



Your Easy Win for Staff Development = Communities of Practice

Rebecca Arsham – Parsons Brinckerhoff
Franklin Ryan – Parsons Brinckerhoff

CM1849 - Communities of practice encourage collaboration and peer-to-peer mentoring and ultimately provide a company with a viable conduit to communicate company-specific learning and training resources and requirements. More importantly, communities of practice and their blended learning environments are quickly becoming a key factor in employee retention. In this age of technology, what does it take to retain the right staff and ensure that their skill set is evolving with the software tools you employ to complete projects? In this class, we explore the steps you need to take to make full use of your internal and external communities of users to promote and provide an environment of continuous learning. Examples are from a multi-office company with a global Autodesk® product user base.

Learning Objectives

At the end of this class, you will be able to:

- Describe what a Community of Practice is
- Understand how a CoP can enhance learning
- Assemble a blend of learning resources to start a paradigm shift in the way you educates staff
- Create communications that relay important learning messages that staff will actually read, hear and use

About the Speaker

Rebecca Arsham is the corporate CADD training manager for Parsons Brinckerhoff, one of the world's leading architectural, engineering, and construction management organizations. As the global CADD training manager, she is responsible for the development of the corporate-wide CADD training program.

Franklin Ryan is the corporate CADD Services Manager for Parsons Brinckerhoff. Franklin currently manages the Autodesk Enterprise Business Agreement for Balfour Beatty and is responsible for the CADD Services Group in the US which provides licensing, support, training, standards and BIM implementations for Autodesk and other CADD software.

Franklin is the author of "All About Licensing" which was published in AUGIWorld magazine in October 2011.

Both Rebecca and her co-speaker Franklin Ryan have extensive experience in the development and integration of the Community of Practice approach to promote staff engagement specifically in regards to knowledge sharing, adoption of new technologies and career development.

Emails: Arsham@pbworld.com and RyanF@pbworld.com

What is a Community of Practice?

Community Wikipedia

Simple stated a Community of Practice (CoP) is a group of people that share an interest in a common subject matter **and** make an effort to share what they know and/or learn from the larger group.

*A **community of practice (CoP)** is, according to [cognitive anthropologists Jean Lave and Etienne Wenger](#), a group of people who share a craft and/or a profession. The group can evolve naturally because of the members' common interest in a particular domain or area, or it can be created specifically with the goal of gaining knowledge related to their field. It is through the process of sharing information and experiences with the group that the members learn from each other, and have an opportunity to develop themselves personally and professionally ([Lave & Wenger 1991](#)). CoPs can exist online, such as within [discussion boards](#) and [newsgroups](#), or in real life, such as in a lunch room at work, in a field setting, on a factory floor, or elsewhere in the environment.*

A CoP can be as simple and informal as few coworkers discussing a subject every day in the lunch room or it can involve thousands of people globally communicating virtually in a more formal and structured environment.

There are not many rules that apply to all Communities of Practice, but the Holy Grail is the information must be freely available to all participants and that anyone can contribute as an equal to all others in the community. Another key item is that participants in a Community of Practice and typical practitioners, meaning they are actively involved in the subject matter and not just interested in the subject matter (observers).

Coordination

A Community of Practice is much like a snake, that's right, I said a snake. A successful Community knows where it wants to go and defines a straight path to its destination, but if you were to look back over the path of the community it would be much like the path of a snake as it sets off in search of dinner. The snake knows where it is heading and even when it has a firm direction the path it traveled meanders back and forth to its destination.

Every Community must have a coordinator or a coordinating team to define what services is offered in the Community and how they will be provided to members. The coordinator is the head of the snake.

The membership of the Community effectively makes up the body of the snake. Some members push this way, others pull that way, all the while forming the content of the Community as it follows the head of the snake (coordinator) to its destination. The most important item to remember as the coordinator is that the snake does not go anywhere without the body to push it along.

