our own practice, these are the moments when we make sure high-level experts are involved to guide the process along.

CHOOSING THE "RIGHT" THEMES

Choosing the "right" themes is a difficult step in the frame creation process, and a highly strategic one: through the choice of themes and the selection of concepts "to think with," one is generating frames that are pertinent to the themes. The trick is that the themes chosen should not be too literal or too close to the themes and frames that underlie current solutions. Also, when the several themes chosen are all combined, they should still be centered around the core and salient aspects of the original problem brief. Choosing themes one-sidedly can pull the whole frame creation process off course by creating undue emphasis on one part of the problem arena. In the marathon example, the themes of "recognition," "appropriateness," and "inclusiveness" can be seen as portraying the entire problem arena on a deeper, fundamental level. In practice, it may take a lot of creative thought and quite a number of iterations to select the themes that are "right," in that they are balanced as a set and together spark the development of a truly valuable new approach to the problem situation. These iterations are important and inevitable, and will have to be tolerated: taking the steps to develop themes and, from there, to develop frames is crucial in the frame creation approach; more than any other part of the process, this determines the quality of the outcome. In a way, it should not surprise us that these steps are hard. Fundamentally, frame creation is a design-based practice that was developed from the working methods of expert designers. By making their frame creation approaches explicit and accessible, we haven't made them any easier. But the strength of the frame creation model lies in the fact that less experienced teams can also get really good results through the thoughtful application of the processes, principles, and practices outlined in this book.

FROM CONTEXT TO FRAMES

As we've seen, within the frame creation approach themes emerge from the correspondence of deeper meaning and value among the players in the broad problem field. The identification of such themes can be achieved through the filtering processes that have been developed within the context of hermeneutic phenomenology (see chapter 3). A reasonably quick and dirty way to advance this process of emergence is illustrated in figure 8.2. One can start a matrix by making a list of the core stakeholders (from the "context" step of the process)