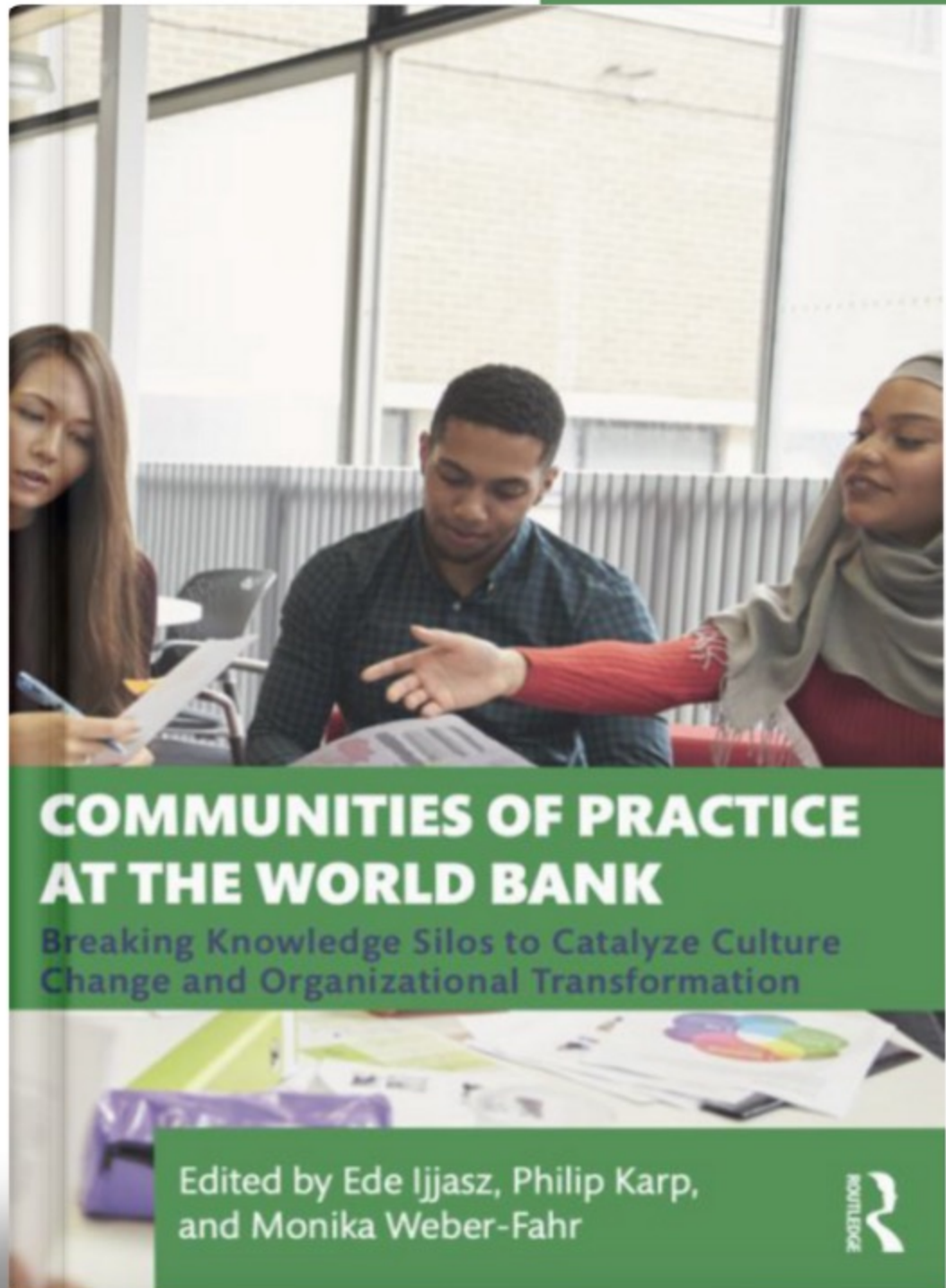




COMMUNITIES OF PRACTICE
AT THE WORLD BANK



COMMUNITIES OF PRACTICE AT THE WORLD BANK

Breaking Knowledge Silos to Catalyze Culture
Change and Organizational Transformation

Edited by Ede Ijjasz, Philip Karp,
and Monika Weber-Fahr



It is a book about the Bank Group – and how we think and work with our clients and partners - as much as it is a book about **Communities of Practice**

It is also a very **personal book**, told from the perspectives of those of us working here

It is quite a unique book in that all you find in there is experiential – it's about **things that happened, that work and that might work for you**

COMMUNITIES OF PRACTICE AT THE WORLD BANK

BREAKING KNOWLEDGE SILOS TO CATALYZE
CULTURE CHANGE AND
TRANSFORMATION



A People Centered view
on Knowledge and its
Management



The **heroines** and **heroes** of this book are those who built and contributed to the Communities of Practice that came to be the drivers of innovation and transformation at GSURR at a time of change...

