



Stuck in Complexity?

From No Solution in Sight To An Executable Solution Framework with Little Effort

Not a theory — done. For immediate use.

This Work Document

-  Hidden yet solvable root causes of a particular challenge
-  Concrete goals for each root cause = desired future situation
-  Executability of the Solution Framework confirmed by workshop participants

Developed in Approximately

-  7 x 2 hours online sessions
-  1.5 month of background work: consolidations and actions

Add-on Possibility



Enabling organizations to unlock technical and non-technical innovations at the level of Nikola Tesla, Steve Jobs, and Albert Einstein

THE CHALLENGE



TODAY Common Patterns

- Decision-making, solution design, innovation, hiring, and career advancement are dominated by linear and exact practices
- These practices continue to work well when linear and exact practices work well.
- **For more than two decades, these practices have failed to solve our tough organizational, societal, and planetary problems**

TIPPING POINT



When complexity becomes too high, exact and linear practices can no longer provide reliable outcomes



HIGH IMPACT SOLUTION POSSIBILITIES Waiting to be unlocked



Available solutions get rejected or stuck by default —because:

- Their non-linear nature conflicts with exact/linear requirements
- Fundamental principles of science are overruled



Those with the skills to solve the tough problems are often:

- Neurodivergent (ADHD, dyslexia, autism, etc.)
- Polymath (expert across multiple fields)
- Or Both



These individuals and their solutions are unconsciously excluded by:

- Hiring practices
- Career advancement criteria
- Innovation processes



Traditional approaches fail to unlock these solution possibilities



Let's try fresh approaches:

1. Can we create demand for the talents and solutions of neurodivergent individuals?
2. Developing an executable solution framework with the people who know the challenge best

EXAMPLES OF WELL-KNOWN NEURODIVERGENT / POLYMATHIC INDIVIDUALS

Nikola Tesla¹, Steve Jobs^{2,3}, Richard Branson^{3,4}, Temple Grandin³, Leonardo da Vinci³, Albert Einstein^{1,3}, Isaac Newton^{1,3}, Charles Darwin^{1,3}



EFFORT

- 12 neurodivergent and polymath individuals experienced in this challenge
- 7 x 2-hour online sessions
- About 1.5 FTE⁵ month offline consolidation and actions



ACHIEVED

- ✓ Solvable root causes of the highest damage identified — on two pages
- ✓ Clear goals defining when each root cause is solved — so all participants know where to work toward
- ✓ Executability of the Solution Framework confirmed by the workshop participants



POSSIBILITIES

- ✓ Preventing foreseeable failure before solution or project design
 - ✓ Getting projects out of trouble situations
 - ✓ Reducing resource and skill shortages (capacity bottlenecks)
- By: **Those with the best possible knowledge—the workshop participants—deciding TOGETHER whether the identified Solution Framework is executable at scale-up level**

¹ Asperger (autism) likely: Genius Genes. Prof. Michael Fitzgerald, Brendan O'Brian. Autism Asperger Publishing Company. 2007.

² Smartphone

³ See Wikipedia

⁴ Business model innovation

⁵ Full Time Employees

Index, Co-creators and Contact Information

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(language correction)
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The Work Document

Brainstorming

Overall Goal

Creating demand for the talents and solutions of neurodivergent people

Brainstorm Questions

1. What is preventing neurodivergent people from being hired and having their talents effectively used?
2. What solutions are already available?
3. What is preventing Out-of-the-Box Solutions NDs may contribute from being ‘implemented’ and used at a large scale?
4. What is needed to create demand for neurodivergent skills and contributions?
5. To create demand for people with the skills to find solutions where our long-standing solution approaches failed—and for their solutions:
 - A. With what we come up with, what root causes of failure — if not addressed — marginalize any solution or lead to ‘getting stuck’?
 - B. What must all of our solutions accomplish at a minimum, no matter the approach?
 - C. What could a solution framework to create demand look like?
 - D. What add-on solutions would enhance acceptance, implementation, or value realization?

To use our time and knowledge as efficiently as possible:

Let's focus on identifying

- The *most-damaging* points (at system level)
- The highest-impact goals or solutions

Let's use our time most effectively by

- Keeping contributions short, yet complete enough for others to understand

To overcome the facilitators' conflict of interest in being a content contributor as well:

The participants decide whether the facilitator's contributions are relevant.

Only relevant contributions are added

1. What is preventing neurodivergent people from being hired and having their talents effectively used?

People

Practices

Hierarchy, presenting etc. over ability

Processes, assumptions over predictable failure

People treated as ROI (\$\$\$)

Mgt VS different thinking → not performing to job

EY barrier: Double empathy problem with line managers

Tunnel vision

Othering – bias of 'not in my tribe'

Culture fit requirement

Traits & behaviors expected: **productivity** & innovation

Performance by visibility, not value

Denying wider spectrum of ability / talents

Management: no curiosity

EY barrier: Judgmentalism in management hierarchies

Risk Taking

Mgt see ND contributions as threat to control

Control, predictability over talent

Management is afraid of anything

Anything else: risk

??? Symptoms = Character threads

Ability to Understand

Basic misunderstanding ND vs. 'linear'

When presented: NT don't understand systemic solutions

Capacity for health conflict and feedback missing – for all

Neurotypical don't see patterns

Managers trained, then **?the learned lost?** out of window

People don't see the benefits of ND solutions

Mgrs & HR misinterpreting ND behavior

Bigger picture isn't seen

ND Risks

ND risk of failure: ND against NT – both needed!

Unwanted behavior

Workspace

EY barrier: poor workplace interact.

EY barrier: Poor role and task clarity

Translator role ND ↔ NT missing

Unspoken/unexplained norms & rules

EY barrier: Lack of asynchronous ways of working

EY barrier: Lack of psychological safety in teams

Organizations & Systems

Non-\$ value system: **lost**

Business Case for ND talents: **Missing**

Without **ROI** for ND no work for ND

Core metrics miss ND inclusion

Stuck in the System

Mediocratic economy system

Resistance to solutions that work for all

Businesses set up to extract max. \$ value

Resistance to change in general

Corporate: productivity, shareholders

Systems build for certain results

Laws of Nature not expressible in exact ways: **Missing**

\$, number, proof, best practice decision-making

NT: Method, model, proof, exact, etc. req.

Fixed ways of thinking, ankered in rules, methods, IT-Apps, etc.

Linear thinking embedded in rules, laws, IT-tool, etc.

ND solutions can't find needed support

NT: Break into parts; miss important parts

ND: problem solving ... at the system level

ND Hired and then?

