ROYAL borough of GREENWICH

Co-creating connection:

Designing a game for Communities of Practice

Nadja, Sharon, Darinka

SDinGOV

September 2024

Hello! 👋

We are your facilitators today ☺



Nadja Toft
Senior Service Designer

DK 🛠️ 💪



Yu-Hsuan Ho (Sharon)
Senior Service Designer

TW 🏠 🧪



Darinka Yoli
Lead Service Designer

CL 💜 📚

Today's agenda



Sharing our journey

Our Journey, challenges and learnings in building our Community of Practice at Royal Borough of Greenwich.



Co-creating a card game

Co-creating a game to build or evolve your own Community of Practice.



Getting access to the game

Sign up to receive updates about the game and get access when it's ready.

Today's workshop

After the workshop

Housekeeping

Prioritise your needs 

You can take a break at any time during this session. We want you to feel comfortable and without any pressure.

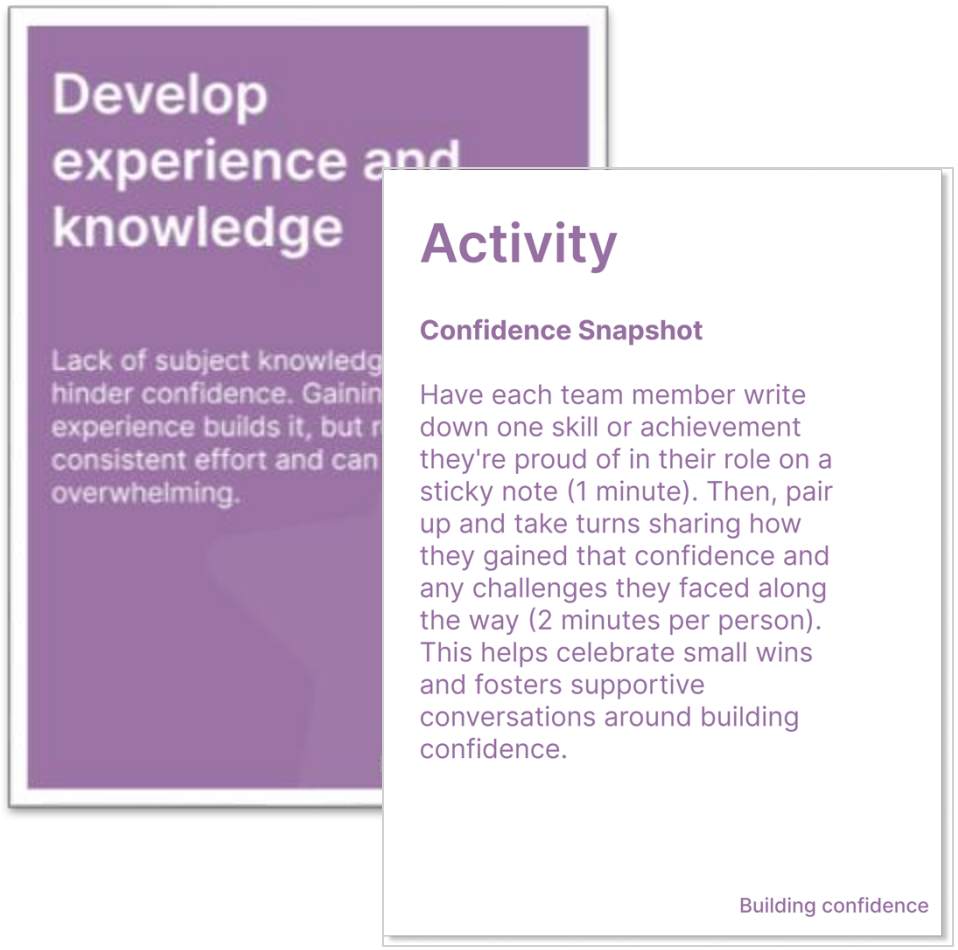
Respect and value all ideas 

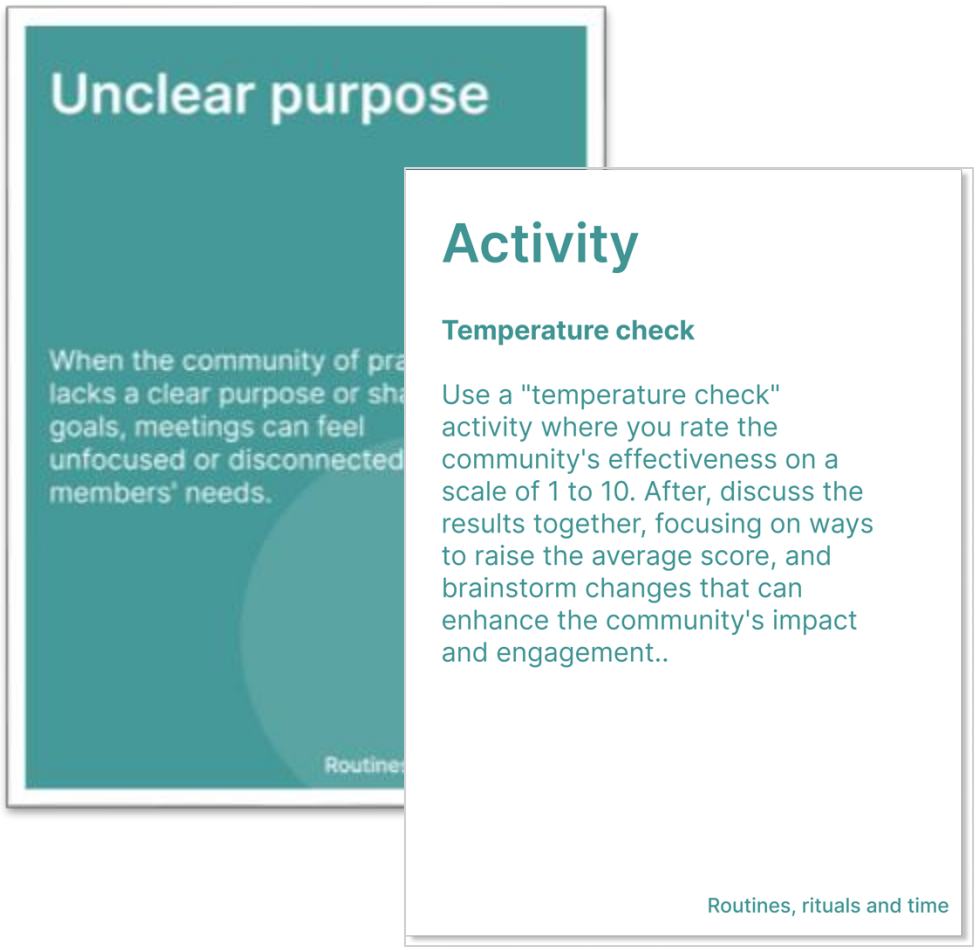
We encourage everyone to keep this as a safe space where everyone can share their ideas and be who they are.

