

Think Wrong About **Mobility.**

Think Wrong is the discipline for discovering and developing value-building opportunities. You will learn to outsmart the biological and cultural inertia that can erode human, intellectual, political, reputational, social, and financial capital—through four specific capabilities that transfer directly to the AI deployments, growth bets, market entries, and transformation initiatives you are navigating when you return.

LOCATION

Amsterdam

FORMAT

4.5 Days Immersive

CAPACITY

Capped at 20

LANGUAGE

English

INCLUDED

Next Lab Professional · 1 Year

CREDENTIAL

**Certified Serious Capital
Activator™**

VALUE-BUILDING OPPORTUNITIES THE CATEGORY CANNOT YET SEE.

The European mobility transition is not the point. It is the laboratory. The point is this: the same four decisions where value-building opportunities most often hide—AI deployments, growth bets, market entries, and transformation initiatives—appear in Amsterdam's mobility system in a form that no other city makes visible: two generations of the same challenge simultaneously, the first far enough along to examine, the second forming in real time. The infrastructure operators, logistics innovators, and urban planners who meet this group are navigating exactly this structure. The capability built in Amsterdam is not mobility expertise. It is the practised discipline for surfacing those opportunities and developing the ones that build value rather than erode it.

The decisions where value-building opportunities most often hide are specific: an AI deployment where adoption and use case carry the promise of a new operating model. A growth bet where demand is genuinely emergent, not yet legible in the category. A market entry where competitive dynamics reward a different frame. A transformation initiative where the organisation has diagnosed a problem but not yet discovered the opportunity underneath it. These four decision types share a structure: biological and cultural inertia conceals the opportunity until capital has committed to something less.

The status quo is not a management problem. It is a neuroscience problem. The brain's efficiency—the synaptic shortcuts that allow you to drive to work without thinking—produces the same answers to every new problem. Biology and culture conspire together: the predictable path always feels like the rational one. Growth confirms the old frame until it stops. The result is that organisations commit capital to protect what they already have while the value-building opportunity drifts past—not because leaders are careless, but because the system was never built to outsmart the inertia that hides what is emergent from what is familiar.

Amsterdam doesn't teach you about mobility. It teaches you to see the assumptions your own organisation has stopped questioning—and the value-building opportunities that inertia has been concealing.

Think Wrong is most powerful when the opportunity is genuinely emergent—not yet legible to the category, still obscured by inertia. The future of mobility is not a case study; it is a live industry challenge with real stakeholders, real constraints, and no obvious right answer. Participants work on it in the place where it is most viscerally felt.



Day 1 fieldwork: participants in conversation with a mobility innovator beside her cargo bike, Amsterdam canal behind. The industry is the laboratory; the practice is what goes home.

FOUR CAPABILITIES. ONE WEEK.

The industry is the laboratory. The capabilities are what leave with you—directly transferable to the AI deployments, growth bets, market entries, and transformation initiatives you are navigating when you return.

01

Frame the right challenge before solutions take hold.

Most consequential decisions fail not because the team executed poorly, but because they were solving the wrong version of the problem. The Deflection Point practice produces a structured from-to shift: the current frame of the challenge and a better-founded alternative. Applied to the industry on Day 1. Applied to your own live challenge on Friday. The most important question before any capital commits is not "what should we build?"—it is "are we solving the actual problem?"

02

Distinguish what your organisation knows from what it believes.

Every significant growth initiative contains beliefs masquerading as facts. The Certainty Map and PAK classification—Presumptions, Assumptions, Knowledge—give you a rigorous instrument for mapping every significant belief underlying a decision as either untested assumption, testable hypothesis, or validated knowledge. No AI deployment, market entry, or transformation initiative should advance based on Presumptions alone. Participants leave able to run this classification for any challenge, with any team.

03

Identify which assumptions, if wrong, change a decision only your CFO can authorise.