High risk of ND being seen as failure route as well

Most damaging root causes & solutions 10+ years to find

ND: insufficient experience and know-how

Too much to overcome

A gridlock situation of no precedent

Facilitation into the language of target audience missing

Partial solutions fail (exceptions granted)

Structural gaps, conflicts, and (new!) root causes

Hiring & Advancement

NDs excluded by hiring and job-advancement process

Keyword hiring

Lack of onboarding ⇒ vulnerable

Biased / unsuited assessments / tests

ND's zero confidence when interviewed

Solutions built for flawed hiring system

ND Disclosure = career risk

NDs burden: fit into the culture (masking)

Selling oneself over getting the job done

EY barrier: Lack of personalized career pathways

Hiring interview: barrier for ND

ND hiring 'accommodation', not advantage

Others

ND not a topic in training programs

Tools missing to unlock the mind

ND treated by parents as the worst thing

Teachers see negative matters (autism, ADHD, etc.)

Labels:

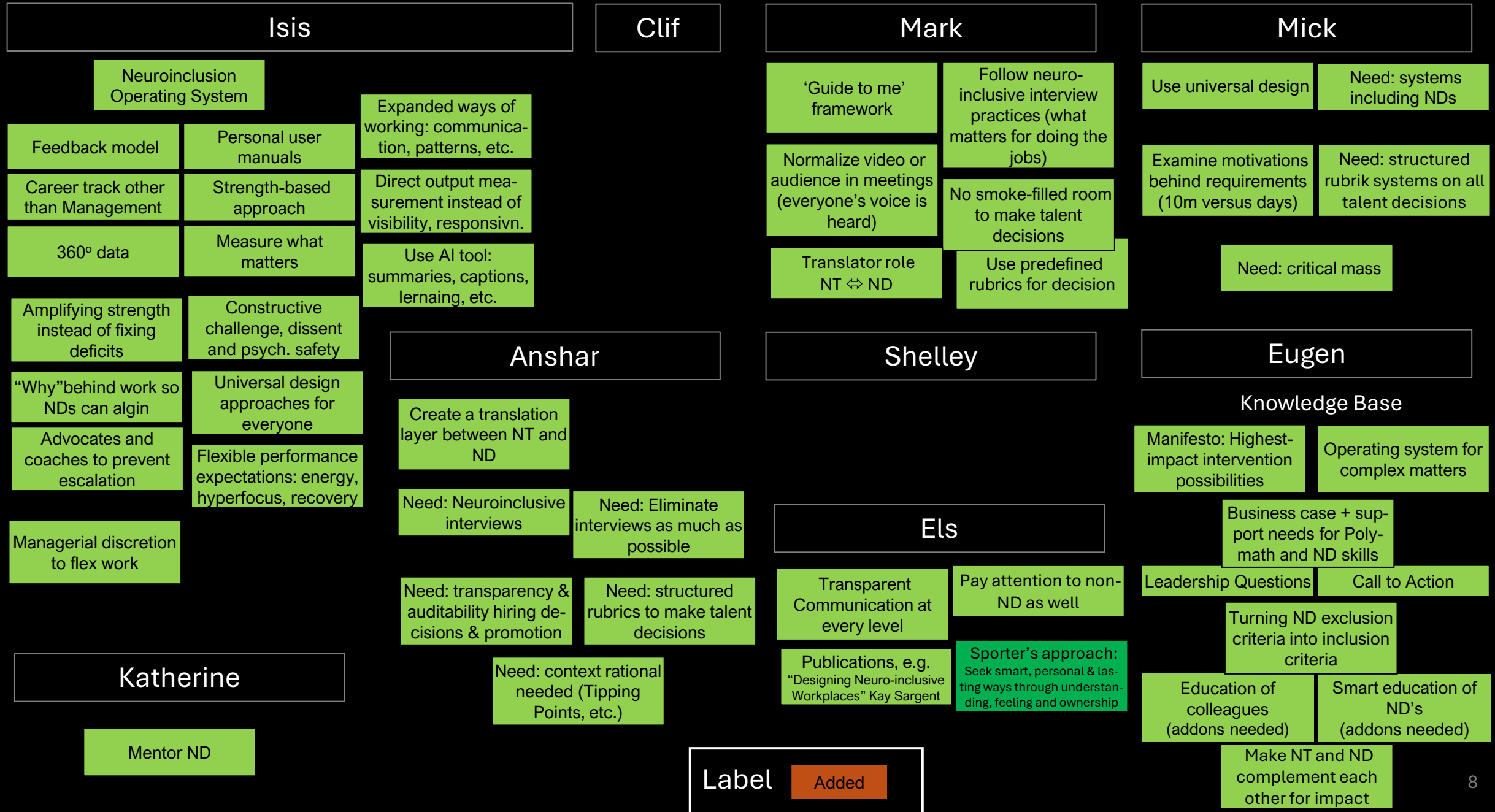
Contributions facilitator

Science as well

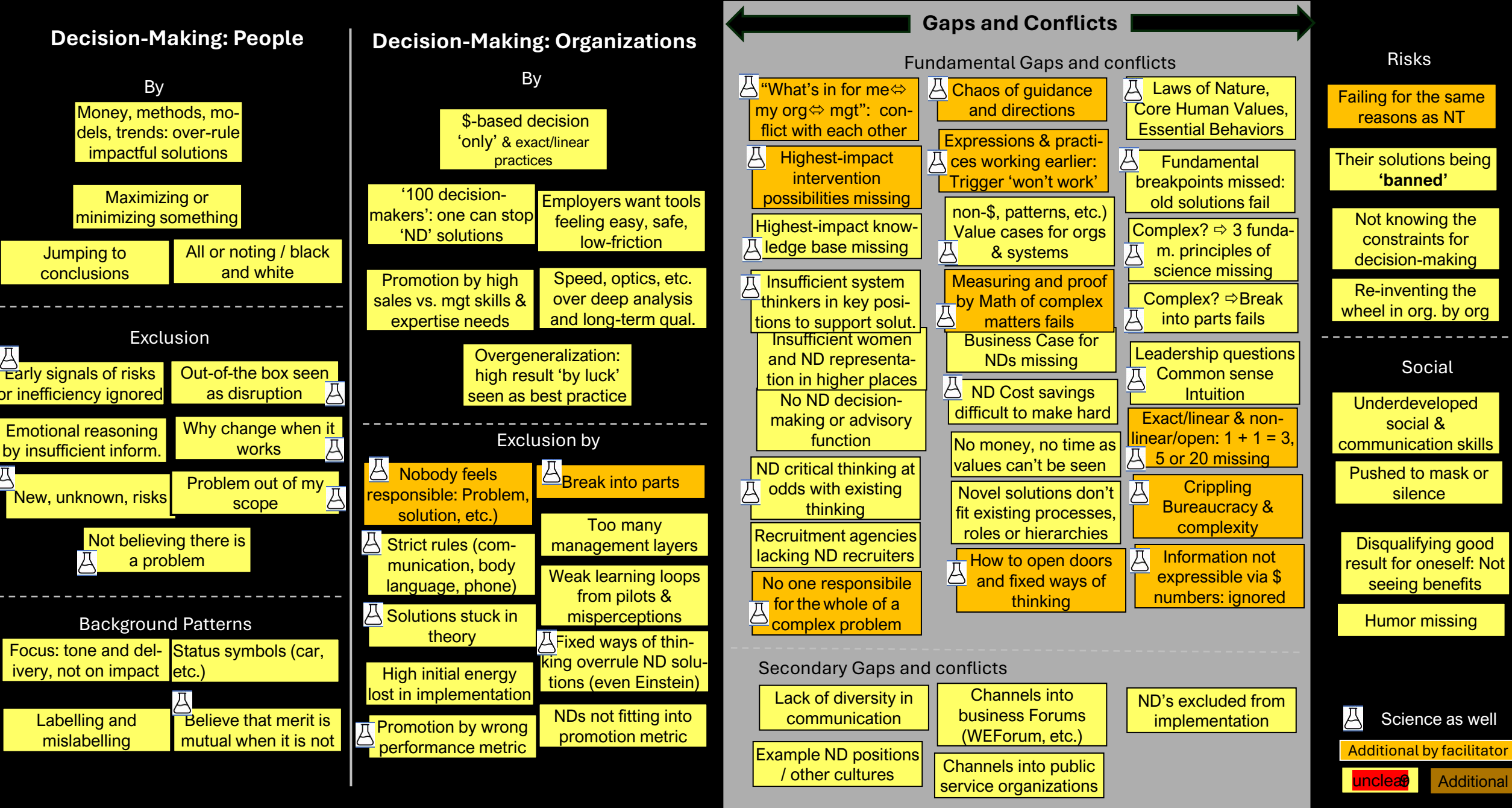
unclear

Additional

2. What solutions are already available?



3. What is preventing Out-of-the-Box Solutions NDs may contribute from being ‘implemented’ and used at large scale?



4. What is needed to create demand for ND skills and contributions?

- Approach:
- Please let go of addressing the identified points one by one
 - Ask : What solution elements provide the highest impact at the lowest costs and risks FOR THE WHOLE

ND Communication
Communicate with art
Humor needed (even a position)
NDs to create energy for implementation
ND interact better with AI (LLM): use it
AI –ND paradigm

ND Education / Coaching
NDs are provided organizational constrains
Reasonable narratives: stories of consistent expectations

Talent Highlighting
Examples of NDs outperform peers
Absolute pitch in music studio
Cognitive/lexical savant in law office
Eidetic memory in court recorder
ADHD social media advisement

Finding the Talents
Approach need: how do we find people who can do the job
Getting really good people
“One-click” assessment creation from from job description
Hiring tool able to find those who can do the job

Workplace Support
Create support for ND
Relationship IA
Preparation tools (i.e. morning alarm with important activities)
Fill out intake question-naire for new contacts
1 day a month for social contacts
Debrief form for events and followups
Create safe work-places for NDs e.g. remote

Flip the Script
We need to flip the script
Task assessments & performance signals first, then CV, etc.
From charity (DEI) to better outcomes
Reward questioning, foresight, early problem solving
NDs to create energy for implementation
Replace “culture fit” by “task fit”
Hiring tools that scale down for small & medium companies
Value diverse workstyles
Publications, e.g. “Designing Neuro-inclusive Workplaces” by Kay Sargent
DEI: Don’t explicitly intone - to stop conservative seizures

Link ND strength and business-critical outcomes
Framing leadership on existing ND talent
Measurement systems that surface real contributions
Tangible gain experiences through adaptive practices
Visible retention and performance improvements
Accurate performance metrics
Data-backed ROI: productivity, retention (real metricx)
Show cost savings, not just social good
Non-standard productivity patterns
Proof of value
Hiring saves time and money
Reduced turnover

Opportunities
Too much failure opening doors