If you don't want to participate, it's ok! 

We understand that sometimes we prefer to just listen and observe, especially after a long day of brilliant talks. So, no worries if you feel that way!

The outcome of this workshop will be a card game – which we will share with you all!





Let’s get started!





How many of you are already part of a Community of Practice?



How many of you are thinking about starting a Community of Practice?

Share your thoughts on Slido

Join at slido.com
#1153 305

What does Community of Practice mean to you?

slido

Please download and install the Slido app on all computers you use



What does 'Community of Practice' mean to you?

ⓘ Start presenting to display the poll results on this slide.

First of all, what is a community of practice?

Communities of practice are first of all about connection. It's about people sharing a passion for a common purpose and making it better through their ongoing connection and interactions with each other.

– based on Emily Webber's definition, author of 'Building Successful Communities of Practice'

Our journey as a Service Design team in building our community of practice

Our journey...

2020

Digital strategy is created and published at RBG by **Kit Collingwood**

2021

Product team starts to hire their first team members. **Lingjing Yin** joined as Head of Product team.

May 2021

Darinka [Chile] was the first **Service Designer** to join the team.

September 2021

Sharon [Taiwan] joined as the second team member ☺

Our small community **of 2 gets started!**

First routines, dreams and goals to achieve!

January 2022

Shaan [UK] our third team member, joins us!

Our journey...

November 2022

Talise [Canada] joined the team working part time while doing her masters!

Shaan decided to work in Qatar, **we are still very good friends!**

April - June 2023

Cheryl & Vicky [China] and **Chiara** [Italy] joined us!



As a bigger team, we started to get more structure in our COPs

But we wanted to do everything all at once!

Talise decides to return to Canada with her family and friends ☺
We miss you!!

February 2024

Nadja [Denmark] and **Celia** [Canada] join us and we are full house now!



We started to get more structure and focus on fewer things at a time.

Our Service Design team today

Digital & Customer Services team

Product team

Service Design team



Content Design team

Product Design team

Delivery Management team

Business Analysis team

Product Managers team

Developers team

Each discipline manages their own Community of practice
We come together weekly in our Product Open House to share knowledge and learn from each other.
We also have a blog at medium.com/rbg-digital

Our main learnings in building a community within this growing journey

- Building confidence
- Creating and inclusive and safe space
- Setting routines, rituals and time
- Knowledge sharing and capability building

Building Confidence

Building confidence

“The problem isn't that women aren't confident but that confidence in women is not rewarded in the world...”

– Lauren Currie, UPFRONT

We knew that **confidence building** had to be at the core of our Community of Practice

Building confidence

Challenges we had that undermined our confidence...

Working in a second language
Most of us aren't native English speakers

Different culture
We were unfamiliar with the culture in the UK and how to navigate local government

Understanding our role
We weren't clear about our role as a service designers and how it fits within the wider organisation

Impostor syndrome
We were afraid of making mistakes or if we were good enough

> ***"I was unfamiliar with the working culture and was afraid of making mistake"***
>
> ***"I thought I wasn't good enough and I undermined myself"***

Building confidence: *what we do*

Provide a platform to practice our public speaking, facilitation skills, new ideas or frameworks

We constantly share work in progress from our projects to get feedback and different visions to improve

We learn together around specific topics that are part of our core capabilities as service designers. We do this at our pace

We exchange tips, what worked, what didn't so we learn from past experiences

We respect each other's feelings and emotions, those represent a different and incredible way to lead and care

We encourage sharing struggles and mistakes "with no shame"

We give each other courage to show up in conferences like this or with stakeholders

Building confidence: *Brainstorm ideas!*

10 mins

Building Confidence

Develop experience and knowledge

Lack of subject knowledge can hinder confidence. Gaining experience builds it, but requires consistent effort and can feel overwhelming.

A challenge that we have come across

Example Activity

We use our community of practice as a platform to practice our public speaking, facilitation skills, new ideas or frameworks, so that we can learn and develop our core capabilities together.

