

The Power of Neurodivergence in Social Justice Innovation: Impact of Moral Scrupulosity OCD on Ethical Entrepreneurship and Social Change

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Abstract: This study explores the transformative potential of neurodivergent perspectives in fostering social justice and ethical entrepreneurship, with a focus on individuals experiencing moral scrupulosity, a subtype of obsessive-compulsive disorder (OCD) characterized by elevated moral sensitivity. By examining the lived experiences of neurodivergent social entrepreneurs, the research highlights the unique contributions of cognitive diversity in addressing systemic challenges within the nonprofit sector. The case study introduces "Founder Mode," an innovative management paradigm exemplified by For A Safer Space (FASS), a nonprofit founded and operated without reliance on financial transactions, donations, or revenue. This model demonstrates how resourcefulness, mission alignment, and technological innovation can sustain impactful operations free from traditional funding dependencies. By integrating neurodivergent strengths such as ethical diligence, empathy, and adaptability, Founder Mode challenges entrenched frameworks within the nonprofit industrial complex, proposing an alternative pathway for sustainable social innovation. The findings underscore the critical role of neurodiversity in reimagining ethical leadership and advancing inclusivity, equity, and resilience in social justice practices. This study calls for greater recognition of neurodivergent perspectives as a vital resource for societal transformation, fostering a more inclusive and values-driven approach to social innovation.

Keywords: Neurodivergence, Moral Scrupulosity OCD, Founder Mode, Nonprofit Industrial Complex, Social Innovation.

1. Introduction

Neurodivergence refers to cognitive profiles that deviate from societal norms, encompassing conditions such as autism, ADHD, and OCD, and is understood within both biological and sociopolitical frameworks [1, 2]. Central to the neurodiversity movement, this concept advocates for the acceptance and inclusion of neuro-minorities, positing that variations in brain function are intrinsic and advantageous rather than pathological [3,4]. A compelling illustration of neurodivergence is moral scrupulosity OCD, a subtype of obsessive-compulsive disorder characterized by moral and religious obsessions that manifest through perfectionism, persistent doubt, and compulsive behaviors driven by anxiety [5]. Individuals with moral scrupulosity often demonstrate distorted moral reasoning, where their actions are predominantly aimed at alleviating

anxiety rather than engaging in authentic moral deliberation [5]. This condition highlights the diversity within moral reasoning and underscores the importance of nuanced understandings and tailored treatment approaches for neurodivergent individuals [2,5].

Neurodivergent perspectives, particularly those shaped by conditions like moral scrupulosity OCD, have the potential to significantly influence social justice efforts by challenging conventional paradigms and fostering inclusivity. However, these individuals frequently encounter epistemic injustices, where their voices and lived experiences are marginalized, limiting recognition of their unique contributions to societal discourse [6]. This marginalization is further exacerbated by societal biases that equate neurodivergence with dysfunction, thereby impeding neurodivergent individuals' ability to articulate their narratives of thriving and well-being [7]. By integrating neurodivergent perspectives, social justice movements can benefit from distinctive moral and ethical frameworks, which often emphasize empathy, authenticity, and the need for systemic reform to address structural inequities [8,9]. Moreover, incorporating neurodivergent insights into social innovation may foster disruptive practices that challenge entrenched power dynamics and advance equity across diverse populations [10].

This study explores the intersection of neurodivergence, particularly moral scrupulosity OCD, and social justice innovation, seeking to uncover how distinct cognitive and ethical perspectives can inspire transformative approaches to social change. Specifically, it investigates how individuals with heightened moral sensitivity approach ethical dilemmas, demonstrating the potential of neurodivergent characteristics to contribute to innovative, integrity-based frameworks in social entrepreneurship. By examining these dynamics, the research aims to identify new pathways for ethical and effective social innovation, illustrating how neurodivergent-driven methodologies can reshape traditional social justice frameworks to prioritize inclusivity, empathy, and resilience. Ultimately, this study highlights the untapped potential of neurodivergent contributions to redefine ethical leadership and advance a more just and equitable society.

