

# BUILD INSIGHTS ON COMMUNITY MANAGEMENT

A collection of **our latest stories and resources** for easy reference

**July 2018**

unicef   
for every child

# About BUILD Insights



BUILD Insights is a quarterly newsletter produced by the Learning and Knowledge Exchange team. It highlights the latest insights, trends, and stories from UNICEF online communities.

UNICEF has created a variety of resources designed to support community managers create effective knowledge sharing, as well as presentations, case studies, and a proprietary self assessment tool designed to improve collaborative work within and across teams. These resources are available to browse, download and utilize for any groups and teams interested in better collaboration. Visit our [BUILD website](#) where you can find key resources on Community management at UNICEF.

We've launched a [BUILD Group](#) dedicated to support Yammer Community Managers and Champions. We started the conversation by asking “how did you get into community management. Was it on purpose, by accident, or some other way?”

Follow this [thread](#) and tell us your story!

Thank you!



**Tell Us What You Think!**  
Send your feedback to: [pstorchi@unicef.org](mailto:pstorchi@unicef.org)



# BUILD

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**OUR TEAM IS  
GROWING**

## COMMUNITY SPOTLIGHT

# Saving Children with WhatsApp



## Connecting Community Health Workers in Benin

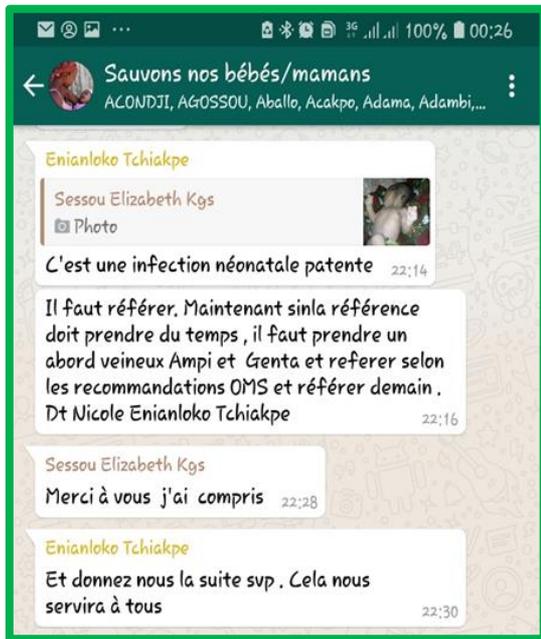
We usually spotlight Yammer communities to showcase best practices in Yammer, but this month the Knowledge Exchange Yammer group brought us a story about an effective purpose-driven community that used WhatsApp to connect 276 doctors, nurses, emergency care workers, and families to provide medical services to newborn babies in Benin, where 35 newborns die every day. Dr. Soliou Badarou, a maternal, newborn and child health specialist in UNICEF Benin, studied the problem and concluded that although 9 out of 10 children are born in health facilities, many of the facilities lack some essential services. The challenge was to enable the most distant maternity workers to quickly ask for medical advice at any time to a pediatrician or a gynecologist to

save the mother and newborn. When the cost of any input falls so precipitously, there are two other well-established economic implications. First, we will start using prediction to perform tasks where we previously didn't. Second, the value of other things that complement prediction (namely human judgment) will rise.

In November 2017 after three months of planning, Soliou invited a small number of providers in the chain of care of newborns (heads of maternity, pediatricians and neonatologists, gynecologists and obstetricians) to join a WhatsApp group "Sauvons Nos Bébés/Mamans".

## COMMUNITY SPOTLIGHT

**Over 768 messages had been exchanged among 276 members to support the care of children and mothers**



## What is WhatsApp?

WhatsApp is a messaging service for cell phones and PCs. It lets users communicate by chat or by phone and allows communication within groups of up to 100 users. It is a free service that has grown exponentially in some countries, including Brazil and India and has more than 1.5 billion users globally.

Using WhatsApp as the platform for this community was a natural choice for Soliou because WhatsApp is very popular in Benin, where people use it to share political news, photos and other stories. Initially hesitant about WhatsApp, early group members waited to see if the group could prove its value. It did.

