

problem-solving approach like frame creation has to take a step back and cautiously find a way to develop the problem situation before it can be fruitfully approached. Apart from these two extreme situations, a frame creation project can also arise from the inspiration that comes from the deep investigation of a theme. In this section, we will describe three projects to explore how the frame creation approach works in each of these cases. These case studies should be seen as exemplars of the different frame creation practices, from among the many that are possible.

First, we will describe a case in which a societal need and a new technical possibility require the creation of new frames. In this situation the frame creation approach can be used, though in a slightly different way: opportunity-based projects start more or less “in midair,” as there is no set paradox or group of stakeholders. While this saves quite a bit of analysis work in the early stages of the frame creation process, the issues relating to the dynamics of the problem owner and the problem situation will then have to be assessed later in the frame creation process (in step 8, “transformation”).

CASE 14

Smart Work Hubs:

On shaping infrastructure for the knowledge economy

All around the world, the nature of work is changing through the influx of new digital technologies. The coming of the digital age challenges the conventional view of work as the creation of outcomes in a central “production facility” that employees travel to. In a society where “knowledge work” is becoming more important, the nature of what professionals do is changing fundamentally. Knowledge work involves inspiration and reflection (Leadbeater 2001). These tend to be highly connected activities that thrive in a rich and lively (networked) environment. While the coming of the broadband network in Australia has encouraged people in small-town and rural areas to engage in knowledge work, the nature of these activities requires people to come together in new networks, which require a novel support infrastructure. The idea of creating “Smart Work Hubs” at major transport interchanges around major Australian cities are being piloted as the key physical infrastructure to match the broadband infrastructure. The framing challenge centers on the fact that there is