Failure of long-standing approaches being accepted now
Certain Leadership Questions resonating

Solutions to Fundamental Gaps and Conflicts
Enabling a common path through:
A few highest-impact intervention possibilities
A Knowledge Base so interventions can be follow-up
Avoid “Loaded Expressions”
An Executive responsible for stopping foreseeable failure
An Engagement Loop to grow support and demand
“What’s in it for me?” of involved groups strengthen each other
Relevant Laws of Nature overrule everything else
Complex? ⇒ systemic root causes, systemic rules, patterns
Requiring Executable Solution Frameworks early on
A business case for a Skill Set For Solving Complex Problems
Value cases complementing business cases
Core Human Values Essential Behavior: I.e. Adaptive Integrity
Common sense & Intuition wanted,

Door openers
Bringing Leadership Questions directly into decision-making
Call to Action series
Online workshops
Social media campaign: leverage the power of weird
What do decision-makers REALLY NEED to make the problem-solving decisions?
Complex problem? Where is the skill set for solving complex problems?
Impact institutions that train HR professionals
Guest lectures
Initiatives, influencers and journalists ask Leadership Questions

Labels
Added by facilitator

5. To create demand for people with the skills to find solutions where our long-standing solution approaches failed—and for their solutions:

5a With what we came up with, what root causes of failure — if not addressed — marginalize any solution or lead to ‘getting stuck’?

Approach for using the following

Enhanced after the Feb. 2 meeting by facilitator

- Focus on what creates the highest damage and the highest impact solutions:
 - Reduces the overload of root causes and solution possibilities to a manageable amount
 - Many, if not most, second and third-level root causes, as well as symptoms they create, disappear when their highest-level root causes are resolved
- With concrete projects:
 - A knowledgeable representative of the environment identifies what’s relevant. The rest is ignored.
 - At some point, representatives of the groups involved and impacted decide together what is relevant and should be used.
- This was developed with the facilitator’s background – Alternative approaches are welcome

5a. With what we came up with, what root causes of failure — if not addressed — marginalize any solution or lead to ‘getting stuck’? — **Solvable** Root causes of the HIGHEST DAMAGE



Education systems pushing ND thinkers into linear/exact practices – at the expense of the talents required now

Gridlocked systems rejecting NDs and their powerful solutions by default

Gaps and Conflicts when Decisions are Made

Linear/exact (best) practices, models,

- Numbers, Math, linear processes
- Metrics
- Proof in a box
- Assumptions, bias
- ‘Not my tribe’, etc.
- Command and control
- Tunnel vision
- Best practices, models,
- Certifications

OVERRULE:

1. Fundamental principles of science

- Relevant Laws of Nature (cannot be overruled, changed or denied)
- Einstein-Newton-Darwin practices, etc.
- Seeking the truth

2. Non-linear/open practices

- Common sense & intuition
- Preventing foreseeable failure
- Preventing exponential growth of bureaucracy and complexity
- Systemic thinking & doing
- Available solutions of high(erst) impact

3. Core human values & essential behaviors

- Health, safety, basic needs
- Truth seeking
- Adaptive integrity
- Learning from failure

Linear/exact EFFICIENCY approaches applied to complex situations:

- **Exponential** growth of bureaucracy and complexity
- Overruling relevant Laws of Nature (Tipping Points, Capacity Bottlenecks, etc.)
- Worsen competitive positions
- Company survival at risk

Linear/exact thinking everywhere:

- \$\$\$-only decision-making
- Measurable/tangible
- Unconscious thinking
- Linear processes
- Rules, regulations, laws
- IT Tools,
- The education system
- Assumptions
- Best practices, models

Shareholder \$ over company survival

Follow trend OVER

- Preventing foreseeable failure
- Sound out-of-the box innovation

Break complex problems into parts:
Missing the solvable root causes outside the addressed parts

Nobody feels responsible for the whole of a complex problem

Single decision-maker/ advisor stops effective solutions

Value not expressible in HARD \$\$\$ = non-relevant

Job promotion by sales results:

- Insufficient skills from other areas in higher places
- ⇒ Competitive weakness
- ⇒ Company survival risk

Different ‘language’ by industry, field, and subject

A Chaos of Guidance and Directions

Lucky success becomes best practice

In-the-box & tech only innovations supported

Proof in a box and design for a box turning into root cause of failure when scaled up (i.e. Agile stuck at scale-up)

Projects fail for the same reasons

The same lessons relearned again and again

Communications & practices that now tell

- ⇒ Too much of what has been tried before
- ⇒ Failure ahead

Insurmountable bureaucracy and complexity

Exclusion of ND from implementation

Insufficient ND thinkers/talents in decision-making and advisory functions to support NonL solutions

Door openers for fresh thinking: missing

Non-L solutions excluded by linear/exact thinking embedded in/by

- Innovation processes
- Requirements,
- Responsibilities
- Decision-making
- IT tools
- Rules and policies
- Laws
- Linear processes
- Trends
- Failure not allowed
- Jumping to conclusions
- Black or white views

Overloaded agendas in organizations

- ⇒ Insufficient time for necessary NonL dialogs

No budget for ND solutions

ND⇔NT Workplace Gaps & Conflicts

Blame and Shame: NT⇔ND

Environment Architecture for NT

Conflicts Mtg⇔ND

- Double empathy problem
- Ways of thinking/communication
- ND disclosure = career risk
- ND: poor workplace interaction
- ND: asynchronous ways of working
- Culture fit requirement
- ND disclosure = career risk

Labels:

- LQ: Leadership Question
- LoN: Laws of Nature
- ND: Neurodiverse
- NonL: Non-linear
- NT: Neurotypical
- Prob-S.: Problem solving



Science as well

Added/changed by facilitator

ND Hiring & Job Advancement

Exclusion of NDs

Business Case for ND talents: Missing

Weak/no channels into trade organizations & governments

ND exclusion by

- Unsuitable hiring tools
- Keyword hiring
- ND ‘accommodation, not hiring
- Bias
- Fit into culture need
- Excellent social and communication skills required
- ND disclosure = hiring risk
- Work with certification in last 5 years required **VS** 10+ years multi-disciplinary work required for the work, and no certification possibility

Consequences

- ND’s zero confidence when interviewed
- ND’s sell themselves over get the job done

ND Risk

High risk of ND route being seen as failure ⇒ banned for years

ND hype risk developing right now from ‘NDs can solve anything’:

Too many years needed to find solutions to highly complex problems

Experience from Law of Nature (LoN) Manifesto initiative:

- 5 years PLUS earlier setbacks
- Multiple Group 1 Polymaths (ND):
 - Expert-level in 3+ fields
 - Hands-on experience with what worked where long-standing approaches had failed
 - Resolved gaps, conflicts, and obstacles outside the bodies of available knowledge
- Further Polymaths (stay within the boundaries of available knowledge)
- Further ND **doers**

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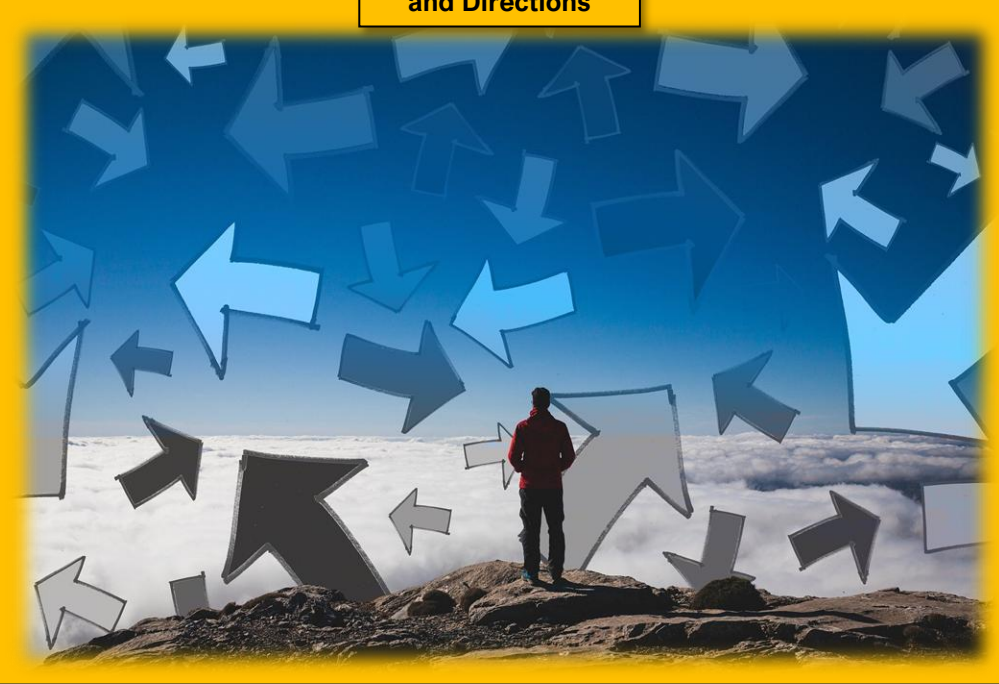
A Chaos of Guidance and Directions

Insufficient ND thinkers/talents in

Blame and Shame: NT ⇌ ND

Exclusion of NDs

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Environment Architecture for NT

Conflicts Mtg ⇌ ND

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relevant

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Science as well

Added/changed by facilitator

5b. What must all of our solutions accomplish at a minimum, no matter the approach?



Education systems foster:

- ND & Polymath skills in general
- Skills for seeking highest-impact solutions to complex problems

Specific Goals for Each Solvable Root Cause / Desired Future Situation

Linear/exact (best) practices, models,

- Know when to select linear/exact practices, and when to switch to non-linear/open/pattern-based practices (and the other way around)
 - Apply fundamental principles of science for going about complex situations:
 - Relevant Laws of Nature, i.e. Tipping Point and Capacity Bottleneck laws
 - Einstein-Newton-Darwin practices
 - Seeking the truth, e.g. "what is REALLY NEEDED to solve complex problems"?
 - Make decisions based on exact practices and/or patterns when high-impact information cannot be expressed in exact or linear ways
 - Make core human values and essential behaviors part of the decision-making to simplify critical pattern information drastically
 - AND-----
 - Apply the above practices to
 - Drastically reduce the exponentially grown damage and risks over 2+ decades
 - Seek simple solutions of the highest impact to remove the mountains of obstacles (bureaucracy, etc.) embedded in the unconscious thinking, processes, IT tools, rules and reductions, etc.
3. Co-essence
- Healing
 - Truth
 - Addition
 - Learning from failure



5b. What must all of our solutions accomplish at a minimum, no matter the approach? What may still be missing?