Not all assumptions carry equal capital consequence. The Super Vital Assumption discipline identifies which beliefs are Tackle First—the ones that, if false, would change a capital allocation decision that only the CFO or CEO can authorise. Participants develop the diagnostic capability to identify SVAs quickly, prioritise them by consequence and testability, and sequence evidence-gathering to resolve the highest-risk unknowns before capital commits at scale.

04

Design the smallest credible test that converts belief into evidence before capital commits.

The smallest credible evidence-generating action bounded by affordable loss. Participants design concrete, testable actions—prototypes, interview guides, demand tests, structured conversations—that put the Super Vital Assumption in front of real people the same day they are made. Build to learn what you do not know, not to persuade. Evidence before investment. Learning before scale. The week ends with a small bet designed for the participant's own live challenge—executable within thirty days of returning.

HALF CLASSROOM. HALF CITY.

Five days in Amsterdam. Half the time in sessions, half the time in the field—on rail networks, in logistics hubs, on cycle infrastructure, in mobility startups, with the operators and planners who are living the transition. The European mobility challenge is the case. The practice you develop is what goes home. By Friday you'll have tools you can use the following week—for making better investment decisions, generating stronger ideas, and building the buy-in that actually moves things forward.

The Innovators Intensive is a Think Wrong Blitz—the immersive, multi-day format the methodology was designed for—extended to four and a half days, taken into the field, and built around a live industry at a visible Deflection Point.

4.5

Days of immersive learning and live application in the European mobility capital

50%

Of time in the field—rail networks, logistics hubs, cycle infrastructure

6

Think Wrong drills applied to a live industry challenge

20

Maximum participants—capped for fieldwork access and quality

1

Year of Next Lab Professional access included (€999 value)

1

Credential earned: Certified Serious Capital Activator™

THE 4.5-DAY ARC.

Each day is structured around a core Think Wrong practice applied first in the classroom and then immediately in the field. The city is the campus. The mobility challenge is the curriculum. Your organisation is where it compounds.

1/2

ARRIVAL

ORIENTATION

Arrival—a city tour by bicycle (methodological, not tourist).

Sunday evening. Arrival in Amsterdam. The opening session is a structured bicycle tour of the city's mobility infrastructure—not as sightseeing but as fieldwork. Participants observe the assumptions embedded in every design decision before any framework has been introduced. Dinner with the programme partners follows.

OPENING TOUR

MOBILITY OBSERVATION

PARTNER DINNER

01

MONDAY

BE BOLD / DEFLECTION POINT

What kind of problem is the European mobility transition really?

Morning classroom: Deflection Point—framing the mobility challenge correctly before solutions are attempted. Participants map the from/to shifts the transition requires and challenge whether they are being framed as technology problems when they are assumption problems. Afternoon fieldwork: NS rail operations and planning leadership.

DEFLECTION POINT

NS RAIL VISIT

LEADERSHIP INTERVIEWS

02

TUESDAY

GET OUT & GET / CERTAINTY MAP

What does the European mobility transition actually know—versus what it believes?

Morning classroom: Certainty Map applied to the mobility transition. Which assumptions about how people and goods move are evidence-based? Which are bets the industry is treating as facts? Afternoon fieldwork: Amsterdam Smart City and the city's own mobility innovation infrastructure—working on the questions no other city has had to answer yet.

CERTAINTY MAP

AMSTERDAM SMART CITY

PAST-BEHAVIOUR INTERVIEWS

03

WEDNESDAY

LET GO / PAK & SVA

Last-mile, shared mobility, infrastructure bets: which assumptions matter most?

Morning classroom: PAK framework and Super Vital Assumptions applied to the mobility investment landscape. Participants classify the industry's beliefs by evidence quality. Afternoon fieldwork: Port of Rotterdam logistics and a Dutch mobility startup betting on a different version of the future. The incumbent's assumptions versus the challenger's.