Using text, photos and videos, healthcare workers in remote clinics used WhatsApp

to describe difficult situations involving a newborn or a mother. They received prompt – in minutes or hours – advice from specialists. In some cases, medications or treatments were prescribed and in other cases the group facilitated the referral of serious cases to centers where they could be treated. Short training sessions are also shared with the members of the forum in the form of audio files.

By the end of December, over 768 messages had been exchanged among 276 members to support the care of children and mothers. Members include sonographers, gynecologists, technical and financial partners such as UNFPA, USAID and UNICEF, as well as colleagues at the Benin Ministry of Health.

## COMMUNITY SPOTLIGHT

### **Timely response by specialists to users concerns/questions**

### **Contacts**

Saliou Badarou, [sbadarou@unicef.org](mailto:sbadarou@unicef.org)

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## Success Factors

The story of this group is one of focused purpose and committed leadership. A gynecologist co-administers the group, and a gynecologist and neonatal specialist have committed to monitoring and responding in the group.

Soliou believes that the important elements that allowed the mobilization of so many are:

- A strong commitment to manage the platform
- Effectively sharing the benefits of the platform with users
- Timely response by specialists to users concerns/questions
- Maintaining the focus and credibility of the forum

This commitment is articulated in the group charter, which clearly states that the group is to be used only for messages, information and photos are related to the health of the mother and the newborn.

## ENGAGEMENT TIP

# Metrics By Community Type

In our last issue, we put a spotlight on **community types** and looked at which groups were the most active. Community managers and members need to be aware that the engagement metrics (number of active users as evidenced by posts, replies, and likes) may be different for different community types. We hope to provide our community managers with interactive tools for measuring communities in the near future. Meanwhile, Yammer's Group Insights Feature provides a way to capture snapshots of posts, reads, and likes in a community for 7-day, 28-day, and annual periods. Capturing these in a spreadsheet can allow you to track changes over time.

In our newest community management resource, specific metrics (calculations using these values) provide indicators of community health:

### **External Relevance**

Indicates the extent of which the content of the group is valued beyond group members

### **Engagement Proxy 1**

Shows the extent of which all members are interacting with content, indicating value

### **Engagement Proxy 2**

Shows the extent of which active group members are interacting with content

### **Member Viewership**

Shows the extent of which members are viewing content and learning about the group

### **Sharing Rate**

Indicates the extent of which members are sharing content and level of members' comfort in actively participating

### **Appreciation Rate**

Indicates appreciation for knowledge sharing and the extent of which the content is helping to foster relationship building

Read [more](#) about Yammer Insights

## ENGAGEMENT TIP

# UNICEF Use Case Metrics

Using our new tool, **UNICEF Use Case Metrics**, community managers can identify the community type (use case) of their community and see which activity indicators apply to that type of group, along with benchmarks for values (Target Value and Excellent Value). Each sheet also includes space to document recommendations, which you can create with the Learning and Knowledge Management team.

Community Type	External Relevance	Engagement Proxy 1	Engagement Proxy 2	Member Viewership	Sharing Rate	Appreciation Rate
<b>Thematic</b>	Excellent: 10% Target: 5% ●	Excellent: 8% Target: 4% ●	Excellent: 25% Target: 15% ●	Excellent: 30% Target: 15% ●	Excellent: 4% Target: 2% ●	Excellent: 3.0:1 Target: 2.0:1 ●
<b>Community of Practice (CoP)</b>	Excellent: 7% Target: 4% ●	Excellent: 20% Target: 10% ●	Excellent: 40% Target: 25% ●	Excellent: 40% Target: 25% ●	Excellent: 10% Target: 3% ●	Excellent: 5:1 Target: 2.5:1 ●
<b>Community of Interest (COI)</b>	Excellent: 10% Target: 5% ●	Excellent: 20% Target: 10% ●	Excellent: 60% Target: 40% ●	Excellent: 50% Target: 25% ●	Excellent: 30% Target: 20% ●	Excellent: 4.0:1 Target: 2.5:1 ●
<b>Functional Business</b>	Excellent: 15% Target: 6% ●	Excellent: 20% Target: 10% ●	Excellent: 60% Target: 40% ●	Excellent: 45% Target: 20% ●	Excellent: 10% Target: 5% ●	Excellent: 2.8:1 Target: 1:1 ●
<b>Organizational</b>	Excellent: 15% Target: 6% ●	Excellent: 20% Target: 10% ●	Excellent: 50% Target: 30% ●	Excellent: 40% Target: 20% ●	Excellent: 10% Target: 5% ●	Excellent: 4.5:1 Target: 3:1 ●
<b>Event/Response</b>	Excellent: 10% Target: 5% ●	Excellent: 15% Target: 5% ●	Excellent: 30% Target: 10% ●	Excellent: 50% Target: 25% ●	Excellent: 10% Target: 5% ●	Excellent: 2.0:1 Target: 1:1 ●



