

Index

- accumulation of small differences, 17–18
- achievements, 98–99
- action-oriented people, 140
- active core group, 102
- activity
 - design, 104, 204
 - intentional, 87
 - for producing value, 80–82, 84–87, 92–96, 102–104, 108–110, 115–121
- Activity Theory, 17, 55
- Adaptive Preferences (APs), 20
- after-action reviews, 102
- agency, 43, 54–55, 59–61, 208, 211
 - centrality of, 68
 - channels for, 64–65
 - collective, 60
 - contested, 65–67
 - emphasis on, 69
 - engaging uncertainty and, 60
 - forms of, 166
 - human nature and, 69–70
 - imagining, 165
 - meaningfulness and, 69
 - opening for, 58
 - of participants, 204–205
 - participation and, 65
 - social learning and, 64
 - social learning spaces and, 57, 60
 - social theory and, 57
 - subtle definition of, 59
 - in value creation, 57, 61–62
- Agency Theory, 60
- agile methodology, 137
- Aimai*, 24
- ambiguity, 24, 28, 40–41
 - intolerance of, 40
- ambivalence, 20
- anomie, 20
- anti-vaccine movement, 40
- applied value, 73–74, 89–90, 93, 134, 168, 202
 - branches and, 145
- dimensions of, 90–92
- indicators of, 202
- longer flows and, 253–254
- notation for, 246–247
- producing, 92–93
- short flows and, 247–253
- apprenticeships, 64
- APs. *See* Adaptive Preferences
- Archer, Margaret, 57
- Argyris, Chris, 149, 155
- Aristotle, 56
- artifacts, 160
- Aspiration* (Callard), 152–153
- aspirational narratives, 152, 158–159, 165–166, 231–232
 - activities for exploring, 159–160
- aspirations, 19, 152–153, 167, 169–171
 - acceptable realization of, 186
 - assumptions and, 179
 - discipline of, 153
 - evaluating, 206
 - high, 172
 - reframing loops and, 178–179
 - uncertainties and, 108, 163
 - value-creation stories and, 164–165, 208–209
 - as work, 152–153
- assertiveness, 60
- assumed equivalence, 38
- assumptions, 171, 174
 - aspirations and, 179
 - embedded in tacit learning theories, 174–175
 - grounding, 175
 - reframing loops and, 178–179
- athletes, 44
- attribution data, 190–191
- audience, 136–137, 211–213
 - external, 117–118, 205–206
- awareness, 57–58
- back-channel conversations, 102
- Bandura, Albert, 47–48

- behavior, 43, 57
- belonging, 136–137, 211
- benign intruders, 23
- Berger, Joseph, 24
- Bhutan, 71, 74
- Boal, Augusto, 36
- booths gallery walk, 159–160
- boundaries, 12, 37, 115–118, 120–122
 - difficult, 183–184
 - in landscape maps, 159
- boundary object, 239–242
- Bourdieu, Pierre, 54
- brainstorming, 162
- branches, 143–147
- breakout groups, 35, 37
- breakout sessions, 14, 37
- Brewer, Talbot, 159
- Brown, John Seely, 32
- Brown, Juanita, 161
- Budner, S., 40
- business ethicists, 49–50
- business literature, 49
- businesspeople, 44

