

LEARNING TO MAKE A DIFFERENCE

Value Creation in Social Learning Spaces

ETIENNE WENGER-TRAYNER

University of Brighton

BEVERLY WENGER-TRAYNER

Independent Researcher and Consultant



CAMBRIDGE
UNIVERSITY PRESS

Contents

<i>List of Figures</i>	<i>page vii</i>
<i>Acknowledgments</i>	<i>viii</i>
Prologue: The Difference We Care to Make	i
Introduction: How to Read This Book	5
 PART I FOUNDATION: VALUE CREATION IN SOCIAL LEARNING SPACES	 ii
 SECTION 1 SOCIAL LEARNING SPACES	 13
1 Social Learning Spaces	17
2 What About Communities of Practice?	31
3 Social Learning Spaces and Other Structures	34
 SECTION 2 VALUE CREATION: AGENCY AND SOCIAL LEARNING MODES	 43
4 The Perspective of Value Creation	47
5 Agency and Social Learning Modes	59
 PART II FRAMEWORK	 71
 SECTION I GENERATING VALUE: VALUE-CREATION CYCLES	 73
6 Immediate and Potential Value	79

7	Applied and Realized Value	89
8	Enabling and Strategic Value	98
9	Orienting and Transformative Value	113
SECTION 2 TRANSLATING VALUE: FLOWS AND LOOPS		127
10	Flows into Learning Loops	133
11	Flows into Other Social Learning Spaces	143
SECTION 3 FRAMING: ASPIRATIONS AND UNCERTAINTIES		151
12	Framing Participation	157
13	Framing Value Creation	167
14	Conducting a Framing Event	180
SECTION 4 EVALUATING: EFFECT AND CONTRIBUTION		189
15	Effect Data: Deriving and Monitoring Indicators	197
16	Contribution Data: Collecting Value-Creation Stories	208
17	Consolidating and Integrating the Dataset	219
18	The Art of Making Value Visible	228
Epilogue: An Ongoing Journey		243
<i>Appendix to Part II Section 2: Patterns of Flows and Loops</i>		246
<i>References</i>		261
<i>Index</i>		270

Figures

5.1	Four learning modes inherent in social learning spaces	<i>page</i> 63
5.2	Social learning modes are not sequential	65
11.1.1	Value-creation cycles in the framework	75
8.1	Internal and external dimensions of strategic and enabling value	99
9.1	Internal and external dimensions of orienting and transformative value	114
11.2.1	When a flow becomes a loop . . .	127
11.2.2	Phuntshok's story as a flow shown as a series of arrows	128
10.1	A flow becomes a loop	134
10.2	Short loops propel the flow	138
10.3	3-D representation showing different types of short and long flows and loops	141
11.1	Example of a branch between two social learning spaces	144
11.2	A value transposition from realized to enabling	146
12.1	A team preparing its landscape maps	160
13.1	Three different frames focusing on (a) only immediate potential, (b) applied–realized and strategic, and (c) all four inner cycles with enabling	168
11.4.1	The framework as a structure for effect data and contribution data	191
15.1	Indicators suggested by Phuntshok's story	199
17.1	Example of a matrix for consolidating data	220
17.2	A relay story embedded in another	222