

Communities of Practice in the US Army

Major Steve Schweitzer

Associate Professor, United States Military Academy



What we are about

Vision

Every company-level leader worldwide connected in a vibrant conversation about leading and building combat-ready teams.

Values

- “Positive Voice” with a focus on solutions
- Passion for Quality
- Committed to the Army
- Innovative & Creative
- “Grass Roots”



What is a CoP?

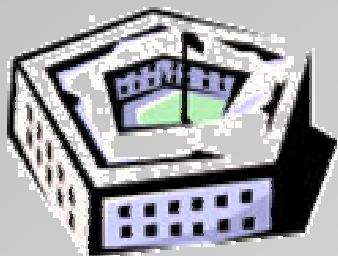
- Communities of Practice are groups of people who share a concern, a set of problems or a passion about a topic and who deepen their knowledge in this area by utilizing various resources such as tools, documents, routines and common vocabulary to consistently interact with others.

Wenger

INFED



The Tension



We know what is best.
Soldiers will do it our way

Soldiers need to follow the
doctrine

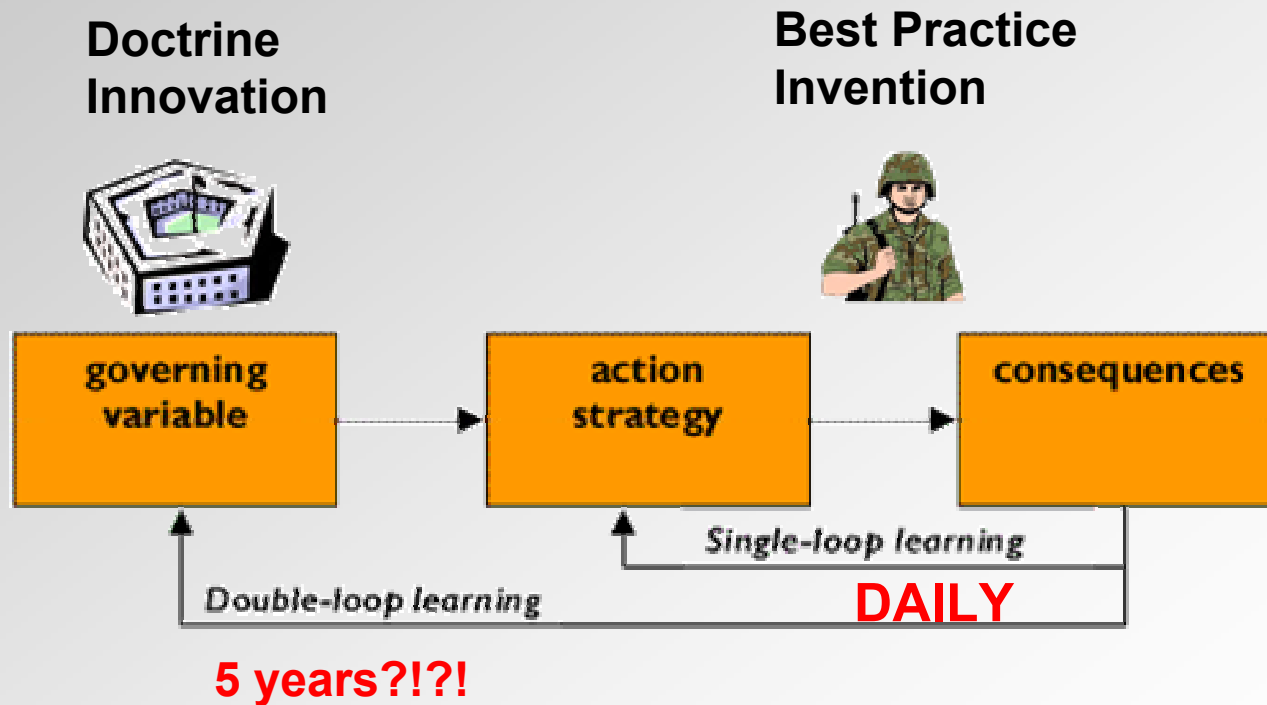
I do this everyday. I know
what I am doing