04

THURSDAY

MAKE STUFF / BET SMALL**Small bets on the future of European mobility—built and tested same day.**

Morning: teams build prototypes of their highest-confidence hypotheses. Afternoon: stakeholder panel—a rail operator, a city planner, a logistics director, a mobility startup founder, and a commuter. Evening close—the escalation question: "Of the assumptions we surfaced this week—which ones, if they turned out to be wrong, would change a capital allocation decision that only your CFO or CEO can authorise?"

MAKE STUFF

BET SMALL

STAKEHOLDER PANEL

ESCALATION QUESTION

4.5

FRIDAY

MOVE FAST / TRANSFER**From the canal to your own organisation.**

Half-day. Each participant maps the Think Wrong practices from the week to a live challenge they own—a growth bet, a product decision, an infrastructure investment, an AI deployment. The mobility challenge provided the pattern. The transfer session is where it becomes yours. Departure from midday.

TRANSFER SESSION

MOVE FAST

14-DAY PLAN

What you practised this week is the thinking layer inside the Capital Symmetry Governance system. For organisations whose most important test assumptions turn out to require a governance response at the CFO level, the Growth Gap Diagnostic is what produces the full exposure map—and the specific governance actions your CFO and CEO can authorise within 90 days. We will follow up within 30 days with anyone for whom that connection felt real this week.

AMSTERDAM IS THE CAMPUS.

Each fieldwork session has specific Think Wrong frameworks to apply, specific questions to bring, and specific outputs to produce. The European mobility transition is the curriculum. Amsterdam—the city where the post-car future has already arrived and where the next set of assumptions are already under pressure—is the campus.

You didn't come to Amsterdam to learn about mobility. You came because this is the city where you can finally see the pattern clearly. Get Out is the first Think Wrong practice. This is what it looks like at scale.



NS rail infrastructure

Structured access to NS (Dutch national rail) operations and planning leadership. Where is the assumption about what rail is for being questioned most urgently? Participants bring their Certainty Maps and test them against what they find.



Amsterdam mobility lab

The city's own mobility innovation team, working on the infrastructure questions no other European city has had to answer yet. The world's most advanced post-car laboratory, run by the people who built it.



Port of Rotterdam logistics

The continent's largest logistics hub—where every mobility assumption eventually shows up as a cost or a bottleneck. Structured fieldwork on the last-mile assumptions embedded in the world's busiest port.



Mobility startup encounter

A Dutch or European startup betting on a different version of the mobility future. The assumptions they are building on versus the ones the incumbents are defending. The fastest way to see what the existing frame is missing.



Urban consumer fieldwork

Structured past-behaviour interviews with Amsterdam residents, commuters, and delivery workers. What does 'getting somewhere' actually cost now—in time, money, and convenience? The signal that planning models miss.



Stakeholder panel

A rail operator, a city planner, a logistics director, a mobility startup founder, and a commuter who represents the user the industry is most worried about losing. Real small bets. Real feedback. Real signal.

THE THINK WRONG METHODOLOGY—APPLIED.

Every tool is introduced in the classroom and immediately applied in the field. By Day 4, participants are facilitating their peers through the tools they learned on Day 1.

1

Deflection Point—framing the right problem

A structured discipline for identifying when your organisation has framed its own challenge incorrectly and committed resources to the wrong version of the problem. Participants practise the from-to reframe on the industry first and on their own live challenge on Friday.

2

Certainty Map—mapping what is known, unknown, and learnable

The instrument for distinguishing evidenced belief from inherited belief. Every significant decision point gets mapped onto Presumptions, Assumptions, and Knowledge. No capital advances on Presumptions alone.

3

PAK + Super Vital Assumptions—testing what matters most

Not all assumptions carry equal consequence. Participants identify the subset of assumptions that, if false, would change a capital allocation decision—and sequence evidence-gathering to resolve them before commitment.

4

Make Stuff + Bet Small—evidence before investment

The smallest credible action that converts belief into evidence. Participants design concrete, testable artifacts—prototypes, interview guides, demand tests—that put the Super Vital Assumption in front of real people the same day they are made.

