Health Check

When the Challenge, Problem, or Environment is Complex

Applicability: Universal — Across Industries, Fields, and Subjects

- Strategies and standards
- Models, best practices, methods, and frameworks
- Processes
- Services
- Rules and regulations
- IT tools and AI
- Innovations and startups
- Communications
- Projects

Hereafter referred to as “projects”

Law of Nature Manifesto Initiative

www.LoN-Manifesto.org info@LoN-Manifesto.org

Download: Menu option Operating System / Health Check

Author: Eugen Oetringer

V1.2.3

Content

1. Goals

This Health Check's goals are:

1. Prevent projects from sliding into foreseeable firefighting, their value propositions shrinking to a fraction, or collapsing into failure
    - By checking on solution needs based on solvable root causes that lie beyond the boundaries within which our long-standing approaches operate
2. Quickly check projects in trouble for high-impact intervention possibilities.
3. Identify — within one hour to only a few days — intervention needs and initial next steps.
4. Respond to experts' calls for practical and concise guidance in addressing highly complex matters
    - Guidance that goes beyond the boundaries of our long-standing models, best practices, tools, IT systems, and similar approaches
5. Build the case for an enterprise- or system-level project that removes common obstacles undermining many — if not all — projects and daily operations (optional)
    - By also completing the enterprise and/or system-level fields

2. A Complication and How It Is Overcome

Because this Health Check addresses the gaps and conflicts of our long-standing solution attempts, quick access to concise yet highest-impact information may be needed. Ideally, the 'Additional Information' in the tables below would point to external sources.

However, this turned out to conflict with the **Tipping Point** and **Capacity Bottleneck Laws of Nature** — particularly in environments that have crossed the **Level-2 Tipping Point of complexity**, which is a common situation today. The risks of efforts and costs exceeding what organisations can afford — or ending up in analysis paralysis — would be far too high.

Therefore, this Health Check *initially* points to places within the **Law of Nature Manifesto and LoN Operating System**. Thereafter, the following applies:

1. You — or knowledgeable representatives of the groups involved and impacted — decide, also for each checkpoint below, what is relevant and will be used; NOT the Manifesto or Operating System, another method, framework, external consultants, or trend.
2. You can use your own solution elements or those from third parties.
3. From the beginning, your project is designed for:
    A. Being practical and executable
    B. Being scalable to the desired system level
    C. Crossing the Tipping Point beyond which the value proposition is bound to materialize.
4. The representatives decide together whether these criteria are met

Main source for more information

The main sources for this Health Check are the *Homepage*, *LoN Manifesto and LoN Operating System* at www.LoN-Manifesto.org. An overview of key knowledge elements is available via the homepage and its submenu option "LoN Manifesto+OS."

3. Preparing for the Health Check

This Health Check is carried out by **taking responsibility for a decision or project**:

1. Being practical and executable
2. Scalable to the promised system level and durable over time
3. Crossing the Tipping Point beyond which the value proposition is bound to materialize.

In the first round, you can perform the Health Check on your own. By taking responsibility, you assess it from the perspective of all groups involved and impacted.

If you conclude that these three responsibility requirements are met, the same Health Check is then carried out with:

- 1 or 2 knowledgeable representatives from each group involved and impacted.
- 3 to 5 participants with a basic knowledge of possibly relevant Manifesto content.
- One — preferably two — individuals have the Skill Set for Solving Complex Problems and a basic understanding of related Manifesto content

To keep the number of participants as low as possible, individuals with solid knowledge of multiple groups may represent more than one group. They should be able to contribute the key views, experiences, and needs of the groups they represent.

The Skill Set is available via Manifesto Tutorial 3.4.3. The basic knowledge can be obtained via the Manifesto's homepage and its submenu option 'LoN Manifesto+OS'.

A conclusion form is available in Attachment A of this document.

4. Doing the Health Check with Representatives

When conducting the Health Check with representatives of the groups involved and impacted, the following is recommended:

- Face-to-face in a room
- The participants are coached to listen beyond surface issues and popular ways of thinking
- All participants are equal
- No participant should experience negative consequences from their contributions
- A checkpoint is identified as 'relevant' when even a single group states that it is relevant
- One participant — ideally someone who:
  - has a stake in achieving a successful project or decision and
  - has the mindset of going beyond what has been tried before

  takes on the responsibility described above

5. Expressions Used

Key personnel: Refers to individuals with advisory responsibilities, decision-making authority, lead solution designers, funders, and others with similar influence. It also includes external advisors, funders, and senior management with significant influence on the project.

