



FUTURES | Sense Making by System Thinking

ORGANIZING AND PERFORMING CREATIVE WORK IN THE DISTANT FUTURE (2035)

RESEARCH PLATFORM DEVELOPED BY

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3rd Edition (2025/26)

FUTURES | Sense Making by System Thinking

Organizing and Performing Creative Work in the Distant Future (2035)



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INTRODUCTION



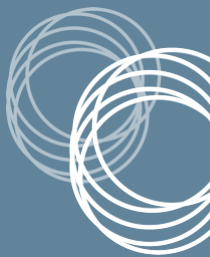
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00 INTRODUCTION

Wenzel, M. (2022). Taking the future more seriously: From corporate foresight to "future-making". *Academy of Management Perspectives*.

In recent years, interest in innovative approaches to future making has grown significantly among both scholars and practitioners (Wenzel, 2022). As societies change at an accelerating pace and forecasting becomes increasingly uncertain, organizations often struggle to determine which initiatives to prioritize and how to allocate their resources most effectively. Shifting market conditions and geopolitical instability further complicate their capacity to make sound and informed decisions. As a result, the ability to engage effectively in future making has become more important than ever. In this context, **organizations need to develop future-oriented forms of thinking** that enable them to proactively shape strategies capable of responding to change and sustaining competitiveness. This involves not only assessing the options currently available, but also imagining new possibilities while formulating forward-looking strategies. Future making can be understood as the process through which organizational actors actively construct and bring future possibilities into being. To do so, they must develop new capabilities, practices, and routines that allow them to interpret, make sense of, and give meaning to imagined futures.

The literature on **future making, positioned at the intersection of innovation, strategy, design, and organization studies**, is broad and informed by multiple perspectives. Historically, much of this work has focused on predictive approaches designed to analyze existing alternatives, improve future preparedness, and strengthen competitive advantage. More recently, however, scholars have emphasized the importance of imaginative approaches that explore alternatives which do not yet exist, thereby enabling organizations to actively design the future (Gümüşay & Reinecke, 2022). While some academics and practitioners promote corporate foresight as a systematic approach for helping organizations anticipate future developments, others stress the potential of imaginative and practice-based methods for shaping the future.

Gümüşay, A. A., & Reinecke, J. (2022). Researching for desirable futures: From real utopias to imagining alternatives. *Journal of Management Studies*.



Scholars and practitioners alike are invited to examine corporate foresight as a well-established practice of future making, while also investigating methods that support the imagination of futures that are not only plausible and probable, but also meaningful and desirable. This line of inquiry can contribute to both methodological and theoretical advancement without weakening scientific rigor. **Future making encompasses a broad range of practices, from formalized approaches such as corporate foresight to informal, everyday activities through which organizational members relate to and engage with the future.** Managerial tools, including strategic planning and technology forecasting, can also be interpreted through the lens of future making, since they draw on future-oriented visions to help organizations deal with uncertainty. Similarly, small-scale initiatives and experimental forms of organizing offer valuable examples of how future making unfolds in practice. The results produced by these approaches may range from possible and probable futures to futures that are meaningful and desirable (Jain et al., 2026).

In recent years, interest in innovative ways of navigating an increasingly uncertain future has grown among both academics and practitioners. Against this backdrop, organizations must develop future-oriented thinking in order to proactively design strategies that respond to change and preserve competitiveness. This requires them to move beyond the assessment of existing alternatives and to consider emerging possibilities when formulating new strategies. Future making has been described as the process through which organizational actors actively construct and enact the future. Accordingly, organizations need to develop new capabilities, practices, and routines that enable them to shape, interpret, and make sense of imagined futures (Dell'Era et al., 2023). Consistent with this perspective, the **FUTURES | Sense Making by System Thinking Observatory** was founded in 2023 to explore and promote innovative approaches to the design of futures. In today's volatile, uncertain, complex, and ambiguous environments, leaders, innovators, and organizations are increasingly expected to design meaningful and desirable futures in a responsible and proactive way, rather than simply adapting to or reacting to futures as they emerge (see Figure i).

Jain, S., Islam, H., Farrell, M., & Nair, A. (2026). Seeking, Shaping, Becoming: A Scoping Review of the Organizational Futures Literature. *Journal of Management*

Dell'Era, C., Magistri, S., Sakellariou, E., Vecchiato, R., & Roden, S. (2025). Future Making: Foresighting, Imagining, and Crafting Desirable Futures. *Research-Technology Management*



Figure i Key references in future making literature

As part of its yearly research activities, the FUTURES | Sense Making by System Thinking Observatory is committed to:

- strengthening the **skills and organizational capabilities of individual leaders and innovators** in imagining and shaping “distant” futures;
- collaboratively **experimenting with advanced tools and methodologies to identify and interpret weak signals** of potential change;
- encouraging a **critical and reflective mindset** in the design of “meaningful and desirable” future scenarios;
- supporting **continuous dialogue and exchange among leaders and innovators** from different fields of knowledge, with the aim of fostering an innovation culture focused on people, society, and the planet.

Each edition of the FUTURES | Sense Making by System Thinking Observatory revolves around a specific theme, which serves as the basis for the development of future scenarios. The third edition, held in 2025/26, focuses on **“Organizing and Performing Creative Work in the Distant Future (2035).”** More specifically, this edition seeks to explore and design new organizational forms and practices connected to creative work. Today, applications of Generative and Agentic AI range from the full automation of tasks to the augmentation of human capabilities in complex activities. AI is particularly effective in automating tasks that involve the processing of codified information, especially when such tasks are standardized, repetitive, and routine, and require limited human creativity or judgment. By contrast, human augmentation through Generative and Agentic AI aims to improve performance in creative and cognitively demanding activities, where contextual awareness and interpretive capacity are essential. In these cases, Generative and Agentic AI supports the rapid iteration and refinement of outputs while leaving users in control of the creative process. Creative work, by its very nature, depends strongly on human expertise, authorship, and judgment in order to produce meaningful outcomes. The domains examined in the third edition of the FUTURES | Sense Making by System Thinking Observatory include **Organizing Creative Work** and **Performing Creative Work** (see Figure ii).

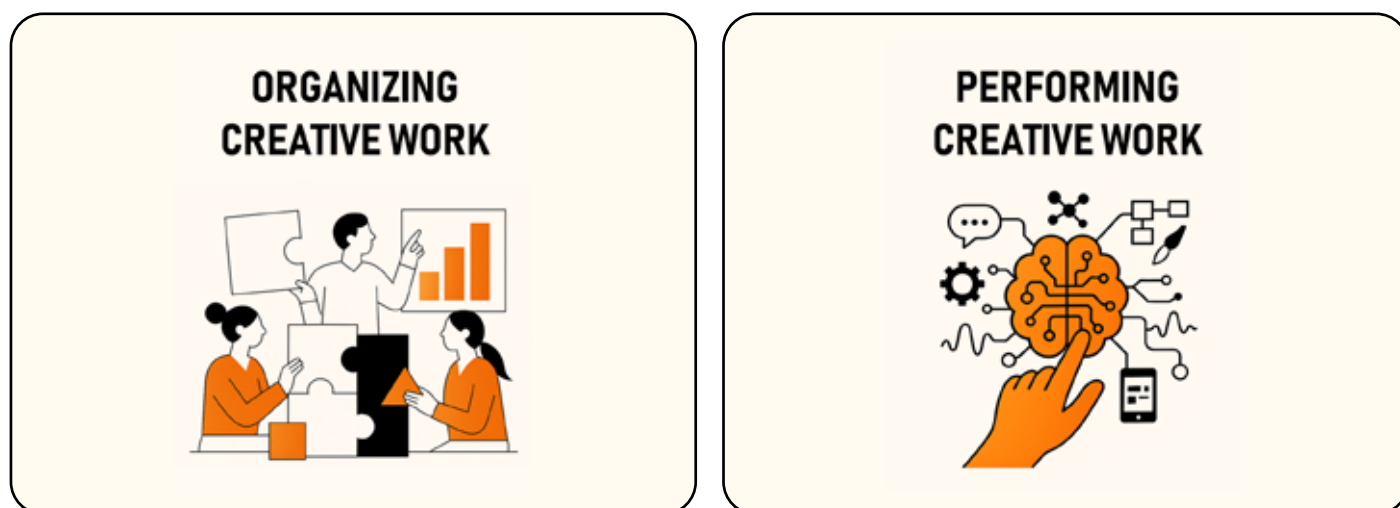


Figure ii Domains: Organizing Creative Work and Performing Creative Work

The 3rd Edition of the FUTURES | Sense Making by System Thinking Observatory investigated pioneering approaches to future making. More specifically, it included three innovative Perspectives sessions and three experimental Factories workshops, carried out in collaboration with Partners and Sponsors. These activities were designed to support collective reflection on, and the co-design of, meaningful and desirable futures concerning how creativity may be organized and performed in 2035 (see Figure iii):

- **PROVOKING Perspectives** (10 December 2025, 17:00–19:00) opened the dialogue on meaningful and desirable futures by engaging with the challenge of “Organizing and Performing Creative Work in the Distant Future (2035)”;
- **FRAMING Factory** (15 January 2026, 10:30–17:30) defined the boundaries of creativity-related domains and critically examined the emerging phenomena shaping the challenge;
- **CHALLENGING Perspectives** (11 February 2026, 17:00–19:00) brought forward systemic insights from future-oriented thinkers, offering alternative and provocative visions;
- **REFRAMING Factory** (12 March 2026, 10:30–17:30) co-created meaningful and desirable futures through innovative processes of abduction and moral imagination;
- **INSPIRING Perspectives** (15 April 2026, 17:00–19:00) stimulated new initiatives by drawing on the visionary perspectives of leading experts in future making;
- **LEADING Factory** (07 May 2026, 10:30–17:30) further refined the envisioned futures by connecting them to actionable industrial and corporate transformations.



Figure iii Perspectives and Factories performed during the 3rd Edition of the «FUTURES | Sense Making by System Thinking» Observatory (2025/26)



01

NEAR AND DISTANT FUTURES

Sense Making by System Thinking



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01 NEAR AND DISTANT FUTURES

Sense Making by System Thinking

Considering how the future may take shape—and what roles researchers, practitioners, and organizations ought to assume in intentionally influencing it—continues to be a central yet still open question. This concern was powerfully articulated by Nobel Prize winner Herbert Simon in his 2000 speech at the Earthware Symposium at Carnegie Mellon University:

“I don’t believe that predicting the future is what we are about; we are going to be part of the future. So, being a part of it, our task is not to predict it, but to design it. Design a sustainable and acceptable world and devote our effort to bring that future about.”

In pre-modern societies, the **future was largely understood as predetermined, leaving individuals with little or no capacity to influence its course**. In contemporary societies, by contrast, the future is increasingly regarded as a condition that can be systematically examined, anticipated, and planned. The methods developed across several academic fields—many of them closely connected to business and management—have made planning practices progressively more technically advanced. As research grounded in rational planning has expanded, forms of expertise focused on projection and forecasting have become increasingly embedded in a variety of managerial functions. From a practical perspective, organizations of all kinds consider “knowledge” about the future essential for multiple purposes, including building support for policies, informing decisions on the basis of available evidence, and presenting themselves as reliable and competent actors.

At the same time, concepts such as path dependence, core competence, bounded rationality, imprinting, legacy, routines, embeddedness, and institutional or technological trajectories have acquired considerable intellectual legitimacy as explanatory mechanisms. This emphasis on the past is associated with the growing use of deterministic approaches to explain social action, a form of “backward reasoning” employed to account for the present (Bazzani, 2023).

Bazzani, G. (2023). Futures in action: Expectations, imaginaries and narratives of the future. *Sociology*

“I don’t believe that predicting the future is what we are about, we are going to be part of the future.

So being a part of it, our task is not to predict it, but to design it.

Design a sustainable and acceptable world and devote our effort to bring that future about.”

Herbert Simon

In other words, present phenomena are interpreted as being causally connected to events that took place at earlier points in time. Such theoretical perspectives are intuitively appealing because they rely on retrospection, a temporal stance generally associated with greater certainty, continuity, and analytical manageability than prospection. Although access to ever-expanding volumes of data has enabled practitioners to develop increasingly sophisticated predictive techniques, research has also highlighted the limitations of rational planning (see Figure 1.1). These approaches often treat the future as something “factual” and “perceptible,” while framing knowledge production primarily as the identification of signals that can serve as evidence. From this standpoint, the limitations of organizational forecasting become particularly apparent when discontinuities and radically new developments are considered.

In response to these theoretical and practical challenges, several recent research streams have sought to formulate more socialized and less rationalistic understandings of organizational futures, acknowledging that the future is only partially knowable, inherently problematic, and open-ended. In certain respects, this shift can be seen as a revival of attention to a longstanding management challenge. Rather than attempting to manage the future through prediction, calculation, and planning, these perspectives examine the many ways in which actors act in the present to help bring particular futures into being (Wenzel, 2022).

In the present context, global megatrends together with large-scale, have intensified the complexity of the challenges confronting both industry and society. These dynamics have revealed the shortcomings of established approaches, including trend forecasting and traditional foresight practices. As societies face futures that are increasingly volatile, uncertain, complex, and ambiguous (VUCA), scholars and practitioners are being urged to embrace **novel, human-centered ways of engaging with what lies ahead**. The growing complexity of innovation-related challenges requires organizations not only to foresee evolving customer needs, but also to develop futures-thinking capabilities that enable them to imagine and design strategies oriented toward preferable futures—for individuals as well as society more broadly. This implies integrating both present-day alternatives and imagined possibilities into strategic decision-making. Consequently, addressing ill-defined problems involving multiple stakeholders will require the emergence of new paradigms grounded in more systemic, reflective, and integrative approaches (Verganti et al., 2021).

Wenzel, M. (2022). Taking the future more seriously: From corporate foresight to “future-making”. *Academy of Management Perspectives*.

Verganti, R., Dell’Era, C., & Swan, K. S. (2021). Design thinking: Critical analysis and future evolution. *Journal of Product Innovation Management*.

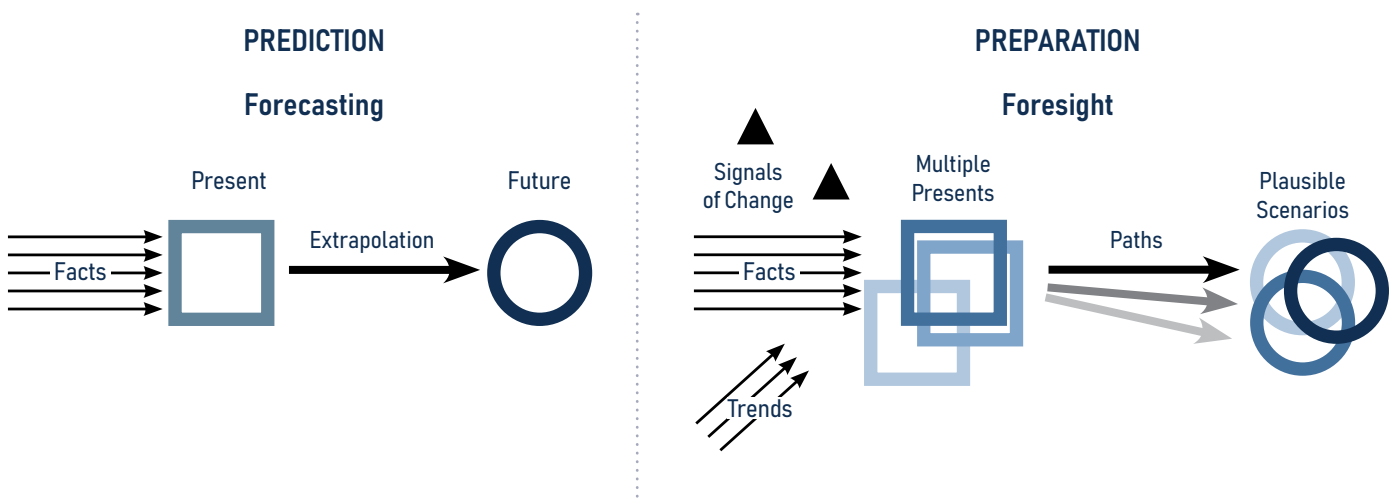


Figure 1.1 Prediction and Preparation in Forecasting and Foresight studies

Bühring, J., & Liedtka, J., (2018). Embracing systematic futures thinking at the intersection of Strategic Planning. *Foresight and Design, Journal of Innovation Management*.

Gümüşay, A. A., & Reinecke, J. (2022). Researching for desirable futures: From real utopias to imagining alternatives. *Journal of Management Studies*.

The literature on future making within organizations, located at the crossroads of innovation management, design, strategy, and futures studies, is extensive and diverse, bringing together multiple perspectives. A substantial stream of research emphasizes corporate foresight as a strategic instrument for anticipating future developments. By contrast, other contributions argue for **more design-oriented and practice-based ways of actively constructing the future** (Bühring & Liedtka, 2018). Whereas conventional studies have frequently focused on forecasting grounded in existing alternatives, more recent research stresses the importance of envisioning alternatives that do not yet exist, with the aim of designing futures that are not only plausible and probable, but also meaningful and desirable.

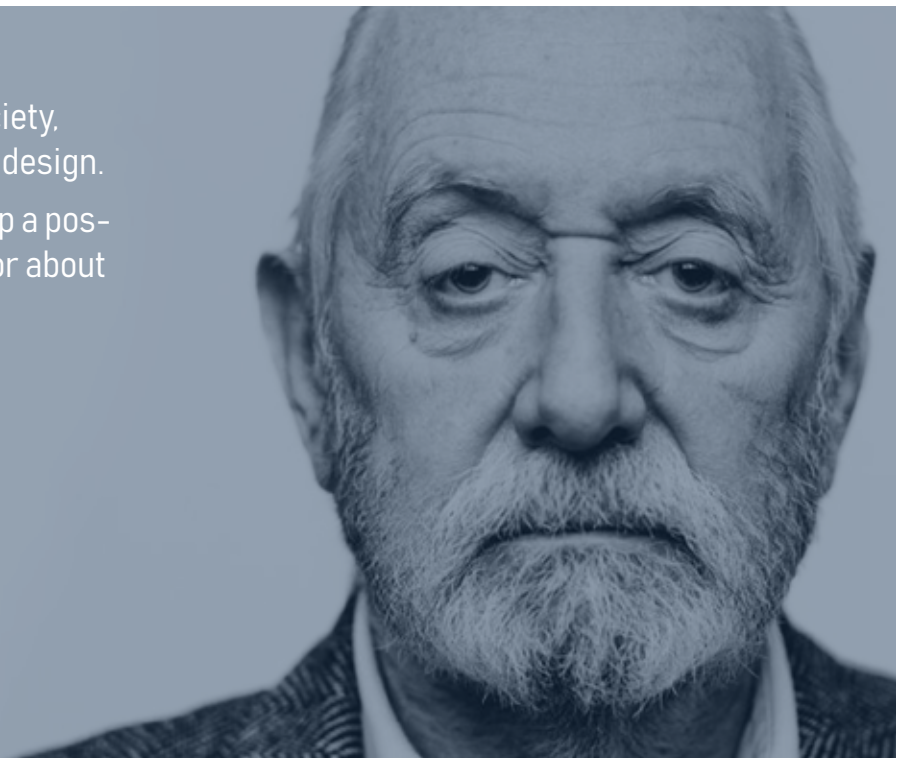
Within this evolving scholarly debate, Gümüşay and Reinecke (2022) advocate the development of theoretical frameworks based on “acts of disciplined imagination,” promoting methodological and theoretical innovation while preserving academic rigor. Taken together, these perspectives point to the need to combine different approaches to future making, thereby enabling organizations to better navigate and shape uncertain environments. In this regard, the definitions proposed by the design theorists Klaus Krippendorff further clarify the central role of design in influencing how futures are imagined and constructed.

“The etymology of design goes back to the Latin de + signare and means making something, distinguishing it by a sign, giving it significance, designating its relation to other things, owners, users, or goods. Based on this original meaning, one could say: design is making sense (of things).”

Ettore Sottsass, a prominent figure in the Memphis movement of the 1980s, provides an equally insightful interpretation of design, describing it as “a way of discussing society, politics, eroticism, food, and even design itself. Ultimately, it is a way of building a possible figurative utopia or metaphor about life”. This perspective further reinforces the understanding of design as both a cultural and critical practice, capable of shaping the ways in which possible futures are imagined, discussed, and brought into being.

“Design is a way of discussing society, politics, eroticism, food, and even design. At the end, it is a way of building up a possible figurative utopia or metaphor about life.”

Ettore Sottsass



The positivist perspective on design rests on the assumption that problems exist objectively “out there” in reality, waiting to be discovered and addressed through appropriate tools and methods. This dominant paradigm, especially prevalent in engineering, tends to frame problems as clearly defined and solvable on the basis of the information available. By contrast, the constructivist perspective argues that problems are socially constructed. Individuals interpret reality through different frames, leading to divergent understandings of what matters, how elements are connected, and how the design space itself is configured. From this standpoint, **design is not simply concerned with understanding a problem, but with actively constructing it through interpretation**. The problem therefore becomes an outcome of the design process rather than its initial input. Similarly, futures cannot be understood through projection alone, as they cannot be reduced to linear extensions of the present or the past; engaging with the future also requires imagination. Imaginative approaches embrace uncertainty in order to construct alternatives that move beyond dominant trajectories and open up new possibilities for change, while still preserving their credibility.

Many design paradigms, particularly within product design, tend to address challenges from the standpoint of an individual user. Others, such as those developed in urban design, adopt a broader societal perspective by recognizing the interactions among multiple stakeholders, including building occupants, commuters, policymakers, and businesses. However, while traditional practice remains largely grounded in the resolution of human-centered problems, responding to uncertain and complex challenges requires recognizing that prospective innovation unfolds within broader socio-ecological systems rather than solely around human needs. It also requires engaging with multiple perspectives, temporalities, values, and forms of agency. In this regard, the **notion of more-than-human design is fundamental** (Giaccardi and Redström, 2020): defined as a post-anthropocentric approach that moves beyond optimizing for the immediate needs, desires, and experiences of individual human users, more-than-human design calls for designing within the complex, entangled, and relational ecologies through which humans, nonhumans, technologies, materials, data, institutions, and environments mutually shape one another.

The challenges associated with future making therefore demand a fundamental transition: from a positivist to a **constructivist approach**, supported by Sense Making, and from a user-centered to a **more-than-human perspective**, enabled by **Systems Thinking** (see Figure 1.2, adapted from Verganti et al., 2021).

Giaccardi, E., & Redström, J. (2020). *Technology and More-Than-Human Design. Design Issues.*

Verganti, R., Dell'Era, C., & Swan, K. S. (2021). Design thinking: Critical analysis and future evolution. *Journal of Product Innovation Management.*

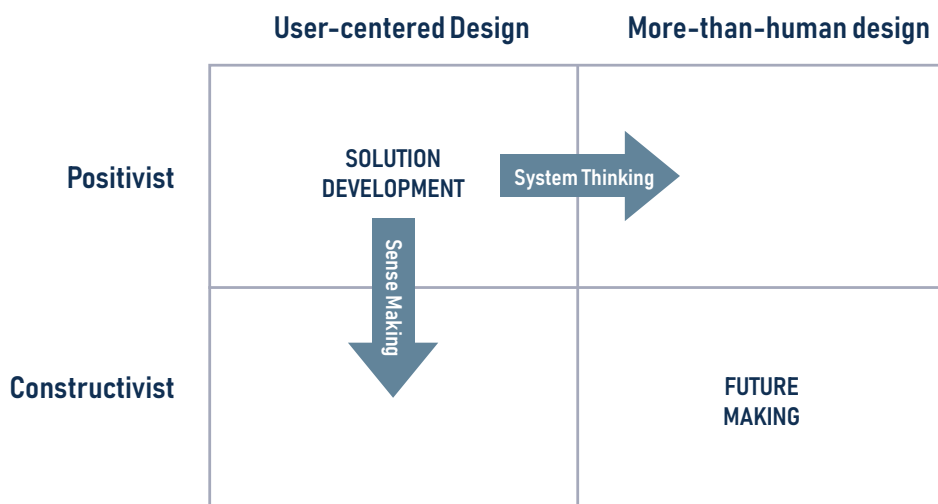


Figure 1.2 Sense Making and System Thinking for Future Making (adapted from Verganti et al., 2021)

Wenzel, M. (2022). Taking the future more seriously: From corporate foresight to "future-making". *Academy of Management Perspectives*.