- café conversations, 161–162
- Callard, Agnes, 19, 152–153
- capability approach, 56
- caring to make a difference, 15, 17–21, 41
- case clinic, 105–106
- Centre of Excellence in Finance in Ljubljana, Slovenia, 202
- certainties, 22, 26, 60
 - complexity and, 89
 - edge of, 58
- change, 54–55, 57
 - agent, 237
 - in practice, 208–209, 249, 254
 - small and big, 2–3, 17–18
 - social, 36, 56
 - theories of, 241
 - transformative, 122, 206, 241
- check-in and check-out, 213–214
- classroom instruction, 35
- coaching, 100, 104
- cognitive closure, 28, 41
- collaboration, 12, 34, 84–87, 92–93, 202
- collective agency, 60
- collective innovations, 84
- collective ownership, 180
- commitment, 18–19
- communities of practice, 6, 31–34, 136, 238
 - focus of, 167
 - funded, 153
 - networks of practice and, 32
 - social learning spaces and, 32–33
 - stakeholders and, 238–239
 - support for, 145
- completeness, 210
- complex systems, 146–147
- complexity, 41
 - certainty and, 89
 - of human beings, 54
 - of social learning spaces, 26
- compliance, 19, 67
- conciseness, 209
- concrete resources, 87–88
- conditions, 108, 153, 171, 178–179, 186
- conferences, 35
- confirmation bias, 28
- conservatives, 41
- consolidation, 185
- constituents, 15
- constructivism, 53
- contextual narratives, 192–193, 198–199, 230–231
- contribution data, 190–191, 241
 - collecting, 192–193
 - integrating, 191–192, 224
 - presenting, 240–241
 - sets of, 208
 - value creation stories and, 208–209
- control over context, 108–109
- control over resources, 108–109
- convener, 6, 136–137
- conversations, 18–19, 34, 111–112, 137
 - back-channel, 102
 - café, 161–162
 - conflictual, 169
 - framing, 172
 - informal, 35, 187–188
 - preliminary, 180–181
 - with stakeholders, 204–205
 - strategic, 106–107
- convincing transitions, 210
- crews, 34
- critical friends, 181
- critical intersubjectivity, 25
- Crocker, David, 153
- Csikszentmihályi, Mihály, 128
- cultural arbitrary, 54
- cultural capital, 54

- dance, 36
- data streams, 239–240
- deliberative participation, 153
- democracy, 40
- design, 151–152
- design thinking, 137, 151
- designed activities, 82–83

- designing activities, 133
- developer community, 202–203
- development, 55–57
 - as freedom, 56, 59
- Dewey, John, 24–25, 53, 149
- difficult boundaries, 183–184
- dimensions of participation, 17
- direct observation of events, 231
- discipline, 153–154
- disenchantment, 69–70
- division of labor, 34, 55–56
- documenting, 182
 - with multiple documents, 231–236
- doing, as a site for learning, 90
- domain, 17
- dot voting, 163
- double-loop learning, 155
- Duguid, Paul, 32

- economic value, 50–51
- effect data, 190–191, 241
 - collecting, 192–193, 197
 - integrating, 191–192, 224
 - meaningful indicators and, 198–199
 - nature of, 197
 - value-creation stories and, 224–225
- Elster, Jon, 20
- emotions, 27, 73
- enabling team, 105, 145, 204
- enabling value, 74, 98–100, 105, 134
 - branches and, 145
 - external dimensions of, 102–104
 - indicators of, 204
 - internal, 105–106
 - internal dimensions of, 100–102
 - internalized, 146–147
 - longer flows and, 253–254
 - notation for, 246–247
 - producing external, 104
 - producing internal, 102
 - short flows and, 247–253
- end-users, 108–109
- engaging uncertainty, 17, 21–26, 35, 40–41
 - accelerating short loops for, 137
 - activities for, 161–162
 - agency and, 60
 - feedback and, 57–58, 139
 - immediate value and, 84
 - participants and, 15, 140
 - social commitment, 52–53
- Engeström, Yrjo, 149
- entrepreneurship, 49–50
- episteme, 55
- Erickson, B., 23
- ethics, 51–52, 153

- evaluating, 44–45, 62, 64, 66, 189, 238–239
 - aspirations, 206
 - dynamic, 189
 - flexible, 189
 - framing and, 198–199
 - loops and, 206
 - participatory, 189
- evaluators, 181
- expectations state theory, 24
- external audiences, 205–206
- external perspectives, 205–206
- external teams, 105

