# Reframing Framework: Shaping Systemic Projects

Transforming from Simple or Complicated Content and Contexts, to Complexity Resillient Private Sector Projects.

### What is this?

The reframing framework and canvas describe the reframing of a project context and content to be more systemic. It helps to determine if reframing should occur, what elements in and of a project should be reframed, and to create tactics. Regardless of what phase the project might be in.

### In what context can it be used?

This tool is meant for design consultancies reframing projects received by the client (vs. actively approached by the consultancy) who operate within the private sector.

### Who is it for?

Business Developers, Designers, and Sales in design consultancies; anyone in charge or part of the pre-execution, executing, and/or following up (on) the project who knows systemic design practices and approaches in design consultancies where the user needs help to apply systemic tools and methods within a project that initially follow traditional approaches. The primary focus is, therefore, on consultants that are either new in systemic design or of which they or the company has not performed much reframing in such projects and need to become familiar with reframing to a more systemic project. Or anyone who can use some help to

make sense of the current state of a project within transition.

### What are the outcomes?

- The goal of the canvas is for employees working in a design consultancy with systemic design knowledge to navigate how to reframe a project to be more systemic through manageable steps they can make. With the canvas, users can:
- Guidance while Reframing Vision on Next Steps
- Alignment & Understanding of the Project's Goal

### When can it be used?

This tool is made so it can be used in whatever phase of the project process: pre-execution, execution, and even

# Foundations

## O. Establish Internal Alignment on Systemic Design.

 What are the approaches, modes of practice, processes and methods and tools that get applied? What competences and knowledge are needed in the How can we align this knowledge among our employees?

### Establish Internal Alignment on (Systemic) Impact.

- What is the type of impact we strive for?
- needs to change?
- What are strategic priorities? (prioritised domains/actors/sectors)
- What can we do to create this impact)

## Implement Faciliatory Elements that Enable Systemic Design

- systemic design projects?

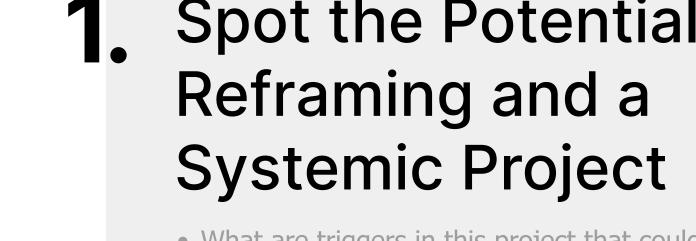


# Impact

- How could that look like? What are preconditions to make that happen? What does it align with the client's vision of impact
  - does it align with the consultancies' vision of impact? How can the project outcome contribute to this
  - should be the new project goal?
- What current practices are there in the organisation that might need to adapt or change?
- applied within the organisation? What other elements are important to facilitate for

## What actions and resources are needed to facilitate for this change?

# Reframing



 What are triggers in this project that could indicate room for a (different) systemic design approach?

# Spot the Potential for Systemic

 What is the initial goal of this project to which higher goal does this project contribute?

Based on the impact that should be created, what

- What is our strategic plan concerning systemic impact? What competences and knowledge are needed in the
- What have we learned from projects that need to be

# What do we need to do differently?

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Strategic Product Design

Continuous Learning,

What have we done?

What did we learn from it?

Reflecting and Evaluating

Does we still achieve the envisoned goal & impact?

# Committee

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Continue Project (in a

• Can the reframe be executed in the current phase of

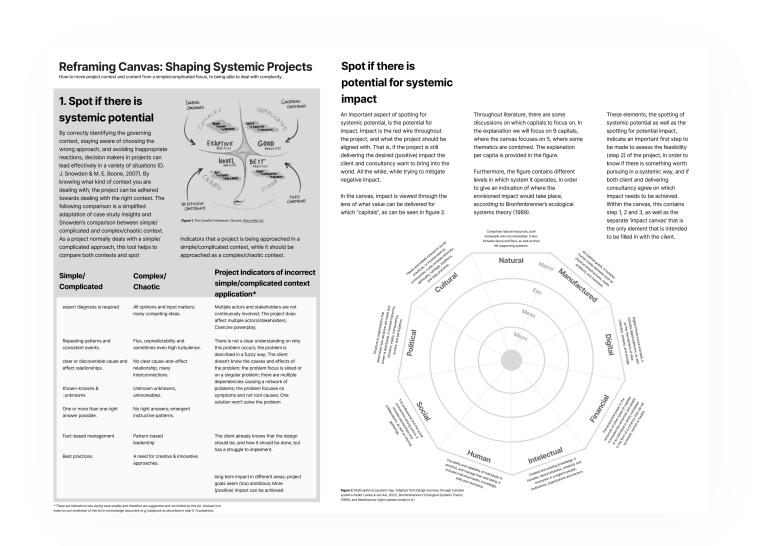
Systemic Way)

the project?

