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Community of Practice
on Green Skills for
Organizations' Human Capital

Community of Practice

Based on “The Communities of Practice Playbook –
European Commission, JRC”.



Types of Communities

Organizations can host several types of communities, each with different purposes and dynamics:

- **Network:** a group or system of interconnected people building social relationships by interacting regarding a specific interest/circumstance.
- **Community of place:** communities of people brought together by geographic boundaries.
- **Community of circumstance:** communities of people brought together by external events/situations.
- **Community of interest:** communities of people who share the same interest or passion.
- **Community of action:** communities of people trying to bring about change.
- **Community of practice:** communities of people sharing and stewarding a domain of knowledge with a collective intention.
- **Knowledge/competence center:** virtual entities that bring together experts and knowledge from different locations within and outside the European Commission, supporting evidence-based policymaking.

Essential Glossary

- **Core Group** is a group of community members that takes the lead and steers the community.
- **Sponsor** is an institutional figure providing support and legitimacy.
- **Community (of Practice) Roadmap** translates your community strategy into an action plan, outlining the activities and the resources required to help your community achieve value for the business.
- **Co-creation** is about connecting and creating conversations between community members and other stakeholders regarding any purpose, goals or objectives in order for the group to collectively design something from beginning to end together.
- **Collaboration** refers to working together to create something new, a shared outcome, in support of a shared vision, goal or purpose.
- **Cooperation** happens when members and other stakeholders strategically choose to work separately on different aspects of one issue and share knowledge so that each party can accomplish their part in support of a shared outcome.
- **Coordination** involves navigating collaboration and cooperation needs, ensuring that the different pieces of co-created knowledge are organized between stakeholders.
- **Facilitation** is about getting the best out of the community's dynamic social processes to harness its collective intelligence.
- **Vitality** refers to all the rituals and behaviors, as well as the activities and interactions, that are in place or need to be put in place to meet the community's objectives in way that feels useful to the community members.

CoP Success Wheel

The 'Communities of Practice Success Wheel' represents eight fundamental dimensions that determine the vitality and success of a CoP.

These facets are interconnected, creating a dynamic system of growth and learning.

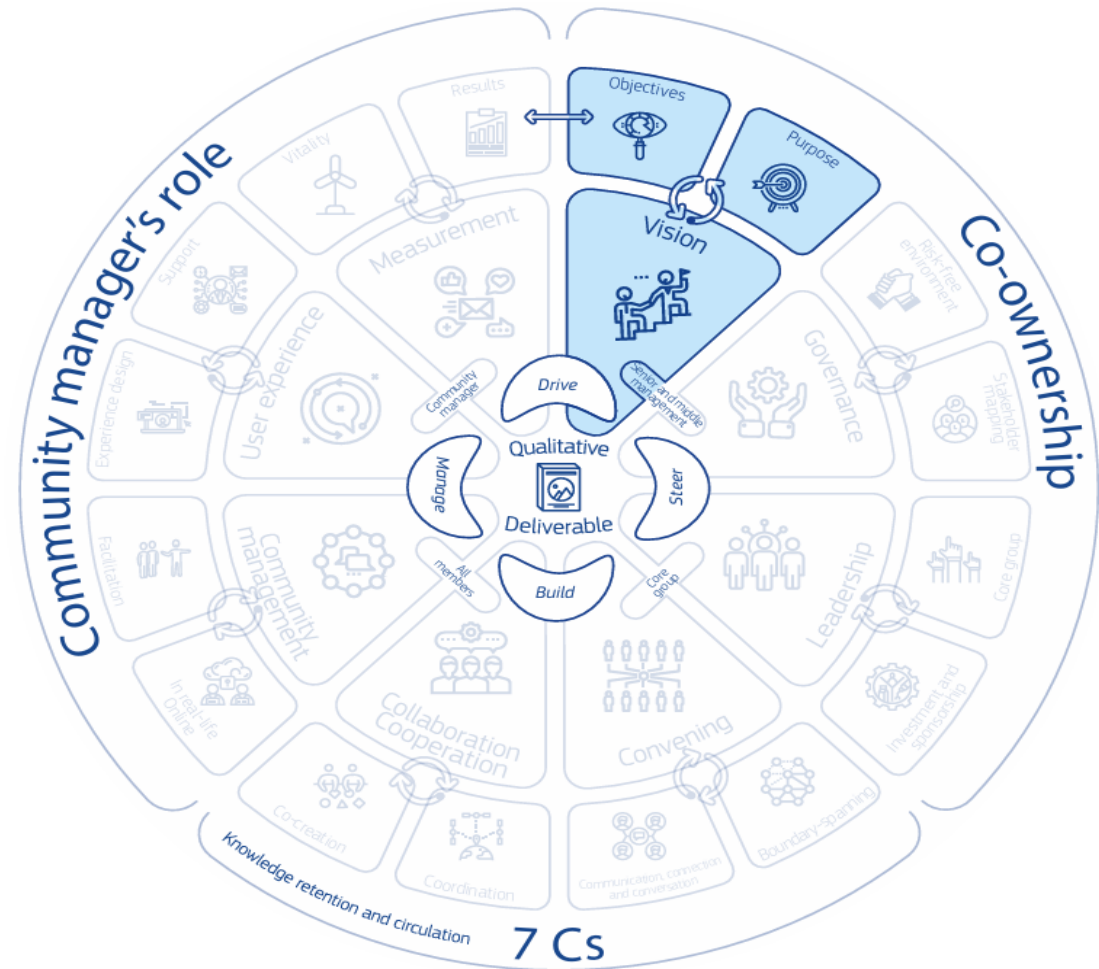
The Four Fundamental Actions of the Wheel are:

- **Drive:** providing direction and purpose to develop a clear vision aligned with the organization's mission.
- **Build:** creating connections and results that foster interaction and trust among members.
- **Manage:** sustaining vitality by managing processes, tools, roles and continuous motivation.
- **Steer:** guiding and improving by monitoring impacts, learning from results and adapting strategies.



Facet 1 - VISION

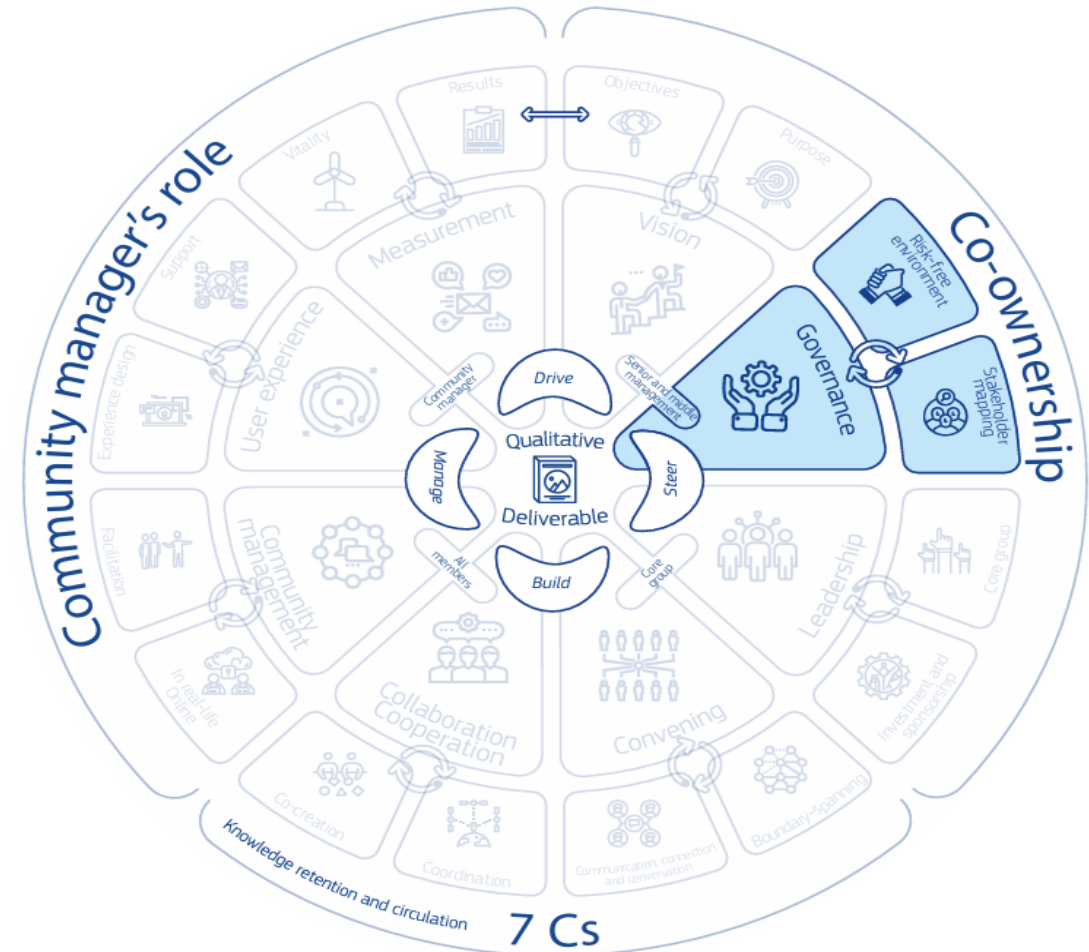
Vision provides the Community of Practice with a shared sense of purpose and direction, clarifying its reason for being, its goals, and the ways success will be assessed. It must be co-created and shared among all members to ensure alignment and foster motivation.