The doctrine is outdated.
There are better ways now

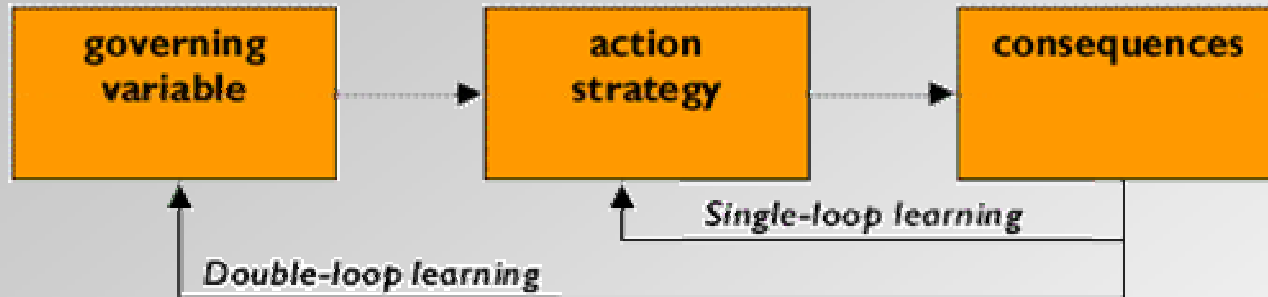


Why a CoP?

- Organization must manage their knowledge by closing the second loop in double loop learning



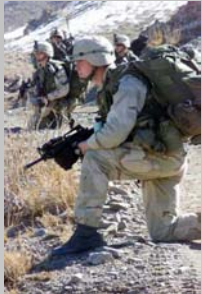
Why a CoP?



CoPs are the foundation of a solid Knowledge Management Program



Integrative Learning Model



Emergent
Tacit, Expertise



Hierarchical
Formal, Explicit



Assumption:
The “touch points” of the enterprise know what best practice is.

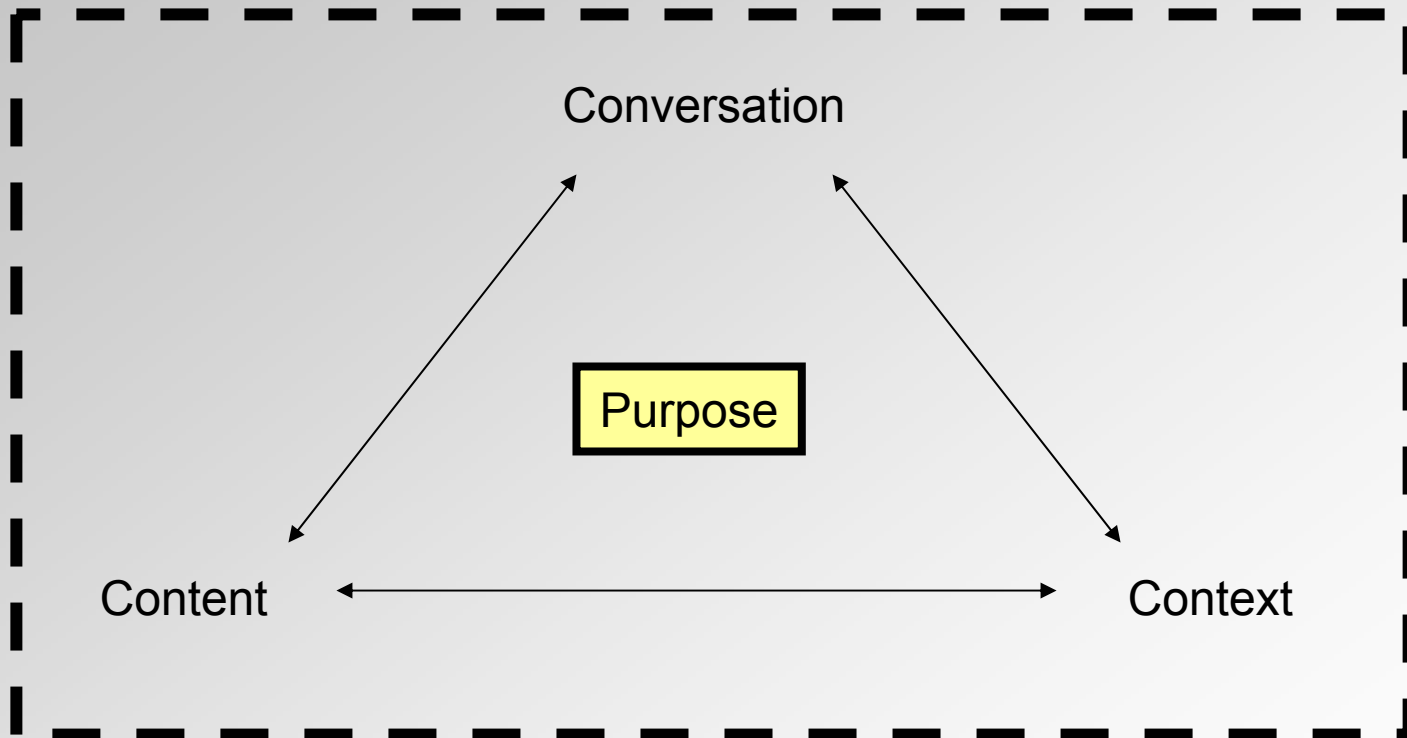
Assumption:
The Leader/Organization know what best practice is and tell the field to implement

