



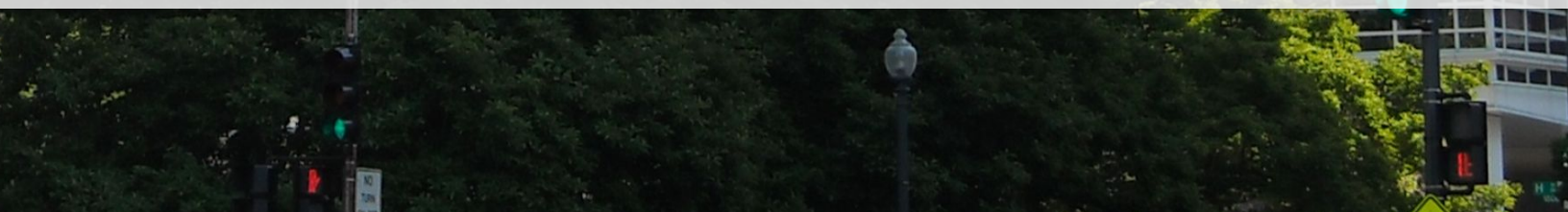
The World Bank Group

**CONSULTANCY
CASE STUDY**



HOW DO YOU TRAIN 100+ BUSY TECHNICAL EXPERTS TO PARTICIPATE AND MANAGE ONLINE COMMUNITIES OF PRACTICE?

Following a huge internal reorganisation, The World Bank Group needed to rapidly train and motivate a 100+ technical experts to build and lead online communities of practice (CoPs) to help staff and partners share best practices and drive innovation.





A MAJOR REORGANISATION CREATED A HUGE CHALLENGE

In 2013, The World Bank Group appointed a new director. Their knowledge management efforts went through a sudden reorganization to become a “solutions bank”.

This meant creating “solution groups” which cut across different locations and skillsets.

Each group was led by a newly appointed ‘Global Lead’ who had to pool and curate the best knowledge, and ensure it reflected the best possible information available.

However, the Global Leads had no experience building successful communities and were incredibly busy juggling multiple roles. They needed help.

“I had been following FeverBee’s work for a while and was an admirer of their social-science approach to improving collaboration. Since our problem was not technical as much as it was about people, I invited them to help “

Ivan Butina
Community of Practice Specialist,
The World Bank Group





We began at the deep research level. We reviewed all existing knowledge management efforts, surveyed members, and interviewed as many Global Leads as possible. The interviews helped us build relationships and identify unique problems which weren't in the initial brief.

1 NO COMMUNITY EXPERIENCE

While the Global Leads were unrivalled experts in their technical subject matter, they were newcomers to the concept of managing communities. They simply had never been trained to build groups that would share knowledge with one another.

2 LIMITED TIME

A major challenge was time. The Global Leads didn't have the time to go through our typical community building program. Nor could they hire staff to do the role. usually They needed to know the tactics they could apply tomorrow to help them achieve their goals. Anything that didn't help them achieve that goal simply added to their skepticism. They needed to know how to build these groups with just a few hours a week to spare on the community effort.

3 SKEPTICISM

Many Global Leads were also skeptical about well-intentioned efforts to help them do their job better. They had not seen enough value from previous efforts. They didn't care about the theory, they just wanted the tactics they could immediately apply.

4 NO DIRECT AUTHORITY

While they had been appointed to new roles, they had no direct authority over the people they wanted to participate. They needed to learn how to incentivize members to participate without offering any additional resources.



5 WORRIES ABOUT PARTICIPATION

A related challenge is a long-standing one faced by the World Bank Group; how to make people feel comfortable asking questions and sharing information online. Many are hesitant to ask for help publicly, when they could privately ask a colleague. Many staff members perceive themselves as experts.

6 SUSTAINING QUALITY

Many staff at the World Bank Group saw the community as a library. They used it to send notifications of upcoming events and file reports. It was not used as a practical tool to stimulate and refine best practices. There were few quality discussions taking place.

We had limited time and attention to equip 100+ Global Leads with the key skills they needed to manage internal communities in one of the most complex institutions in the world.



“This would be one of the most complex training sessions we had ever undertaken. We needed to develop training for an extremely busy group of people with no previous community experience.”

**RICHARD MILLINGTON,
FOUNDER, FEVERBEE**





Consultancy alone wouldn't succeed here. We needed to facilitate the greatest possible transfer of knowledge in the shortest possible amount of time. We also needed to future-proof our solution.

It would be futile to develop a solution that would become out of date as Global Leads changed jobs, moved to different institutions, and newcomers took their place.

We opted for a 4-pronged approach employing two workshops, a self-paced e-learning course, and ongoing consultancy.

1 A 'BOOST' WORKSHOP

A boost workshop is a tactics-focused workshop designed to transfer the maximum number of skills in the minimum amount of time.