2. Theoretical Concept, Case Study and Discussions

2.1. The Role of Moral Scrupulosity OCD in Shaping Ethical Entrepreneurship

Individuals with moral scrupulosity OCD exhibit heightened ethical sensitivity, often prioritizing justice, fairness, and ethical consistency due to their intense moral and religious concerns. This condition, characterized by intrusive moral thoughts and compulsive behaviors such as excessive confession or atonement, fosters persistent doubt and anxiety regarding moral judgments [11,12]. These individuals frequently grapple with perfectionism and discomfort with uncertainty, which can distort moral reasoning and amplify fears of immorality [13,14]. Consequently, they may become preoccupied with unattainable ethical ideals, impeding balanced decision-making [11,12]. While their intentions often stem from a sincere commitment to moral integrity, the compulsive nature of their thoughts creates a paradox wherein their moral rigor can inadvertently neglect practical ethical responsibilities, such as nurturing relationships with loved ones [12].

A moral scrupulosity-informed worldview profoundly influences decision-making by emphasizing transparency, integrity, and socially responsible behavior across various contexts. This perspective underscores the importance of moral integrity, particularly for economic actors aiming to ensure justice and sustainability in their activities [15]. For instance, prioritizing impact integrity in investment decisions enhances contributions to sustainable development by promoting accountability and stakeholder engagement, thereby addressing shortcomings in current responsible investment frameworks [16]. Additionally, fostering an integrity-oriented mindset within organizations encourages ethical behavior, reduces cognitive biases, and mitigates unethical practices, highlighting the critical role of ethical standards in research and business operations [17]. Businesses that integrate

corporate social responsibility (CSR) into their core strategies not only enhance their reputations but also align their practices with societal norms, demonstrating that ethical considerations are pivotal for long-term success [18].

Social entrepreneurship presents both significant challenges and unique opportunities for fostering innovation. A notable challenge is the fear of ethical missteps, which can hinder decision-making and risk-taking, particularly in a global landscape where ethical standards are continuously evolving [19]. This apprehension may suppress innovation as entrepreneurs prioritize compliance over creativity. Conversely, social entrepreneurship inherently promotes heightened moral accountability, as such enterprises are often driven by a mission to address pressing societal issues, thereby reinforcing their commitment to ethical practices [20,21]. By embedding social innovation into business models, social entrepreneurs address societal needs and advance sustainable development, demonstrating the potential for positive impact when ethical considerations are central to operations [22,23]. Despite these challenges, the capacity of social entrepreneurship to enhance ethical innovation and accountability underscores its vital role in addressing contemporary societal demands.

2.2. Neurodivergence Contributions to Social Justice Movements

Neurodivergent traits, including nonconformist cognition and heightened empathy, significantly contribute to innovative strategies in social justice by fostering unique perspectives and problem-solving approaches. The neurodiversity paradigm highlights the value of cognitive differences, proposing that conditions such as autism and ADHD can enhance innovation and empathy, critical elements in addressing societal inequalities [24,25]. Neurodivergent individuals often challenge conventional norms, creating alternative frameworks that dismantle oppressive structures and promote inclusivity [8]. Organizations embracing neurodiversity report improved outcomes in creativity and quality, as diverse cognitive styles encourage varied problem-solving methodologies [26,27]. This diversity not only drives innovation but also fosters a deeper understanding of minority experiences, advancing efforts in social change and justice [25].

Prominent social innovators with neurodivergent traits have challenged societal norms through their distinct cognitive capabilities. Mark Zuckerberg, co-founder of Facebook, exemplifies how traits associated with autism, such as exceptional pattern recognition and systematic thinking, can drive technological innovation [28]. Similarly, Wendy Kopp, founder of Teach For America, leveraged creative cognition to address educational disparities, illustrating how neurodivergent perspectives can catalyze meaningful social transformation [28]. Additionally, Specialisterne, an organization that highlights the skills of individuals on the autism spectrum, demonstrates how these capabilities, when effectively harnessed, can significantly enhance organizational performance [29]. Research further supports this notion, showing that individuals with subthreshold autistic traits often display divergent thinking, a critical element in creative problem-solving, suggesting that these characteristics confer adaptive advantages in innovative environments [30]. Collectively, these examples underscore the transformative potential of neurodivergent traits in reshaping societal expectations.