Education systems foster:

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Specific Goals for Each Solvable Root Cause / Desired Future Situation

Linear/exact (best) practices, models,

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Decision-Makers and experts:

- **Know when to select** linear/exact practices, and when to switch to non-linear/open/pattern-based practices (and the other way around)
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1. Full of science

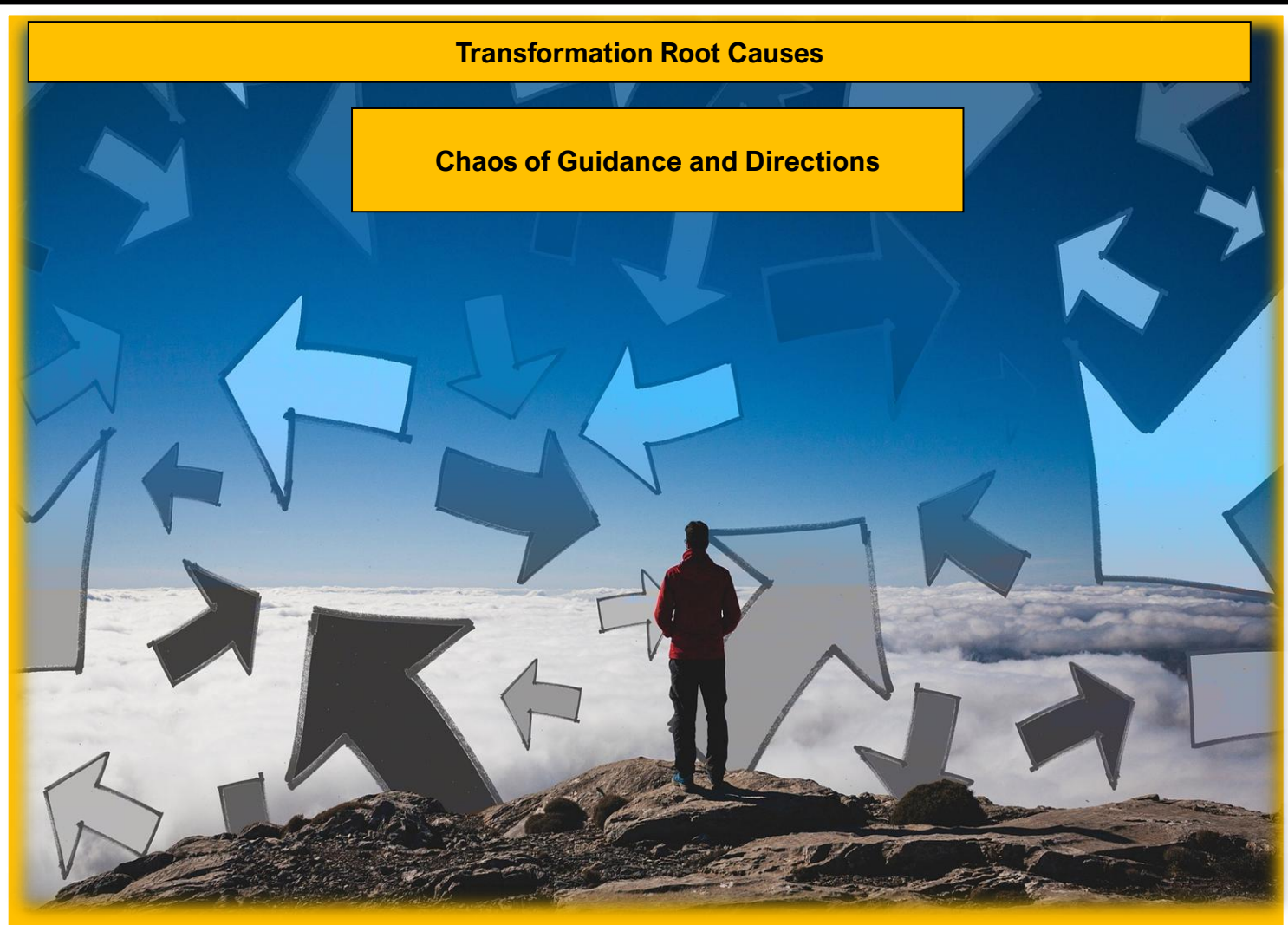
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3. Co-essence

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- Tru...
- Ada...
- Learning from failure



for NDs ex-
available NDs

business case
talents/solut.

ip Questions ,
nent loops &
improvements

nd for NDs,
talents &
olutions

Failure prevention by
applying

- Leadership questions
- Common health check
- Creating executable solution frameworks EARLY ON

NDs use knowledge
base(s) providing

1. Intervention possibilities &
2. Operating system based on lowest effort, costs and risks

---Free to use; own and third-party solutions when value realization possibility is confirmed by representatives of the groups involved and impacted ---

Knowledge base:

- Intervention possibilities of the highest impact at highest system level
- An Operating System to follow up on the intervention possibilities

A common language through a common knowledge base

NDs participate in implementation

venting/ reducing

- Foreseeable failure
- Capacity bottlenecks
- Bureaucracy & Compl.

 : Science as well

Added/changed by facilitator

5

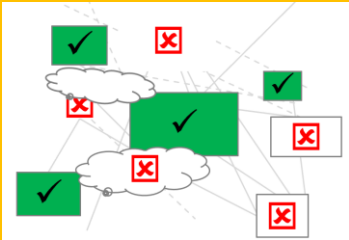
5b. What must all of our solutions accomplish at a minimum, no matter the approach? What may still be missing?