[Read the Full Deck](#)

# UNICEF Reaches 300+ Groups!

More than 300 Yammer groups have been active during the past year, but sustained engagement posts and replies, likes, and reads of messages is still a work in progress for many.

**What are the top groups?** Below is the ranking for May, showing that month's rank and the previous month's -- the ranking is based solely on new posts and replies (not likes or reads). Note that it is natural for groups to have varied levels of activity, depending on the time of year, relationship of content to organizational events, and so on. (See the article in this issue, "Communities are Not All Alike".) The size of the group is also a factor in the activity.

Group Name	May Rank	Previous Month Rank
The Supply Community	1	1
Information and Communication Technology	2	2
All Company	3	3
Knowledge Exchange and Collaboration	4	6
Digital Labs	5	4
WASH in Schools	6	20
VISION	7	9
Gender Equality at UNICEF	8	11
Staff Voice!	9	(new group)
Digital Workplace Reference Group	10	10
CATS Connect	11	8
ECM Project Hub	12	15



The Supply Community has over 670 members and has been in the top 3 "most active" list the past three months.

# What makes a difference?

## Growing Engagement in New Groups

For the past three months, there has been at least one new group in the top 20. Because anyone can create a group on Yammer, it is always interesting to see what kinds of activity occur when a new group is created. There can be:

A flurry of activity (as in the 2 groups that made the top 10 in April). An opening message or two, then nothing (we've all seen groups like that!)

What makes the difference? Planning and commitment. It is not enough to have an idea about a topic that you think will bring a lot of people into a collaborative conversation. You need to think through the purpose of the group, who it is for, and reach out personally to people you want to include in the group. Work with them to define a program for getting content into the group, inviting new members, and sustaining the conversation. #ICYMI, we have a new resource available for people who are committed to creating viable communities. Check out our Quick Start Guide, the 30-Day and 90-Day Plan templates.



[Read the Quick Start Guide](#)



[Read the 30-Day Plan](#)



[Read the 90-Day Plan](#)

# State of Community Management 2018

The Community Roundtable recently released its 2018 State of Community Management (SOCM) report. This year's significant findings resonate with us here at UNICEF and mirror many of the findings of our own community survey (See [BUILD Insights #6](#)).

- Communities are change agents with immense potential to efficiently disperse knowledge and information across organizations
- Communities create transformational value by enabling behavior changes that directly impact results, while also having an overwhelmingly positive impact on cultural sentiment
- Community teams are underfunded and are not reaching their full

potential to impact strategic goals and transformation due to a lack of resources coming from the executive level

Communities surveyed vary in their primary use case. At UNICEF, our primary use case is knowledge management, but we also have functional communities that support internal tools (like the inSight community). In other companies, marketing and learning & development are the other two most common use cases. Across all of these, 70% of communities list communications speed and efficiency as a primary benefit of community programs.

**The report is based on a survey of 384 companies that have active online community programs like ours at UNICEF**

# State of Community Management 2018

## Community members: more engaged, asking more questions

The subtitle of this report is “**Communities Accelerate Organizational Transformation:**”

Resilience and the ability to change quickly are becoming key competencies for all organizations as new technologies create rapidly changing market conditions.

Organizations need to acquire and apply new knowledge faster, and the more traditional learning and professional support mechanisms cannot keep up. Online communities and engagement ecosystems support rapid learning by capturing tacit knowledge as it develops, transitioning that knowledge into more explicit practices, and flattening access to it.

This increase in communications efficiency is coupled with a 71% increase in individual empowerment, which takes many forms, one is which a behavior change among community members.