Next Lab Professional — included in every programme. Every participant receives one year of Next Lab Professional access (€999 value)—the platform used during the week to access Think Wrong drills, design sessions and sprints, and track assumptions, learnings, and value-building opportunities through the leader's view. The Next Lab is where the methodology lives after the week ends. Existing subscribers receive a one-year renewal at no additional charge.

BUILT WITH THE PEOPLE SHAPING EUROPEAN MOBILITY.

The programme is designed and delivered with partners who have direct access to the European mobility transition at every level—from the infrastructure operators making the long-horizon bets to the startups building on different assumptions about what mobility means.

ALSTOM

ANCHOR PARTNER — EUROPEAN RAIL & MOBILITY INFRASTRUCTURE

ALSTOM is building the infrastructure that the next version of European mobility runs on. As a current Solve Next partner—with an active Think Wrong programme delivered in Paris—ALSTOM brings both the institutional depth and the direct industry access that anchors the programme's fieldwork.

NS — DUTCH NATIONAL RAIL

FIELDWORK PARTNER — AMSTERDAM & NETHERLANDS

NS is simultaneously the best-performing rail system in Europe and the one under the most intense pressure to transform. Their operational leadership brings the assumption questions that no other rail operator has had to answer yet.

AMSTERDAM SMART CITY

URBAN MOBILITY LABORATORY — AMSTERDAM

The city of Amsterdam's own innovation infrastructure—the most advanced post-car urban laboratory in the world. Access to the planners and technologists who have already stress-tested the assumptions that the rest of Europe is only now beginning to question.

SOLVE NEXT

CATEGORY CREATOR — THINK WRONG METHODOLOGY

The architects of Think Wrong bring the full curriculum, the facilitation framework, and the connection to the broader Capital Symmetry Governance architecture that positions Think Wrong as the cognitive ignition layer inside enterprise innovation systems.

THE PEOPLE IN THE ROOM WITH YOU.

The Innovators Intensives are designed and facilitated by a team with direct experience applying the methodology inside some of Europe's most complex organisations—at Airbus, Heidrick & Struggles, and across senior leadership development.



Greg Galle

METHODOLOGY ARCHITECT · CEO, SOLVE NEXT

Greg Galle has spent more than thirty years watching the same pattern accumulate inside organisations: visible metrics that look healthy while something underneath remains fragile. He co-founded Solve Next and co-authored Think Wrong with John Bielenberg and Mike Burn—building the structured discipline that gives leaders a rigorous practice for surfacing and testing that fragility before it becomes expensive. As the architect of the Think Wrong methodology, Greg brings both the intellectual framework and the facilitation depth that makes Friday's transfer session the most consequential session of the week.



Louise Kyhl-Triolo

EUROPEAN PROGRAMME LEAD · SENIOR FACILITATOR

Louise Kyhl-Triolo brings more than twenty-five years of international leadership experience—across L'Oréal, Airbus, VMware, and Heidrick & Struggles—to the design and delivery of the Think Wrong Innovators Intensives across Europe. She works at the intersection of strategy, creativity, and leadership: coaching senior leaders, designing group experiences that shift how organisations actually work, and facilitating transformation that requires both directional clarity and genuine human change.



Romain Gravier

SENIOR FACILITATOR · INTEGRAL MASTER COACH

Romain Gravier spent more than twenty years inside Airbus as a coach, facilitator, and leadership trainer embedded in some of the organisation's most complex innovation and culture transformation programmes—including FCAS and Smart Collab at Airbus Defence and Space. He has been surfacing and working with assumptions inside a large, complex engineering organisation from the inside for two decades. Romain is a certified Integral Master Coach (Integral Coaching Canada) and a Certified Wrong Thinker credentialled by Solve Next.



Cornelia Wagner

FACILITATOR · TRANSFORMATION ARCHITECT

Cornelia Wagner spent sixteen years inside Airbus in a sequence of roles that gave her an unusually complete picture of how large organisations learn, change, and resist change—from learning systems implementation and HR transformation to culture change management and engineering transformation at Airbus Defence & Space. She founded Connecting Waypoints to bring transformational coaching and innovation facilitation to leaders navigating complexity.