This was split across the community managers doing the work and the Global Leads working at the highest level. The former workshop focused entirely upon the very practical tasks of persuading people to join, participate, initiate and sustain discussions. It also trained people to document the knowledge shared within the community.

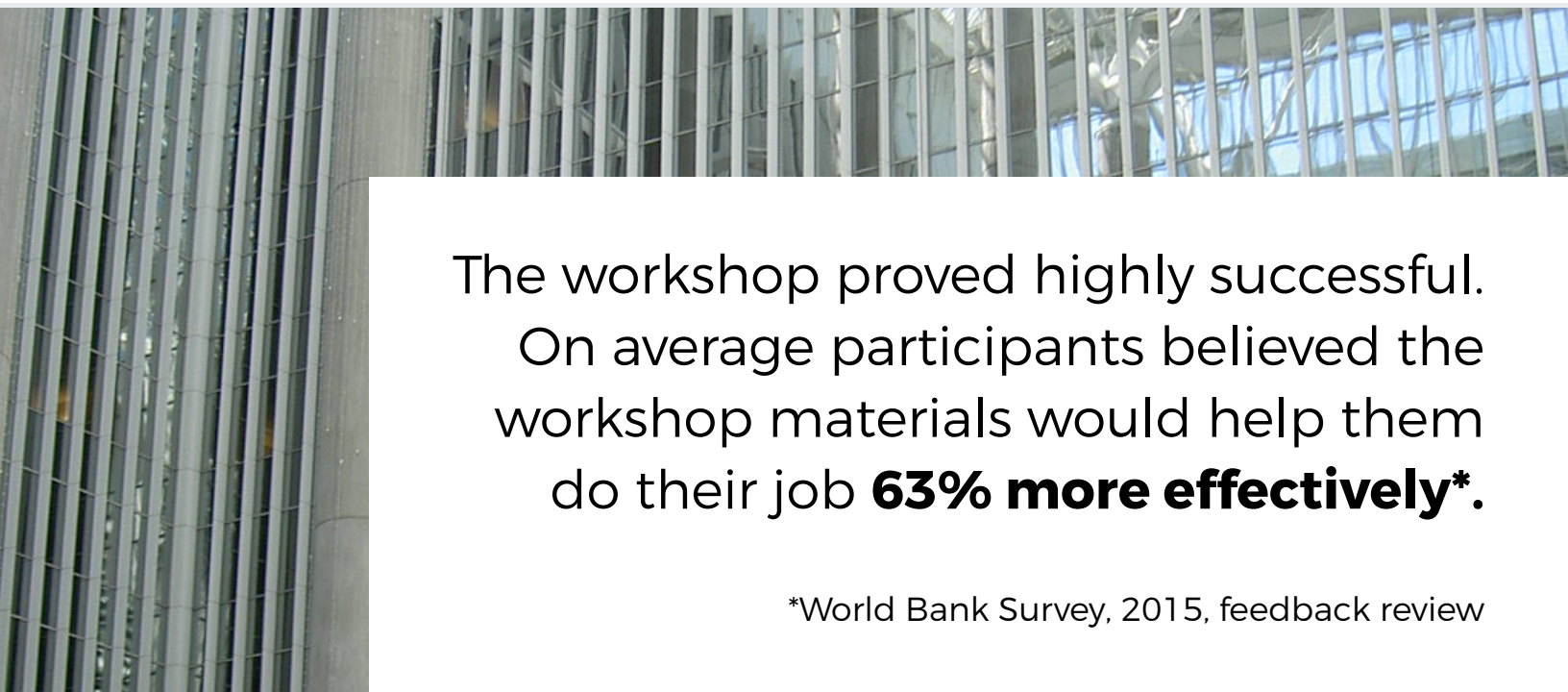
The latter workshop reviewed higher-level knowledge sharing structures, connecting the information to business value, and improving the quality of information.

2 A SELF-PACED E-LEARNING SOLUTION

This would be indefinitely accessible online and allow individuals to participate in whatever time they found spare and become a valuable resource for any new staff who might join the World Bank Group.

The e-learning solution is split across two unique modules and adapted to the World Bank Group's unique situation based upon our existing community management program.

The first module was developed by The World Bank Group based upon our materials with the subsequent two developed entirely by FeverBee



The workshop proved highly successful.
On average participants believed the
workshop materials would help them
do their job **63% more effectively***.

*World Bank Survey, 2015, feedback review





3

A GLOBAL LEADS WORKSHOP

Next we developed a workshop to tackle the outstanding challenges. This covered how to make staff members feel comfortable sharing information online and asking questions, improving the quality of discussions, and leveraging offline events to develop thriving online discussions and sustain the momentum created.

We held this workshop twice over two days. This time we reduced the time to 2 hours and introduced a large number of group activities and discussions to facilitate more information sharing from participants.

