



BUILD

YOUR LATEST INSIGHTS ON COMMUNITY MANAGEMENT [June 2017]

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DIVING INTO DIGITAL: A LEARNING AND PLANNING WORKSHOP BY LKE

How do you improve upon one of the strongest Yammer groups at UNICEF? The Learning and Knowledge Exchange Community Management team set out to discover the answer for the Digital Labs group with a half-day Workshop on Wednesday June 7. Digital Labs boasts a thriving Yammer group of over 600 members, but they knew they could do more. In a conversational, fun and friendly environment, the LKE Community Managers conducted a lively discussion on how Digital Labs might use Yammer to support the changing digital demographics of UNICEF staff. The Digital Labs team put themselves in the shoes of other staff across the globe in COs and the field to understand how each person experiences work digitally. From the workshop, Digital Labs and the LKE team will create digital learning programs that directly address UNICEF's growing dependency on mobile devices and collaborative digital learning.

COMMUNITY SPOTLIGHT – SEE4WASH

Very few of UNICEF's communities include members from outside UNICEF, but the WASH sector is finding that UNICEF's impact has deepened its work with partners by letting more ideas into the organization from the outside. One of the newest groups supported by the Learning and Knowledge Exchange team is the Strengthening Enabling Environments for WASH (SEE4WASH) Yammer [group](#). Launched in October, 2016, it has grown quickly to nearly 650 members, but not without careful planning.

David Tsetse and Maria Souza planned the Yammer group as one element of a knowledge exchange model that includes an external web platform. The [platform](#) provides a pool of resources (guidance notes, tools, links to training courses and a library of recommended resources) for UNICEF staff and WASH professionals

in other organizations interested in working together towards the strengthening of enabling environments for WASH.

Relying on her instincts as a scientist (Maria is a biologist, specialising in field and experimental ecology and limnology), Maria studied online community building methods, developed a plan to test different engagement approaches, and worked intently on populating the platform with relevant and timely content between December and January 2017. During these same two months, Maria started posting on January 25 and began personally inviting the 670 WASH professionals in UNICEF to join, one person at a time.

David and Maria have as well been thoughtful and intentional bringing in organizations like WaterAid, the World Bank, FHI360, University Colorado Boulder, GETF, IRC, Pacific Institute, SIWI, Tetrattech, UNDP, Mercy Corps, LINC, and others. They kicked off a SEE4WASH webinar series on March 16 with a webinar focused on the platform, emphasizing the available content and the intention to build a dynamic network of WASH professionals. The online community supports inter-country exchanges, keeps UNICEF and partner organizations connected and updated, and provides opportunities for collaboration and engagement.

COMMUNITY TIP:

Did you know that according to [Deloitte](#), the future working environment will require a shift in how we communicate and collaborate? **76** percent of executives predict a move away from email and toward more sophisticated digital tools. These digital tools will be critical enablers for cross-cultural teaming.

How do you find and bring in people from outside UNICEF into the community? Maria uses four strategies:

1. She reads articles from outside UNICEF or finds out about WASH projects that she feels are aligned with UNICEF's strategic plan, she reaches out to the group doing the project, explains

how their work is relevant to UNICEF, and invites them in.

2. When UNICEF is planning or attending workshops, she emails the list of donors and partners for that workshop, explains the opportunity to join the network and asks them to circulate the invitation to their networks.
3. If a question comes into the community that isn't readily answers, Maria seeks out a specialist in the area where the knowledge gap exists, and tries to recruit them into the network.
4. She works with universities to encourage them to include UNICEF's online course, "Enabling Environments for WASH e-Learning Course" in their curriculum. She then looks at the enrollment listing for the course, and emails people who have taken it, to ask for feedback on the course and to invite them into the community.

SUCCESS FACTORS:

1. Maria's credibility as a biologist and water scientist is extremely important in bringing people into the community.
2. Having a manager who accepts and understands that building and retaining a strong community is a full-time job for a community manager, and who also actively participates in, encourages, and guides community-building.
3. The support and coaching of Paola Storchi, the community lead in the Learning and Knowledge Exchange group.

WANT TO CONNECT?

Want to know more about [SEE4WASH](#)? Contact: Maria (msouza@unicef.org) or David (dtsetse@unicef.org).

Does your team work with external partners? Would your program benefit from utilizing an online community for partner and UNICEF collaboration? The Learning and Knowledge Exchange team can help



you build a solution. Connect with us at knowledgeexchange@unicef.org for a 1x1 consultation about your needs.

ENGAGEMENT TIP OF THE MONTH — THE POWER OF A QUESTION

Did you know that asking a question and openly asking for responses on a post in your community will achieve better engagement than a simple post alone? We tend to post a link, idea, or message that we think is valuable for others. However, our colleagues may not know how to react to these posts. Because our goal is to drive person-to-person engagement in communities, we want to make it easy for others to react, engage, and share their views, too.

