Once you decide to create a community, you'll need a core team to work together: first to brainstorm and then to solidify the aspirational goals and the operational characteristics of the community in a 90-day plan. Remember that the elements of your strategy should reflect each of the capability dimensions of the maturity model and should include activities that will move the community to the next, desired level of capability.

Thereafter, be sure to review the strategy on a regular basis to determine whether the community is meeting its strategic and operational goals, where it is on the maturity continuum, and what plans to put in place to take the community to the next desired level. You may decide to augment your strategy by additional 30-day or 90-day plans.

Maturity levels

Reactive

There is a group of people who share interest in a common program, sector, topic or need, and who are interested in connecting with others who share the same mission, topic or skill.

Emergent

The community has an idea of how capturing the exchange of ideas and information will benefit UNICEF and enhance the community members' individual effectiveness.

Engaged

The community provides benefits to its members: there is proof of knowledge exchange that contributes to UNICEF's results for children. The community actively recruits and onboards new members.

Activist

This powerful community is already aligned with sectoral, functional and regional goals and is acknowledged not only by the community leaders, but by leadership of the practice area.

Primary activities

- ✓ Align community purpose with the sector, function, office, or operational goals. This will vary depending on the type of community. If your community supports a sectoral or regional activity, be sure that strategies and plans for that sector or region include the ways that the community supports that strategy.
- ✓ Attract and retain members.
- ✓ Work with ICT to ensure all the necessary elements of the BUILD model are in place:
 - B(illboard): How one advertises the community to other staff
 - UI (You + I): The people side of communities
 - L(ibrary): The location where critical documents are stored online.
 - D(ialogue): The conversations, questions and ideas that are the heart and soul of the community.
- ✓ Integrate awareness about the community and the Yammer group into organizational processes, including face-to-face events and training programs.
- ✓ Keep management up-to-date on the community's progress with regular (quarterly) updates.