Wenzel (2022) conceptualizes future making as the process through which individuals, groups, and organizations do not merely anticipate what lies ahead, but **actively participate in bringing particular futures into existence**. In this sense, the future is not treated as an external condition waiting to be predicted, nor as a distant scenario to which organizations must simply adapt. Rather, it is understood as something that is continuously enacted through choices, narratives, practices, material artifacts, strategic commitments, and collective forms of imagination. Future making therefore offers a fertile field of inquiry for both scholars and practitioners. For researchers, it provides a powerful theoretical lens for examining how organizations deal with uncertainty, construct temporal orientations, and shape strategic directions in contexts where future conditions cannot be fully known in advance. For managers, entrepreneurs, and innovators, it represents a **crucial organizational capability**: the ability to move beyond reactive adaptation and to actively influence emerging possibilities in ways that may generate strategic advantage, resilience, and long-term relevance.

The importance of future making is particularly evident in contemporary environments marked by rapid technological change, market saturation, geopolitical instability, ecological pressures, and shifting social expectations. In such contexts, relying exclusively on prediction, forecasting, or scenario planning is increasingly insufficient. Organizations cannot simply wait for the future to reveal itself and then respond accordingly. Instead, they are required to identify, select, and cultivate preferred futures, while mobilizing the resources, partnerships, and commitments necessary to make those futures credible and actionable. Future making thus becomes a central task for both established organizations and entrepreneurial ventures.

A key challenge in this process concerns the **relationship between individual imagination and collective meaning-making**. Future visions rarely emerge in isolation, nor do they become influential simply because one actor formulates them. As Thompson and Byrne (2022) suggest, an individual conjecture about the future gains meaning only when placed in relation to other conjectures within a broader collective context. A single future-oriented idea must therefore be interpreted as part of a wider constellation of expectations, assumptions, hopes, fears, and strategic interests. This means that future making is not only a cognitive or visionary activity, but also a social and relational one. For a future vision to become powerful, it must be aspirational enough to inspire action, while also remaining credible to the audiences whose support is necessary for its realization. Stakeholders must be able to recognize themselves in the proposed future, understand their role within it, and perceive it as sufficiently plausible to justify commitment.

Thompson, N. A., & Byrne, O. (2022). Imagining Futures: Theorizing the Practical Knowledge of Future-making. *Organization Studies*.



Building on this collective dimension, Comi and Whyte (2018) propose a useful interpretation of future making as a process that unfolds through three interconnected elements. First, future making can be understood as a perspective through which stakeholders **translate possibilities into reality by means of iterative practices and material or symbolic artifacts**. Prototypes, models, visualizations, roadmaps, narratives, and experiments all play a role in making imagined futures more tangible and discussable. Second, future making can be seen as a form of inquiry, since it does not passively await future developments but actively investigates emerging possibilities. It asks not only what might happen, but also what could be created, tested, contested, or redirected. Third, future making is a participatory process through which **multiple actors collaborate in the co-creation of shared visions of desirable futures**. This participatory nature is essential because futures are not neutral: they embody values, priorities, exclusions, and assumptions about what matters and for whom. As a result, future making is not simply a strategic practice aimed at organizational advantage; it is also a collective process that draws on the interpretations, aspirations, responsibilities, and commitments of the stakeholders involved.

Recent literature increasingly recognizes future making as both an organizational capability and a scholarly orientation, one that contributes not only to competitive positioning but also to broader societal transformation. Central to this understanding is the **idea of agency**. Organizational actors are not passive recipients of temporal change; they actively shape temporal trajectories through the futures they imagine, communicate, legitimize, and enact (Pontikes and Rindova, 2020). However, not all approaches to Future Making are the same. While some are primarily instrumental, focusing on strategic positioning, market creation, or competitive advantage, others adopt a more explicitly normative and value-oriented stance. Among these, **emancipatory inquiry represents a distinctive orientation**. It frames future making as an ethical, democratic, and reflective process through which actors imagine and materialize desirable futures grounded in collectively negotiated values.

From an emancipatory perspective, future making is concerned not only with what futures are possible, but also with what futures ought to be pursued—for ourselves, for others, and for future generations (Comi et al., 2025). This approach emphasizes inclusion, critique, and responsibility. It invites organizations, researchers, and communities to question dominant narratives of progress, technological inevitability, and economic growth, while creating space for plural, just, and sustainable alternatives. Emancipatory inquiry therefore operates both as a moral aspiration and as a methodological reorientation. Inquiry itself becomes a form of collective action: a way of connecting imagination with responsibility, experimentation with reflection, and knowledge production with transformation.

Comi, A., & Whyte, J. (2018). Future Making and Visual Artefacts: An Ethnographic Study of a Design Project. *Organization Studies*.

Pontikes, E. G., & Rindova, V.P. (2020). Shaping markets through temporal, constructive, and interactive agency. *Strategy Science*.

Comi, A., Mosca, L., & Whyte J. (2025). Future making as emancipatory inquiry: A value-based exploration of desirable futures. *Journal of Management Studies*.



01.2 Time Horizon versus Distance: Near and Distant Futures

Augustine, G., Soderstrom, S., Milner, D., & Weber, K. (2019). Constructing a distant future: Imaginaries in geoengineering. *Academy of Management Journal*.

Augustine et al. (2019) develop the concept of the **distant future** as a counterpart to the more established notion of the **near future**. They define the distant future as a domain characterized by greater ambiguity and uncertainty, where the focus is placed on the imaginative construction of alternatives rather than on prediction, forecasting, or extrapolation—approaches that often assume the future will evolve as a continuation of the present and the past. Crucially, the difference between near and distant futures is not simply determined by chronological distance, although time horizon and perceived distance may sometimes coincide. Instead, it reflects a qualitative difference in the ways the future is represented and experienced. This distinction is rooted in the idea of **psychological distance**, namely the extent to which a future condition feels detached from current lived experience.

The contrast between near and distant futures can be described through five main dimensions: **knowledge limitations, construal level, temporal representation, conception, and evaluation** (see Figure 1.3). Existing research has mainly addressed the near future, examining issues such as uncertainty, decision-making risks, and the challenges of developing expectations from incomplete information. By contrast, distant futures are associated with ambiguity, often described as “radical uncertainty”, and foreground the imaginative formulation of alternatives from the beginning, as well as the capacity of these hypothetical scenarios to orient collective action (**Knowledge limitations**). Futures perceived as psychologically near are generally interpreted in concrete terms, relying on detailed and context-specific features of a situation. Conversely, distant futures are understood more abstractly, through broader and more essential characteristics (**Construal level**). Thus, the fundamental distinction between near and distant futures does not depend solely on temporal scope, but on the qualitative way in which they are imagined and perceived. Near futures usually develop from familiar experiences of the past and present, whereas distant futures are characterized by discontinuities, ruptures, and disruptions (**Temporal representation**).

NEAR Future	characteristics	DISTANT Future
UNCERTAINTY Risk, probability of different known states to occur	KNOWLEDGE LIMITATION	AMBIGUITY Radical uncertainty, unknown possibilities
LOW LEVEL Concrete, practical, nuanced	CONSTRUAL LEVEL	HIGH LEVEL Abstract, stylized
CONTINUITY Future extends from present and past experience	TEMPORAL REPRESENTATION	LEAP Discontinuity from present and past experience
EXTRAPOLATION Predictions based on assessment of the present, calculation and forecasts	CONCEPTION (processes for generating future states)	IMAGINATION Based on ideologies, desired identities, principles
PROBABILITY Confidence of happening, feasibility, practicality of accomplishing	EVALUATION (set of futures considered)	POSSIBILITIES What might be, fantasy and fictional hypotheticals

Figure 1.3 Differences between Near and Distant Futures (Augustine et al., 2019)



The construction of near futures is generally based on concrete concepts that are closely connected to sensory experience, practical considerations, and the immediate applicability of proposed courses of action. In this sense, near futures tend to remain anchored in the present, or in experiences that individuals and organizations can easily recognize and relate to (**Conception**). By contrast, the imagination of distant futures relies more heavily on abstract concepts. These concepts are often derived from broader theoretical perspectives, ideological orientations, or aspirational identities that allow actors to move beyond what is currently visible or directly experienced. A similar distinction can be observed in the way futures are evaluated. Near futures are usually assessed in terms of feasibility, since attention is directed toward tangible conditions, available resources, and experiential evidence. Distant futures, instead, are more often evaluated through the lens of desirability, as they reflect abstract values, collective aspirations, and belief systems concerning what kind of future would be preferable (**Evaluation**).

The concepts of plausibility and desirability can be traced back to Voros (2001), who introduced them in relation to the well-known futures cone model. This model distinguishes between different categories of futures, including three cognitive categories (possible, plausible, and probable futures) and one emotional or value-based category, namely preferable futures. **Possible futures** include everything that might happen, regardless of how realistic or likely it may appear. **Plausible futures** refer to developments that could happen on the basis of existing knowledge, current conditions, and logical reasoning. **Probable futures**, in turn, describe what is likely to happen if present trends, trajectories, and assumptions continue to unfold.

Within this framework, **plausibility** refers to the perceived realism, coherence, and credibility of a future scenario. It is grounded in the analysis of present circumstances, emerging signals, trends, and contextual dynamics, and therefore concerns what can be considered logically possible given current evidence. **Desirability**, by contrast, is more explicitly subjective and normative. It reflects individual or collective preferences, values, aspirations, and visions of what would be considered beneficial or ideal, independently of whether such a future is likely to occur. Over recent decades, the futures cone model, together with the broader theoretical reflection on the realm of the possible, has been further developed and refined. It remains a key tool in futures studies, helping scholars and practitioners examine the relationship between what could happen, what is likely to happen, and what people collectively hope to bring about.

Voros, J. (2001). A primer on futures studies, foresight and the use of scenarios. *Prospect: The Foresight Bulletin*.



01.3 Debate about Future Making

Comi, A., Mosca, L., & Whyte J. (2025). Future Making as Emancipatory Inquiry: A Value-Based Exploration of Desirable Futures. *Journal of Management Studies*.

Wenzel, M., Cabantous, L., & Koch, J. (2025). Future Making: Towards a Practice Perspective. *Journal of Management Studies*.

Wright, A. (2025). Back to the Future? A Caution. *Journal of Management Studies*.

The discussion on future making has gained considerable momentum in recent years. Comi et al. (2025) question the definition advanced by Wenzel et al. (2025), who describe **future making as a diverse set of practices for dealing with uncertainty**. Although both views recognize future making as the process of bringing the yet-to-come into being by interpreting and materializing imagined futures, Comi et al. (2025) contend that framing it as an umbrella concept may weaken its analytical precision. In their view, associating future making with any activity oriented toward the future—including practices that might generate undesirable or dystopian outcomes—risks compromising the development of a solid theoretical basis for the field (see Figure 1.4a and Figure 1.4b). Comi et al. (2025) also distinguish their position from Wright’s (2025) critique, which portrays future making as a managerial trend that neglects long-established research on corporate foresight, especially scenario planning. Against this interpretation, they argue that future making does not disregard foresight; rather, it deliberately attempts to move beyond it by promoting plural futures informed by societal concerns instead of narrowly corporate priorities.

By conceptualizing future making as an emancipatory inquiry grounded in the pragmatist tradition, Comi et al. (2025) call for an inclusive and value-oriented perspective. Future making, in this sense, enables individuals and collectives to improve present conditions by jointly imagining, negotiating, and shaping futures considered more desirable. The notion of emancipation signals a commitment to widening participation and giving greater visibility to actors whose voices are frequently marginalized, including future generations, disadvantaged communities, and the natural environment. Unlike approaches that frame future-oriented practices or scenario planning as neutral tools, emancipatory inquiry is explicitly value-based. It involves participants in democratic processes that address ethical and moral questions directly, ensuring that future visions emerge from critical reflection on what society collectively regards as desirable.

	Future making as any future-oriented practice	Future making as scenario planning	Future making as emancipatory inquiry
Description	Exploring the diverse set of practices that actors employ to deal with an uncertain future	Assisting strategic decision making and developing capability to deal with unanticipated events	Making a desirable or better future by turning abstract imaginings into a realizable course of action
Keywords	Performativity, situationality, heterogeneity, relationality	Strategic decision making, strategic communication, re-perceiving	Empowerment, betterment, inclusiveness, sensorial knowledge, reflection-in-action, collective deliberation
Practices	All the practices whereby actors make the future (e.g., strategic planning, scenario planning, forecasting and foreseeing, rational decision making, and design thinking)	Detecting environmental changes and constructing plausible yet alternative narratives of the future, engaging in strategic communication around developed scenarios, engaging in scenario-based organizational learning to sharpen organizational foresight (often in combination with other discursive and/or learning practices)	Seeking empowerment, engaging sensorially (with the people, places and materials at hand), reflecting-in-action

Figure 1.4a Future making as emancipatory inquiry and alternative perspectives (adapted from Comi et al., 2025)



This perspective is especially relevant for confronting the grand challenges that characterize the contemporary world, including interconnected crises, persistent structural inequalities, and the consequences of technologies that are increasingly difficult to govern. It also provides a valuable analytical lens for examining the relationship between futures and crises, opening space for more consequential research in organization and management—research that does not merely seek to explain the world, but also aims to contribute to its transformation.

A key feature that distinguishes future making as emancipatory inquiry from broader understandings of future making as any future-oriented practice, or from approaches based on scenario planning, is the importance it assigns to **sensorial knowledge** and **material artefacts** in the construction of desirable futures. In this respect, future making can be compared to craft work. Just as craftspeople are committed to producing high-quality objects, future makers are dedicated to shaping desirable futures by mobilizing embodied, experiential, and sensorial forms of knowledge. Like craftsmanship, future making as emancipatory inquiry is an **engaged and situated practice through which actors collectively discuss, negotiate, and give shape to shared visions of what the future could and should become**. Within this process, actors do not simply interpret possible futures or make sense of them from a distance. Rather, they actively participate in making the future through their relationships with one another and through their interactions with the materials, tools, and artefacts they employ. In this context, “making” should not be understood as creating something from nothing. Instead, it refers to the crafting of futures through the framing of present and historical constraints, the imagination of possible and probable developments, and the critical collective discussion of these frames. This understanding emphasizes the **generative role of artefacts**. Although the future is immaterial, artefacts make imagined possibilities more tangible, discussable, and actionable. They are not simply representations of future scenarios; instead, they operate as machineries of realization, enabling abstract visions to be translated into shared and practicable directions for action. Future making as emancipatory inquiry is therefore characterized by **reflection-in-action**, a process through which desirable futures are explored, tested, refined, and gradually made realizable. Through this ongoing experimentation, actors critically engage with imagined futures, compare alternative scenarios, and begin to materialize preferred ones. Reflection-in-action involves a continuous interplay between thought and practice, in which practitioners assess the consequences of their actions, the actions themselves, and the tacit knowledge embedded in what they do (Comi et al., 2025).

Comi, A., Mosca, L., & Whyte J. (2025). Future Making as Emancipatory Inquiry: A Value-Based Exploration of Desirable Futures. *Journal of Management Studies*.

	Future making as any future-oriented practice	Future making as scenario planning	Future making as emancipatory inquiry
Approach	Value-free approach (with a focus on any practices that are constitutive of the future)	Value-free approach (with a focus on selected practices and their workings, i.e., scenario planning)	Value-based approach (with a focus on shared practices for exploring and realizing desirable futures)
Imaginings	Imaginings of the future are viewed as performative acts that make a difference to the present and future	Imaginings of the future (scenarios) are viewed as alternative possibilities, existing simultaneously in objective time	Imaginings of the future are viewed as alternative courses of action to be tested, stabilized, and reified through reflection-in-action

Figure 1.4b Future making as emancipatory inquiry and alternative perspectives (adapted from Comi et al., 2025)

01.4 The Role of Design in Making Distant Futures

Gordon, A. V., Ramic, M., Rohrbeck, R., & Spaniol, M. J. (2020). 50 years of corporate and organizational foresight: Looking back and going forward. *Technological Forecasting and Social Change*.

The **predictive perspective on future making** is understood as a linear movement from existing present conditions toward hypothesized future states. Among the different predictive practices employed by organizations, corporate foresight occupies a prominent position as the systematic use of futures and foresight methods to support organizational purpose and foster long-term success (Gordon et al., 2020). This process generally develops through three main stages: **perceiving**, **prospecting**, and **probing**. During the perceiving stage, organizations engage in environmental scanning to recognize key **future forces**—established drivers of change—and to identify **weak signals**, namely early indications that may later develop into significant trends. The knowledge generated in this phase helps organizations anticipate changes in customer needs, market dynamics, and technological developments, thus potentially creating a competitive advantage. In the prospecting stage, these insights are examined more deeply to assess their implications, often by developing future scenarios through foresight tools such as scenario planning and roadmapping. The purpose is to outline a set of plausible futures based on the patterns identified during the perceiving phase. Finally, in the probing stage, organizations transform scenario-based insights into concrete strategic responses, such as reorganizing internal resources, adjusting organizational structures, or developing new capabilities, in order to respond proactively to emerging transformations.

Vecchiato, R., & Roveda, C. (2010). Strategic foresight in corporate organizations: Handling the effect and response uncertainty of technology and social drivers of change. *Technological Forecasting and Social Change*.

The success of predictive future making is commonly evaluated in probabilistic terms, especially by estimating the **likelihood that anticipated drivers of change will actually occur**. This form of probability-based reasoning enables organizations to address state uncertainty—that is, the unpredictability of future conditions—by constructing multiple scenarios associated with different levels of likelihood (Vecchiato and Roveda, 2010). Quantitative scenario planning techniques, such as trend impact analysis, estimate the statistical probability of particular drivers of change. Qualitative approaches, by contrast, such as scenario archetypes, generate narrative scenarios, each supported by an assumed degree of plausibility.



The **knowledge base that supports predictive future making is mainly concrete and evidence-oriented**, as it relies on horizon-scanning activities that strengthen an organization's ability to learn, anticipate, and adapt under conditions of uncertainty (Marinkovic et al., 2022). In this context, anticipation concerns the proactive identification of emerging technological, economic, and social forces, with the aim of understanding how they may diverge from current customer needs and how such differences can be strategically exploited. The "planning" school of corporate foresight places particular emphasis on improving managers' capacity to recognize opportunities and threats before they fully materialize, thereby allowing the firm to reconfigure its value chain in a timely and purposeful manner. Adaptation, by contrast, refers to the development of organizational flexibility, enabling firms to respond quickly when early signals of change become visible. The "adaptive" school of foresight therefore highlights the importance of cultivating managerial responsiveness in order to address the effect uncertainty generated by emerging drivers of change. Taken together, anticipation and adaptation allow organizations either to influence changing environments proactively or to react rapidly when external conditions shift.

The temporal logic of predictive future making is based on **transferring knowledge from the past and present into the future**. This orientation reflects the logic of "organized modernity," a period extending from the early twentieth century to the 1970s, in which the future was widely understood as something that could be managed, shaped, and controlled through systematic planning. From this perspective, historical data, current trends, statistical indicators, and future-oriented narratives become essential resources for producing actionable knowledge and maintaining strategic direction. Predictive future making is therefore used by organizations to **foresee possible developments and prepare effective responses to changes in the competitive landscape**. A central mechanism in this approach is the extrapolation of the value chain, whereby existing resources, competencies, and organizational capabilities are adjusted in relation to identified drivers of change. By "putting the driver first," firms seek to innovate before competitors and potentially obtain a first-mover advantage. This requires continuous environmental scanning and the development of plausible future scenarios through scenario planning. Consequently, predictive approaches generally privilege futures that appear feasible, actionable, and strategically relevant. However, this emphasis may limit the exploration of more unconventional, disruptive, or less probable alternatives, as attention remains primarily focused on constructing plausible scenarios rather than imagining radically different possibilities.

Marinkovic, M., Al-Tabbaa, O., Khan, Z., & Wu, J. (2022). Corporate foresight: A systematic literature review and future research trajectories. *Journal of Business Research*.



Rindova, V. P., & Martins, L. L. (2021). Shaping possibilities: A design science approach to developing novel strategies. *Academy of Management Review*.

The **imaginative approach to future making** is fundamentally creative in nature, as it begins with the production of fictional, speculative, or otherwise not-yet-existing future possibilities (Rindova & Martins, 2021). Within this perspective, future making is not conceived as a purely analytical or predictive activity, but rather as a reflective and participatory process of inquiry through which organizational actors collectively explore what alternative futures might become. Among the practices that support this orientation, **design-driven approaches are especially relevant, since they enable organizations to engage actively with imagined futures and to make them visible, discussable, and actionable**. Discursive design, for instance, functions as both a communicative and intellectual device, encouraging debate and stimulating critical reflection on possible future conditions. To promote collective involvement in such future-oriented explorations, organizations generally move through two main phases: variation and selection. During the variation phase, actors generate multiple alternative futures and externalize them through visual and material artifacts, including sketches, drawings, models, and prototypes. These **artifacts help make abstract possibilities more concrete**, translating tacit knowledge into explicit forms and supporting alignment among stakeholders who may hold different assumptions, values, or expectations. In the selection phase, organizational actors collectively examine the alternatives generated, compare possible problem-solution combinations, and gradually converge toward a shared future vision. This process relies on creative synthesis and is grounded in values, beliefs, and aspirations that participants recognize as meaningful.

The assessment of imaginative future making depends largely on the **possibility and generative potential of the fictional futures** it produces. Speculative design, for example, uses provocative artifacts to question dominant assumptions and open new ways of addressing complex and wicked problems. Design fiction introduces fictional objects that disrupt conventional patterns of thinking, while science fiction prototyping communicates imagined futures through narrative forms. Experiential futures go further by constructing immersive and multisensory settings that allow participants to directly experience alternative future scenarios. The knowledge produced through imaginative future making is therefore intrinsically ambiguous and evolves iteratively through interactions among people, artifacts, and imagined possibilities.



Through the reframing of wicked problems (Pham et al., 2023), imaginative approaches help connect diverse stakeholders around shared visions and facilitate knowledge translation across fields, ultimately strengthening experiential learning and supporting organizations in uncertain environments. The temporal orientation of imaginative future making is based on an **intentional distancing from existing knowledge, assumptions, and realities**. Strategic narratives that incorporate values and beliefs can generate visions of the future that differ substantially from dominant cultural conventions. Fictional narratives, often shaped by both fears and aspirations, encourage speculation as a mode of future governance. In this sense, they reflect an understanding of the future as a problematic temporal category typical of late modernity, from the 1980s onward, in which the future is seen as uncertain and no longer fully manageable through conventional planning approaches.

Imaginative future making is practiced by firms as well as by an expanding variety of organizations, including future labs, with the **aim of envisioning, questioning, and reflecting on alternative futures**. Imagination therefore becomes a crucial mechanism for bringing organizational actors into alignment around aspirational future states. The desirability of a strategic narrative increases when the imagined future incorporates fictional elements capable of challenging current realities and encouraging reflection on underlying values. By translating these future scenarios into material and visual forms, participants are enabled to engage more actively with the future and to participate in shaping their preferred version of it (Whyte et al., 2022). This perspective highlights the central contribution of design in helping organizational actors imagine and express more desirable futures. Rather than depending exclusively on empirical realities, design science shifts strategists' attention toward what could potentially exist. Design practices such as prototyping and storytelling are particularly important in this process. Speculative props and design fictions, for instance, provide provocative and imaginative representations of possible future scenarios, while experiential futures create immersive and multisensory contexts that make otherwise abstract futures more concrete, experiential, and actionable.

Pham, C. T. A., Magistretti, S., & Dell'Era, C. (2023). How do you frame ill-defined problems? A study on creative logics in action. *Creativity and Innovation Management*.

Whyte, J., Comi, A., & Mosca, L. (2022). Making futures that matter: Future making, online working and organizing remotely. *Organization Theory*.



01.5 Making Distant Futures: Framing, Reframing and Leading

Jarzabkowski, P., & Paul Spee, A. (2009). Strategy as practice: A review and future directions for the field. *International journal of management reviews*, 11(1), 69–95.

Creating distant futures is a complex and demanding undertaking that **requires organizations to adopt both a structured process and an action-oriented perspective**. Current approaches emphasize the importance of practicing, rather than simply “having,” future making capabilities (Jarzabkowski and Spee, 2009). This endeavor can be articulated through three essential phases: Framing, Reframing, and Leading. Each phase is fundamental to developing a comprehensive and actionable vision of the future, connecting processes of learning, reflection, and imagination.

Framing

The Framing phase lays the groundwork by defining the **scope and boundaries of the area under investigation**. It entails a critical analysis of emerging future forces and the identification of signals that may affect learning, reflecting, and imagining. By establishing these parameters, managers can develop a structured understanding of the current landscape and anticipate possible challenges and opportunities. This phase is **crucial for clarifying what falls within the domain of design and creation**, as well as what remains outside the organization’s sphere of influence.