Moreover, moral scrupulosity, a subtype of obsessive-compulsive disorder (OCD), may present advantageous characteristics aligned with social justice advocacy. Traits such as ethical diligence, attention to moral nuances, and a strong commitment to consistency often accompany scrupulosity, offering unique contributions to social justice efforts. Individuals with heightened moral attentiveness are more likely to exhibit ethical behavior in professional settings, with research affirming that moral attentiveness positively influences employees' ethical conduct [31]. This rigorous focus on ethical principles can drive advocacy for marginalized populations, as conscientious individuals often feel a profound responsibility to uphold justice and equity, reflecting the moral imperatives central to social justice discourse [32]. While scrupulosity may engender discomfort and rigidity, it simultaneously creates opportunities for introspection and growth, enabling individuals to channel their ethical

concerns into constructive social engagement [13,33]. As such, the characteristics associated with moral scrupulosity can serve as powerful motivators for advancing social justice initiatives.

2.3. Case Study on For A Safer Space (FASS) and its Founder with Moral Scrupulosity OCD

As a social entrepreneur with moral scrupulosity OCD, I bring an intense dedication to ethical standards and an unwavering commitment to transparency. This neurodivergent condition has shaped a unique approach to my work in the nonprofit sector, driving me to place a heightened focus on ethical integrity and a mission-centered strategy. For me, relying on financial dependencies feels like a compromise to my values, so I avoid them whenever possible. Instead, I'm deeply motivated by a mission-first outlook, which fosters creativity, resilience, and adaptability in my work. I achieved a historic milestone by pioneering a new approach in nonprofit sector: "Founder Mode." This method has never been attempted in non-profit sector before, enabling a nonprofit to operate entirely without donations, funding, or any monetary transaction. I managed to accomplish it and delivered many unprecedented results. In an era where nonprofit/charity organizations are often caught in the complexities of the "nonprofit industrial complex," (NPIC), running a nonprofit without monetary transactions, donations, or investments may sound like an improbable feat. As the founder and executive director of *For A Safer Space* (FASS), I embarked on a journey that challenges this very notion.

I founded *For A Safer Space* (FASS) with a clear determination to challenge and offer a solution to the nonprofit industrial complex. From day one, my mission was to create an organization that could thrive without the financial dependencies that often bind nonprofits, redirecting their focus away from impact and toward funding. This vision was driven by a belief that a nonprofit could exist solely to serve its mission, not to meet the demands of donors or funders. By building FASS entirely without monetary transactions, funding, investments, or donations—and committing to never seek them in the future—I aimed to break free from the traditional model and demonstrate a path to true autonomy and purpose. Through *Founder Mode*, FASS has become a living example of what's possible when a nonprofit is structured to be resilient, resourceful, and wholly focused on its mission. My hope is that this approach inspires others and opens a new chapter in nonprofit sustainability, proving that there is another way forward. This approach is by no means intended to diminish the importance of donations or funding in the nonprofit sector. Rather, my experience at *For A Safer Space* (FASS) serves as an exploratory experiment, a way to investigate whether there could be an alternative path to founding and managing a nonprofit. My journey with FASS was a test of possibility: Could a nonprofit achieve meaningful impact without the traditional dependency on funding? Through *Founder Mode*, I discovered that it is indeed possible. By focusing on resourcefulness, resilience, and a mission-first approach, I was able to build and sustain FASS without financial input. This success offers a new perspective, one that doesn't replace funding but instead adds to the diversity of models available for those striving to create lasting impact in the nonprofit world.

Until now, no resource has detailed how a nonprofit can be founded, managed, and sustained without financial dependency, nor has any publication provided a definitive explanation of what Founder Mode truly means and its application in nonprofit/charity sector. This absence in the literature reflects the sector's deep-rooted reliance on traditional funding models—frameworks that often dilute missions and limit impact, known as Nonprofit Industrial Complex (NPIC). Founder Mode, the management style I adopted when founding For A Safer Space (FASS) in 2020, breaks away from these constraints. It offers a revolutionary approach to nonprofit sustainability, bridging the gap between mission-driven work and financial independence. For A Safer Space (FASS), the organization I founded and managed, serves as the first real-world example of Founder Mode in nonprofit section in action. Built entirely without donations, investments, or revenue, FASS demonstrates that a nonprofit can operate independently, with its mission and community impact as

its sole focus. Through innovation, resilience, and resourcefulness, FASS has shown that thriving without financial dependency is not just a possibility but a proven path forward. Founder Mode is more than a theory—it is a tested and transformative model for creating nonprofits that are adaptable, agile, and unwavering in their commitment to their mission.