Company

Halogen

# Tools



Reframing Canvas: Sh	naping Systemic Project	s						
How to move project context and content from a simple/con								
	_							
2. Assess the feasibility	y of a							
systemic project (conti	nuation).							
Critical factors								
It is important to have this aspect in place in order	Mandate							
to facilitate the right way of information sharing, to keep aligning on goals, approaches and	For projects to be carried on internally and externally, it is important to get the right mandate.				District Const	Close	Openness in the	
understanding of the problem.	This can mean internally in the client company				Right Goal setting/	collaboration	process	
Support throughout the company	(see: support throughout the company), but also from actors and stakeholders. Through early and				Mission	(with client & consultancy, and external actors)	(open or discusable design brief & deliverables)	
Support throughout the company Support throughout the company means that	continuous inclusion, mandate can be build.			Trust between				
ideally, everyone in the client company supports	A place indicator for project mandate is set **-			client and consultancy				
the project. This is rather impossible to achieve, but important stakeholders to win over are top	A clear indicator for project mandate is when the project starts to emerge by itself, and the providing			(openness to new approach)				
managers, workers of the company, and, at least,	consultancy can pull away without the project		Systemic					
the manager of the project. This depends on that the project manager is competent and supportive,	falling apart. It can be seen in that people know how to take tasks upon them and execute them		approach within the consultancy		Re	sources		Execution of the project in the right
and there is little to no coercive power in the	without being steered by the providing		the consultancy			money, skilled t employees,		place of hierarchy
company that workers do not dare to speak up.  Otherwise, this needs to be included in the change	consultancy.			Right insights to	man	date, training rovision)	Mandate / client	at the client's organisation
management of the client company and project (if	It is a needed element to let the project live on after			trigger the			ownership	9
its the case that the project needs these aspects to	the project is finished.			reframe				
be in place).	Change management of the client							0
Support is in place when interest and support	Effective change management of the client means		Good		Design Maturity within the client			Support throughout the
(agreement and continuation) is shown in the project.	organisational adaptation. This can be in culture, structure, practices or even mindset. The client's		communication		THE STATE OF THE S	Realistic	Right mindset	company
	organisation needs to able to align their teams, top		(internally on client side and between client &			schedule		(top down - managers and project manager, and
It is needed to get internal funding and approval for certain approaches. As well as getting people on	management and/or workers, to accommodate for the project internally. As systemic project often		consultancy)					bottoms up, political stability)
board to help to execute the project or follow	accommodate, or try to achieve, permanent							
project goals.	change, change management is important. Even if							Good Change
Execution of the project in the right place of	the project is changing something outside of the client's company, it often has to accommodate that							management or
hierarchy at the client's organisation	change.		Risks addressed/					the client's side
Closely connected to 'support throughout the company' is the execution of the project in the right	It is hard to assess when change management is in		assessed/					
place of hierarchy at the client's organisation. It	place. But a clear indicator is looking at the history		managed		Customia			
means that neither project that is being executed within the most upper or most "low" players in the	of the company, and asking how they have dealt with change before, if this is a common practice for				Systemic maturity within			
client hierarchy, can be fully successfully executed.	them or to see if there are people responsible for				the client			
With workers there needs to be mandate, and with	change management internally. A good indication					Right		
top managers, needs to be convincing. Therefore, accessing and including these "right actors/	in this is specific people assigned to a task (and them being able to live up to these tasks).					Relationships (externally, client &		
stakeholders", as discussed in 'Right relationships',						(externally, client & consultancy)		
is important. Also internally in the client company, to let a project take off.	Change management is needed in order to integrate and accommodate the project within the							
to let a project take off.	client company, so that it can be fully executed as	,						
It is in place when there are indications of mandate	a part of the client company. For this to happen,	$\leftarrow$						
and there are chances of top management being convinced. This might only be able to show later on	mandate, support throughout the company and execution of the project in the right place of	Easy to inf						Hard to influence
in a project. It is therefore important to assess the	hierarchy at the client's organisation can be	Figure 4. An as	sessment of the urgency and in place. Adapted from Fortu	difficulty to bring ne & White (2006)				
general design and systemic maturity of the client	important critical factors as well.	Grander (BUIDE)	p Prospect molli FOI II	into quodoy				

