PREFACE

We are living in unusual times. Every day we are challenged to navigate an increasingly complex and dynamic world. This is true not only for us as individuals, in our private and professional lives, but also for the organizations we create and are part of. Public organizations and companies alike are learning the hard way that the problems before us now cannot be resolved in the way we approached problems in the past. But if the old ways do not work anymore, what do we do now? How can we create progress and deal with the new challenges that the world is putting before us?

As an answer to this question, this book introduces a fascinating new practice for creating original approaches to really hard problems. Frame creation is a deep and thoughtful approach for achieving radical innovation that was originally developed in the practices of expert designers. These expert designers have always been known for "solving the unsolvable," creating new solutions where others see none, and for finding new opportunities where others see only problems. But what, then, is their secret? They have a special approach to problems, called "frame creation." In this book, the frame creation approach is introduced, investigated, and then modeled so that it can be used by professionals in other fields, beyond the designing disciplines.

The book is organized as follows: first, we will need to explore the nature of today's problems, and understand what makes these problems so hard to solve (chapter 1). Learning from the practices of pioneering organizations (chapter 2) and more than fifty years of design research (chapter 3), the book builds up to a nine-step model of the frame creation process (chapter 4). The principles and practices behind these steps are clarified (chapter 5), and then the focus swerves to implementation of the frame creation approach, as tools and methods for frame innovators are formulated (chapters 6, 7, and 8). Rather than constituting a straight how-to manual for frame innovation, these tools and