

THE EMERGING ENTERPRISE: SUMMARY OF THE COLLABORATIVE WORK

october - december 2020



In
collaboration
with:





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Introduction: "The Emerging Enterprise"

The "Emerging enterprise" project initiated by the Plurality University Network, Kraft and Le travail Redistribué, brought together six major companies (the French Development Agency, Axa, La Poste, Maif, Michelin, the Vyv Group), as well as other organizations (Anaact, Cooperer pour Entreprendre – a freelancers networks) and individuals chosen for their skills. The objective was to explore the future of businesses in a changing world that is prone to repeated and complex crises. The particular focus was on combining "classical" forward-looking aspects and using imagination and fiction.

[Link: "The Emerging Enterprise"](#)

The collective approach was organized through four workshops:

- The first workshop identified the forces of change and the tensions that influence the ongoing and future transformation of companies. It also allowed participants to share artistic and fictional references that, in their view, spoke to the future of businesses;

[Link: artistic and fictional references](#)

- During workshops 2 and 3, participants imagined three fictional enterprises of the future, with the help of three writers: Sophie Coiffier, Catherine Dufour and Ketty Steward;
- Workshop 4 identified the main lines of thought emerging from fictional production, and revisited the contributions of the approach, for both individuals and organizations.

This summary focuses on the content of the collective work (fictional and reflective).

Inputs and limitations of the methodology itself to feed business transformation dynamics are addressed in the synthesis of Workshop 4.

The final stage of the project will take place within the partner organizations, in order to inform the exploration of alternative futures for these companies, and to deduce from them new questions, choices, possible new directions, as well as looking at how future transformation projects may play into the picture.



Tensions and drivers of change

At the beginning of the project, a note on “Trends, Forces of Change and Tensions” proposed a structure for mapping the forces that influence the ongoing and future transformation of companies. In particular, it proposed a list of “drivers of change” and “tensions” that were later used as a foundation onto which to design fictional enterprises of the future.

The drivers of change

A “driver of change”, is taken to mean a factor (internal or external to the “system” of organisations) that has significant consequences on the landscape of corporations, in one or more of the dimensions studied: i.e. mission and governance, organization, work, productive activities and business models, geographical presence. A driver of change opposes the status quo, but it does not necessarily determine the effects of change; these effects will depend on the interactions between drivers of change, the decisions of organisations, those of other stakeholders (particularly Governmental), etc.

From an initial survey of future trends and drivers of change, the group selected ten major drivers of change.

[Link: Survey of Trends, Forces of Change, and Tensions](#)

Driver of change

CLIMATE, ENVIRONMENT



Climate change and associated crises (meteorological, economic, geopolitical, sanitation); reduction in biodiversity and its impacts on agriculture and health etc.

An ever increasing ecological awareness, but also rising tensions over the social and economic effects of environmental policies.

The environment is also a growing commercial focus. There is growing investment in the green economy. But is that enough? New models are required...

Driver of change

INEQUALITY



Even though income and wealth inequality varies between countries, the common thread is that the inequality of wealth allocation is increasing globally.

Possible consequences: a rise in social conflicts and unrest within organisations after decades of relative quiet; “Secession” of social categories (poor or rich); Rise of political extremism; Political pressure on corporations, whether in terms of tax or regulation, or as a request to take the matter into their own hands.

These pressures combine with the greater recognition of gender, racial, and other inequalities.

Driver of change

CONSTANT CRISIS



The « crisis » is now part of the (post-) normal way of things: a state where local, sectorial or global collapses of different types (sanitation, ecological, financial, political...) occur frequently and simultaneously, and where there is no returning to normality.

This is a major challenge for those whose job it is to manage risks: insurances, private and social; States; financial markets; disaster planning...

New "antifragile" strategies (From Nassim Nicholas Taleb, *Antifragile: Things That Gain from Disorder*, 2012) benefiting organisations or people more able to thrive in a permanent state of crisis.

Driver of change

UNBUNDLING AND DIGITISATION



The extended or fragmented organisation, externalisation, ecosystems, internationalisation and constant reworking of value chains, platformisation...; a long term trend of « unbundling » of organisations.

Digital technology strongly contributes to this factor, by reducing transaction costs which formerly gave an advantage to integrated organizations.

At the extreme, an organisation could consist of a small head office that organises suppliers throughout the world; or even to a set of self-executing computer programs expressing legal documents and contracts, organized around a blockchain (DAO – Distributed Autonomous Organization)...

