

10 FOLLOW THROUGH

Frame creation doesn't end here: after the focused high-energy exchanges of the frame creation workshop, there is still much work to do. Experience has shown that it takes a couple of months to rework the session more thoroughly. One should check any assumptions that may have entered the discussion, dig into literature to achieve depth and thoughtfulness in the themes, sharpen the frames, make a much more exhaustive exploration of possible solutions and map these against the original problem, etc. The result of this follow-through is a report for the problem owner and key stakeholders, which is much more extensive and penetrating than the knowledge, insights, and ideas that are generated at the frame creation workshop session. After this report has been handed over, a lengthy phase of consultation often follows. As we have seen in chapter 3, accepting frames and adopting them as active principles to guide your actions is hard. After the adoption of one or more frames, the path to action can still be hard and long. New frames invariably disturb organizational cultures, processes, and structures that have been set up to support the conventional problem-solving approach of an organization. Moreover, in a networked world, these frames invariably cut through organizational boundaries in unexpected ways. It is crucial to support the problem owner in the hard task of following through on the path to action toward real-world, on-the-ground results.

FRAME CREATION PRACTICES

Until now, the frame creation process has been introduced in the context of a particular kind of problem. These problems are “old” in the sense that the problem owner and other key stakeholders have already done what they could over time to improve the problem situation. In these kind of situations, the archaeology step will dig up many earlier scenarios in which the problem owner and other stakeholders have already shown their hand. This step provides us with an intimate picture of existing frames and practices, as well as rendering a detailed view of what does *not* work in this problem situation. But, as discussed in the introduction to the chapter, we can encounter situations in which the problem is much more open than that, not so much a problem as an opportunity that could be addressed through frame creation. Or, alternatively, we can find ourselves confronted with a problem situation that is much more restricted, and provides no immediate way forward—where even an open