The Community coordinator or coordinating team needs to decide how to share information, what information should be shared, and generally provide the order and structure to an organization that fosters the free flow of information among its members

Free Flow of Information

In any Community of Practice, and especially in a company based Community, it is vital to remember that all members are created equal. Any employee should have the ability to join a Community, learn from a Community, and most importantly, feel free to contribute to the Community without fear of rejection.

The Community coordinator should provide guidance to manage the free flow of information without stifling the process. This is not always an easy process since the coordinator's natural reaction is to "correct" the situation and not allow the Community to govern itself.

One distinct advantage of a corporate community is that if you are using design software you have an established Information Technology (IT) department that can provide a variety of communication platforms for your members to communicate electronically or in an online environment. Forms of electronic communications can include email, corporate intranets, SharePoint and other internal websites, RSS feeds and voice messaging.

Another item to consider is that every person coming out of school today has spent their entire life in an online age. Other platforms to embrace include text messaging and other social media sites (LinkedIn, Twitter, Facebook, etc). You must make social networking part of your Community to your Generation Y (1977-2004) and your future Generation Z (1995-2012) employees.

Many organizations also have Knowledge Management (KM) initiatives. While not a Community a Practice, many KM initiatives tie closely to Communities since it is the charter of the KM initiative to mine the data that the Community strives to share among its members.

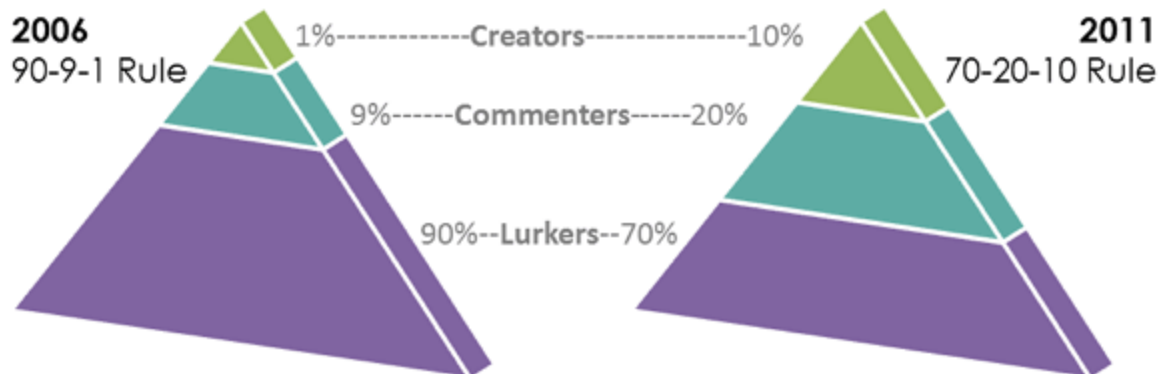
Rule of Participation Inequality

So what if you created a Community and only 1% of the people actually contributed meaningful content? According to the Rule of Participation Inequality, also known as the 90-9-1 Rule, your Community is right where it is expected to be.

Traditionally, *User participation in an online community more or less follows the following 90-9-1 ratios*, or the 90-9-1 Rule.

- 90% of users consume content but do not contribute, known as "Lurkers" (snake body)
- 9% of users comment or edit content but do not create content of their own (snake body)
- 1% of users create content, usually the Coordinator or Coordinating team (head of the snake)

But corporate Communities are different and have a much higher participation rate than public or online Communities. In a 2011 study the ratio of Lurker to Commenter to Creators in corporate Communities was seen to be more of a 70:20:10 ratio



As “Generation Y” employees make up more of the work force the percentage of employees that offer comments or create content will surely increase as these individuals are immersed in a culture of social learning and communications.

As organizations incorporate media into the work place these Gen Y employees will just as readily adopt communicating and sharing information within their Community of Practice.

Peer to Peer Collaboration

Corporate Communities can be large or small. They can include just a single department with a few members or can be a global Community with thousands of members located in offices all around the world.