Facet 2 - GOVERNANCE

Governance defines the framework for collaboration — clarifying roles, responsibilities, decision-making processes, and ways of working together.

A robust governance model fosters transparency, trust, and shared ownership, ensuring that every voice is heard.



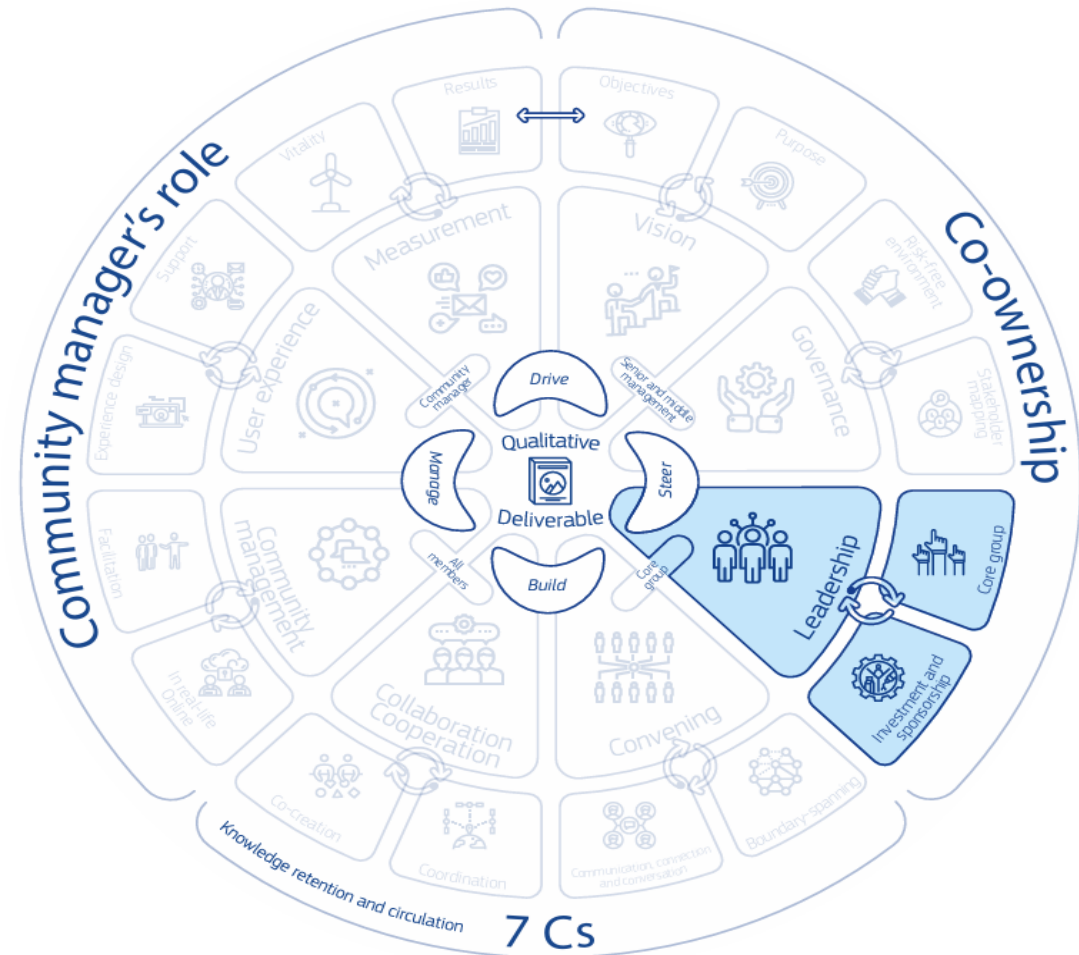
Facet 3 - LEADERSHIP

Leadership in Communities of Practice is distributed in two parts:

1. Leadership from within the community.

2. (outside) Support, investment, and participation from senior and middle management, the sponsor and the alliance of sponsors in the field of your community.

