



**THE FUTURE OF COMPANIES:**

# A Human-Centred Organisation

How will human-centred organisations evolve alongside changing societal values?

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# Introduction

The corporate world finds itself at a crossroads: the environment, society, and technology have been evolving extremely quickly over the last few years, and many trends have led us to believe that these pressures and changes will only continue to intensify (e.g. societal pressure on sustainability, resource scarcity, climatic “events”, geopolitical turmoil etc.).

The best way to prepare for these changes ahead of us is to explore various scenarios for the future, in a journey of discovery aimed at helping you understand what is important to consider, analyse and contextualise when thinking about the future of your company. We have initiated a large body of research on the different scenarios for the future of companies (cf. part b. of this introduction). This report, as a first step, will concentrate on one of those potential scenarios: the “human-centred company”.

We chose to concentrate on this scenario, as we feel that the post-Covid world is placing insurmountable pressure on the workforce and people all over the world, making it both an ethical priority and a necessity for companies to consider a “human-centred evolution”.

# Executive Summary

The main objective of this report is to help you understand and navigate the potential human-centred future of organisations: How could it materialise? How would it look like? What could/should you do about it?

To achieve those, we have structured the report as follows:



## Part 1. The three main reasons why you must consider the future scenario of a human-centred organisation:

- This scenario is already unfolding (especially post-Covid 2020)
- Many of the key trends affecting the future of corporations point in that direction
- The consequences of acting or not towards that horizon are highly significant (negatively when not acting; potentially positively when acting)



## Part 2: The two key concepts to help you understand what a human-centred organisation are:

- The concept of the employee experience: thematic scope across the employee lifecycle
- The concept of cultural alignment: understanding what organisational culture really is, and how it must align with employees and be embodied in the structure of a company



## Part 3: Developing a human-centred company:

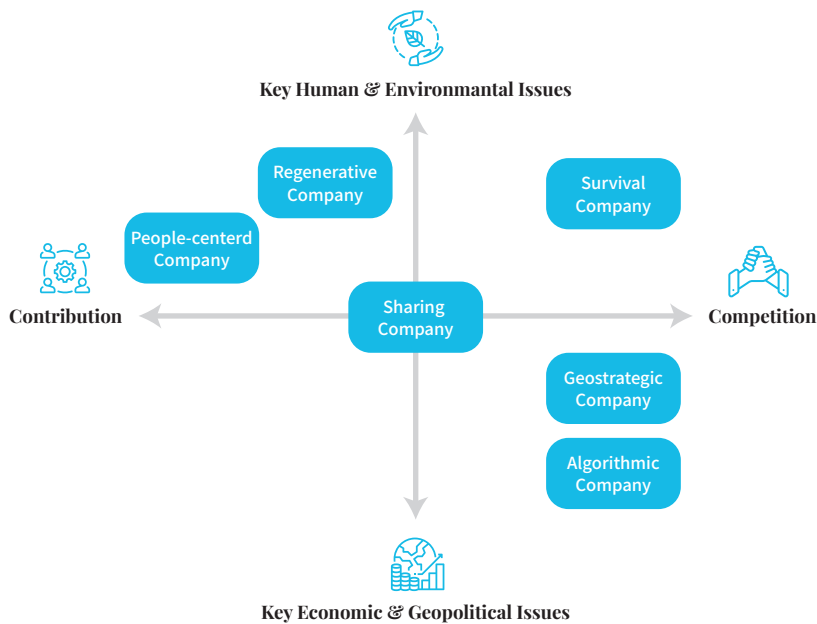
- Building a culturally aligned organisation
  - How to build your culture, based on the main cultural archetypes
  - Creating a structure that embodies and corresponds to your culture
- The six keys to keep a strongly active organisational culture



## Part 4: Taking some perspective on the future evolution of values in the workforce and its impact on the human-centred organisations:

- What evolution in the value sets can we anticipate?
- What weak signals of this future evolution can already be witnessed?
- A few examples from the present

As a reminder, this reflection is part of a larger body of work on the future of corporations.



We developed a contextual framework on the main trends shaping the future of organisations (<https://www.nextcontinent.net/wp-content/uploads/2023/12/Future-of-global-corporations-Nextcontinent.pdf>), and identified some of the key breakthroughs that could distort the “projected future” (A version of the future if current trends continue without being disrupted by any major life-changing events). We identified, through this work, different alternative scenarios for the future of the corporate world.

The main alternative archetypes for the futures for companies are presented on the left.

Each one of these alternative scenarios can be linked to some key disruption factors that we have listed below:

Alternative Scenarios	Baseline	Main disruption factors advocating such a scenario
<b>Survival companies</b>	Surviving the crises	Global shortage of energy and/or resources Partial climatic collapse: entire regions of the world become difficult to inhabit creating major changes (migrations, wars, shortages...)
<b>Regenerative companies</b>	Regenerating the planet as a goal	Global “pro-climate” governance: UN and international institutions rule a worldwide system reshaped to mitigate climate change
<b>People-centred companies</b>	Putting people first	Work revolution: a mental and motivational crisis marking a radical shift in the relationship with work, to which organisations must adapt
<b>Algorithmic companies</b>	Digitalisation at every level, companies have to find their place in an algorithmic world	Global algorithmic governance: AI, extraterritoriality, and emancipation of the economic world (lead by the GAFAM) out of the control of the political world
<b>Sharing companies</b>	Reinventing companies in a functional and open-source society	P2P society: blockchain, open-source and power distribution are the driving force of society and innovation
<b>Geostrategic companies</b>	Playing your part in Cold War 2.0	Cold War 2.0: world divided into polarized blocs (China vs US) and/or Competitive protectionism: closure of markets and productive relocation

We will explore them in a series of white papers that will be published over the next year.



## 1

## Why the Future Scenario of Human-Centred Organisations Should Be Considered Very Seriously by Corporations?



## Reason 1 : This scenario of human-centred organisations is already developing as we speak.

As futurists like to say, the future is already here, and the pressure to move towards more human-centred organisations is quite prevalent.

Company features, such as “Great Place to Work” certificates, Chief Happiness Officers, regular inquiries into employee satisfaction, and measuring employees’ well-being using OECD<sup>1</sup>. Standards make organisations human-centred. Companies already understand that employees’ well-being should be cautiously considered, not for philanthropic reasons, but as a part of a successful strategy. And there is no obvious reason to anticipate a change.



## Reason 2 : Many significant trends shaping the future of corporations give credit and weight to the scenario of future human-centred organisations being central in the years and decades to come.

Here is a list of significant current trends that build up serious reasons to believe that human-centred organisations are and will be more and more called for:



### Disenchantment for the corporate world: corporations need to be attractive to attract and retain people

Societal pressure on companies to respect their purpose and mission : the purpose or the mission is gradually becoming the primary identity of the company, and one of its main lines of communication. Diversity, Equity, and Inclusion (DEI) as a key expectation of society for companies

Distrust in the corporate world and its role and contribution in the world (responsibility in various form of dominations or climate crisis)

Modes of work and interactions that do not “fit” the new generations habitus

<sup>1</sup>[https://www.oecd.org/content/dam/oecd/en/publications/reports/2024/05/an-oecd-survey-of-employee-well-being\\_f25c3c0b/74f48e24-en.pdf](https://www.oecd.org/content/dam/oecd/en/publications/reports/2024/05/an-oecd-survey-of-employee-well-being_f25c3c0b/74f48e24-en.pdf)



## More largely, deep cultural changes: expectations are changing, and people's contribution is much more closely linked to the way they feel their input is taken into account

Call for societal impact and purpose-driven organisations  
Organisations are increasingly aligning their goals with broader societal impacts and ethical practices.

