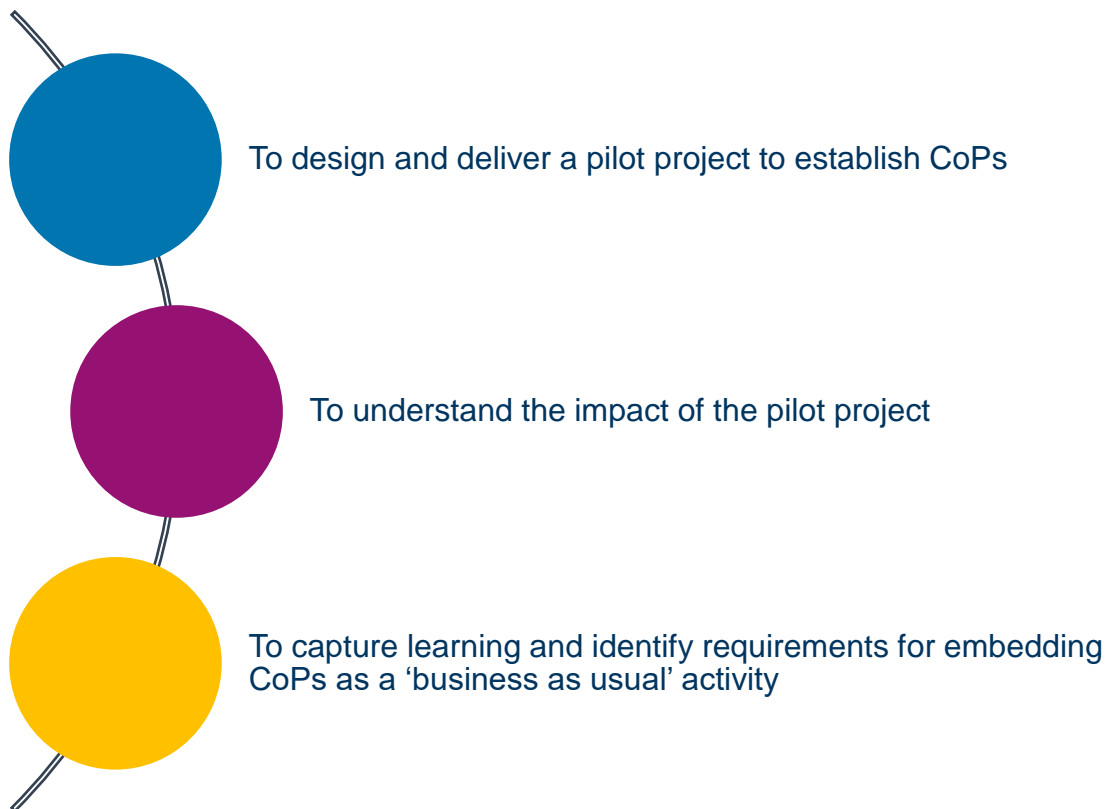


## 2 Projects: aligned objectives

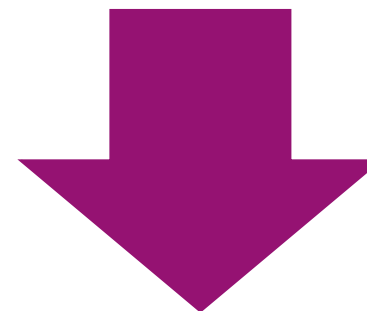
### UofG CoP Pilot (Initiated June 2020)



### ODHE Network\*: Funded Research Project (Initiated March 2021)



To develop and share practice for the benefit of staff in HE working in OD roles, **around enabling and sustaining communities of practice in HE**



To consider **the impact for learning and application within the context of 'hybrid working'** notably how the conditions created enable opportunities for stakeholder led, continuous improvement (lean), strategic alignment and cultural change in the sector

\*ODHE Network is an HE sector network for organisational development practitioners