An example of something we have tried in our CoP to address this challenge

Help come up with ideas for other activities or share your experience, tips or inspiration with us below.

Building confidence: *Brainstorm ideas!*

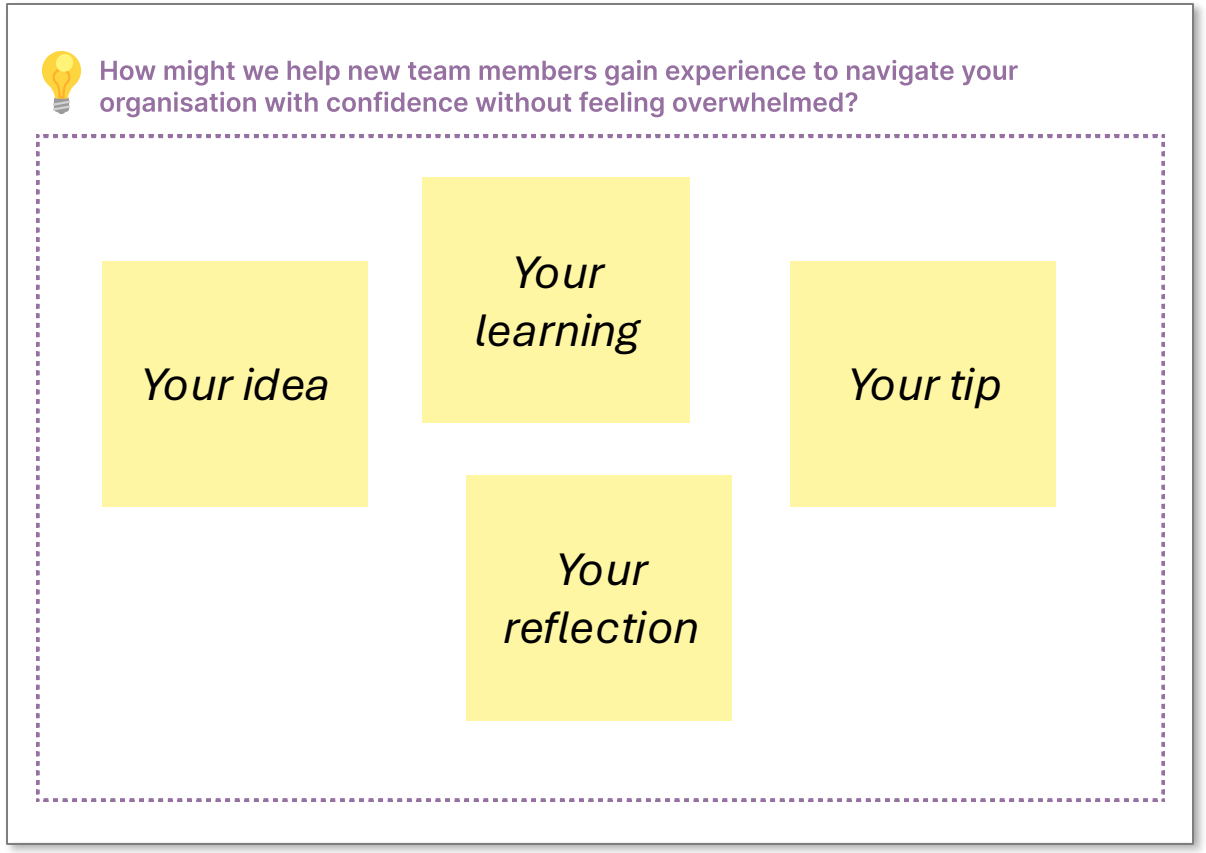
10 mins

How might we...

...help new team members gain experience to navigate your organisation with confidence without feeling overwhelmed?

...encourage team members to share past experiences and failures to promote learning and confidence within the organisation?

...create a supportive feedback culture where team members feel confident seeking early input from peers?



Creating an inclusive and safe space

Creating an inclusive and safe space

> **What makes a good Community of Practice is a trusted and safe environment.**

– Emily Webber's definition, author of 'Building Successful Communities of Practice'

Creating an inclusive and safe space

Honouring the digital team values

Kit Collingwood wanted to build an empathetic and supportive team, and we have considered this at the core of what we do as community of practice and discipline from day one.

> ***"I immediately felt welcomed when I joined the team. Everyone was so lovely and easy to talk to and I felt like I could always reach out to someone. It was easy to feel included and safe in the team"***

Challenges we had....

Building this space from scratch

We were a new team and we felt pressure in building a safe an inclusive space to enable growth. Now we work very hard to look after the space we have built.

Creating an inclusive and safe space: *what we do*



First impressions matters! It's important to make your new colleagues feel welcomed and integrated



We role model in our sessions, being open, honest and showing vulnerabilities.



Decisions in our team are made collectively: setting objectives, work that needs to be done, etc.



We do check ins in all our sessions, and we talk how we feel about work and life.



Everyone's opinions matters and are equally valuable. We make everyone feel heard in our community



We honour our diversity in the team and respect our culture. We often talk openly about that.



We look after each other at a human level. We step in when colleagues are struggling.



We do stuff outside of work to build more connection: dinner, drinks, book launches, make pasta, celebrate birthdays, etc.