A questioning of materialism, objectification of workers, and, more generally, the vision underlying most of the economic activities

Deep change in the relationship with career and financial securities, employee autonomy and necessity for regular change



## Increasing vulnerability of people and their life paths: corporations need to support people to maintain their well-being and engagement.

Epidemic of burnouts, and dehumanization of work (with rhythms) calling for greater consideration of individuals

Engagement crisis: younger generations perceive their priorities and values differently - most employees of the prior generations' representatives are on the path to a passive or active disengagement

Uncertainty of a world turning VUCA (Volatile, Uncertain, Complex, Ambiguous) that is calling for cautious care of the people who are undergoing general stress and anxiety



## Rational benefits for the company in investing into employees' satisfaction: happy people are productive people

Growing evidence that employee well-being is a major contributor to organisational performance

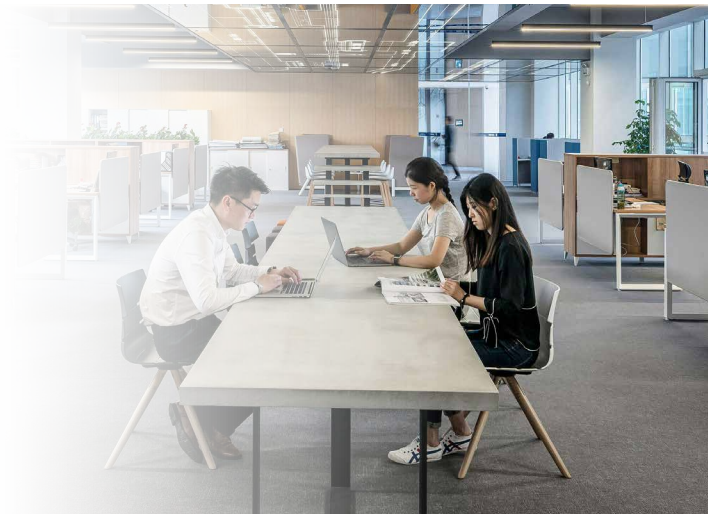
Expectation for a holistic employee satisfaction: meaning, purpose... employees come also for that

"It's important to note that happy workers weren't working more hours to account for the increased productivity. Rather, simply being happy caused them to perform better."<sup>2</sup>

<sup>2</sup><https://www.forbes.com/sites/lindsaykohler/2023/11/28/finally-proof-that-happiness-does-make-us-work-better/>

## Reason 3: The consequences of not considering the growing weight of this scenario could be very heavy on organisations and activities.




The trends presented in the former part do have significant consequences for your company, which materialise through risks but also opportunities (most of them being the two sides of the same coin), depending on how one company positions itself regarding human-centredness:



Corporations that don't (or inappropriately do) put the human aspirations and needs at the center of their development experience more of...



Corporations that build themselves with a human-centered attention tend to experience more of...

 <b>Field 1 : Employee retention, satisfaction and engagement... and talent attraction</b>	<p><b>Decreased Engagement:</b> Leading to less resilience, and more burnout, stress, worry, sadness, and anger.</p> <p><b>Absenteeism:</b> higher rates of absenteeism (stress and other health-related issues).</p> <p><b>Lower Retention Rates:</b> struggle to retain top talent, as employees seek workplaces that support their mental and physical health.</p>	<p><b>Workforce Engagement:</b> Prioritizing well-being leads to higher levels of employee engagement, resulting in increased job satisfaction, loyalty, and overall company performance.</p> <p><b>Attracting Top Talent:</b> Organizations known for their well-being programs are more attractive to potential employees, positioning themselves as employers of choice in a competitive talent market.</p>
 <b>Field 2 : Organizational culture, reputation and brand perception</b>	<p><b>Impact on ESG Ratings:</b> Employee well-being is a critical component of the social aspect of Environmental, Social, and Governance (ESG) criteria, affecting its reputation among investors, stakeholders, and customers.</p> <p><b>Brand Perception:</b> Companies known for neglecting employee well-being may suffer from a damaged brand image, making it harder to attract new talent and customers.</p>	<p><b>Better Organizational Culture:</b> Focusing on well-being fosters a culture of trust, transparency, and psychological safety, where employees feel valued and secure. This leads to a more inclusive and collaborative work environment.</p> <p><b>Enhanced Employer Branding:</b> Companies that prioritize employee well-being build a positive reputation, which helps attract top talent and enhances their overall brand image.</p>
 <b>Field 3 : Financial impacts</b>	<p><b>Lost Productivity:</b> Employees suffering from poor well-being are less productive.</p> <p><b>Increased Healthcare Costs:</b> Poor employee well-being leads to higher medical costs.</p> <p><b>Turnover Costs:</b> High levels of stress and burnout increase voluntary turnover rates, which can cost companies between 15% to 20% of their total payroll.</p>	<p><b>Higher Productivity:</b> Healthy and happy employees are more energized, focused, and efficient, leading to higher quality work and better overall performance. Reduced absenteeism and presenteeism also contribute to sustained productivity levels.</p> <p><b>Boosted Bottom Line:</b> Prioritizing well-being can lead to increased savings and revenue through reduced absenteeism, lower turnover rates, and enhanced productivity. Happy employees are also more likely to provide exceptional customer service, fostering customer loyalty and boosting sales.</p>
 <b>Field 4 : Strategy and operations</b>	<p><b>Sustainability:</b> Poor well-being can affect a company's ability to achieve its business objectives sustainably. Companies with stronger employee well-being report better outcomes in customer satisfaction, retention, acquisition, and overall profitability.</p>	<p><b>Creativity and Problem-Solving:</b> Employees with good well-being have lower stress levels, which enhances their ability to develop innovative solutions to challenges.</p> <p><b>Sustainability:</b> A focus on well-being contributes to a sustainable business model by ensuring a resilient and adaptable workforce.</p>

Some of these risks and opportunities may be industry-sensitive and might not impact your specific company as strongly as others, but all contribute to the overall evolution of the corporate space, and future context of business operations.

Some might be already at work in your context, while some are still to materialise, but taking all of them into account is definitely relevant to plan your future evolution.



# 2

## Two Pillars to Strive Towards a Human-Centred Organisation: Employee Experience and Cultural Alignment



## 2.1 Message 1: The concept of employee experience is at the heart of a human-centred organisation, as stakeholders have already begun to define it.

**The employee experience emerges as a key feature for human-centred organisation.**

Several key actors have already begun to explore and invest the concept of human-centred organisations. IBM, largely recognized at the cutting-edge of corporate change, is one of them. They positioned the human-centred organisation as a key element of their thinking about the future of (their) corporation, providing us with a first definition of what human-centred organisation would be:



To guide our path forward, we found it necessary to create a working definition of the ideal organisation. We call this the human-centred organisation.

The human-centred organisation is one that exists to fulfil a purpose for its users, customers, and community, and orients all of its innovation and operations activities around those people. It has instilled the principles of human-centred design and applied them in their most pure form to every aspect of their organisation.

A human-centred organisation:

- Focuses on creating better human experiences.
- Builds resilience and de-risks innovation through continuous iteration and learning.
- Cares as much about the experience of its diverse, empowered teams as it does about its customers
- Intentionally, actively embeds these principles into the fabric of the organisation.