Reframing

Building on the insights generated during the Framing phase, the Reframing phase is concerned with **reshaping and broadening initial ideas**. It involves collective efforts to think creatively and ethically, while exploring new possibilities and alternative perspectives. By questioning existing assumptions, organizations can envision innovative scenarios. Studies on scenario planning and strategic design highlight the importance of creativity and moral imagination in developing forward-looking solutions. Reframing therefore aims to **challenge preconceptions and biases**, while assessing new information that may better support the making of the future. It is similar to observing the same image from a different viewpoint: everything may appear transformed.



Leading

The Leading phase focuses on refining the scenarios generated in the earlier stages and **transforming them into actionable strategies**. This requires considering the practical conditions needed to implement such scenarios in real-world contexts. By ensuring that the imagined futures are both feasible and attainable, this phase helps **bridge the distance between theoretical exploration and concrete application**. It is consistent with research in management and strategic implementation, which emphasizes the importance of practical strategies and actionable plans for turning future visions into reality.

To make distant futures, beyond relying on the three mental models and approaches of framing, re-framing, and leading, we also alternated between perspective sessions and factory workshops (see Figure 1.5):

- **Perspective sessions** are intended to encourage **unconventional thinking** and invite participants to interpret the world from new angles. They question established assumptions and conventional wisdom, thereby supporting creativity and innovation throughout the process;
- **Factory workshops**, by contrast, offer a **hands-on setting in which ideas can be translated into concrete actions**. In these sessions, participants take part in practical exercises and simulations aimed at prototyping and testing potential futures, making theoretical concepts more tangible.

By alternating perspective sessions with factory workshops, we adopt a balanced approach that combines imaginative and visionary thinking with practical implementation, ultimately contributing to the development of meaningful and desirable futures (Gümüşay and Reinecke, 2022).

Gümüşay, A. A., & Reinecke, J. (2022). Researching for desirable futures: From real utopias to imagining alternatives. *Journal of Management Studies*.



Figure 1.5 Making Distant Futures: Framing, Reframing, Leading



02

MAKING DISTANT FUTURES

Innovative Abduction and Moral Imagination



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02 MAKING DISTANT FUTURES

Innovative Abduction and Moral Imagination

Making distant futures has become a crucial endeavor, involving the capacity of organizational actors to develop both innovative abduction and moral imagination. In the perceiving phase, actors engage in **innovative abduction** when scanning the business environment to identify future forces—established drivers of change—and detect **weak signals**, namely isolated events that could evolve into future forces. The information collected during this phase helps organizations anticipate emerging customer needs and technological shifts, thereby strengthening competitive advantage. In the prospecting phase, organizations analyze the data gathered and derive implications for the organization by generating alternative future scenarios. Subsequently, in the probing phase, organizations translate insights from the perceiving and prospecting phases into strategic actions, such as reconfiguring internal resources or acquiring external capabilities (Rohrbeck & Kum, 2018). This stream of research emphasizes the importance of enhancing managers' ability to respond rapidly to change. In doing so, firms address the "effect uncertainty" associated with drivers of change either by anticipating future forces or by adapting quickly as signals of change emerge (Vecchiato & Roveda, 2010).

However, a **distant future** should not be understood merely as a future far away in time or as the long-term horizon of a strategy. Rather, it represents a phenomenologically distinct future. When the future is described as "**phenomenologically distant**," it is experienced as separate within one's subjective perception. In this sense, distance is not only temporal or spatial, but also emotional and conceptual, reflecting a separation between individuals and the paradoxes embedded in future experiences.

The phenomenological understanding of the distant future informed our research and inspired us to complement innovative abduction with **moral imagination** in the future-making approach described in the following paragraph, particularly regarding how actors, individually and collectively, think about, discuss, and deliberate desirable futures (Durante et al., 2024).

Rohrbeck, R., & Kum, M. E. (2018). Corporate foresight and its impact on firm performance: A longitudinal analysis. *Technological Forecasting and Social Change*, 129, 105–116.

Vecchiato, R., & Roveda, C. (2010). Strategic foresight in corporate organizations: Handling the effect and response uncertainty of technology and social drivers of change. *Technological Forecasting and Social Change*, 77(9), 1527–1539.

Durante, I., Dell'Era, C., Magistretti, S., & Pham, C. T. A. (2024). Predictive or imaginative futures? Experimenting with alternative future-making approaches. *Creativity and Innovation Management*.



02.1 Innovative Abduction

Innovative abduction is a creative inferential process aimed at generating new hypotheses and theories from surprising evidence. It supports the plausibility of future scenarios by proposing possible explanations for events when no existing law or theory can adequately account for a phenomenon (Garbuio et al., 2021). In this study, we explored creative logics that enable actors—both individually and collectively—to identify **surprising signals of change** (Rohrbeck et al., 2015) that may shape the future of creative work. These creative logics refer to cognitive and transformational reasoning processes that help individuals unpack and progressively reframe problems over time through different forms of abductive reasoning, analogical reasoning, and associative thinking (Magistretti et al., 2025). Innovative abduction becomes particularly valuable when explaining unexpected observations or envisioning desired future outcomes. Rather than starting from existing explanations, it begins with the introduction of an innovative idea—namely, the value to be created—and subsequently identifies the conditions needed to realize it. This process requires sustained attention to what appears unfamiliar, surprising, or anomalous: reactions such as “that is strange,” “I wonder why this is happening,” or “that is unusual, I want to understand it better” become central triggers for inquiry.

As highlighted by Jane McGonigal (2022), individuals should resist being drawn only to people, information, and ideas that confirm their expectations. Instead, they should engage with **what challenges their assumptions** and appears unusual or difficult to interpret at first. On the other hand, recent research in organization and strategy studies further underlines the importance of moral imagination in future-oriented processes. Rindova and Martins (2023) emphasize its relational and agentic dimensions, describing how it enables actors to question taken-for-granted assumptions in dialogue with others’ perspectives, reconsider the roles and positions of those involved, and realign resources toward collectively transformative trajectories.

Garbuio, Massimo, and Nidhida Lin. (2021). Innovative Idea Generation in Problem Finding: Abductive Reasoning, Cognitive Impediments, and the Promise of Artificial Intelligence. *Journal of Product Innovation Management*

Rohrbeck, R., Battistella, C., & Huizingh, E. (2015). Corporate foresight: An emerging field with a rich tradition. *Technological Forecasting and Social Change*.

Magistretti, S., Pham, C. T. A., & Dell'Era, C. (2025). The creative process of problem framing for innovation: An integrative review and research agenda. *Journal of Product Innovation Management*

McGonigal, J. (2022). Imaginable: How to see the future coming and be ready for anything. *Random House*.



02.2 Moral Imagination

Johnson, M. (1993). *Moral imagination: Implications of cognitive science for ethics*. University of Chicago Press.

Werhane, P. H. (1998). Moral Imagination and the Search for Ethical Decision-Making in Management. *Business Ethics Quarterly*, 8(5), 75–98

Rindova, V. P., & Martins, L. L. (2023). Moral Imagination, the Collective Desirable, and Strategic Purpose. *Strategy Science*, 8(2), 170–181.

Thompson, N. A., & Byrne, O. (2022). Imagining Futures: Theorizing the Practical Knowledge of Future-making. *Organization Studies*, 43(2), 247–268.

Initially rooted in moral philosophy, the concept of **moral imagination** describes the capacity to envision alternative ways of acting within a specific situation and to evaluate their possible consequences according to personal and collective values (Johnson, 1993). Its purpose is to navigate and potentially resolve the tensions embedded in ethically complex circumstances. This capability becomes especially significant in environments characterized by uncertainty and ambiguity, where dominant cognitive frameworks can limit the recognition of alternative and potentially preferable paths of action. According to Werhane (1998), moral imagination is composed of three interconnected forms of imagination. **Reproductive imagination** involves identifying the implicit assumptions, scripts, and schemas that shape a situation while also revealing the moral tensions concealed within them. **Productive imagination** modifies and reinterprets these schemas by integrating unfamiliar viewpoints and perspectives. **Creative imagination** goes a step further by enabling actors to transcend the immediate context and envision entirely new possibilities while morally evaluating their implications. Although these dimensions can be analytically distinguished, they do not occur in a linear sequence. Instead, they continuously interact and reinforce one another as individuals confront ethical ambiguities and attempt to detach themselves from dominant interpretations in order to explore **alternative possibilities** (Rindova & Martins, 2023). The collective aspect of moral imagination becomes particularly relevant in processes of future making. In such contexts, the significance of an individual conjecture emerges through its connection with other conjectures and with the broader collective practices that structure and sustain them (Thompson & Byrne, 2022). The increasing attention devoted to future making within contemporary scholarship has also generated debate concerning its boundaries and normative orientation.



As a result, more recent contributions advocate for a normative understanding of future making as a form of emancipatory inquiry oriented toward the construction of desirable futures through collective reflection and deliberation (Comi et al., 2025). This perspective highlights the need to orient future-oriented reasoning toward shared values, societal consequences, and long-term implications (Gümüşay & Reinecke, 2022; Rindova & Martins, 2023). From this viewpoint, future making requires more than creativity alone; it also demands explicit moral engagement regarding which futures should be considered equitable, inclusive, and sustainable (Gümüşay & Reinecke, 2022). In this respect, moral imagination provides a valuable conceptual lens for understanding imagination as a basis for morally informed action.

Rather than relying on fixed ethical rules, moral imagination entails recognizing the tensions embedded within dominant frames of action and exploring alternative arrangements capable of reconciling competing interests and values (Werhane, 1998). Extending this perspective, Moberg and Seabright (2000) argue that moral imagination operates across multiple dimensions of ethical decision making. It contributes not only to moral sensitivity—the recognition of ethical issues—but also to moral judgment, by enabling individuals to move flexibly among rule-based, relationship-based, and case-based criteria of evaluation. It further informs moral intention through the activation of ideal moral selves and sensitivity to others' expectations, and it shapes moral behavior by helping actors adapt ethical decisions to the practical constraints of implementation.

In this way, moral imagination bridges individual ethical commitment and collective inquiry, facilitating the co-creation of futures that are both ethically grounded and imaginatively expansive. Similarly, entrepreneurship research shows how imaginative processes interact with ethical reasoning under conditions of uncertainty and complexity, allowing entrepreneurs to move beyond narrow self-interest and consider the broader societal consequences of their actions (Kier et al., 2026).

Comi, A., Mosca, L., & Whyte, J. (2025). Future Making as Emancipatory Inquiry: A Value-Based Exploration of Desirable Futures. *Journal of Management Studies*.

Gümüşay, A. A., & Reinecke, J. (2022). Researching for Desirable Futures: From Real Utopias to Imagining Alternatives. *Journal of Management Studies*, 59(1), 236–242.

Moberg, D. J., & Seabright, M. A. (2000). The development of moral imagination. *Business ethics quarterly*, 845–884.

Kier, A. S., Thompson, N. A., Chiles, T. H., & Cornelissen, J. P. (2026). Entrepreneurial imagination: A pluralistic scoping review of a sprawling literature. *Journal of Business Venturing*, 41(1), 106555.



02.3 Prospective Objects in Future Making

The interplay between different kinds of prospective objects supports distant future making (see Figure 2.1). **Prospective objects** are artifacts modified and produced by participants in future making and comprise Future Forces, Future Engines, Future Wills, Manifesto of the Future, People and Generative Applications, Future Episodes, Critical Reflection and Personal & Organizational Commitments.

Future Forces represent established long-term drivers significantly impacting the future of organizing and performing creative work from an environmental, technological and social standpoint. Megatrends, drivers of change and macro forces are synonyms often used to refer to them. Given their characteristics of summarizing existing knowledge in a standardized way when gathered by organizational actors through an activity of sensing environmental changes, they are capable of aligning organizational actors on the same terminology.

Future Engines represent organizational actors' beliefs and assumptions as new drivers of change, obtained through a process of **abduction** that challenges Future Forces based on Surprising Signals of Change. **Surprising Signals of change** are evidence of peculiar events and interesting data, often the starting point of what could become Future Forces after a time period of months, years or even decades. Abduction is a creative inferential process aimed at producing new hypotheses and theories based on surprising evidence. **Future Wills** represent organizational actors' desires as new drivers of change, obtained through a process that challenges Future Forces through Moral Imagination. **Moral Imagination** supports organizational actors in expressing the values that they would desire to shape future society.

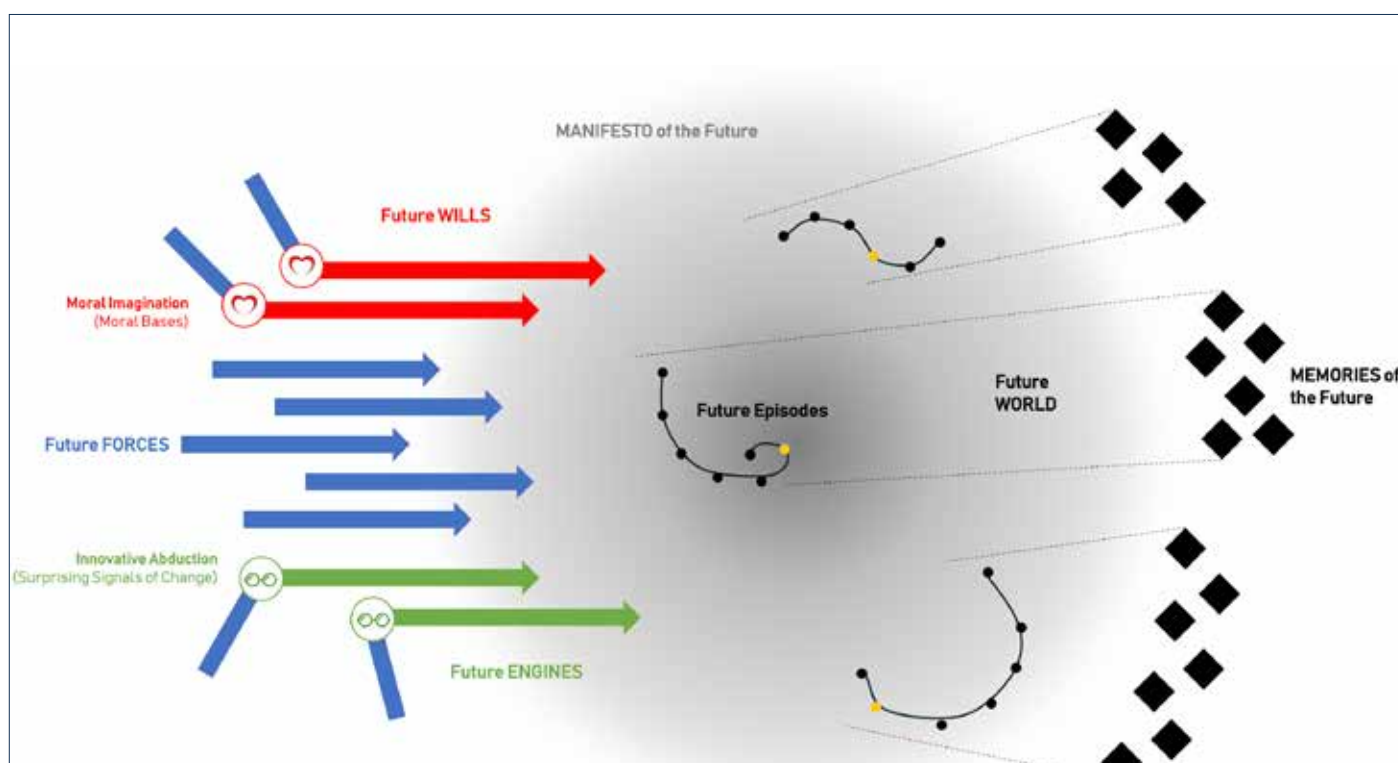


Figure 2.1 The role of Prospective Objects in Making Distant Futures

Prospective objects act as future-oriented boundary objects that facilitate cooperation between organizational actors with different world views and multifaceted social and knowledge backgrounds. Boundary objects are “both plastic enough to adapt to local needs and the constraints of the several parties employing them, yet robust enough to maintain a common identity across sites” (Star & Griesemer, 1989, p.393).

Star, S. L., & Griesemer, J. R. (1989). Institutional ecology, translations' and boundary objects: Amateurs and professionals in Berkeley's Museum of Vertebrate Zoology, 1907-39. *Social Studies of Science*.

The identification of Future Engines and Future Wills allowed to generate distant future trajectories, leveraging their new characteristics compared with challenged Future Forces. This way, participants were able to gather all useful input for distant future making, as the interplay between Future Forces, Future Engines and Future Wills is crucial to proceed with the core phase of distant future making. The Manifesto of the Future incorporates through backcasting of Memories of the Future a multitude of Future Episodes of People interacting with Generative Applications living in those Futures, each taking place in redesigned **Future Episodes**.

The **Manifesto of the Future** provides a clear description of the values characterizing a future society and a comprehensive abstract depiction of the future scenario, while **Memories of the Future** represent concrete examples of future events reported on the covers of news magazines at socio-cultural, technological and natural/scientific level. **People** represent the future inhabitants, while **Generative Applications** describe the future technology characterizing the future scenario. The **Future Episode** represents a detailed scene of the life of a person living in the future scenario depicted in the Manifesto of the Future. The interplay between different sequences of Future Episodes provides a comprehensive representation of how people and Agentic Information Systems involved interact, when and where the interaction occurs, and why it reflects the envisioned distant future. These prospective objects were useful to align different organizational actors on a shared distant future, the result of a negotiation between individual visions. Then, participants evaluated the Future Episodes based on their perceived **effect on creative work**. Finally, each participant reflected on how the envisioned distant futures have a direct impact on their **personal and organizational commitments**.

The following chapter explains in detail the process and practices through which the different kinds of prospective objects supported organizational actors to make distant futures.



02.4 Framing Distant Futures through Boundary Objects

In the Framing phase, the following practices and boundary objects are crucial to ignite distant future making (see Figure 2.2):

- **Empathizing with the Near Future: Future Forces** report the descriptions of facts and figures of the main trends describing the impact of generative technologies on creative work. The 32 Future Forces summarize more than 100 articles, 20 reports and 10 videos and podcasts publicly available describing the future of creative work in the generative technologies era, gathered within a Notion database and classified within the **Creative Work Domains** Organizing and Performing. They are a support for organizational actors as starting point for reflection about the most visible drivers of change. This to allow organizational actors to empathize with the **Near Future**, shaped by the projection of the **Future Forces**. Furthermore, Future Forces were crucial to support organizational actors in recognizing the difference between the near future shaped by the Future Forces and the distant future, central objective of the next steps of future-making.
- **Discussing Surprising Signals of Change: Future Engines** are crafted to foster an initial individual reflection and then a debate between organizational actors that might have different point of views on the future of creative work in the generative technologies era. The individual reflection starts from identifying **Surprising Signals of Change** challenging or supporting the Future Forces. Surprising Signals of Change are evidence of peculiar events and interesting data, often the starting point of what could become Future Forces after a time period of months, years or even decades. In fact, Surprising Signals of Change might indicate that something could change in an unexpected way in the future of creative work in the generative technologies era.

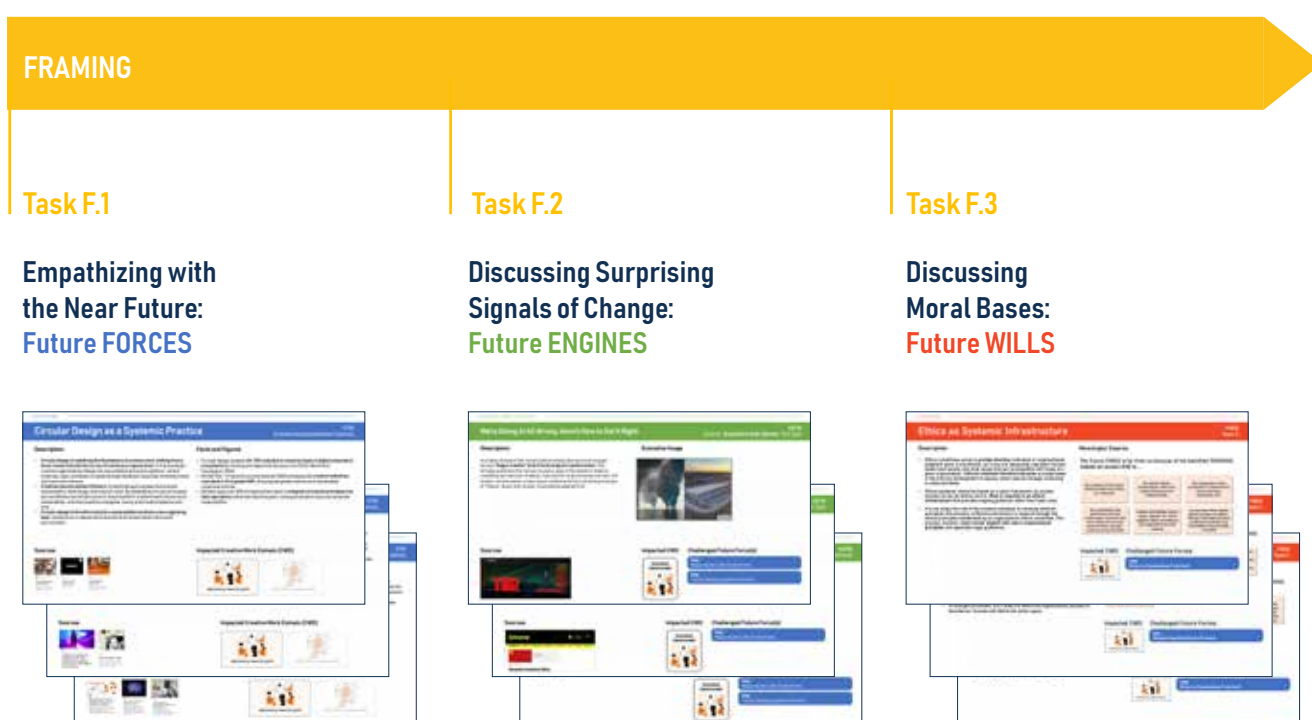


Figure 2.2 Framing Distant Futures through Prospective Objects

Then, **Future Engines** are crafted leveraging **innovative abduction** as a creative inferential process aimed at generating new hypotheses and theories based on surprising evidence. Indeed, Future Engines are created after different organizational actors discuss on their different interpretations of Surprising Signals of Change, specifying underlying beliefs and assumptions. This is crucial to foster a systemic reflection on the interrelationships between **Surprising Signals of Change**, going beyond individual sensibilities. They constitute new drivers of change of the futures of creative work in the generative technologies era, obtained by a slight or substantial modification of the challenged Future Forces.

- **Discussing Moral Bases: Future Wills** are crafted to foster an initial individual reflection and then a debate between organizational actors that might have different point of views on the future of creative work in the generative technologies era. The individual reflection starts from identifying Moral Imagination challenging or supporting the Future Forces. **Moral Imagination** describes the ability of individuals to enlarge the range of possibilities transcending their mental models, based on existing circumstances and behaviors. Thus, Moral Imagination supports organizational actors in expressing the values that they would desire to shape future society. In fact, Moral Imagination might indicate that an individual finds himself close or far away from the current Future Forces shaping the futures of creative work in the generative technologies era. Then, **Future Wills** are crafted after different organizational actors discuss on their different values, specifying underlying desires and intentions. This is useful to develop a system thinking perspective, going beyond individual moral imagination. The Future Wills resulting from this process constitute new drivers of creative work in the generative technologies era, obtained by a slight or substantial modification of the challenged Future Forces.

The interplay between Future Forces, Future Engines and Future Wills allows organizational actors to ignite **distant future making**. In particular, Future Forces are challenged by Surprising Signals of Change and Moral Imagination to generate Future Engines and Future Wills. This way, the Future Forces that survived this process, together with Future Engines and Future Wills, provide the starting point of reflection and discussion to make distant futures (see Figure 2.3).