Transformation Root Causes

Chaos of Guidance and Directions

Breaking complex problems into parts:

Missing the solvable root causes outside the addressed parts



Project, solution, and innovation approaches — that delivered needed results where the long-standing solution approaches failed us — are rejected or get stuck elsewhere through:

- Bureaucracy
- Linear/exact ways of thinking
- Funders requiring proof in steps too small to create proof

Examples of exceptional results:

- What **Steve Jobs** did differently to invent the smartphone: listening to what users **REALLY WANTED** and getting the solution **over the Tipping Point**, where it worked **RIGHT AWAY**.
- The non-linear, systemic practices through which **Einstein, Newton, and Darwin** found insights others could not find (confirmed by Prof. M. Fitzgerald; so obvious they are not seen).¹
- An old workshop method to create **Executable Solution Frameworks EARLY ON**², enabling substantially higher project success rates: despite results and a think tank, there has been almost no interest from the project-management and agile communities, nor from the **IPMA**, and **PMI** best practices. Results:
 - A systemic solution re-enabling **agile yet reliable decision-making** in a bureaucracy environment for 30,000 employees²
 - A country-wide project in the Netherlands: stuck in endless discussion; up and running after a few workshops; project management staff and costs a small fraction of what's common; goals achieved ahead of time.
- A project delivering **needed results** (2023) where best practices leave highly complex matters for their clients to solve (Service Management/ITIL example).³

With traditional transformation and movement approaches:

Too many:

- Intervention points and solutions requiring synchronization
- Changes to be acceptable for organizations
- Target audiences – with their conflicting practices – to get synchronized

⇒ **Initiatives get rejected or stuck**
⇒ **Supposedly solved problems reopen**

For all references: www.LoN-Manifesto.org/tutorials

¹ Tutorial 1

² Tutorial 3.4.2

³ Tutorial 3; white paper available here

Added by facilitator
after Feb. 2nd meeting

Added by facilitator
after Feb. 2nd meeting

5b. What must all of our solutions accomplish at a minimum, no matter the approach? What may still be missing?

Specific Goals for Each Solvable Root Cause / Desired Future Situation

For complex matters:

A foundation with practices to enable a common path across industries, fields and subjects is provided

Interventions of “What helps my group?” strengthen intervention possibilities of the other groups involved and impacted

For complex matters: Executable Solution

Frameworks for the value need at the desired **SYSTEM LEVEL** are created **EARLY ON**.

‘How to do’ possibility:

1. See this brainstorming
2. See Tutorial 3.4.2 ²
3. With a clear path to scale to the desired system level, implementation can start small

An Enterprise-wide project resolves common, most **damaging root causes** undermining departments, teams, projects, strategies, competitive positions and the like with ‘*simple*’ **solution packages of the highest impact at the lowest costs**

In addition to examples like those below, a few reference projects in well-known enterprises demonstrate the delivery of needed results where the long-standing solution approaches have failed

Examples of exceptional results:

- What **Steve Jobs** did differently to invent the smartphone: listening to what users **REALLY WANTED** and getting the solution **over the Tipping Point**, where it worked **RIGHT AWAY**.
- The non-linear, systemic practices through which **Einstein, Newton, and Darwin** found insights others could not find (confirmed by Prof. M. Fitzgerald; so obvious they are not seen).¹
- An old workshop method to create **Executable Solution Frameworks EARLY ON**², enabling substantially higher project success rates: despite results and a think tank, there has been almost no interest from the project-management and agile communities, nor from the **IPMA**, and **PMI** best practices. Results:
 - A systemic solution re-enabling **agile yet reliable decision-making** in a bureaucracy environment for 30,000 employees ²
 - A country-wide project in the Netherlands: stuck in endless discussion; up and running after a few workshops; project management staff and costs a small fraction of what’s common; goals achieved ahead of time.
- A project delivering **needed results** (2023) where best practices leave highly complex matters for their clients to solve (Service Management/ITIL example). ³

An engagement loop — that intervenes directly in the decision-making of organizations— creates sustained pressure:

- To let go of the failed practices (while keeping what works well)
- To take on responsibility for solving the whole of complex problems
- To get solution designs beyond the Tipping Points where they
 - Become executable
 - Scalable
 - Realize their value proposition at the desired system level

For all references: www.LoN-Manifesto.org/tutorials

¹ Tutorial 1

² Tutorial 3.4.2

³ Tutorial 3; white paper available here

Added by facilitator
after Feb. 2nd meeting

Added by facilitator
after Feb. 2nd meeting

5c. To create demand, what could a Solution Framework look like?

Enhanced following Feb. 2nd discussion — by facilitator

Approach for the framework design:

1. Let's accept the current situation as it is

2. Let's let go of addressing the root causes one by one

3. With

- The goals to create demand for
 - People with the talents to solve the problems where long-standing solution approaches have failed (typically neurodivergent individuals),
 - Their solutions,
- The whole of the challenge, the root causes and the desired future situation in mind,
- The need to find a self-propelling Executable Solution Framework that operates at a *tiny fraction of the effort, costs, and risks of traditional approaches*:

⇒ **What could the Executable Solution Framework look like?**

⇒ **When done, what elements (or other framework) would improve its effectiveness and/or reduce effort, costs and risks further?**

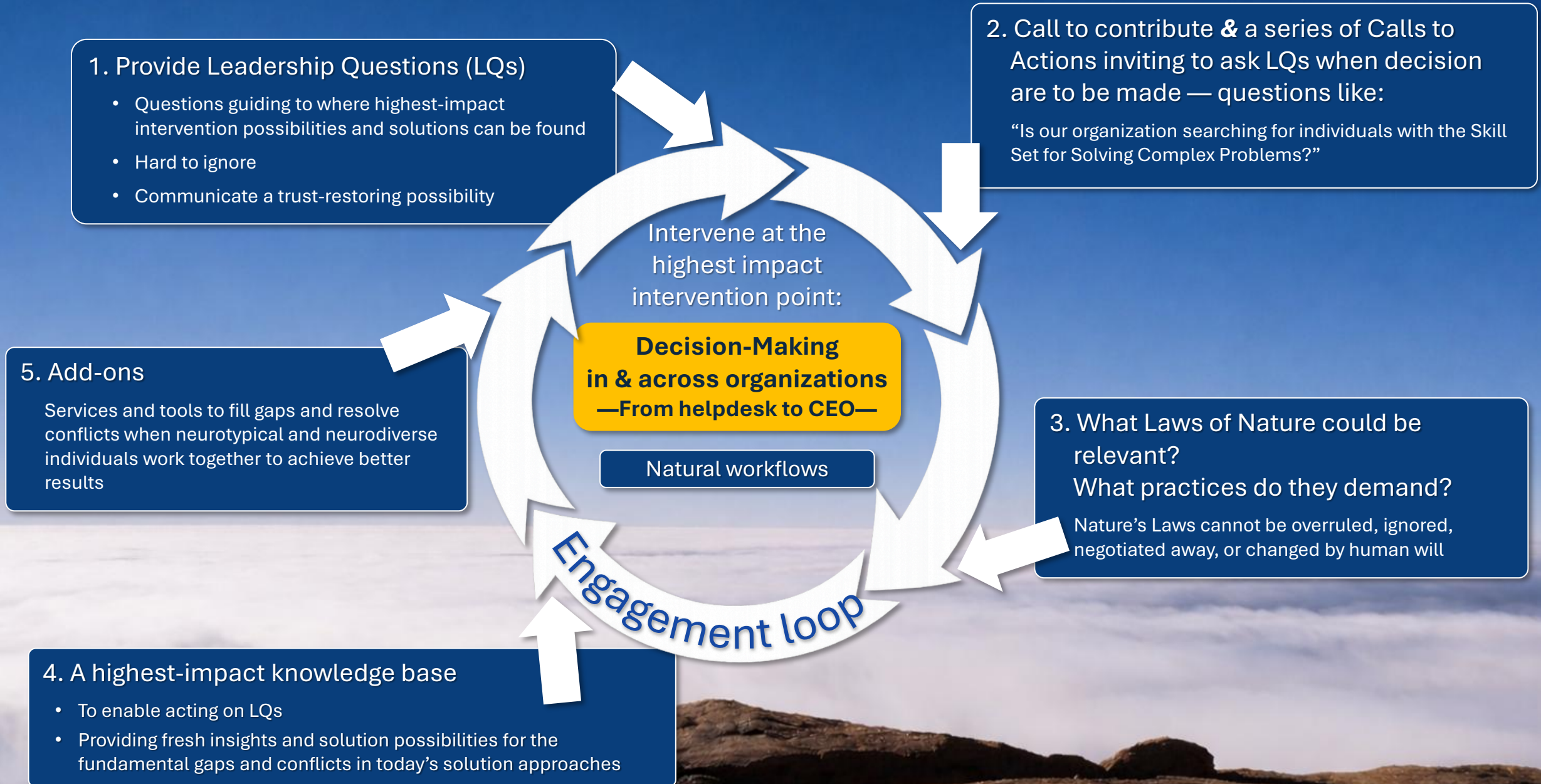
⇒ **Is the framework positioned to get over the Tipping Point, beyond which there is a reasonable possibility that its value proposition will materialize?**

