

notion of “rationality”), and “doing” (the world has set ways of dealing with novelty and innovation). Frame creation is seeing, thinking, and doing things differently from before—let’s now reflect on these differences and map the challenges that lie ahead when we set out on the path of implementing the frame creation approach and internalizing it—as frame innovation—into the ways of working of an organization.

SEEING DIFFERENTLY

Frame creation entails a shift in perception, seeing the problem situation differently than before. This is problematic because the problem-solving capacity in our society is implicitly organized by type of solution, rather than by type of problem. The professions we are in, and the roles we define in organizations, are defined by a discourse and a worldview that inadvertently push us in the direction of predetermined solutions. When you hold a hammer, everything looks like a nail, as the saying goes. So, confronted with a complex and messy problem situation, we all see it from different angles depending on where we come from. We have seen time and again in the case studies throughout this book that complex problems can be described in many different ways, and each description implies a solution. For instance, of course the police would see the problems in the Kings Cross entertainment district as a crime issue; of course the City of Sydney would see the same Kings Cross situation as a problem of public space design, and so on. And these could all be valid analyses of aspects of the problem. But these perspectives all come with their own solutions, and taken separately they may hold only part of the key to success. For this reason, these organizations should sit down together and work in multidisciplinary teams: by putting many different (professional) worldviews together, they may hope to create solutions in which all their insights and qualities are combined.

By contrast, frame creation is not focused on combining the solution directions in this way; instead, it steps back from the simplifications that come from these professional perspectives in order to delve deeply into the complexity of the problem field and create themes that are “neutral,” in the sense that they don’t presuppose a discipline to solve the issue. In the first five phases of the frame creation model, frame creation is staunchly problem-focused, and steers away from making any assumptions on the nature or type of solution. The