The power to transform the organization happens when you bring the formal and the informal together!

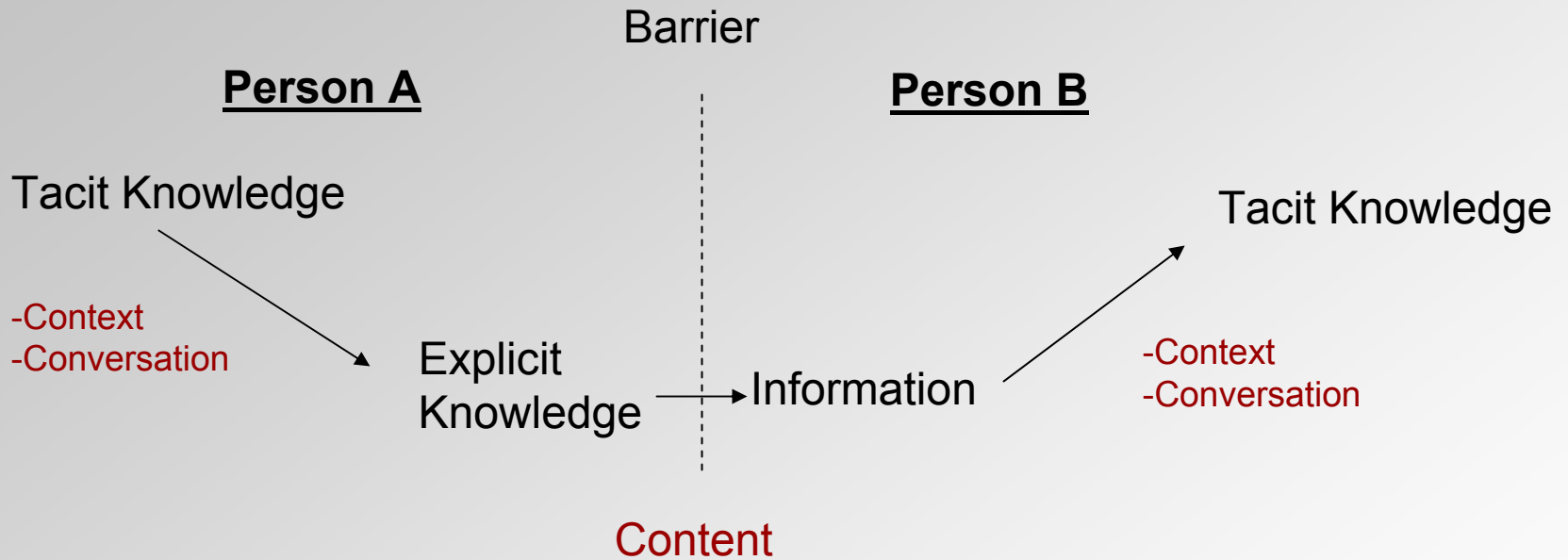


CoP Foundation

Trust/Relationships/Awareness



Individual Transfer



Discussion is Core

- Its more than document storage
- Connecting people in a vibrant conversation to elicit knowledge