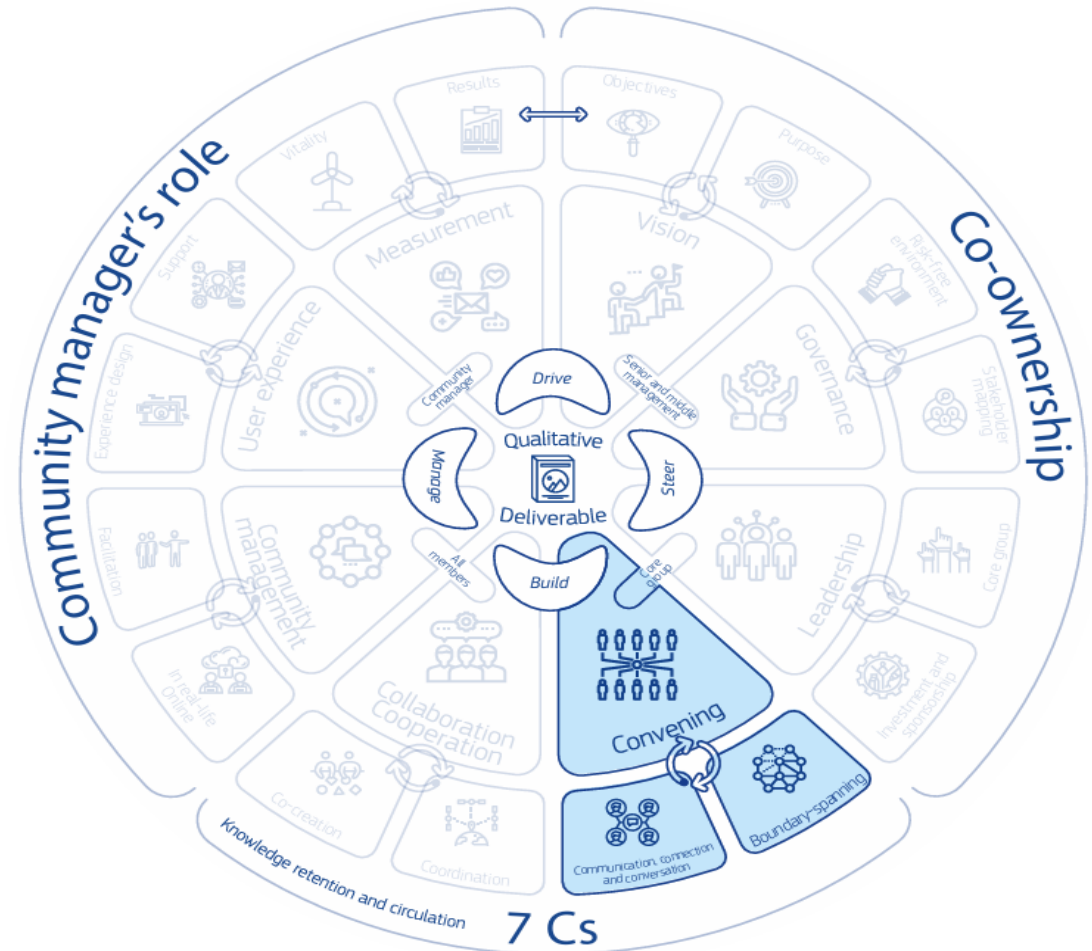
Effective leadership inspires, connects, and motivates members while upholding the shared vision.



Facet 4 - CONVENING

Convening brings people together through meetings, dialogue, and shared spaces.

It creates opportunities for meaningful interaction that build trust, encourage collaboration, and support continuous learning within the community.