Creating an inclusive and safe space: *Brainstorm ideas!*

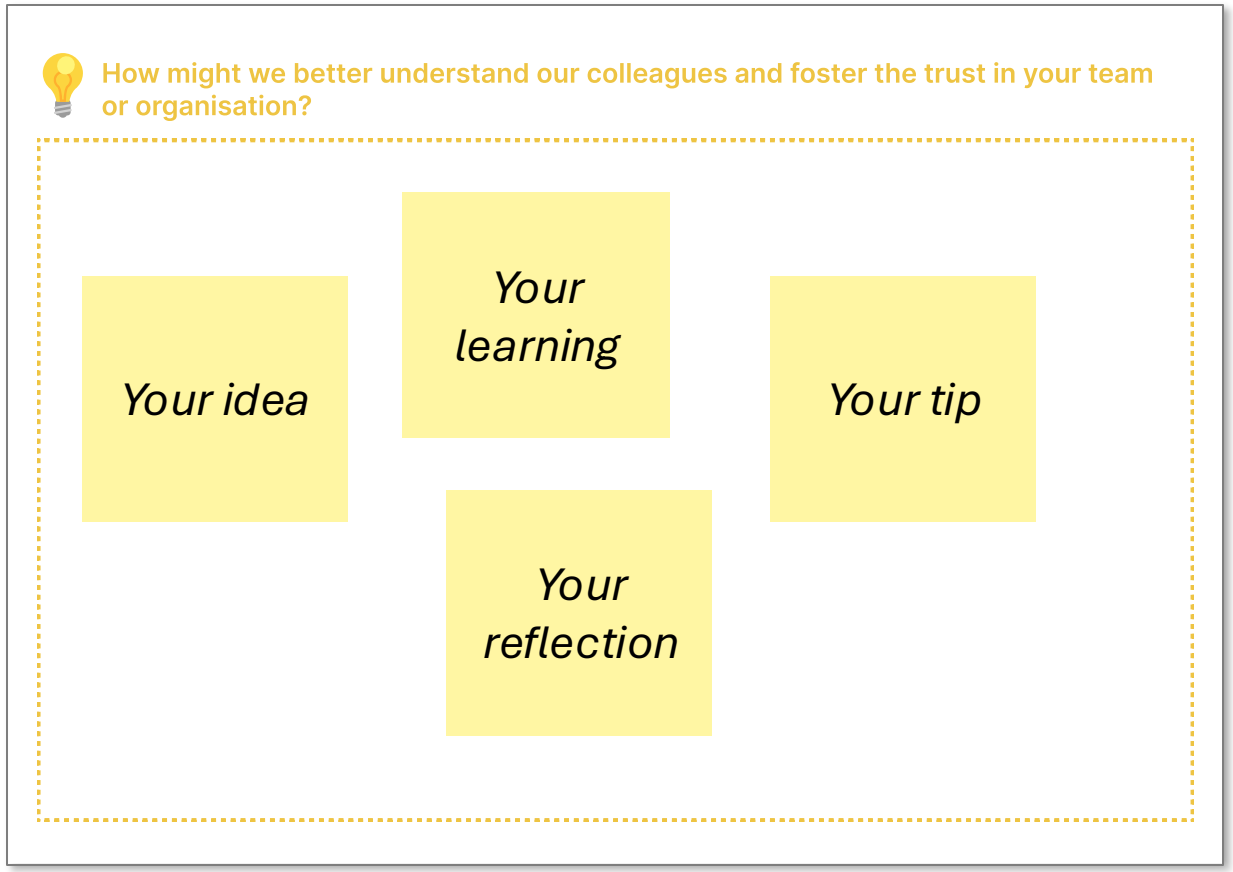
10 mins

How might we…

… better understand our colleagues and foster the trust in your team or organisation?

… create an environment where every team member feels genuinely heard, seen, and respected?

… create a culture where sharing vulnerability feels safe and encourages mutual trust and empathy?



Routines, rituals and time



Routines, rituals and time: *what was hard*

Challenges we had….

Limited time and priority
Balancing a weekly COP with all the regular day-to-day project work we have.

Lack of structure for a productive discussion
The format might be too loose which creates a sense of ‘CoP being a casual meet-up'.

Unclear purpose
Trying to find the goal of having the CoP, is it a ‘checkbox’ to tick or a space we need?

> ***“We all work on different projects that have their own routines, so it wasn't easy to coordinate agendas. Sometimes we feel overwhelmed with project work so dedicating additional time to our CoP felt a bit too much.”***

Routines, rituals and time: *what we do*



Have it time-boxed with flexibility. Agree on the rhythm and the length of the session but always prioritise members' wellbeing



Break down quarterly and yearly goal, and work on one goal at the time to keep it manageable



Reframe COP as the place for team support. COP isn't a mandatory requirement; it's an opportunity for team bonding and seeking support.