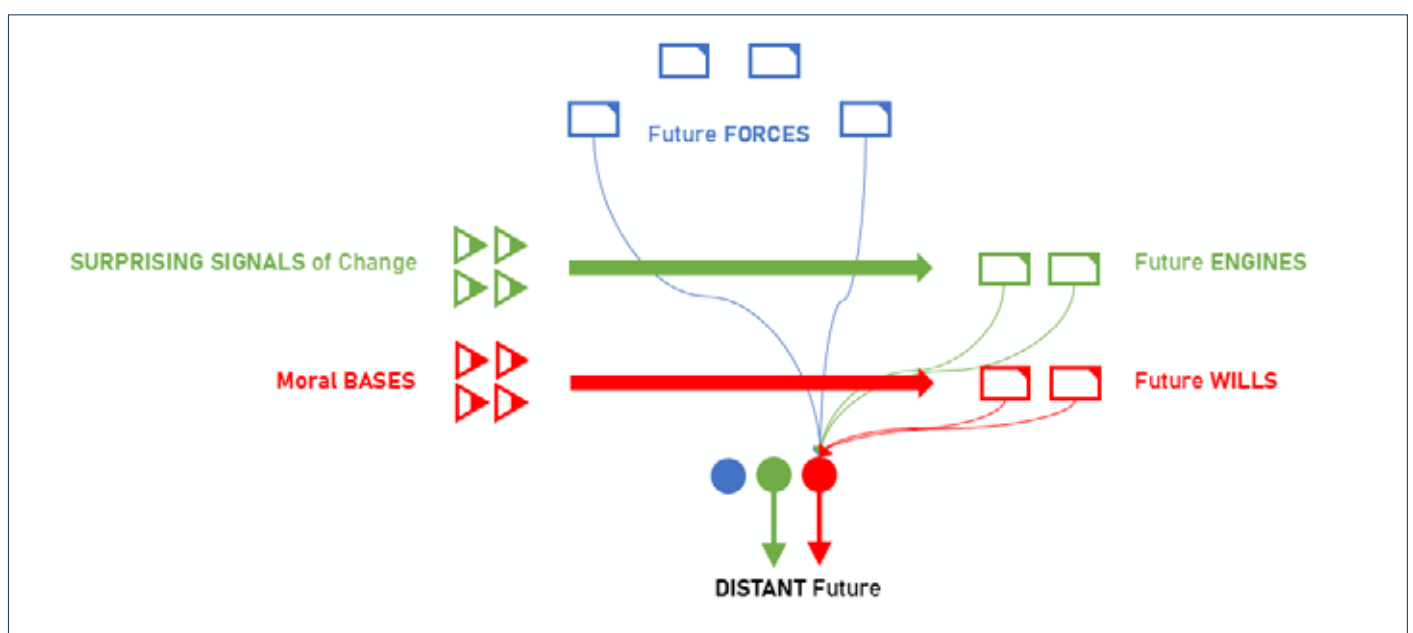


Figure 2.3 The Interplay among Future Forces, Engines and Wills in the Framing phase

02.5 Reframing Distant Futures through Prospective Objects

In the Reframing phase, the following practices and boundary objects are crucial to making distant futures (see Figure 2.4):

- **Imagining Distant Futures: Manifesto of the Future** represents a Title and description of the main elements that should characterize the Distant Future scenario, inserting strong and provocative statements and powerful imagery. The visual depiction of the distant future scenario is crafted through the support of a generative AI tool, that allows to generate abstract images of the Distant Future. Experimenting with abstract representations is crucial to ensure that organizational actors generate a new representation of the **distant future**, taking a leap from representations of Near Future scenarios. In fact, experimenting with different representations supports organizational actors in expressing their views on desirable distant futures through a less familiar means of communication, that allows them to detach from reality and mental models. This way, abstract imaginaries that could be hardly represented by means of a photographic style of depiction, can be portrayed in a less constrained way.
- **Imagining Distant Futures: Memories of the Future** represent magazine covers crafted starting from the Manifesto of the Future. The Time, Wired and Focus magazine covers are proposed to explore respectively the socio-cultural changes impacting society, technological innovations and their implications and the advancements in natural sciences. Representing a concrete news from the distant future of creative work in the generative technologies era supports participants to make concrete the abstract description and representation of the future scenario reported in the Manifesto. Memories of the future support organizational actors in **backcasting** distant future situations into the present, discussing on the events that might have caused those news to be reported on magazine covers. Thus, the transition from the Manifesto of the Future to the Memories of the Future supports in **increasing the plausibility** of the future scenario generated.

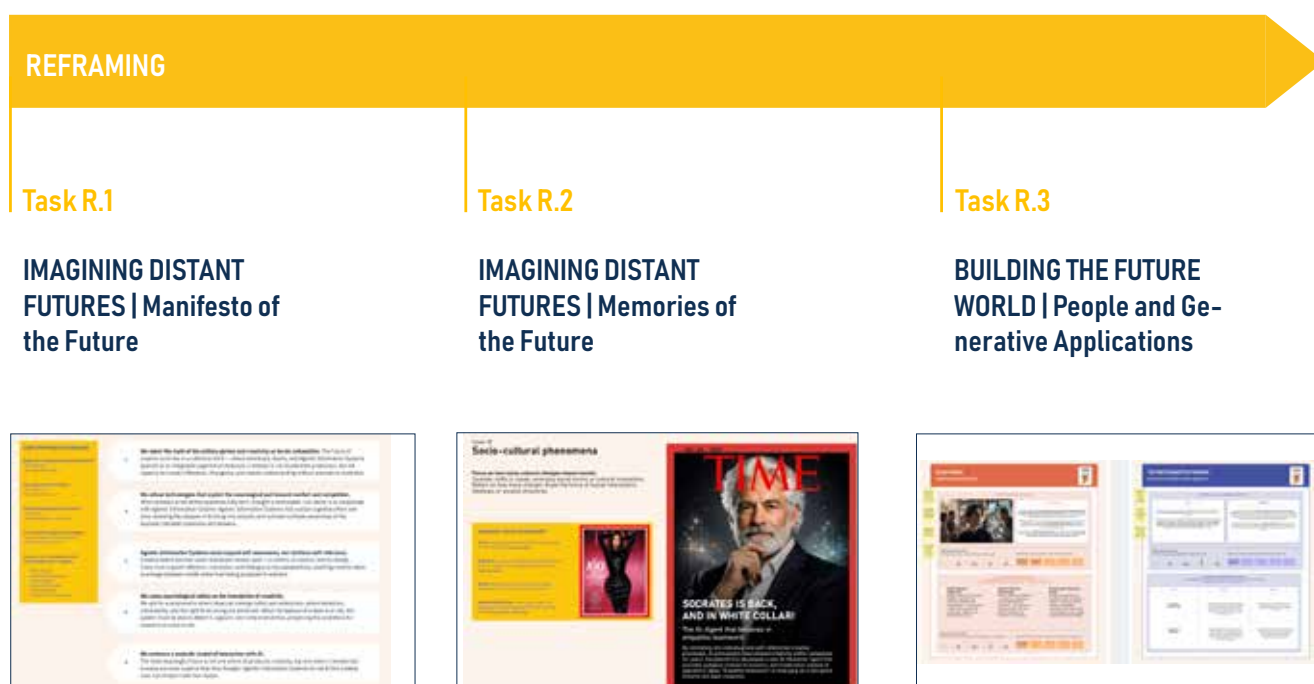


Figure 2.4 Reframing Distant Futures through Prospective Objects

- **Building The Future World | People and Generative Applications** Organizational actors describe and reflect on the future characters that will inhabit the Distant Future, providing a name, depiction, demographic characteristics, job title, role in the context, distance from the present world and future competences. Furthermore, they describe generative applications adopted to foster wellbeing and engagement, in terms of name, purpose, adoption logics (e.g. goals and embodiment) and features (e.g. spells, effects and conditions). In order to stimulate organizational actors to produce distant futures, neologisms were frequently adopted to describe the characteristics of People and Generative Applications.



02.6 Leading Distant Futures through Prospective Objects

In the Leading phase, the following practices are crucial to shift from an abstract to a concrete depiction of the distant futures at the industrial and corporate level (see Figure 2.5):

- Building The Future World: Future Episodes** Team members select 3–4 situations related to the explored Creative Work Domain. On the one hand, near future episodes of the organizing creative work domain comprise defining the work to be done, forming the team, managing workload and milestones, tracking progress and reporting. On the other hand, near future episodes of the performing creative work domain range from searching for inspiration or information, generating new ideas, producing artifacts, sharing and validating ideas with others. Then, team members reinterpret the selected situations as Future Episodes by redefining how, when and where People and Agentic Information Systems interact and why the envisioned distant future differs from the near future. Each Future Episode reports a description and future depiction of a scene of the future scenario. Taken together, the episodes describe a Future Experience of Life of People inhabiting the distant future, interacting with Agentic Information Systems. Providing a written description and detailed depiction of a specific corner of a future scenario is fundamental to support organizational actors in concretizing the abstract **Manifesto of the Future** developed in the previous phase.

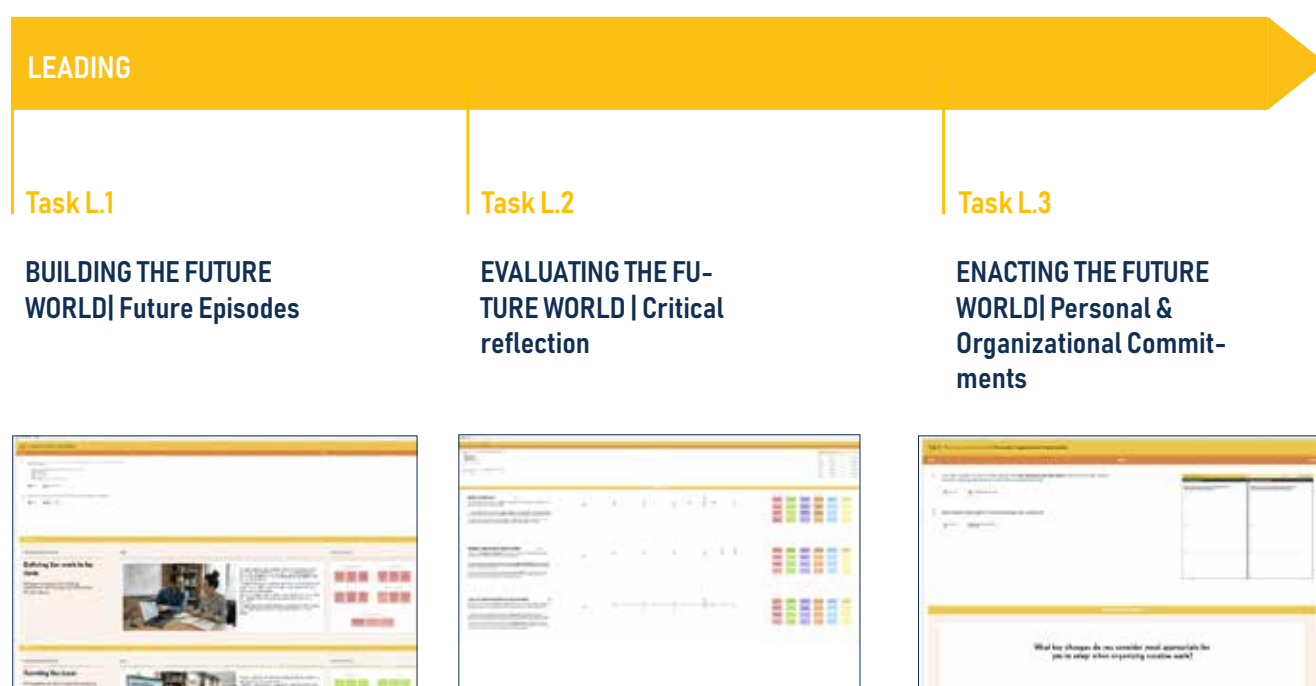


Figure 2.5 Leading Distant Futures through Prospective Objects

- Evaluating the Future World: Critical Reflection** Team Members use the individual template to evaluate each developed Future Episode across six dimensions: Effect on creative work, Temporal structure of creative work, Level of cognitive control, Source of creative work, Human responsibility in creative work and Ownership of creative output. Effect on creativity refers to the main effect (augment vs transform) of Agentic Information Systems on creativity in the envisioned Future Episode, while temporal structure of creative work refers to how it is reshaped by Agentic Information Systems in the Future Episode (temporal compression vs co-creative workflow). Level of cognitive control in creative work refers to the level it operates (object vs metacognitive) in Creative Work shaped by Agentic Information Systems envisioned by the Future Episode. The source of creative work refers to how it evolves (cognitive vs body and environment) with Agentic Information Systems envisioned by the Future Episode, while human responsibility in creative work refers to how it evolves (execution oversight vs creative orchestration) in Creative Work shaped by Agentic Information Systems envisioned by the Future Episode. Lastly, ownership of creative output refers to how it evolves (centralized vs distributed) in Creative Work shaped by Agentic Information Systems envisioned by the Future Episode. Then, Team members aggregate individual evaluations and collectively reflect on the Future Episodes in light of the six dimensions.
- Enacting the Future World: Personal & Organizational Commitments** are identified at individual and organizational level by specifying what key changes team members consider most appropriate to adopt when performing creative work. This way, participants are invited to reflect deeply on the key takeaways from the future making process and identify the most relevant changes to apply going forward at an individual and organization level. This activity is crucial to shift from a reasoning that was conducted to depict distant futures of creative work in the generative technologies era in 2035 regardless the organization, to a convergence towards distant futures that are backcasted within the organization-specific boundaries. In fact, **backcasting** is fundamental to clearly describe which concrete steps are needed at the strategic, organizational and technological level, to reach the desired distant future of creative work in the generative technologies era in 2035.



03

ORGANIZING CREATIVE WORK

Near Future, Distant Futures and Future Episodes



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Senior Research Team



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03 ORGANIZING CREATIVE WORK

Near Future, Distant Futures and Future Episodes

Near Future: ORGANIZING | Orchestrating Creative Ecosystems

The Near Future “**ORGANIZING | Orchestrating Creative Ecosystems**” describes a future in which creative organizations evolve into living systems, in which human-Agentive AI Systems collaborate and distributed coordination sustains meaningful innovation at scale.

The Near Future Manifesto envisions a new model of organizational creativity where human judgment and intelligent technology interweave to generate adaptive, long-term value across interconnected teams and dynamic workflows.

At the heart of this future is creativity understood as orchestration. Organizations operate as living ecosystems, coordinating self-managing teams through sustainable workflows that balance stability with adaptability. Long-term value emerges from systems designed to circulate resources, embed feedback, and keep ideas alive.

This manifesto builds its organizational vision on trust and accountability. The use of Agentive AI Systems is governed transparently and ethically, ensuring traceability and inclusivity at every level. Authenticity emerges from systems designed to remain open, auditable, and genuinely responsive to the people and communities within them.

The manifesto also redefines professional identity. Creative practitioners take on hybrid roles spanning design, ethics, and technology, acting as mediators between human judgment and Agentive AI Systems capabilities. Their expertise extends into new territory, reshaping the creative domain from within.

Organizational structure is itself a meaningful design choice. Modular team structures and iterative workflows allow organizations to evolve in response to changing conditions while maintaining a consistent creative identity. Stability and adaptability reinforce each other, building resilience without sacrificing coherence.

Ultimately, work in this future unfolds across blended digital, cognitive, and human spaces. Collaboration and decision-making are distributed, the focus shifting from individual output to coordinating co-creation. Creative potential in this world is sustained by the design of ecosystems that can continuously renew themselves (see Figure 3.1).

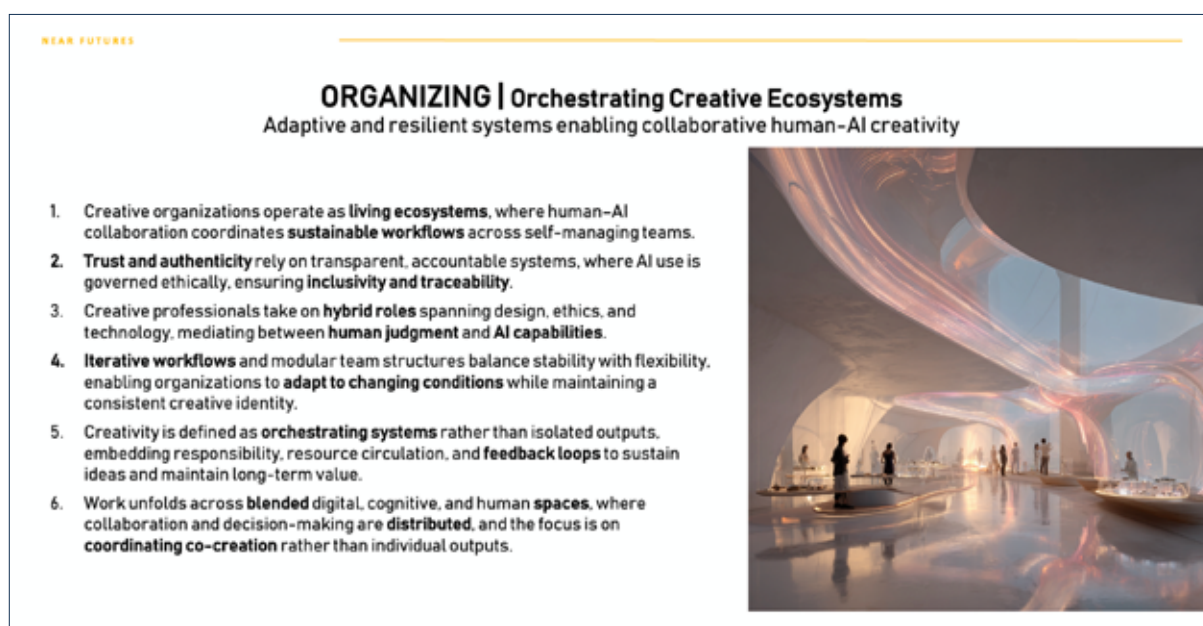


Figure 3.1 ORGANIZING | Orchestrating Creative Ecosystems: Manifesto

The construction of the Near Future encompasses the identification and formulation of key **Trajectories**. Six Trajectory constitute the near future **“ORGANIZING | Orchestrating Creative Ecosystems”** (see Figure 3.2):

- **Orchestrating Sustainable Creativity:** As Agentic AI Systems reshapes creative work, professionals become responsible orchestrators who design sustainable ecosystems, balancing innovation with stewardship to circulate resources, embed feedback loops, and sustain long-term aesthetic and social value.
- **Self-Managing Creative Teams in Iterative Ecosystems:** Creative work organizes around adaptive, self-managing teams with horizontal decision-making and fluid roles, in which Agentic AI Systems accelerate feedback and learning, while collective autonomy and experimentation drive iteration and a shared creative direction.
- **Safeguarding Creativity in the Synthetic Era:** As Agentic AI Systems risks reducing creativity by automated remixing and eroding cultural depth, organizations must become ethical custodians, embedding transparency, traceability, and accountability to preserve authenticity and human cultural expression.
- **The Living Framework of Creative Balance:** Creative organizations build living frameworks in which shared creative values and an ethical vision anchor stability, while modular teams, adaptive roles, and iterative AIS-augmented workflows sustain agility, preserving coherence and enabling experimentation.
- **Creative Profiles as Cultural Mediators:** As Agentic AI Systems automate technical, repetitive tasks, creative professionals become cultural stewards and meaning translators, bridging disciplines and technologies and anchoring shared values to anchor human identity and purpose within organizational transformation.
- **From Hybrid to Blended Creative Work:** Creativity moves into a blended, relational condition where human intuition, emotion, and judgment co-create with Agentic AI Systems across digital, cognitive, and cultural spaces, reshaping authorship, accountability, and the meaning of collaboration.



Figure 3.2 ORGANIZING | Orchestrating Creative Ecosystems: Trajectories

Each Trajectory of the Near Future “**ORGANIZING | Orchestrating Creative Ecosystems**” is developed based on underlying **Future Forces** (see Figures. 3.3, 3.4, 3.5 and 3.6).

- Orchestrating Sustainable Creativity:** As Agentic AI Systems reshape creativity, the focus shifts from producing isolated outputs to designing and managing creative systems. Creative professionals become orchestrators, embedding responsibility and resilience into every stage of the process, from how resources circulate to how energy, diversity, and cultural impact are managed. Teams operate within feedback loops that reuse ideas and maintain coherence across human-AI collaborations. Creativity is thus redefined as responsible orchestration: designing systems where aesthetic, social, and environmental value coexist. Over time, creative organizations transform into living ecosystems capable of sustaining both imagination and continuity in a rapidly changing world. The Future Forces underlying these trajectories are Architects of Creative Ecosystems (FF01), Measuring the Carbon Footprint of AI (FF02), and Circular Design as a Systemic Practice (FF03).
- Self-Managing Creative Teams in Iterative Ecosystems:** Creative work is increasingly organized through self-managing teams that function as living ecosystems, evolving through continuous feedback, experimentation, and iteration rather than rigid hierarchies. Agentic AI Systems act as a collaborative amplifier, supporting coordination and accelerating learning so teams can focus on judgment, cultural depth, and creative direction. Decision-making flows horizontally, roles are fluid, responsibilities are shared, and success depends on collective adaptability. Self-management becomes a creative principle where autonomy fuels imagination and iteration generates resilience. Over time, these teams transform into co-evolving organisms capable of sustaining innovation while embedding ethical and cultural meaning in every cycle of creation. The Future Forces underlying these trajectories are Workflow as a Creative Medium (FF04), Creative Acceleration Loops (FF05), and Self-Organizing and Holacratic Structures (FF06).



Figure 3.3 ORGANIZING | Orchestrating Creative Ecosystems: Future Forces (1/4)



- Safeguarding Creativity in the Synthetic Era:** As Agentic AI Systems floods creative fields with derivative outputs, the foundations of cultural value are being redefined. Transparency, traceability, and open governance emerge as anchors of trust, while synthetic content risks reducing creativity to automated remixing, eroding authenticity and depth. Creative organizations must respond by embedding ethical and cultural frameworks into their structures, ensuring fairness, inclusivity, and accountability in how Agentic AI Systems is used and credited. Authenticity now depends not on the artifact but on the ecosystem sustaining it. Studios evolve into custodians of cultural meaning, building infrastructures that preserve trust and human expression in an increasingly automated landscape. The Future Forces underlying this trajectories are Creatives as Guardians of Transparency (FF07) and Ethics as Organizational Framework (FF08).



Figure 3.4 ORGANIZING | Orchestrating Creative Ecosystems: Future Forces (2/4)

- The Living Framework of Creative Balance:** Creative organizations are redefining how they sustain coherence and identity in a landscape accelerated by Agentic AI Systems and new models of authorship. Rigid hierarchies risk stifling experimentation, while unrestrained flexibility erodes creative focus and cultural depth. A new organizing paradigm is emerging where stability and agility coexist: shared values and cultural vision provide continuity, while modular teams, adaptive roles, and AIS-augmented workflows keep ecosystems responsive. This balance transforms creative organizations into resilient, participatory environments capable of evolving with technology while protecting the intentional human core of creation, designing not only artifacts but the systems of collaboration that sustain creative meaning. The Future Forces underlying this trajectories are Creative Commons Reimagined in the AI Era (FF09), Stagility – Balancing Stability and Agility (FF10) and Anchored Flexibility in Fluid Creative Organizations (FF11).
- Creative Profiles as Cultural Mediators:** As Agentic AI Systems automates technical tasks, creative professionals are reconfiguring their roles within organizations. No longer valued only for craft or specialization, they operate across design, ethics, technology, and social domains, mediating between disciplines and human-machine ecosystems. Creativity becomes a meta-skill: not merely producing outputs, but interpreting, contextualizing, and preserving authenticity in environments shaped by automation. Creative professionals evolve from specialists to cultural stewards, curating the relationship between humans, technology, and organizations, ensuring innovation remains guided by empathy and shared purpose, transforming creativity into organizational intelligence that holds human meaning at the center of transformation. The Future Forces underlying this trajectories are The Rise of Polyglot Profiles (FF12), Creatives as Defenders of Human Authenticity (FF13) and Reskilling as a Meta-Skill (FF14).



Figure 3.5 ORGANIZING | Orchestrating Creative Ecosystems: Future Forces (3/4)



- From Hybrid to Blended Creative Work:** Creative organizations are redefining how they sustain coherence and identity in a landscape accelerated by Agentic AI Systems and new models of authorship. Rigid hierarchies risk stifling experimentation, while unrestrained flexibility erodes creative focus and cultural depth. A new organizing paradigm is emerging where stability and agility coexist: shared values and cultural vision provide continuity, while modular teams, adaptive roles, and AIS-augmented workflows keep ecosystems responsive. This balance transforms creative organizations into resilient, participatory environments capable of evolving with technology while protecting the intentional human core of creation, designing not only artifacts but the systems of collaboration that sustain creative meaning. The Future Forces underlying this trajectory are The Creative Continuum (FF15) and Blended Organizing Beyond Presence (FF16).