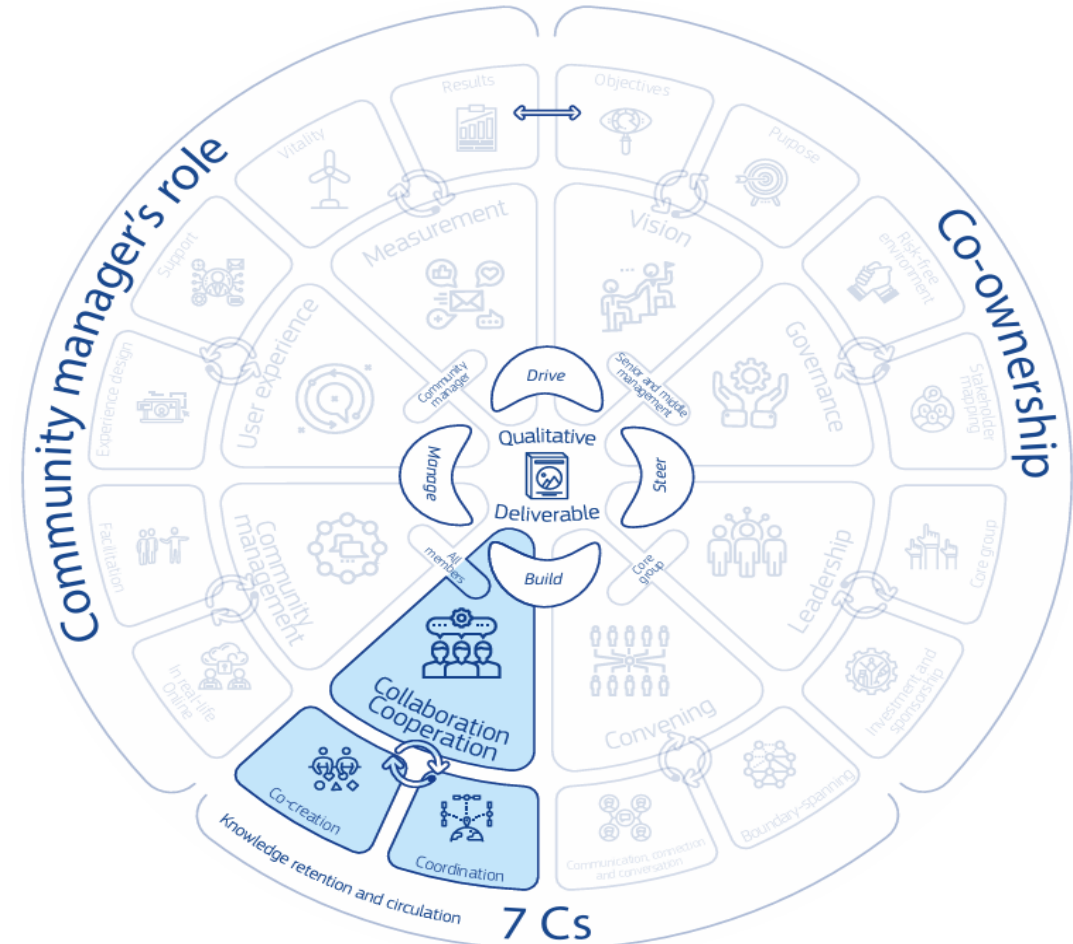


Facet 5 – COLLABORATION & COOPERATION

Collaboration and **Cooperation** are the driving forces of a Community of Practice.

They enable members to co-create knowledge, share expertise, and deliver tangible outcomes that go beyond individual efforts.

By working together in a spirit of trust and openness, members foster shared learning, stimulate innovation, and strengthen the community's collective impact.