Laws of Nature: See the Manifesto's homepage for what is seen as a Law of Nature

Project: Refers to formal projects, strategies, regulations, services, innovations, IT tools, processes, best practices, methods, frameworks, models, scale-up, and similar undertakings.

6. Checklist

1. Decision-Making

#	Checkpoints	Additional Information	My Project		Enterprise Level		System Level Beyond Enterprise		Issue Status	Activities Required, Notes Etc.
			Relevant Yes/?/No	Is Issue Yes/?/No	Relev. Y/?/N	Issue? Y/?/N	Relev. Y/?/N	Issue Y/?/N	Open Closed	
1.	**Is the 'one-word' policy in place and driving:** **a. Bureaucracy and complexity down to healthy levels, while ...** **b. Preventing the unconscious creation of new, unnecessary bureaucracy and complexity?**	This policy specifies when *exact practices* — such as numbers, mathematics, linear processes, and breaking complex matters into parts — should be used, and when *open practices* — such as patterns, natural workflows, and going straight to the system level — should be applied. For more information, please watch Tutorials 1 to 3.3								
2.	**Do decision-making processes verify decisions against:** **a. Relevant Laws of Nature — especially when they cannot be expressed in exact ways, and ...**	We have lost the ability to make decisions based on critical information that cannot be expressed in exact ways. Relevant Laws, Values, and Behaviours can close much of this gap. More information: • Manifesto homepage – especially the criteria for what constitutes a Law of Nature • Tutorials 1, 2, 3.2 and 3.3 • Operating System: Laws of Nature • The Manifesto's Core Human Values and Essential Behaviours								
	b. Core Human Values and Essential Behaviours?									

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			Relevant Yes/?/No	Is Issue Yes/?/No	Relev. Y/?/N	Issue? Y/?/N	Relev. Y/?/N	Issue Y/?/N	Open Closed	
3.	**Are the following principles of science applied:** **I. Seek the truth**	Examples: • What do decision-makers and initiative owners REALLY NEED to make problem-solving decisions and get high-to-highest-impact solutions through the system? • Could there still be a strongly held belief that root causes of complex problems cannot be found — while each of this Health Check's questions is based on solvable root causes of the highest damage? For the root causes, see: • Manifesto homepage • Manifesto tutorials								
	II. Apply relevant Laws of Nature — especially when they cannot be expressed in exact ways	More information: • Manifesto Tutorials 1 to 3.3 • Manifesto Laws of Nature								
	III. Apply the Einstein–Newton–Darwin practices	Einstein–Newton–Darwin practices: • Go straight to the system level — instead of breaking complex matters into parts • Step out of the box • Seek simple rules at the system level • Proof without mathematics (Darwin) See also • Manifesto Laws of Nature – Darwin's Law • Confirmation reference in Tutorial1								

#	Checkpoints	Additional Information	My Project		Enterprise Level		System Level Beyond Enterprise		Issue Status	Activities Required, Notes Etc.
			Relevant Yes/?/No	Is Issue Yes/?/No	Relev. Y/?/N	Issue? Y/?/N	Relev. Y/?/N	Issue Y/?/N	Open Closed	
4.	**Complementary to the Business Case, is there a Value Case?**	Business Cases are typically based on money and other measurable parameters. Critical information that cannot be measured in exact ways is missed by default. To prevent foreseeable disappointment and failure, complementary Value Cases address this gap. More information: • Manifesto Intervention 7.C: Value Case Approach								
5.	**The Skill Set for Solving Complex Problems:** **I. Are individuals with this skill set in key advisory or decision-making positions?**	More information: • Tutorial 3.4.3								
	II. Have hiring and job advancement processes been adjusted from excluding individuals with this skill set to actively including them?									
6.	**Is learning from failure part of hiring processes, job advancement criteria, and the organisation's culture?**	In complex environments, failure is inevitable because every situation can or will be different, and the '*unexpected unexpected*' keeps appearing. A recurring pattern has emerged: learning from failure — combined with an attitude of preventing the same failure from recurring — substantially reduces failure rates.								