Figure 3.6 ORGANIZING | Orchestrating Creative Ecosystems: Future Forces (4/4)

Distant Futures

The Distant Futures of the Organizing Creative Work domain are depicted below:

ORGANIZING | Leading Complex Organisms

Trusting complexity. Protecting thinking. Creating with rhythm



Defining the Work Without Reducing It



Reading the Edges of the Organization's Vision



Reading the Organization's Rhythm Before It Breaks



ORGANIZING | Human by Design

Upholding Human Value in an AI-Driven World



Orchestrating Ethical Creative Flows



Redirecting and Reframing Through Adaptive Collaboration



Reconnecting Teams Through Shared Narratives



ORGANIZING | Clarity in Creative Motion

Decelerating to Keep Awareness on Responsibility, Authenticity, Context



Composing the Right Collaboration



Clarity in Motion



Learning in the In-Between



ORGANIZING | Leading Complex Organisms

Trusting complexity. Protecting thinking. Creating with rhythm.

The Future Forces constituting the Distant Future “**ORGANIZING | Leading Complex Organisms**” are the following (see Figures 3.7, 3.8 and 3.9):

- **Architects of Creative Ecosystems (FF01):** Agentic AI Systems is redefining not only creative outputs but how creativity is organized. Creative professionals now design systemic frameworks, modular workflows, generative pipelines, and collaborative ecosystems—that sustain continuous and sustainable invention. In this shift, the creative worker becomes an organizational designer, curating human-machine environments where efficiency, ethics, and sustainability converge, extending creativity beyond the artifact to the system.
- **Measuring the Carbon Footprint of AI (FF02):** As Agentic AI Systems becomes integral to creative production, sustainability metrics enter the creative workflow. Training and running large-scale models demands vast energy, pushing organizations to evaluate ecological performance alongside aesthetic outcomes. Creative professionals evolve into eco-orchestrators, designing low-impact processes and selecting models responsibly, making sustainability an inherent dimension of creative authorship.
- **Circular Design as a Systemic Practice (FF03):** Circular design shifts creative work from linear production to continuous regeneration. Organizations design systems where materials, data, and ideas circulate through feedback loops, minimizing waste and maximizing renewal. Creatives become system thinkers, embedding circular principles into workflows, transforming creativity into an act of stewardship sustaining ecological, social, and cultural balance.



Figure 3.7 Distant Future “ORGANIZING | Leading Complex Organisms”: Future Forces (1/3)



- **Workflow as a Creative Medium (FF04):** As Agentic AI Systems permeates creative ecosystems, workflows become active materials of design. Professionals author the choreography of creation, deciding when to intervene and when to let AI expand exploration, using feedback loops to sustain coherence. Process becomes performance, transforming workflow design into a core site of invention and adaptive collaboration.
- **Creatives as Guardians of Transparency (FF07):** In the age of Agentic AI Systems, creative professionals become stewards of credibility. Creativity is judged not only by aesthetic outcome but by the integrity and traceability of its process. Creatives act as guardians of trust, adopting provenance systems and ensuring that collaboration with AI remains ethical, accountable, and culturally grounded.
- **Creative Commons Reimagined in the AI Era (FF09):** As Agentic AI Systems reshapes creative production, organizations shift from closed, proprietary models toward open systems of co-creation. New creative commons emerge through participatory governance, shared resources, and practices of transparency that ensure fairness. Creative organizations evolve into stewards of collective value, co-managing infrastructures and embedding ethical principles into AI-mediated creativity.
- **Stagility – Balancing Stability and Agility (FF10):** Stagility, the balance between stability and agility, defines how creative ecosystems sustain coherence amid constant transformation. Agility enables experimentation and rapid iteration; stability anchors every experiment in shared vision, ethics, and aesthetic direction. Creative leaders act as cultural conductors, ensuring workflows evolve continuously while purpose and identity remain intact.
- **Anchored Flexibility in Fluid Creative Organizations (FF11):** Anchored flexibility describes how creative organizations sustain adaptability without losing coherence. Fluid roles, distributed decision-making, and self-organized teams function effectively only when rooted in shared values and a stable cultural framework. Creative professionals become guardians of organizational purpose, ensuring that continuous evolution remains meaningful and connected to a collective ethos.

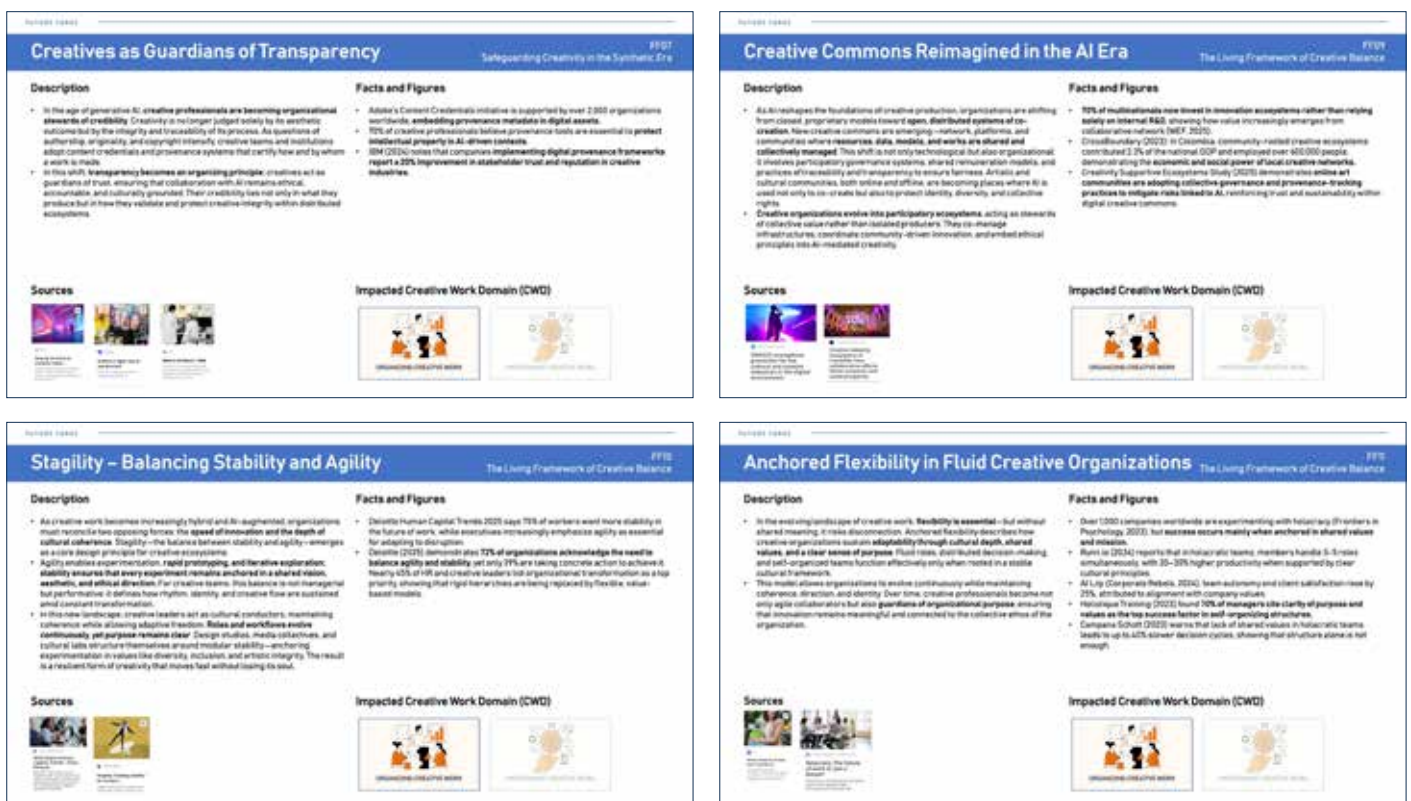


Figure 3.9 Distant Future "ORGANIZING | Leading Complex Organizations": Future Forces (2/3)

- **The Rise of Polyglot Profiles (FF12):** In the era of Agentic AI Systems, creative work is defined by translation rather than specialization. Polyglot professionals, fluent across code, narrative, ethics, and data, orchestrate relationships between domains rather than mastering one. As AI automates execution, their value lies in synthesis: bridging aesthetic sensibility, computational thinking, and cultural meaning.
- **Reskilling as a Meta-Skill (FF14):** As Agentic AI Systems accelerate the obsolescence of technical expertise, creativity emerges as the cognitive infrastructure of reskilling. Unlike specialized skills, creative thinking enables professionals to reinterpret problems and reinvent their roles across evolving ecosystems. Creativity functions as a meta-skill in which adaptability, empathy, and continuous reinvention form the core of professional resilience.
- **The Creative Continuum (FF15):** Creative work reorganizes around flow: a continuous system of human-AIS collaboration across digital, cognitive, and cultural environments. Flow replaces physical presence as the organizing principle, creativity emerging through cycles of iteration and contextual adaptation. Human judgment ensures coherence while Agentic AI Systems provide adaptability, making the workspace an intelligent process of orchestration.



Figure 3.8 Distant Future “ORGANIZING | Leading Complex Organisms”: Future Forces (3/3)

Future Wills represent stakeholders' **meaningful desires** as new drivers of change, obtained through a process that challenges Future Forces through **Moral Imagination**. The Future Wills constituting the Distant Future **"ORGANIZING | Leading Complex Organisms"** are explained below, specifying their **Novum** aspect compared with challenged Future Forces (see Figure 3.10):

- **Shared and Evolving Ethical Ground (FW01):** This Future Will challenges the Future Force Ethics as Organizational Framework (FF08). The Future Force assumes ethics can be embedded as a stable organizational framework, translated into design rules, governance protocols, and predefined standards that guide the use of Agentic AI Systems. The Future Will, "Shared and Evolving Ethical Ground," makes this inadequate by reframing ethics as contextual, temporal, and collectively negotiated, rather than fixed in advance. This challenges three elements: static governance frameworks, the role of creatives as ethical architects applying predefined principles, and the idea that ethical clarity comes from compliance structures. Power shifts from centralized policy-makers to distributed participants; Agentic AI Systems loses normative authority and becomes a reflective agent. Value is reallocated from rule adherence to the documented process of ethical deliberation.
- **Human-in-the-Loop Rhythms for Critical Thinking (FW04):** This Future Will challenges the Future Force Blended Organizing Beyond Presence (FF16). The Future Force assumes that blended organizing is primarily about AIS-augmented orchestration, distributed roles, and evaluation based on collective outcomes rather than presence. It still relies on continuous coordination logic and flow optimization. The Future Will "Human-in-the-Loop Rhythms for Critical Thinking" breaks this by rejecting flow as the dominant structure and replacing it with synchronized collective states that override individual productivity rhythms. Three elements become inadequate: Agentic AI-led coordination as the organizing backbone, workflow-based structuring of collaboration, and performance defined by continuous delivery. The Future Will shift the foundation from orchestration to rhythm as infrastructure, reallocating value from speed and seamlessness to timing, friction, and pause.



MEANINGFUL DESIRES



MEANINGFUL DESIRES

Shared and Evolving Ethical Ground

Description

- Shared and Evolving Ethical Ground reframes **ethics as a collective practice**, instead of treating ethics as a stable framework that defines in advance what can or cannot be done, ethical judgment is understood as something that **develops through use, dialogue, and reflection**.
- Ethics is not a property of AI systems. It belongs to the people** who decide how, when, and why those systems are used.
- In this model, **AI supports ethical awareness**. It can surface risks, constraints, and implications, but it does not replace human judgment.
- Ethical clarity does not come from removing uncertainty. Creative work needs space for divergence, serendipity, and unpredictability. When ethics is treated only as a set of rules, experimentation collapses into caution and creativity becomes defensive.
- We recognize that **ethics is contextual and temporal**. What is considered acceptable changes across cultures, industries, organizational sizes, and historical moments. For this reason, ethical alignment is not achieved once and for all; it is **re-negotiated over time**.

Meaningful Desires

The Future FORCE is far from us because of the identified TENSIONS, **Indeed we would LOVE to ...**

create space for disagreement and divergence, recognizing them as generative forces

treat shared and ethical dimensions as context-dependent, shaped by organizational scale, structure, and maturity

anchor ethical responsibility in people, keeping it alive through continuous discussion, testing, and renegotiation within the organization

align AI use with organizational values, ensuring coherence between tradition and what the organization claims to stand for

resist risk-free creativity, preserving unpredictability as a necessary condition for genuine innovation.

Impacted CWD:

Challenged Future Forces:

FF08 Ethics as Organizational Framework

FW01
Team 1

Human-in-the-Loop Rhythms for Critical Thinking

Description

- Human-in-the-Loop Rhythms for Critical Thinking place **human judgment at the center of blended organizing**. In hybrid creative systems, the real risk is that coordination becomes optimized for what AI can track and accelerate, while teams lose shared timing, shared sense-making, and shared accountability.
- Team rhythms** are not the sum of individual rhythms. Creative teams need common cycles for exploration, critique, convergence, and recovery, even when work is distributed across places, time zones, and human-AI collaboration. **AI can support orchestration**, but humans define when to speed up, when to slow down, and when to stop and reconsider.
- Human-in-the-loop here is not "final approval." It is **continuous critical thinking embedded in the process**.
- AI changes processes, but it does not define the organization's purpose or boundaries. Humans still define the action space.

Meaningful Desires

The Future FORCE is far from us because of the identified TENSIONS, **Indeed we would LOVE to ...**

foster critical thinking as a fundamental capability

ensure fair participation and distribution in human-AI collaboration, making visible how value, credit, and responsibility are distributed

preserve human judgment as the condition for meaningful work, especially when decisions are mediated or accelerated by AI systems

pursue coherence and meaning beyond productivity metrics, resisting the reduction of value to efficiency alone

Impacted CWD:

Challenged Future Forces:

FF16 Blended Organizing Beyond Presence

FW04
Team 1

Figure 3.10 Distant Future "ORGANIZING | Leading Complex Organisms": Future Wills

Future Engines represent stakeholders' **creative hypotheses** as new drivers of change, obtained through a process of **Innovative Abduction** that challenges Future Forces based on **Surprising Signals of Change**. The Future Engines constituting the Distant Future “**ORGANIZING | Leading Complex Organisms**” are explained below, specifying their Novum aspect compared with challenged Future Forces (see Figure 3.11 and 3.12):

- **Time-Conscious Creative Loops (FE01):** This Future Engine challenges the Future Force Creative Acceleration Loops (FF05). The Future Force assumes faster iteration is the default advantage, with time treated as a flexible variable optimized for speed; it also implies shorter revision times and real-time dashboards that continuously push teams into tighter loops. The Future Engine “Time-Conscious Creative Loops” turns time into an organizational infrastructure with enforceable rules: pacing, stopping, and resting become contractible and auditable, so “continuous acceleration” stops being the norm. Status and value shift away from the fastest iterators toward teams that can choreograph cadence and preserve collective learning; power concentrates less on speed-driving metrics and more on agreed-upon loop governance.
- **Network-Framed Self-Organizing Structures (FE04):** This Future Engine challenges the Future Force Self-Organizing and Holacratic Structures (FF06). The Future Force assumes fluid roles and distributed authority are sufficient to keep self-organization coherent and fast; it also treats governance mainly as role design and process iteration. The Future Engine “Network-Framed Self-Organizing Structures” makes two elements inadequate: autonomy without an actively maintained relationship network, and the idea that stress-driven recentralization is a breakdown rather than a designed mode. Power and status shift from title/role occupancy to network stewardship and trusted convening capacity, while new institutional rules appear as “crisis contracts” that formally throttle and then re-open decision rights. Coordination, accountability, and ownership/credit now depend on network visibility and maintenance rhythms, and because temporary centralization becomes a priced, auditable governance feature rather than an accidental relapse.



CREATIVE HYPOTHESES



CREATIVE HYPOTHESES

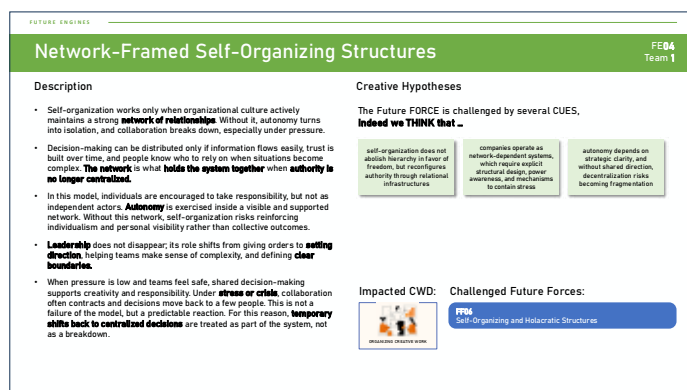
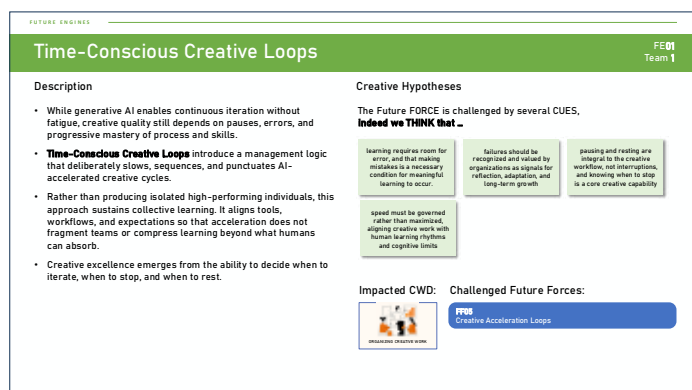


Figure 3.11 Distant Future “ORGANIZING | Leading Complex Organisms”: Future Engines (1/2)



- Creatives as Stewards of Human Value (FE07):** This Future Engine challenges the Future Force Creatives as Defenders of Human Authenticity (FF13). The Future Force assumes that creatives defend human authenticity within AI workflows and preserve emotional depth as their primary organizing function. This implies value is protected through cultural mediation and safeguarding. The Future Engine “Creatives as Stewards of Human Value” disrupts this by introducing directional authority as the true source of value: what matters is who sets intention and remains accountable for framing, not who preserves authenticity. Emotional safeguarding and symbolic disclosure become secondary to formal authority structures. Power shifts from distributed mediation to clearly assigned direction-setting roles, requiring new governance mechanisms, decision rights, and ownership criteria.



CREATIVE HYPOTHESES

FUTURE ENGINES
FE07
Team 1

Creatives as Stewards of Human Value

Description

- In **AI-augmented environments**, value does not automatically derive from transparency, provenance tools, or claims of authenticity. These mechanisms can support trust, but they do not generate it. The **source of value** remains the **human spark**: the initial intention, the framing of the problem, and the choices made along the way.
- Creatives as Stewards of Human Value position **creative professionals as curators of meaning**, responsible for caring for the creative process and making its value visible, rather than policing it.
- Creatives act as **exhibitors**. They surface tensions, reveal gray areas, and **make visible what is often hidden or taken for granted in AI-augmented creation**. Their role is not to certify that a process is “pure,” but to show how value is constructed.
- Declaring the use of AI is meaningful only when it is connected to intentional use, not when it becomes a formal label that protects appearances rather than substance. As with origin labels, value can be human even if only part of the process is human-driven. What matters is who sets direction and remains accountable.
- Creation happens in symbols with machines.** The creative professional safeguards value by continuously caring for how ideas emerge, evolve, and are shaped into outcomes.

Creative Hypotheses

The Future FORCE is challenged by several CUES, **Indeed we THINK that...**

creative value does not emerge from compliance or the certification of creative processes

responsible uses of AI should be enabled with out moral policing, focusing on accountability and context rather than prescriptive norms

human intention remains the source of creative value, retaining control and direction over the creative process even when mediated by AI

Impacted CWD:

Challenged Future Forces:

FF13
Creatives as Defenders of Human Authenticity

FF07
Creatives as Guardians of Transparency

Figure 3.12 Distant Future “ORGANIZING | Leading Complex Organisms”: Future Engines (2/2)

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When Future Engines and Future Wills challenge Future Forces underlying Near Future trajectories, **novel trajectories** characterizing the **Distant Future** emerge (see Figures 3.13).

The first novel trajectory, **Cadence-and-trust governance for self-managed creative work**, layers self-managing teams with two explicit governance structures: temporal cadence control and network-based authority allocation. Work unfolds through loop contracts making acceleration conditional rather than default. Decision rights follow demonstrated reliability and context-sharing, not role. Governance shifts from supervising people to supervising the health of rhythm and relationships. New functions maintain trust maps and enforce recovery windows. Under pressure, crisis contracts concentrate authority and schedule post-crisis redistribution.

A **Future Probe** describing a concrete example within the proposed novel trajectory is a “Cadence + Trust System”, an Agentic AI System requiring product studios to agree before any sprint on iteration caps, pause windows, review gates, and a trust map updated with evidence of reliability and collaboration.

The second novel trajectory, **Plural ethics as organizational infrastructure**, embeds Agentic AI Systems into creative workflows to surface risks, map implications, and reveal hidden tensions, enabling ethics to evolve in context rather than remain predefined. Static compliance systems and the role of creatives as rule-applying ethical architects become inadequate. Governance redesigns around recurring ethical forums, rotating facilitators, and deliberation protocols integrating reflection into project rhythms. Accountability follows how organizations integrate multiple viewpoints, not compliance. Organizational rhythms build in pause, debate, and reassessment, ensuring experimentation is shaped through ongoing conversation.

A **Future Probe** describing a concrete example within the proposed novel trajectory is an “Ethical Matrix”: an Agentic AI System that activates cultural, legal, and community ethical lenses per project, openly debated and logged as part of the public record.

The third novel trajectory, **Creatives as leaders of directional authority**, shifts organizations from defending human authenticity to governing the construction and display of human value. Creative professionals assume formal roles responsible for framing intention, documenting directional choices, and making human-AIS tensions visible. Governance defines who sets direction and how the intentional use of Agentic AI Systems is articulated beyond symbolic disclosure. Ownership redesigns around directional authorship, not execution, embedding accountability into contracts, workflows, and evaluation. Creative work becomes a curated process where value is exhibited and strategically positioned.

A **Future Probe** describing a concrete example within the proposed novel trajectory is a “Direction Session”, an Agentic AI Systems designating an Authority Holder to define the conceptual frame, approve reframing, and log pivotal shifts as governance record.

The last novel trajectory, **The organization as a rhythm engine**, moves blended creative organizations away from task-and-role structures toward synchronized cycles across projects, locations, and Agentic AI Systems. Exploration, critique, convergence, and recovery become recurring collective states that everyone enters together, regardless of time zone or specialty. Agentic AI accelerates convergence mechanics so fast that thinking reaches resolution quickly and opens space for the slower, generative modes that follow. Roles become fluid expressions of each phase, and performance is measured by the quality of collective transitions, not output volume.

A **Future Probe** describing a concrete example within the proposed novel trajectory is a “Rhythm Cycle”: an Agentic AI system synchronizing all teams into shared states: radical exploration, structured critique, a convergence sprint, and protected recovery.