Driver of change

DATA, A.I.



Data becomes a « key asset » of the organisation. It is used, reused, crossed, bought, sold, is used for training artificial intelligence algorithms. A.I. proposes to entrust to machines some of the complex work previously reserved for humans.

The capability to accumulate and deal with enormous volumes of data and harness the potential of AI becomes a key competitive element and a lever to exercise market influence.

The real potential for transformation from AI remains uncertain, but it raises concerns in terms of freedom of employment and conditions of work, but also in terms of individual autonomy.

Driver of change

DIGITAL DISCONTENT



Digital technologies, actors and practices are increasingly being challenged in terms of their impacts on energy, pollution, dehumanisation... and the influence of its large platforms on markets, as well as on social and political life in many countries.

A small number of people try to reduce their own dependence on digital.

Beyond these individual evolutions, a form of « transformative resilience » emerges on the scale of communities or territories: reduce the causes of dependence and fragility, more low-tech innovation, promote a version of digital that is more frugal and open.

Driver of change

GLOBALISATION, FINANCIALISATION, COMMODITISATION



Since the 1970s, the combination of deregulation, globalisation, digitization and financial innovation has profoundly transformed capitalism.

The power of shareholders is reinforced, as well as that of « Finance ». Capital and production are distributed across the world. More and more activities are regulated by markets (privatisation, professionalization of formerly informal relationships, marketisation of the right to pollute...)

This ever-growing movement seems to be generating ever-increasing opposition.

Driver of change

PURPOSE-ORIENTED CORPORATIONS

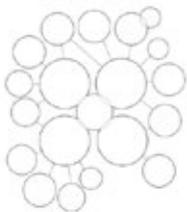


« Extended liability » in relation to « stakeholders », but also to society and to the planet: a responsibility to repair (polluter pays) or to contribute positively. Beyond compliance with new regulations, and furthermore the ramping up of ethics within organisations (diversity, gender equality, data and AI, etc), corporations increasingly take into account the ecological and social impacts or reorientat their activity around the production of positive impacts.

Potential transformation of the way of measuring performance, as well as accounting, governance, economic models, organisational choices, provision, etc.

Driver of change

HORIZONTALISATION



« Flatter » structures by reducing the number of levels of hierarchy, promoting the autonomy of teams, facilitating the participation within strategic decisions (« liberated organisation », holocracy...)

Possible effects on the meaning of, and satisfaction derived from work, on work collectives, innovation, and quality.

But the reverse can also be true, with risks linked to permanent discussion; to the rise of autonomous teams relative to the rest of the organisation; or to the frustration if this autonomy isn't seen through to the end...

Driver of change

TRANSFORMATION OF EMPLOYMENT AND CAREERS



Employment and careers are subject to major transformations within a context of flexibility that at the same time promotes the growth of self-employment.

The content of jobs changes, with a growing prevalence of digital tools & processes, which require new skills such as collaboration and project management.

Large parts of the growth in employment do not come with a guarantee of job security or of skills development. The rapid evolution of competencies required, brings associated difficulties of adaptation and labour shortages in certain skilled roles.

As a result of the regularity of crises, it may again become more attractive for workers to seek employment within large organisations.

The tensions

We refer to “tension” as a lasting opposition between two poles, which is not usually resolved, and from which several options or structuring choices for companies can occur. A tension delimits a space of choice or even differentiation.

The group has selected and developed eight "tensions":

Priority to profit and growth

Priority to “purpose”, focus
on ecological and social challenges

→ *The company can no longer ignore the ecological and social impact of its activities and can even organize itself in such a way as to produce positive impacts. But this will can come into tension with maximizing growth, profit, and shareholder value. This tension can also express the fact that “non-profit” organizations or activities can operate in the same space and on the same issues as traditional companies: should all be considered as possible “enterprises of the future”?*

Integrated organizations, proprietary
production tools, offices and networks

Networked organizations, fables,
fragmented and non-exclusive workplaces

→ *The extended or fragmented corporation is a highly-valued model, in constant development, supported by digital tools. It can also be fragile in times of great instability, depending on many external factors. The integrated company has potentially better control over its choices, but can prove to be less agile and be prevented from evolving by the size of past investments. Platformization increases the tension.*

Pyramid organizations,
vertical management

Horizontal organizations,
participative management

→ *Organizations are becoming flatter, operations being increasingly carried out by project teams, partly in response to a demand for autonomy and flexibility. But many large, efficient companies remain hierarchical. In large enterprises and/or networks, hybrid organizations appear and new forms of management are trialed.*

