

DesignWays Delivery Strategy – Draft V.12

Table of Contents

Table of Contents	1
Introduction	2
1.1 Future Vision	2
Delivery strategy	3
1.2 DesignWays Operating System	3
1.2.1 Network of facilitators	3
1.2.2 Accredited training	4
1.2.3 Open Source Methodology	5
1.2.4 DesignTree toolkit	6
1.2.5 Interactive web site	6
1.2.6 DesignWays Stewardship Trust	7
1.2.7 Income streams.....	9
Pilot project and deliverables	11
Influences on DesignWays	12
1.3 Note on name and trademarks.....	12
Notes on draft strategy	13
1.4 Acknowledgements	13
1.5 References	14

Introduction

It is widely agreed that sustainability is relatively easy to understand in principle, but implementation is difficult to achieve in practice. There are increased calls for a broader base of community and stakeholder participation in planning, but there is debate about the best way to mobilise and utilise such participation. The SUNstainable DesignWays™ process was developed in response to the need to animate the process of planning for sustainability, and to maximise the value of participation in planning.

DesignWays is a toolkit for enabling community and stakeholder participation in ecological planning. It harnesses people's energy and ideas to bring about a better future. The process brings community members and appropriate stakeholders together to realise their untapped potential, and improve the places that are important to them. DesignWays enables people to translate sustainability principles into real and long lasting change. Participants learn to think creatively, and look for areas of common interest instead of conflict. Unlike many participatory methods, sustainability is not a 'bolt-on' at the end of the process. Nature is seen as an integral part of the fabric of human settlements. Waste is designed out of the system. What makes DesignWays unique is the use of systems thinking to bring together these elements into a coherent whole.

Joanne Tippett has been developing the process since 1993, working with organizations in several contexts, including Southern Africa, the USA, and Europe. It has undergone several rounds of intensive peer review and feedback. It was tested through developing a plan with community members and other interested parties for the Irk River Valley in the North West of England. This formed the basis Joanne's PhD research, in partnership with the Mersey Basin Campaign at the University of Manchester (ESRC CASE funded). One participant summed up the process:

"I like the idea of 'putting the pens in the hands of the residents,' because normally the way that we work is, the landscape architects make the plan, and we take it back to the residents. With DesignWays, the residents sat around the table discussing amongst themselves where they think things should be placed on the map. I think it made a big difference in the final plan. I could see people looking at it and saying "That is what I suggested and I thought it should go there". I thought that was really, really exciting".

For more information, see www.sunstainable.org and Tippett (2004).

1.1 Future Vision

DesignWays offers a common language of design that helps people understand their deep connection with nature, and their responsibilities as global citizens. The vision is to see DesignWays used internationally as a language for participation in community regeneration. In the future DesignWays will provide a valuable standard operating procedure for participatory planning. Many individuals in different geographical areas, North and South, will be trained in the skills of meaningful, participatory planning and ecological design at different levels of scale. It will be applied in a wide range of contexts, including: urban regeneration, rural development, community capacity building, environmental management and industrial ecology. Capacity building will be developed through partnerships with existing delivery organisations, such that DesignWays provides added-value to their activities and programmes. Partnerships and exchanges between countries will allow for exchange of knowledge and development assistance to poorer regions of the world.

