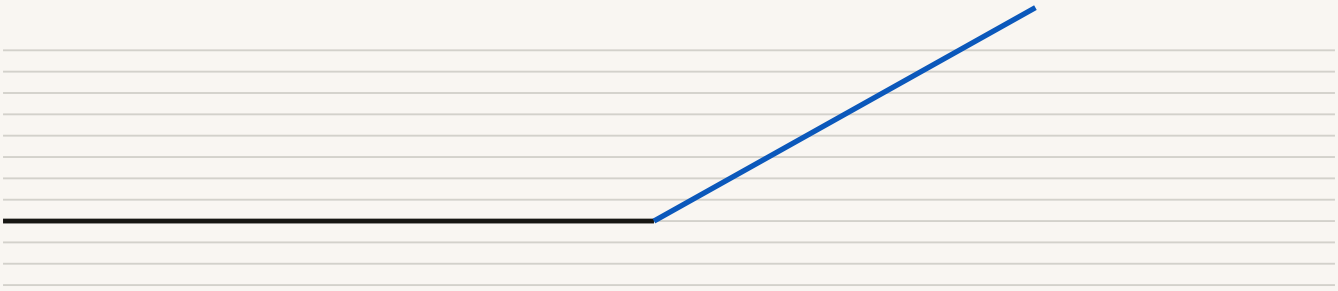
THE DIVERGENCE FRAMEWORK

THE TWELVE AXIOMS

Positions for decisions that cannot afford an unexamined premise.



TWELVE POSITIONS. ONE REAL DECISION.

Read the axiom. Challenge its premise. Record the next test.

Bring a decision. *Not agreement.*

Use these positions to expose a neglected assumption, not to win an argument. The twelve axioms retain their original wording. New interpretations and diagnostic prompts are editorial applications, not manuscript quotations.

PERCEPTION & SIGNAL

I I don't optimize; I interpret.

II Taste is intelligence.

III Coherence is kinder than consistency.

POSTURE & FORM

IV Irony without empathy is laziness.

V Quiet is a competitive advantage.

VI Format follows feeling.

POSSESSION & LORE

VII Lore belongs to the people.

VIII Depth outlasts reach.

IX Sequence is strategy.

REFUSAL & SCALE

X No is a design choice.

XI The comment is the culture.

XII Meaning scales; attention leaks.

Read one page against one commitment. Write an objection before you choose an action. Instruments are online; the lines in this booklet are for your notes.

PERCEPTION & SIGNAL

I don't optimize; I interpret.

A precise answer to the wrong question is still a wrong commitment.

ONE OBSERVATION. COMPETING EXPLANATIONS.

Hypothetical observation: enquiries increased; purchases did not.

READING A

The offer is unclear. Test the explanation before changing the product.

READING B

The new audience is wrong for the offer. Test fit before buying more reach.

AT THE DECISION TABLE

Which target could your team meet while the underlying decision still fails?

RECORD THE OBJECTION OR NEXT TEST

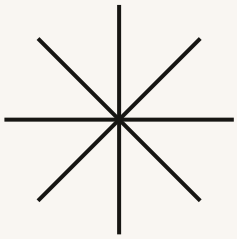
Use: Three-Layer Scan > lukasrydl.com

PERCEPTION & SIGNAL

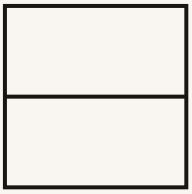
Taste is intelligence.

Taste earns authority when its judgment can be explained and challenged.

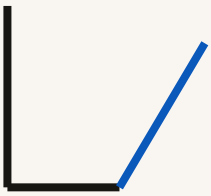
HYPOTHETICAL IDENTITY STUDY / NOT A RANKING



EXPRESSIVE



ORDERED



REOPENED

Choose by the relationship you need to make visible, not by which mark looks most impressive.

Name the reason

What relationship makes this choice right?

Invite the objection

Who sees a cost your judgment missed?

AT THE DECISION TABLE

Which choice would you defend to the person most affected, and what could change your mind?

RECORD THE OBJECTION OR NEXT TEST

Use: Three-Layer Scan > lukasrydl.com

PERCEPTION & SIGNAL

Coherence is kinder than consistency.

Protect the principle. Let the expression answer the situation.

CONCEPTUAL SCHEMATIC / ONE PRINCIPLE



The expressions differ because the encounters differ. The promise stays legible. Variation alone is not coherence.

AT THE DECISION TABLE

What principle are you protecting, and where has sameness become a cost?

RECORD THE OBJECTION OR NEXT TEST

Use: Cut / Keep / Seed > lukasrydl.com

POSTURE & FORM

Irony without empathy is laziness.

If the audience pays for the joke, the wit has failed.

HYPOTHETICAL TONE REVIEW

The shield	“It was only a joke.” The speaker avoids owning the effect.
The recognition	The tension names something the audience feels without making them the target.
The test	Can you state the serious claim and accept responsibility for its impact?

AT THE DECISION TABLE

Who carries the cost of this joke if the intended reading fails?

RECORD THE OBJECTION OR NEXT TEST

Use: Double Sentence > lukasrydl.com

POSTURE & FORM

Quiet is a competitive advantage.

Attention is not won by filling every available space.

Before adding a message, identify the unmet need. Quiet is useful when it protects perception, not when it withholds what people need.

AT THE DECISION TABLE

What could you stop publishing without weakening the relationship that matters?