Of course, building this organization is ongoing—a utopian ideal, if you will, that we continually strive to meet.<sup>3</sup>

<sup>3</sup><https://www.ibm.com/design/thinking/page/hco>



The concept of employee experience is here at the very core of what a human-centred organisation would be. We can define it by two main features:



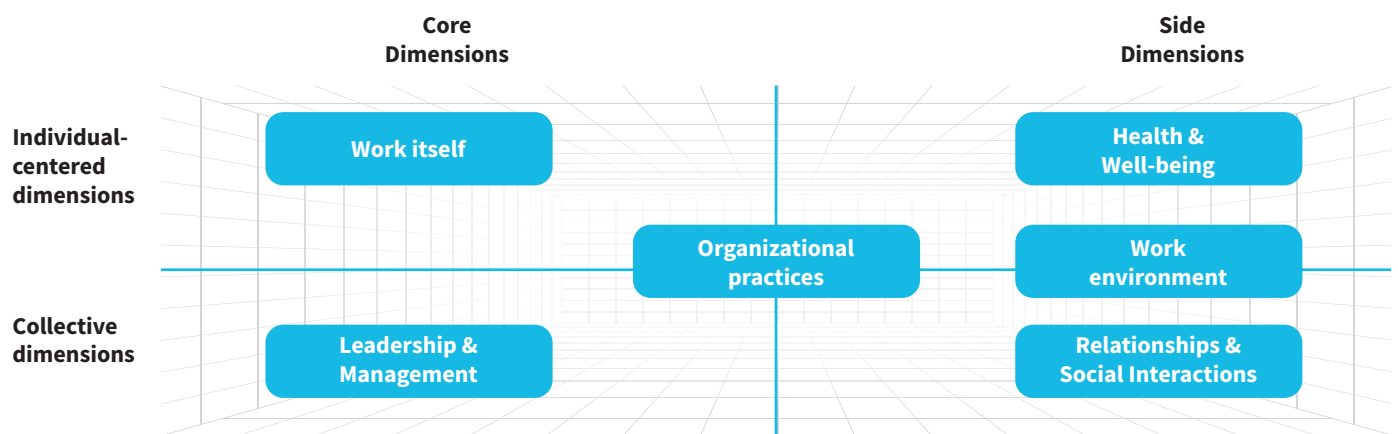
**Key feature one:** The broad “thematic” scope of what is included in the employee experience, is a large mix of objective and subjective characteristics of a company.

When trying to define the scope of the dimensions of the employee experience, people will think:

- Also the health of well-being dimension and the work environment.
- Sometimes about the collective dimensions - management and relationships with colleagues.
- Rarely about the organisational practices, which are in our opinion at the very centre of the employee experience.

When trying to move forward on the quality of the employee experience, one should consider all these different dimensions to enhance systemically the human-centredness of the organisation:

### Key dimensions constituting the employee experience



Practically, here is how we would define the perimeter of each of these dimensions:



### Work itself

- **Nature and Design of Work:** The meaningfulness of work, opportunities for autonomy, and the ability to develop skills are important factors.
- **Growth and Development Opportunities:** Providing avenues for career advancement and skill development can motivate employees and improve their experience.
- **Salary, advantages and benefits.**



### Work environment

- **Physical Environment:** This includes the physical workspace, such as office design, furniture, and equipment, which can impact comfort and productivity.
- **Technological Environment:** Access to seamless and efficient technology is crucial for supporting employees in their roles.
- **Cultural Environment:** Organizational culture, including values and norms, plays a significant role in shaping the employee experience.



### Health & Well-being

- **Support for Well-being:** Initiatives aimed at promoting employee health and well-being contribute to a positive experience.



### Leadership & Management

- **Trust in Leadership:** Trust in the leadership team and their accountability is vital for a positive employee experience.
- **Communication:** Effective communication channels within the organization are crucial for transparency and engagement.



### Relationships & Social interactions

- **Relationships with Colleagues and Superiors:** Trust and mutual respect between employees and their managers or peers are essential for a positive work environment.
- **Inclusion and Belonging:** Fostering a sense of belonging and inclusion can enhance employee engagement and satisfaction.



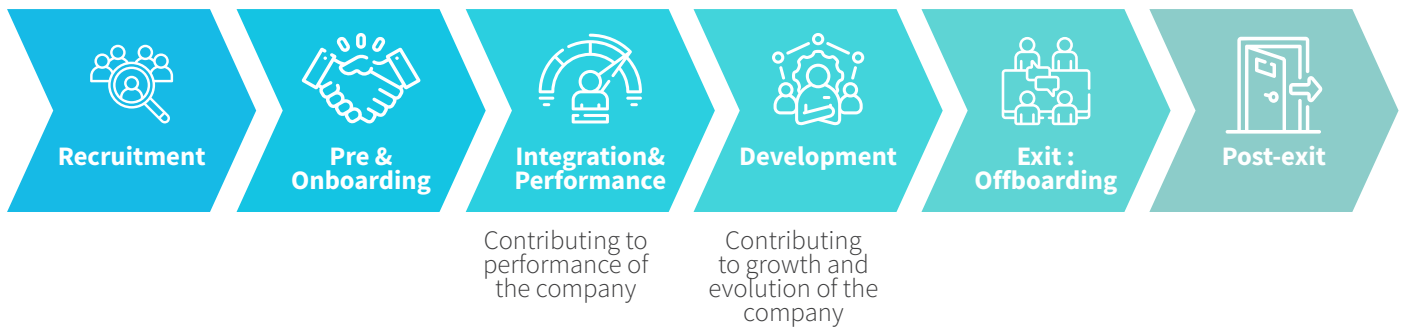
### Organization practices

- **Recognition and Success:** Acknowledging and rewarding employee achievements can boost morale and engagement.
- **Alignment of Values:** Ensuring that employee values align with the company's vision can enhance commitment and satisfaction.
- **HR, formal and informal team processes (from recruitment, to salary negotiations, to feedback or conflict resolution...)**



## Key feature two: Encompassing the whole employee journey

These different dimensions must be checked all along the whole employee journey, which we display below:



All along this journey map, the organisational practices must specifically be looked after: they are the backbone of the daily experience of the employee. Here is an initial list of key practices to consider, which you can customise based on your own organisation's context and needs.

Recruitment	Pre & Onboarding	Integration & Performance	Development	Exit : Offboarding	Post-exit	Transversal-Throughout the whole process
<ul style="list-style-type: none"> <li>• Employer branding and attraction</li> <li>• Job posting and candidate screening</li> <li>• Interview and selection</li> <li>• Extending job offers..</li> </ul>	<ul style="list-style-type: none"> <li>• Welcoming new employee</li> <li>• Providing necessary information and resources</li> <li>• Introducing to colleagues and company culture</li> <li>• Initial training and company procedures...</li> </ul>	<ul style="list-style-type: none"> <li>• Setting into daily work and responsibilities</li> <li>• Performance management and feedback</li> <li>• Engagement Initiatives...</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing training opportunities</li> <li>• Skill development programs</li> <li>• Career progression planning</li> <li>• Continuous performance evaluation</li> <li>• Recognition and rewards</li> <li>• Promoting work-life balance and wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>• Managing employee departures</li> <li>• Conducting exit interviews</li> <li>• Knowledge transfer and handover</li> </ul>	<ul style="list-style-type: none"> <li>• Alumni relations</li> <li>• Rehiring Opportunities..</li> </ul>	<ul style="list-style-type: none"> <li>• Communication and feedback mechanisms</li> <li>• Goal setting and performance tracking</li> <li>• Compensation and benefits administration</li> <li>• Talent management and succession planning</li> <li>• Company culture and values reinforcement...</li> </ul>



## 2.2 Message 2: the quality of the employee experience depends on the alignment between the employee and the organisational culture.



**We have now defined a broad scope of what constitutes the employee experience. That is all very interesting, but how do we ensure that this experience creates attraction and recognition for a company?**

It is now time to define what makes the experience it proposes to employees a source of strength or weakness for any given company. The concept of alignment is here absolutely central: for the employee experience to be fulfilling, there has to be an alignment between the employee's and the organisation's cultures.