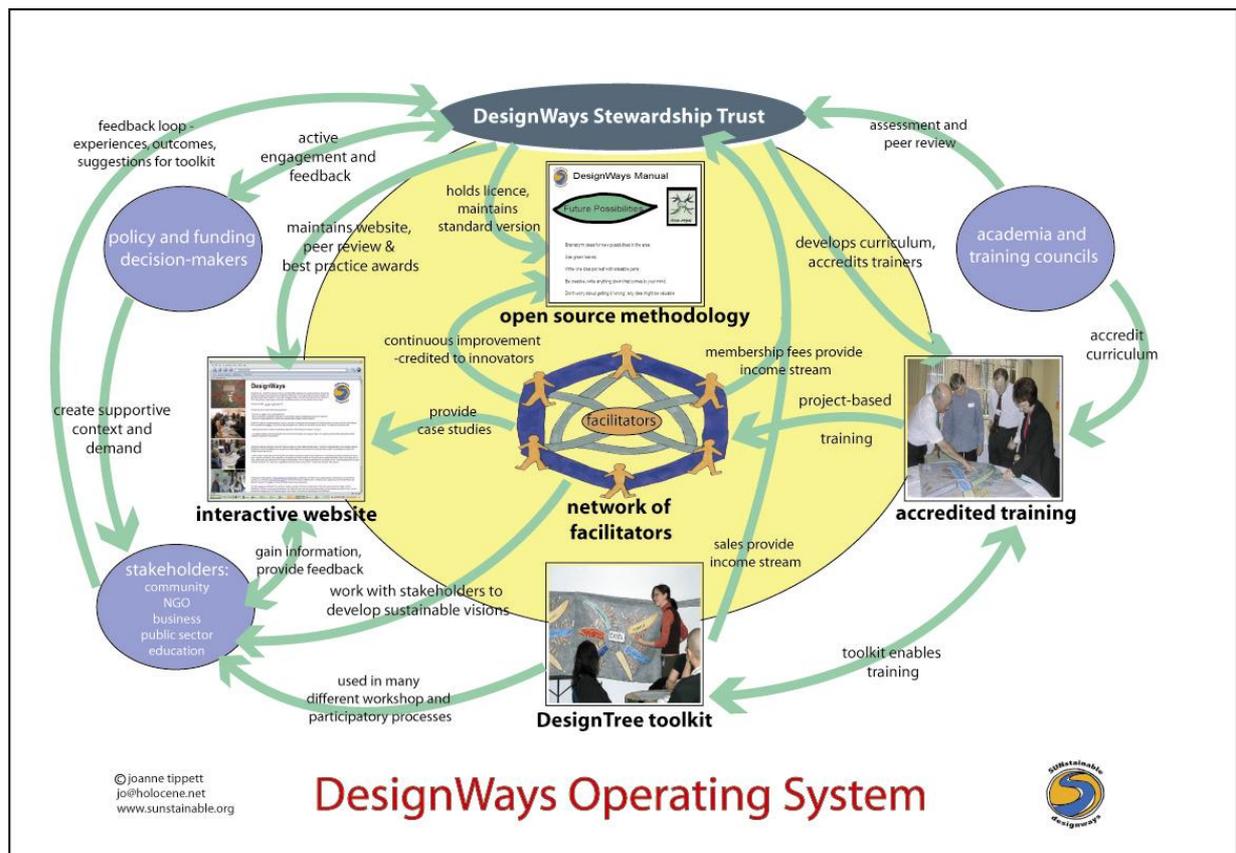
Delivery strategy

The **goal** of this strategy is to set up an organisational structure consistent with living systems and sustainability principles; which will result in capacity building and sustainable development across multiple geographical areas and sectors of society. The **aims** are:

- to see the design process used far and wide;
- to develop an open learning resource;
- to encourage continual improvement of the process;
- to encourage effective use and maintain a credible reputation for DesignWays;
- to contribute to the debate around sustainable development;
- to enhance professional practice in sustainable planning.

1.2 DesignWays Operating System

The operating system has been designed to meet these aims. It is seen as a transferable approach. There is potential for significant international impact, operating as a network in partnership with existing delivery organisations. The components of the strategy for disseminating the DesignWays approach are shown in the following diagram. These are discussed below.



1.2.1 Network of facilitators

The main aim of the delivery strategy is training a network of facilitators. This will involve action-based learning in partnership with existing delivery organisations. This network of

trained facilitators will work with local community groups and stakeholders, helping them develop skills and provide valuable input into the planning process, feeding into local and regional plans. A 'community of practice' (Wegner, McDermott and Snyder 2002) will be supported by a coordinating body, and will contribute to learning and development about DesignWays and its application. A lively process of peer review and discussion will deepen the theoretical basis of the process, at the same time encouraging innovation and continuous improvement.

1.2.2 Accredited training

It is envisioned that DesignWays will be made widely available. It is inherently a communication tool that derives most of its value from enabling dialogue between different groups of people. It aims to provide a language for coordinating design. Like a language, it is only useful in as much as they are shared and used in practice. At the same time as wide use, it is important that there is a process for providing skills training in the use of the process, in addition to quality feedback to maintain its integrity and promote effective application.

