



# Legitimation by Emergence

(Handout)

## TOC

- Why I do not start with qualifications, but with impact ..... 1
- What this is about ..... 1
- Societal relevance ..... 2
- What I offer ..... 2
- My background ..... 2
- Why this matters for philanthropy ..... 3
- How I work ..... 3
- Availability ..... 3

## Why I do not start with qualifications, but with impact

I work with people and projects where complex dependencies, high uncertainty and real need for change come together. My first step is not to make big promises, but to carefully identify what is structurally supporting, what is eroding, and what really works.

My background is an unusual combination of financial market practice, systems thinking, coaching and lived recovery. For me this is not a marketing slogan, but the basis for seeing patterns faster, naming blind spots more precisely and making decisions more robust.

## What this is about

A large part of today’s coaching, consulting and “transformation” market runs on big promises and vague mechanisms. This often creates new dependencies instead of more autonomy. I deliberately take the opposite route: less hype, more substance; fewer claims, more transparent structure.



---

The core principle is simple: **legitimation emerges from verifiable impact**. Clients should not have to believe in me; they should be able to understand why a given approach makes sense, and how to recognize real progress.

## Societal relevance

Dependency is not only personal suffering; it is a structural phenomenon with massive social and economic impact. Addiction treatment alone represents multi-billion markets, yet relapse remains high. Youth surveys show substantial levels of pessimism and perceived helplessness. Parallel to this, a rapidly growing wellness and self-help economy sells simplified narratives, often with little empirical backing.

My work addresses this tension. It treats dependency as something that can be mapped and shaped, rather than moralised or mystified. This opens a path from “What is wrong with me or the system?” to “How exactly is this system built – and where can it be adjusted?”

## What I offer

I work in three graduated formats:

**Orientation sessions**, when there is primarily a need to see the landscape more clearly.

**Structured accompaniment**, when a topic needs to be worked through in depth.

**Intensive 1:1 work**, when the situation is complex and precise implementation matters.

Across all formats, the direction is the same: make dependencies visible, order patterns, strengthen agency and enable a clear next step. This is not about “healing in a vacuum”, but about a realistic path towards more stability, freedom and effectiveness.

## My background

My professional path combines academic, practical and entrepreneurial experience: a master’s degree in business coaching and change management with top marks, long-standing work in complex financial and decision environments, and the development of a structural framework that treats dependency as functional – not moral – reality.

Crucially, models are only as good as their applicability. Good theory must be robust in everyday use. This is why I work with high standards of clarity, internal consistency and traceability.



---

## Why this matters for philanthropy

We live in a time where overload, information noise and “fast answers” are normal. Precisely here the costliest mistakes are made: false security, diffuse hope, new bindings to supposedly simple solutions. The philanthropic lever lies in approaches that can:

- reduce relapse and chronic dependency,
- strengthen genuine agency instead of shifting dependency,
- offer transparent, evidence-aware alternatives to pseudoscientific markets.

My work is designed to be scalable: from 1:1 work to a platform that can reach millions, integrating bio-psycho-social data and structural education. The goal is not to replace existing systems, but to add a layer that makes dependencies legible – for individuals, institutions and policy.

## How I work

I work precisely, directly and without unnecessary dramatization. At the same time, I value that people feel seen and taken seriously, not judged. A good process begins with an honest stock-take, moves through structuring and prioritisation, and ends – ideally – in clear, implementable steps.

When something is unclear, untenable or inconsistent, it is named. When something is solid, it is strengthened. Where data are lacking, this is made explicit rather than covered by narrative.

## Availability

This handout is a starting point. A longer narrative and a more technical, scientific text are available for deeper discussions and due diligence. On the website, you will find a shorter pitch version after the initial teasers.