- ✓ **Urbanscapes**
- ✓ **Affordable Housing**
- ✓ **Disaster Risk Management**
- ✓ **Territorial Development**
- ✓ **Transit-Oriented Development**
- ✓ **Urban Infrastructure & Services**
- ✓ **Understanding Risk**
- ✓ **Global Platform4Sustainable Cities**

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Yianna Vovides

Kelly M. delska

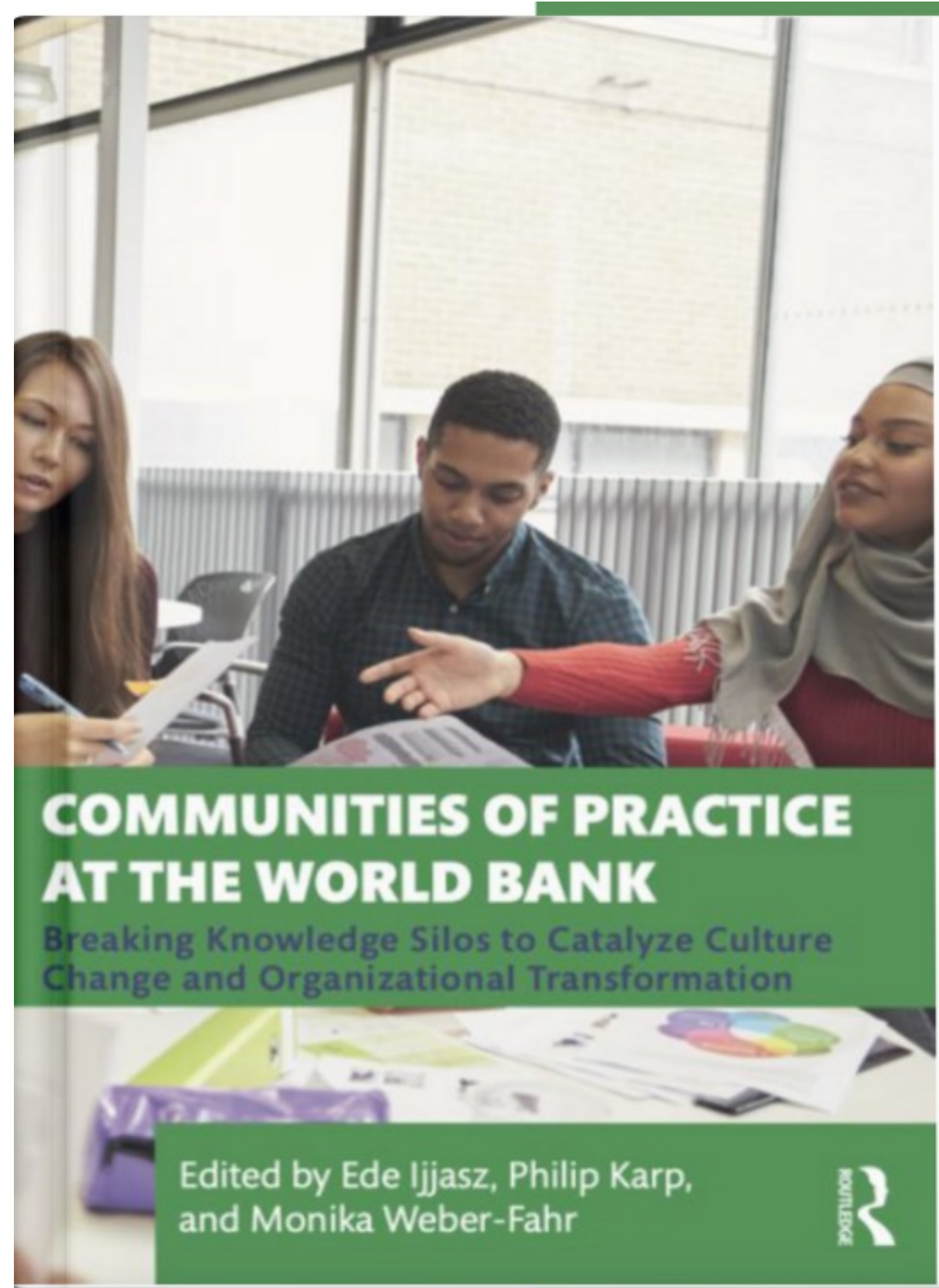
Authors

– in no particular
order

- ✓ **Urbanscapes**
- ✓ **Affordable Housing**
- ✓ **Disaster Risk Management**
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The book: Three types of Chapters



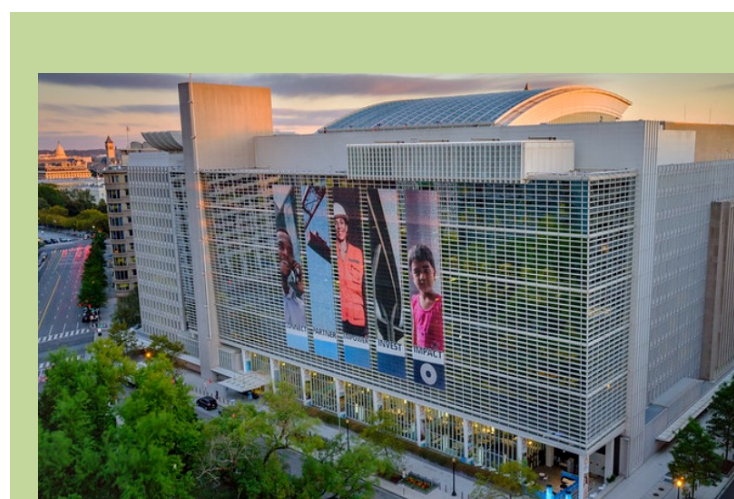
The Context

- Knowledge, Knowledge at the World Bank, Knowledge at IFC
- 2014 Change Process



The "Story"

- Eight Global Solutions Groups (GSGs) & Knowledge Silos Breakers (KSBs): Who, How, Why, When, What
- Culture Change, Evaluative Lessons, KM Lessons, Leadership Lessons



The Unique Eco-System

- The Art of Knowledge Exchange, Tokyo Development Centre, KM & Learning as Client Capacity
- Help Desks, Archives, Comms&KM

The stories at the core...