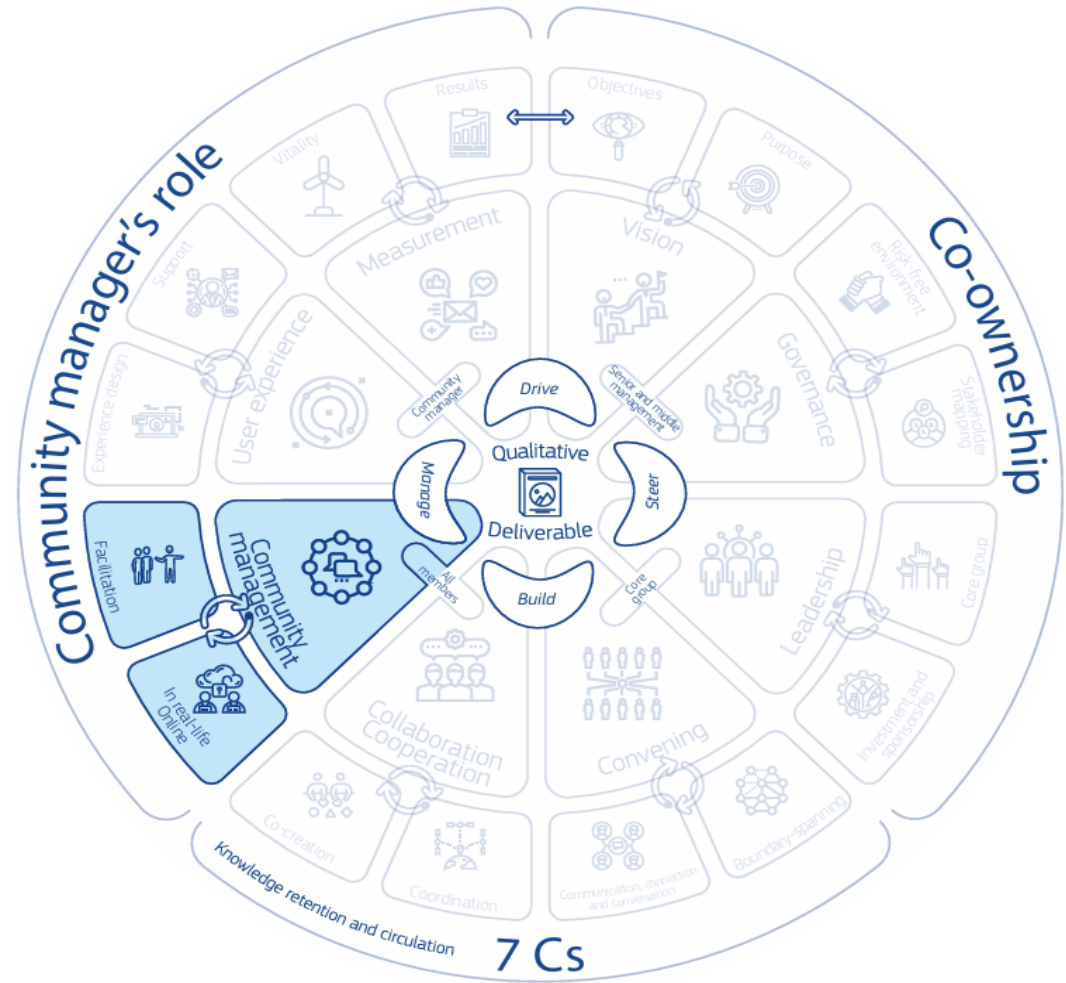


Facet 6 – COMMUNITY MANAGEMENT

Community Management sustains the energy and structure of a Community of Practice.

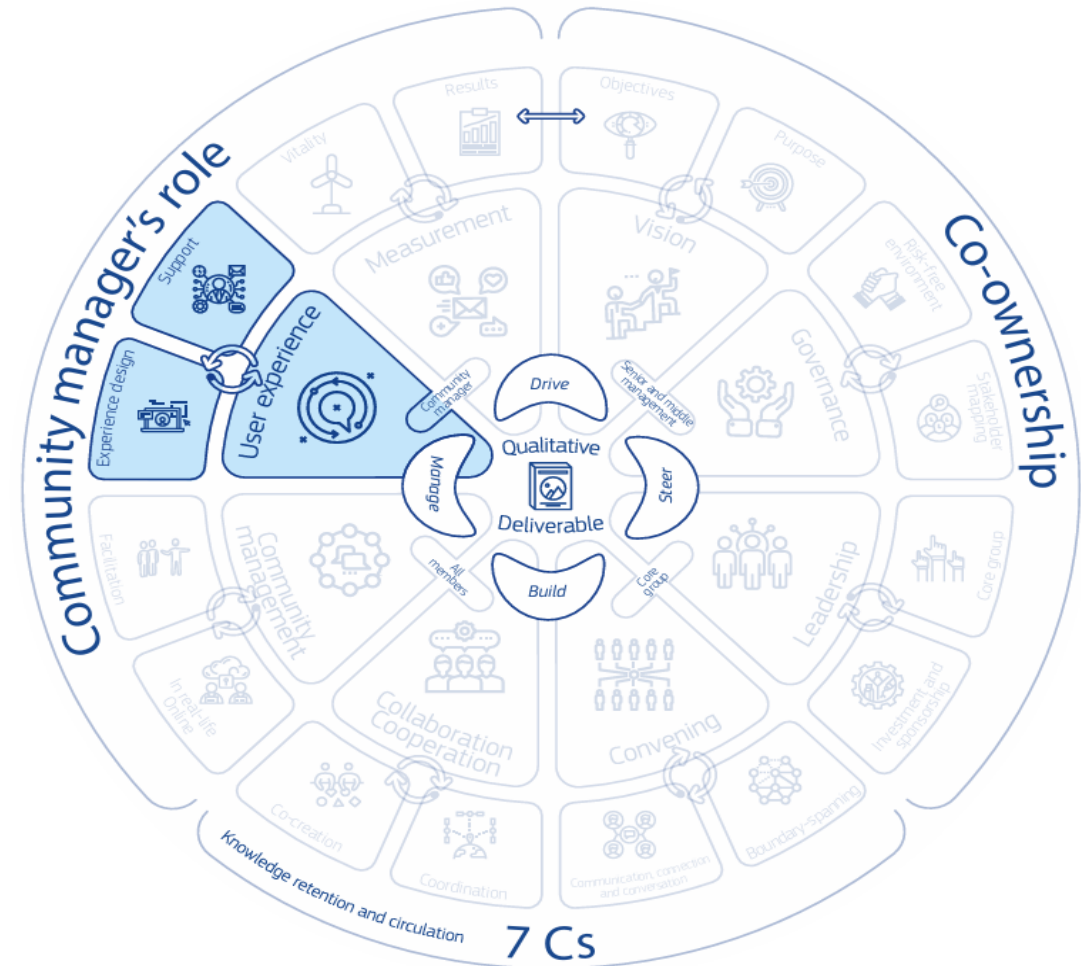
It involves planning and facilitating activities, supporting communication, and monitoring progress to keep the community active and effective.