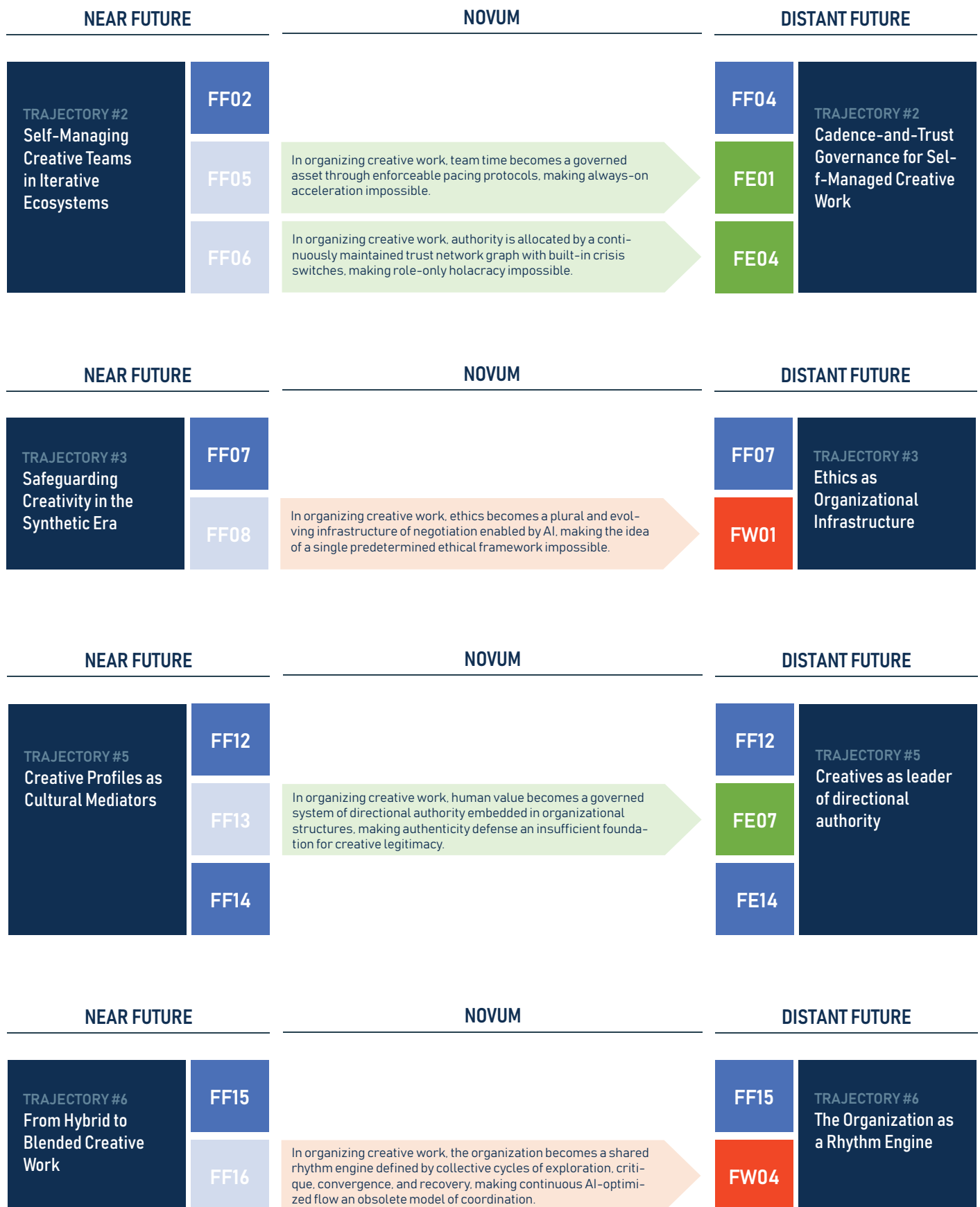


Figure 3.13 Distant Future "ORGANIZING | Leading Complex Organisms": Novum and Trajectories

The **interplay** between **Future Forces**, **Future Engines** and **Future Wills** allows stakeholders to produce the Distant Future. The **Manifesto** of the Distant Future “**ORGANIZING | Leading Complex Organizations**” is described below:

1. We refuse to reduce creativity — a complex system — to a complicated one, broken into certified and auditable parts. Like a living cell, it cannot be fully unpacked. This opacity is not a weakness. It is the condition of creative intelligence.
2. We protect the space for slow thinking, critical thinking, and divergent thinking. They are not inefficiencies. We will not let machines set the tempo of human cognition.
3. We demand AI built on different foundations. A systems that give real value to source reliability and honest knowledge.
4. A creative organization is a complex system with a rhythmic movement. Like breath, it is cyclic, vital, and adaptive — it opens and closes. It needs a human leader who feels and gives the rhythm.
5. We believe complexity can only be orchestrated through multiple points of view, multiple languages, and multiple perspectives working together. To navigate complexity, you must first be able to read it.
6. We refuse to reduce human action to a physical utility in service of machines and digital processes. We refuse a new, more extreme version of the gig economy. People are not nodes. Creativity is not a service.



The **Memories of the Future** are crucial to highlight the most relevant and pivotal elements of the Distant Future scenario. The **Manifesto of the Future** and **Memories of the Future** of the Distant Future “**ORGANIZING | Leading Complex Organisms**” are depicted below (see Figure 3.14):



Figure 3.14 Distant Future “ORGANIZING | Leading Complex Organisms”: Manifesto and Memories of the Future

The following Characters inhabits the Distant Future “**ORGANIZING | Leading Complex Organisms**” (see Figure 3.15):

- Jeanette, Creative Intent Officer:** She is a 39-year-old **Creative Intent Officer** with 10+ years of experience spanning Creative Consulting and Organizational Ethics. She is an internal consultant who operates across the full arc of a creative project, from problem setting to final presentation. She gathers needs, synthesizes perspectives, and maps the technical, business, and ethical implications of every decision. In a world where AI accelerates generation and synthesis, her central function is to ensure that every directional choice has a conscious human behind it. Grounded in collective ethics practice, she maintains a living trail of authorship, documenting who decided what, why, and with what awareness — ideal for organizations where accountability and creativity must coexist. Her Future Competences are **Intentionality Mapping**, **Cross-Fluency**, **Problem Setting**, and **Rotational Intelligence**.
- Pete, Cognitive Counterweight:** He is a 30-year-old **Cognitive Counterweight** who serves as the institutional voice of critical thinking across projects and teams. He is a formally mandated disruptor who enters a process when convergence is happening too fast, when Agentic AI Systems accelerates synthesis beyond reflection, when sprint pressure compresses the space for thought. He holds the authority to stop, question, and demand that the organization slows down long enough to think critically about where it is going. His independence is a contractual condition. Grounded in critical dialogue, he challenges people and AIS-driven conclusions without destabilizing teams — ideal for organizations that want friction to generate thinking rather than conflict. His Future Competences are **AI Critical Fluency**, **Constructive Challenging**, **Multi-Register Debate**, **Negotiation**, and **Empathic Confrontation**.

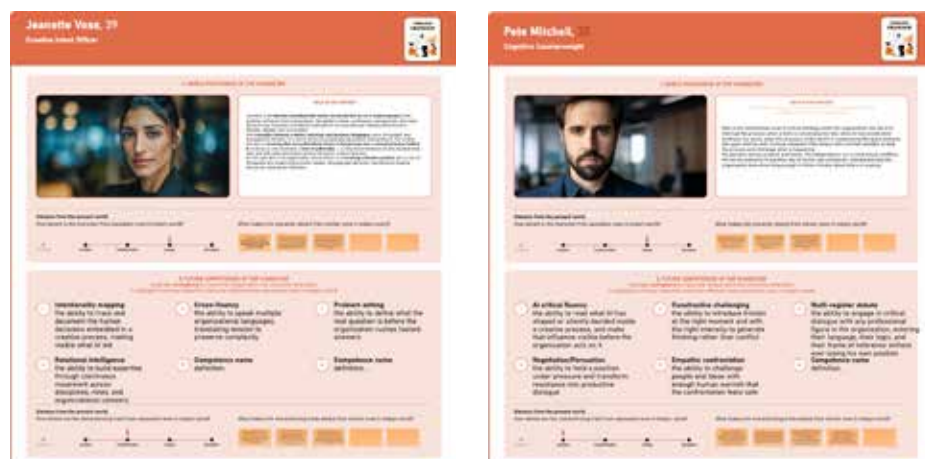


Figure 3.15 Distant Future “ORGANIZING | Leading Complex Organisms”: Characters

The following Generative Applications characterize the Distant Future “**ORGANIZING | Leading Complex Organisms**” (see Figure 3.16):

- Rhythm Keeper:** it is a cognitive guardian that learns the energetic cycles of individuals and teams inside complex organizations, protecting the conditions for genuine creative work by restoring the alternation between divergent and convergent states that organizational pressure collapses. The system acts as a quiet presence across devices, operating in the background and signaling only when the rhythm is at risk. Through morning check-ins and passive observation of working patterns, it builds a living model of the individual and their team, managing calendar and communication as a direct expression of the current phase, growing more precise the longer and more honestly it is used. Among its spells, it can perform Phase Sensing: reading cognitive and creative states across personal, team, and organizational rhythms to automatically protect focus, reschedule calls, and match each interaction to the right moment.
- Peripheral:** it is an ambient intelligence that protects the organization’s access to the unexpected, continuously scanning external signals and preserving what does not align with annual objectives as a resource for human judgment. It prevents strategic focus from becoming a perceptual cage, holding weak signals at the margins of awareness before they are silently discarded. It takes the form of a glass wall in a dedicated organizational space, where strong signals appear with clarity and proximity and weak ones remain at the edges, visible and preserved. Among its spells, it can perform **Edge Holding:** scanning external signals against the organization’s annual objectives to surface the aligned and preserve the peripheral without forcing either into existing categories; and **Slow Opening:** activating the full signal landscape only when Rhythm Keeper confirms a divergent cognitive state, keeping the glass dim in convergent phases to protect judgment from forced interpretation.
- Open Field:** it is a collaborative intelligence that holds the productive complexity emerging from human work, preventing generative tensions from disappearing under the pressure of execution. It transforms each session into a living navigational map that travels with the project, making visible what is genuinely open and flagging when the field narrows without a conscious decision. Teams enter it as a dedicated collaborative space: its surfaces carry open questions, named tensions, and grey areas held against premature closure, never accessed passively. Among its spells, it can perform **Tension Grafting:** receiving and holding tensions, questions, and grey areas from human work in real time without interpreting or organizing what it captures; and **Silent Closing:** continuously reading its own map to detect when productive tensions disappear without conscious decision and signaling this to the Rhythm Keeper before complexity is permanently lost.



Figure 3.16 Distant Future “ORGANIZING | Leading Complex Organisms”: Generative Applications

The **Future Episodes** describe a set of situations in which the **Characters** interact with the **Generative Applications** in the distant future scenario. For the Distant Future “**ORGANIZING | Leading Complex Organisms**”, the episodes were developed by reflecting on the current situations illustrated below, each of which represents a familiar creative challenge reimagined in the distant future (see Figures 3.17, 3.18, and 3.19).

Episode 1 | Defining the work to be done

Writing or receiving a brief, clarifying expectations, defining scope, agreeing on what the task really is.



Episode 2 | Acting on Weak Signals

Defending an alternative idea to activate it in terms of budget and approvals.



Episode 3 | Organizational Health Check

Spotting signals of suffering and stress inside the organization.



FUTURE EPISODE #1

Defining the Work Without Reducing It

An approved idea enters the room. Two people deepen its complexity before any work begins

**CONTEXT | Scheduled for Readiness, Not Availability**

The idea has received leadership approval. The project has a sponsor. But before a single deliverable is assigned or a timeline drafted, Jeanette Voss, Creative Intent Officer, has called for a dedicated session to define what the work really is, before the organization rushes toward answers.

Rhythm Keeper has scheduled the meeting for Tuesday morning. Not because Tuesday was free, but because its phase data indicates that both Jeanette and Pete Mitchell, Cognitive Counterweight, are in a state of open, divergent thinking. No competing cognitive loads. No residual pressure from the day before. The conditions are right.

The meeting takes place inside Open Field. The surfaces are analog: whiteboards, post-its in several colors, markers. No screen is open, no project management tool running in the background. Jeanette has printed the brief and brought it into the room. Pete has read it the evening before and arrived with questions written by hand.

ACTION | The Brief Under Productive Pressure

Pete begins not by questioning what the brief takes for granted. He reads a sentence out loud and asks: who decided this was the real problem? He places a yellow post-it next to it, marked with a question mark, and waits.

Jeanette does not defend. She listens and maps. Each tension Pete surfaces becomes a physical object in the room: a post-it, a circled word on the printed brief, a line drawn between two concepts on the whiteboard that were previously treated as separate. The room fills slowly. Open Field is active: through Tension Grafting, it receives what the two are building together and holds it in the living map of the project.

The conversation moves between the practical and the conceptual. Pete challenges a timeline assumption embedded in the brief. Jeanette surfaces an ethical implication that had not been formally named. Neither rushes toward resolution. The brief is not being dismantled. It is being deepened.

OUTCOME | A Living Map, Not a Cleaned Brief

After ninety minutes, the whiteboard is dense. The printed brief is marked, annotated, connected to post-its holding the questions the session has opened. The brief has not become cleaner. It has become richer.

Jeanette completes the Tension Grafting: she feeds into Open Field the named tensions, the grey areas, the open questions that Pete's challenging has surfaced. The room's living map now holds the full navigational complexity of the project. Nothing has been resolved. Everything has been made visible.

Before leaving, Rhythm Keeper signals that the next full team session should be scheduled no earlier than Thursday, allowing the material time to settle before the organization begins to move.

The project does not start with a simplified directive. It starts with a living question that the whole team will need to navigate together. Complexity is not the problem. It is the condition of the work.

FUTURE EPISODE #2

Reading the Edges of the Organization's Vision

In the innovation lab, a glass wall holds what strategic focus almost erased

**CONTEXT | When the Glass Opens**

It is mid-morning. The innovation lab is quiet. Jeanette Voss, Creative Intent Officer, has been in back-to-back alignment meetings since nine and has not approached the glass in four days.

Rhythm Keeper registers the shift: her cognitive load has dropped, her schedule has opened, and her phase data indicates a window of divergent availability. It informs Peripheral and thus the glass activates.

Jeanette enters the lab and approaches Peripheral. The signal landscape is visible: strong signals appear with clarity, already flagged and moving through the organization's standard prioritization channels. At the edges, dimmer and less defined, several weak signals have been accumulating. One has been there for three weeks. It doesn't fit any of the current annual objectives clearly.

Jeanette stands in front of the glass and holds the signal with a gesture. She reads slowly.

ACTION | Pete Enters Before Leadership Does

Over the following days, Jeanette works with the strategy manager to make the signal legible in organizational terms. She builds a new frame: a problem the organization hasn't formally named yet but that the signal suggests is becoming relevant. The work is interpretive and slow. It requires the cross-fluency that is central to her function: translating between what the signal is saying and what the organization is ready to hear.

Once the idea has enough shape, she brings it to Pete Mitchell, Cognitive Counterweight to stress-test it before it reaches the leadership team. Pete enters the idea the way he enters everything: by questioning what it takes for granted. He identifies two assumptions that haven't been interrogated, a competitive framing that is too comfortable, and one implication that Jeanette had underweighted. The session is uncomfortable. It is also generative. The idea does not collapse under Pete's pressure. It becomes denser.

OUTCOME | An Idea Strengthened, Not Simplified

Jeanette does not simplify the idea for the leadership meeting. She presents it with its complexity intact, including the tensions Pete surfaced and the open questions that remain. The weak signal is no longer weak: it has been read, interpreted, challenged, and made coherent with company strategy without losing the strangeness that made it worth pursuing.

In the leadership meeting, the questions are hard but the idea holds. Leadership approves the project.

Peripheral has already moved on: the glass continues to scan, the edges continue to accumulate. Three more weak signals have appeared in the days since Jeanette read the one that became this project. They wait, preserved, until the right moment and the right cognitive state converge again. Nothing is discarded. The organization's peripheral vision remains open.



FUTURE EPISODE #3

Reading the Organization's Rhythm Before It Breaks

A portal shows how the organization breathes. When a pattern compresses, HR moves before the crisis does

**CONTEXT | The Breathing Map Is Always On**

It is a Thursday afternoon. An HR manager opens the organizational health portal. On the screen, Rhythm Keeper's visual pattern shows the current state of the organization: teams and functions displayed as rhythmic patterns, each breathing at its own pace. Most patterns are regular and fluid. Some are in compressed phases, which is normal during sprint periods. One pattern has been compressing for fourteen consecutive days.

The HR manager looks more carefully. The pattern belongs to a product development team of seven people. Rhythm Keeper has been registering the compression since two weeks ago: the alternation between divergent and convergent states has narrowed significantly. Focus blocks are being interrupted at increasing frequency. The space between one cycle and the next has almost disappeared.

No individual has flagged anything. No email has been sent, no meeting requested. The signal is quiet, collective, and early.

ACTION | A Pattern, Not a Crisis

The HR manager does not wait for the pattern to escalate. She contacts Jeanette Voss, Creative Intent Officer, directly, sharing the visual from the portal. The conversation is not about a problem. It is about a signal: something in the team's rhythm has been compressing for two weeks, and if it continues it will become harder to reverse.

Jeanette recognizes the pattern immediately. The team has been running at full convergent intensity since the start of a delivery sprint. No divergent phase has been protected. No breathing space has been built into the schedule. The pressure has been invisible because everyone has been performing: delivering, meeting deadlines, responding fast. Rhythm Keeper has seen what the deliverables did not show.

Together, Jeanette and the HR manager identify a small adjustment: two protected focus blocks per week, postponement of one non-critical meeting, and opening a divergent session before the sprint closes.

OUTCOME | Small Action, Before It Breaks

The adjustment takes effect the following week. No announcement is made to the team. The calendar simply changes: space appears where there was none. Rhythm Keeper registers the shift within days: the compression begins to ease, the alternation between states starts to re-establish itself. The pattern breathes again.

No survey was distributed. No one-on-one conversations were scheduled with indirect questions. No resignation letter arrived. The organization responded while there was still time, with a precise and minimal intervention that cost almost nothing.

Three weeks later, Rhythm Keeper's pattern for the team has returned to a regular rhythm. The sprint closes on time. Jeanette notes the episode in the portal.

ORGANIZING | Human by Design

Upholding Human Value in an AI-Driven World

The Future Forces constituting the Distant Future “**ORGANIZING | Human by Design**” are the following (see Figures 3.20, 3.21, 3.22 and 3.23):

- **Architects of Creative Ecosystems (FF01):** Agentic AI Systems are redefining not only creative outputs but how creativity is organized. Creative professionals now design systemic frameworks, modular workflows, and collaborative ecosystems sustaining continuous invention. The creative worker becomes an organizational designer, curating human-machine environments where efficiency, ethics, and sustainability converge, extending creativity beyond the artifact to the system.
- **Measuring the Carbon Footprint of AI (FF02):** As Agentic AI Systems become integral to creative production, sustainability metrics enter the creative workflow. Training and running large-scale models demand vast amounts of energy, prompting organizations to evaluate ecological performance alongside aesthetic outcomes. Creative professionals evolve into eco-orchestrators, designing low-impact processes and selecting models responsibly, making sustainability an inherent dimension of creative authorship.
- **Circular Design as a Systemic Practice (FF03):** Circular design shifts creative work from linear production to continuous regeneration. Organizations design systems where materials, data, and ideas circulate through feedback loops, minimizing waste and maximizing renewal. Creatives become system thinkers, embedding circular principles into workflows and transforming creativity into an act of stewardship that sustains ecological, social, and cultural balance.



Figure 3.20 Distant Future “ORGANIZING | Human by Design”: Future Forces (1/4)

- **Workflow as a Creative Medium (FF04):** As Agentic AI Systems permeate creative ecosystems, workflows become active materials of design. Professionals author the choreography of creation, deciding when to intervene and when to let AI expand exploration, using feedback loops to sustain coherence. Process becomes performance, transforming workflow design into a core site of invention and adaptive collaboration.
- **Creatives as Guardians of Transparency (FF07):** In the age of Agentic AI Systems, creative professionals become stewards of credibility. Creativity is judged not only by aesthetic outcome but by the integrity and traceability of its process. Creatives act as guardians of trust, adopting provenance systems and ensuring that collaboration with Agentic AI remains ethical, accountable, and culturally grounded.
- **Creative Commons Reimagined in the AI Era (FF09):** As Agentic AI Systems reshape creative production, organizations shift from closed, proprietary models toward open systems of co-creation. New creative commons emerge through participatory governance, shared resources, and practices of transparency that ensure fairness. Creative organizations evolve into stewards of collective value, co-managing infrastructures and embedding ethical principles into Agentic AI-mediated creativity.



Figure 3.21 Distant Future “ORGANIZING | Human by Design”: Future Forces (2/4)

- **Stagility – Balancing Stability and Agility (FF10):** Stagility, the balance between stability and agility, defines how creative ecosystems sustain coherence amid constant transformation. Agility enables experimentation and rapid iteration; stability anchors every experiment in shared vision, ethics, and aesthetic direction. Creative leaders act as cultural conductors, ensuring workflows evolve continuously while purpose and identity remain intact.
- **Anchored Flexibility in Fluid Creative Organizations (FF11):** Anchored flexibility describes how creative organizations sustain adaptability without losing coherence. Fluid roles, distributed decision-making, and self-organized teams function effectively only when rooted in shared values and a stable cultural framework. Creative professionals become guardians of organizational purpose, ensuring that continuous evolution remains meaningful and connected to a collective ethos.
- **The Rise of Polyglot Profiles (FF12):** In the era of Agentic AI Systems, creative work is defined by translation rather than specialization. Polyglot professionals, fluent across code, narrative, ethics, and data, orchestrate relationships between domains rather than mastering one. As Agentic AI automates execution, their value lies in synthesis: bridging aesthetic sensibility, computational thinking, and cultural meaning.



Figure 3.22 Distant Future "ORGANIZING | Human by Design": Future Forces (3/4)



- **Creatives as Defenders of Human Authenticity (FF13):** As generative Agentive AI Systems saturate creative production, professionals are shifting from artifact-makers to cultural mediators who preserve empathy, identity, and emotional depth within automated workflows. Their value lies in what machines cannot replicate: contextual understanding, embodied imagination, and cultural resonance. Organizations will need creatives who protect human meaning amid algorithmic production.
- **Reskilling as a Meta-Skill (FF14):** As Agentive AI Systems accelerate the obsolescence of technical expertise, creativity emerges as the cognitive infrastructure of reskilling. Unlike specialized skills, creative thinking enables professionals to reinterpret problems and reinvent their roles across evolving ecosystems. Creativity functions as a meta-skill in which adaptability, empathy, and continuous reinvention form the core of professional resilience.
- **The Creative Continuum (FF15):** Creative work reorganizes around flow: a continuous system of human-AIS collaboration across digital, cognitive, and cultural environments. Flow replaces physical presence as the organizing principle, creativity emerging through cycles of iteration and contextual adaptation. Human judgment ensures coherence while Agentive AI Systems provide adaptability, making the workspace an intelligent process of orchestration.

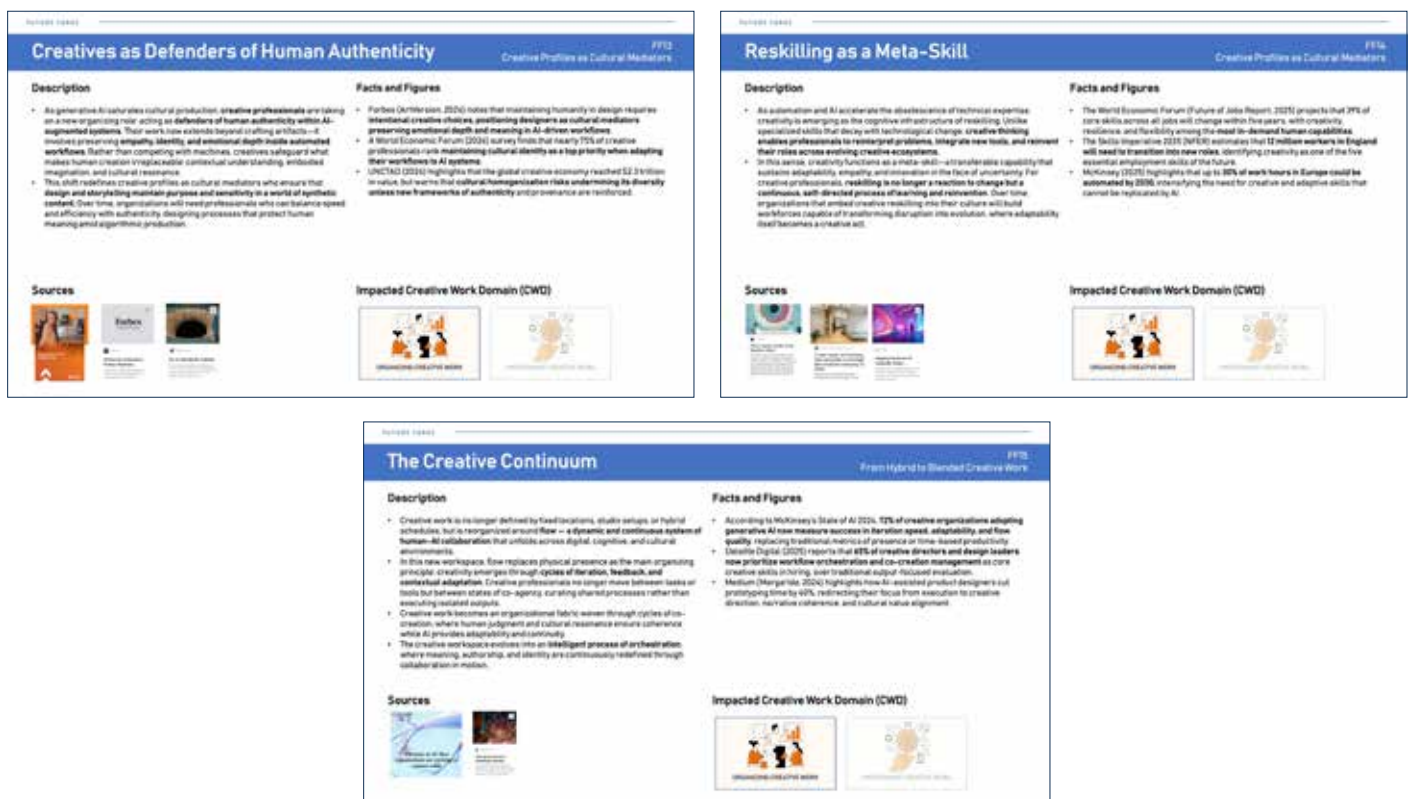


Figure 3.23 Distant Future “ORGANIZING | Human by Design”: Future Forces (4/4)

Future Wills represent stakeholders' **meaningful desires** as new drivers of change, obtained through a process that challenges Future Forces through Moral Imagination. The Future Wills constituting the Distant Future **"ORGANIZING | Human by Design"** are explained below, specifying their Novum aspect compared with challenged Future Forces (see Figure 3.24):

- Ethics as Systemic Infrastructure (FW02):** This Future Will challenges the Future Force Ethics as Organizational Framework (FF08). The Future Force assumes ethics is embedded by creative professionals who translate principles into practice, producing value through ethical literacy, competence, and designers acting as mediators. The Future Will "Ethics as Systemic Infrastructure" makes this inadequate by shifting ethics from individual competence and static governance to infrastructure encoded into workflows and co-owned by governance bodies. This challenges three elements: individual judgment as sufficient, the designer as principal translator, and ethics committees as advisory rather than regulatory nodes. Power moves from personal ethical interpretation to systemic authorization mechanisms; individual actors lose discretionary authority and become nodes within programmable governance flows. Value is reallocated from demonstrated ethical competence to the continuous recalibration of organizational structures.
- Intention beyond presence (FW05):** This Future Will challenges the Future Force Blended Organizing Beyond Presence (FF16). The Future Force assumes blended organizing is sustained through distributed roles, shared evaluation mechanisms, and Agentic AI-supported coordination, treating alignment as a structural condition enabled by tools and governance frameworks. The Future Will "Intention Beyond Presence" makes this inadequate by reframing alignment as intentional rather than structural, requiring conscious definition, measurement, and ongoing cultivation. This challenges three elements: coordination grounded in process design, accountability focused on collective outputs, and the assumption that shared rules alone sustain coherence. Status shifts toward those who articulate and reinforce the organizational purpose; governance expands to include intention charters, renewal rituals, and AI systems that monitor alignment drift. Value is reallocated from structural coordination to the intentional cultivation of shared direction.