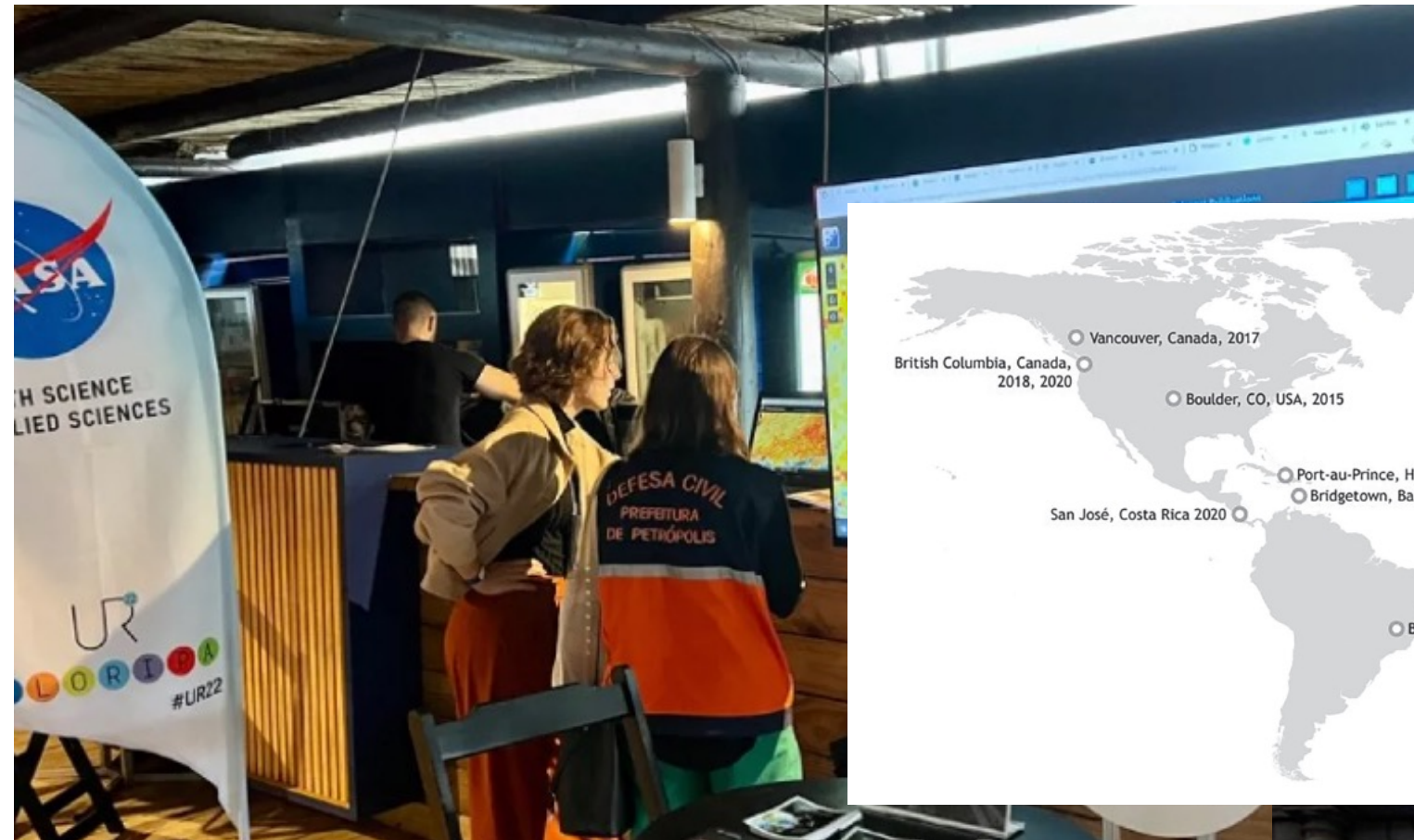
At the core: Eight Communities of Practice Practice

- ✓ **Urbanscapes** : Disrupting Creatively to change the Status Quo → Pilots, proof of concepts, scaling, all with user-centric designed approaches
- ✓ **Affordable Housing: Breaking Silos for New Client Services** → Bringing three very different professional communities together, creating safe spaces for innovation, upskilling of members, integrated services
- ✓ **Disaster Risk Management: Breaking Silos for New Client Services** → Fostering several communities to build new business lines e.g. service teams on NBS, service teams on analytical tools
- ✓ **Territorial Development: Shortening the “time to market” for innovative products** → New and collaborative/cross-silo approach for getting from research to tool design, to testing, to deployment and scale
- ✓ **Transit-Oriented Development: Convening for Innovation** → Mobilizing urban planners and urban transport specialists to collaborate on a joint toolkit as a “binding force” for diverse membership and clients
- ✓ **Urban Infrastructure & Services: Partnering to Influence** → Learn & learn fast by building communities together with external networks
- ✓ **Understanding Risk: Building a Global Community** → Cool design features and practical tips for event-based community building
- ✓ **Global Platform4 Sustainable Cities: Exporting the Knowledge Ecosystem** → Deploying KM tools for building external partnerships



THE CORE

Example: Building a Global Community: “Understanding Risk”

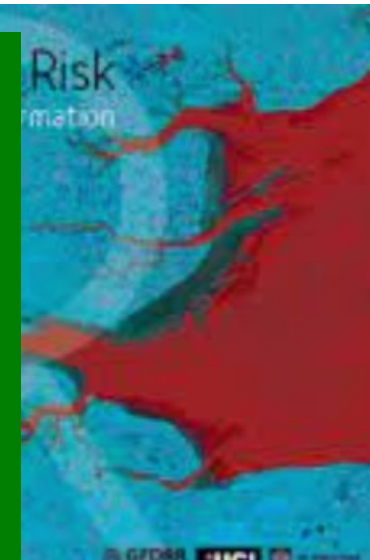


2012 UNDERSTANDING RISK FORUM



Results: 2010-2020 (2024!)