Founder Mode is a transformative, mission-driven approach to building and sustaining nonprofits without relying on financial resources such as donations, investments, or revenue. It challenges the conventional funding-dependent model of the nonprofit sector, addressing the constraints imposed by the nonprofit industrial complex (NPIC). By prioritizing the organization's mission and community impact, Founder Mode fosters resilience, creativity, and adaptability, allowing nonprofits to operate independently and focus fully on their core objectives. This approach is grounded in a series of guiding principles that empower founders to maximize impact while bypassing financial dependencies. The first principle, *Mission-First Design*, ensures that all operations, services, and decisions are rooted in the nonprofit's mission and core values. By doing so, the organization avoids the distractions and compromises that often accompany fundraising or donor appeasement. Instead, every action is aligned with delivering meaningful impact to the communities it serves. Another key principle is *Resourceful Innovation*. Founder Mode encourages creative problem-solving by leveraging existing skills, networks, and human capital. This principle places emphasis on resilience and ingenuity over financial acquisition, ensuring that the nonprofit can overcome challenges without relying on external funding. This resourcefulness extends to how the organization builds trust with its community. By eliminating financial transactions, Founder Mode fosters *Building Public Trust*, creating transparency and authenticity in its operations. Without the influence of financial agendas, nonprofits can maintain a clear focus on service delivery, strengthening relationships with their stakeholders and broadening their reach. Volunteer engagement is another cornerstone of Founder Mode. Through *Volunteer Empowerment*, this approach cultivates a shared sense of ownership among team members and stakeholders. Volunteers are motivated by alignment with the organization's mission rather than financial incentives, fostering a collaborative and passionate environment. Founder Mode also emphasizes *Scalability Through Technology*, recognizing the importance of innovation in overcoming human and operational limitations. For example, FASS's transition to AI-driven services through its FASSLING product line demonstrates how technology can ensure consistent, scalable impact while maintaining autonomy. Finally, *Founder Versatility* underscores the dynamic role of the founder in this approach. Acting as a multi-role leader, the founder adapts to meet organizational needs, filling gaps in operations, and ensuring the continuity of services during challenging times. This adaptability is essential to sustaining the nonprofit's mission in the absence of traditional financial support. By integrating these principles, Founder Mode redefines nonprofit sustainability, proving that impactful work can thrive without financial dependency. This approach is particularly suited to newly established nonprofits or projects seeking to prioritize mission integrity over monetary gain, offering a viable, adaptable path for organizations dedicated to lasting community impact.

For A Safer Space (FASS), a Canadian federally registered nonprofit organization I founded, began as a human-centered organization, relying solely on the skills, dedication, and passion of volunteers. Without external funding, by adopting self-determined founder mode management style, FASS harnessed human capital to provide counseling, psychotherapy, emotional and coaching support, and educational resources to those in need, creating services valued at a minimum of CAD 1.2 million. I, as the founder and executive director achieved this with zero donations, grants, funding, and no revenue-generating programs, demonstrating that *Founder Mode* can yield a substantial impact without monetary transactions. From 2020-2023, I led a volunteer team of over 350 individuals, united in a shared mission to support mental health and social innovation. Through FASS, I incubated seven social innovation projects and organizations, providing their leaders with free,

unlimited leadership coaching to empower them in their journeys. FASS also established partnerships with over 70 organizations (Including almost 20 prestigious universities from Australia, Canada, the UK, and the US). Additionally, I had the privilege of supervising more than 150 clinical interns, who contributed to the organization's mission while gaining invaluable experience. FASS has had a far-reaching impact as the first nonprofit organization in the world that delivered unlimited free mental health counseling, psychotherapy, emotional support, and coaching sessions to people across the globe, providing over 8,000 psychotherapy, counseling, therapy, emotional support, and coaching sessions worldwide. In response to the increase in anti-Asian sentiment, I also helped organize Canada's largest "STOP ASIAN HATE" rally, where I served as one of the event hosts, advocating for unity and safety for the Asian community in Canada. FASS has been active in creating and sharing knowledge, with over 500 original educational articles and videos reaching a broad audience (over one million people). The FASS website has become a trusted resource, assisting over 12,000 independent seekers, and through WeChat, I have facilitated more than 5,000 new one-on-one referrals. FASS volunteers have dedicated over 30,000 hours to FASS's mission, reflecting the commitment and passion driving the organization. I also initiated a petition calling on the Ontario government to include mental health services in the Ontario Health Insurance Plan (OHIP), drawing nearly 10,000 signatures. This petition was later submitted to the Legislative Assembly of Ontario, where a Member of Parliament read the petition, making it the first to advocate for mental health coverage under universal healthcare in Canada. As the founder of FASS, I have continuously upheld FASS's commitment to providing free, unlimited resource referrals, ensuring that those in need have access to vital mental health and social support services without barriers. This initial success taught me that value doesn't come solely from financial capital; it can also be derived from creativity, resilience, and an unwavering commitment to the mission. But as demand grew, I recognized the need for scalability and the inevitable limitation of human-provided services.