Please note:

Based on the information on the preceding pages, an attempt was made to respond to question 5c. However, too many gaps remained to create demand.

Falling back on the facilitator's Law of Nature (LoN) Manifesto initiative led to the following illustration

5c. To create demand, what could a Solution Framework look like?



Solution Design: Funnel

An exercise participants proposed to do. It was done.

Because this is a common practice, we only provide structural information.

Funnel – For Complex Environments¹

Stage 1: Problem Recognition

- Making the invisible visible
- Clarifying the real problem
- Surfacing hidden failure patterns

See previous pages —
done to the level needed?

Stage 2: Internal Alignment Needs in Client Environment

- Decision-makers
- Budget holders
- Operational leaders
- Risk/compliance
- Etc.

Stage 3: Trust & Risk Mitigation

- Proof
 - Business cases
 - Pilot options
 - Low-risk entry points
 - Clear education path
- ⇒ Buyers see reduced risks

Stage 4: Controlled Entry

- Pilot project
 - Diagnostic workshop (like we did)
 - “Why accepting project failure when existing approaches could prevent foreseeable failure early on”
 - Start small when possible]
- ⇒ Buyers see reduced risks

Stage 5: Scaling and Institutionalization – Where Most Complex Solutions fail

- Governance integration
- Capability building
- Structural embedding

Depending on situation:

- Specific funnels may be needed, e.g. HR, CxO, legal
- Copy, paste, tune to each target audience

¹ Largely by ChatGPT

Funnel – For Complex Environments¹ — (Continued)

Key Differences

Simple Product Funnel

- Emotion-driven
- Short cycle
- Individual buyer
- Conversation = sale
- Marketing-led

Complex Solution Funnel

- Risk-driven
- Long cycle
- Multi-actor system
- Conversion – institutional entry
- Change-management integrated



What Makes Funnels for Complex Solutions Work

- Clarify root causes early
- Address systemic constraints
- Provide small executable entry points
- Reduce perceived political risk
- Enable internal alignment
- Design for scalability from day one
- Get them over the Tipping Point where they become executable and self-propelling

The Solution Framework

Solution Framework: Key Message Possibilities I

Let's use Leadership Questions

Hard to ignore and guiding to where impactful solutions can be found

If your organization struggles with bureaucracy, project failure, innovation failure, or competitiveness — is a missing skill set the real issue?

Which type of organization do you want yours to be?

One of ongoing cost savings pressures, reorganizations, or struggle for survival — because solvable root causes remain unaddressed

OR

One that unlocks high-impact solutions, restores organizational health, and reestablishes a solid competitive position

Solution Framework: Key Message Possibilities II

One press release, call to action, etc. for each question

Ever wondered why ...

Bureaucracy keeps growing despite endless simplification programs?

So many transformation projects consume enormous budgets—yet fail to deliver lasting results?

Our big societal challenges keep worsening despite massive investments?

Powerful solutions get rejected by our innovation programs?

Culture change programs fail so often?

Communication techniques working well a few years ago do now have the opposite effect?

1. These are complex challenges.

2. Either of these:

- We break complex problems into parts and miss the solvable root causes outside the addressed parts
- **Animation possibility:** “Welcome to our flight to New York. Who will be our pilot today? Of course, we provide the user manual.”

Would you stay? Well, that’s how we go about our organizational, societal, and planetary problems

3. **Where are the individuals with the skill set to solve complex problems?**

Common content for each
press release, call to
action, etc.

Solution Framework for Creating Demand for Neurodivergent People and Their Solutions — For our Project

Traditionally: Often out-of-project scope – a root cause of high project failure rates

In-scope for Executable Solution Frameworks

Assumptions' → must be resolved for executability

Contribution to solving tough organizational or societal problems (companies, public agencies, etc.)	Enabling a healthy and prospering organization				
	Available solutions of high impact are unlocked and their value possibility released	Innovations up to the level of: Nikola Tesla ¹ , Steve Jobs ^{2,3} , Richard Branson ^{3,4} , Temple Grandin ³ , Leonardo da Vinci ³ , Albert Einstein ^{1,3} , Isaac Newton ^{1,3} , Charles Darwin ^{1,3} ¹ Asperger (autism) likely: Genius Genes. Prof. Michael Fitzgerald, Brendan O'Brian. Autism Asperger Publishing Company. 2007. ² Smartphone ³ See Wikipedia ⁴ Business model innovation	Tough problems are solved or prevented at their solvable root causes – inclusive bureaucracy	Powerful skill possibilities • Cognitive/lexical savant, e.g. for law office • Absolute pitch in music studio • Eidetic memory for court recording	One executive in the organization freeing budget and resources through • Health checks based on hidden, out-of-scope root causes • Driving the creation of Executable Solution Frameworks prior to detailed project design and for trouble situations (example: this work document)

- We can overcome
- Fear and fixed ways of thinking of the unconscious mind
 - The fixed ways of thinking embedded in processes, best practices, regulations, strategies, etc.
 - Nobody feeling truly responsible for solving systemic problems
 - One of many unreachable decision-makers' 'no' often being sufficient to stop impactful solutions

-
- Neurodivergent individuals:
- Have the skills, experiences, and knowhow to overcome countless obstacles hidden deep in the system and to solve systemic problems
 - Can find solutions to tough problems within acceptable timeframes and costs