- A field transformed
 - A vibrant community (20k members)
 - A multitude of atypical partnerships
 - An innovative platform
 - A fertile talent pool
- Still going strong!



Five lessons learned

- Inspiration is at the core of UR
- Active participation is key
- Involve community in session planning
- Mixing people from different backgrounds but same interests
- Avoid mission creep

Helpdesks: Defeating the rules of gravity ...

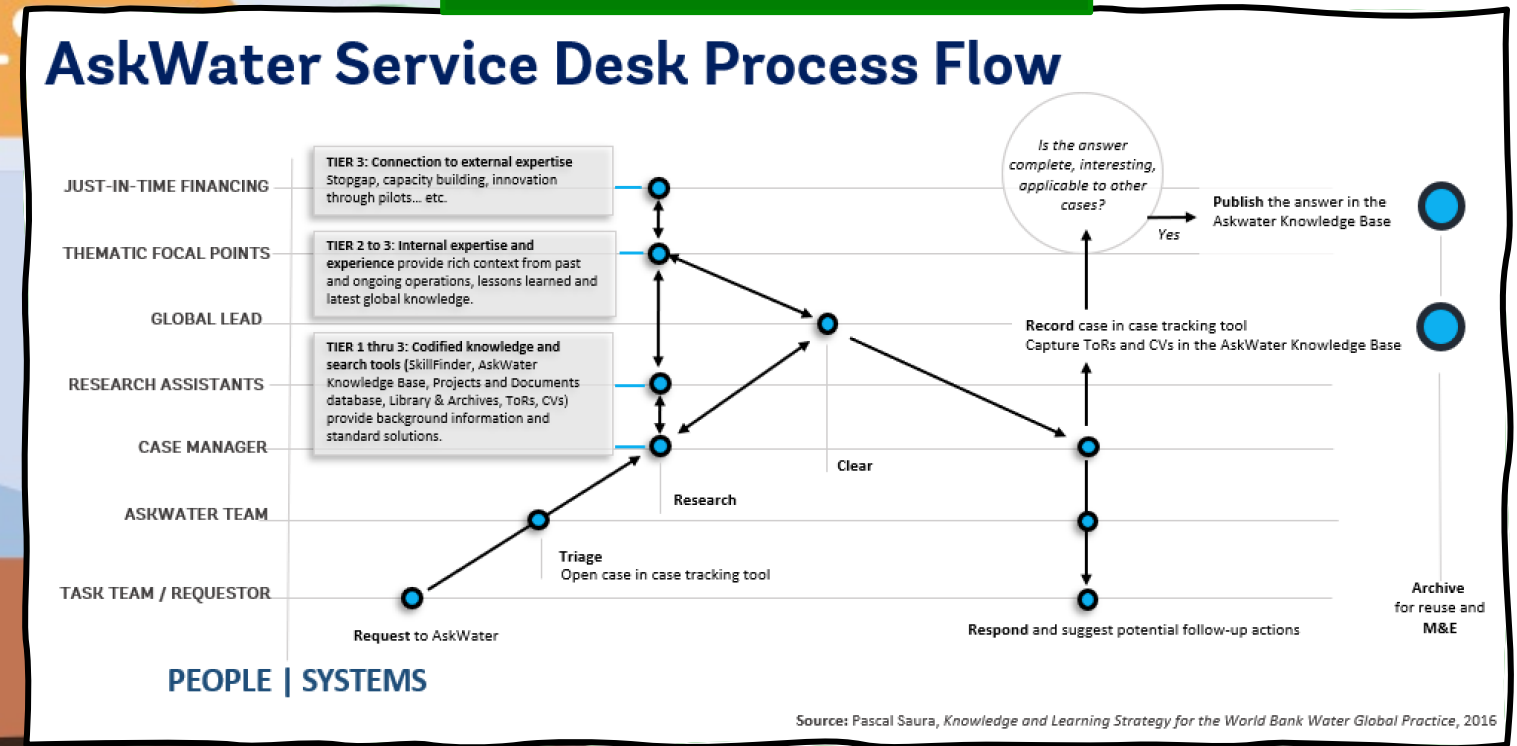


Four Principles @ASK WATER...