In 2024, After realizing the limitations of human-provided services, acknowledging that human services cannot respond around the clock, 24 hours a day, 365 days a year, and that standardizing such services is nearly impossible, I relied on deep insight and my founder's resilience, business, and tech knowledge to develop FASSLING Artificial Intelligence (AI) product line for FASS by myself alone. Through persistent learning and innovation, I designed and launched the FASSLING product line, which effectively overcame the various limitations of previous human-provided services. With FASSLING's debut in 2024, FASS became the world's first charitable organization capable of delivering continuous, 24/7, year-round human care support line, pioneering the use of AI to provide holistic human care support. FASSLING has successfully resolved the shortcomings of FASS's human-provided services, bringing a significant breakthrough to the nonprofit/charitable sector. This solution transformed previous pressures and challenges into a consistent, reliable momentum for progress, empowering us to meet demand seamlessly, any time, day or night. This evolution enabled me to fully leverage technology to maximize FASS's impact, eliminating concerns about volunteer training, turnover, availability, recruitment, conflict, and other human limitations.

Founder Mode forms the backbone of how I structured and operated For A Safer Space (FASS) to transcend the limitations of the nonprofit industrial complex. At its core, Founder Mode is about building an organization with resilience, resourcefulness, and an unwavering mission focus—qualities that make it possible to thrive without financial dependency. For FASS, this meant designing a nonprofit model that intentionally avoided revenue, donations, or investments, instead leveraging human capital, volunteer dedication, and, eventually, innovative technology to drive impact. As a founder with Moral Scrupulosity OCD, operating in Founder Mode allowed me to prioritize agility and creative problem-solving over conventional funding models, enabling a focus on my mission without the external pressures and expectations often tied to financial contributions. Every decision, human-provided service, and expansion through AI-powered support with FASSLING were guided

by Founder Mode's principles: maximizing existing resources and staying true to my values without compromising for funding. Moreover, it eliminates labor exploitation at all cost. This approach allowed FASS to remain purely mission-centric, scalable, and adaptive. Free from the constraints of financial targets or funder expectations, FASS could operate with complete autonomy, evolving in ways that best served the people it was created to help. Founder Mode, in essence, provided the blueprint for building a nonprofit that is financially independent, resilient, and purpose-driven. It has empowered FASS to redefine nonprofit success, paving the way for a new kind of impact-driven organization. Transparency is crucial—I openly share my motivations, emphasizing a personal commitment to social good. This approach builds trust with supporters who resonate with authenticity and integrity, making the mission itself the most compelling reason for others to join me in this journey.

In conclusion, my neurodivergent perspective leads me to approach traditional nonprofit operations in unconventional ways. For instance, I avoid typical fundraising models, which often come with the weight of external expectations and financial dependency. Instead, I rely on resourceful innovation and self-sufficiency, utilizing human capital, volunteer networks, and technology to fill service gaps. In community service, I'm driven purely by the mission's fulfillment, allowing FASS to focus on real impact rather than adjusting our approach to attract donors. Advocacy becomes a natural extension of my dedication to ethical consistency, fostering public trust in a way that money never could. Partnerships, too, are grounded in shared values rather than financial incentives, strengthening our connections within the community and creating a foundation of loyalty that transcends financial support. FASS is a direct embodiment of my commitment to transparency, ethical consistency, and non-monetary solutions. As the founder and executive director of FASS, through the "Founder Mode" model, I've demonstrated that a nonprofit can operate and even thrive without financial transactions. By focusing purely on FASS's mission and employing innovative solutions—like the FASSLING AI human care support product line (including 14 different AI products) to provide 24/7 human care support—I've shown that nonprofits/charity can maximize impact while maintaining complete autonomy. Removing financial dependencies allows us to operate based on trust, staying adaptable and true to our purpose without the constraints of funding. FASS has become a testament to the idea that by prioritizing ethical integrity and community focused impact, a nonprofit can establish a new paradigm for sustainable operations, one that relies on mission and values rather than traditional financial structures. All of this has been made possible by a founder with moral scrupulosity OCD—me.

