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organizations need to
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the authors offer a
practical guide to
making knowledge
work inside an organi-
zation.

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The book “Cultivating
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a major milestone in
knowledge
management
literature. It provides a
crystallized
perspective by
submitting an

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important structural model for the communities of practice based on the experiences culled from the World Bank, Shell Oil and McKinsey and Company.

**Wenger, Etienne C.,
McDermott, Richard,
and Snyder ...**

Building on a 1998

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book by Wenger that framed the theory for an academic audience, *Cultivating Communities of Practice* targets practitioners with pragmatic advice based on the accumulating track records of firms such as the World Bank, Shell Oil, and McKinsey &

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Company. Starting with a detailed explanation of what these groups really are and why they can prove so useful in managing knowledge within an organization, the authors discuss development from initial design through subsequent evolution.

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Communities of practice are formed by people who engage in a process of collective learning in a shared domain of human endeavor: a tribe learning to survive, a band of artists seeking new

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forms of expression, a group of engineers working on similar problems, a clique of pupils defining their identity in the school, a network of surgeons exploring novel techniques, a gathering of first-time managers helping each other cope.

Introduction to

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**Communities of
practice | Wenger-
Trayner**

In *Cultivating
Communities of
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Etienne C. Wenger,
Richard McDermott,
and William Snyder
take the concept to
another level by
describing how these
groups might be
purposely developed

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as a key driver of organizational performance in the knowledge age.

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mastering increasingly difficult knowledge challenges. They are learning to recognize and cultivate these communities.

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Cultivating
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Written by leading

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experts in the field,
**Cultivating
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Practice** is the first
book to outline
models and methods
for systematically
developing these
essential groups.

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In *Cultivating Communities of Practice*, Etienne Wenger, Richard McDermott, and William M. Snyder argue that while communities form naturally, organizations need to become more proactive and systematic about developing and

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integrating them into
their strategy.

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Communities of
Practice are
everywhere (Wenger,
1998). While this may
be the case, it is
possible to examine
an organisation and

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find empty spaces
where oppo...

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practice is to build
connections with
other people, to foster
a sense of belonging,
and (especially) to

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learn from each other.

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facing unprecedented challenges within higher education and around the world.

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Practice, Etienne
Wenger, Richard
McDermott, and
William M. Snyder
write about the way of
sharing and applying
knowledge across the
usual boundaries of
organizations. They
call it communities of
practice, which come
together around

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particular interests
and ideas.

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is fueled by

knowledge. Yet

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systematically to leverage knowledge remains a challenge. Leading companies have discovered that technology is not enough, and that cultivating communities of practice is the keystone of an effective knowledge strategy.

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A community of practice involves, thus, much more than the technical knowledge or skill associated with undertaking some task. Members are involved in a set of relationships over

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time (Lave and Wenger 1991: 98) and communities develop around things that matter to people (Wenger 1998).

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