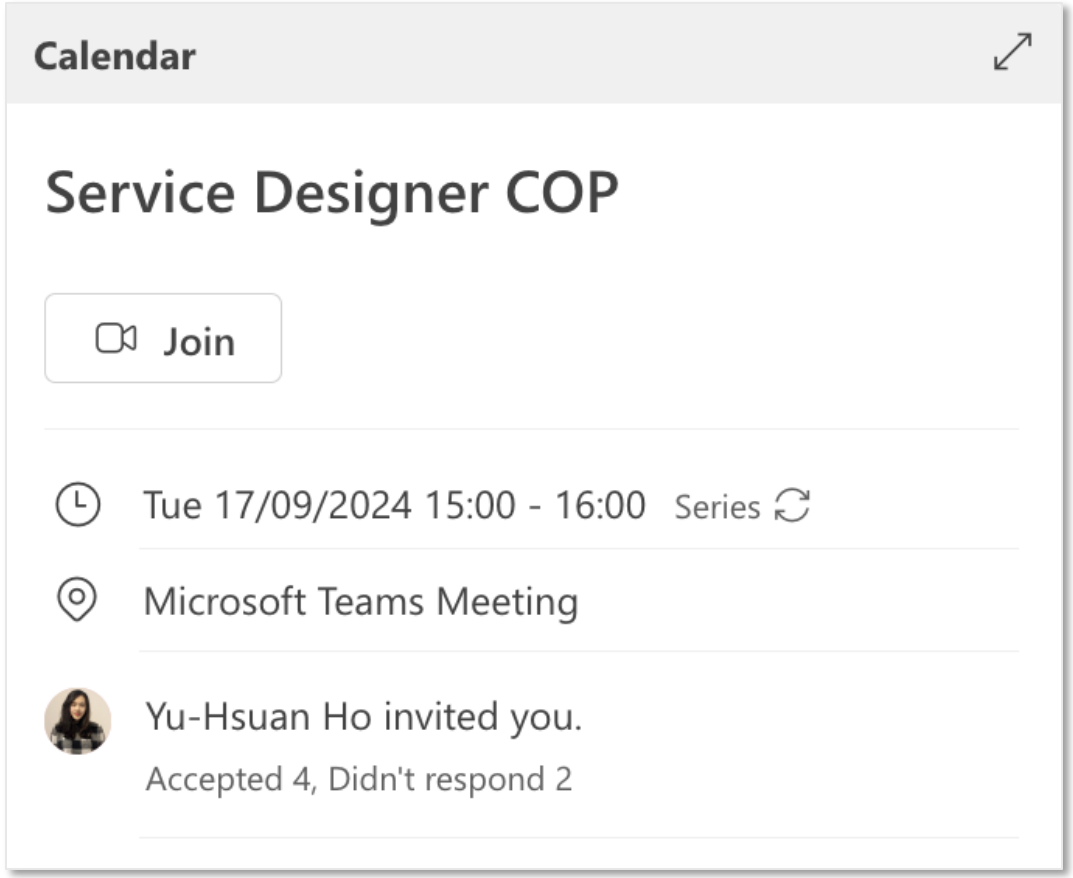
Use monthly working session for deep discussions to build momentum and knowledge shared with the team



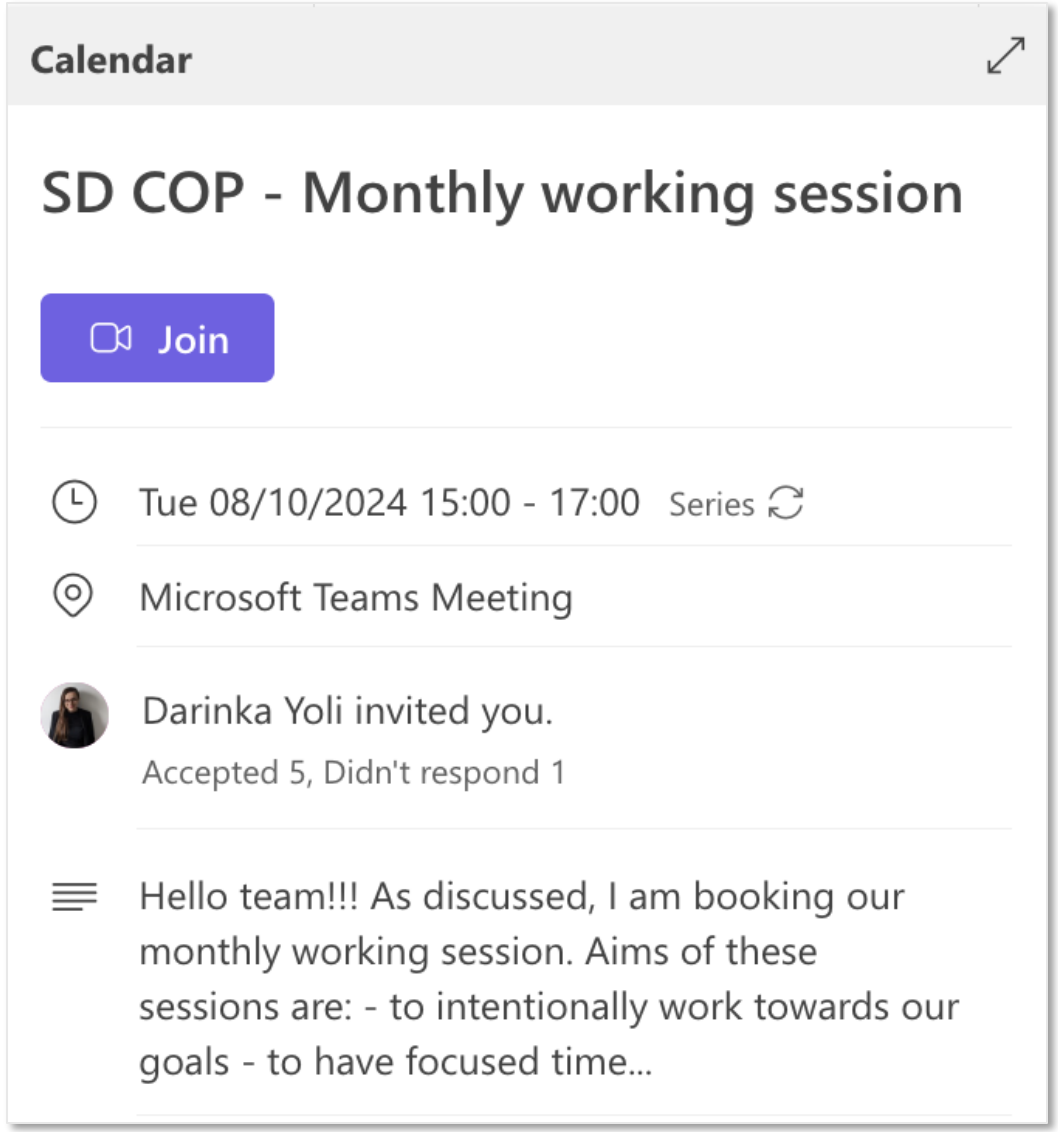
Take turn to prepare the agenda and facilitate the conversations so everyone has shared opportunity to develop facilitation skills