2.4. Challenges Faced by Neurodivergent Social Innovators

Moral Scrupulosity Obsessive-Compulsive Disorder (OCD) presents significant challenges for individuals managing social enterprises, as it intertwines ethical ideals with the practical demands of organizational leadership. Those affected by moral scrupulosity often grapple with persistent doubts, perfectionism, and heightened anxiety regarding moral judgments, which can impair decision-making processes and lead to compulsive behaviors aimed at alleviating distress [12,5]. Such tendencies can hinder the prioritization of organizational objectives over personal ethical concerns, potentially resulting in neglect of critical operational responsibilities, including addressing client needs and ensuring efficiency [13]. Additionally, the moral distress triggered by ethical dilemmas in social work exacerbates feelings of inadequacy and shame, disrupting the delicate balance between personal values and professional obligations [34,35]. Effective strategies, such as cognitive-behavioral therapy and the development of self-compassion, are essential for helping individuals reconcile ethical concerns with the operational demands of leading a social enterprise [13,5].

Mental health challenges have a profound impact on resilience within the nonprofit sector, particularly during periods of crisis, such as the COVID-19 pandemic. The Voluntary, Community,

and Social Enterprise (VCSE) sector, which plays a crucial role in supporting marginalized communities, has faced increased disparities and demands, resulting in heightened pressure on staff and volunteers and a heightened risk of burnout [36]. As highlighted in *"I Will Rendezvous With You at Our Designated Bench: Adaptation, Innovation, and Resilience Among VCSE Organizations That Assisted Marginalized and Minoritized Communities During the COVID-19 Epidemic in Northern England – A Qualitative Focus Group Study"*, this strain undermines the sector's ability to maintain resilience by impeding effective adaptation and innovation in service delivery. The interplay between community resources and mental health is pivotal; communities with robust VCSE networks demonstrate greater resilience by fostering mutual support and promoting open dialogue around mental well-being [37]. Addressing mental health challenges within the nonprofit sector is therefore critical for sustaining resilience and ensuring continued support for vulnerable populations [38].

Neurodivergent founders in the nonprofit sector encounter considerable structural and social biases, particularly in environments resistant to change. Traditional recruitment practices often perpetuate historical biases through gatekeeping mechanisms, leading to self-selective withdrawal among neurodivergent candidates due to perceptions of inadequacy [39]. Workplace cultures that adhere to neurotypical norms frequently fail to accommodate the distinct cognitive strengths of neurodivergent individuals, thereby limiting their contributions [40]. Furthermore, societal stigma and pervasive stereotypes exacerbate identity erosion and foster fear of disclosure, negatively impacting career advancement and mental health [41]. The *Autism/Neurodiversity Manifesto* underscores the need to dismantle these barriers through policies that promote equality and inclusion, advocating for systemic reforms to support neurodivergent individuals across all dimensions of life [42]. Addressing these challenges requires a multifaceted approach, including corporate education initiatives and revisions to workplace standards that foster a genuinely inclusive environment [43].

2.5. Implications for Social Innovation and Ethical Leadership

To effectively support neurodivergent leaders, the nonprofit sector and other industries must adopt comprehensive and inclusive strategies that foster neuroinclusive workplaces. Such environments should recognize and value neurological differences, including autism and ADHD, as strengths rather than limitations [44,27]. Central to this effort is effective leadership, which requires empathy, adaptability, and strong communication skills to cultivate supportive spaces where neurodivergent individuals can thrive [45]. Additionally, organizations must refine recruitment practices to ensure the inclusion of diverse neurotypes, enabling the recognition and development of neurodivergent talents [46]. Social entrepreneurship initiatives, such as Vencer Autismo, exemplify innovative approaches to neurodiversity by emphasizing strengths-based frameworks that celebrate unique abilities [47]. By integrating these strategies, organizations can leverage the distinct contributions of neurodivergent leaders, driving innovation and enhancing workplace effectiveness [27].