- facilitators, 6, 181
- fallback, 186
- feedback, 27, 157
 - engaging uncertainty and, 57–58, 139
 - framing attention to, 175–176
 - from stakeholders, 203–204
- feminism, 50
- Fetters, M. D., 235
- flourishing, 56
- flow theory, 128
- flows, 127–129, 134–135, 209
 - branches and, 143–146
 - complex, 257
 - cycles and value created by, 255
 - embedded, 258–259
 - long, 141, 253–254
 - notation for, 246–247, 255
 - patterns of, 259–260
 - propelling, 138
 - prospective, 257–258
 - short, 141, 247–253
 - simple, 138
 - across social learning spaces, 143
 - translating value and, 149–150
 - transpositions and, 145
- formal debate, 184–185
- formal groups, 102–104
- formal leadership, 98–99
- formal learning, 90
- Forum Theatre method, 36
- Foucault, Michel, 55
- frameworks. *See* value-creation framework
- framing, 44–45, 63–64, 66, 151, 161–162, 166, 186
 - aspects of, 231
 - of aspirations, 169–171
 - attention to feedback, 175–176
 - consolidation, 185
 - conversations, 172
 - cycles of value creation, 167
 - deliberate, 187–188
 - discipline, 153–154

- documenting, 182
- evaluating and, 198–199
- events, 180
 - setting stage at, 183–184
 - venue for, 182–183
- formal, 153
- between narratives, 152–153
- open-ended, 151–152
- of participation, 154, 157–158
- purpose of, 165–166
- questions driving, 151
- reflecting on, 184–185
- reframing and, 180, 187–188
- reframing loops, 154–155, 166, 178–179, 207
- scoping, 167–169
- sessions, 181–182
- social learning modes and, 151
- social learning spaces and, 108, 154, 158, 180
- tolerance, 187
- uncertainties, 171
- value creation, 62, 176–178
- freedom, 56, 59
- funders, 12, 181, 199
- future news flash, 164–165

- Gee, James Paul, 37
- Geertz, Clifford, 53
- generating value, 44–45, 61–62, 65–66
- Giddens, Anthony, 57
- ‘The Great Good Place’ (Oldenburg), 36
- ground narratives, 152, 158, 165–166, 231–232
 - activities for exploring, 159–160
- guided storytelling, 164–165, 220

- Hart, Jane, 128
- healthcare, 67
- hermeneutic circle, 28
- Heron, John, 25
- historicity, 54–55
- Hofstede, G., 40
- hopelessness, 69–70
- hospitality, 82–83
- Huberman, A. M., 235
- human beings, complexity of, 54
- human experience, 48
- human nature, 69–70
- humility, 23–24

- IDEA partnership, 146, 241
- identification, 19, 32, 80–82
- identity construction, 32
- imagining, 163, 210, 257–258
 - agency, 165
 - partnership, 165–166
 - value-creation stories, 141–142, 164–166
- imbalances of power, 12
- immediate value, 73, 79–80, 83, 134, 138–139
 - branches and, 145
 - dimensions of, 80–82
 - indicators of, 200–201
 - longer flows and, 253–254
 - notation for, 246–247
 - producing, 82–83
 - prompts for value-creation stories and, 216
 - short flows and, 247–253
- immediate-potential pair, 167–168
- impact data, 190
- incidental characteristics (of social learning spaces), 14
- India, 71, 73
- indicators, 198–200
 - of applied value, 202
 - of enabling value, 204
 - of immediate value, 200–201
 - monitored, 224–225
 - of orienting value, 205–206
 - of potential value, 201, 224
 - of realized value, 203–204
 - of strategic value, 204–205
 - of transformative value, 206
 - typical, 200
 - value-creation stories and, 225–226
- individual freedom, 56
- industrialization, 56
- informal conversations, 35, 187–188
- initial commitment, 33
- institutional changes, 206
- institutional demands, 67
- intentionality, 63–64, 104, 169
- interaction, 13–14, 31, 47–49, 98–99
- internalized oppression, 20
- international development, 12, 56
 - ethics of, 153
 - freedom and, 59
- interpretive theory of culture, 53
- intersections, 162
- interventions, 240–242
- interviews, 36, 211–213, 219, 230
- intruders, 23
- iteration (in loops), 258

- Japan, 24
- joint enterprise, 17
- judgment, 64

- Kagan, Jerome, 28
- key cycles, 256–257
- Khader, Serene, 21
- knowing in practice, 1, 26
- knowledge, 43, 55, 89–90