**Key idea one:** What an organisational culture is.

As defined by the referential work of Grace LaConte, company culture is the “defined expectations of behaviour, words, symbols, habits, values, and beliefs that directly impact an organisation’s work environment, vision & mission, ethical practices, objectives, and performance standards.” As such, it serves as the underlying framework that guides how employees work and interact, reflecting the company’s vision, ethic and norms, and often plays a crucial role in attracting and retaining talent.

For LaConte, culture is the secret ingredient that makes a company succeed. It is originally based on the belief system of its founders, which includes:

- What they value
- How they reward staff
- What they do for fun
- The structure (or lack of structure) they create

It can evolve progressively, integrating more of the employees’ and society’s values as time goes by.

It can be represented as an iceberg, where most of the culture, though not explicit, plays the main part in defining how the employee experience will unfold: <sup>4</sup>

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<sup>4</sup><https://laconteconsulting.com/2018/04/12/understanding-the-culture-part-1-surface/>

# Grace Laconte's Company Culture Iceberg

## Surface Culture

- Logo
- Symbols
- Saying & Slogans
- Dress & appearance
- Building facade
- Office Layout
- Language, tone , volume
- Spelling and grammar
- Phone greeting
- First Impressions
- Communication style

### Shared values about :

- Religion & Politics
- Modesty
- Work-life balance
- Family
- The environment
- Humor

### Concepts of:

- Friendship
- Time
- Justice
- Value
- Roles
- Cleanliness
- Personal space
- Beauty ideals

### Attitude towards:

- Authority
- Competition
- Money & wealth
- Generational differences
- Decision making
- Problem-solving
- Work
- Health & well-being
- Medical Interventions

### Shared values about :

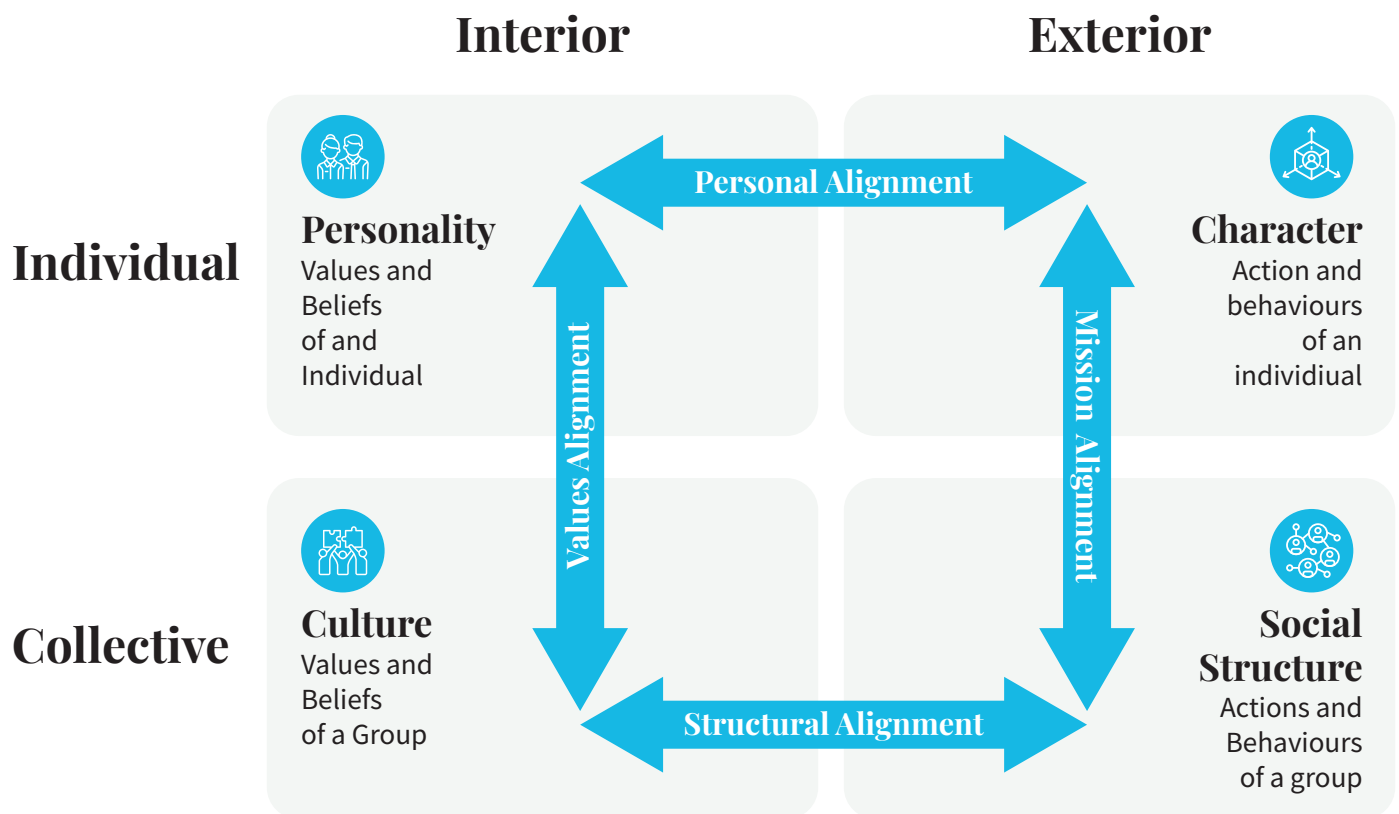
- Inside knowledge
- Underlying assumptions
- Specific ways of doing this ("The XYZ Way")

## Deeper Culture



**Key Idea Two :** For a fruitful employee experience, there has to be an alignment between the organisational culture and both the employee's personal culture and the social structures of the company.

The Barrett Values Centre is working on the conditions under which an organisational culture can become a “winning culture” and stresses out the need for two specific alignments: the values and structural alignments.



(Here the interior is everything that has to do with “invisible” thoughts, beliefs, and values, whereas the exterior is the realm of “visible” actions and behaviours).

Those two alignments can be described as follows:

- **Values alignment:** When the personal culture (values and beliefs) of an individual resonates with those of the collective organisation it is part of. The culture aligns with the individuals so that they feel well, and act accordingly to the purpose of the company.
- **Structural alignment:** When the values and beliefs at the centre of an organisation are consistent with the actions and behaviours (and practices) within that organisation, the culture becomes embodied within the company (and therefore actually experienced by the employees).

In other words, when there is an alignment between the employee and the company values, as well as between the company values and the company structure (with planned and realised structures aligned), cultural performance is optimised.

Indeed, as soon as this double alignment is reached, the ideal circumstances are created for an additional alignment between employees' well-being and performance:

- **Personal alignment:** the personal alignment consists of a resonance between an employee's personal values and his/her displayed behaviour in the company's environment. It is likely to occur when there is values alignment (between the employee and the company) as well as structure alignment within the latter.
- **Mission alignment:** the mission alignment is the alignment between the employee's behaviour in professional context and the company's collective action. Here again, if there is both values and structure alignment, this is likely to happen (even though light adjustments will always remain to perform all along the way).

Through a description of these four alignments, we have designed a step-by-step map to an aligned company, where culture is at the centre of the success, creating both well-being and performance, through a balanced and consistent resonance between culture and structure, both collectively and individually.





## 3

## How to Create Cultural Alignment and Strive Towards a Human-Centred Organisation?



## Creating cultural alignment in a world undergoing a change in values.



**Key Idea One :** Using cultural archetypes and models to align your organisation culturally and structurally.

Each organisation and each person has its own culture: it presents a specific combination of values and beliefs that is unique. Therefore, we can conclude that each company's cultural alignment efforts should be customised and that no general principles or directions can be shared.