COP is recognised and supported at the organisational level that your colleagues respect your commitment and engagement



Weekly meet-up



Monthly working session

Routines, rituals and time: *Brainstorm ideas!*

10 mins

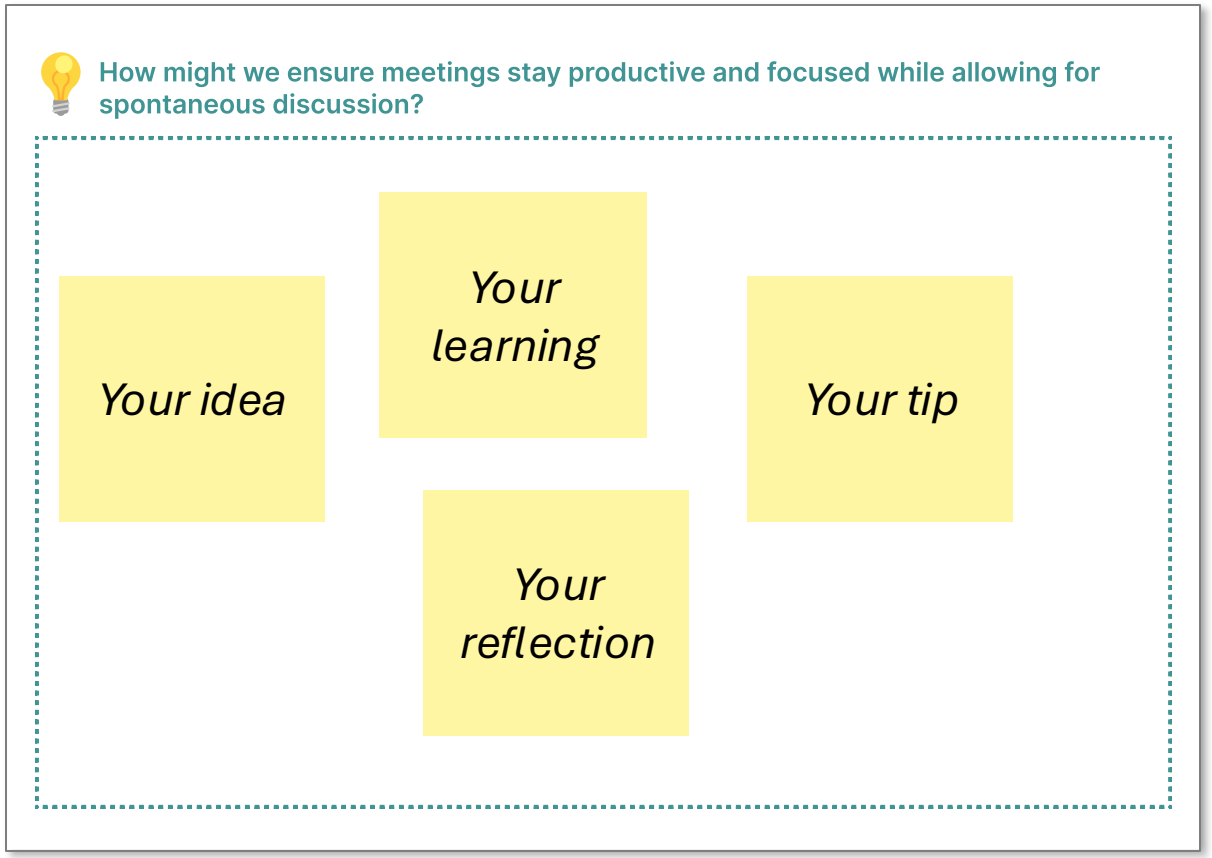
How might we…

… make CoP meetings feel valuable without overwhelming busy schedules?

… ensure meetings stay productive and focused while allowing for spontaneous discussion?

… ensure the CoP's purpose evolves alongside the needs of the (changing) team and organisation?

… maintain engagement and excitement between sessions to sustain interest?



Knowledge sharing and capability building

Knowledge sharing and capability building: *what was hard*

Challenges we had….

Too many goals
We wanted to do everything at once and lacked focus

Hard capturing knowledge
Finding the right tools to capture and share our knowledge and documenting implicit knowledge

Learning felt like a lot of extra work
With high ambitions, the workload also increased - we needed to find ways that would allow us to learn without making it feel like added work

> **“ Acknowledge conversations as a purposeful goal in itself – not everything has to become an output.**

Knowledge sharing and capability building: *what we do*

What we have been doing...



