

# Contents

<b>Preface: The report update that became a book .....</b>	<b>xi</b>
A changing landscape.....	xi
Changing us, changing the book.....	xii
Acknowledgments.....	xv
<b>Itinerary: A reader's guide .....</b>	<b>xvi</b>
How we envision you, the readers .....	xvi
What this book is not .....	xvii
How we structured the book.....	xvii
Part I – Introduction (Chapters 1-3) .....	xviii
Part II – Literacy (Chapters 4-6) .....	xviii
Part III – Practice (Chapters 7-10) .....	xix
Part IV – Future (Chapters 11-12 ) .....	xix
Where you should focus .....	xx
The online component of the book .....	xx
<b>Part I: Introduction .....</b>	<b>1</b>
<b>Chapter 1: Communities of practice: a glimpse of theory .....</b>	<b>3</b>
Seeing community in technology .....	4
The “domain” dimension.....	4
The “practice” dimension.....	6
The “community” dimension.....	8
Seeing technology through community.....	10
<b>Chapter 2: Technology and community: a glimpse of history.....</b>	<b>13</b>
Technologies ➔ communities .....	14
Communities ➔ technologies .....	18
Technology and communities: a productive intertwining .....	19
<b>Chapter 3: Technology stewardship: an emerging practice .....</b>	<b>23</b>
A working definition of technology stewarding .....	24
Streams of activity .....	26

The role of technology steward.....	27
Why take on the role of technology steward? .....	28
Stewarding technology in diverse circumstances .....	29
Stewarding within an organization .....	30
Stewarding across organizational boundaries.....	30
Stewarding outside organizations .....	31
Stewarding across multiple communities .....	31
What about you as a technology steward? .....	32
<b>Part II: Literacy.....</b>	<b>35</b>
<b>Chapter 4: Constructing digital habitats: community experience in technology configurations .....</b>	<b>37</b>
Constitution of the habitat.....	38
The tool perspective: habitat enabling activities .....	39
The platform perspective: packaged suites of tools .....	40
The feature perspective: habitat as habitability.....	43
The configuration perspective: a habitat's full technology substrate .....	45
Integration of the habitat .....	48
Integration through platforms .....	49
Integration through interoperability .....	51
Integration through tools .....	52
Integration through practice.....	53
<b>Chapter 5: Making sense of the technology landscape .....</b>	<b>55</b>
Three inherent polarities .....	56
A snapshot of community tools.....	60
The “classics” at the core of the regions.....	62
New generations of hybrid tools.....	63
Technology and community dynamics.....	67
<b>Chapter 6: Community orientations:activities and tools.....</b>	<b>69</b>
Orientation 1: Meetings.....	72
Orientation 2: Open-ended conversations .....	75
Orientation 3: Projects.....	79
Orientation 4: Content .....	81
Orientation 5: Access to expertise .....	84
Orientation 6: Relationships .....	86
Orientation 7: Individual participation .....	89
Orientation 8: Community cultivation.....	93
Orientation 9: Serving a context .....	96
Using orientations to think about technology needs.....	99

<b>Part III: Practice .....</b>	<b>101</b>
<b>Chapter 7: Assesssing your community context .....</b>	<b>103</b>
Your community's state of readiness for technology change .....	103
Your community's relationship with its environment.....	105
Time and sequence issues.....	106
Your community's budget and resource considerations.....	107
Technology infrastructure considerations.....	108
A note on platform pricing .....	110
<b>Chapter 8: Technology acquisition strategies .....</b>	<b>113</b>
Strategy 1. Use what you have.....	115
Strategy 2. Go for the free stuff.....	117
Strategy 3. Build on an enterprise platform .....	119
Strategy 4. Get a commercial platform.....	121
Strategy 5. Build your own .....	123
Strategy 6. Use open-source software .....	125
Strategy 7. Patch elements together .....	127
<b>Chapter 9: Stewarding technology in use .....</b>	<b>131</b>
Stewarding in the foreground is different than in the background.....	133
Major transitions: technology stewarding in the foreground.....	135
1. Implementation and deployment of a community platform (new or migration).....	135
2. Community closure and end-of-life issues .....	138
Ongoing concerns: technology stewarding moving into the background .....	138
1. Supporting new members in their use of the community's technology .....	139
2. Identifying and spreading good technology practices .....	140
3. Supporting community experimentation .....	142
4. Attending to community boundaries created by technology .....	143
5. Ensuring continuity across technology disruptions .....	144
<b>Chapter 10: Action notebook.....</b>	<b>147</b>
Preamble: Being a tech steward .....	148
Step 1. Understand your community.....	149
1.1 Community characteristics .....	150
1.2 Orientations .....	152
1.3 Technology configuration: inventory .....	154
1.4 An emerging picture.....	156
Step 2. Provide technology.....	157
2.1 Resources and constraints.....	157
2.2 Select an acquisition strategy.....	158
2.3 Seek a solution .....	161