THE METHODOLOGY AT WORK.

Think Wrong has been applied across some of the world's most demanding organisations—in aerospace, financial services, technology, life sciences, defence, and education. The participants who attend the Innovators Intensives leave with the same methodology that produced these results.

"Simple changes made it clear that you're not just a cog in the wheel of this great grinding process—you're an integral part of one of the largest experiments in curing a fatal disease. You're a part of history."

Kathryn Woody

Operations Programme Manager, Genentech

Following a Think Wrong Blitz that redesigned Genentech's global clinical trial investigator meetings—producing the highest-rated meetings doctors and nurses had ever attended.

"We were determined to leave the tragically unproductive 'us vs. them' structure behind, solving gnarly problems more efficiently because we work together."

Lorna Randlett

Commissioner, White House Initiative for AAPI

Following a Think Wrong session at the White House that convened 100 community leaders and produced an independent Leaders Forum and two bipartisan PACs within a single day.

SELECTED CLIENTS

AIRBUS · GOOGLE · JP MORGAN · GENENTECH · NATO · DELOITTE · STARBUCKS

SELECTED UNIVERSITIES AND EXECUTIVE PROGRAMMES

COLUMBIA BUSINESS SCHOOL · STANFORD · USC · MICA · CALIFORNIA COLLEGE OF THE ARTS

Think Wrong has also been delivered as intensive training and Blitzes at Columbia Business School's Executive Leadership Program, Stanford, USC, Maryland Institute College of Art, California College of the Arts, University of Kansas School of Architecture, Boise State, Loyola Maryland, and San Jose State.

Think Wrong: How to Conquer the Status Quo and Do Work That Matters — third printing, 2025. Published in English, Spanish, and Arabic.

FOR THE LEADER MAKING LONG-HORIZON BETS IN A WORLD THAT CHANGED AFTER THEY WERE DESIGNED.

You are someone responsible for decisions whose consequences will not become visible for years. Long-horizon bets have a specific problem: the assumptions embedded in them calcify before anyone has had to test them. Amsterdam is the only city where you can study two generations of that pattern simultaneously—the first transition far enough along to examine objectively, the second live enough to study in real time. The mobility challenge is the laboratory. The capability is for anywhere the previous solution has become the constraint.

YOU SHOULD ATTEND IF

- You make or influence long-horizon infrastructure, AI, or investment decisions—and you want a structured discipline for identifying which assumptions are still sound before the next commitment
- You can see that a previous solution is becoming the constraint—in your own organisation, sector, or city—and you want the practice for naming and testing it
- You are ready to work in live fieldwork conditions in a city where the assumptions of a major transition are visibly playing out
- You want to develop the facilitation capability to run assumption-surfacing practice with your own leadership team
- You are drawn to Amsterdam not as a destination but as the most honest available laboratory for long-horizon assumption failure

YOU SHOULD CONSIDER WAITING IF

- You are looking for a programme specifically about urban mobility or transport policy—this programme uses mobility as the medium, not the message
- You have no current responsibility for long-horizon investment or infrastructure decisions
- You need a programme that produces a predetermined framework—this one produces a governance practice
- You are not prepared for physical fieldwork and live interviews with real stakeholders for half of each day

Every solved problem eventually embeds the next set of assumptions to be questioned. Amsterdam solved the car problem. The cycling infrastructure is now the constraint. Which solution in your organisation is becoming its own successor problem?

WHAT YOU NEED TO KNOW.

LOCATION

Amsterdam, Netherlands

Base venue in central Amsterdam. Fieldwork spans the city and the Port of Rotterdam.

FORMAT

4.5-day immersive intensive

Arrival Sunday evening. Departure Friday midday.

DAILY STRUCTURE

8:30am–5:30pm daily

~50% classroom, ~50% fieldwork. Evening sessions Days 1–3.