# UofG Pilot: Headlines

In Pilot



Project Management

Leadership & Management

Sustainability in Learning & Teaching

	Initiated	Set up workshop participants	Launch participants	Community launch participants	Teams members (as of 10/21)	Activities (learning & projects)
Project Management	07/20	13	38	52	100	<ul style="list-style-type: none"> <li>• Ad hoc Seminars</li> <li>• Mthly Themed Practice Workshops</li> </ul>
Leadership & Management	06/20	13	48	48	179	<ul style="list-style-type: none"> <li>• L'ship conversations</li> <li>• Seminar series</li> <li>• Mthly themed discussions</li> <li>• Action learning sets Mentoring</li> </ul>
Sustainability in Learning & Teaching	11/21	15	28	40	88	<ul style="list-style-type: none"> <li>• MOOC</li> <li>• Strategic alignment</li> <li>• Monthly coffee chats</li> <li>• Bi-Mthly Practice Workshops</li> </ul>



# UofG Pilot: Lessons learned



- **Online** helps keep the Community **accessible**
- Members can **self select** and join if they are interested
- Be **flexible** with events to provide an opportunity for members to engage as time permits

- Ensure **structure and focus** to enable participation in events and connections
- Enable **participation** to increase **engagement**
- Remember members can be engaged without being 'visible'
- **Proactively empower** members to take space in teams

- Develop a **strong coalition of people** who can make things happen
- Create and deliver **achievable goals**
- **Communicate regularly** with members e.g. clarify how to contribute and participate
- Create timely opportunities to **receive feedback** to reassure on the right track
- Regularly **celebrate success**

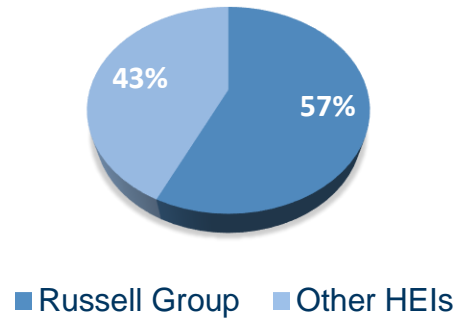


# ODHE: Respondent participation

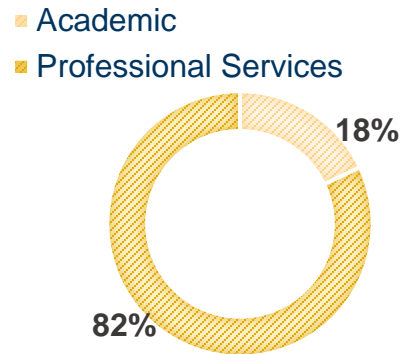


## 59 Survey respondents

### Type of UK HEI



### Job family



## 7 Focus group participants



2/7 Russell Group  
5/7 Other UK HEIs



3/7 London based HEIs  
1/7 Scottish HEIs



3/7 CoP Members  
4/7 Change/Improvement Practitioners



# ODHE: Survey headlines



## About the CoPs

**2 in 3** respondents were members of **1 or 2 CoPs**

**43%** were established during the pandemic; 69% in last 2 years; 80% in last 5 years



## Covid-19 experiences

**3 in 5** respondents identified increased membership, participation & accessibility in participating virtually



## Learning from CoPs

**3 in 5** respondents identified the **importance of leadership** and/or a **values focus** (including diversity, flexibility, inclusion)







# ODHE: Thematic analysis\*



## Shared characteristics between CoPs & HPTs

- Self determination theory is evident in both CoPs and high performing teams (HPTs) where you see autonomy, competence and connection which each play a crucial part in intrinsic motivation; this helps to clarify/challenge organisational 'consent driven' behaviour.

## Distributed and situational leadership

- The importance of distributed leadership where leadership responsibilities and accountability are shared by those with relevant skills and expertise, rather than resting with an individual.
- The role of a CoP lead and a HPT leader can be very similar, holding the space so that it is safe to talk and share, holding the journey and not the outcome, enabling the sense of connection, and ensuring a sense of purpose and value for the CoP participants.

## CoPs disrupt 'them and us'

- Evidence shows that CoPs work especially when there is a shared purpose, flexibility and shared values; 1 in 3 respondents identified learning from CoPs to enhance culture.
- CoPs disrupt 'them and us' and hierarchical/power dynamics in organisational behaviour, through equity in voice and values of inclusion and participation.



# ODHE: Learning from CoPs in HE



A CoP is **not** a training session; learning is through engagement



Value is very important; the benefits need to be well articulated and clear outcomes



Everyone is a leader; distributed and situational leadership is a key enabler of participation



A CoP must be a 'safe' space, enabling authenticity and openness and responsive to individual preferences around participation



Enabling and encouraging ownership enables participation



Online access has made participation easier





# ODHE: Critical success factors for CoPs