Yet, some models help us identify the main archetypes and patterns at play in each company and person, from which each unique culture is formed. While no model can fully capture reality, some can provide a workable picture of what exists. We propose here to introduce you to a relevant model to uncover and work on your organisational culture.

### 1. Using the worldview archetypes to understand the culture of your employees, as a unique mix of four archetypal organisational cultures

There are four main worldviews among the world population today, according to the work of Worldviews journey, a think-tank focusing on the primary sets of values and beliefs (i.e. worldview) at play in today's societies. Your company's workforce presents a combination of those four. Identifying this unique combination is essential to guide you in customizing your organisational culture:



#### Traditional worldview

**Core Values:** Traditional values (i.e., solidarity, security, discipline, service, faith, conformity).

Emphasis on family, social roles and rules, law, and order.



#### Modern worldview

**Core Values:** Individualistic values (i.e., achievement, hedonism, success, status, power, fun).

Focus on individualism, belief in progress, optimism, and rationality.



#### Postmodern worldview

**Core Values:** Post-material values (i.e., self-expression, creativity, authenticity, imagination, and openness to change).

Emphasises social justice, narratives deconstruction, diversity, pluralism, and self-expression.



#### Integrative worldview

**Core Values:** Universal values (i.e., self-actualization, wisdom, universalism, and transcendence).

Emphasis on individual and cultural evolution and growth. Seeks to synthesize elements from other worldviews, emphasising holistic understanding and interconnectedness.

## 2. Using the four worldview organisational archetypes to evaluate and enhance your cultural alignment.

Complementary to the work done on the core values that constitute the four main worldviews archetypes, four organisational have been identified, each corresponding to one of the worldviews. They can be used to assess which archetype or combination of archetypes your company embodies, whether this aligns with your employees' values. To assess this (non-) alignment, you can assess two complementary levels: organisational archetypes and organisational practices.



Here, the four organizational archetypes that reflect the key worldviews are outlined.



**Traditional archetype:** The bureaucratic organisation

“Conformity and Control” as guiding principles, with the organisation functioning as a book of procedures.

Organisational embodiment: key features of work culture	Organisational examples
<ul style="list-style-type: none"> <li>• <b>Structure and Order:</b> Traditional cultures emphasize hierarchy, rules, and discipline. Organisations are characterized by rigid structures where authority is respected and followed.</li> <li>• <b>Collective Identity:</b> Employees identify strongly with the organisation, often viewing it as a family or community. Loyalty and duty are paramount, and individuals may sacrifice personal interests for the greater good.</li> <li>• <b>Clear Expectations:</b> There are well-defined roles and responsibilities, with a focus on adherence to established procedures and protocols. Performance is measured against absolute standards.</li> <li>• <b>Moral Absolutism:</b> Ethics and values are often seen as black-and-white, with a strong emphasis on right and wrong. This can lead to a lack of tolerance for differing viewpoints.</li> <li>• <b>Recognition of Authority:</b> Leadership is typically top-down, with decisions made by those in higher positions. Employees are expected to follow directives without question.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Industry:</b> Traditional Manufacturing</li> <li>• <b>Example:</b> General Motors (GM) - GM operates with a hierarchical structure, emphasizing discipline, adherence to rules, and a strong sense of duty among employees. The company has a long-standing tradition of loyalty and commitment to its workforce.</li> <li>• <b>Industry:</b> Government and Public Sector</li> <li>• <b>Example:</b> U.S. Military - The military exemplifies a blue culture with its strict hierarchy, clear roles, and emphasis on duty, discipline, and loyalty to the organisation and country.</li> </ul>



### Modern archetype: The process organisation

“Achievement” as key principle, with the organization functioning as an intelligent machine.

Organisational embodiment: key features of work culture	Organisational examples
<ul style="list-style-type: none"> <li>• <b>Achievement and Success:</b> Modern cultures prioritize individual achievement, innovation, and competition. Success is often measured by performance metrics and outcomes.</li> <li>• <b>Meritocracy:</b> Employees are rewarded based on their contributions and results, fostering a culture of ambition and drive. There is a strong focus on personal development and career advancement.</li> <li>• <b>Flexibility and Adaptability:</b> Organisations are more dynamic, encouraging creative problem-solving and adaptability to change. Employees are empowered to take initiative and propose new ideas.</li> <li>• <b>Rationality and Logic:</b> Decision-making is based on data and analysis, with a focus on efficiency and effectiveness. Emotional considerations are often secondary to logical reasoning.</li> <li>• <b>Diverse Perspectives:</b> While still competitive, modern cultures value diverse viewpoints and encourage collaboration across departments to drive innovation.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Industry:</b> Technology</li> <li>• <b>Example:</b> Google - Known for its innovation and competitive environment, Google encourages individual achievement and creativity while rewarding employees based on performance metrics. The company fosters a meritocratic culture that values data-driven decision-making.</li> <li>• <b>Industry:</b> Finance</li> <li>• <b>Example:</b> Goldman Sachs - This investment bank thrives on high performance and individual success, promoting a culture of ambition and competition among its employees.</li> </ul>





**Postmodern archetype:** The value-driven organisation

“Relationship” as key principle, with the organization functioning as a community.

### Organisational embodiment: key features of work culture

- **Collaboration and Community:** Postmodern cultures emphasize teamwork, inclusivity, and consensus-building. There is a strong focus on relationships and social dynamics within the workplace.
- **Value-Driven:** Organisations prioritize social responsibility, environmental sustainability, and ethical practices. Employees are motivated by a sense of purpose and shared values.
- **Holistic Approach:** Decision-making considers the impact on all stakeholders, including employees, customers, and the community. There is a focus on creating a supportive and nurturing environment.
- **Emotional Intelligence:** Communication is open and empathetic, with an emphasis on understanding and valuing each individual's contributions. Conflict resolution is approached collaboratively.
- **Personal Growth:** Employees are encouraged to pursue personal and professional development, fostering a culture of continuous learning and self-improvement.

### Organisational examples

- **Industry:** Non-Profit and Social Enterprises
- **Example:** Patagonia - This outdoor apparel company emphasizes environmental sustainability and social responsibility, fostering a collaborative and community-oriented work environment that values employee well-being and ethical practices.
- **Industry:** Healthcare
- **Example:** Cleveland Clinic - The clinic focuses on holistic patient care and teamwork, promoting a culture of collaboration, empathy, and shared values among its healthcare professionals.


**Integrative archetype:** The fluid organisation

“Learning and Systems” as key principles, with the organisation functioning as a living system.

Organisational embodiment: key features of work culture	Organisational examples
<ul style="list-style-type: none"> <li>• <b>Systemic and Holistic Thinking:</b> Integrative organisations approach problems with a comprehensive understanding of complex systems, recognizing the interconnections and interdependencies within these systems.</li> <li>• <b>Flexibility and Adaptability:</b> These organisations are highly adaptable and open to change, allowing them to respond effectively to new challenges and opportunities.</li> <li>• <b>Integration of Multiple Perspectives:</b> Integrative organisations value diverse viewpoints and integrate them to create synergies, appreciating the importance of different value systems.</li> <li>• <b>Decentralized and Networked Structures:</b> Decision-making is decentralized to empower individuals and teams, minimizing hierarchies in favour of a more collaborative and networked approach.</li> <li>• <b>Focus on Knowledge and Competence:</b> There is a strong emphasis on acquiring and applying knowledge, with a priority on learning, development, and continuous improvement.</li> <li>• <b>Pragmatic and Solution-Oriented:</b> Integrative organisations are results-driven, focusing on practical solutions tailored to specific contexts rather than one-size-fits-all approaches.</li> <li>• <b>Comfort with Complexity and Uncertainty:</b> These organisations embrace complexity and uncertainty, viewing them as opportunities for growth and innovation rather than threats.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Valve Corporation (Video Game Industry):</b> Valve is known for its unique organisational structure, which is highly decentralized and lacks formal hierarchies. Employees have the freedom to choose their projects and collaborate across various teams, reflecting the self-management and flexibility characteristic of integrative organisations. This approach fosters innovation and adaptability, aligning with the systemic and integrative thinking of the integrative perspective.</li> <li>• <b>Gore-Tex (Manufacturing Industry):</b> Gore-Tex operates with a lattice organisational structure, where there are no traditional bosses and employees are empowered to take initiative and lead projects. This networked approach encourages collaboration and knowledge sharing, embodying the integrative values of integration, transparency, and competence over rank. Gore-Tex’s focus on adaptability and systemic solutions makes it a fitting example of an integrative organisation.</li> </ul>

This different tables should be of help for you to see if your organisation archetype is consistent and aligned with the core values (cf. worldviews) of your workforce.