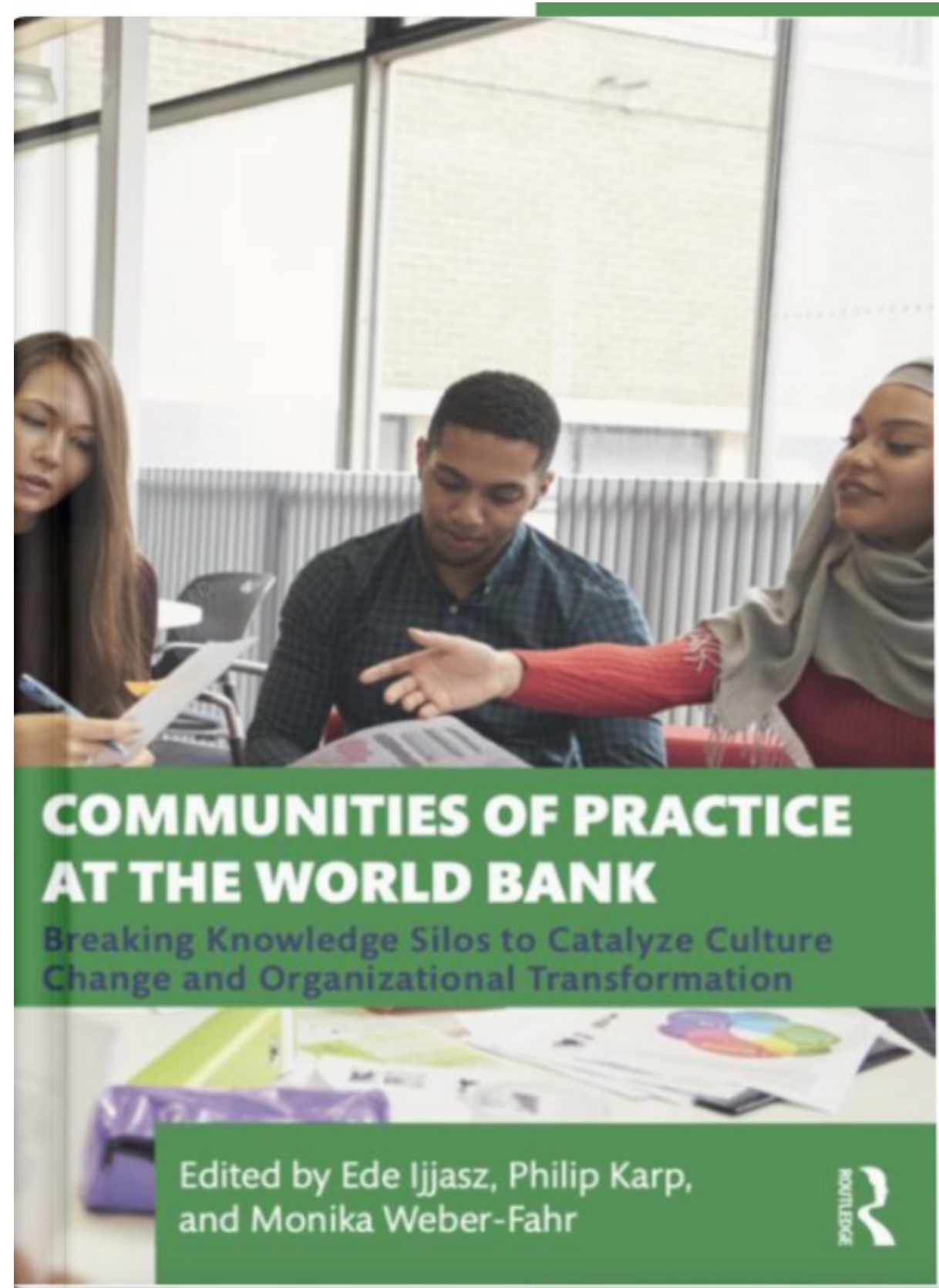
- Win Support
- Remain Light
- Collaborate
- Recognize

Check it out:
"Go2Knowledge"
VS
"Knowledge to go further"

Low tech for high stakes...

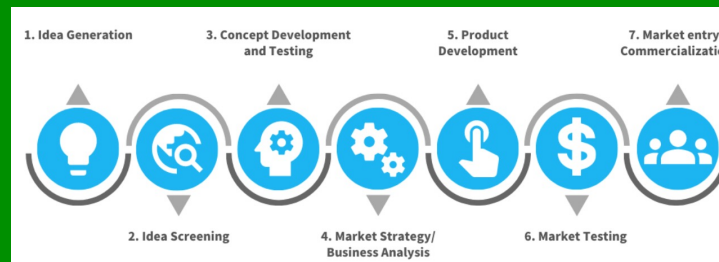


The book: Knowledge Management in service of ...



Organizational Change

- Creating Connection & Purpose
- "Shifting Boxes" without shifting
- Events, partnerships, beyond borders



Product/Service Innovation

- Space for Pilots and Learning
- Shortening "Time to Market"
- Common Tools & Methods



Management & Leadership

- KSB Framework: Manage&Monitor
- Gardening with purpose
- Leadership and succession

The management framework at the core...

