

2009) within a transdisciplinary process. A new type of network could result of people working together in communities where themes, frames, and ideas cross-pollinate and travel far and wide—driven not by the immediate necessity of a problem or need, but by engaging one another around a theme or frame.

At the beginning of this book, I posed the question of how individuals and organizations could deal with the open, complex, dynamic, and networked problem situations that characterize our age (figure 1.1). Through the study of advanced design practices and extensive experimentation, the frame creation approach was created and proposed as a possible answer. Interestingly, in frame creation, the open, complex, dynamic, and networked nature of problem situations is embraced and used as the path to solving them (figures 4.1 and 5.1). The problem is opened up through the analysis of the wider problem arena, and its complexity is increased by potentially involving a greater group of possible stakeholders. The dynamics of the problem situation are taken into account by the interactions that occur along the whole frame creation process, in analysis as well as in the creative steps (figure 5.2). This results in the agendas for transformation that support the resulting frames and solution directions. The networked nature of problems is an integral part of this broad approach, as it moves away from seeing only one “problem owner” and only one driver of the solutions. The depth and connection of the common themes and the shared understanding of the created frames produce a robust network of individuals and organizations to realize the new solution. Frame creation practices move quite freely and creatively within the complex problem arena between the rationalities that have contributed to the existence of the problem. Steering clear of these limiting rationalities (figure 7.2), and yet also avoiding the chaos of a random process, the frame creation approach provides a middle way toward the creation of a solution to the problem situation. Through the renewed framing of the problem situation, the root cause of the original issue is targeted. In a sense, this is more than problem-solving: it is the complete resolution of the problem. The ideal frame should resolve and eliminate the problem situation that gave rise to it, “and release the mind to do new things,” to quote Wittgenstein. Interestingly, at the other end of the philosophical spectrum, the Indian philosopher Krishnamurti has said the same: “There is only the problem, there is no answer; for in the understanding of the problem lies its dissolution” (Krishnamurti 1995).

The power of this approach is beautifully exemplified in the following epilogue to the case study with which this book started in chapter 1, the impossible and fraught planning process for the high-speed train.