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7.	**Has one individual — ideally in an influential or decision-making position — taken responsibility for solving the complex problem in its entirety?**	This is needed to prevent complex matters from being broken down into supposedly manageable parts, while the most damaging root causes and solution possibilities — typically located outside the active parts — are missed. Whether a solution is executable, scalable to the system level, durable, and able to meet the value expectation is addressed through Checkpoint 10 below. More information: • The Manifesto's homepage • The elements at the homepage's submenu LoN Manifesto+OS								
8.	Mountains of COMMON obstacles have led to project failure rates and failure costs far beyond acceptable levels. **Has a top-level project removed the mountains of common obstacles that keep failure rates far above acceptable levels?**	A long-standing response to project failure is to blame those in charge and replace them. Yet their successors — even when following the latest trends and best practices, and working harder — fall into the same trap and do not understand why this happens. This happens because these common obstacles are hidden, lie beyond the project's sphere of influence, and nobody takes responsibility to solve them. The most damaging of these obstacles are addressed through this Health Check and the LoN Operating System.								

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9.	**Is key personnel trained or coached in possibly relevant Laws of Nature — especially when these laws cannot be expressed in exact terms?**	When the challenge, problem, or environment is complex, the Tipping Point and Capacity Bottleneck Laws are almost always relevant. More information — verbal laws, no mathematics required: • Manifesto Tutorials 1 to 3.3 • Manifesto Laws of Nature								
10.	**Has the Executable Solution Framework for the desired system level been developed:** **I. With representatives of the groups involved and impacted, and**	In complex environments, knowledgeable individuals from the groups involved and impacted often hold key insights that can prevent foreseeable failure. A combination of impactful elements from two old workshop methods has led to an approach that unlocks this knowledge and identifies executable solution frameworks early on — before project design, and within a single workshop or just a few. More information: • Tutorial 3.4.2: From Solution Possibilities to Executable Solution Frameworks								
	II. Have executability, scalability, durability and the ability to deliver to the value proposition been confirmed by the participants of the associated workshop(s)?									

2. Communication, Restoring Trust, Governance, and Agile Decision-Making

#	Check Points	Additional Information	My Project		Enterprise Level		System Level Beyond Enterprise		Activities Required, Notes Etc.
			Relevant Yes/?/No	Is Issue Yes/?/No	Relev. Y/?/N	Issue? Y/?/N	Relev. Y/?/N	Issue Y/?/N	
1.	**Do key personnel avoid expressions that may have worked well in the past but now signal 'too much of the same thinking — won't work!'?**	After more than two decades of our long-standing solution approaches failing to solve complex problems, large groups have learned to intuitively recognise when a new solution attempt uses expressions that signal too much of the same thinking that led to failure before. **The matter is further complicated because expressions that worked only a few years ago now trigger the same conclusion.** More information: • Homepage, submenu: Why / How does this help … / Group: Communication • How this was prevented: Tutorial 3.1 and the associated White Paper							
2.	**Are key personnel trained in Authentic Listening as a powerful communication technique in today's world?**	In a world where people are tired of one-way communication and solutions that fail to address what is REALLY NEEDED to solve growing problems, an unexpected practice has emerged as a powerful communication technique: Authentic Listening. More information: • Manifesto Intervention 7.B *Essential Behaviours / Listening Authentically* • Tutorial 3.1							

#	Check Points	Additional Information	My Project		Enterprise Level		System Level Beyond Enterprise		Activities Required, Notes Etc.
			Relevant Yes/?/No	Is Issue Yes/?/No	Relev. Y/?/N	Issue? Y/?/N	Relev. Y/?/N	Issue Y/?/N	
3.	**Is a knowledge, communication, and decision-making bridge in place that enables:** • **Unlocking high- to highest-impact enterprise knowledge** • **Agile yet reliable decision-making at all levels** • **The organisation to act as a single entity**	Many organisations have tried to build this bridge. But the break-into-parts approach left too many gaps unresolved, and nobody took responsibility for the whole. The matter is complicated because, with the long-standing solution attempts, environments change faster than documentation, IT tools, and linear processes can be updated. Obstacles thought solved reappear. With the approaches identified through this Health Check, the Manifesto and Operating System, a fresh solution possibility is now available. See: 1. The examples in Tutorial 3.4.2 2. Downloads available via the tutorial's description 3. How Simple Solutions to Highly Complex Challenges Can Be Found — Tutorial 3.4 4. The Complexity Navigator — Tutorial 3.4.1							