Globalisation, delocalisation, priority to large urban hubs

Relocalisation, reduction in scale, diversification and regional autonomy

→ *The trend towards the globalization of value chains is established and has led to significant gains in productivity and responsiveness. However, it is challenged for its ecological, social and territorial effects. The prospect of a more uncertain world and ecological challenges invite us to reconsider the prospect of a relocation of productive functions.*

Technology as tool

Technology as organizing principle

→ *All companies have invested heavily in technology, particularly digital technology. Depending on whether or not it is placed at the heart of the value production system, however, the choices of the company can be very different.*

human as capital

Human as resource

→ *On one end of the spectrum, an organization that emphasizes the evolution, commitment and loyalty of its staff and the human collective; on the other, an organization that considers people to be a factor in production among others and emphasizes the formalization of tasks and substitutability.*

Formal

Informal

→ *At the enterprise level, there is a tension between the formalization of processes, organizations and work; and agility, flexibility, trust, autonomy, self-organization, that may also value informal and even unproductive time.*

→ *On a macroeconomic scale, on the one hand, there is a tendency to try to bring the informal sector (which, according to studies, can represent up to 70% of the labor force and 1.5 times GDP in certain countries) into the “norm” and to provide guarantees to those concerned; on the other hand, an approach aimed at overcoming this vision and imagining new models.*

Individual

Collective

→ *On the part of organizations as well as individuals, tension between personalization, individualization (of careers, remunerations...), a call or aspiration to autonomy, initiative, commitment, self-realization... And on the other hand, the pressure of organizational logic, the need to belong, the aspiration to collective work, the need to redefine collectives with which to discuss or negotiate...*

→ *“Individualization” does not necessarily mean “individualism”.*



Three fictional organisations imagined by the group

During the writing workshops, participants, with the help of the three writers, imagined three companies of the future: R'Health, Equal! and Drive to Thrive.

R'Health: from occupational health insurance to working in space

R'Health offers restorative care mainly for the elderly and very elderly. Its treatments are performed on land, on sea and in space. Supported by various transport operators including some space transport operators, its service combines care and work for and by sick and elderly people.

The persons on board are fully taken care of on the spot or remotely by a highly qualified team composed of humans or bots.

The company was founded in 2025 by Rosine Rémini, following the collapse of health institutions (retirement homes, hospitals,...) ruined by the consequences of the pandemic caused by the coronavirus and its various mutations.

Initially, the company known as 'Train-health' carried sick people by offering care to keep them alive, using old recycled trains scattered throughout all regions.

The company, renamed R'Health in 2029, has been given favorable grants and loans for its development, contributing to its tremendous success and rapid international recognition.

In 2040, R'Health is a profitable international company with a high level of medical expertise and know-how in the field of artificial intelligence-assisted community and remote care on Earth and in space.

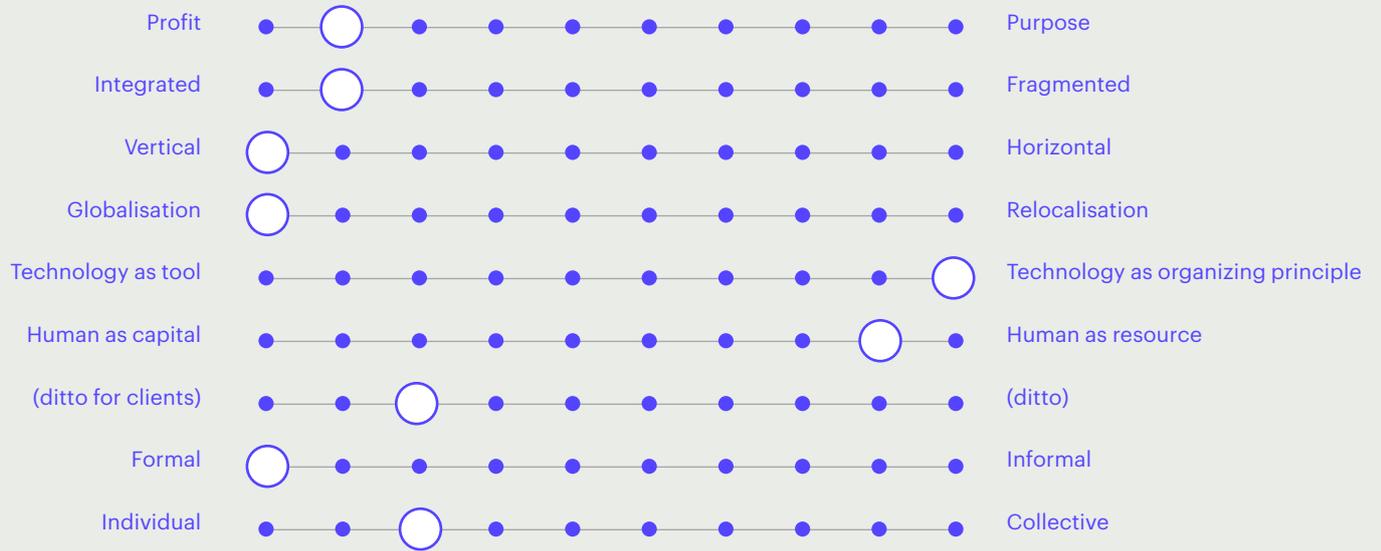
It enjoys a leadership position in the care market for elderly people who want to benefit from care and a residual activity until the end of their life.

