

~ mastering horizontal governance ~

A four-week online coaching experience leading to certification as "Community Moderator"

~ qualification and certification in the fundamentals of moderating horizontal organizations, communities of practice, and network structures ~

## What are "horizontal organizations" ?

"Horizontal organizations" are networked communities with specific and measurable business goals. We call them "Communities"

## What do they consist of?

They are made up of a moderator with specific process responsibilities and members in various roles, both can be called "community moderators".

## What is the purpose of this coaching experience?

To empower the delegate as a "community moderator" with the ability and knowledge and tools to build, moderate, maintain, and close a community.

## What are the learning objectives?

- To provide a clear understanding of the roles and accountabilities of a moderator.
- To provide technical and process skills to nurture and grow the community.
- To understand the language and the tools of the community.

The Moderator's role in the community is very challenging. They will be expected to believe in the magic of communities, to be resourceful, able to influence, to lead, to have relentless energy, elasticity and resilience, to weather the incurable storms.

Also, they will have to be sensitive to changes in people and the environment. Moderators must also be skilful, as they navigate through political barriers and organised dynamics. In short; the success of a community depends on the moderator.

Our concept of the community is based on the definition of knowledge as a "validated platform for action" (Umberto Maturana).

Information does not make money; only people do. The community is an action-focused communication space linking a group of people together to address a business challenge by leveraging their knowledge assets; ideas, tools, documents, opinions and experiences.

*"When nations do great things, that is because they create from what they know. And that is a lot. When they do extraordinary things, that is because they create from places they didn't suspect were there."*  
Ben Okri – "Astonishing the Gods"

## How is the experience enabled ?

1. Self-paced learning
  - a. Online reading
  - b. Case study review
  - c. Tool practice
2. One-on-one coaching
  - a. Concept application
  - b. Project creation
  - c. Leadership development
3. Peer learning
  - a. Sharing stories
  - b. Expert support
  - c. Sounding boards
4. Doing
  - a. Evaluating organizations
  - b. Winning sponsors
  - c. Building a community

## Who are the coaches?

Facilitator: Dr. Oliver Schwabe

## Authors & Moderators

James van der Westhuizen

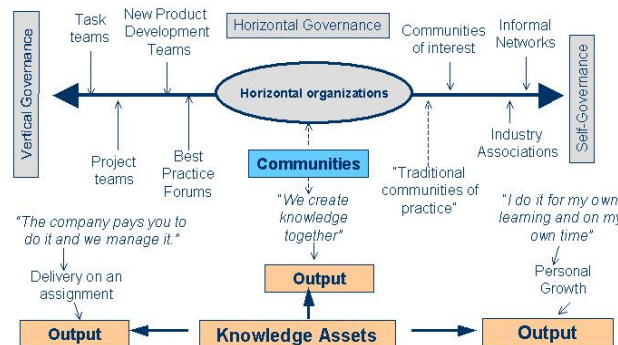
Dr. Oliver Schwabe



[www.knowhouse.com](http://www.knowhouse.com)



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**Concepts:** Review newest work on horizontal organizations, enablement, and governance. Completion of papers and peer responses on specific issues raised for discussion. Attendance of expert lectures delivered online synchronously and asynchronously.

**Stories:** Reflection upon case studies and experience reports in order to evaluate transforming into personal context. Creation of a personal story library.

**Skills:** Incremental leadership development towards knowscaper competency. Application of learning to community building.

- A new measurement language and a new concept of value
- A new understanding of what a company is
- The beginnings of a new organisational design
- A new conception of know-how as being well-distinguished from information
- A new concept of the job and what it means to work

## Week 1: Building a Community

As the potential Moderators of Communities, it is important that the delegates are fully exposed to all aspects of the role of a Moderator. They need both the theoretical and the practical exposure. This session will deal with the theoretical components. It will also provide the delegates the opportunity to discuss the application of these concepts back in the workplace.

After this session, the delegate will be able to detail and explain:

- Knowledge Management & the Community
- Creating and validating a community charter
- The functions/processes of a Moderator,
- The Check-in and Transformation Process
- Monitor, manage and facilitate the lifecycle of a community
- Process and Community Diagnostics issues
- The four moderator roles – where am I?
- The four moderator roles – the “ideal”
- The four moderator roles – my development plan

## Week 3: Managing a community

Although the role of the moderator will have been covered in-depth, there are a number of

‘management’ type functions the moderator will be required to perform, such as managing the membership and monitoring the statistics. This session will deal with these type issues.

After this session, the delegate will be able to:

- Discuss Community Dashboard/Diagnostics & Controls
- Publish the Public Page of the community
- Manage Membership
- Facilitating Networking
- Managing contribution levels
- Detail how to achieve the business goal
- Conduct and record after action reviews and project histories,
- Perform a Progress Review,
- Celebrate successes
- Develop and implement a plan for optimizing community member performance

## Week 2: Moderating a Community

In this session the delegates will be required to work with their organizations to apply what they have learned. After this session, the delegate will be able to moderate and drive a community, by implementing week 1 themes and performing the following functions:

- Process the flow of information through the community
- Link tools to documents to learning experiences
- Create a discussion from a document, a tool and a learning experience
- Link a document to a summary/abstract.
- Assist contributors to create a link between one area of the community and another one,
- Link relevant information to the goal.
- Source outside organisations for additional information
  - Include accounts of face-to-face and telephonic (offline) discussions and meetings in the community.

Extract learnings from local and transfer to generic learnings.

Master issues and conflicts (role plays utilized)

Identify basic community member types



## Week 4: Consolidation

This session serves to round off the course, putting into perspective what the delegates have covered over the previous weeks and applying it to their context

After this session, the delegate will be able to:

- Discuss the Moderating of a community
- Any possible issues specific to their region or the company and possible methods of dealing with them
- Policies and Procedures specific to their organization and community
- How Recognition/Rewards should be dealt with
- Idea Management
- Management Issues
- Support Systems, including escalation procedures
- Approaches to diffusing conflict situations (role plays utilized)

Note: An optional week 5 is focussed upon an in-depth analysis of existing community performance if desired.

**Registration:** Please contact Dr. Oliver Schwabe via [oliver.schwabe@eurofocus.com](mailto:oliver.schwabe@eurofocus.com)

**Dates:** Course starts monthly or by agreement. **Group size:** up to 10 **Time commitment:** Each week minimum 10 hours **Delivery:** Asynchronous delivery via [www.communityzero.com](http://www.communityzero.com). **Online seminars** are conducted using [www.centra.com](http://www.centra.com). **Payment:** Via [www.paypal.com](http://www.paypal.com). **Refunds:** Only before receiving course materials