KSB Impact Evolution

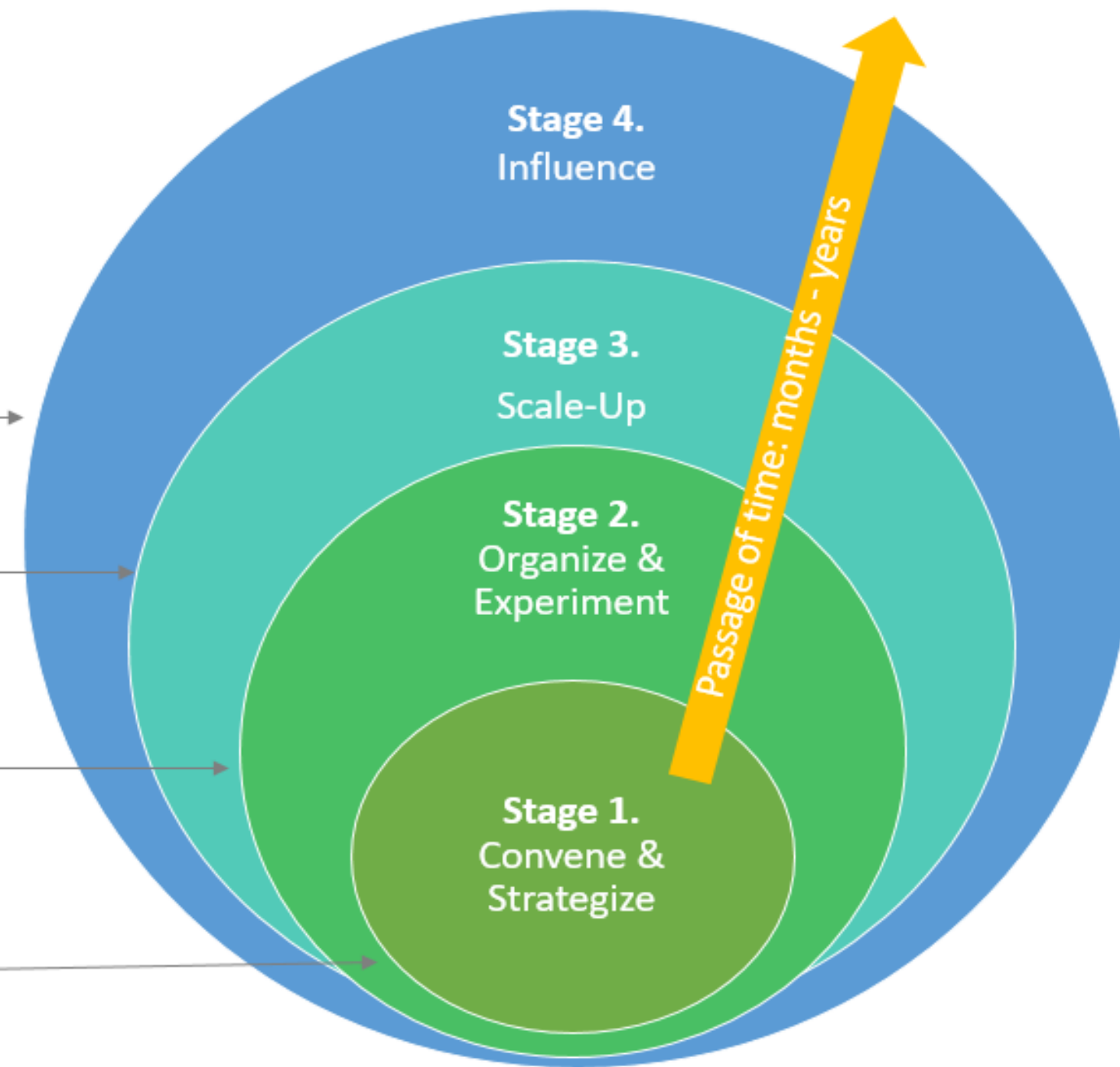
These are the typical stages of a KSB evolution. Once a KSB identifies their stage, they can then identify key impact measures to track their progress towards the highest level of impact.

The purpose: To increase operational impact as the go-to community for the topic area, drive new projects, and ultimately influence the global agenda.