RECORD THE OBJECTION OR NEXT TEST

Use: Cut / Keep / Seed > lukasrydl.com

POSTURE & FORM

Format follows feeling.

A format is a decision about what someone can feel and do.

ENCOUNTER / FORM / CHECK

Trust	A considered letter. Can the reader return to the reasoning?
Urgency	One clear action. Is the consequence of delay real?
Participation	An editable draft. Can people change something that matters?
Intimacy	A conversation. Is there room for an answer?

AT THE DECISION TABLE

What must this encounter enable, and does the chosen format make that possible?

RECORD THE OBJECTION OR NEXT TEST

Use: Double Sentence > lukasrydl.com

POSSESSION & LORE

Lore belongs to the people.

You can author the invitation. You cannot own every reading.



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AUTHORED

You offer a sign.

USED

People put it to work.

REINTERPRETED

Its meaning changes.

AT THE DECISION TABLE

Which public interpretation are you trying to correct before you have understood it?

RECORD THE OBJECTION OR NEXT TEST

Use: Semiotic Constellation > lukasrydl.com

POSSESSION & LORE

Depth outlasts reach.

Being seen and being significant are different achievements.

AN EVIDENCE PLAN, NOT A PERFORMANCE CURVE

Exposure	What was seen? Record distribution separately from significance.
Return	Who came back, and for what? Look beyond the first encounter.
Use	What was repeated, used or reinterpreted? Preserve a trace and its context.

Reach can enable depth. Neither is proof of the other.

AT THE DECISION TABLE

After the campaign ends, what would count as evidence that the work still matters?

RECORD THE OBJECTION OR NEXT TEST

Use: Lore Lab > lukasrydl.com

POSSESSION & LORE

Sequence is strategy.

An early commitment can close the question that should come next.

HYPOTHETICAL LAUNCH / SAME ACTIONS

Commit first	Launch > Learn > Revise. New evidence arrives after spend and public commitment.
Test first	Learn > Revise > Launch. New evidence can change the offer before commitment.

Neither order is universal. Compare the cost of delay with the cost of reversing the choice.

AT THE DECISION TABLE

Which irreversible commitment is arriving before the evidence it depends on?

RECORD THE OBJECTION OR NEXT TEST

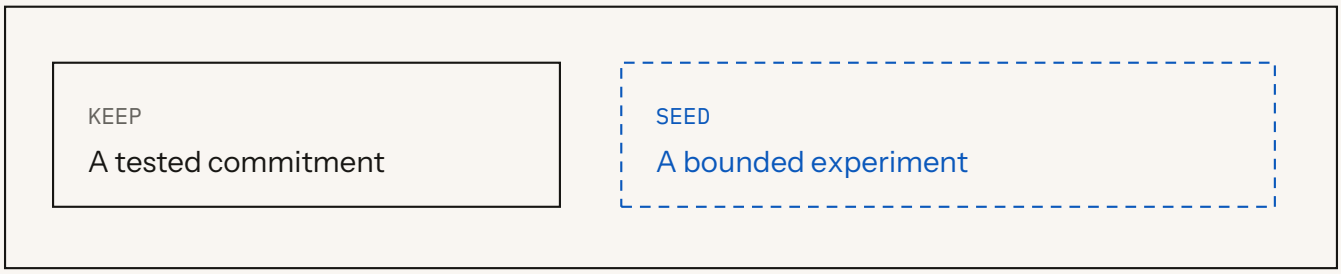
Use: Decision Filters > lukasrydl.com

REFUSAL & SCALE

No is a design choice.

Every yes spends something. Name what your no protects.

CONCEPTUAL SCHEMATIC / FINITE COMMITMENT



CUT ~~An unproven expansion~~

The released space has a cost: a possibility you will not pursue. Record it rather than pretending refusal is free.

AT THE DECISION TABLE

Which commitment will you remove, what will it protect, and what will you give up?

RECORD THE OBJECTION OR NEXT TEST

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REFUSAL & SCALE

The comment is the culture.

The response is evidence of an encounter, not a verdict on everyone.



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DO NOT INVENT THE RESPONSE. COLLECT IT.

Record	Keep the actual words and their context. One reply is not a population.
Interpret	What premise does the response challenge? Test it without surrendering responsibility.

AT THE DECISION TABLE

Which response challenges your premise, and how will you test whether it travels beyond that reply?

RECORD THE OBJECTION OR NEXT TEST

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REFUSAL & SCALE

Meaning scales; attention leaks.

Design something worth carrying, not something that needs constant pushing.

CARRY TEST / NOT A PROMISE OF EFFORTLESS GROWTH

Understand	Can someone explain the idea without your deck?
Use	Can it guide a choice without your supervision?
Adapt	Can people change its form without losing its point?
Maintain	What support still needs to exist when promotion stops?

AT THE DECISION TABLE

If prompting stopped for a month, what could people still understand, use or pass on?

RECORD THE OBJECTION OR NEXT TEST

Use: Decision Filters > lukasrydl.com

Make the choice *accountable.*

Diverge, not away from the world, but deeper into it.

Decision	What are you committing to?
Premise	What must be true for it to work?
Objection	What evidence would change your reading?
Next test	Who will do what, and when will you reconsider?

CONTINUE WITH THE SIX INSTRUMENTS

lukasrydl.com/#instruments

Send me the brief: lukas@lukasrydl.com

Axioms by Lukas Rydl. Supporting copy is newly authored editorial interpretation. Conceptual images are not documentary evidence.