Regardless of the size of the Community, peer to peer collaboration is one of the key motivating factors of a successful Community of Practice. As the corporations turn away from formal training for their employees and adopt more of a “just in time learning” environment, responsibility is being placed on the employee to learn what you need when you need to know it. Employees that adapt well to the “just in time learning” environment also embrace Communities of Practice since it is an efficient way to learn from your peers. No longer does your peer need to be in the cubicle next to you, or even in the same office, Communities allow your peers to be anywhere in the world.

Peer to peer collaboration also fosters an incredibly positive environment for mentoring. A person that is the “office expert” may not be an expert in the larger Community. This gives the individual an opportunity to “learn” in an environment not possible within their local office.

Similarly, a person that is not the “office expert” may still have an opportunity to mentor and teach other people in the Community. This allows for a higher level of collaboration among the Community members as individuals may be both the mentor and the mentee in this environment. Without a Community a person is typically one or the other within a local office.

Non Active Participation

So what is non active participation and how can it ever benefit your Community or company?

Remember that snake reference from before?

Well, think of your Community of Practice as a garden, you prep the soil, plant the seeds, water it, weed and fertilize it and with the best of care you receive a bountiful return. But sometimes the seeds get carried by the wind, take root and grow in the most unsuspecting places. It is the same with non active participation.

Within every Community, the majority of members are “Lurkers”. These individuals consume information but do not willingly contribute to the Community as an active member. However, since “Lurkers” are consumers they are learning from the Community and when the need is self beneficial they will use this knowledge to their benefit.

For example, suppose a person posts a link on a Discussion Forum asking how to solve a particular issue related to software. As is normal, the “Commenter’s” will give a variety of solutions to the issue and the “Lurkers” lurk... gathering information.

When a “Lurker” has an issue they will not use the Community Discussion board to ask the question, but will instead contact one of the Commenter’s directly since they are viewed as an expert. Many times the commenter will bring this Discussion back into the Community and post the new question and answer on the Community site for others to learn.

This is non active participation and this is what Lurkers do best, they take the seeds that are given to the Community and plant them in the strangest of places, in most cases, with very positive results.

What is NOT a Community of Practice?

The biggest mistake with Communities of Practice within a corporate environment is that management attempts to make the Community part of the normal office workflow, policies or procedures. It is important to make the distinction between what is a “corporate responsibility” and what is a Community responsibility”, but be prepared to draw a blurred or dashed line since the demarcation is not always apparent.

Management Directive

Management should encourage the professional and social involvement of their employees as it is a healthy part of their career development. Supporting corporate Community of Practices is a positive reinforcement of the value an organization places on employee’s involvement in a Community. It also fosters the belief that sharing information is positive and allows an avenue for knowledge to be shared inside the organization.

However, management cannot force their employees to participate in an internal or external Community of Practice as it then becomes just another item on an increasingly large task list. As noted above, just a small percentage of employees will be creators or commenter’s while the vast percentage will be consumers or “Lurkers”.

Management can reward the Community of Practice creators, but mandating that all staff participate at the creator or commenter level is not realistic. If the creator or commenter participation level is used to judge the success of a corporate Community then you are looking at a very low success rate.

A very positive way for organizations is to reward creators is to send them to learning conferences, such as Autodesk University (What's In It for me).

Defined Process

In most cases, a Community of Practice does not have a defined organizational structure. Typically, a person that feels passionate about a subject will act as the creator of a Community of Practice. There is not a group or committee, it usually just comes down to a single person that believes in the value of a Community and makes it happen. The process is never the same, it happens or it doesn't, and always comes down to one individual and their commitment to the Community.

It is easy for corporate management to create a process that "creates" a Community, but if you look at a successful Community and apply that template to other Communities it may or may not work. All the Best Practices in the world will not mean a thing if you do not have the "right" person leading the Community.

Find a person that is passionate about a subject, a person that can be relied on to find solutions in their work role and does not just repeat problems or why things will not work, you find this person and you will be on your way to the start of a successful Community.