**80% of community programs saw an uptick in members being more engaged in asking and answering questions, and stepping up to take on leadership tasks, helping others address problems.**

# State of Community Management 2018

## Improving Support for Community Managers

An enthusiasm for online communities is driving up the demand for companies to use them. However, as more community members become active, the demand for community management goes up. In UNICEF, we have only one full-time community manager and spread the workload for facilitating and leading communities to individuals who do the work of community management as a small part of their full-time roles.

In our own [2018 Community Survey](#), we asked respondents how we could improve our support for communities. The responses point to the need for more active work on behalf of community managers:

- Provide regular community updates and discussion summaries (62%)
- Provide direct support to programs and country offices (52%)
- Emphasize storytelling and knowledge curation (44%)
- Invest in high quality content (67%)

And, hand-in-hand with the need for increased support for community managers, is the need for management awareness and support. The more senior managers become aware of the value of online communities – and the SOCM report is clear about the transformational value of communities – then the more likely they will be to support the work required to make the communities a vibrant and useful means for communications across boundaries.



[Read the Full Report](#)

# #ICYMI Roundup

## Power Pointers for Yammer Member Roles

Every participant in a Yammer group has a role to play (and some play more than one!). You may yourself have different roles in different communities. Are you a **group leader**? A **champion**? A **sponsor**? Or a **member**? To remind yourself of what it means to be in each role, and to get some helpful tips on how to be more effective in each of these roles, check out one of our newest resources, the persona guides to Yammer roles:

- [Member](#)
- [Group Leader](#)
- [Champion](#)
- [Sponsor](#)

## Yammer Feeds on ICON

Yammer Groups showcased in Live Feed on the ICON home [page](#). Have a look every time you visit ICON. Every week we will introduce a feed from a different community.

**We believe in the transformational power of communities – we have seen it happen! Help us get more examples to make the case for improved sponsorship and participation by senior leaders. Share your stories [here!](#)**

# #CYMI Roundup

## BUILD Group Launches for Yammer Champions

We've launched a [BUILD Group](#) dedicated to supporting Yammer Community Managers and Champions. Those with a demonstrated ability in community collaboration or an interest in managing Yammer groups are invited to join to learn best practices and more. We look forward to collaborating with and supporting you in the group!

## Cats Connect Uses Analytics to Make its Community Work Visible!

Moving through the rest of this year, we will increase our focus on analytics and encourage our community managers to think about how they can create visibility for their work by capturing and sharing data on their community's growth with their managers.

One of our communities of practice, CATS Connect, has been committed to using analytics in their own evaluation and planning process. They have developed a set of CoP key indicators and are using Yammer insights along with careful recording of posts. One of the indicators is the proportion of members engaged on Yammer: 80.5% This is the percentage of members of the community -- those who have explicitly "Joined" who are shown as active in Yammer insights. You can see that this is relatively easy to capture and track.

You can download and review [the entire CATS report](#) -- and use it as a model!



[Read the UNICEF Yammer Deck](#)

# New

## UNICEF Yammer Groups Cheat Sheet



**Public**  
Anyone at UNICEF can view conversations and post questions, ideas and more.

**Private Discoverable**  
Group can be found via search or the network's group directory; only members can view conversations and post.

**Private Non-discoverable**  
Group is secret; only members can view conversations and post, or see the group in directory or search.

### How to Participate in Groups

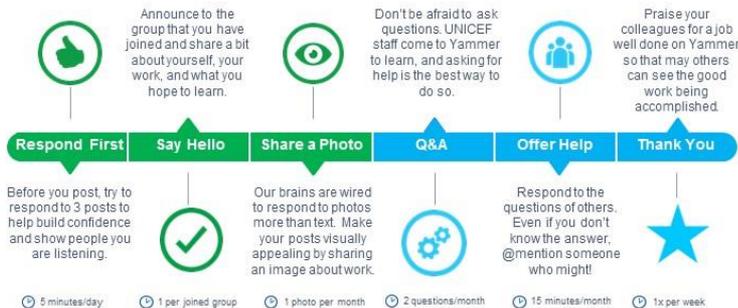
- ▶ Browse the "Discovery" feed to find topics and conversations that interest you. Join the groups that are relevant to your work.
- ▶ Use the "search" function to find groups already talking about your area of work.
- ▶ Introduce yourself to the group by posting 1-2 sentences about your work and what you hope to learn and share.
- ▶ Click "like" on posts that you find helpful to show the author that you're reading.
- ▶ Try sharing a link, document or thought at least once in your first month in the group to add to the conversation.