Its economic model is now confronted with internal tensions generated by working conditions on board its space shuttles and differences in treatment between humans and bots, affecting remuneration and compensation for hardship.

The governance of R'Health, guided by "Care" and "Benevolence", the standard values of its founder, needs to transform itself to prevent the dream of well-being promised by the company from being undermined by the increasing alienation of its employees and its contributors

A sudden return to the social order of 20th century companies?

R'HEALTH: POSITIONING ON THE VARIABLES OF "TENSIONS"



Equal! the market for (in)equality

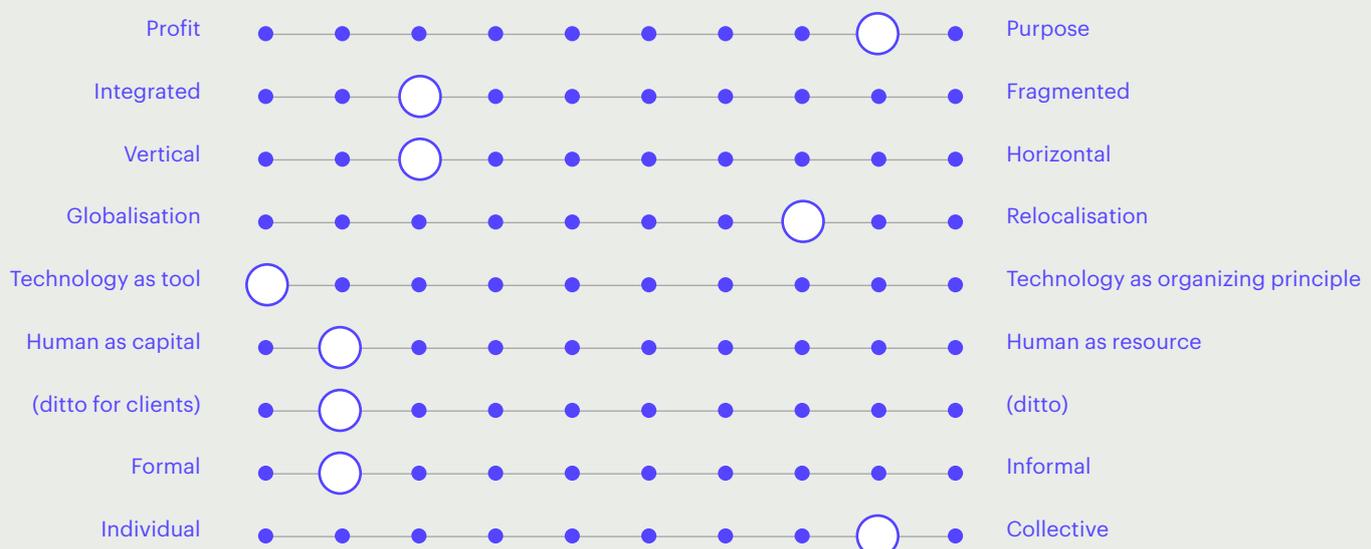
Equal! is defined as a “dismantler of inequalities”. Its job is to detect inequalities in an organisation, to make them known, to raise them for debate and to find solutions to them, and then to apply these solutions. To do this, it has built a set of indicators, the eQuality score, validated by law, and it can require companies to host its consultants until they reach a low threshold score.