**Table 2: the organisational practices/processes for each worldview:**

This table illustrates how the different organisational archetypes are expressed in a selection of key processes and practices. It can be expanded to include any process or practice within your organisation.

Practice/Process/ Key feature	Traditional: The bureaucratic organisation	Modern: The process organisation	Postmodern: The value-driven organisation	Integrative: The fluid organisation
<b>Leadership type</b>	Operational leadership with a focus on building processes and systems, ensuring tasks are done correctly.	Achievement-oriented, focusing on results, innovation, and strategic thinking.	Collaborative and democratic, emphasizing empathy and team cohesion.	Integrative and adaptive, focusing on systemic thinking and flexibility.
<b>Dealing with conflicts</b>	Emphasizes adherence to rules and procedures to resolve conflicts, maintaining order and discipline.	Competitive approach, using negotiation and strategic thinking to resolve conflicts.	Consensus-driven, focusing on understanding and resolving differences through dialogue.	Holistic approach, addressing underlying causes and integrating diverse viewpoints.
<b>Facilitation skills</b>	Structured facilitation with clear guidelines and roles.	Dynamic facilitation that encourages innovation and problem-solving.	Inclusive facilitation that values diverse perspectives and emotional intelligence.	Adaptive facilitation that leverages systemic insights and encourages innovation.
<b>Organisational structure</b>	Hierarchical and bureaucratic, with clear lines of authority and responsibility	Matrix or flat structure to encourage flexibility and efficiency.	Flat or networked, promoting equality and shared decision-making.	Networked and decentralized, allowing for flexibility and self-management.
<b>Flow of information</b>	Top-down communication, with information flowing through established channels.	Open and fast-paced, with an emphasis on data-driven decision-making.	Horizontal and transparent, encouraging open dialogue and feedback.	Dynamic and integrated, with an emphasis on knowledge sharing and collaboration.
<b>Communication style</b>	Formal and structured, focusing on clarity and precision.	Persuasive and assertive, focusing on goals and achievements.	Empathetic and inclusive, focusing on relationships and community.	Open and exploratory, focusing on understanding complex systems and interconnections.
<b>Stakeholder relationship</b>	Transactional, based on fulfilling roles and responsibilities.	Competitive and strategic, with a focus on mutual benefits and market positioning.	Cooperative and relational, prioritizing long-term partnerships and social responsibility.	Synergistic and integrative, seeking win-win solutions and systemic impact.
<b>Work climate</b>	Predictable and stable, with an emphasis on order and consistency.	Energetic and goal-oriented, with a focus on performance and success.	Supportive and inclusive, with an emphasis on well-being and community.	Flexible and innovative, with a focus on learning and adaptation.

This table allows you to assess whether your practices align with the organisational culture you are aiming to foster, examining each process and practice individually.



### One illustrative example, four stories of recruitment:

To illustrate how differences in processes and practices impact employees' experiences, we created four stories of recruitment for each company archetype. These stories aim to help you understand how each archetype creates a distinct reality:



**Recruitment story:** At TradCo, a traditional manufacturing company, the recruitment process is highly structured and formal. When a new position opens, the HR department begins by developing a detailed job description that specifies the qualifications and responsibilities required. Candidates submit applications through a standardised online portal. The HR team meticulously reviews each application to ensure compliance with the company's strict criteria. Selected candidates are invited for a series of formal interviews, conducted by a panel of senior managers, where they are assessed on their adherence to company values and ability to follow established procedures. The final decision is made by a senior executive, ensuring that the candidate fits well within the hierarchical structure of TradCo.

### Key take-aways:

**Structured and Formal:** The recruitment process in a traditional organisation is highly structured and follows strict protocols. There are clear job descriptions, standardized application forms, and formal interview processes.

**Emphasis on Qualifications:** Candidates are evaluated based on their qualifications, experience, and adherence to the organisation's rules and standards.

**Decision-Making:** Hiring decisions are typically made by senior management, following a hierarchical chain of command.



**Recruitment story:** At Innovate Corp, a fast-paced tech startup, the recruitment process is competitive and results-driven. The company uses advanced analytics to filter applications and identify high-potential candidates. Shortlisted candidates are invited to participate in a dynamic assessment centre, where they engage in various challenges and problem-solving tasks. These tasks are designed to evaluate their skills, creativity, and potential for innovation. The recruitment team, along with department heads, conducts interviews focusing on past achievements and future goals. Offers are extended to candidates who demonstrate the ability to drive results and contribute to the company’s growth, with attractive performance-based incentives.

Key take-aways:

<b>Competitive and Results-Oriented:</b> The process is designed to attract high-performing individuals who can contribute to the organisation’s success. There may be multiple rounds of interviews and assessments focused on skills and achievements.	<b>Use of Technology:</b> modern organisations often use technology and data analytics to streamline recruitment and identify the best candidates.	<b>Incentives and Opportunities:</b> Candidates are attracted by the potential for career growth, performance-based incentives, and opportunities for innovation.
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**Recruitment story:** At Harmony Works, a non-profit organisation focused on social justice, the recruitment process is inclusive and collaborative. The team begins by hosting an open house event, inviting potential candidates to learn about the organisation’s mission and culture. Applications are reviewed by a diverse hiring committee, which includes representatives from various departments. The interview process is conversational, focusing on candidates’ alignment with the organisation’s values and their commitment to community and inclusivity. Feedback from all committee members is considered in the decision-making process, ensuring a collective and consensus-driven approach to hiring.

Key take-aways:

<b>Inclusive and Collaborative:</b> The recruitment process emphasizes inclusivity and diversity. Group interviews or panel discussions may be used to assess how well candidates fit with the organisation’s values and culture.	<b>Focus on Values and Fit:</b> Candidates are evaluated not just on skills but also on their alignment with the organisation’s values and commitment to social and environmental responsibility.	<b>Participatory Decision-Making:</b> Employees may be involved in the recruitment process, contributing to a collective decision on hiring.
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## Integrative Archetype: The Fluid Organisation

**Recruitment story:** At Synergy Solutions, a consultancy specializing in complex systems, the recruitment process is adaptive and holistic. The company seeks candidates who can navigate complexity and integrate diverse perspectives. The process begins with an exploratory interview, where candidates discuss their experiences and approach to problem-solving. Instead of traditional assessments, candidates participate in workshops and collaborative projects with current employees, allowing them to demonstrate their ability to work within a networked and decentralized structure. Feedback is gathered from all participants, and the final decision is made collectively, focusing on the candidate's potential to contribute to the organisation's systemic and integrative goals.

