

type of solution begins to surface in the next step, when frames are proposed as paths to a solution. That is also when the disciplinary approaches become relevant again. Some of the people and parties involved in a frame creation process may have a hard time grasping this approach. They will have a strong, inadvertent tendency to revert back to disciplinary thinking, and jump to conclusions. As we will see in the next chapter, this can derail a frame creation process, and lead to less than interesting results. All stakeholders and participants in a frame creation project will inevitably come to the process with their own approaches and built-in solutions, and they need to be coerced out of that comfort zone toward a new openness. Managing the frame creation process in such a way that it remains “profession-neutral” requires great skill on the part of the project leader.

THINKING DIFFERENTLY

Frame creation is not just seeing things differently; it is also a different way of thinking. There is a logic behind frame creation, but it is a different kind of logic than the one that people and organizations are used to. Understanding the underlying logic of the frame creation approach starts with understanding the central notion of “a frame.” We have seen that frames have a dual nature: they include both an approach to the problem situation and the proposing of a solution direction. It is precisely through this duality that frames can act as a bridge between the world of values and needs, and the world of real action. To take case study 8 as an example: the Designing Out Crime team looked at the Kings Cross entertainment area in Sydney *as if* it was not a crime problem but an entertainment problem (thus proposing a new approach), and the central frame of the music festival then indicated many avenues for creating solutions. *If* this is a music festival, *then* people should be able to come and go; *if* this is a music festival, *then* people should be able to be entertained away from the main attractions; *if* this is a music festival, *then* people should be provided with information to help them find their preferred entertainment option; and so on. The dual nature of frames informs the logic and structure of the frame creation process model: the main emphasis in the process shifts from “approaching the problem” (steps 1–4) to the critical investigation of possible solution directions (in steps 6, 7, and 8).