The company was founded by Miranda Priceless, a mythical and invisible founder, to the point that some people wonder if she has not been replaced by an artificial intelligence. Equal! is not an example of participatory management. It employs “hunter-gatherers of inequality”, “haranguers”, “equitytraders”, all strong personalities.

However, the Equal! business model! also depends on the existence of certain kinds of markets. In one of these markets, companies that are well-ranked according to certain criteria can exchange “rights to exploit” with others that are better on other criteria. On the other hand, Equal! can organize the movement of people from one company to another in order to improve their scores on parity, diversity, etc.

This model creates a conflict of interest at the heart of the business: the bottom line is that Equal! is benefiting from the inequalities that it is supposed to address. In the face of internal and external challenges, Equal! repositions itself and articulates its mission: “To make our own market disappear.”

EQUAL!: POSITIONING ON THE VARIABLES OF "TENSIONS"



Drive to Thrive : from NGO to the commercial organisation

Drive to Thrive is an altruistic coalition based on a common perspective and diverse goals, bringing together several collectives/communities of actors. It has a strong collective conscience and contributes to the transformation of other companies or public actors towards a dynamic of cooperation.

The company was born out of the will of several parent companies but is autonomous. All the companies in this coalition share expertise in climate and environment matters, regardless of their industry. It thus brings together players in the food industry, mobility, but also banks and insurance companies.

Drive to Thrive brings together skills from member companies and offers consulting and other services to carry out projects with a positive environmental impact.

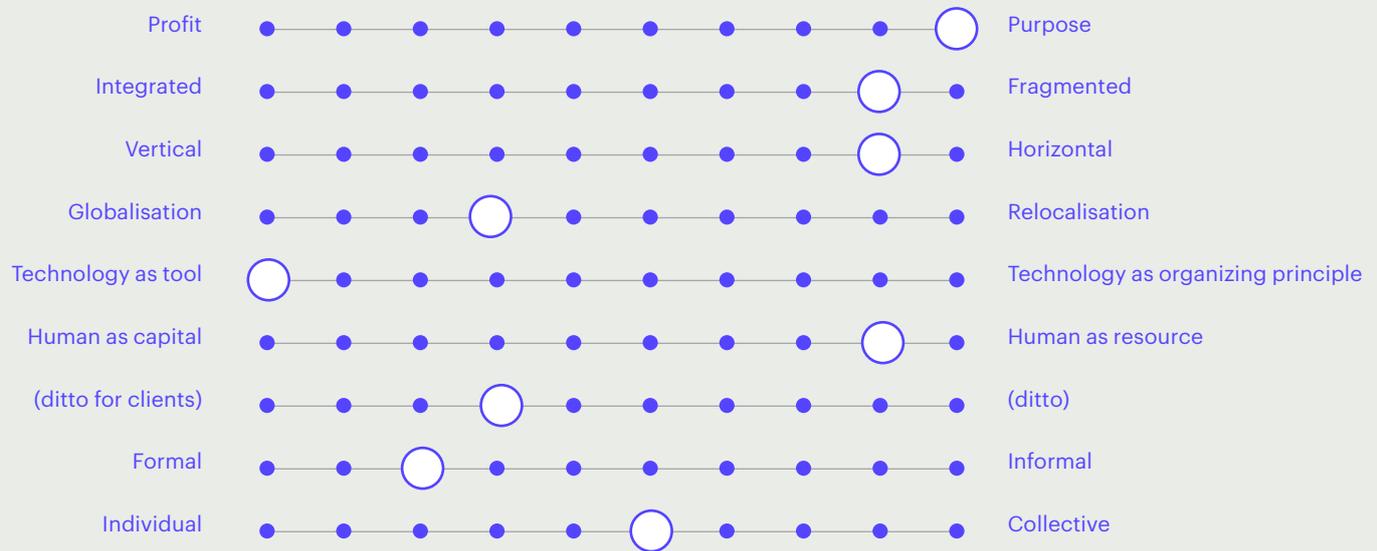
The coalition is temporary and mobile. Its members meet and gather for temporary missions (to which they dedicate 24/7 for several weeks or months) all over the globe. Its “headquarters” is mobile and local. The experience of mobile cooperation is an integral part of the project.

After several years of operation, most parent companies decide to withdraw. Its individual members explore new economic models to be imagined in order to ensure the survival of the company:

- Social credit system which invites individuals to finance or carry out actions aimed at improving the common good;
- Markets dedicated to these credits for actions such as “restoring the environment”, “reducing inequalities”, “human development” etc.
- Payment in the form of alternative currencies to purchase consumer goods labeled Sustainable Development (e.g. “Environmental Bitcoins”)...