4

GUIDED CONSULTANCY

Following the previous workshop, we set aside consultancy time for any Global Lead who wanted further support on specific questions. We worked with a group of eight leads on problems such as how to introduce a new community, using the transition to a new platform as a way to revitalize member participation, and specific tactics to help energize collaboration across related disciplines.

We recorded each of our calls and published the notes to be shared within the World Bank Group's own community efforts. This helps staff in the future solve similar situations.

“The consultancy was especially useful. Todd was able to help 8 of our leads get their communities going and build incredible internal support”

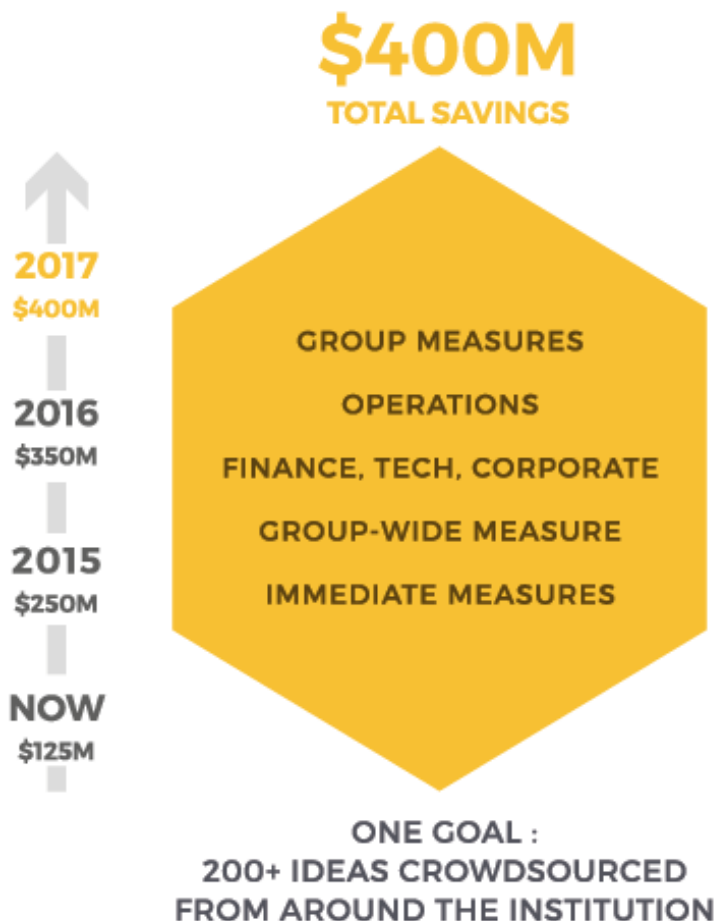


Ivan Butin,
Communities of Practice Specialist,
The World Bank Group



At our SPRINT 2015 conference, a team from the World Bank gave a talk to an international audience of community management professionals about how FeverBee's approach had enabled them to realise significant returns on their investment.

The World Bank team demonstrated their knowledge management communities had saved \$125 million by the end of 2014 and this was predicted to rise to \$350 million by the end of 2016.



Following the completion of the workshop, the World Bank Group also reported the following:

KNOWLEDGE CAPTURE

Knowledge was increasingly repackaged for a more local audience.



Following the completion of the workshop, the World Bank Group also reported the following:

1 Low-cost action plans

Global Leads knew how to demonstrate the tangible benefit of KM on learning and create a “no-budget” plan of action.

2 Actionable insights

Global Leads could now get peers to exchange actionable insights to address similar operational challenges.

3 Transfer of knowledge

Experienced staff were beginning to ensure their expertise was transferred to the next generation.

4 Proven mechanisms

Practical, proven, mechanisms for collecting and disseminating best practices in a CSG were widely used and shared.

5 Practical incentives

Global Leads reported being able to create practical incentives, rooted in motivational theory, to stimulate staff in Global Solution Groups to share more.

6 New staff

New staff were becoming operational quickly and could connect with top experts.

7 Knowledge capture

Knowledge capture became part of regular work flows for staff participating within the community. Knowledge was increasingly repackaged for a more local audience.

8 New staff

Global Leads reported being able to identify existing platforms that are best suited to the natural knowledge flows of their audience. They also learned to use the latest technology to facilitate knowledge flows.



“Working with organisations like the World Bank is very much why we got into this business in the first place. We really enjoy solving complex and challenging collaboration problems, and it really doesn’t get more challenging than at the World Bank Group.

I’m so thrilled for how successful they have been in the past year and we constantly check in to see the results of their work.”



Richard Millington
Founder, FeverBee

“It’s amazing to work with an organization like the World Bank, enabling the teams that do such important work across the globe for so many. The complexities of the many collaboration platforms used by different disciplines throughout the bank was a particularly interesting challenge, one which we rose to by giving the various stakeholders actionable resources and plans to get their constituents engaged and keep them that way.”



Todd Nilson,
Director of Consultancy, FeverBee