- knowledge (cont.)
 acquisition of, 57
 learning as quest for, 52
 and potential value, 87–88
 products, 87–88
 Kruglanski, Arie, 41
 Kuhn, Thomas, 55
 Kyrgyzstan, 105–106
- Lakoff, R., 24
 landscape maps, 159–160, 231
 Latour, Bruno, 48, 61
 Laudan, Larry, 55
 Lave, Jean, 47
 leadership, 244–245
 distributed, 102, 146–147
 internal, 100–102, 104, 204
 learned helplessness, 20
 learning, 13, 17–18, 28, 89–90. *See also specific types*
 applied cycle and, 93
 formal, 90
 imperatives, 98, 163
 loops, 131–133
 to make a difference, 63
 mutual engagement and, 32
 open-ended nature of, 111
 optimizing, 133, 135
 as quest for knowledge, 52
 by rote, 66–67
 spreading, 131
 as value creation, 48
 learning capability, 47–48
 learning energy, 140
 learning modes, 62, 66
 learning partnerships, 14, 79
 learning theory, 68, 89, 131–132, 174–175
 liberals, 41
 life ambition, 203–204
 lived experience, 20, 68, 208
 Local Governance Initiative and Network (LOGIN), 71, 133, 147–148, 236–237
 logic models, 241
 LOGIN. *See* Local Governance Initiative and Network
 logistics, 98–99, 104
 loops, 132, 147–148, 254
 complex, 257
 cycles and value created by, 255
 double-loop learning, 155
 embedded, 258–259
 evaluating and, 206
 facilitation, 136
 iterative, 258
 learning, 131–133, 257
 long, 134–135, 141–142
 fostering, 135–137
 value of, 135
 ongoing, 167
 patterns of, 259–260
 reframing, 154–155, 166, 178–179, 207
 short, 137, 141–142
 accelerating short for engaging uncertainty, 137
 facilitating, 139–140
 across social learning spaces, 147–148
 value of, 138–139
 social learning spaces, repeating loops in, 258
 translating value and, 149–150
- making value visible, 228
 managers, 6–7, 108–109, 123–124
 Marçal, Katrine, 50
 marginalization, 17–29, 41
 market commodities, 51
 Marx, Karl, 50–51, 56
 matrix, 160, 219, 225, 235
 mature groups, 102
 McDermott, Richard, 25
 meaning
 making, 49
 negotiating, 61
 meaningfulness, 43, 60–61, 69, 73
 medical community, 202–203
 membership, 32, 37–38, 164–166
 memorable moments, 182
 Merton, Robert, 20
 Miles, M. N., 235
 milestone indicators, 176
 mindfulness, 27
 mitigation, 172–173
 mixed method, 239–240
 reporting devices, 235
 moral judgments, 51–52
 musical representation, 160
 mutual engagement, 25, 31–32, 39
 of uncertainty, 22–23, 50
- narratives, 152–153
 aspirational, 152, 158–160, 165–166, 231–232
 contextual, 198–199, 230–231
 ground, 152, 158–160, 165–166, 231–232
 value, 231–234
 National Center for Systems Improvement, 146
 negative self-entitlement, 21
 negative value, 52, 54, 76–77, 255
 negotiation of meaning, 48–49
 networking, 159
 networks, 35
 networks of practice, 32