... Until they met Hector, an opponent intent on stopping Drive to Thrive’s action to “transition” large companies, as being insufficiently radical in the face of climate change.

DRIVE TO THRIVE: POSITIONING ON THE VARIABLES OF "TENSIONS"



Mapping the fictional companies with the drivers of change

drivers of change	R'HEALTH	EQUAL!	DRIVE TO THRIVE
Climate, environment	++	+	++
Inequality	++	++	+
Constant crisis	++	+	+
Unbundling and digitisation	+	-	-
Data, A.I.	++	-	-
Digital Discontent	--	-	-
Globalisation, financialisation, commodification	++	++	++
Purpose-oriented corporations	+	++	++
Horizontalisation	--	-	++
Transformation of employment and careers	++	++	+



Analysis of the collective output: a summary

A context marked by tensions that require organisations to undergo fundamental change

General context: a world of limits, tensions and crises

The world in which our three imagined companies operate is profoundly marked by climate change and by the unsustainability of inequalities at the level of societies, the Planet and even within companies. These factors constrain business activity in two ways: on the one hand, because they change the objective conditions of the activity (“It is too hot, even for robots.”) and because they generate both regulations and expectations on the part of customers, other stakeholders and employees.

Three other factors of context transformation are sometimes mentioned, but less structuring of collective work: migration (particularly climate-related); the weakening of democratic political models; and consideration of the informal or “gray” economy (including the criminal economy), which may be made more urgent by the emergence of mechanisms such as blockchain.

Finally, companies operate in a world where crises are a part of everyday life: we emerge from one crisis (health, financial, political, ecological) to enter another, the crises combine and accumulate their effects, uncertainty is radical and structural and planning gives way to resilience - for societies in general, and companies in particular.

A common desire: an end to certain characteristics of the organizations and of work

The organisation whose participants no longer want, is driven exclusively by the search for profit and growth, under the “tyrannical” authority of shareholders. It is hierarchical and authoritarian, unequal and not very diverse. It is also hypocritical and indulges in all kinds of green and social washing.

The work participants no longer want is disconnected from the values of those who do it. It is governed by standards from above, locked in processes and sets of indicators, increasingly driven by machines that are actually the voice of the Organization - to the point of losing all meaning (“bullshit jobs¹”). It is attached to a place and to schedules that are practically immutable. It is also increasingly stressful and precarious, even disposable.

By their own will or external pressure, certain characteristics of today's companies will have to change

The group's work reveals at least six changes that are considered inevitable:

- The transformation of companies, which is already starting in some places (but not everywhere), in order to take account of the social and environmental “externalities” of their activity.
- A contribution to the common good(s) and the development, within companies, of valued practices of individual or collective contribution to this collective heritage (proactive and/or restorative actions).
- The weakening of a way of working (but also of a social contract) based on the model of wage contracts defining a function, a time and a place of work, a hierarchical subordination - and more broadly, the weakening of a definition of self based above all on work and “career”. Note that this break may be desired by some people and rather suffered by others.
- The weakening of the ties that bind individuals to States, institutions, enterprises... because of their inability, in the succession of crises, to create a desirable or even peaceful future. This fragility is amplified by the prevalence of social media and the systematized remoteness which becomes an ordinary mode of governance of organizations.
- The tension between a (globally) democratic society and a non-democratic enterprise - which may be resolved by the victory of either model.
- The tension between professional and personal/social life, which can also be resolved, either by a radical separation or by a form of merger, both of which have profound consequences for companies.

Two dominant perspectives that raise questions

Perspective 1: The organisation's «purpose»²

Our three fictional companies, and those that participants are calling for, have *redefined their professional and business model around the response to collective challenges* in terms of ecology, social, health...

Questions to go further

The raison d'être of these companies is clearly focused on problem-solving, and even reparation. There is little dream, desire, madness. Is that a limitation? Can the two be combined?

If not all companies follow this change, what does competition look like between "purpose-led" companies and others who do not care?

To consider...

In the fictional narratives, structuring decisions in ecological and social matters have rarely been taken at a political level. Companies are therefore in a position to either let things happen, or to take control of the issues.

Seeing collective problems as opportunities for profit can also be a moral challenge and even lead to deviations - think "carbon markets" or, in the case of Equal!, "rights to be exploited".