low to move project context and content from a simple/con	naping Systemic Projects splicated focus, to being able to deal with complexity.	S					
3. Reframing			Tactics				
A frame is a way of looking at the problem ituation and a way of acting within it (Kees Dorst, 2015). Reframing is the act of changing the project content and/or context, in order to accommodate the new indings in the project. Project reframing of he content is often done automatically within the project. When insights uncover	that a different problem should be pursued or problems are related differently than initially expected. It often occurs, however, that to reframe project content, also means reframing project context. This can either be done after reframing project content, or in advance, as a preventative way of not disturbing the project continuation.		The tactics for reframing offer a possibility to align content and context elements with the whole project, that is, actors, the client and other important stakeholders, to finalize the reframe, or bring it into place and align it overall.  Tactics are classified as <b>explicit</b> or <b>implicit</b> , indicating if it is explicitly mentioned a systemic project will be pursued or not. Explicitness might trigger heavy resistance of the client since a new way of approaching	recomment maturity, op mindset in p project imp the beginni maturity are be more dif board in the actions are in such a br	scary to apply, an ded with high (sys* benness, trust and oblace. Choosing to licitly might be a s ng if mindset and e not in place. How ficult to then get p eir understanding done (e.g. approa oad perspective, i keholder and actor keholder and actor keholder keholder and actor keholder ke	temic) design a good pursue a afer option in systemic vever, it might vecople on why certain ch the problem ncluding	perspectives). It might therefore be safer to pursue clients that hold a systemic viewpoint.  The tactics are suggested content of what is observed to be applied in systemic projects. The list is certainly not limited to these factics and the reframing canwas supports a combination of multiple tactics, where own tactics are recommended to be applied as well.
content)			, 11				
The project content concerns mostly the  problem the project focuses on, the  problem scope, the deliverable that is  cousing on solving this problem and the  proposal towards that deliverable. These  our elements deliver towards a common  poal, that is a part of delivering a (positive)  proposal that both the providing consultancy  and the client organisation want to achieve.	The reframing of these elements happen mostly automatically. The canvas helps to give a place that aligns these elements with each other, and think of strategies or methods and tools that can help to reframe other elements when they do not align. Whether that be purposefully reframing the content, or letting it show through emergency by the continuity of the project.	Easy • Medium • Hard	Part of project process F Project strategy Critical Question Assumption spotting/mappi Stocks and flow mappi Problem mappi Timeline/behaviour over time Future/ambition mappi Research mappi Actor mappi	ng O	Project execution	Project follow-up	
3b. Reframe OF Project		Ö	Workshop Reframi Presentation of the systemic proble		0		
(context)			Presentation of the systemic proble Teach the mindset of systems thinki Explain the necessity of systemic desi Show systemic achievemen	ng ⊘i gn ●	•	•	As can be seen in the diagram tactics get harder to execute once they are further in project.
The context of the project focuses on verything what is happening around the project execution, such as the people nvolved, the agreements made, resources and time available to be spend on the project. These are just some of the examples.	Systemic Project Context and Content' per critical factor (after step 5.1). Then, when finalized for all the critical factors, note down all the final steps of these canvasses (5.10) on the larger canvas for reframing the project (also on step 5.10).  The project reframing canvas is mostly for		Convincing the importance of brough problem understandi Present the consultancy's systemic approa Present Clein to Clein time the Consultancy's systemic approa Clein timentives (tit for to Trojan hor More for the same pri Splitting/adding project phasi	ng Och Ons at G	•	0	execution. This shows the importance of early reframing the project and is therefore always advised to do as soon possible, as project context is hard to reframe once project contracts have been signed.
The canvas makes sure that most of these elements are in place. These elements, are tescribed in step 2, under the principles of a systemic project, and are what the critical actors lead up to. It is therefore important hat the critical factors are managed by	facilitating the thought process of what needs to be reframed, and if a systemic project is worth pursuing. While the smaller context and content reframing canvas helps to think out different strategies or tactics of reframing to bring the critical factors and		Reframe within project contracts boundari  Open project contra  Double edged sword deliveral  Emergence: let the project develop as in  Foot in the door approa  Act on opportunities/keep leads was	ct • ele O is O ch	•	0 <b>9</b> 0	
ither establishing them or finding a way to eal with them not being in place. When	project content in place.		Create a new contract/addendu		•	0	
anting to reframe each different critical actor, use the 'Reframing Canvas: Shaping			Give incubation time/wait for the critical factors to come in pla Systemic deliverat	-	0	0	Figure 5. Table with different tactics for reframing differen

2. Assess the Feasibility

hard to achieve?