How to Start

- Determine Core Purpose
- Find the Core People
- Gather basic content
- Find Taxonomy of content
- Build slowly with a people centric approach
- Develop method to bring lurkers into the core



The Technical End

- It is not about tools or feature sets. It's the blending of these tools to connect people in vibrant conversation that is critical



????



Army Communities

How to Start???

Contact Us

CompanyCommand
Building Combat-Ready Teams

Search

Co Team > CompanyCommand

webmaster (chief Editor) EST | Log out

Navigate

- CompanyCommand
- On Fire! Trn Blog
- Leadership
- Warfighting
- Training
- Fitness
- Force Protection
- Maintenance
- Supply
- Soldiers & Families
- Pro Reading
- Rally Points
- Cdrs' Log
- Unit of Action

CompanyCommand
Building Combat-Ready Teams

Viewed 368782 times

Main | Discussions | News | Ideas |

Company Commanders, WELCOME! Join an ongoing conversation about leading Soldiers & building combat-ready units. [Read more](#) about your professional forum.

Give Back >>> [Add a Tool](#) | [Add an Idea/TTP](#)

Recent News

August Quiz Wrap Up 08-25-2004

What do you do when a soldier doesn't want to fight? Before we close out the "Cmd Quiz" discussion about this subject, please join us in taking this discussion to a higher level...

[Read More>>>](#)


How have you adapted TLPs & MDMP in combat? 08-12-2004
Chris MacGregor says that step 3 of our Troop Leading Procedures...

[Read Old News>>>](#)

Recent Discussions

Forum	Topic	Posts	Last Post
Warfighting Discussion	Civilian GPS in Iraq?	8	09-21-2004 by Mark Manno

Featured Member
Dave Polizzotti (B & HHC / 1-66 AB)



PlatoonLeader
Exceptional Leadership at the Company Level

Help???

Contact Us

Articles | Discussions | Tools | Readings | Links | Your Account

What is the toughest challenge for an incoming platoon leader?

- Developing a good relationship with your platoon NCOs
- Developing a good relationship with CO/CDPLs
- Performing additional duties
- Training and Training Management
- Figuring out what is expected of you
- Counseling and NCDERs
- Managing platoon maintenance and supply
- Other--see my comments

[Vote](#)

[Results](#)

Past Surveys

Votes: 300
Comments: 8

From the PL Team



PlatoonLeader is the professional forum for Army and Marine Corps platoon leaders--current, past, and future. We support each other's efforts to become more effective platoon leaders.

Professionalism is our watchword. We speak candidly, but always with respect to each other and loyalty to our commission. We tackle our leadership challenges with a positive voice, focused solely on building and leading combat-ready teams.

Have you led soldiers in combat as a platoon leader? Are you willing to share what you learned with your fellow professionals here? Complete the OIF/OEF Platoon Leader Survey

You are logged as **webmaster**.

Current Online Registered Users:

warhorse - webmaster
-tomvial - mmonazzoli
-psucavscout31 - more...

PL Member List

You don't have any Messages.

Last Seen

airborne_husky: 1 minute ago
mmonazzoli: 2 minutes ago
papapete: 2 minutes ago
warhorse: 3 minutes ago
Glorybound: 3 minutes ago



Technical End

- Good Conversation Engine
- Conversation imbedded throughout the knowledge storage
- Flexible Taxonomy Based Navigation
- Awareness Tool sets
- Manageable and brandable by non-techie
- Flexible storage of Knowledge
- Every thing leads back to real people



Questions

steven-schweitzer@us.army.mil