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4.	**Are the Integrity Law of Nature and its practice, *Adaptive Integrity*™, applied to re-establish lost trust?**	Old forms of integrity fail when environments change faster than promises can be delivered. They also fail when unforeseen obstacles keep appearing, and when fresh insights conflict with earlier promises. All of these are common situations in today's complex and quickly changing environments. What is needed is an Integrity aligned with this reality. Such an Integrity is available. Its straightforward practice shows how it can be applied. More information: • Manifesto Law of Nature 5 and its practice, Adaptive Integrity™ • Adaptive Integrity as an Essential Behaviour: Manifesto Intervention 7.B							

3. Designing Solutions to Complex Matters

#	Check Points	Additional Information	My Project		Enterprise Level		System Level Beyond Enterprise		Activities Required, Notes Etc.
			Relevant Yes/?/No	Is Issue Yes/?/No	Relev. Y/?/N	Issue? Y/?/N	Relev. Y/?/N	Issue Y/?/N	
1.	**Do key personnel understand how effective solutions to complex problems can often be found —where our long-standing attempts have failed?**	These individuals only need to understand how this works. The actual 'doing' can be carried out by experts with the Skill Set for Solving Complex Matters. More information: • Tutorials 3.4 to 3.4.5							
2.	On Innovation: **A. Is there a truly open innovation process — complementary to the linear, in-the-box approach — for high- to highest-impact innovations?**	Today's innovation thinking focuses on technical innovations. Innovation processes demand linear steps and solutions that fit neatly into boxes. This conflicts with the very nature of what true innovation is meant to be. High- to highest-impact innovations that address complex matters rarely fit within these processes. A complementary innovation process is needed for this type of innovation. More Information: • Tutorial 3.4.4							
	B. Do both processes cover non-technical innovation?								

#	Check Points	Additional Information	My Project		Enterprise Level		System Level Beyond Enterprise		Activities Required, Notes Etc.
			Relevant Yes/?/No	Is Issue Yes/?/No	Relev. Y/?/N	Issue? Y/?/N	Relev. Y/?/N	Issue Y/?/N	
3.	**When researching a complex matter, is the research model truly suited to addressing complex subjects?**	One pattern is that scientific research models break complex subjects into parts. In contrast, Einstein, Newton, and Darwin did the opposite: they went straight to the system level and identified the simple rules by which the systems operate. A further pattern is that, when a subject is complex, highly effective solutions are often found outside science, after scientific models have delivered insufficient or no results. More information: • Prof. Michael Fitzgerald's statement on the ability of the scientific model to solve today's big problems: *not fit for purpose* — see Tutorial 2 • Prof. Antoinette Weibel's verdict on Business Schools: *Systemic Failure* — "*BUSINESS SCHOOLS ARE DEAD – LONG LIVE BUSINESS SCHOOLS III*" (LinkedIn post, August 2025) • Prof. Harald Lesch's explanation of complicated versus complex, leading to: *Are research models — designed for complicated situations — applied to complex situations, and hence failing?* — see "*Komplex oder kompliziert, was macht den Unterschied?*" ZDF documentary, June 12, 2023 (in German) • A proposal for a Law-of-Nature-based research model for complex matters and Prof. M. Fitzgerald's view regarding the model — Manifesto Tutorial 3.4.5							

Attachment A: Conclusion Form

The Project:

Project or decision name:	
Anticipated scale-up or system level:	
Value expectation at the anticipated system level:	
Responsibility for this Health Check covering the whole challenge (rather than just parts) was taken on and driven by:	
Health check organiser:	
Health check note taker:	
Participants by the group they represent:	
This is a follow-up Health Check to an earlier one dated:	

Outcome

The following conclusions are provided by:

- ☐ The person who assumed responsibility for addressing the whole challenge
- ☐ The organiser
- ☐ The consensus of the representatives of the groups involved and impacted

Conclusions (please check)

- ☐ All checkpoints have been identified as non-relevant, or their open issues have been or are being resolved to a level where they no longer stand in the way of project success
- ☐ Open issues need to be addressed, and their solutions integrated into the overall solution design before important GO/GO-GO decisions
- ☐ Open issues must be resolved before the project is further developed
- ☐ This Health Check should be repeated prior to important GO/NO-GO decisions
- ☐ **Further conclusions:**

  _____

Additional Information:

IMPORTANT USAGE NOTE

This Health Check is based on common root causes. To determine whether the project truly meets the requirements of **Executability, Scalability, and Value Realisation at the desired system level**, further steps – beyond the scope of this Health Check – will be required.

Date: _____ _____

[Name]

Signature