There is an increased recognition of a lack of skills in both facilitating participatory planning and applying the principles of sustainability. In the UK the *Egan Review - Skills for Sustainable Communities* lists nearly eighty occupations that are involved in the processes of "planning, delivering and maintaining sustainable communities", and discusses an urgent need to develop the skills required to deliver sustainable communities in all of these occupations (Office of the Deputy Prime Minister 2004).

A manual for using the toolkit as a practitioner will be distributed as part of the accredited course. This will be useful in future use of the toolkit, but is not seen as sufficient as a stand-alone guide without training. The training requires action learning, and a system of mentoring and project based development will be investigated. The aim would be to encourage the development of 'reflective practitioners' (Argyris and Schon 1974), who understand the key principles and reasoning behind the process, so that they are able to adapt it to suit the needs of the participants and contexts in which they are working.

A tiered process of training, allowing for progression through different levels of knowledge experience, is envisaged. Such a programme will be designed to take into account trainees' existing experience and skills. Community accreditation in the component skills of using the toolkit such as Mind Mapping, are envisaged as part of the process. The ability to gain certificates and training can provide an incentive for community members to participate in local democracy. Accrediting modules of the process as Continuing Professional Development for various professional bodies can provide an incentive for the involvement of stakeholders and communities of practice. A flexible, modular approach would allow participants and practitioners to progress through training at a pace suitable for them.

The first stages of an accredited training programme have been developed through the Open College Network. Two accredited units are available, each worth one credit unit, at Level Three (further, entry level units and professional training units to be added at a later date). At the moment, Joanne Tippett is the only accredited DesignWays trainer. Full practitioner and 'train the trainers' programmes are under development.

1.2.3 Open Source Methodology

The toolkit and the overall principles of the methodology will be distributed under an open source license¹, with further development in collaboration with network of facilitators. This is likely to mean in general terms that they can be distributed by other parties for no more than the cost of reproduction, and can neither be made into proprietary materials, nor locked up as ‘non-open’ intellectual property by other parties. Materials should be distributed with identifying information of the source and the website of DesignWays, and if they are changed, this should be noted in any further copies made.

The ‘business model’ for DesignWays will be similar to that of open source software, which allows people to use the ideas without locking them up as proprietary intellectual property. This makes ideas easily accessible and harnesses many people’s creativity in ongoing development. The intellectual property is seen as ‘open’ and is made freely available. Practitioners and trainers charge for their time and skill in delivering the training and tailoring the toolkit to meet the needs of different clients. In order to maintain consistency, and to encourage sharing of improvements and innovation, the ‘DesignWays Stewardship Trust’ will retain the right to issue the standard version of both the toolkit, the supporting materials that underlie the toolkit, and explain its principles and the and accreditation curriculum².

Given the low transaction costs and ease of sharing digital files, this strategy is based on the thinking that we “would rather have people share [our] work than steal it” (Goetz 2004, pg. 183), but it goes farther than that. The idea is to encourage creativity and the active engagement of practitioners in developing and improving the process. An aim of using ‘open source’ materials is to encourage wide peer review and user development of materials. Such resources should encourage practitioners to use the most up-to-date materials, as they are easily available. The fact that the toolkit is seen as ‘open source’ facilitates developing a standard language and approach. The overall strategy is seen as a mechanism for enhancing quality assurance.

One of the aims of DesignWays is to develop a common language for ecological design that can work across different levels of scale and in different geographical areas. This acts as another reason to develop an open source process, given that “open source processes tend to be powerful magnets that attract standards to form around them” (Weber 2004, pg. 238).

This strategy may also prove to be important in terms of enhancing equity in dealings with ‘less industrialised countries’, as has been recognised in the Brazilian government’s moves towards supporting ‘open source’ software, and the emphasis that India, South Africa and China are placing in international negotiations on intellectual property rights on the “cultural and economic importance of shared knowledge” (Dibbell 2004, pg. 197).

¹ The best form of licensing is still under consideration, it is likely to use the Creative Commons (<http://creativecommons.org/>), GNU General Public License (<http://www.gnu.org/licenses/gpl.html>) or Open Content license – (<http://www.opencontent.org/index.shtml>). The licence may be altered along the lines of the Perl Artistic licence, which allows for the developer (or people designated by her/him/them) to maintain some control over issuing the standard version from the contributions made by the open source collaborators (St. Laurent 2004).