MEANINGFUL DESIRES



MEANINGFUL DESIRES

ETHICS AS SYSTEMIC INFRASTRUCTURE

Description

- Ethics committees serve to **provide direction**, individual or organizational judgment alone is insufficient, as it may not adequately represent societal needs (and society may hold values that are incompatible with those of a given organization). **Cultural relativism therefore becomes a crucial issue** in the intrinsic development of society, which evolves through conflicting or polarized ideas.
- Ethical guidance cannot be based on a static framework. As society evolves, so too do ethical norms. **What is required is an ethical infrastructure** in that provides ongoing guidance rather than fixed rules.
- It is not solely the role of the creative individual to translate abstract principles into practice; a filtering mechanism is required through the ethical principles established by an organization's ethics committee. This process, however, **must remain aligned with supra-organizational principles** and applicable legal guidelines.

Meaningful Desires

The Future FORCE is far from us because of the identified TENSIONS, **indeed we would LOVE to ...**

the creatives of the future should already have ethics as a principle

the system allows compensation where the ethical thinking of the individual fails

the composition of the commission is important (in terms of gender, nationality, etc.)

the commission and parameters must be continuously reviewed over time, taking into account environmental changes - continuous improvement

human committees train a "super agentic" AI, which updates itself according to the regulations of each country

we may have ethics agents, fed by a country or culture - "Ethical-Customized AI" based on different countries (e.g., China differs from Colombia or the EU)

Impacted CWD:

Challenged Future Forces:

FF08 Ethics as Organizational Framework

FW02 Team 2

INTENTION BEYOND PRESENCE

Description

- Having clarity about our goals and how we measure them (KPIs) helps us define and reinforce our intention regarding where we are going and why, particularly in the creative process. **Intention needs to be nurtured**, as it is not constant or automatically shared at the group level.
- We intentionally focus on what truly matters, avoiding the waste of energy on activities that do not generate value.
- We prioritize **intentional, face-to-face work moments**, ensuring they are meaningful both for people and for results, while building a coherent, shared path.
- AI acts as a synchronizer: it helps align and share information neutrally, enabling us to better prioritize our face-to-face interactions.

Meaningful Desires

The Future FORCE is far from us because of the identified TENSIONS, **indeed we would LOVE to ...**

align every action with a clear purpose, making our creative intentions visible and shared

define objectives so clearly that every team member knows what value looks like and how to measure it

focus only on what truly matters, cutting out activities that drain energy without impact

prioritize work moments that are intentional, meaningful, and coherent for both people and results

let AI act as a neutral co-pilot, synchronizing efforts and amplifying collective creativity

shift from counting presence to measuring authenticity, coherence, and the real impact of our creative work

Impacted CWD:

Challenged Future Forces:

FF16 Blended Organizing Beyond Presence

FW05 Team 2

Figure 3.24 Distant Future "ORGANIZING | Human by Design": Future Wills

Future Engines represent stakeholders' **creative hypotheses** as new drivers of change, obtained through a process of **Innovative Abduction** that challenges Future Forces based on **Surprising Signals of Change**. The Future Engines constituting the Distant Future **"ORGANIZING | Human by Design"** are explained below, specifying their Novum aspect compared with challenged Future Forces (see Figure 3.25):

- **Creative Balanced Loops (FE02):** This Future Engine challenges the Future Force Creative Acceleration Loops (FF05). The Future Force assumes faster iteration and continuous divergence generate competitive advantage, with speed, feedback density, and reduced revision time as core value drivers; it also implies that AI tempo should naturally set the organizational rhythm. The Future Engine "Creative Balanced Loops" reframes acceleration as insufficient default logic: decompression, incubation, and structured pauses become contractible and auditable, so "iteration speed equals quality" stops being the norm. Status and value shift away from the fastest iterators toward those who govern tempo responsibly; power concentrates less in speed-driven metrics and more in rhythm governance, explicit roles, and structured design.
- **Unprompted and genuine self-organizing structures (FE05):** This Future Engine challenges the Future Force Self-Organizing and Holacratic Structures (FF06). The Future Force assumes that decentralized authority and fluid roles are sufficient for agility and shared accountability, with a holacratic design that treats governance itself as the creative act; structure alone is expected to redistribute power and generate coherence. The Future Engine "Unprompted and Genuine Self-Organizing Structures" reframes structure as insufficient infrastructure: without empathy, listening, and relational mechanics, self-organization amplifies individualism and distorts competence signals, rendering "structure as governance" inadequate. Status and value shift away from formal role ownership toward relational legitimacy; power concentrates less in holacratic design and more in cultivated empathy, accountability, and coordination rhythms.



CREATIVE HYPOTHESES



CREATIVE HYPOTHESES

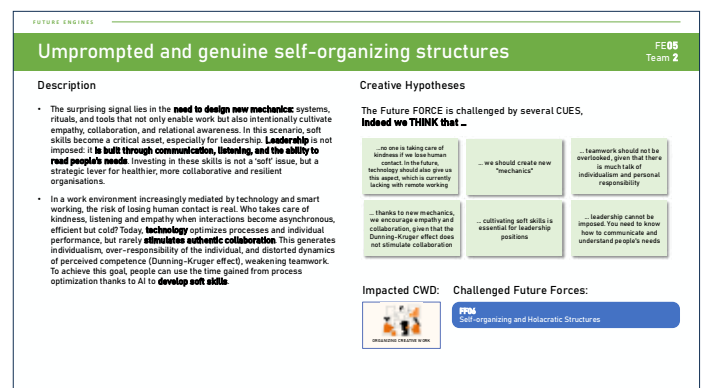
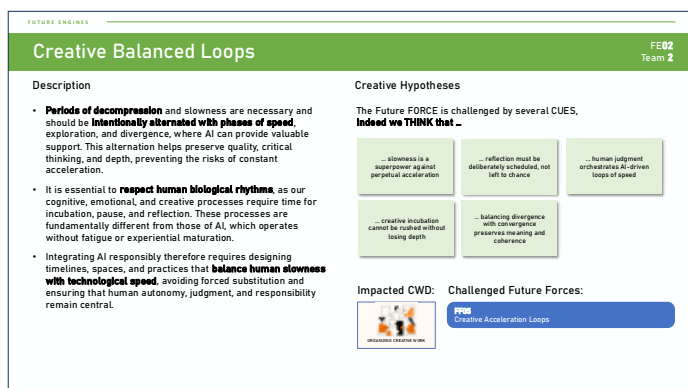


Figure 3.25 Distant Future "ORGANIZING | Human by Design": Future Engines

When Future Engines and Future Wills challenge Future Forces underlying Near Future trajectories, **novel trajectories** characterizing the **Distant Future** emerge (see Figures 3.26).

The first novel trajectory, **Relational and Temporal Governance in Self-Organizing Creative Systems**, layers creative organizations with two intertwined governance assets: relational quality and rhythm design. Work unfolds through cycles, making acceleration conditional on reflection, with empathy rituals and protected incubation phases structuring organizational process. Authority follows peer-recognized empathy and rhythmic stewardship, not role or velocity. Governance shifts from regulating output speed to designing how people relate and when they move. New functions maintain relational diagnostics and alternate coordination between Agentic AI-driven divergence and human-led synthesis. Under pressure, Agentic AI dashboards trigger mandatory slow phases and redirect authority toward collective recovery before resuming pace. A **Future Probe** describing a concrete example within the proposed novel trajectory is a “Relational & Rhythm Charter”, a governance platform requiring creative agencies to embed into every project mandatory empathy check-ins, legally protected reflection intervals, Agentic AI-monitored iteration thresholds, and trust scores evaluating leads on their capacity to balance acceleration with collective recovery.

The second novel trajectory, **Programmable Ethics as Creative Governance**, layers creative organizations with two interlocking governance shifts: programmable ethical infrastructure and systemic accountability. Work unfolds through dynamic validation cycles, making outputs conditional on traceable compliance rather than advisory review. Decision rights follow co-owned protocols across creative, legal, and ethics functions, not individual judgment. Governance shifts from positioning ethics as a guiding layer to embedding it as operational infrastructure shaping briefs, Agentic AI Systems training choices, and distribution strategies. New functions translate evolving legal and societal standards into programmable filters and enforce compliance checkpoints before any output advances. Under pressure, governance nodes trigger ethical recalibration cycles, realigning operational protocols with shifting cultural and regulatory expectations. A **Future Probe** describing a concrete example within the proposed novel trajectory is an “Ethical Operating Layer”, an internal governance system requiring design agencies to automatically flag dataset biases, cultural conflicts, and legal misalignments during concept development, and co-issue a dynamic compliance signature from the ethics node and creative director before any project reaches launch.

The last novel trajectory, **Nurtured Intention as the Core of Blended Governance**, layers creative organizations with two intertwined governance commitments: institutionalized intention and continuous recalibration. Work unfolds through explicit purpose cycles, making coordination conditional on shared direction rather than presence or visibility. Accountability follows clarity of purpose, not attendance or output. Governance shifts from managing coordination logistics to cultivating and protecting shared direction across distributed teams. New functions embed intention stewards to protect directional clarity and trigger strategic pauses before drift becomes misalignment. Under pressure, Agentic AI Systems flag divergence between declared priorities and daily actions and concentrate effort into targeted in-person workshops focused on renewing collective commitment. A **Future Probe** describing a concrete example within the proposed novel trajectory is a “Quarterly Intention Renewal Session”, a structured governance ritual requiring teams to reassess both performance metrics and the reasoning behind their projects, supported by Agentic AI dashboards continuously detecting priority drift and prompting in-person recalibration of purpose.

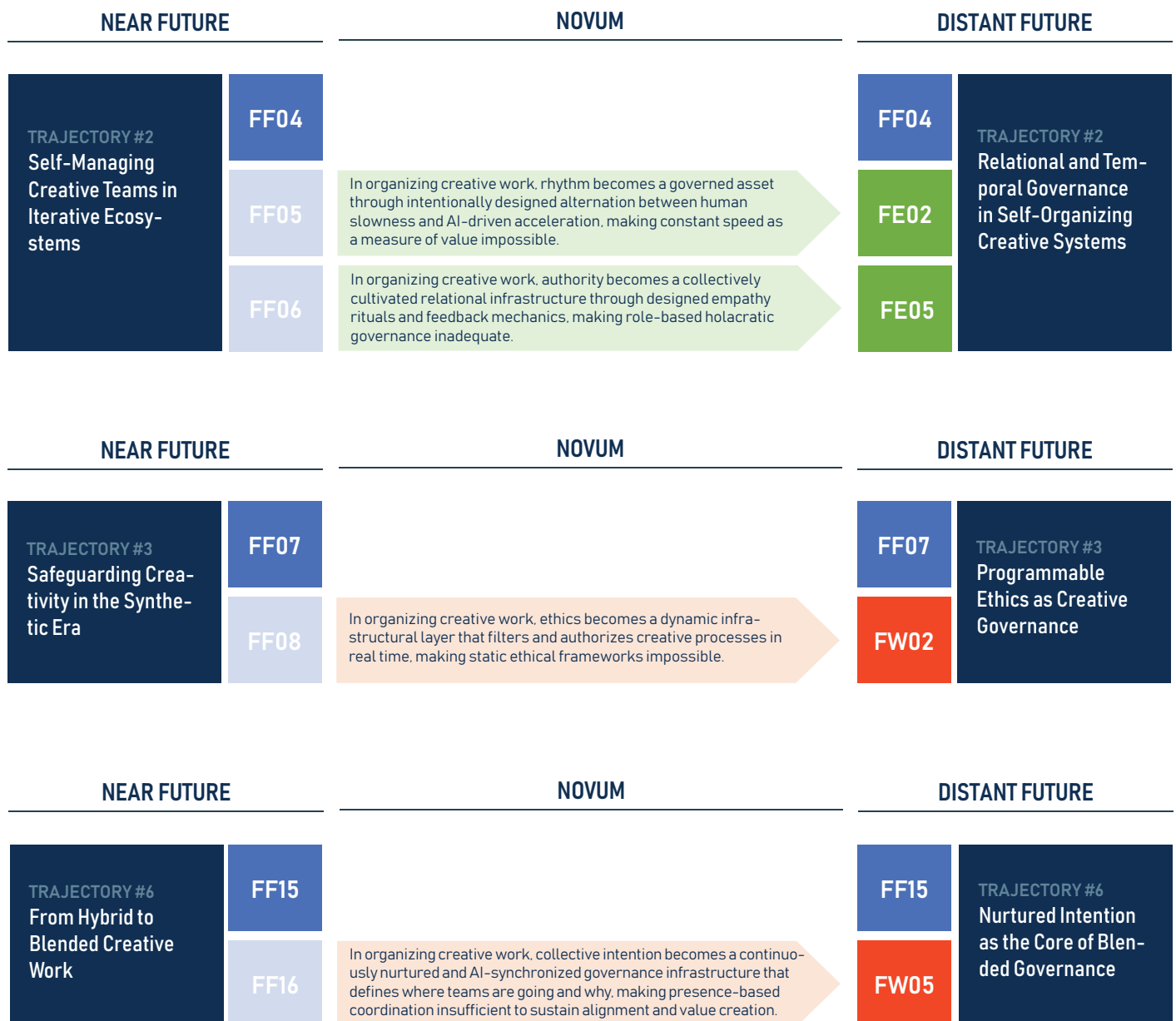


Figure 3.26 Distant Future "ORGANIZING | Human by Design": Novum and Trajectories

The **interplay** between **Future Forces**, **Future Engines** and **Future Wills** allows stakeholders to produce the Distant Future. The **Manifesto** of the Distant Future “**ORGANIZING | Human by Design**” is described below:

1. Creativity thrives through balanced cycles of acceleration and reflection, prioritizing purpose over performance and respecting human rhythms.
2. Humanity must defend its right to remain human, staying rooted in culture and values amid AI’s rapid advance.
3. Creative organizations foster empathetic, self-managed teams through fluid leadership, peer-recognized soft skills, and intentional face-to-face collaboration.
4. Universal ethics must be embedded into Agentic AI Systems by an independent global body, with creatives trained as guardians of trust.
5. Agentic AI Systems stewards the organization’s purpose by facilitating strategic pauses and re-orienting meetings toward shared direction rather than mere updates.
6. Creative professionals design human-Agentic AI workflows in which Agentic AI Systems actively safeguard human values, offering smart suggestions that highlight human contribution.



The **Memories of the Future** are crucial to highlight the most relevant and pivotal elements of the Distant Future scenario. The **Manifesto of the Future** and **Memories of the Future** of the Distant Future “**ORGANIZING | Human by Design**” are depicted below (see Figure 3.27):



Figure 3.27 Distant Future “ORGANIZING | Human by Design”: Manifesto and Memories of the Future

The following Characters inhabits the Distant Future “**ORGANIZING | Human by Design**” (see Figure 3.28):

- Danni Romani, Strategic Designer of AI-Human Interactive Creative Flows:** He is a 62-year-old **Strategic Designer of AI-Human Interactive Creative Flows** with extensive experience across design practice and organizational creativity. As SDAHI, they orchestrate every creative effort, co-designing workflows that align human capabilities with Agentic AI Systems across a project. They map stakeholder roles, calibrate contribution timing, and balance human development, project purpose, and impact as interdependent priorities. In a world where Agentic AI Systems accelerate execution, their central function is to ensure that speed never overrides intention and that every choice reflects conscious human direction. Grounded in fluid leadership, they maintain workflow architectures that morph to protect creative rhythms and are suited to organizations where creativity, ethics, and systemic impact must evolve together. His Future Competences are **Neuroflux Orchestration, Symbiogenetic Co-Creation, and Ethosentinel Mapping**.
- Ravindra Zhang, Chief ETHIC-AI-L Officer:** He is a 34-year-old **Chief ETHIC-AI-L Officer** with a background spanning Agentic AI Systems governance, creative compliance, and international regulatory frameworks. As CEALO, he oversees the organization’s responsible AI commitment across all creative activities, embedding ethical principles into ideation, development, and delivery. He audits AI-driven outcomes, coordinates training for creatives and developers, and reports to the International Agency of Ethical AI. In a world where Agentic AI Systems expand creative possibilities, his central function is to ensure that innovation remains accountable and that global ethical standards shape every process. Grounded in a global mindset, he architects regulatory ecosystems that translate legal frameworks into actionable constraints, suited for organizations where responsible AI is both a legal obligation and a cultural commitment. His Future Competences are Legal COMPL-AI-ANCE, Charismalign Governance, and ProvocAltion Looping.
- Amanda Wheeler, Head of Empathic Design & Leadership:** She is a 28-year-old **Head of Empathic Design & Leadership** with a background in human-centered design, emotional intelligence, and team culture. As HEDL, she ensures empathy, human needs, and emotional awareness remain central to creative activities, grounding every product and communication in a deep understanding of people. She guides teams through empathy-driven methodologies, shapes inclusive culture, and translates psychological insight into creative outcomes. In a world where Agentic AI Systems optimize for efficiency, her central function is to keep the human dimension a non-negotiable standard in every design decision. Grounded in emotional intelligence, she builds environments where vulnerability and diversity of thought thrive, suited for organizations where human connection is central to both output and process. Her Future Competences are **EmphVisioning, SentienTranscoding, Relatonoetic Crafting, and PsychoSafe Weaving**.



Figure 3.28 Distant Future “ORGANIZING | Human by Design”: Characters



The following Generative Applications characterize the Distant Future “**ORGANIZING | Leading Complex Organisms**” (see Figure 3.29):

- Creative Ethic-AI-I advisor:** it is a hybrid intelligence that embeds universal ethical principles directly into the creative and design process, continuously interpreting moral frameworks in context and translating abstract guidelines into concrete design actions. It prevents ethics from hardening into a static compliance checklist, holding moral complexity within the workflow before it is bypassed or quietly reduced to a formality. It takes the form of a holographic interface integrated into collaborative design environments, where ethical insights emerge as real-time overlays on active tasks, visible and embedded without interrupting creative momentum. Among its spells, it can perform **Anticipatory Feedback**: converting dense ethical frameworks into contextual visual signals that surface hidden risks and improvement opportunities exactly when and where decisions unfold, making moral reasoning proactive rather than reactive; and **Dual Effect**: simultaneously reducing revision and compliance time while neutralizing ethical risk at its source, accelerating team decisions without sacrificing integrity or eroding collective accountability.
- Empathy Workflow Sensei:** it is a voice-driven robotic intelligence that harmonizes creative collaboration by continuously aligning workflows with human rhythms, emotional states, and psychological traits, translating subtle interpersonal signals into adaptive adjustments in how teams work and communicate. It prevents cognitive and emotional misalignments from silently accumulating into friction, burnout, or drift away from shared purpose, intercepting these forces before they compound into structural damage. It takes the form of a small robotic companion within the workspace, generating holographic visualizations of team dynamics that render invisible forces such as emotional tension, collaboration gaps, and purpose drift visible and navigable. Among its spells, it can perform **Resonant Weaving**: sensing emotional and cognitive energies across team members and dynamically restructuring workflows through conversational voice interaction, transforming diversity of thought and feeling into cohesive creative force; and **Drift Anchoring**: continuously monitoring alignment between original intent and execution, updating KPIs to reflect both productivity and team health before misalignment quietly compounds.



Figure 3.29 Distant Future “ORGANIZING | Human by Design”: Generative Applications

The Future Episodes describe a set of situations in which the Characters interact with the Generative Applications in the distant future scenario. For the Distant Future “ORGANIZING | Human by Design”, the episodes were developed by reflecting on the current situations illustrated below, each of which represents a familiar creative challenge reimagined in the distant future (see Figures 3.30, 3.31, and 3.32).

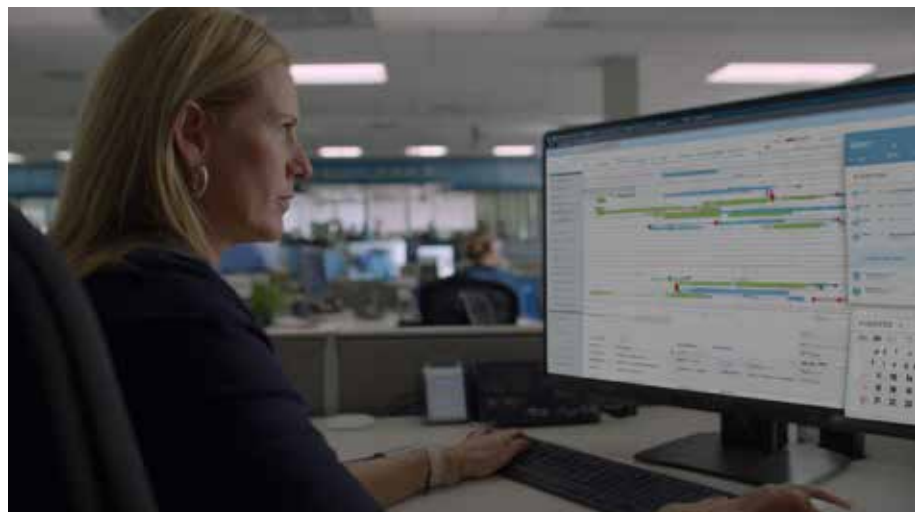
Episode 1 | Defining the work to be done

Writing or receiving a brief, clarifying expectations, defining scope, agreeing on what the task really is.



Episode 2 | Managing workload and milestones

Organizing schedules and project timelines, handling deadlines, setting milestones, balancing tasks, tracking progress, and adjusting plans when things change.



Episode 3 | Tracking progress and reporting

Checking status, sharing updates, documenting work, reporting results, making work visible to others.



FUTURE EPISODE #1

Orchestrating Ethical Creative Flows

Embedding empathy, ethical intelligence, and adaptive collaboration into creative beginnings

**CONTEXT | Preparing Human and AI Collaboration Before Creative Design**

Danni Romani, Strategic Designer of AI-HUMAN Interactive Creative Flows, is initiating a new international design project focused on redesigning a psychotherapy chair for a client in Japan. Before concept generation begins, the organization activates a preliminary alignment phase where human collaborators and AI systems jointly define how the project workflow should operate. The project brief has already been approved by the Chief Marketing Officer and transferred through an upstream AI coordination system into the company's adaptive creative environment. Inside the office, a calm and biophilic atmosphere supports reflective collaboration: plants, flowers, soft lighting, and informal relaxation areas coexist with advanced interactive technologies. Instead of traditional whiteboards, the team uses a "remarkable wall," a hybrid physical-digital surface where handwritten notes are instantly transformed into dynamic digital content. Amanda Wheeler, Head of Empathic Design & Leadership, and Danni receive a preliminary report generated collaboratively by the Empathy Workflow Sensei and the Creative ethicAll Advisor. The document summarizes previous lessons learned, emotional risk patterns, ethical concerns, and possible cultural sensitivities related to therapeutic environments. One warning immediately emerges from the Creative ethicAll Advisor: the redesigned chair could unintentionally reactivate traumatic memories or emotionally destabilize vulnerable patients.