Solution Framework for Creating Demand for Neurodivergent People and Their Solutions — For our Project

Benefits for the organization	Healthy and motivating work environment across the hierarchy							Non-measurable data gets accepted while decision-making is based on measurable data Pattern-based decision-making is re-integrated into decision-making: common sense and intuition
	Competitive advantage (re)established	Trust (re)established	Reduced risk of negative headline news	Structurally reduced effort and costs to handle service and product complains	Reduced sick leave	Various cultural matters disappearing as hidden root causes are solved	Systemic learning through integration into decision-making and solution design	
Benefits for clients	Happy clients – who like to return							
	Reduced suffering		Reduced risk of being misled	Clients trust the organization	Reduced costs			
Performance improvements for the organizations								Organization uses both, exact and pattern-based data to measure performance
	Risks and non-productive costs reduced substantially		Costs savings projects and associated reorganizations became rare	Agile yet reliable decision-making at all levels	Many scientists already use elements of this			

Solution Framework for Creating Demand for Neurodivergent People and Their Solutions — For our Project

Project activities	Engagement loop						Demand will be created when x% of the target audience is on board
	Leadership Questions building up the need to hire and promote individuals with ‘the’ skill set for solving complex problems	Invitations to - Influencers, journalists, and organizations supporting ND individuals Ask Leadership Questions - Inclusive early opportunities through i.e. online sessions with this framework	Call to Action series - Videos - Press releases	Promotion via - Human Score - SHRM Foundation - SER Netherlands? - Third party events - Events we create - Guest lectures - TEDx - Neuroinclusion Operating System - Webinars and workshops by our co-creators - WeForum participation, - TEDx - Online media - Impact institutions (HR), etc.		A complementary slogan (or would Leadership Questions work better), i.e. “Leverage the power of wired”	
	A formal organization (non-profit for the roll out? To get public organizations on board)						
	Communication and funding focus	Limited services, e.g. certifications					
	Funding						
	Start-up funding: Who would donate or sponsor? Sponsorship for a proof of concept Subsidies without bureaucratic nightmare	Funding through membership - Personal, professional, organizations - Donations - Sponsoring - Certification services – e.g. Neurotypical and neurodiverse/neurodivergent complement each other for optimum value creation		Funding through services Training and coaching			
	Training and Coaching						
	For our co-creators For train the trainers	Warming up workshops - Online (public) - In-house	Diagnostic workshops – Organizational matters - What’s the challenge? - What works well? - What doesn’t work well or needs improvement - Next step		Diagnostic workshops – Workplace needs To make individuals with traditional, neurodivergent, and systemic practices complement each other		
	Project verification against the Executable Solution Framework and its underlying goals						
	After the detailed project or solution design, and prior to a go decision: Is the project and/or solution executable and scalable to the intended level?						

Solution Framework for Creating Demand for Neurodivergent People and Their Solutions — For our Project

Information required To prevent falling into the same and similar traps traditional solution approaches fell into	A knowledge base providing access to insights and information even science doesn’t appear to provide						Neurodiverse / neurodivergent individuals can find impactful solutions within acceptable timeframes and costs
	Quick access to common gaps, conflicts, solvable root causes	Solution possibilities that delivered needed result where our long-standing solution approaches failed us	Leadership Questions to open fresh ways of thinking	A foundation and bridge through which • Those with solution needs & • Those designing the solutions and making the decisions can come together and a common path can develop	Fundamental principles applied to systemic challenges before but missing today	Preventing unwanted outcomes from ‘too much neurodiversity’ through decision-making based on • Undeniable Laws of Nature missed today • Re-integration of critical information — that cannot be measured as it is in conflict with the Tipping Point Law — into decision-making	
	Using the knowledge base						
	Can be used to • Get started • In trouble situations • As a fallback when other sources are too cumbersome or leave too much unaddressed	Low-risk entry points Freeing up budget by preventing foreseeable failure with small efforts	Initially, 1 to a few knowledgeable individuals from groups involved and/or impacted decide on what elements of may be relevant. Only relevant elements will be used	Using own or third-party sources and solutions is okay when the following check is done prior to the GO/NOGO decision: Knowledgeable representatives of the groups involved and impacted conclude together on: 1. Whether the proposed solution is executable, 2. Scalable to the desired system level 3. There is reasonable certainty that value proposition can be realized over time			
Add-on information							Capacity bottlenecks can be overcome
	Results Microsoft, JPMorgan, SAP, and Ernst & Young achieved the neurodivergent talent integration	Our work document to illustrate how Executable Solution Frameworks can be created with little effort					

Solution Framework for Creating Demand for Neurodivergent People and Their Solutions — For our Project

Support services	Creating work environments to release the power of neurodivergent talents and system thinkers by making neurotypical (NT), neurodivergent (ND), and system thinkers (ST) complement each other					Capacity bottlenecks can be overcome	
	A neurodiverse/ neurodivergent operating system complementing the traditional ‘operating system’ Use universal design	Add-ons for operating system: • Translation layer • Use AI for translations • Neuroinclusive interviews / no interviews • Mentoring • Guide to me framework • Translator role NT ⇔ ND/ST • 1 day / month for social contact • Debriefs • (see also ‘What is needed to created to create demand...?’)		Some training/ coaching for • Key personnel • ND and ST Top-sporter approach Leadership training Communication Train the trainer Pedagogical model Unconventional training/coaching more effective?	When the suffering from ND symptoms is too high: High-impact treatment possibilities waiting to be researched and unlocked		Preventing mass training and coaching needs through • Training and coaching key personal • Key personal coaching others through their day-to-day work • ND/ST and NT ‘tandems’ – inclusive ‘translation’ activities
	External support elements						
	Certifications • Personal • Organization	Communities for individuals and organizations	Safe spaces for ND, NT and ST				
	Door openers						
	Online workshops (free and paid)						

Support Tools	Workplace					Capacity bottlenecks can be overcome
	Preparation tools – e.g. morning alarm for important activities	Safe place	Relationship	Intake questionnaire for new contacts		
	Hiring					
	One click assessment creation from job description	Hiring tools able to find the talents				

Do We Have An Executable Solution Framework Strong Enough to:



Workshop Session May 26th, 2026

#	Level	Yes /No	Additional needs for strong enough framework
1.	Attract sufficient funding to achieve the goal as quickly as possible For salaries and operational costs, housing, media and event campaigns, train-the-trainer activities, etc.?		
2.	Attract light funding to initiate pilot projects and billable work that could partially be used to build broader support?		More of 3 or 4 may be needed
3.	Have a realistic possibility of 3-10 organizations doing pilot projects we can reference and they financing what we contribute (freelance, employed, classes, etc.)?	Yes	With appealing and sellable messages Examples of what worked where other approaches failed
4.	Create demand through online media, events, our networks, etc.?	Yes	With appealing and sellable messages For HR: Add alternative message for skill set Leadership Question

End of Solution Framework

Credits:



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