²Retaining the right to issue the standard version of the approach is similar to the open source model used in development of Linux, where many developers submit improvements, but at any one point in time there is only one standard version, which is decided by the founder of Linux. The ‘Artistic License’ used in the development of Perl is a potential model for allowing for stewardship of development in collaboration with an informal network of collaborators.

Whilst the transaction costs of exchanging electronic information are low, a source of income or funding for updating the standards and maintaining the information resources on the web portal will be necessary. Possible income sources are discussed below in section 1.2.7 'Income streams'. How to best encourage and incorporate improvements and changes is still under consideration.

1.2.4 DesignTree toolkit

DesignWays aims to provide a new language for planning, which can act as an aid to planning between different groups and across different levels of scale. Key principles of sustainability and ecological design are embedded into this language, so that they become part of the thought process of planning. Like a language, the simple building blocks of the toolkit provide a shared framework that can be adapted in different contexts. It has thus been named the DesignTree toolkit, to show that it is part of the DesignWays process, but to allow for it to be used in different ways, not only in the full DesignWays process. Possible business models for developing and distributing this toolkit, and the links between this process and the DesignWays Institute, are under discussion.

1.2.5 Interactive web site

The website will act as an information portal and means to highlight best practice. The world wide web provides an ideal tool for making information about the DesignWays process and its toolkit available to a wide range of people. In particular it can be used to help provide a clear route for finding out up-to-date information and coordinating a global network of practitioners.

The web site, www.SUNsustainable.org (or www.designways.org) will be used to make the latest versions of the DesignWays toolkit available. It will serve as an information portal for practitioners and interested stakeholders, providing credible, up-to-date, and accurate information on case studies of the process in use.

It is foreseen that this web portal will act as an information resource, with outcomes from using the DesignWays toolkit in planning fed into the website, developing case studies and eventually a database of information for planning in different geographic areas where DesignWays is being used. It would be in the interest of practitioners to submit information from their case studies in this format, as the web site will act as a place to highlight examples of good practice, providing publicity for practitioners.

It will provide a site for learning about best practice in sustainable development using the DesignWays process, and new thinking in the domains of participatory planning and ecological design. Planning tools and educational materials will be updated by practitioners and available on the site. Training materials with data about case studies will be made available. The thinking behind making this information easily available is to promote consistency, transparency, and enhance the educational potential of the information from case studies.

The web site will trace the intellectual development of the toolkit, including an acknowledgements section showing the contributors to DesignWays and a 'versioning system' that allows for discussion and peer review of possible changes to the process. The website will be designed so that data about participating sectors and outcomes is recorded as case studies are loaded. This will allow a wide range of research data to be collected, which will be used in assessing the process and its development.

When using aspects of the DesignWays toolkit, or referring to the toolkit, a tag line including the web site and, where appropriate the DesignWays logo, must be included; this will help to lead people to up-to-date information on the tools, case studies and the training programme.

Programmes of delivery should aim to develop alternative methods of communication as a support to the web, paying particular attention to reaching communities without access to the web. It is envisioned that programmes in less industrialised regions may be developed in tandem with community digital centres, such as those espoused by the Hewlett Packard Foundation. The process was initially designed in South Africa, and was often used in areas without electricity. Whilst this dissemination strategy sees the development of well integrated, easy to use software and web based tools to be an important component of dissemination of ideas, the process has been designed to work as a communication tool between groups of people. Any development of electronic resources should be done in a way that complements, but does not supersede the low tech and tactile forms of communication that lie at the heart of the tool. They should also strive to emulate the graphic language and easy to use format of the physical toolkit.