Creating awareness and understanding of Service Design within the organisation



Working with service areas to transfer design mindset (learning by doing)



We have a clear and solid process, tool and defined outputs and we're reflecting on our CoP through retros



Giving team members time to observe and practice in safe spaces and make time for positive role modelling

And what we want to do more of...



Share more project work with each other and the wider team to learn from each other's experiences on a practical level



We're going to start hosting Service Design crits for our colleagues and trialling a SD buddy idea



Turning some of our CoP work into blog posts and share it with the wider local gov service design community

Recent
Ideas
Meeting notes

Product Team 'Recip...
58 Members

Recipe Book' HOME
Communities of Practice (COP)
Introducing COP
Service Design
User Research
Business Analysis
Content Design
Product Design
Software Development
Product Management
Delivery Management
Hiring
Line management

Service Design

Why service design?

> 💡At the Royal Borough of Greenwich, we deliver a wide range of public services to local residents and businesses to help realise outcomes. Service Design helps us consciously design our services so that they are fast, accessible, joint-up and simple to use.

What does a service designer do?

- As service designers, we continuously frame problems and shape service offers and propositions around the needs of residents.
- We ensure the end-to-end experiences for residents and employees that take place over time, help meet the intended outcomes.
- We orchestrate how the service works to ensure the service is more efficient to deliver.

What's the value of bringing service design to RBG?

- It helps to bring an understanding of the Royal Greenwich service landscape.
- It will help the council to improve residents' and staff members' experiences.
- It will contribute to re-imagine our end-to-end services to create long-term public value in our community.
- It seeks to break silos at Greenwich, bring collaboration and build strong relationships across the council.

Who are our service designers?

- Our team is diverse, and Asian and Latin American cultures are part of our backgrounds. We respect each other opinions and points of view. There is no competition between us and we support each other to develop our practice, learn and grow as a team.
  - **Darinka Yoli, Lead Service Designer.**
  - **Yu-Hsuan (Sharon), Senior Service Designer**
  - **Cheryl Cheung, Senior Service Designer (part time)**
  - **Nadja Toft, Senior Service Designer**
  - **Celia Beketa, Senior Service Designer**

Present | Share

Templates/ resources



Goals & ways of working



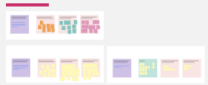
Working across disciplines



Toolkit creation



Storytelling



Working sess...



Change management

Topics we want t...



The archetypes: h...



Change Management Frameworks



Change management frameworks





ADKAR











RETRO





Knowledge sharing and capability building

10 mins

"... both, the development of employees' knowledge and the attractiveness of remaining in an organization are also key for an organisation's evolution. Learning is supported – and the capabilities of the government evolve – because existing employees have know-how and longer-term experiences that can be building blocks of innovation"

– Mariana Mazzucato and Rosie Collington – the big con

Knowledge sharing and capability building: *Brainstorm ideas!* ⏰ 10 mins

How might we…

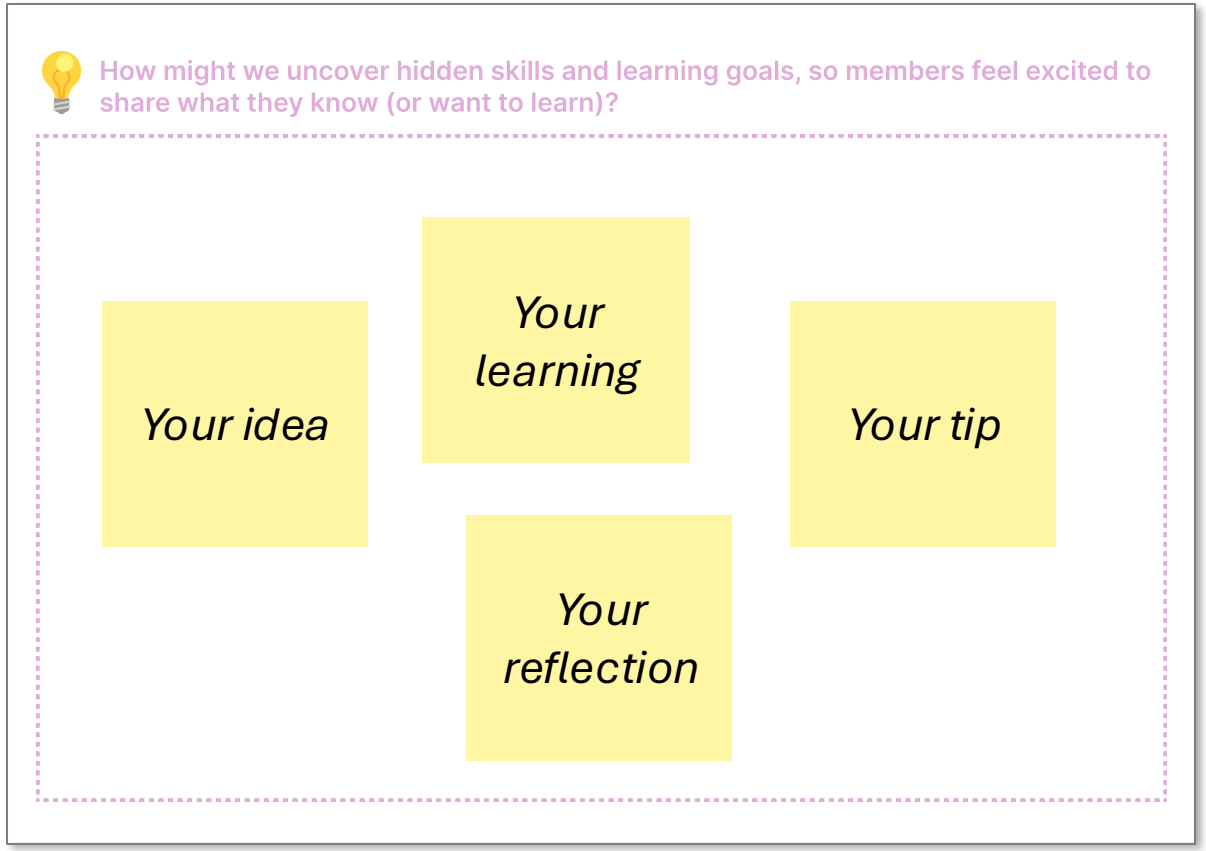
… uncover hidden skills and learning goals, so members feel excited to share what they know (or want to learn)?

