

by the adherence of the entrepreneuring scholars to Herbert Simon's theories—entrepreneurial activity is thus seen through the rather limiting lens of rational problem-solving. Notions like interpretation and framing do not come into this yet, but given the direction we have taken in this book, one can easily see where connections can be made. Frame innovation is a key entrepreneurial activity.

To conclude, there is much that can be learned from innovation management, and the field has contributed enormously to the innovative capacity of organizations. It has flagged many problems that are very real in practice, reflected upon them, and proposed avenues of solution that are very relevant. It has also provided a context for innovation in organizations. However, in its modeling of innovation, the field of innovation management has adapted to the “manufacturing” type of organization as it has developed in the industrial economy (Smulders 2006), and many of the critical remarks above stem from the difficulties that arise from the compromises that accompany this adaptation. Frame creation is, in a sense, more radical in that it steps away from that image of an organization and takes its inspiration from the knowledge economy. But this means that frame creation often doesn't fit easily in the existing processes of organizations that are structured along the principles of the industrial economy. While this is a deep and fundamental difference that as such cannot be resolved, some key frame creation tools and practices have been developed to traverse this terrain. They will be introduced in the next chapter.