- newsletters, 236
- non-governmental organizations (NGOs), 12, 44
- Nussbaum, Martha, 56
- object, 17, 55
- Oldenburg, Ray, 36
- old-timers, 181
- 'On Certainty' (Wittgenstein), 22
- online collaborative tools, 182
- online dashboards, 236–237
- online spaces, 36–37
- open mind, 183–184
- open-mindedness, 23–24
- oppressive forces, 20, 90–92, 108–109
- organizational culture, 100, 122
- organizational initiatives, 102–105
- organizational strategies, 94, 107
- organizational structures, 204
- organizations, 2–3
 - as stakeholders, 15, 66, 94–96, 112, 203–204, 234
 - in tension with, 20, 111–112, 238–239
- orienting value, 74, 113–114, 118, 134, 147–148
 - branches and, 145
 - external dimensions of, 116–117
 - indicators of, 205–206
 - internal dimensions of, 115
 - longer flows and, 253–254
 - notation for, 246–247
 - producing external, 117–118
 - producing internal, 115–116
 - short flows and, 247–253
- outcome data, 190
- ownership, 61, 106
- PAC. *See* Public Accounts Committees
- pair-share-four, 161–162
- parallel groups, 177–178
- participants, 15, 112, 181, 202
 - agency of, 204–205
 - assessment by, 210
 - commitment of, 18–19
 - disagreements among, 20
 - engaging uncertainty and, 15, 140
 - incorporating, 151
 - neurotypical, 22–23
 - paying attention and, 15
 - sense of ownership of, 105–106
 - smaller groups of, 180–181
 - stakeholders and, 104
- participation, 27, 213–214
 - agency and, 65
 - characteristics of, 43
 - collective agency and, 60
 - deliberative, 153
 - dimensions of, 17
 - effects of, 233–234
 - experience of, 83
 - forms of, 157
 - framing, 154, 157–158
 - giving rise to social learning spaces, 21–22
 - reframing loops for, 166
 - reification and, 48
 - in social learning spaces, 17, 69
 - structural barriers to, 21
- partnership, 18–19, 79, 165–166
- Passeron, Jean-Claude, 54, 204
- paying attention, 15, 17, 27–29
 - commitment to, 57–58
 - discipline of, 28, 154
 - and power, 17–30
 - reframing loops and, 179
 - in social learning spaces, 55, 133
 - vulnerability of, 61
- pedagogical innovation, 173
- performance, 36
 - expectations, 24
 - measures, 111–112
- persistence (and agency), 69
- philosophy, 44, 51–53
- planning, 151–152
- plausibility, 210–211, 223, 240–241
- pluralism, 40–41
- political savvy, 229
- political tolerance, 40
- Popper, Karl, 22
- Porter, Michael, 49
- positive-null-negative symmetry, 52
- potential value, 73, 84, 87–88, 92–93, 134
 - branches and, 145
 - dimensions of, 84–87
 - indicators of, 201, 224
 - longer flows and, 253–254
 - notation for, 246–247
 - producing, 87
 - prompts for value-creation stories and, 216
 - short flows and, 247–253
- poverty, 20
- power
 - and agency, 60–61, 165
 - awareness of, 23, 108–110, 120, 151–152, 157, 183, 204
 - and history, 55–57, 59
 - and paying attention, 29
 - shifts in, 119–120
 - structures, 50–51, 116–117
 - and uncertainty, 23, 40
 - and value, 53–54, 66
- powerlessness, 20, 60–61
- practical knowing, 1, 26

- practice (as a site of learning), 90, 92–93, 186–187
 practice groups, 163
 pragmatism, 17, 52–53
 presentation of results, 231–235
 prioritized challenges, 163
 prioritizing, 162–163
 producing value. *See* activity
 professionals, 43
 proleptic reasoning, 19
 Public Accounts Committees (PAC), 194–195,
 197–198, 209, 211, 227
 collecting data during meetings of, 214
 data created by, 220
 written stories and, 215
 Pyrko, Igor, 25

 qualitative data, 240
 quantitative data, 240

 rapid prototyping, 137
 realized value, 74, 94, 97, 134, 168
 activities for, 96
 aspirations for, 169–171
 branches and, 145
 dimensions of, 94–96, 226
 imagination and, 210
 indicators of, 203–204
 longer flows and, 253–254
 notation for, 246–247
 prompts for value-creation stories and, 216
 short flows and, 247–253
 Reason, Peter, 25
 reflection, 14, 57–58, 96, 102, 129, 166,
 184–185, 204
 reflective practitioners, 89
 reflexivity, 21
 reframing, 154–155, 166, 178–179, 207
 framing and, 180, 187–188
 regime of competence, 32–33
 reification, 48
 relationships, 12
 among participants, 13–15, 157
 with stakeholders, 61–62, 73–74, 106–107,
 111
 relativism, 22
 relay stories, 147–148, 220–221
 research interviews, 36
 responsiveness, 17–29
 returns, 147–148
 Ricardo, David, 50
 Ricoeur, Paul, 28
 rigor, 38, 239
 risks, 171
 acceptable, 186
 overstated, 206
 of pedagogical innovation, 173
 reframing loops and, 178–179
 tolerance, 186–187
 uncertainty and, 172–173
 rituals, 204
 role play, 165
 routines, 204

