

full-blown crises. That is the more profound promise of becoming a frame innovator: existing in the world in this way, relating to the world in this way fosters a less nervous, problem-prone existence. With such fearlessness and confidence comes the possibility of adopting a truly long-term perspective and assigning a healthy relativity to short-term issues, incidents, and the crises of the day. It is this confidence that creates space, allowing the organization to completely bypass the age-old syndromes discussed in chapter 1 in one fell swoop. An assured organization will be more open to collaboration, less prone to oversimplify and overrationalize a problem, more flexible in its problem approach, quicker to adapt to changing circumstances, and less preoccupied with conserving a precious identity that is anchored in past performance. The syndromes are all short-term defensive mechanisms that are, in the end, driven by fear and a need to cling to a feeling of control in a fluid and changing world.

Many people in organizations will understand this and agree that the frame creation approach makes absolute sense—but that realization doesn’t make it easy for them to become frame innovators in their organizations. As a process, skillset, and mentality, frame innovation is completely incompatible with conventional organizational processes and structures. The Young Designers foundation and the Designing Out Crime center have to deal with the fact that their practices don’t integrate easily with the practices of their partner organizations. The old thinking and syndromes that were listed in the first chapter can be deeply engrained; old habits don’t die easily, even in the face of a better alternative. While YD/ and DOC like to see themselves as catalysts for radical innovation, they find themselves to be unwilling revolutionaries, using guerilla tactics to undermine old structures. Creating an organizational context for frame innovation is a huge challenge, and the jury is still out on which strategies are successful, under which circumstances. But examples are trickling in.

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### CASE 17

#### **Reframing the city at night: On a new understanding of public space**

The City of Sydney has been proactively engaged with the follow-up on the Kings Cross entertainment district project (see case 8). After that experience,