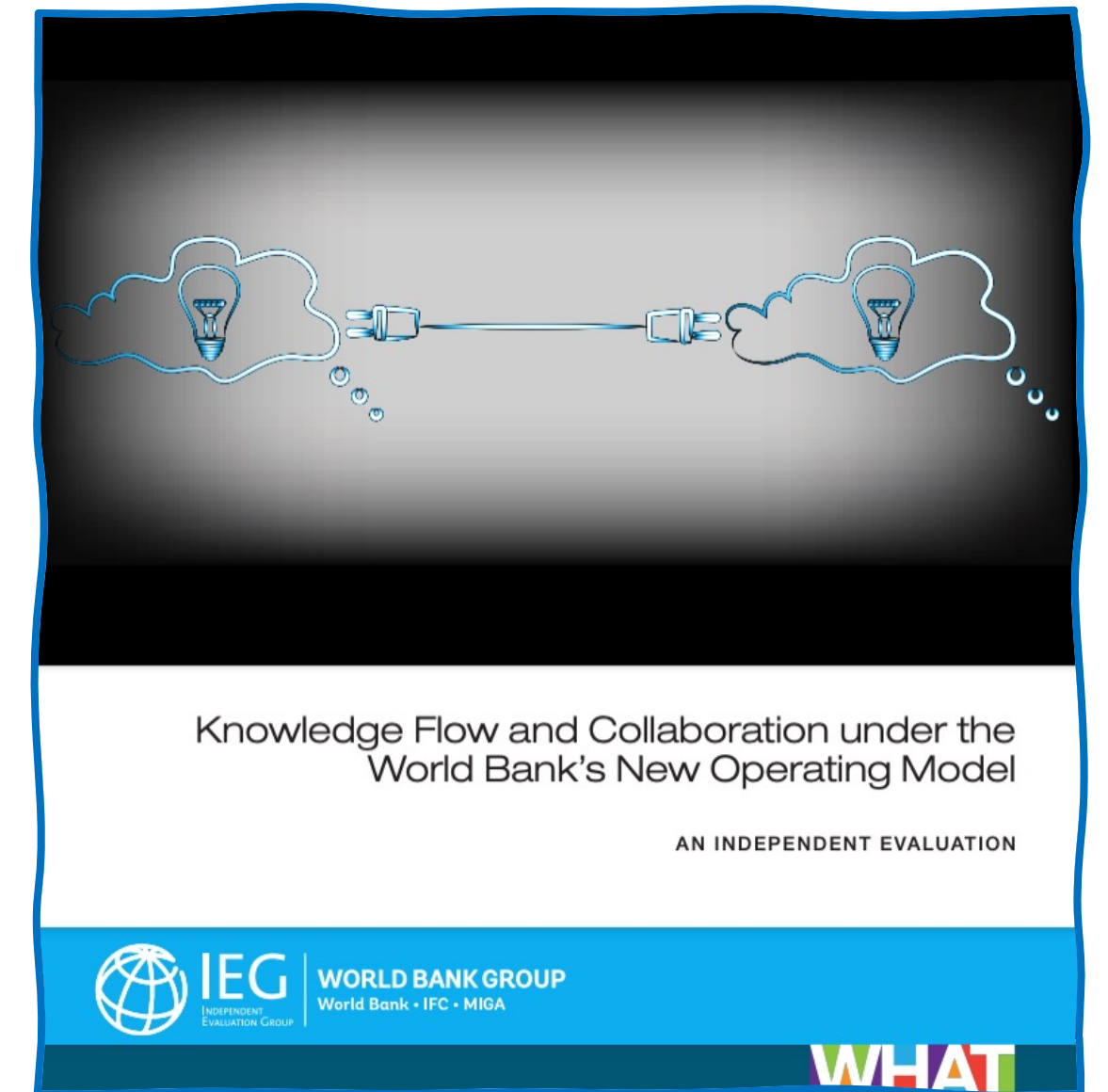
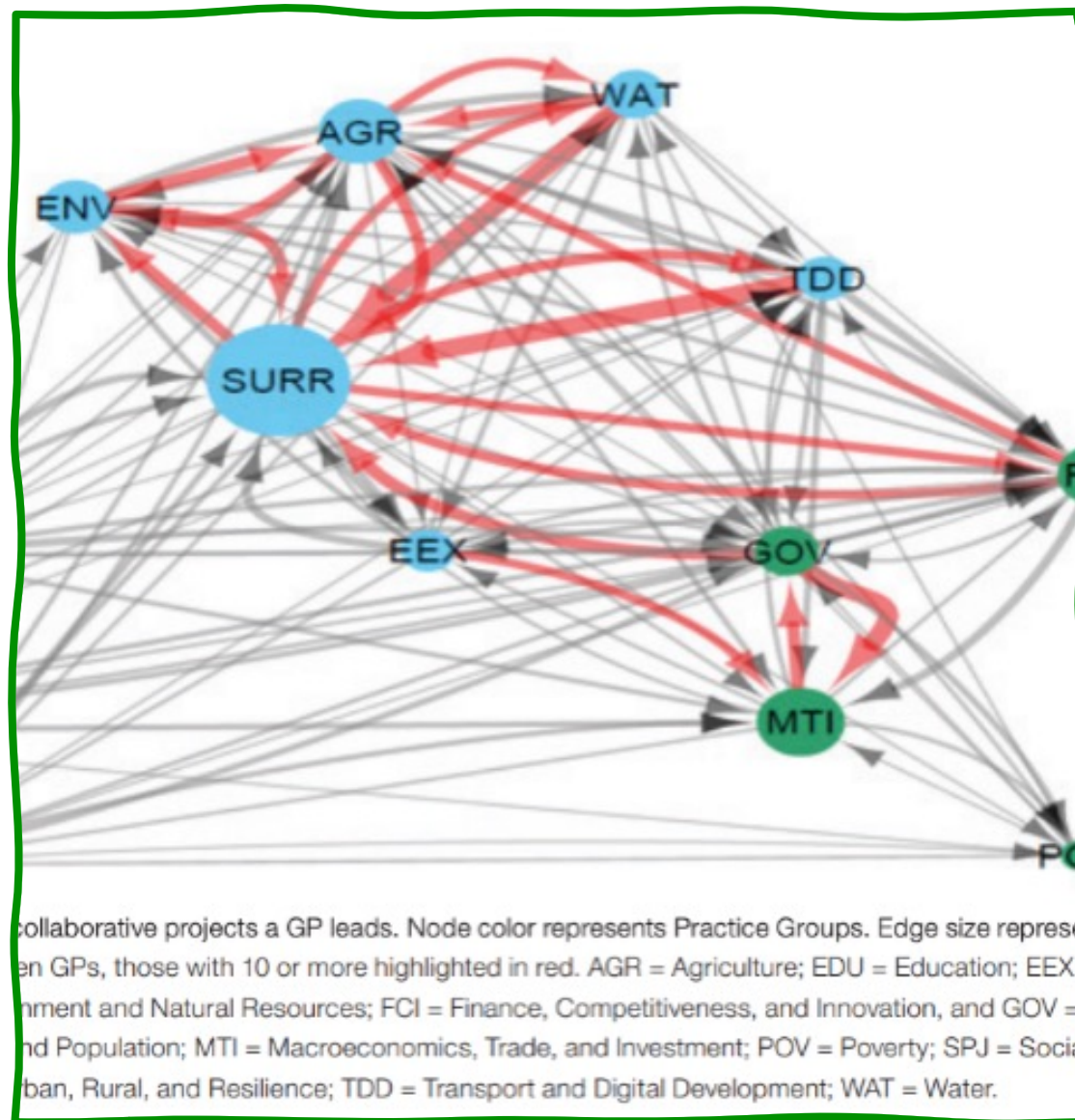
The purpose: To advance the spread of KSB approaches, expand the stakeholder pool, and increase topical awareness within and outside the WBG.

The purpose: To map and curate all relevant knowledge and develop products and approaches that will lead to faster or improved operational impact.

The purpose: To convene the relevant professionals and start building a community of practice, crafting a strategy to advance the topic area, improve operational impact, and become a go-to place for technical expertise.




Did it actually - really - work?