3a. Reframe &

3b. Reframe &

Context

Content

What insights trigger a reframe?

What should be the new problem(s) focus?

What should be then be the project's delivery?

How to accommodate for these elements?

of a Systemic Project

What elements are in place and which need to be

catered/accommodated for of how the project is set up?

What factors might make implementation and impact

What impact can be achieved through the project as is?

Is reframing a valuable choice for us, actors and/or the

Accommodate Project

What should be the project problem(s) boundaries/scope?

What approach should be used to come to this delivery?

project aspects, what should be the new project goal?

What are methods, tools & tactics could be applied to

Accommodate Project

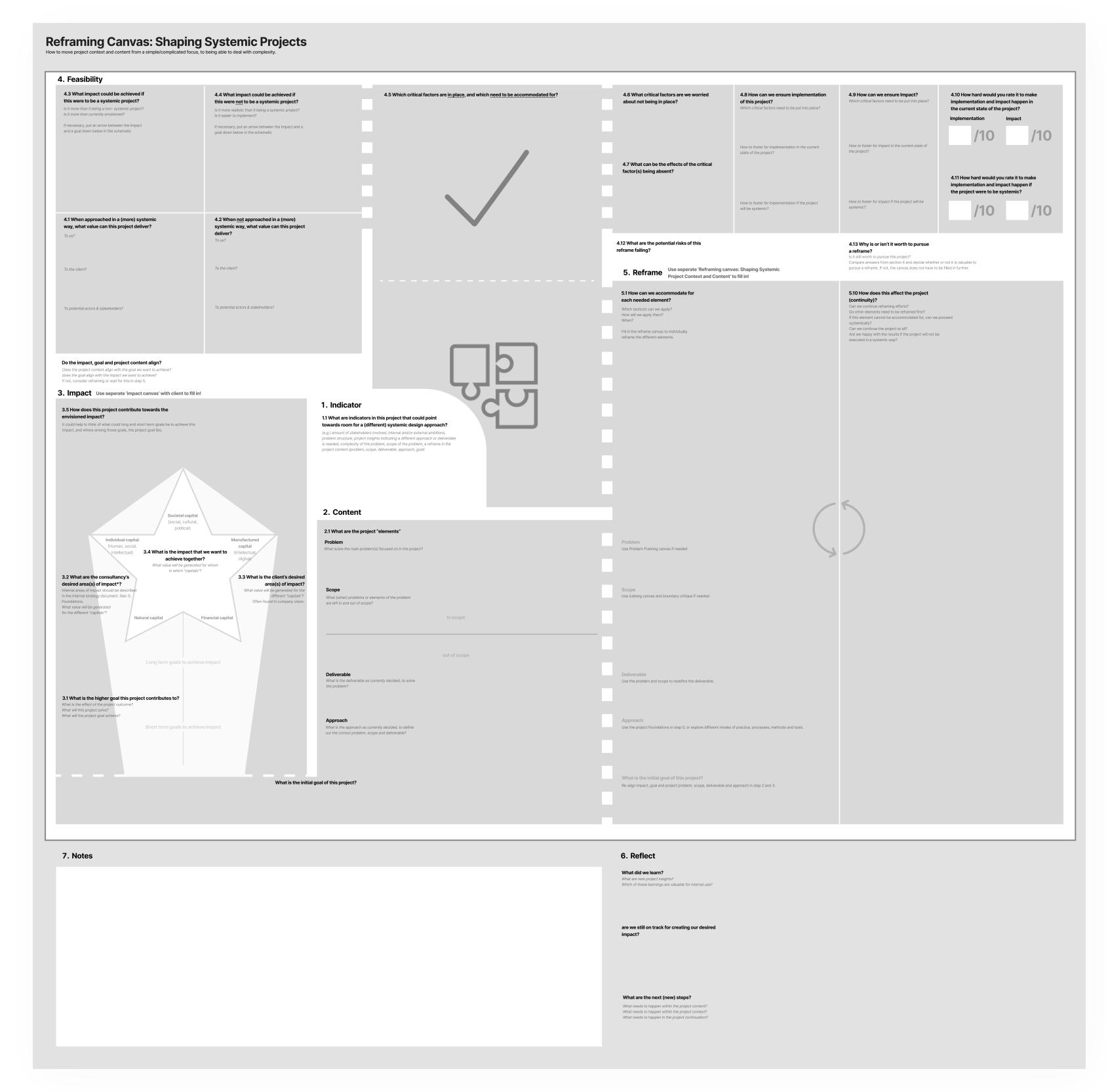
How to accommodate for these elements?