Corporate CADD Standard

Most corporations have CADD/BIM Managers within the organization and govern the use of CADD/BIM Standards for use on projects. There are company, client or project standards for layers, symbology, file naming, drafting practices and countless other items "managed" the corporate level. CADD/BIM Standards should be accessible from the corporate Community of Practice but should not be confused as being the same item.

There must be a distinction between what information is "corporate" and what information is "Community of Practice" content, and never are the two items the same thing. Many successful Communities of Practice have their standards posted in a project area or hosted by the Information Technology group while all Communities are hosted centrally.

Vetted Material

The content sharing in a Community of Practice should come with a warning sign attached to it. Communities are NOT vetted content and should be used at your own risk. The Community is not the place to post and share corporate documents, such as CADD/BIM Standards, but method for improving the standards should be posted on the Community. Think "how can I", or "what if", "what is the best way to", these are the items that can thrive on a Community site.

Communities are a free flow of information where everything is correct and everything is wrong all at the same time. The strength of a Community is that all participants act freely and have the ability to be an equal creator or commenter for content.

The line between corporate and Community content is a meandering path, if you are unsure where something should go place it in the "corporate" stack and make it a standard. But if the topic is open to interpretation then it is most likely an item for the Community.

Reward for Participation

How can an organization reward employees for participating in a Community of Practice?

There are two schools of thought; the first is to encourage participation in Communities by adopting and providing a culture that supports peer to peer and just in time learning. This may be something as simple as creating corporate Communities of Practice or providing access to You Tube within your organization and “trusting” staff to be professional about their conduct. This is a major cultural change within many organizations, and change does not always come easily.

The second is to actually reward staff for participating in a corporate Community.

Understanding how a CoP can enhance learning

Training vs. Learning

Most professional will freely adopt a Community of Practice as it is a valuable tool for “just in time” learning. As the corporate landscape changes from a training environment to a learning environment, employees realize the responsibility for professional development is their own, and not that of the company.

Gone are the days when the company will send a group of individuals away to a training class or sequester a group in the conference room for a week to attend a “formal” training class. Instead, companies are providing resources such as Communities of Practice, Online Training Subscriptions, You Tube, etc to allow a person to learn what they need when they need to learn it, commonly known as “just in time” learning.

Most questions can be answered in three minutes or less if you provide the resources to your employees. If they cannot find the answer in three minutes, then they can find out a contact person in that time.

Personal Growth

Communities of Practice within an organization allow another avenue for employees to grow their career path. It is solely an employee’s responsibility to participate in a Community, but it provides an opportunity for growth that may not be readily available as normal work responsibilities.

Suppose a person in another part of the organization (or even the world) posts a question on a Discussion Forum and you supply the answer. You are unwittingly planting the seeds of future Work sharing opportunities, will it grow into an assignment overseas, or project management, or increased responsibilities, or just exposure to something that you have never worked on before.

Professionals need to be challenged and provided opportunities for professional growth or they will leave your organization and work for a company that provides these opportunities to them.

Corporate Recognition Programs

While it is not recommended to mandate involvement in a corporate Community of Practice, it is a best practice to reward your most vital contributors. This can be the Community coordinator (leader), content creators, or even commenter's.

The first way to recognize staff is financially, whether it is via a bonus, conference attendance, iPad/iPhone or other give away, employees will typically jump through hoops of fire once they know they receive a t-shirt or other token gift if they participate.

Another and more sustainable solution is not monetary, but based on corporate and peer recognition.

Many organizations create a corporate program that recognizes staff for their professional or technical qualifications.

Suppose part of your corporate recognition program had a requirement where staff needed to be published in a corporate publication. Your Community of Practice could have a Newsletter that is shared among all members; publication in the newsletter (or other corporate publication) would satisfy the requirement and help drive employee adoption of the Community of Practice.

Corporate recognition programs could be tiered, so more Community involvement is required at higher levels of recognition. Obviously, not all employees will choose to participate in such a program, but much like a corporate Community of Practice, there are rewards for doing so.