This orientation is accompanied by the introduction of new performance criteria, new extra-financial indicators - especially those that take into account the collective and the value of its contribution both within and outside the walls of the organisation - at the heart of the management system of the company. These indicators concern both external impacts of the company's activities and what happens inside it (equality, diversity, well-being...)

Questions to go further

By addressing environmental, social, etc. problems, companies export their tendency to measure, quantify and convert everything into formalized processes. This can represent a risk, as witnessed by public agencies in the application of "New Public Management" derived from the operation of private companies. How could we give more room to the informal, to the unmeasured?

To consider...

All activity naturally focuses on what is measured and any measure produces its avoidance behaviours.

2

We use "purpose" as a generic term for "mission", "raison d'être", "impact-orientation", "benefit corporation", etc. regardless of idiosyncracies and legal considerations...

Organizing around missions of collective interest can lead companies *to set structural limits to their activities*: Equal! redefines itself as a company that aims to eliminate its market, that of inequalities in enterprises. In the discussions, we also imagined companies that set themselves a limit of size (to leave room for others, e.g. by sharing their intellectual property, etc.) or duration. On the other hand, a company can aim to take its activity out of the market sphere (like Wikipedia, which has virtually eliminated the encyclopedia market), which naturally poses the problem of its economic model and the remuneration (monetary or other) of its contributors.

Questions to go further

An organization almost naturally tends to want to grow and become permanent. How do you put the chosen boundaries at the heart of the company's operations and governance? How to engineer the programmed end? Or a "rebirth" in other forms?

To consider...

The question sometimes even becomes whether it takes a "business" (whatever its status) to tackle these "problems", even with an economic model. Does entrepreneurship need to correspond to "enterprises"? As an example, Drive to Thrive is organized around the idea of "coalitions".

Finally, the organization around the "raison d'être" obviously implies *a redesign of corporate governance* to include all its stakeholders, including of course its staff (permanent or not - see below).

To consider...

"Governance" also means conflict, especially if the actors of governance become more and more diverse. The "political" dimension of the operation of these companies is likely to become increasingly important and must probably be entirely invented.

Perspective 2: The end of the employment model within hierarchical organisations

In the narratives, we can see signs of a new social contract at the level of companies and society, and a new way of working together.

The meaning of work

The issue of work is central among the participants: more horizontal, less prevalent, more collective...

Through the stories (but also the nature of their reflections at the end of the workshops), it would seem that the participants refer to their own relation to work, or rather their desire to see the place of work evolve in their lives, in a double movement:

- Guarantee its meaning, its usefulness (as justification to spending so much time on it?)
- Controlling its “place” (its effect on their personal life)

In relation to this need to regain meaning, the main obstacle mentioned is mainly at the level of decision-makers “outside” the organization of daily work: the shareholders, the top management... When it comes to imagining ways of acting, the vocabulary is actually that of transgression: “corporate hacking”, “activist”, “bypass strategy”, or even turning things around by “putting the company at the mercy of its employees”...

Questions to go further

Assuming a balance of power that would have evolved in a more favorable direction to the levels of actors represented in the workshops, would the question of meaning be as prevalent?

To consider...

The relative homogeneity of participants, whose functions within their company are those of senior managers, not governed by fixed working hours, certainly a little isolated between a top management and collaborators (the “middle management”).

The format, going through narrative and fiction, could accentuate the vocation to federate around common aspirations, in particular to challenge the status quo (in this case, traditional figures of authority).

A new social contract

At the societal level, two perspectives appear more or less explicitly in narratives:

- Decorrelation between work and monetary income. People increasingly have other sources of income besides their work; the idea of a Universal Income is often raised without appearing as a one-size-fit-all solution; finally, there may be other forms of income, for example in terms of time (extended leave, extension or reduction of retirement...) or “social credits” (the content of which has not been precisely defined).
- Decorrelation between employer and career: individuals would frequently move from company to company or from status to status, while carrying with them their rights, their networks, and other elements of their status.

To consider...

Taking these prospects to the extreme could also spell the end of the collective insurance mechanisms, in particular for Retirement. R’Health is both a health care company and the manager of a kind of space retirement home in which older people are put to work.

