

DESIGNING FOR

Using social learning to understand
organizational transformation

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ents

Immediate Value

Potential Value

Applied Value

Realized Value

Strategic Value

Enabling Value

Transformative Value

foreword

prologue

introduction

A social-learning approach

Telling the story – a social-learning framework

Data sources

participating in an exciting program

The training

The Meetup

The community

gaining useful resources

A mindset

Skills and insights

Inspiration and ideas

A concrete sense of local possibilities

Confidence

A network

movers and shakers on campus

Events

Spaces

Courses and workshops

Student clubs

Improving access to resources

Formal positions

Start-ups

Community

Learning from experience with complex projects

fostering innovation and entrepreneurship

Inspiring and involving others

Changing the university

Leadership

engaging with institutional stakeholders

Navigating the university

Strategic conversations

University politics

Strategic student voice

Evolving strategic context: resource-rich universities

The local community

Policymakers and education leaders

making it all work

The role of the faculty champion

The UIF team

Fellows

Enabling growth: challenges of scaling up

a glimpse of the future

Nurture imagination

Enable engagement

Foster alignment

epilogue

afterword