1.2.6 DesignWays Stewardship Trust

A coordinating body will be developed to maintain network of practitioners and to channel feedback into improvements of the model. If improvements from practitioners are incorporated, they will be released in the next standard version of the toolkit by the Trust (which holds the open source licence). The originator will be credited with the improvement, acknowledgements and credits will be posted on the website. The coordinating body (at the moment, only the developer of the DesignWays process) will retain the right to accredit the standard version of the DesignWays model. The coordinating body will deliver a train-the-trainers programme and maintain the web site as a tool for distributing information about best practice. It will maintain records of practitioners' training and case study materials. The aim is to create a transparent structure that encourages the use and spread of best practice through the provision of high quality and up-to-date information, coordinated through the web site. The Institute will develop a quality-branding scheme, which may include awards and processes to showcase best practice in the case studies published on the web site.

Participants on DesignWays courses will be invited to join a network of practitioners, which will at the minimum be informed of new developments via email, and will be developed into a community of practice, sharing best practice information and working to improve the use of the toolkit. DesignWays does not at this time foresee developing as a consultancy employing practitioners, or a referral service for employment, but rather a register of practitioners with a record of training, linked to case studies awards and best practice examples. At this stage, the DesignWays coordinating body is envisioned as a training body and a network for information provision. It is foreseen that other professional bodies will deliver the planning process, using DesignWays accredited trainers. Holocene Design may be one such delivery body, offering planning and consultancy. At the moment, Holocene Design is hosting DesignWays, including the www.SUNstainable.org website. Once the DesignWays Stewardship Trust has sufficient critical mass, they will become separate bodies.

The possibility of developing an advisory body and/or a board of trustees to provide stewardship of the core material is being considered. This may include a 'steward' for each of the five key attributes of DesignWays. Possible members include:

- John Handley
- John Clark

- David Hulme
- Charles Liotta
- Steve Martin
- Caroline Riley
- Amanda Wright
- Ray Ison

1.2.7 Income streams

A regular income stream will be necessary to allow for maintaining the website, reviewing and incorporating improvements into the new standard versions of the toolkit and providing ongoing support to trainers, so that improvements are understood and utilised in practice. The following is a brainstorm of possible income streams.

- **Accredited trainers network membership charge.** This may be a fee that facilitators need to pay, like the Green Map service fee, which means you have the right to use the DesignWays logo. In order to be ongoing, there needs to be some value to the network member – this may include the right to use updated versions of the toolkit and logo – so that an indication of the current version is included in the logo. It may include passwords to be able to post case studies onto the site (so that only accredited facilitators and paid up members are able to post case studies). It may need to include ongoing CPD, which network members are able to access at a reduced fee. The fee may be tiered for different types of users – e.g. individual, Small to Medium Enterprise, large organisation, commercial, non-commercial. Part of the fee may be in-kind donations – e.g. translations, proofreading, and website maintenance.
- **Selling facilitation toolkits** – simple workshop toolkits through to full version (may need to be subsidised/raise money to make these affordable for some parties). It is envisioned that production of the toolkit will follow an ecologically sound, social entrepreneur model. Developing the toolkits in other languages and countries may need to be decentralised, with ‘advisory’ working principles – e.g. fair trade, biodegradable, recycled, minimum transport etc.
- **Selling educational graphics** (both toolkit and educational graphics need to be part of large print runs to bring down per unit costs).
- **Licence fee** from partner organisations/companies that produce the toolkit – needs to be carefully worked out in terms of overall open source licence
- **Consultancy** – project based (e.g. using DesignWays to facilitate planning for a particular area) and programme based (e.g. setting up training programmes and developing internal capacity) – relationship between Stewardship Trust and consultants would have to be carefully worked out to avoid tensions over competition
- **Training fees** (tend to need to be subsidised to be affordable for many organisations and individuals)
- **Mentoring fees** for new practitioners.
- **Ongoing CPD, networking and training events** - some form of these may be requirements to be able to continue to be a licensed trainer. This would support facilitators in using the most up to date version of the accredited process. This may need to include some form of portfolio/regional peer review/distance learning options as not all everyone will be able to travel to events.
- **Membership fee for clients** – clients receive some services and discounts on events/materials.

- **Membership fee for interested parties** – this would be a simpler grade of membership, which did not require training or CPD, mainly for people who are interested in the work and would like to be kept up to date, and/or support the work.
- **Charitable donations** (possibly from practitioners using the process and others who wish to do promote the work).