### Yammer Conversation Starters

- What does HQ need to know about your work?
- Who would you like to **thank for their work** at UNICEF?
- Have you found a **good solution to a problem** you'd like to share?
- Why are you proud to **work at UNICEF**?
- What do you need **help finding to do your job more efficiently**?
- Share a **photo of your team's biggest accomplishment** this week.
- What **process improvement** would you recommend and why?

- 1 The increase in replies that you'll receive when you tag another member on Yammer **73%**
- 2 The ideal number of posts to make in a group per month **6-8**
- 3 The increase in engagement when you ask a question instead of make a statement **250%**

### Spending a Few Minutes Per Day in Yammer



### Welcome to Yammer!

Yammer is the official online community for UNICEF. It's where you can have conversations about any work-related topic with our global staff. Come to learn, ask questions, and meet new experts working to protect the lives of every child, every day.



Need more Yammer help? The Community Management team within the Learning and Knowledge unit can help! Find us on Yammer for support and guidance!



## Welcome to UNICEF's Online Communities on Yammer

UNICEF is strategic in its commitment to lifelong learning, and ensures that all team members can post, find, share, discuss and learn from each other's work. We use online communities on Yammer to collaborate and advance our knowledge, and amplify our face-to-face meetings.

### Getting started on Yammer

These links will help you get started on Yammer:

1. Go to the [Yammer Home Page](#) and browse the [Discovery](#) and [All](#) threads to see a sampling of the kinds of posts found in Yammer. The Home button in the upper left opens this view.
2. Click on the profile icon in the upper right corner, and [complete your profile](#). This helps others get to know you.
3. Go to [UNICEF Groups](#) to discover communities that interest you. You'll find discussions about key themes, projects, and major initiatives.
4. Join a few communities that are relevant to your work. Now the discovery thread can more accurately target your interests.
5. To get started right away, read the Yammer Groups Cheat Sheet [coming soon]
6. At UNICEF, online communities are best for sharing "living knowledge," but can be managed and developed for a variety of different types of collaboration (external networks, evidence, best practices, internal information sharing, and more). Here is a [quickstart guide](#) to create your community.



[Download the Cheat sheet](#)



[Download the Orientation Package](#)

Our team is  
growing!

## Introducing Sue Gemmell

### **A Passion for Building Communities**

I'm very excited - and honored - to be helping UNICEF, and am impressed with the Knowledge Management initiatives that are currently underway.

I've managed online communities for ten years, most recently for Mercy Corps, where I led the rollout of Workplace. My responsibility was to wrangle several internal platforms to work in concert. Some years earlier, I managed the Web Program for Metro, Portland's regional urban planning agency, from the early days of the internet to building a custom CMS. After an undergrad degree in Visual Art and Art History, I earned my masters in Information Management.

I love children (my two kids are in college) and am a part-time foster parent in Portland, Oregon.

While with UNICEF, I'll build engagement and information sharing within Yammer. I'm eager to hear your ideas; please share by posting and tagging me in a Yammer group, or by send an email to [sgemmell@unicef.org](mailto:sgemmell@unicef.org).

I look forward to working together!

-- Sue

# Learn More



## **Tell Us What You Think!**

Send your feedback to: [pstorchi@unicef.org](mailto:pstorchi@unicef.org)

## **Guidance**

[Build](#)

[Why Use Yammer?](#)

[Community Quick Start Guide](#)

[UNICEF Yammer Deck](#)

## **Evidence**

[Harnessing the Power of Living Knowledge](#)  
(White Paper)

[UNICEF Communities Survey](#)

[UNICEF Business Case Yammer Behavioral Analytics](#)

## **Our Decks**

[Harnessing the Power of Living Knowledge at UNICEF Kobe](#)

[UNICEF Presentation at the Advanced Learning Institute, San Francisco](#)