Contents

Preface —— V
Chapter 1
Introduction —— 1
Technological progress: GDP or wellbeing? —— 1
IT gardens versus IT deserts —— 4
What is Value-Based Engineering? —— 8
What to expect from Value-Based Engineering? —— 9
Challenges of profit-driven corporate innovation culture —— 11
Chapter 2
The 10 principles of Value-Based Engineering —— 15
Value-Based Engineering is not bowling alone —— 17
Principle 1: Ecosystem Responsibility —— 19
Principle 2: Willingness to Renounce Investment —— 21
Principle 3: Stakeholder Inclusiveness —— 22
Principle 4: Use Moral Philosophies for Value Elicitation —— 24
Principle 5: Context Sensitivity —— 27
Principle 6: Respect for Regional Laws and International Agreements —— 29
Principle 7: Leadership Engagement —— 32
Principle 8: Transparency of the Value Mission — 33
Principle 9: Understanding Values in Depth — 37
Principle 10: Using Risk-Analysis for System Requirements Elicitation — 38
Ethically aligned design needs iterations and adjustment — 39
Check questions —— 39
Chapter 3
What values are —— 40
Towards a definition of values —— 40
Why is a rigorous value definition important? —— 43
The process of valuation —— 46
Technical valuation is not a matter of personal taste —— 47
The importance of experience in value quality judgments —— 49
Towards a three-layered value ontology —— 51
The contextual meaning of values —— 54
Concentual value analysis —— 55

Constitution of goodness through positive & negative values —— 58



Check questions — 59

Chapter 4
Value-Based Engineering phase 1: concept and context exploration —— 60
SOI context exploration — 64
System-of-System analysis —— 66
Partner analysis —— 71
Challenges of concept and context exploration — 73
Stakeholder identification and roles — 75
Feasibility analysis — 78
Consequences of context and concept exploration —— 81
Check questions —— 81
Chapter 5
Value-Based Engineering phase 2: value exploration —— 82
Including stakeholder representatives —— 84
Appointing Value Leads —— 85
The philosophical foundations of value elicitation — 87
Practical issues in value elicitation —— 97
Value clustering —— 100
Prioritizing value clusters —— 102
Resolving value trade-offs —— 107
Conceptual analysis of core values —— 109
Check Questions —— 110
Chapter 6
Value-Based Engineering phase 3: ethically aligned design —— 111
Ethical Value Requirements —— 111
Multiple paths of ethically aligned design —— 114
Standard risk-based technical design —— 114
High-risk-based technical design —— 122
Check questions —— 132
Chapter 7
Transparency and information management —— 133
Chapter 8
Epilogue: dormant values versus gadgetism —— 136
Pure-will innovation —— 138
Real-value innovations —— 142
Schoolbook innovation management versus real-value innovation —— 143
Dormant values in disruptive innovation —— 146
Real values versus needs —— 149

Who are lead users? —— 150
Performative acts in corporate innovation —— 152
Summing up —— 153

Appendix 1 Case study: the rate your teacher app —— 155

Appendix 2 Notes on the visuals used in this book —— 157

References —— 163

Endnotes — 169

Abbreviations --- 179

Index ---- 181