Pilot project and deliverables

A prototype toolkit has been developed and tested. The next stage of dissemination will involve exploration of the practical implications of this dissemination strategy. Funding is currently being sought to run a pilot project. This pilot project would:

- develop models for capacity building and training of facilitators;
- refine the toolkit for large-scale production;
- develop an interactive web portal;
- and test the process in terms of developing integrated, area-based planning and as a means of delivering the aims of different cooperating organizations.

It would be used to develop training programmes and to refine and develop the toolkit, with the aim of seeing it widely available and used amongst a range of regeneration and environmental planning practitioners. This would include working with potential participants and trainers to enhance the usability and accessibility of the toolkit, as well as working with decision makers to develop appropriate delivery structures for integrated planning. The aim is to deliver a viable design process that can be integrated into the local and regional planning process. Specific deliverables are outlined below:

Training and programme delivery

- a training program and process for quality feedback;
- a web based planning tool for programme design and delivery;
- a web based training guide (both for participants and facilitators);
- an interactive web portal for showcasing best practice and case studies;

Toolkit

- a Geographic Information System (GIS) interface with the toolkit;
- a prototype facilitation toolkit that can be produced in greater quantities (requires industrial design and business planning);
- social entrepreneur business plan for the production and dissemination of the toolkit;

Dissemination of results

- a book will be published that sets out the basic principles and thinking behind the process, illustrated with case studies;
- the results will be disseminated at practitioner workshops and academic conferences;
- the action research will lead to academic and practitioner articles, which will be published in a wide range of journals.

In the next stage, the foundations for an international network will be laid, training facilitators through project-based learning, initially in EU accession countries and Southern Africa. Partnerships with 'less industrialised countries' would enhance their potential to leapfrog over unsustainable development to a more sustainable and equitable future.

Influences on DesignWays

Insights from several participatory and sustainability methodologies have informed the development of DesignWays. The author made a conscious attempt to build on and learn from her experience in the field in developing this process. The influences of the different methodologies explored in this review on the development of DesignWays are summarised below (see also Tippett 2005).

Table 1 Influence of Other Participatory Methodologies

Methodology	DesignWays
Participatory Planning Processes	
Planning for Real®	was influenced by
Enquiry by Design	has similarities with
Community Envisioning	has similarities with
Action Planning	has similarities with
Community Planning/ Architecture	has similarities with
Parish/ Community Mapping	incorporates aspects of
Dialogue Process	
Future Search	has similarities with
Appreciative Inquiry	has similarities with
Open Space Technology	
Citizens' Jury™	
Participatory diagramming	was influenced by
Participatory/ Rapid Rural Appraisal	was influenced by
Action/ Participatory Research	
Roundtables and workshops	
Participatory Theatre and Arts	was influenced by
Systems Methodology	
Soft Systems Methodologies	was influenced by
Holistic Landscape Ecology	incorporates aspects of
Synte-gration®	
Environmental Management	
River basin planning/ ICM	was influenced by
EIA/SEA	
Multi-criteria Assessment	was influenced by
Sustainability Planning	
The Natural Step™	incorporates aspects of
Holistic Management®	incorporates aspects of
Quality of Life Capital	has similarities with
Sustainable Regional Planning	was influenced by
Bioregional Planning	was influenced by
Ecological Design	
Permaculture©	incorporates aspects of
Ecological Design	incorporates aspects of

1.3 Note on name and trademarks

We coined the term SUNstainability in 1998 because the term Sustainability is often used without reference to ecology and the vitality of the biosphere. SUNstainable implies the capacity to continue within the sun-driven cycle of ecology. We would like to see this word in wider use, partly as a way of clarifying the debate, and challenging inappropriate and

misleading uses of the word sustainability. SUNstainable DesignWays™ is a Trademark, and should where possible be used with reference to the website www.SUNstainable.org.

The DesignWays toolkit comprises:

- The physical toolkit, which allows for graphic, hands-on group work, and consists of branches, leaves, colour coding information and icons (DesignTree™)
- a framework for organizing design information, the EASEL™ both as a simple mind map and a detailed framework for design;
- a system of decision-making tools – T/EASEL™ (Testing the EASEL);
- a system of ecological design principles – the DNA Principles™;
- a process of design – DesignWays Flow™;
- worksheets and training resources.