It also manages the roadmap, group dynamics, and member engagement, ensuring alignment with the community's vision and goals.



Facet 7 – USER EXPERIENCE

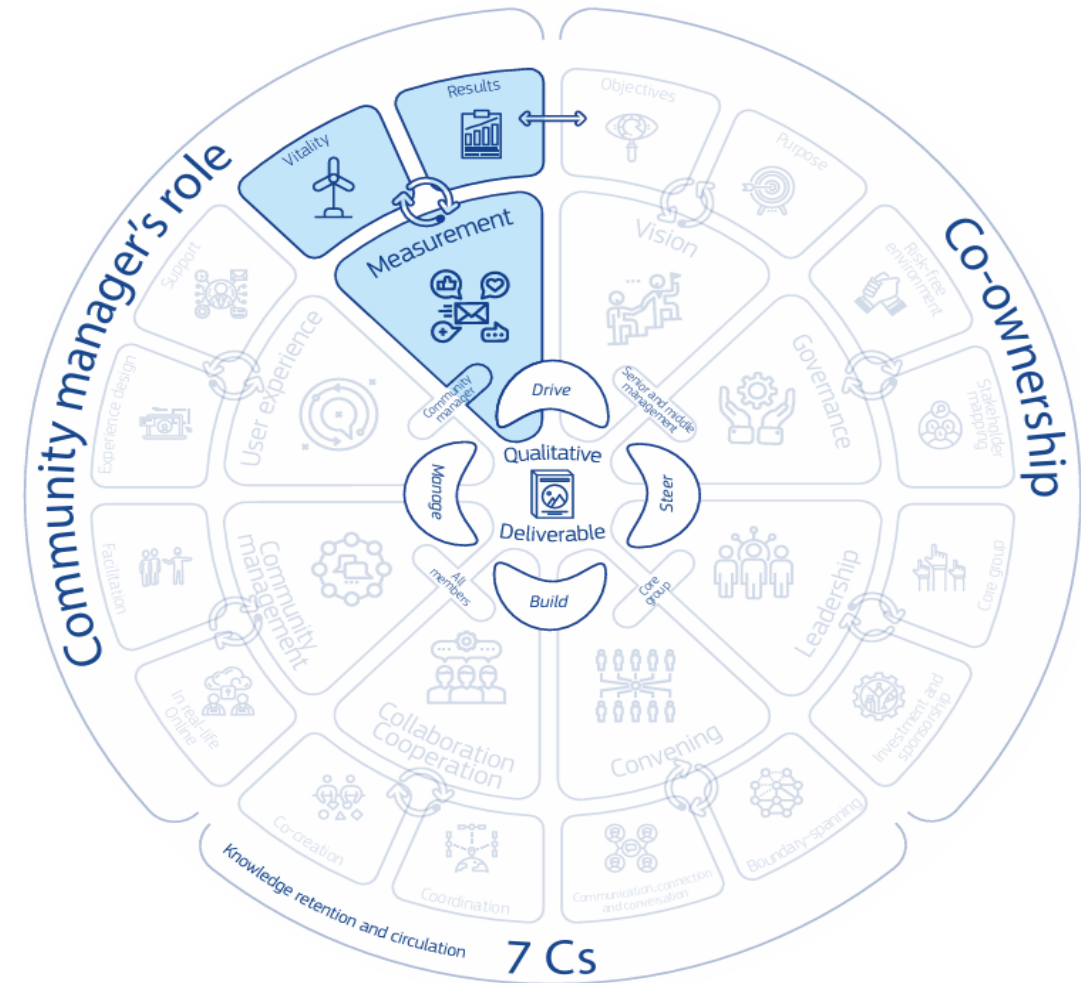
User Experience places members at the center of the Community of Practice, focusing on how they interact with its spaces, tools, and communication channels. Designing experiences that are meaningful, inclusive, and engaging is essential to sustain participation, strengthen belonging, and preserve the community's vitality.