GROUP SIZE

Maximum 20 participants

Intentionally limited to preserve learning quality and fieldwork access.

LANGUAGE

English

Instruction in English. Field interviews bilingual (EN/NL) where required.

PROGRAMME FEE

€4,250 per participant—all-in

Includes programme, facilitation, fieldwork access, the four artefact deliverables, certification, and meals during the programme. Accommodation and transit: participant's own arrangement.

DATES

Spring or Autumn 2027

Exact dates TBC—timed for maximum institutional access across Amsterdam and Rotterdam.

REGISTRATION

First-come, first-served

Deposit required to hold place. Full payment 30 days before programme.

OTHER FORMATS

Activator Intensive — 3 days · Paris · €4,250

Your own live organisational challenge as the laboratory; no external industry. Same credential, shorter format.

WHAT PARTICIPANTS RECEIVE

Certified Serious Capital Activator™ credential

Capital-Building Opportunity Portfolio · Super Vital Assumption Map · designed small bets · updated Conversation Canvas · Next Lab Professional 1-year access (€999 value).

FROM THE CANAL TO THE GOVERNANCE CONVERSATION.

The assumptions you surfaced in Amsterdam about mobility's most consequential bets—that the post-car transition is solved, that bicycle infrastructure is a durable platform, that last-mile economics are settled—are structurally identical to the assumptions your own organisation carries about its most consequential decisions. The bridge from the week to the work is one question.

THE ESCALATION QUESTION · DAY 4

"Of the assumptions we surfaced this week—which ones, if they turned out to be wrong, would change a capital allocation decision that only your CFO or CEO can authorise?"

1

Claim the Serious Capital Activator designation.

Self-designated through the free Solve Next assessment, or earned through the Activator Intensive. The designation names the capability: an operator trained to surface untested assumptions and design the evidence-generating actions that resolve them before capital commits.

2

Take the Growth Gap Diagnostic to your organisation.

The organisational diagnostic instrument. Produces the full exposure map and the specific governance actions your CFO and CEO can authorise within 90 days. \$125K–\$200K depending on scale.

3

Attend the Serious Capital Architect Intensive (Level 2).

Five days. \$12,500. Designs the governance system that holds the discipline in place. The Architect Intensive is where the methodology becomes institutional infrastructure.

RESOURCES FOR THE INTERNAL CONVERSATION.

Most people who want to attend this Intensive have to make the case to someone—a manager, a CFO, a board. These are the materials designed to carry that conversation.

01

Programme Brief

The full programme description in a single PDF—dates, fee, curriculum, faculty, logistics. The canonical reference document. Share it with anyone who needs the complete picture.

[DOWNLOAD PDF →](#)

02

One-Pager

Short-form summary. What the Intensive is, who it's for, what participants leave with, and when it runs—on a single page. For the moment when you have thirty seconds to explain it to someone.

[DOWNLOAD PDF →](#)

03

Internal Selling Kit

For the individual who wants to attend and needs to make the case to their manager. Frames the capability you'll develop, the ROI you'll take back, and the questions your sponsor is likely to ask.

[VIEW / DOWNLOAD →](#)

04

Organisational Selling Kit

For the internal champion making the case for a private cohort—your organisation hosting its own Intensive, designed around your own capital-building opportunity. Frames the business case, logistics, and outcomes.

[VIEW / DOWNLOAD →](#)

Ready to Think Wrong about Mobility?

Twenty seats. One city that has already lived through the transition. Four and a half days in the European mobility capital. The methodology is Think Wrong. The laboratory is Amsterdam. If this is the way you already think about your work—you are already a Wrong Thinker. The Intensive develops the practice.

Private cohorts start at **€51,000 for up to 15 participants**, with **€3,750 per additional participant**. Scoped to your organisation's challenge, delivered at a commissioned industry location or your own campus.

Enquiries: hello@solvenext.com · +1 415 209 5065 · solvenext.com

Grow what endures.™