 Schön, Donald, 89, 137, 149, 155
 scoping, 167–169
 Seeman, M., 20
 self-awareness, 23
 self-efficacy, 47–48
 self-regulation, 47–48
 self-reports, 201–202
 Seligman, Martin, 20
 Sen, Amartya, 56, 59
 sense-making process, 152
 shared domain, 32
 shared practice, 32
 skepticism, 22
 Smith, Adam, 50, 56
 Smith, Susan, 13
 social cognitive theory, 47–48
 social creation of value, 51–54
 social dynamics, 24
 social landscape, 113
 social learning, 14, 50–52, 129
 agency and, 64
 across complex systems, 146–147
 doing and, 90
 evaluating, 44–45
 framing, 44–45
 historical in nature, 54
 as meaning making, 49
 process of, 43
 value created by, 52, 129
 social learning capability, 244
 social learning leadership, 244–245
 social learning modes, 44–45, 61–62, 238, 243
 social learning spaces, 5–6, 19, 98–99, 243
 agency and, 57, 60
 communities of practice and, 32–33
 complexity of, 26
 context of, 229
 creating, 29–30
 dimensions of, 17
 diverse, 14
 facilitated, 12, 68–69
 fleeting, 158
 flows across, 143
 flows into, 143
 framing, 108, 154, 158, 180
 giving rise to, 15–16
 homogeneous, 14

- imagining, 163
- immediate value of, 80–82
- intentionality in creating, 169
- interrelated narratives of, 152
- learning modes inherent in, 62–63
- light, 158
- occasionally, 37
- participating in, 17, 69, 79–80
- participation giving rise to, 21–22
- paying attention in, 55, 133
- primarily, 37
- quality of, 22
- reflection on, 39–41
- reflexivity and, 21
- relationships of, 14–15
- repeating loops in, 258
- settings of, 14
- short loops across, 147–148
- social structures and, 37, 57
- spontaneous, 14
- stakeholders and, 67, 234
- uniformity of strategic understanding and, 111–112
- usefulness of, 106–107
- value creation and, 50, 129–130, 153–154
- social learning teams, 100
- social learning theory, 47–49, 54, 243
- social media, 14, 128
- social network analysis, 201
- social outcomes, 94
- social relationships, 13
- social spaces, 13–14
- social stratification, 54
- social structures, 32, 37, 57, 59, 244
- social theory, 47–48, 57
- societal inequality, 24
- society, 234
- spaces, 13–14. *See also* social learning spaces
 - third spaces, 36
- speed dating, 159
- Spencer, John, 128
- sponsors, 66, 106, 108–109, 181
- spreadsheets, 182
- stakeholders, 15, 67, 181
 - agreeing on, 183–184
 - communities of practice and, 238–239
 - conflictual conversations with, 169
 - conversations with, 204–205
 - expectations of, 49–50
 - external, 108–109, 240–241
 - feedback from, 203–204
 - mapping, 110–111
 - participants and, 104
 - relationships with, 62, 73–74, 106–107, 111
 - social learning spaces and, 67, 234
 - strategic value and, 106–107
 - statements of agreement, 175
 - story booths or kiosks, 214–215
 - story databases, 235
 - story prompts, 216–218
 - storytelling
 - guided, 164–165, 220
 - semi-structured, 211–213
 - sharpening, 220–221
 - strategic conversations, 106–107
 - strategic documents, 204–205
 - strategic value, 74, 98–99, 111–112, 167–168
 - branches and, 145
 - external dimensions of, 108–110
 - indicators of, 204–205
 - internal dimensions of, 107–108
 - longer flows and, 253–254
 - notation for, 246–247
 - producing external, 110–111
 - producing internal, 108
 - short flows and, 247–253
 - stakeholders and, 106–107
 - street gang members, 44
 - structure
 - agency and, 56–58
 - for learning, 31–33
 - student achievement tests, 94
 - students, 35, 44
 - subjectivity, 21–22
 - summarizing, 139
 - Swiss Agency for Development and Cooperation, 199–200
 - tacit learning theories, 174–175
 - tangible outputs, 87–88
 - teams, 34, 64, 100, 167
 - external enabling, 105, 145, 204
 - technical progress, 56
 - technological support, 104
 - tentative language, 23
 - tentativeness, 24
 - testimonials, 232–234
 - theatre, 36
 - Theatre of the Oppressed, 36
 - themes
 - identifying, 227
 - uncovering, 226
 - theory, 1–3, 5–6. *See also* social learning theory
 - thieves, 44
 - thinking together, 25
 - third spaces, 36
 - timeline, 115–116, 159, 185, 231
 - tolerance, 186–187
 - transactional interactions, 12
 - transformative value, 74, 113–114, 118–119, 122

