

While the frame creation methodology creates new space for initiatives, it invariably challenges those involved to transform their practices to become frame innovators.

## 9 INTEGRATION

However, once these practices are transformed, they can lead to interesting new explorations. A newfound skill, knowledge, quality, and network may lend itself to applications in domains that would be unthinkable before the frame creation project. Also, the deeper theme-level insight that is gleaned in the frame creation process can stimulate new debates and opportunities. In this case, the city council could reflect on questions like, “Who do we want to compare ourselves with? How do we encourage others to make that comparison?” And city officials can use their newly developed brokering practices and networks to address other issues in the city.

This case study shows how a problem situation exploded from a very modest brief (a traffic problem) into an event that potentially transforms a whole city for a day. If all goes well in a frame creation process, reaching a new frame like this (one that fits the old problem situation like a glove, yet transforms it completely) can be the ultimate “Aha” experience. A strong frame doesn’t need to be sold to the stakeholders: a new, all-encompassing interpretation of reality has emerged that is completely convincing by itself and “of course” the solutions associated should be implemented as soon as possible. The emergence of such a strong frame can make the whole frame creation process look like a film of a building demolition, but an explosion played backward: from a very messy cloud of dust arises a building where all the pieces fit together in a self-evident way. But that is the ideal case.

Over the years, we have also experienced the ways frame creation projects can falter and deliver less-than-brilliant outcomes. One such project concerned the redevelopment of a very complex public space in a city center. The problem was presented as one of urban planning, and thus was immediately framed as a spatial issue—bypassing the themes step almost completely, and leading straight into the generation of spatial solutions. Because the underlying themes were implicit, they were not strategically chosen to steer away from the current frames of the key stakeholders, and in the course of the ensuing process the solutions gradually gravitated toward fairly conventional outcomes. This situation was exacerbated by the fact that the partner organization