### Key take-aways:

**Adaptive and Holistic:** The recruitment process is flexible and considers the broader context of the candidate's potential contributions. It may involve unconventional methods to assess systemic thinking and adaptability.

**Emphasis on Competence and Integration:** Candidates are evaluated based on their ability to integrate diverse perspectives and work effectively within complex systems.

**Decentralized Decision-Making:** The recruitment process may involve input from various levels of the organisation, reflecting a networked and decentralized approach.





**Key Idea Two :** Understand that you can define your culture and align your practices and processes accordingly. Review and implement established best practices to help your company build and maintain a strong, cohesive culture.

Here are six best practices that represent a basic consensus on the essential steps to follow when aiming to build a strong and positive organisational culture. These practices focus on making your culture explicit, sharing it broadly, and actively maintaining it.



### Set up your company's mission and values.

Core values are just words when not put into action. They are the foundation of your culture. Crafting a mission statement gives your employees a sense of direction and engages and motivates them to contribute to a larger purpose. Living by your core values means incorporating them into every aspect of your business.

Upper management and HR staff will have to be trendsetters for the employees regarding following these values. Your set of core values attracts top candidates in the labour market.



### Establish company goals.

One of the first steps in improving your corporate culture is establishing and sharing your company goals.

Do not think about sales standards or KPIs. A company goal is why someone founded that company, a target to achieve.



## Give employees a voice.

It is crucial to create a culture that encourages employees' voices. By making open communication a core value of your organisation, you create an engaged and creative workforce deeply connected to your mission.

If you open your mind to employees' suggestions, ideas, or complaints, they could even become positive contributors to your company's culture, reinforcing it and the benefits a strong organisational culture convey.



## Lead by examples

It is crucial to make your leaders culture advocates. To lead by example means to model the behaviour you want to see in your employees. Do you want them to work harder? Roll up your sleeves and do your part! Take time off if you want your employees to maintain a healthy work-life balance.

You cannot expect employees to act differently when you do not practice what you preach. A confident leader inspires them through their integrity, ethic, and competence.



## Craft meaningful working relationships in the workplace.

When we think of work, we imagine tasks, deadlines, strategies, and projects. The main focus is on the business goals and objectives. Yet equally significant but often disregarded are the working relationships built across the organisation.

You cannot make people like each other. You can create a culture that encourages healthy and productive relationships as a leader. Connected teams drive collaboration, and the work promotes a sense of belonging, trust, and loyalty.



## Make company culture everyone's responsibility.

Before the pandemic, the usual approach was that upper management owned the company culture. Culture has become an incredible tool that enriches employees' lives and improves organisational success.

Trust and implicate all employees in the process of defining your core values. To build a culture everyone adheres to and feels responsible and accountable for, start by listening to employees' voices.

Those good practices are universal; you will of course have to apply them to your singular culture in a singular way, taking into account as much as possible the nature of your culture itself.



# 4

## A Glimpse Into the Future

How can we project ourselves in the future evolution of values and its Impact on the Human-Centred Organisations? What weak signals are there to be identified already? The example of the expectations of the New Generation in the current work environment.





**Key Idea One :** A glimpse into the future: to this day, company's organisations are mainly a mix of bureaucratic and process organisations... when new generations tend to be more and more postmodern and/or integrative in their worldviews.

Organisations go on operating mainly according to a traditional and modern visions: the business schools are still transmitting a "classical" vision of management, and if there are some breakthroughs when it comes to company's governance, a profit-centred vision of the company's purpose remains the rule.

Conversely, the new generations, heavily influenced by the evolution of education (more focused on the individual), by Internet and network culture, and by a growing awareness of the world's major challenges, are reluctant to respect an order whose vulnerabilities they sense and whose consequences they fear.

This creates a kind of discrepancy which, if we allow ourselves to be a little forward-looking, should become more pronounced. Indeed, for many reasons, society and younger generations (mostly in the western countries, but not only) are very likely to go on moving towards other organisation's visions: mental health issues, meaning crisis, community-oriented values and the environmental crisis (to name but a few) point in that direction.

And this scissor effect leads to a mismatch and misunderstanding, that raises a lot of issues (cf. part 1) and will raise more and more of them if nothing is made to tackle it by companies.

As a conclusion, our vision of the future is the following: companies will have to adapt progressively to the ways of the emerging archetypes. This evolution can be smooth (if you anticipate and steer the changes), it can also be painful.











**Key Idea Two :** There are some weak signals that can already point at matches and mismatches in the cultural alignment: how to understand new generations experiences in organisations.

As illustrated earlier on, cultural alignment between an employee and a company refers to the harmony between the employee's personal values, beliefs, and behaviours and the company's culture, values, and objectives. This alignment ensures that employees not only understand the company's mission and goals but also embrace and actively support them in their daily work. This alignment fosters a sense of collective purpose and shared ambition, enabling the organisation to achieve its goals more efficiently and adapt to changes in the business landscape.

On the contrary, mismatch can lead to huge difficulties, the employees feeling disconnected from the culture, and ultimately disengaged (with consequences as dramatic as the Big Quit, when many experience it simultaneously). It is therefore essential to learn to identify the key misalignments that occur in the companies today: the one felt by predominantly "postmodern" and "integrative" employees towards classical organisations. Let us illustrate them with an example to help you identify and anticipate their bursting out in the future:

## Example 1: How Emma Greenfield (predominantly postmodern worldview) experiences “classical” organisations







Emma's Persona		
 <p><b>Name:</b> Emma Greenfield</p> <p><b>Age:</b> 29</p> <p><b>Occupation:</b> Community Engagement Manager</p>	 <p><b>Background</b></p> <p>Emma holds a degree in Sociology and a Master's in Environmental Studies. She has spent the past decade working in non-profit organisations focused on social justice and environmental sustainability. Her career path reflects her deep commitment to making a positive impact on society and the planet.</p>	 <p><b>Goals</b></p> <p><b>Professional:</b> Emma aims to implement programs that enhance community engagement and drive meaningful change within her organisation.</p> <p><b>Personal:</b> She seeks to deepen her understanding of systemic issues and continue her personal growth through lifelong learning and self-reflection.</p>
 <p><b>Work Style</b></p> <p><b>Inclusive:</b> Emma fosters an inclusive work environment where everyone feels valued and heard. She encourages open dialogue and consensus-building in decision-making processes.</p> <p><b>Flexible:</b> She adapts easily to changing circumstances and is open to experimenting with new methods to achieve the organisation's goals.</p> <p><b>Community-Oriented:</b> Emma prioritizes building strong relationships within the organisation and with external stakeholders, believing that collaboration is key to success.</p>	 <p><b>Interests</b></p> <p><b>Interests:</b> Complex Systems: Alex is fascinated by how complex systems work and enjoys studying fields like chaos theory and cybernetics.</p> <p><b>Continuous Learning:</b> Committed to personal and professional growth, Alex regularly attends workshops and reads extensively on a wide range of topics.</p> <p><b>Sustainable Solutions:</b> Passionate about creating sustainable and efficient solutions, Alex is involved in projects that aim to reduce waste and optimize resource use.</p>	 <p><b>Personality Traits</b></p> <p><b>Professional:</b> Emma aims to implement programs that enhance community engagement and drive meaningful change within her organisation.</p> <p><b>Personal:</b> She seeks to deepen her understanding of systemic issues and continue her personal growth through lifelong learning and self-reflection.</p>