Facet 8 – MEASUREMENT

Measurement allows a Community of Practice to assess its vitality, performance, and impact through qualitative and quantitative indicators.

By measuring progress and results, the community can learn, adapt, and demonstrate its value to the organization and its members.



Community Roadmap

MAIN SUCCESS FACETS	MAIN ACTIONS	ACTORS INVOLVED	DEPENDENT SUCCESS FACETS AND ACTIONS
VISION • What do you aspire to achieve? • Why this community? • What is your long-term goal?	Drive	Senior and middle management	Purpose • What is the community's reason for existence? • What is your mission statement? Objectives • What are you striving to achieve (in the short term)? • What do you need to do to achieve your goal?
GOVERNANCE • How do you work together and take decisions? • What are your rules and processes fitting the community needs, purpose and values?	Steer	Senior and middle management	Stakeholder mapping • What defines your membership? • Who are the actors involved in/affected by the community? Risk-free environment • What are key elements to build trust and guarantee a safe place?

Community Roadmap

MAIN SUCCESS FACETS	MAIN ACTIONS	ACTORS INVOLVED	DEPENDENT SUCCESS FACETS AND ACTIONS
LEADERSHIP How do you get leaders involved and create participation opportunities?	Steer	Community core group	Investment and sponsorship - Which leaders do we need to support our community? - How do you get them involved and create participation opportunities? Core group - Who is in your core group? - How do you get your core group steering the community?
CONVENING What kind of convening opportunities/events fit with your community in general?	Build	Community core group	Communication, connection and conversation - How do you communicate with and connect members and encourage conversation? Boundary-spanning activities - How do you regularly feed your community with external expertise and promote access to other networks?

Community Roadmap

MAIN SUCCESS FACETS	MAIN ACTIONS	ACTORS INVOLVED	DEPENDENT SUCCESS FACETS AND ACTIONS
COLLABORATION & COOPERATION How to enrich the community of practice and produce knowledge assets/qualitative deliverables together?	Build	All community members	Co-creation - What content needs to be co-created and what methods will you use to succeed? Coordination - How do you coordinate members' work towards delivering on the objectives agreed (processes and methods)?
COMMUNITY MANAGEMENT What role and tasks will the community manager perform and under which mandate?	Manage	All community members	Facilitation - What facilitation methods do you need to get the best out of the community's dynamic social processes? Engagement roadmap - How will you combine and ensure continuity between 'in real life', online, asynchronous and synchronous interactions?

Community Roadmap

MAIN SUCCESS FACETS	MAIN ACTIONS	ACTORS INVOLVED	DEPENDENT SUCCESS FACETS AND ACTIONS
USER EXPERIENCE How do you ensure a user-centric experience for the tasks you want members to do?	Manage	Community manager	Experience design - What are your community's personas and what are their user requirements, and what pain points need to be addressed? Support - What processes and content do you need to put in place to provide support?
MEASUREMENT - What have you achieved? - What tools and processes will you use to measure community feedback, results and impact? - What did/does not work and why?	Drive	Community manager	Vitality - What are the behaviors and rituals to observe and to encourage? - How is the community doing, guided by the questions in the roadmap? Results - How do you define and measure if key results are delivering on the community vision and objectives? - What did the community do?

Summary

Communities of Practice are powerful catalysts for collective learning, collaboration, and innovation.

By connecting people who share a common purpose, they transform individual expertise into collective intelligence capable of driving meaningful change and generating sustainable impact. Through continuous interaction, co-creation, and reflection, members build trust, strengthen motivation, and foster a culture of shared ownership and improvement.

The eight facets and four actions form a living system that supports growth, adaptability, and long-term value for both the community and the organization.

Ultimately, the strength of a Community of Practice lies in its people — in their willingness to learn together, innovate together, and grow together.

«Never think alone»





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THANKS

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