At the enterprise level, participants have imagined:

- A radical (?) rethinking of the model of paid employment associated with a function, a career path and (often) a place and hours of work; as well as a significant evolution of subordination and control.
- On a daily basis, the company no longer has a high level of control over the time, location or even activity of its employees: they can work on several projects in different contexts and under different statutes (self-entrepreneur, multijobs, “citizen time”...); they can be present 24 hours a day at certain times (the “coalitions” of Drive to Thrive, symbolised by a bus in which the teams meet and live) and almost entirely absent at other times.
- The company does not manage their career any more, and they can go back and forth within and outside the company’s orbit.

Questions to go further

In this perspective, the idea of “loyalty” to the company fades in favor of the primacy of individual freedom or other forms of attachment – with likely consequences on other things: certain forms of secrecy, non-competition, limiting the public freedom of speech of employees, etc.

Traditional forms of hierarchical management are becoming even more inappropriate - but the collective reflection has not allowed us to explore what they might become.

To consider...

The composition of the group, made up of high-level executives and self-employed people, who are generally quite young, undoubtedly contributes a great deal to making this model central and desirable. It is likely that others will see it as a cause for concern and insecurity - or at least that there is a lot of work to be done to make this model work in a positive way for all.

- A relationship with “machines” in which, on the one hand, automation is really used to enrich the content of human work and, on the other hand, high-tech and low-tech modes can follow one another, respecting human comfort zones. The idea of legislating and taxing the work of robots is also mentioned, in a perspective (particularly developed for R’Health) where the coexistence between humans, artificial intelligences and robots is part of everyday life.

To consider...

This reorganisation of the relationship with algorithms probably implies a complete reprogramming.

A new way of managing labour relations

Organizations imagined in our stories take the form of “flat” structures in which collectives are continuously formed and disbanded, generally at the initiative of the employees (employees and others, “internal” and “external” insofar as these qualifiers retain a meaning) with the aim of carrying out projects or acting for a desirable common purpose.

The compensation for contribution is not exclusively monetary, or when it is, there is no indication that it mobilizes a conventional currency.

Groups can express themselves and act inside or outside the company, or organize themselves both inside and outside.

To consider...

One can imagine a form of permanent competition between an individual's “employer” and other organizations or coalitions to implement a project. The company should then know how to “sell” itself project by project, as being the right place for individuals to carry it out.

Remaining subjects to explore further

Some important topics have been little developed in the stories, in particular:

- Added impacts of migration and geostrategic crises, the possible return to a subsistence economy;
- Corporate governance, ethics and strategy within the different scenarios;
- Economic models and currencies;
- Creating value in times of joint or recurring crises;
- Transforming the formalized, regulated and quantified functioning of enterprises;
- The relationship with the informal and grey economy, while everything in the narratives suggests that the boundary between the informal and the “formal” economy would be blurred;
- The legal form of corporate organizations;
- “Representations” around corporate functions...

Appendix

Verbatim comments from the workshop

The enterprise

“The economy is no longer the sole reason for companies to exist.”

“in the future, driver for companies would be less the economy than the repair of past mistakes and the search for positive impacts.”

“The only activity that could develop in the future would be to repair.”

“The company is no longer a social contract tool.”

“Corporations will no longer provide the majority of jobs.”

“A company without pre-defined roles, without assigned functions, would relieve the organization of issues such as titles or the status of individuals.”

“Companies are destined to disappear, you can be an entrepreneur without a company.”

The environment

“Our planet has become a desert in the midst of a so-called civilization, it is choking, the air has become unbreathable.”

“It’s too hot, even for robots.”

“Even our robots are forced to go on pause regularly.”

The individual, the collective

“The collective expresses itself and performs outside the company.”

“The collective becomes a strategic asset measured by accounting.”

“You would have at least two modes between which you switch, connected high tech and disconnected low tech.”

“Behind my computer window, there is another window, a real one.”

The career, the work

“Tomorrow, we will have a social activity rather than a productive activity within a company.”

“We have to imagine a future in which project leaders would propose activities that would bring together voluntary contributors.”

“It will no longer be up to the individual to attract businesses to get a job.”

“Our goal, to make our profession disappear, we will all be multitasking, multifunctional.”

“There is a Mediation Division to produce even when we disagree.”

“You will not fail to note that once again humans are at the origin of disorders.”

“Abolishing the idea of a career would have a liberating effect, would bring fluidity within organizations, it would be the end of the hierarchy by age.”

“The obligation to come to work will no longer be an imperative, the constraints (hours, dress codes...) will have to be lifted.”

The future

“Repair, repair, is the future limited to this?!”

“The idea of a higher authority controlling everything.”

“Does the solution require more controls?”

“Will democracy survive?”



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