What's in It for Me

Offering a corporate Community of Practice will certainly engage a fair number of employees. As there are more options for just in time learning available to staff it is important to make sure that a corporate Community of Practice is a solution they can come to rely on.

However, you will always have employees that will ask "What's in it for me?"

Each organization needs to decide how much incentive they will offer to staff to adopt corporate Communities. Will it be just a memo from corporate announcing the Communities, will it be professional recognition, will it be financial or some other "freebie" to employees?

Finding the right a mix of financial and professional development opportunities is important for your organization.

Why are Corporate Communities Important

Think of social media today and how it has become the normal means of communicating for the majority of your Generation Y employees. Information is "shared" at a maddening pace across individuals from around the world with seeming no other connection other than their interest in a person or subject matter.

We need the same benefit from a corporate Community of Practice.

Almost every organization has a Knowledge Management initiative, but the problem is that knowledge is difficult to manage and the issue is quickly compounded since the KM initiative is

“formal”, meaning you need to know what you need to share before you can organize it and share it.

The beauty of a corporate Community of Practice is that all the knowledge sits with the employees and is constantly being refreshed, and then just like social media, we rely on the members to instantly share what they know and offer comments to expand the knowledge base.

Understanding how a corporate Community of Practice can supplement learning and Knowledge Management is a key factor of success.

Assemble a blend of learning resources to start a paradigm shift in the way they educates staff

What is a Paradigm?

Paradigm from Wikipedia

The Oxford English Dictionary defines the basic meaning of the term paradigm as "a typical example or pattern of something; a pattern or model."

Paradigm from Dictionary.com

a framework containing the basic assumptions, ways of thinking and methodology that are commonly accepted by members of a community.

Additionally a paradigm can be defined as unconsciously making decisions or perceiving something that prevent you from advancing...

For instance as a department manager training costs money and takes my billable staff away from projects - the result in the long term is under trained staff who will get a job done, but not efficiently, as a result, this could cost the company and projects more in the end.

Or any access to the internet is a waste of company time and resources; only unmotivated/goof off employee do this - the result is blocking a valuable learning resource and stopping one of the ways people access information.

Paradigm Shift

So when we refer to a paradigm shift it means we want to identify the current condition in this case misconception, educate staff/management on the new norm; shift the thought process and take action to allow for the new way of learning.

Luck for you, we have compiled some statistics that can kick start the paradigm shift in your organization.

Statistics from "Mobile by the Numbers" posted by Mashable's Sarah Kessler:

- *Of the 4 billion mobile phones globally, 1.08 billion are smart phones*
- *By 2014, access to the internet through mobile devices will overtake access from the desktop*
- *50% of all searches are performed on mobile devices*

- *Americans spend an average 2.7 hours a day socializing on their mobile devices, which includes 1/3 of all Facebook posts and 50% of all tweets*

It's simple to make the business case for mLearning. Just look at the numbers. The way people access information is changing fast. In fact it is no longer feasible to expect our learners NOT to be mobile.

What does this mean for learning?

Your staff is already tapping into resources and learning continuously so employer can't expect their employees to go back to the desktop when it's "time to learn."

These statistics are proof that the internet is more than a place to play games. It's not only where you go to see instructional clips on headlight lamp replacement, the recipe for pizza dough it is where employees go to see step by step instructions to create a corridor in Civil 3D.

Where does mobile Learning fit (mLearning)?

Whether you offer mobile learning options through your corporate portal or not, your learners are already "mLearning". It's just that the process comes so naturally, we don't think to call it learning.

According to a 2008 eLearning Guild 360 degree Report on mLearning:

- *On-demand access to information (64.1%)*
- *Job aids and/or checklists (55.9%)*
- *Procedures (51.4%)*

While "training" did make this list as well, it was farther down, as it should be. Mobile devices and the explosion of wireless access everywhere opens up incredible possibilities for learning. Just because it doesn't reside on a corporate intranet or has been assigned to someone's learning plan, doesn't mean it isn't valid.