- transformative value (cont.)
 branches and, 145
 dimensions of, 226
 external dimensions of, 120–121
 indicators of, 206
 internal dimensions of, 119–120
 longer flows and, 253–254
 notation for, 246–247
 producing external, 121–122
 producing internal, 120
 short flows and, 247–253
 translating value, 44–45, 62–66
 flows and, 149–150
 loops and, 149–150
 Transparency and Accountability Initiative, 12
 transposition, 145
- uncertainty, 28, 166. *See also* engaging
 uncertainty
 aspirations and, 108, 163
 avoidance of, 40
 cerebral form of, 21–22
 democracy and, 40
 discipline of, 153
 exploring, 161
 framing, 171
 inherent in expert practice, 26
 Japan and, 24
 in practical knowing, 26
 resolution of, 28
 restlessness of, 26
 risks and, 172–173
 role of, 24–25
 surfacing, 161
 as urgency, 25–26
 validity of, 79–80
 underrepresented people, 44
 unlearning, 28, 57–58
 urgency, 25–26
- valuation, 52–53
 value chains, 49
 value creation, 43–44, 68–70, 73–74, 129, 233, 243
 agency in, 57, 61–62
 claims of, 224
 cycles of, 74–77, 123–125, 127–130, 134–135, 213
 framing, 167
 mutual reinforcement between, 138
 successive, 135
 disagreements about, 239
 flows of, 127–129
 framing, 62, 176–178
 imagined, 141–142, 164–166
 logic of, 241
 as negotiation of meaning, 47–49
 perspective of, 45, 47, 59
 process of, 49–51
 reframing loops for, 178–179
 robust picture of, 192
 social learning spaces and, 50, 153–154
 sustainability of, 106
 value detectives, 192–193, 213
 mindset of, 228–229
 value judgments, 52–54
 value narratives, 231–234
 Value Theory, 51
 value-creation “café,” 178
 value-creation data, 190–191
 value-creation education, 51
 value-creation framework
 constraints on, 239–241
 logic models *versus*, 241
 as presentation device, 237
 range of application of, 241–242
 value-creation matrix, 219
 value-creation stories, 129–130, 135, 142, 241
 aspirations and, 164–165, 208–209
 collecting, 208, 211
 completeness of, 210
 conciseness of, 209
 contextual narratives and, 198–199
 contribution data and, 208–209
 convincing transitions in, 210
 effect data and, 224–225
 eliciting, 215
 embedded in one another, 220–221
 genre of, 130–131
 imagining, 141–142, 164–166
 importance of, 131–132
 indicators and, 225–226
 plausibility of, 165, 210–211, 223
 prompts for, 216–218
 relay stories, 147–148
 retrospective or prospective, 136
 reviewing, 220
 sharing, 136
 starting points and end points for, 192–193
 validation of, 222
 Vaughan, Karen, 26
 video snippets, 236
 visibility (of enabling value), 100
 visual representation, 161–162, 182
 vocational threshold, 26
 voices, 21, 102, 140, 154, 165–166, 174–175
 vulnerability, 61

Index 279

- weakness, 22–23
- web analytics, 197
- Webster, Donna, 41
- well-being, 56
- Who Cooked Adam Smith’s Dinner?* (Marçal), 50
- whole groups, 177
- Williams, Julian, 51, 54
- Wittgenstein, Ludwig, 22
- women, 17–29, 72, 147
 - empowerment of, 71–72
 - entering politics, 71
 - unpaid labor of, 50
- working backward, 177
- working class, 23
- World Café*, 161
- written stories, 215
- written surveys, 215
- Zambia, 209