2.4 Plan for change .....	165
Step 3. Stewarding technology in use .....	166
3.1 Everyday stewardship.....	166
3.2 Community end-of-life closure.....	168
<b>Part IV: Future.....</b>	<b>169</b>
<b>Chapter 11: A more distributed future .....</b>	<b>171</b>
A vortex of inventiveness .....	172
Trends in digital habitats: reconfiguring community polarities.....	173
1. Increased connectivity across time and space .....	174
2. New modes of engagement for interacting and publishing .....	176
3. Changing geographies of community and identity .....	177
4. Toward a socially active medium .....	179
Challenges and opportunities.....	181
<b>Chapter 12: A learning agenda .....</b>	<b>183</b>
A literacy of technology stewardship .....	184
1. Serving existing communities.....	186
2. Making new communities possible.....	188
People finding each other on a wider scale: size and meaningful engagement.....	188
Digital habitats as community catalysts.....	189
Access to living practice through virtual presence.....	189
Complex geographies of identity and domain-based relationships.....	190
Seeing the social in the technological .....	191
3. Stretching our very notion of community .....	192
Proto-communities: emerging patterns of communities and networks .....	192
Emerging practices of stewardship: balancing network and community processes.....	196
Learning between the old and the new .....	197
Technology stewardship: a latent community.....	197
<b>Glossary.....</b>	<b>200</b>
Additional online material .....	217
<b>Index .....</b>	<b>218</b>

# List of figures

<b>Figure 1.1:</b> The range of activities in which communities of practice engage.....	6
<b>Figure 3.1:</b> The centrality of the community perspective in all tasks.....	27
<b>Figure 4.1:</b> The tools view. Tools support specific community activities.....	39
<b>Figure 4.2:</b> The platform view. Vendors and developers package tools into platforms..	41
<b>Figure 4.3:</b> The feature view. Features make technology usable.....	43
<b>Figure 4.4:</b> The configuration view. A complex configuration of technologies serves as substrate to a digital habitat.....	45
<b>Figure 5.1:</b> The tools landscape .....	60
<b>Figure 5.2:</b> A geo-map of the MPD community .....	66
<b>Figure 6.1:</b> The potential configuration of technologies serving a community's orientation to meetings.....	71
<b>Figure 8.1:</b> Seven acquisition strategies.....	114
<b>Figure 8.2:</b> How community orientations and context can interact with acquisition strategy .....	115
<b>Figure 8.3:</b> Use what you have .....	116
<b>Figure 8.4:</b> Go for the free stuff .....	117
<b>Figure 8.5:</b> Build on an enterprise platform.....	119
<b>Figure 8.6:</b> Five possible platforms for a community .....	121
<b>Figure 8.7:</b> An open-source selection example .....	125
<b>Figure 9.1:</b> Sources of knowledge for good stewardship .....	132
<b>Figure 9.2:</b> Foreground and background stewarding effort over time.....	134
<b>Figure 10.1:</b> Community orientations spidergram.....	152
<b>Figure 10.2:</b> Polarities as slider bars .....	162
<b>Figure 10.3:</b> The tools landscape as a community worksheet .....	162
<b>Figure 12.1:</b> Bounded Communities.....	193
<b>Figure 12.2:</b> Community arising around a primary blogger .....	194
<b>Figure 12.3:</b> Topic-centric communities.....	195