… make it fun and engaging to organise and share information and resources?

… encourage members to share real-world experiences and lessons learned with others?

… create quick, engaging learning moments that don't add to members' workloads?

… make space for open dialogue as a purposeful and productive part of CoP sessions?

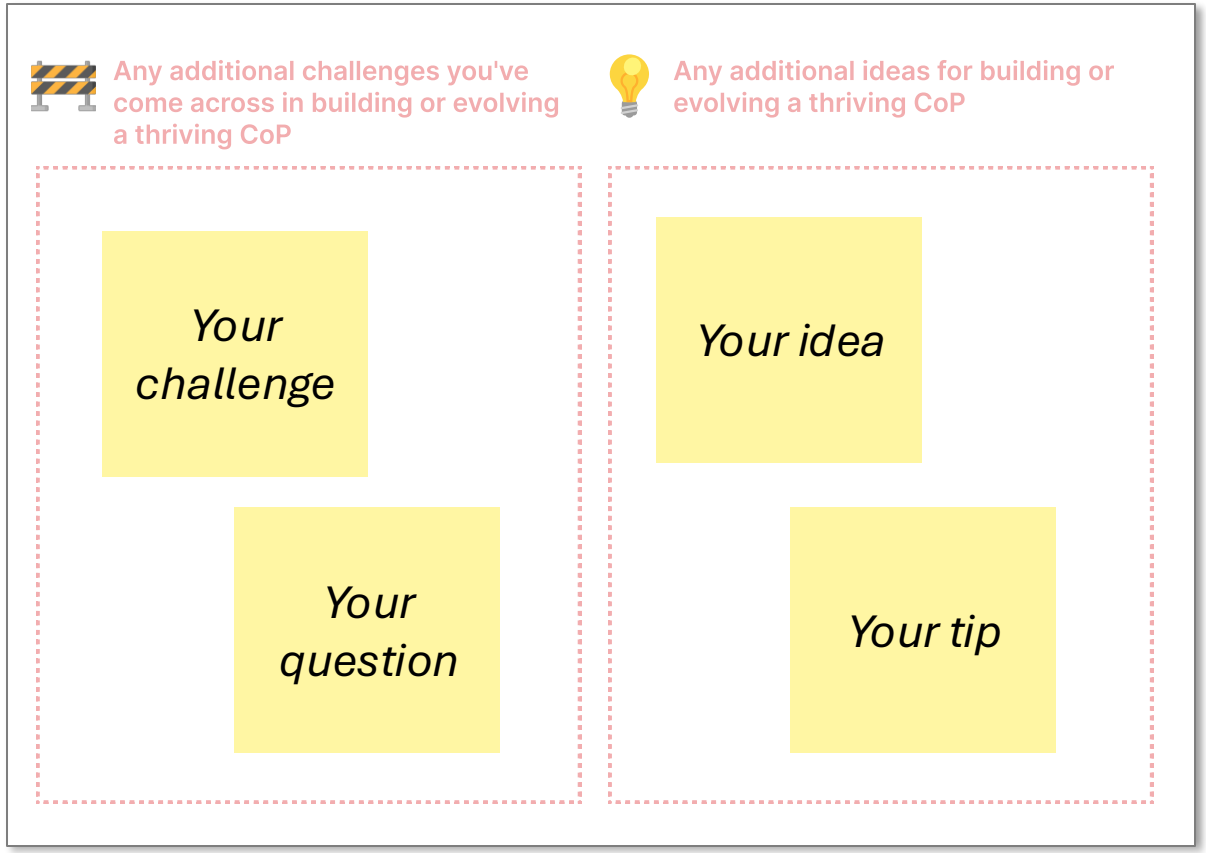


Bonus track: *Brainstorm ideas!*

10 mins

Any other thoughts...

- Any additional challenges you've come across in building or evolving a thriving CoP
- Add any additional ideas for building or evolving a thriving CoP



What's next

- We will iterate the card game with your inputs and ideas.
- We will share with you a link with an online version of this game
- You will be able to use the cards and create new ones to evolve the game in the future!

Open this QR code and share with us your name and email.



Survey link: https://forms.office.com/e/At38aupbV6

If you've been considering starting your own community of practice, now is the perfect time to take that step!

Our journey since launching ours has been truly rewarding. What began as a group of unfamiliar colleagues has grown into a circle of supportive, caring friends.

We highly encourage you to begin building your own community - you won't regret it!



Thank you!

Let’s stay in touch ☺



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