The following words are all specific to tools in the DesignWays toolkit, and are DesignWays holds a common law trademark of these words. They should be used to refer to the relevant tools, and when used, should be referenced to DesignWays.

- DesignWays™
- SUNstainable™ and SUNstainability™
- DesignTree™
- EASEL™ (as acronym for Economics, Activities, Social Capital, Elements and Settlements, Landscape);
- T/EASEL™;
- DNA Design Principles™ (as acronym for Designing edge, Nodes and networks, Analysis of flow);
- DesignWays Flow™.

DesignWays owns the following websites:

designways.org
designways.net
sunstainable.org
sunstainable.com

Notes on draft strategy

1.4 Acknowledgements

The ideas discussed in this document have been refined through discussion with: Buddy Williams, Bill, Sheila and Matthew Tippett, John Handley, Joe Ravetz, Chris Wood, Angus Soutar, Michael Guerra, Ken Jacobsen, Liam Egerton, Steven Smirk, Susan Mahon, Ed Rowland, Rob Squires, Michael Linton, Gayle Hudgens, Matthew Wilkinson, Mark Ascheim, Anne Torney, Francis Meynall, Justin Lerner, Stephen Martin, Paul Mahony, Ian Roderick and Ann Kolodziejski. I appreciate the many intriguing discussions this has entailed, but claim all mistakes as my own.

This is not intended as a complete plan, but rather as a contribution to a discussion about these issues. A more detailed literature search is being prepared. In addition to those referenced

above, important books in developing this strategy have included Eden (1998), Morgan (1997) and Savory (1999). This strategy has been inspired by the delivery models of:

- Permaculture (peer-reviewed diploma, action learning cycle)
- The Natural Step
- Planning for Real®
- Professional Associations e.g. RTPI, AIA
- Landscape Institute
- Shareware software
- Environmental Governance
- Forum for the Future
- The Grove Consultancy
- KnOwhere Consultancy
- Grounded Theory
- Congress of New Urbanism
- Green Maps
- Public Knowledge Project
- Public Library of Science
- De Bono Creativity Training
- Holistic Management Training Programmes
- Quality of Life Capital
- LETSsystems
- Grounded Theory
- Covey Institute of Leadership
- Pattern language - patternlanguage.com
- Open source software development
- Creative Commons
- ISO International Standard
- Meta Data projects – Ariadne, Dublin Core (International Libraries)
- Linux
- GNU Public Use License
- OpenForge
- SocialForge

Please send any suggestions or comments to Joanne Tippett at jo@holocene.net Thank you.

1.5 References

- Argyris, C. and Schon, D. 1974. *Theory in Practice: Increasing Professional Effectiveness*, San Francisco, Jossey-Bass.
- Dibbell, J. 2004. 'We Pledge Allegiance to the Penguin'. *Wired*. **11**: 190 - 197.
- Eden, C. and Ackermann, F. 1998. *Making Strategy - The Journey of Strategic Management*, London, Sage Publications.
- Goetz, T. 2004. 'Sample the Future'. *Wired*. **11**: 180 - 183.
- Morgan, G. 1997. *Images of Organization*, Thousand Oaks, Sage Publications.
- Office of the Deputy Prime Minister 2004. 'The Egan Review - Skills for Sustainable Communities', 04UPU1892, London: 106. www.odpm.gov.uk/eganreview
- Savory, A. and Butterfield, J. 1999. *Holistic Management, A New Framework for Decision-Making*, Washington D.C., Island Press. <http://www.holisticmanagement.org/>

- St. Laurent, A. M. 2004. *Understanding Open Source and Free Software Licencing*, Sebastopol, California, O'Reilly.
- Tippett, J. 2004. "Think like an ecosystem' - embedding a living system paradigm into participatory planning.' *Systemic Practice and Action Research*, **17** (6): 603 - 622.
- 2005. 'Participatory planning methodologies and ecologically informed design - a review of methodologies for engaging active involvement in planning.' *Progress in Planning*, **submitted**.
- Weber, S. 2004. *The Success of Open Source*, Cambridge, MA, Harvard University Press.
- Wegner, E., McDermott, R. and Snyder, W. M. 2002. *Cultivating Communities of Practice*, Boston, Harvard Business School Press.