What are Tactics that could be applied?

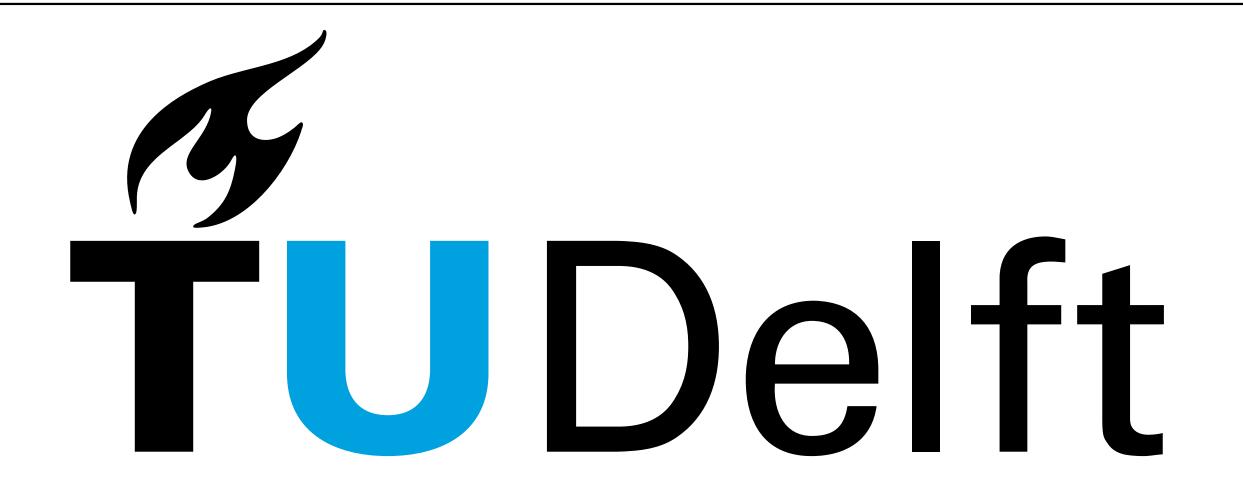
Based on the impact that should be created, and the revised