Addressing moral complexity within social justice initiatives is crucial for designing resilient and adaptive social programs, particularly when navigating the challenges posed by moral scrupulosity OCD. A nuanced ethical perspective offers a deeper understanding of poverty as a multifaceted moral issue, revealing that oversimplified solutions often fail to address the complex realities faced by disadvantaged populations [48]. The complexity of moral decision-making underscores the necessity of evaluating both the positive and negative impacts of interventions to avoid harm arising from well-intentioned but misguided actions [49]. Social enterprises, in particular, highlight ethical dilemmas in managing power dynamics and stakeholder interests, requiring a thorough engagement with ethical theories to effectively address systemic challenges [50]. By embracing these complexities, social programs can be designed to foster collaboration and equity, ultimately achieving more just and sustainable outcomes [51].

Aspiring social entrepreneurs can harness their neurodivergent traits to drive meaningful societal change by leveraging their unique cognitive strengths while addressing inherent challenges. Neurodivergent individuals often exhibit extraordinary capabilities, such as hyper-focus and innovative problem-solving, which are particularly advantageous in entrepreneurial contexts where creativity is paramount [52]. However, they may also face difficulties in areas such as self-reflection and thorough execution, necessitating structured learning and project management methodologies [52]. By cultivating qualities like agreeableness and social vision, neurodivergent entrepreneurs can enhance their social networks and sustainability [53]. Tailored educational interventions, grounded in Universal Design for Learning principles, can further support their engagement and perseverance in social entrepreneurship [52,54]. Ultimately, embracing their distinctive traits and utilizing supportive educational frameworks empowers neurodivergent individuals to effect transformative social change [55].

3. Conclusion

Neurodivergent qualities, particularly moral scrupulosity, offer unique advantages to social justice by fostering ethical diversity and enhancing collaborative efforts to address societal challenges. Rorty argues that ethical diversity enables individuals with differing moral frameworks to engage in productive cooperation, even when their interpretations of shared principles diverge [56]. Studies in neurodiversity challenge conventional neurotypical paradigms, advocating for the recognition of neurocognitive differences as valuable resources that drive innovation and problem-solving in social contexts [43,24]. Krazinski emphasizes that neurodivergent perspectives can uncover oppressive systems, providing transformative insights that enrich social justice discourses [8]. Collectively, these perspectives underscore the critical role of neurodivergent viewpoints in fostering a more inclusive and effective approach to social justice.

Future research on neurodiversity in social impact roles should explore tailored support systems for neurodivergent social innovators, focusing on their distinctive strengths and challenges. Investigating specific organizational practices—such as mentorship programs and flexible work arrangements—could enhance the contributions of neurodiverse individuals in social innovation settings [57,26]. Additionally, examining the intersectionality of neurodivergence with other identities, including gender and ethnicity, would provide a deeper understanding of how these factors shape experiences in social impact roles [57]. Further research might also address the cognitive and epistemic marginalization faced by neurodivergent individuals, aiming to develop strategies that mitigate these barriers and promote equitable access to resources and opportunities [1]. Finally, exploring the influence of diverse cognitive styles on team dynamics and innovation outcomes could offer valuable insights into optimizing collaboration within social enterprises [25].

Ethical entrepreneurship driven by neurodivergence has the potential to catalyze a transformative movement in social justice practices, rooted in authenticity, integrity, and ethical innovation. Embracing neurodiversity as an integral aspect of human diversity allows organizations to harness the distinctive strengths of neurodivergent individuals, fostering creativity and innovative problem-solving that challenges conventional norms [24]. This approach not only promotes inclusivity but also aligns with social justice principles by striving to eradicate stigma and encourage acceptance across diverse domains, including academia and entrepreneurship [9,52]. Moreover, integrating neuroinnovation into social entrepreneurship highlights the importance of understanding cognitive processes to amplify social impact, thereby establishing sustainable and ethical business models that prioritize community welfare [58]. By valuing neurodivergent perspectives, ethical entrepreneurship can contribute to a more equitable society, fostering a culture that celebrates diverse contributions and upholds integrity and authenticity [59].

Acknowledgements

I am very grateful for the academic tools and research that have inspired this study. My profound gratitude extends to my family for their steadfast support and encouragement during this journey. Your confidence in my work has been a wellspring of strength and motivation.

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