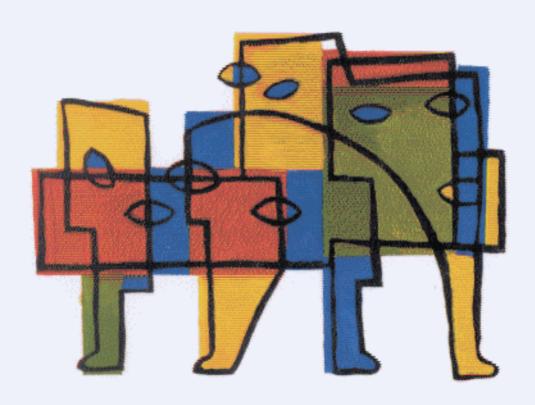
A GUIDE TO MANAGING KNOWLEDGE

# CULTIVATING COMMUNITIES OF PRACTICE

ETIENNE WENGER
RICHARD McDERMOTT
WILLIAM M. SNYDER



### Contents

Preface ix

#### one

Communities of Practice and Their Value to Organizations 1

#### two

Communities of Practice and Their Structural Elements 23

## three

Seven Principles for Cultivating Communities of Practice 49

## four

The Early Stages of Development

Planning and Launching Communities of Practice

## five

The Mature Stages of Development

Growing and Sustaining Communities of Practice 93

six

The Challenge of Distributed Communities 113

seven

The Downside of Communities of Practice 139

eight

Measuring and Managing Value Creation 161

nine

Community-Based Knowledge Initiatives 187

ten

Reweaving the World

Communities beyond Organizations 219

Notes 233

Bibliography 261

Index 275

About the Authors 283