Workaround tactics			Continuation tactics	Create a new contract/adde	
Use these tactics when some of the project critical factors cannot be reframed. Most commonly are the approach, deliverable and (project) openness. This is mostly the case in projects that have passed the project start-up phase.	Splitting/adding project phasing (implicit/ Explicit) If the client needs to work in a way that can only be done in a phased method, adding an initial research phase in order to decide what problem further to	Open project contract (Implicit) Try to keep the approach and project set-up as open and vague as possible if it is not possible to reframe the approach or deliverable. That means open and vague as possible end-deliverables and	Continuation tactics help with the continuity of the project, something that is important in systemic projects. Mostly through following up, but also ensuring the continuity of the project in project set- up or execution.	A new contract can be formu follow-up, based on previous If it is an addition to an ongoli is harder to achieve. Build on relationship and trust, to crea	
Trojan Horse (Implicit) Self the project as another form of design (like service design), while applying (also/mostly) systemic methods. Usefulf if the client is not ready for understanding or applying a different approach than its used to.  Potentially Reframes Context Approach	explore might be a good sacht to apply. This goes together with the tactor of splitting up the phases of the project, because the deliverable and approach cannot be agreed upon initially and an important part of this approach is the freedom to define it later.  By splitting up the phases in a different contract and project approach, it allows the client to save budget and decide later on for the project which methodologies need to be applied for the budget left to know towards which result should be worked.	open interpretable approaches to get there, to get as much leewy in the project proposal as possible. This works especially well if the design naturity of the client is rather low. One way of doing this is selling a project with a lot of workshops, where the designers are often left to decide what is done in those sessions because the trust of a designer their skills is high within something that is considered part of their field (a workshop).  Potentially Reframes Context Approach Openness	Emergence: Let the project develop as it is (Implicit) Do what is agreed upon, but try to include systemic approaches when you do it (see mapping, questioning and education tactics.) This will hopefully cause an insight from the client in the project set eyo presecution phase that the current approach and deliverable might not solve the right problem, and might lead to the sale of a systemic project after the project is finished. This can be done by including systemic approaches in the agreed upon way of executing the project. Use this approach when the risk of terfaming is too big, or	achieve a higher impact. If the realize another approach is not to push for an addendum that to still try to make it systemic when it is still early in the procould be combined with split phasing when needed.  Potentially Reframes Content Co Approach Op Deliverable Goal	
More for the same price (implicit) Do additional work onto what is sold as a deliverable. This is mainly for projects that have a high opportunity of delivering more long term value for the consultancy, if there is value in future collaboration. If this innot the case or unsure, this tactic is not advised.	A drawback of this approach is if the contract making phase takes a long time on either side and stop the continuation of the project. Another drawback is that this is not an as open way of working, as systemic projects might request, as it limits the possibility to go back to a research phase again. As that is only possible by agreeing on a new project.	Deliverable  Double Edged Sword Deliverable (Implicit) That is, delivering the current project as it is, but trying to generate systemic insights by including some systemic approaches as described in the Emergence tactic. The client might find that current	deemed impossible, or yet unsure.  Potentially Reframes Content Context Problem Insights Scope	Give incubation time/wait for to come in place (Implicit) Sometimes the client needs structure ideas and newly let sit, and to make things start a while and is hard to speed with keeping up contact with	
Sell a deliverable that is wider in scope, but still deliver on what the client hitlially wanted as deliverable and approach. Do what is agreed upon, but try to include systemic approaches when done. This will hopefully cause an insight from the client in the principet execution phase that the current approach and deliverable might not solve the right problem, and might lead to the sale of a systemic project affect the project is finished. This can be done by including systemic approaches in the agreed upon vary of executing the project.  Potentially Reframes	Potentially Reframes Context Approach Openness  Reframe within project contract's boundaries (impilicitif Spilicit) [Only application in project execution] If it's possible, discuss a new problem focus, or scope within the defined project brief. Additionally, approach and deliverable could also be reframed, but then an addendum might need to be written	approach or deliverable is not cut out for the problem at hand, but cannot reframe the project anymore. This will give leveray for project continuation from the previous systemic insights. Approach a project only like this if there is hope to gain understanding over time, and there is a	Foot in the door approach (Implicit) Build trust with the client through collaboration, or through previous projects by showing off some systemic methods and sell a new project to them that is more systemic implicit require waiting for	Potentially Reframes  Content Co  All  (de	
		chance for continuation and the project cannot be reframed anymore, and if the project on the long term is worth the effort this way.  Potentially Reframes  Context Insights	right critical factors to be in place).  Potentially Reframes  Content  Content  Collaboration, Trust, Right relationships	Systemic Deliverable (Implic Even though the deliverable i discussed as being systemic, set up as one. For clients that for continuation, it might be v deliverable is some sort (edit	
Content Context Scope Openness Deliverable	(see: new project contract/addendum) This is not an ideal tactic as it takes a lot of time, while the project is still continuing. Therefore, hard to pull off.		Act on opportunities/keep leads warm (implicit) Keep leads warm by asking how project implementation is going and/or to just ask for	or future vision (roadmap) or visualisation (systemic map of can be convenient to make it create it with them so they how ownership. This might help the	
	Potentially Reframes Context Approach Openness Deliverable Scope Problem		updates on the status of the project, or with other projects. To see if there can be help offered. Another way of doing this is to see, if new tenders come out where you and the client can work on together, with another party at hand. Or new events happen, new research submerges. Keep an eye out as business developen/sales on how to keep connecting the client possibly, with relevance	continue on the project, since never really a one time project Potentially Reframes Content Con Deliverable Tru Goal Rig	

### **Explenation booklet**



Canvas



Joyce van Weverwijk Reframing from Complicated to Complex contexts: A framework to assist Consultancies in leveraging Systemic Design in Private Sector Projects