As employers and/or people tasked with keeping staff up to date on the products we use to complete projects we need to offer a blend of learning resources and be sure we have conveyed the importance of this new blended learning format to management.

Our industry in terms of how we produce designs and plans has drastically changed – Why wouldn't the way we train staff and expect them to learn change as well?

Then and Now

We are no longer just rows of drafting tables or cubicles in one office. We are operating with computers in many offices all around the world and quickly moving to cloud computing. This is the reality of today and it places more emphasis on the online paradigm shift; we will continue to work in more separate areas, tied together with only technology.



The image on the left represents the early work environment for most Generation X (1960s to early

1980s). The drafting room was our first real community of practice, older staff training/mentoring younger staff.

The image on the right is more representative of the office environment for a Generation Y (1977 to 2004) employee beginning their professional career. An office cubicle with the latest computer, likely networked within the single office, and eventually on a wide area network. Software training was more formal spanning 3-5 days in a classroom environment. Budget and management approval was required and at time not guaranteed.



The image on the left is NOW. While Generation Z (1995 to 2012) may start their career in an office environment like the office cubicle image above it can be considered a portal station to the world. Computing devices are becoming more and more mobile and even the highly technical software we use can be used on these mobile devices. Communities of Practice play an important role in connecting diverse staff in far-reaching areas.

Training vs. Learning

Traditional training can be defined as a set course at a designated time with a live instructor, either on site in a classroom setting or online in a virtual classroom.

Learning is more fluid and can contain a blend of resources; eLearning, mLearning including web searches, YouTube, vendor supplied content, etc. It is typically done when needed and is not constrained to a scheduled date and time.

The disconnect that most of us are faced with is that management is still focused on the tradition training model with the impression that 'Training' is expense and may or may not produce the results needed.

When we can clearly demonstrate the difference between training and learning and formulate a blend that suits our company this is when a Community of Practice can be a real asset to its members.

Initiating the paradigm shift from training to learning from the viewpoint of management is where we need to focus our efforts by creating a new business case for learning.

While the trend is moving to continuous learning resources and we are taxed with finding the right blend as there is still a need for formal training. The balancing act comes in determining when mLearning is right versus formal training. Regardless of the way your company chooses to provide and promote learning there should be time spent defining expectations, both from the learner's perspective and the management perspective.

CoP's can be instrumental in the training/learning process by acting as the guide to resources; a place to promote company expectations along with promoting company sponsored recognition programs as mentioned earlier. Within our company we use the CoP to advertise upcoming learning opportunities along with showcasing members and their accomplishments in company programs. Continuous training/learning is a mandatory component to our three tiered Technical Associate Program. Tying learning with recognition programs and yearly performance reviews are two additional ways to ensure employees seek out learning opportunities

Does the community assemble resources....? It depends, most importantly a CoP should create the environment to access learning not necessarily provide all content, especially since new data is always available.

How do you get management support to this format....? Build in some accountability and recognition; this can be hard to do with YouTube, but between your LMS and an online eLearning provider you can define learning paths. One key to success is to have the expectation that professionals will act as professionals.

Guiding staff on how to self promote their learning accomplishments can go a long way to achieving the training/learning environment that works within your company. For instance, instead of employees simple logging the number of hours they spend on YouTube, develop a method for them to showcase what new skill they learned. Staff that can articulate and capitalize on learning will bring value to your company.

Create communications that relay important learning messages that staff will actually read, hear and use

Get your message out!

Once you have assembled the learning resources your company will use it is a good idea to develop a communication plan. We have found this to be a vital component to successfully starting the paradigm shift in the training to learning transition and keeping members informed.