### How Emma perceives “classical organisations”:

<p><b>Traditional Organisations:</b></p> <p>Predominantly postmodern individuals often see traditional organisations as overly rigid and hierarchical.</p> <p>They may perceive the strict adherence to rules and authority as stifling creativity and individual expression.</p> <p>The focus on order and predictability in traditional organisations can be viewed as limiting the potential for personal and collective growth.</p>	<p><b>Modern Organisations:</b></p> <p>Predominantly postmodern individuals typically view modern organisations as being too focused on competition, material success, and individual achievement.</p> <p>They may criticize the emphasis on profit and performance metrics, seeing it as contributing to inequality and environmental degradation.</p> <p>Postmodern individuals often advocate for a shift away from the materialism and status-driven culture prevalent in modern organisations towards more sustainable and human-centric practices.</p>
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## Example2: How Alex Harmon (predominantly integrative worldview) experiences “classical” organisations

### Alex's Persona

 <p><b>Name:</b> Alex Harmon</p> <p><b>Age:</b> 32</p> <p><b>Occupation:</b> Systems Integration Specialist</p>	 <p><b>Background</b></p> <p>Alex has a background in engineering and holds an MBA with a focus on systems thinking and innovation. Over the past 10 years, Alex has worked in various industries, helping organisations navigate complex challenges through integrative and adaptive solutions.</p>	 <p><b>Goals</b></p> <p><b>Professional:</b> Alex aims to lead initiatives that enhance organisational adaptability and innovation, helping companies thrive in an ever-changing landscape.</p> <p><b>Personal:</b> Striving to deepen understanding of systemic dynamics, Alex seeks to apply this knowledge to make a positive impact on both local and global scales.</p>
 <p><b>Work Style</b></p> <p><b>Systemic Approach:</b> Alex approaches problems holistically, considering the broader context and long-term implications of decisions.</p> <p><b>Collaborative:</b> While valuing independence, Alex appreciates working with cross-functional teams to integrate diverse insights and expertise.</p> <p><b>Innovative:</b> Always on the lookout for new and better ways to do things, Alex leverages cutting-edge technologies and methodologies to drive improvement.</p>	 <p><b>Interests</b></p> <p><b>Complex Systems:</b> Alex is fascinated by how complex systems work and enjoys studying fields like chaos theory and cybernetics.</p> <p><b>Continuous Learning:</b> Committed to personal and professional growth, Alex regularly attends workshops and reads extensively on a wide range of topics.</p> <p><b>Sustainable Solutions:</b> Passionate about creating sustainable and efficient solutions, Alex is involved in projects that aim to reduce waste and optimize resource use.</p>	 <p><b>Personality Traits</b></p> <p><b>Analytical:</b> Alex has a keen ability to understand and analyse complex systems, identifying interconnections and potential areas for improvement.</p> <p><b>Adaptive:</b> Thriving in dynamic environments, Alex is comfortable with change and uncertainty, viewing them as opportunities for growth and innovation.</p> <p><b>Pragmatic:</b> While valuing diverse perspectives, Alex is focused on finding practical and effective solutions that address real-world challenges.</p> <p><b>Independent:</b> Preferring autonomy, Alex is self-directed and takes initiative in pursuing projects and ideas.</p>

### How Alex perceives “classical organisations”:

<p><b>Traditional Organisations:</b></p> <p><b>Perception:</b> Integrative individuals may view traditional organisations as overly rigid and constrained by their hierarchical structures and strict adherence to rules. They might see the focus on order and predictability as limiting flexibility and innovation.</p> <p><b>Approach:</b> They appreciate the stability and reliability that traditional organisations offer but may advocate for more adaptive and flexible processes that allow for greater responsiveness to change and complexity.</p>	<p><b>Modern Organisations:</b></p> <p><b>Perception:</b> Integrative individuals appreciate the postmodern focus on community, equality, and inclusivity. However, they might see the emphasis on consensus and egalitarianism as sometimes leading to inefficiencies or difficulties in decision-making.</p> <p><b>Approach:</b> They value the relational and human-centric aspects of postmodern organisations but may suggest incorporating more pragmatic and results-oriented strategies to effectively address complex challenges and drive innovation.</p>
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## Conclusion

In conclusion, we believe that the human-centred evolution of companies will play a significant role in shaping the future reality of organizations. This “scenario” should be taken seriously as a key ingredient of companies’ future, as it is both emerging and supported by the main trends defining the future. As such, we would like to underscore the following:

- the critical importance for companies to prioritise an aligned organisational culture as a central focus in their strategic considerations, spanning the entire employee’s journey.
- the existence of approaches to characterise a company culture and align it with employees:

by leveraging organizational archetypes, organisations can get valuable insights into analysing and responding effectively to evolving workplace culture. While there are other approaches to addressing this issue, this approach is, to our knowledge, the most effective and reality-based.

As a foresight background for this analysis, we also emphasise that the cultural landscape is shifting, particularly among younger generations. Their preferences are increasingly aligned with “postmodern” or “integrative” cultural archetypes (based on our classification). Internet culture—characterized by a flat

structure, abundant information, collaboration, and transparency—has profoundly changed the relation with work and work culture, making this issue both visible and highly relevant to most new entrants in the workplace. Consequently, for many in this demographic, a company’s working culture is pivotal in their decision-making process when choosing an employer. Consequently, companies should not only be aware of and work on their organizational culture, but also communicate openly and transparently about it.

Ultimately, this document and the insights it provides offer a compelling invitation for companies to proactively

address these issues, recognizing the significant potential value to be created. We remain at your disposal should you need further insights or discussions on understanding or addressing these complex questions for your organization.

As part of our ongoing exploration of the Future of Global Corporations series, this white paper follows our foundational paper on Key Trends and How to Turn Them into Strategy, which set the stage by identifying key breakthrough trends with the potential to disrupt the current corporate landscape. Together with forthcoming reports, this series aims to provide a comprehensive framework

for understanding and strategically navigating the transformative changes facing global corporations.

This topic is particularly significant for Nextcontinent, as we are dedicated to helping organisations evolve their operational models to thrive amid these shifts. We bring specialized expertise to support businesses in adapting their structures and strategies to new organisational paradigms. As the global landscape becomes increasingly dynamic, corporations cannot afford to rely on static approaches; instead, they must adopt flexible, forward-thinking strategies tailored to diverse and complementary organisational models.

To that end, we are diving into distinct future scenarios, each representing a unique approach to organisational evolution. In this white paper, we introduced the “human-centred company” model, a scenario focused on placing human values, adaptability, and employee engagement at the core of organisational strategy. This perspective will be followed by additional scenario explorations, each shedding light on different models that redefine what it means to be a corporation in a complex, rapidly evolving world. Through this work, we aim to empower leaders with actionable insights to proactively shape the future of their organisations in alignment with emerging realities.



# Who We Are

We are a major international network of consulting firms that we like to call *Citizens*.



**12** **citizens:**  
diverse, independent  
consulting firms

**30** **countries:**  
in Europe, Americas, Asia,  
Oceania and Africa

**71** **offices:**  
in most major cities in the world

**3,000** **consultants:**  
professionals in the global  
Nextcontinent network

## Vision

### Who do we want to be in 5-10 years?

We will be competing successfully in the top tier of the management consultancy market as a big, broad, strong international network of independent consulting firms, having aggregated all our strengths.

We will be known for maximizing results for clients through local and global expertise.

- Recognized as an attractive, alternative model to traditional global consultancies — differentiated by being more pragmatic, outcomes-focused, people-centred, tailored in approach, and attuned to local client cultures
- Seamlessly collaborating to innovate and deliver the results that matter most to our clients — unlocking value through synergy of worldwide expertise and local market knowledge
- Stronger together — each Citizen's independence strengthened through our global reach, blending world-class teamwork with agile, flexible, personalized service to local clients

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# Thank you

## External

**Camille Gauthier**

Speaker-researcher on the intersection  
of future studies and uncertainty

**And the whole Nextcontinent  
Management Innovation Lab**

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