Knowledge Flow and Collaboration under the
World Bank's New Operating Model


AN INDEPENDENT EVALUATION



IEG
INDEPENDENT
EVALUATION GROUP



WORLD BANK GROUP
World Bank • IFC • MIGA



FACTS

~~MYTHS~~



Myth 1: No time! Delivery pressure

Myth 2:
I know
what the
client
wants



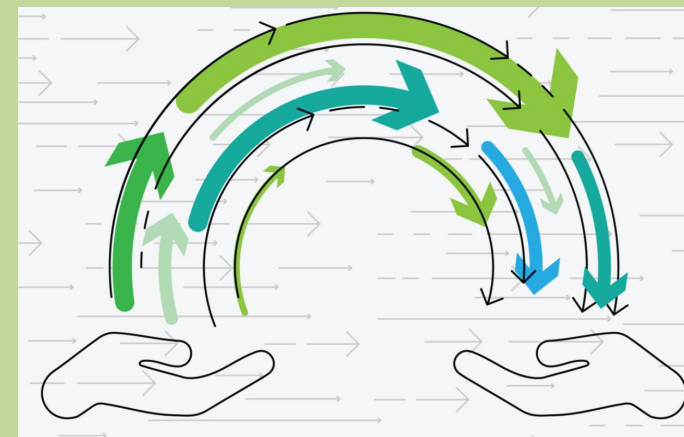
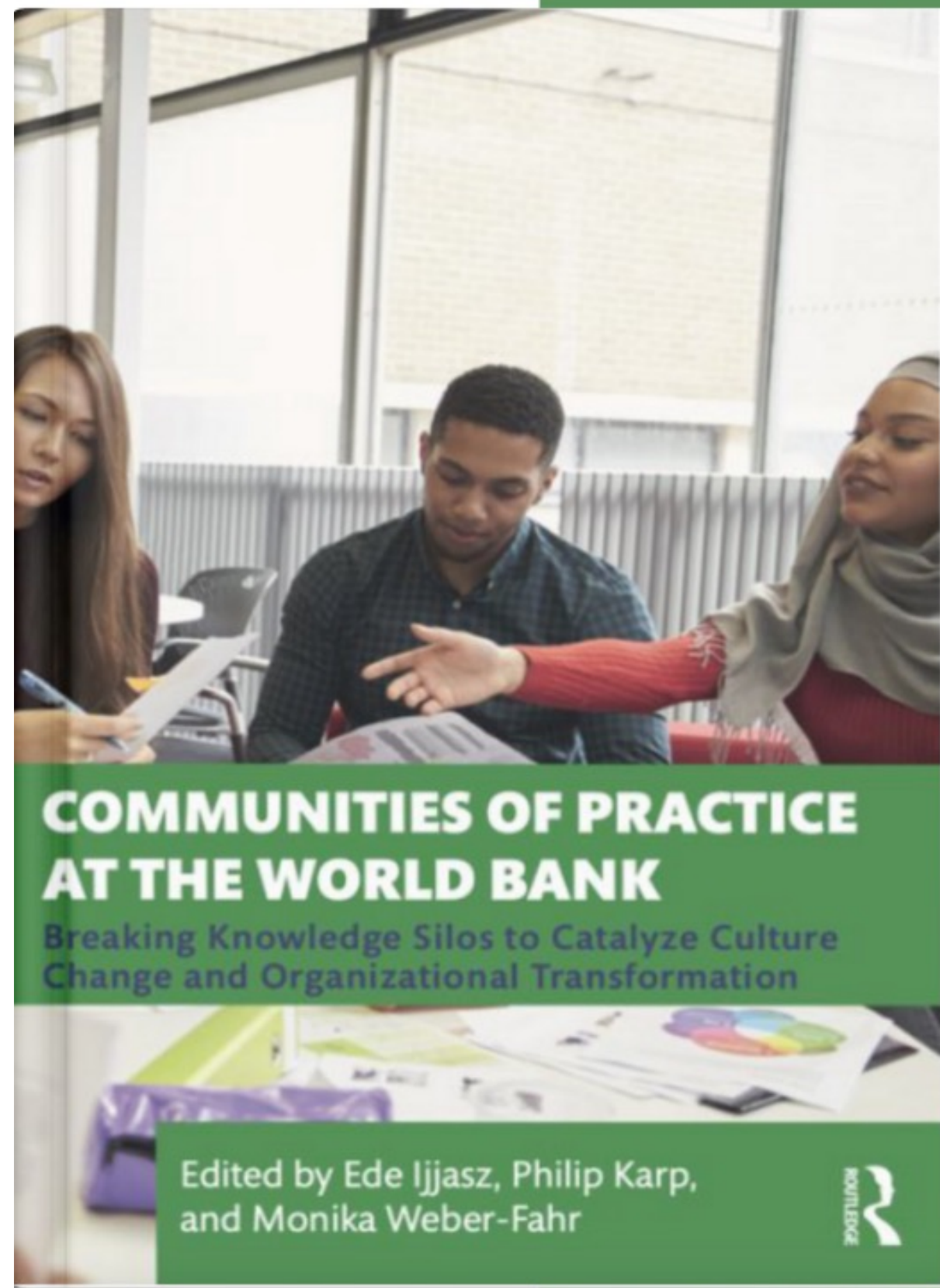


Myth 3: We only need to fix the IT system



Myth 4: We can't have it all

The book: Why you might want to check it out..



KM or Comms Professionals

Treasure chest of – experience based – notes on how to think about knowledge and communication



Project teams X the WBG

You'll find YOUR challenge in there – in how to “work” the organization or how to serve your client - and stories of people who solved such a challenge creatively



Leaders – in whichever role

It's a book about people and how to create the space for them to excel. Interested?



TAKE A LOOK AT OUR NEW BOOK:
Knowledge Management Communities
of Practice at the World Bank



Dr. Ede Ijjasz-Vasquez

SAVE 20%
CODE: SMA21



SCAN TO VISIT



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SCAN TO VISIT