

practical problems could mostly be overcome by compromise, often just splitting the inconvenience (OK, the tunnel is not ideally placed for me, but my neighbors won't have to do a ridiculous drive to get to their land). The discussions that touched on deeper values were especially interesting. In one situation, the choice between alternative trajectories actually meant that one farm or another would be completely eliminated. The initial stalemate was broken when one of the farmers said that the other family had been there for much longer than his, so he chose to leave. After all the conflict and strife that had accompanied the entire high-speed rail project, this magnanimous gesture was made from a profound sense of humanity.... This is the moment to realize that a badly run problem-solving process not only unnecessarily antagonizes people but, by putting them on the defensive, forces them into a very narrow behavior pattern. They can't be their nice, normal, and understanding selves anymore because they are thrust into a position where they are forced to fight for their immediate interests. This distances them from an essential part of their humanity—in this case, for the many years of the project planning stage. We have a moral obligation to do better, to devise problem-solving methods that allow people to be themselves.

The development of frame creation from an approach to a model and eventually a full-blown methodology is very much a work in progress. There is no better way to conclude this book than by inviting you to join in this exciting venture. There is already a community working in this area, moving swiftly to evolve the basic ideas that have been explicated in this book (see appendix 3). Through the case studies, we have seen that the basic frame creation approach can lead to results. The frame creation workshops are quite magical in their ability to fundamentally shift the way people think, in only a couple of hours. New patterns of meaning, structures for reasoning, and paths to action appear where there were none before. This a fascinating and fun process that makes problems disappear into thin air, and allows bright futures to emerge. Many more of these projects should be done to help us understand the full potential and significance of frame creation in different application areas.

I hope that the models and case studies in this book have given an impression of the frame creation approach. But there is a limit to what words can achieve. I invite you to become a frame innovator and bring these insights, models, processes, methods, and tools into action in your own environment. This is important, as we face huge challenges in the coming years. Individuals