As you begin to outline your communication plan there are several items to consider:

- Have a schedule for everything - email blasts, webinars, Newsletters, podcasts, Facebook, Yammer, Twitter #hashtag to immediately share AU learning from staff in office etc.
- Be realistic in your scheduling of events. For instance it is better to offer a bimonthly webinar sessions then to cancel half the scheduled events because you or the presenter are to busy or unprepared.
- Create messaging at different zoom levels; meaning the management message can be short and concise written to address managements concerns about schedule and budget, highlight the positive. The learner message can contain specifics about the learning resources along with URLs to valuable content.

- Research communication implementation plans, there are optimal times to send informational emails out – consider the middle of the day in the middle of the week for your email blast versus Friday at 5pm.
- If you have an online environment to house your CoP content, be sure to have your recent communications posted there as well. Oftentimes we get requests for information and it's easy to respond with a link to our SharePoint site. This plan to continuously drive members to the CoP site creates opportunities for members to connect. They may go to the site to look at the training calendar and stay to answer a post in the discussion forum.
- When you have a clear idea of how you will offer learning Separate the messages – speak to your audience
- Be prepared to share your message in different ways. People are bombarded with advertisements today; your message needs to stand out and appear in multiple ways.
- Don't be afraid to add some fun to your learning program. You can tap your vendors for prizes to recognize learning milestones.

Sample Presentation for Management

- ❖ **Intro Slide**
- ❖ **Agenda**
- ❖ **Growing With Company**
 - Include justifications that Management Understands for instance:
 - Recruit and retain staff
 - Promote continuous improvement
 - Extend competitive edge
 - Enhance company culture
 - Maximize the return on staff
- ❖ **What's in It for You**
 - Increased productivity
 - Ready for the next project
 - Improved team performance
 - Stronger resource pool
 - Fewer mistakes
 - Less waste
 - Increased people retention
 - Individual employee engagement
 - Compliance
- ❖ **Outline Blend of Training and Learning Resources**
- ❖ **List How Company Can Take Advantage of Learning Resources**
- ❖ **Goals for Learning from Management View**
 - Before the Training
 - Link the learning goals to performance metrics
 - Provide a line of sight between business and learning goals
 - Determine how to cover the trainees' workload
 - During the Training
 - Be a model
 - Interact with your team
 - Respect the learning process
 - After the Training
 - Debrief

- Develop and follow up on an action plan
- Create opportunities for group coaching and be a coach yourself
- ❖ **Measuring the ROI**
- ❖ **Recognition Program**
 - Individuals
 - Tied to learning completion
 - Teams
 - Annually
 - Offices
 - Annually

Sample Presentation for Employee

- ❖ **Introduction**
- ❖ **Agenda**
 - ❖ **Growing With Company Through Continuous Learning**
 - ❖ **Why You Should Care About Training (WIIFM)**
 - ❖ **Learning Content Available to Employees**
 - ❖ **How to Access Learning Content**
 - ❖ **Streamline Learning**
 - ❖ **Sharing Your Achievement**

Conclusion

Now that we understand what a Community of Practice (CoP) and we understand how a CoP can enhance learning:

- Connects community members to content (particularly if you are using an intranet or SharePoint)
- Creates a larger 'organized' group of learner that can learn from each other – in addition to small local groups
- The more diverse your organization - the more office locations and the more members the more there is to gain by all.
- Discussion forums a benefit of CoP can be used as learning resources and quick references
- Organically define/share best practices that can eventually drive the creation of standards – informal share can turn into organized initiatives, funded by business units.
- Allows for disorganized learning.
- Create a safe zone for capturing knowledge sharing

Your challenge is to assemble a blend of learning resources to start a paradigm shift in the way your company educates staff, this could mean a shift in the way management views training.

Resources:

- <http://mashable.com/2011/03/23/mobile-by-the-numbers-infographic/>
- <http://knowledgedirect.blogspot.com/2011/03/mobile-learning-apps-statistics-and.html>

Your Easy Win for Staff Development = Communities of Practice

- <http://mik0ton.wordpress.com/2013/05/28/is-the-90-9-1-rule-for-online-community-engagement-dead/>
- <http://emailmarketing.com100.com/email-marketing-tutorial/best-day-to-send-email.aspx>