The next time you post something in your community, try one of the following ways to create engagement around the content:

1. Tag or @mention people that you think would find the content interesting. In the post, ask them to please share their opinions in the comments.
2. Create a poll to gauge your colleagues' reactions to your content. For example, if you share a set of best practices, include a poll asking users to choose the best word that describes the information inside (possible words might include, "inspiring," "helpful," "outdated" and "informative").

How have you been able to create reactions and engagements on your post? Share your best practices with us!

KEY FINDINGS FROM UNICEF COMMUNITIES SURVEY

Who uses Yammer? How is it used? How does it help UNICEF staff in their work? These were questions we asked in a global survey in

October of 2016. What we found is that among the staff who use Yammer, even only once a week, that there are both benefits and efficiencies. A key benefit is being able to connect with like-minded staff doing similar work in other countries and regions. This cross-boundary interaction helps staff find examples of work products (ToRs, project plans) that helps them to save time in getting started on their work. The most significant barrier reported is ironically that staff feel that they do not have enough time to access Yammer and use it. We hope this insight will enable better education programs on the benefits of using an online community to connect and share across UNICEF. See the complete report on the survey [here](#).

OUTSIDE IN: WORKING OUT LOUD

An active online community presents an opportunity for accelerating learning and knowledge exchange through a method called "Working Out Loud." Since first defined by Bryce Williams in 2010, the concept has been expanded on and refined by many practitioners into a full methodology for being visible, vocal, and transparent in all work activities. The initial formula:

Working Out Loud = Observable Work + Narrating Your Work

Is based on the assumption that if you share your work (make it observable) and if you describe your work (narrate it) so that others can view or find it, then others can benefit from it and contribute to it. Having an online social platform makes it easy to work out loud.

Consider if you posted:

"This week, I am just starting an outline of our theory of change for online COPs."

What can happen? People who know a lot about theories of change can offer help and resources. People who know about measurement indicators for COPs may contribute some of their work. Other people who are working on the same thing can offer to collaborate. You will learn more, and faster, than you ever thought you could; you will have a better result for yourself; and you will

improve the overall learning and knowledge in the organization. There are many variations of Working Out Loud, including the work of John Stepper, whose book by that name has become very popular. John visited UNICEF in [April of 2016](#). John developed a [methodology](#) for working out loud "circles," small groups of people who support and coach each other toward achieving specific goals over a structured twelve-week process. For more on working out loud, visit John's web site: <http://www.workingoutloud.com/>.

COMMUNITY MANAGERS' CORNER: STATE OF COMMUNITY MANAGEMENT IN UNICEF

Managing a Yammer groups is more work than meets the eye. If you are managing a Yammer group, we know you work very hard to make them interesting and to draw people into conversations. You want your group to be relevant to UNICEF's work and to reflect a community's need for information, interaction, good content libraries, and conversations.

All communities go through a growth curve and life cycle. Experts in online communities have developed a variety of maturity models that community managers use to determine the current level, or stage, of their community's maturity and take action to move to the next level.

The most widely used model is that developed by the [Community Roundtable](#). Since 2010, this research consortium over over 100 communities has surveyed and reported on the state of community management across industries and platforms. The 2017 SOCM (State of Community Management) report was recently published. Among the key findings and recommendations:

The quality of engagement of members in an online community matters more than the quantity of transactions or number of members. Quality factors include executive engagement and tracking the number of answered questions as a metric.

- Related to this, communities that are able to collect appropriate metrics (such as the number of answered questions) are starting to demonstrate that they can actually measure ROI (return on investment) in communities.
- Connecting content and programs to strategy accelerates community success, that is, when the conversations, file uploads, and focused Q&A sessions in the online community are tied to the organization's calendar of events, strategy development, and so on.

Given a four-stage maturity model, in the SOCM communities surveyed:

- 13% are in Stage 1,
- 59% are in Stage 2, and
- 26% are in Stage 3

A scant one percent have achieved the highest stage of maturity.

You can read the full report at:

<https://www.communityroundtable.com/research/the-state-of-community-management/socm2017/>

What About UNICEF?

The LKE team in UNICEF has been developing a community scorecard and playbook based on UNICEF's adaptation of the Community Roundtable's model.

Using the community scorecard, a community manager will be able to rate a group based on ten dimensions including strategy, leadership, content, and programming. Using the score from the scorecard, the community manager will be able to pinpoint the section in the playbook that will provide tips and techniques for improving their scores in areas in which they want to improve. A prototype of the scorecard was reviewed by three community management teams at UNICEF HQ who were very enthusiastic about using it to improve their community experience for their members.

The assessment tool also provides benchmark information so a community manager can compare their community to others in UNICEF and to Community Roundtable benchmark communities. Data for the UNICEF benchmarks is being developed using the results of the recent Community Managers survey. Thank you to all who participated in that survey! These results will be available when we have finished the analysis.



Thank you! Visit our [BUILD website](#) where you can find key resources on Community management at UNICEF.