ACTION | Designing Adaptive Workflows Through Ethical and Emotional Awareness

At the beginning of the session, the Empathy Workflow Sensei appears as a small robotic presence positioned among the participants, speaking calmly while projecting holographic workflow visualizations into the room. Alongside it, the Creative ethicAll Advisor manifests as a semi-autonomous virtual interface capable of surfacing ethical insights, contextual alerts, and speculative questions directly within the ongoing discussion.

The team focuses on selecting the people, rhythms, and interactions most appropriate for the project. As discussions evolve, the Empathy Workflow Sensei continuously observes relational dynamics within the room: hesitation, emotional tension, collaboration gaps, or moments where the group drifts away from the original purpose. Through holographic maps and adaptive suggestions, invisible team dynamics become visible and actionable. Simultaneously, the Creative ethicAll Advisor introduces reflective prompts designed to challenge assumptions around therapy, vulnerability, emotional comfort, and cultural perception within the Japanese context. The dialogue becomes a continuous negotiation between innovation, empathy, and responsibility. Strategic pauses are intentionally introduced whenever emotional complexity or ethical ambiguity increases, allowing the team to alternate between reflection, alignment, and progression without losing creative momentum.

OUTCOME | Building Responsible Foundations for Future Creative Exploration

At the conclusion of the session, the team has not yet defined the final psychotherapy chair concept. Instead, they have constructed a shared ethical and emotional foundation capable of guiding future creative exploration with greater awareness and responsibility. The workflow generated through the collaboration between humans and AI is adaptive and continuously evolving. It integrates emotional well-being indicators, ethical safeguards, cultural sensitivity, collaborative rhythms, and flexible leadership structures directly into the project from its earliest stage. Rather than optimizing only efficiency or productivity, the system prioritizes human development, project intention, and meaningful contribution.

The final output includes an adaptive resource-allocation proposal, an ethical foresight report, emotional-risk mappings, and a curated set of reflective prompts designed to guide the next co-design sessions.

FUTURE EPISODE #2

Redirecting and Reframing Through Adaptive Collaboration

Transforming critical project moments into opportunities for ethical and creative realignment

**CONTEXT | Escalating Human and AI Collaboration During Project Development**

A few weeks after the initial workflow-definition phase, the international project focused on redesigning a psychotherapy chair for a Japanese client enters a critical stage of development. An advanced project-management AI system continuously monitors workflow performance, collaboration quality, and delivery risks. When signals of instability emerge — deadline pressure, emotional overload, and ethical uncertainty — the system escalates the situation to the human Team Leader, activating a strategic intervention session.

The meeting brings together Danni Romani, Amanda Wheeler, Ravindrah Zhang, the Team Leader, the project team, the Empathy Workflow Sensei, and the Creative ethicAll Advisor. Zhang already knows the ethical concerns identified by the system, particularly those connected to emotional safety and therapeutic interaction.

The session takes place inside an immersive collaborative room where physical participants coexist with remote contributors represented through moving holograms. Participants interact with virtual interfaces through gestures, zooming into workflow maps, emotional indicators, and ethical reports. The space is designed not only for monitoring progress, but for understanding how the project can evolve differently.

ACTION | Reframing Meetings as Intentional Collaborative Interventions

Danni assumes the role of orchestrator rather than traditional manager. In this future organizational culture, meetings are no longer spaces for passive updates, but purposeful moments where humans and AI systems jointly redefine project direction.

The project-management AI presents a synthesis of the detected criticalities: compressed timelines, uneven emotional workload distribution, and reduced collaboration quality. Through holographic visualizations, invisible dynamics become immediately visible to all participants. Amanda focuses on the emotional well-being of the team, while the Creative ethicAll Advisor introduces speculative ethical scenarios related to therapeutic vulnerability and emotional dependency.

Meanwhile, the Empathy Workflow Sensei observes conversational rhythms and collaboration patterns in real time. When discussions become too accelerated or solution-oriented, the system introduces pauses and reflective prompts to preserve alignment between efficiency, empathy, and long-term purpose.

Throughout the session, the focus progressively shifts from solving isolated problems to identifying opportunities for redistributing responsibilities, rebalancing collaboration, and reopening creative possibilities previously overlooked under deadline pressure.

OUTCOME | Transforming Criticalities into Collective Realignment

At the conclusion of the session, the team leaves with renewed clarity, shared purpose, and a more balanced collaborative structure. Rather than simply correcting delays, the organization transforms a moment of instability into an opportunity for collective learning and strategic redirection.

The updated workflow integrates new collaboration rhythms, ethical checkpoints, adaptive leadership shifts, and emotional support mechanisms tailored to the team's evolving conditions. AI systems continue monitoring the workflow, but always in dialogue with human judgment and contextual sensitivity.

The final output includes an updated project trajectory map, revised responsibility allocations, ethical escalation recommendations, and strategic prompts designed to guide future decision-making moments. Through this process, meetings become spaces of intentional orchestration where humans and AI collaboratively protect creativity, ethical awareness

FUTURE EPISODE #3

Reconnecting Teams Through Shared Narratives

Using storytelling, adaptive spaces, and ethical AI to anticipate human and organizational change

**CONTEXT | Anticipating Change in a Transitional Project Phase**

As the psychotherapy chair project for the Japanese client progresses, the organization enters a sensitive phase linked to an upcoming leadership transition and the integration of psychological dimensions into the product. A collaborative alignment session is activated to anticipate tensions early and strengthen both project progress and team well-being.

The meeting includes Amanda Wheeler, Danni Romani, the Team Leader, the project team, the Empathy Workflow Sensei, and the Creative ethicAll Advisor. Danni acts as facilitator and orchestrator between humans and AI systems, keeping the focus aligned with the project purpose.

Amanda participates with a dual role: she supports the integration of human needs into both the product and team dynamics. Caring for people and designing innovation are treated as inseparable objectives.

The session takes place in a physical adaptive environment because relational and personal tensions require presence. The space is modular and reconfigurable, shifting between creative and reflective layouts. The group gathers in an open collaborative area without traditional tables to encourage interaction and shared focus.

ACTION | Revealing Team Dynamics Through Shared Narratives

Before the session, an AI agent collects short narratives, reflections, and emotional impressions from team members. The Empathy Workflow Sensei transforms these into aggregated visual summaries shown at the start of the meeting, ensuring no individual is identified.

These narrative patterns reveal collaboration fatigue, uncertainty, and shifts in motivation, making invisible dynamics visible without personal attribution.

Danni guides the discussion by continuously reconnecting insights to the project's core purpose and human-centered intent. Amanda highlights emerging human needs across both organizational dynamics and product development, while the Creative ethicAll Advisor introduces ethical reflections on vulnerability, responsibility, and trust.

The adaptive environment and narrative-driven interface slow down interaction, creating space for reflection, alignment, and shared understanding.

OUTCOME | Strengthening Human-Centered Collaboration

At the end of the session, the team gains clearer awareness of both project status and underlying emotional dynamics.

Workflow adjustments introduce more fluid leadership, emotional support mechanisms, and reflective checkpoints that balance project delivery with human well-being. AI systems continue to support visibility of team dynamics without reducing people to metrics.

The final output includes a narrative reflection summary, collaboration recommendations, emotional climate indicators, and prompts for the next phase. Storytelling becomes a tool for alignment, trust, and ethical awareness.

This future approach reflects flatter leadership models where the goal is not only to deliver projects, but to protect the conditions that enable meaningful human collaboration.

ORGANIZING | Clarity in Creative Motion

Decelerating to Keep Awareness on Responsibility, Authenticity, Context

The Future Forces constituting the Distant FutureFuture “**ORGANIZING | Clarity in Creative Motion**” are the following (see Figures 3.33, 3.34, 3.35 and 3.36):

- **Architects of Creative Ecosystems (FF01):** Agentic AI Systems are redefining not only creative outputs but how creativity is organized. Creative professionals now design systemic frameworks, modular workflows, and collaborative ecosystems sustaining continuous invention. The creative worker becomes an organizational designer, curating human-machine environments where efficiency, ethics, and sustainability converge, extending creativity beyond the artifact to the system.
- **Measuring the Carbon Footprint of AI (FF02):** As Agentic AI Systems become integral to creative production, sustainability metrics enter the creative workflow. Training and running large-scale models demand vast amounts of energy, prompting organizations to evaluate ecological performance alongside aesthetic outcomes. Creative professionals evolve into eco-orchestrators, designing low-impact processes and selecting models responsibly, making sustainability an inherent dimension of creative authorship.
- **Circular Design as a Systemic Practice (FF03):** Circular design shifts creative work from linear production to continuous regeneration. Organizations design systems where materials, data, and ideas circulate through feedback loops, minimizing waste and maximizing renewal. Creatives become system thinkers, embedding circular principles into workflows and transforming creativity into an act of stewardship that sustains ecological, social, and cultural balance.



Figure 3.33 Distant Future “ORGANIZING | Clarity in Creative Motion”: Future Forces (1/4)

- **Workflow as a Creative Medium (FF04):** As Agentic AI Systems permeate creative ecosystems, workflows become active materials of design. Professionals author the choreography of creation, deciding when to intervene and when to let AI expand exploration, using feedback loops to sustain coherence. Process becomes performance, transforming workflow design into a core site of invention and adaptive collaboration.
- **Creatives as Guardians of Transparency (FF07):** In the age of Agentic AI Systems, creative professionals become stewards of credibility. Creativity is judged not only by aesthetic outcome but by the integrity and traceability of its process. Creatives act as guardians of trust, adopting provenance systems and ensuring that collaboration with Agentic AI remains ethical, accountable, and culturally grounded.
- **Ethics as Organizational Framework (FF08):** As Agentic AI Systems enter creative fields, ethics shifts from policy to design material. Designers and strategists become ethical architects, embedding values into Agentic AI Systems, datasets, and outputs. Ethics shapes aesthetic and technological choices alike, turning creative professionals into mediators who translate principles like fairness and transparency into concrete forms and narratives.



Figure 3.34 Distant Future “ORGANIZING | Clarity in Creative Motion”: Future Forces (2/4)

- **Creative Commons Reimagined in the AI Era (FF09):** As Agentic AI Systems reshape creative production, organizations shift from closed, proprietary models toward open systems of co-creation. New creative commons emerge through participatory governance, shared resources, and practices of transparency that ensure fairness. Creative organizations evolve into stewards of collective value, co-managing infrastructures and embedding ethical principles into Agentic AI-mediated creativity.
- **Stagility – Balancing Stability and Agility (FF10):** Stagility, the balance between stability and agility, defines how creative ecosystems sustain coherence amid constant transformation. Agility enables experimentation and rapid iteration; stability anchors every experiment in shared vision, ethics, and aesthetic direction. Creative leaders act as cultural conductors, ensuring workflows evolve continuously while purpose and identity remain intact.
- **Anchored Flexibility in Fluid Creative Organizations (FF11):** Anchored flexibility describes how creative organizations sustain adaptability without losing coherence. Fluid roles, distributed decision-making, and self-organized teams function effectively only when rooted in shared values and a stable cultural framework. Creative professionals become guardians of organizational purpose, ensuring that continuous evolution remains meaningful and connected to a collective ethos.

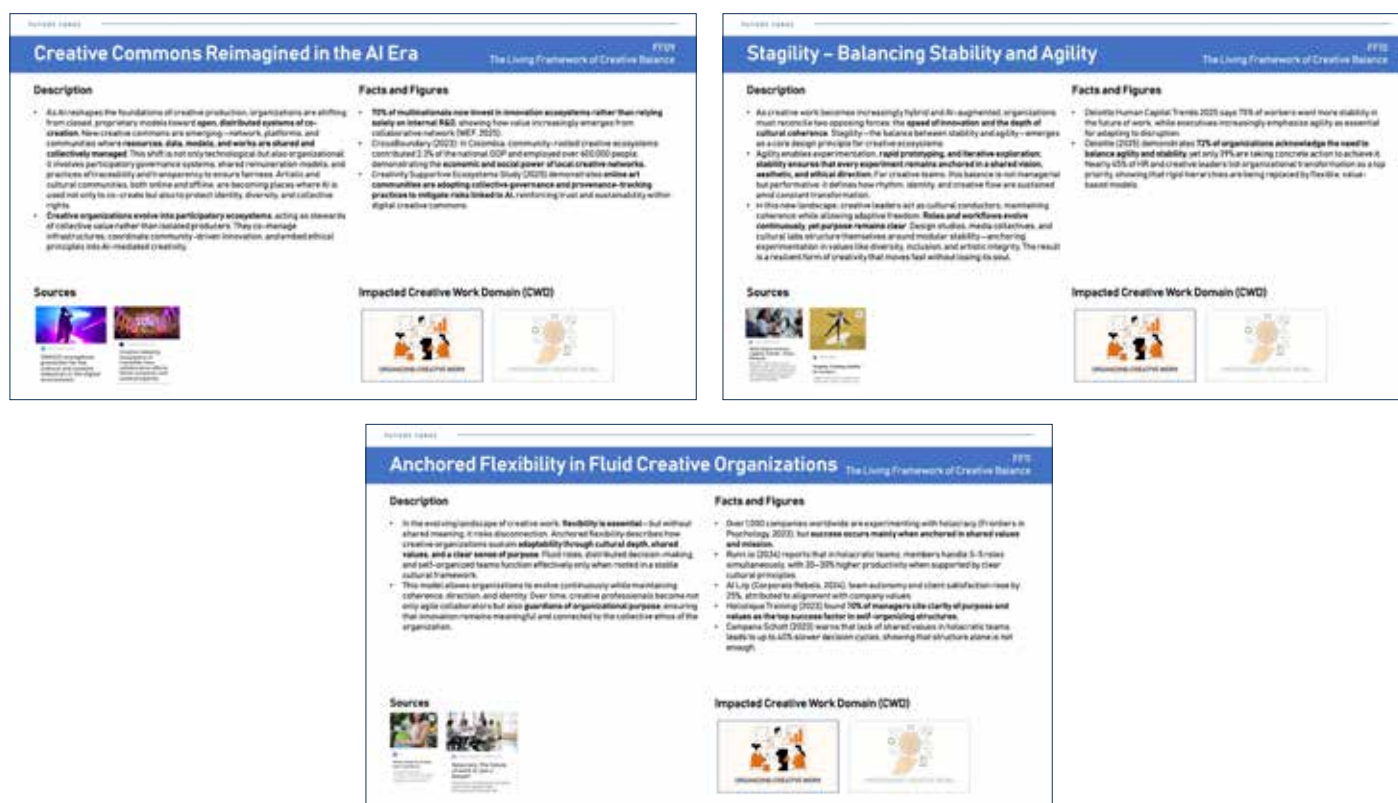


Figure 3.35 Distant Future “ORGANIZING | Clarity in Creative Motion”: Future Forces (3/4)



- **Creatives as Defenders of Human Authenticity (FF13):** As generative Agentic AI Systems saturate creative production, professionals are shifting from artifact-makers to cultural mediators who preserve empathy, identity, and emotional depth within automated workflows. Their value lies in what machines cannot replicate: contextual understanding, embodied imagination, and cultural resonance. Organizations will need creatives who protect human meaning amid algorithmic production.
- **Reskilling as a Meta-Skill (FF14):** As Agentic AI Systems accelerate the obsolescence of technical expertise, creativity emerges as the cognitive infrastructure of reskilling. Unlike specialized skills, creative thinking enables professionals to reinterpret problems and reinvent their roles across evolving ecosystems. Creativity functions as a meta-skill in which adaptability, empathy, and continuous reinvention form the core of professional resilience.
- **The Creative Continuum (FF15):** Creative work reorganizes around flow: a continuous system of human-AIS collaboration across digital, cognitive, and cultural environments. Flow replaces physical presence as the organizing principle, creativity emerging through cycles of iteration and contextual adaptation. Human judgment ensures coherence while Agentic AI Systems provide adaptability, making the workspace an intelligent process of orchestration.
- **Blended Organizing Beyond Presence (FF16):** In the blended model, Agentic AI Systems become an active co-creator, reshaping how creative teams coordinate and evaluate value. Organizing shifts from presence to process, requiring new governance across human-Agentic AI Systems. Success is measured not by attendance but by authorship, coherence, and collective creative impact across disciplines.



Figure 3.36 Distant Future "ORGANIZING | Clarity in Creative Motion": Future Forces (4/4)

Future Wills represent stakeholders' **meaningful desires** as new drivers of change, obtained through a process that challenges Future Forces through **Moral Imagination**. The Future Wills constituting the Distant Future **"ORGANIZING | Clarity in Creative Motion"** are explained below, specifying their Novum aspect compared with challenged Future Forces (see Figure 3.37):

- **Against All-alogists (FW03):** This Future Will challenges the Future Force The Rise of the Polyglot Profile (FF12) which assumes value comes from individuals becoming polyglot translators across many creative "languages," rewarded for synthesis over specialization. The Future Will "Against All-alogists" makes that logic inadequate by insisting expertise and role clarity are how quality is monitored and made reliable, and that Agentic AI Systems will not (and should not) erase the need for deep competence. That forces a power shift: status and bargaining power move from "hybrid profiles" to auditable specialists, while integration moves from personal identity to institutional rules — role charters, skill certification, and traceable accountability for decisions and outputs.



MEANINGFUL DESIRES

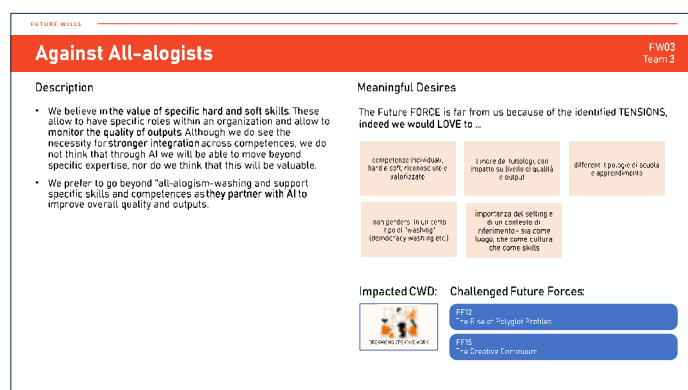


Figure 3.37 Distant Future "ORGANIZING | Clarity in Creative Motion": Future Wills



Future Engines represent stakeholders' **creative hypotheses** as new drivers of change, obtained through a process of **Innovative Abduction** that challenges Future Forces based on **Surprising Signals of Change**. The Future Engines constituting the Distant Future **"ORGANIZING | Clarity in Creative Motion"** are explained below, specifying their Novum aspect compared with challenged Future Forces (see Figure 3.38):

- **Deceleration against Cold Perfection (FE03):** This Future Engine challenges the Future Force Creative Acceleration Loops (FF05). The Future Force assumes value comes from rapid divergence–convergence loops, shorter revision times, and constant acceleration as the default rhythm; it also implies that coordination dashboards and iteration throughput become key status signals. The Future Engine "Deceleration against Cold Perfection" novelty is enforceable deceleration: tempo becomes a contractual, auditable layer in how teams plan, decide, and get paid, so "faster" is no longer automatically "better." This makes throughput metrics, always-on refinement, and speed-first workflows inadequate, while reallocating power to those who can justify pacing choices and protect human expression as a premium differentiator inside markets. Self-management now requires governance, accountability, and credit systems to slow down—turning temporal literacy from "when to accelerate" to "when acceleration is disallowed."
- **Unshared Power (FE06):** This Future Engine challenges the Future Force Self-Organizing and Holacratic Structures (FF06). The Future Force assumes authority can circulate through dynamic roles and that shared governance produces shared accountability and authorship. The Future Engine "Unshared Power" makes these elements inadequate by tying responsibility, control, and returns to a small set of certified stewards who cannot fully relinquish decision rights. Status and value shift from "role holders" and collective process toward those who can carry formal liability and therefore control delegation boundaries, with Agentic AI Systems acting less as a collaboration amplifier and more as an enforceable accountability infrastructure. Roles can still flex for speed, but ownership/credit, governance rules, and coordination rhythms are organized around delegated authority, sign-off gates, and skill credentialing that preserves hard-earned expertise while limiting power sharing.



CREATIVE HYPOTHESES



CREATIVE HYPOTHESES

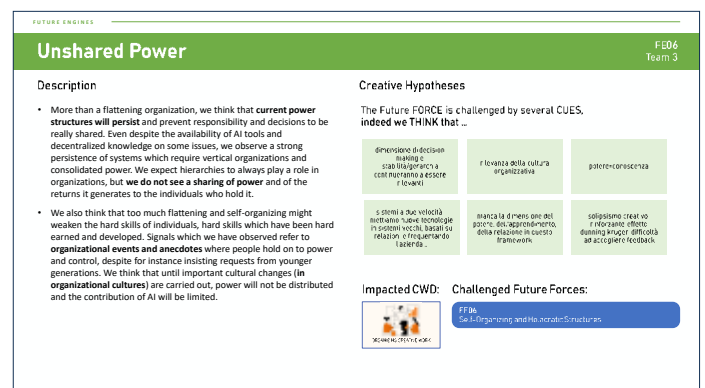
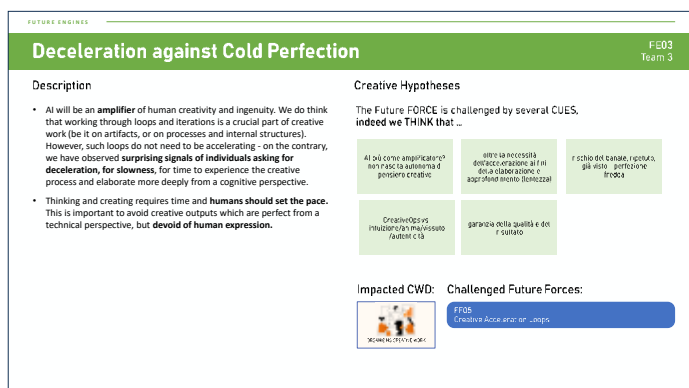


Figure 3.38 Distant Future "ORGANIZING | Clarity in Creative Motion": Future Engines

When Future Engines and Future Wills challenge Future Forces that underlie Near Future trajectories, **novel trajectories** characterizing the **Distant Future** emerge (see Figure 3.39).

The first novel trajectory, **Tempo-Gated Stewardship in Modular Creative Organizations**, layers fast-iterating creative organizations with two intertwined governance assets: tempo contracts and a steward spine. Work unfolds through capped iteration bursts and mandatory pause rituals, making acceleration conditional on minimum reflection time that AI cannot bypass. Authority follows certified decision rights, liability, and profit participation held by a stable steward spine, enforced through AI accountability ledgers tracing choices, handoffs, and outcomes. Governance shifts from managing generative speed to budgeting reflection as a credited resource where acceleration requires written justification. New functions maintain steward-defined gates and alternate between AI-driven coordination and human-led dwell-time checkpoints. Under acceleration pressure, AI proposes and routes at speed, yet no output reaches final status without a human dwell-time checkpoint and an authorized steward sign-off. A **Future Probe** describing a concrete example within the proposed novel trajectory is a brand's creative pod that uses AI to generate 40 concept variations in a day, while a tempo contract forces a 24-hour dwell window before selection and an accountability ledger requires a certified decision-steward to justify in writing why the final choice is worth the speed and reputational risk.

The second novel trajectory, **Specialist Constellations as Organizational Mediators**, layers creative organizations with two intertwined governance assets: depth of certified expertise and distributed accountability. Work unfolds through managed handoff cycles, making integration conditional on role-bounded ownership, with competence certification and Agentic AI-logged decision trails structuring organizational process. Authority follows verified mastery and measurable quality of collaboration, not cross-disciplinary breadth or generalist versatility. Governance shifts from managing hybrid capability toward designing how specialist pods connect and how ownership, credit, and liability are preserved across Agentic AI-routed workflows. New functions maintain coordination diagnostics and alternate between Agentic AI-driven brief translation across domains and human-led role stewardship. Under quality fragmentation, Agentic AI dashboards detect ownership gaps, trigger accountability traces, and redirect authority to the responsible role before resuming cross-domain flow. A **Future Probe** describing a concrete example within the proposed novel trajectory is a "Skill Passport System", a governance platform requiring creative agencies to embed mandatory role charters into every project, Agentic AI-logged approval trails, Agentic AI-monitored handoff quality checks, and mastery scores evaluating leads on their capacity to balance deep specialization with measurable collaboration coherence.

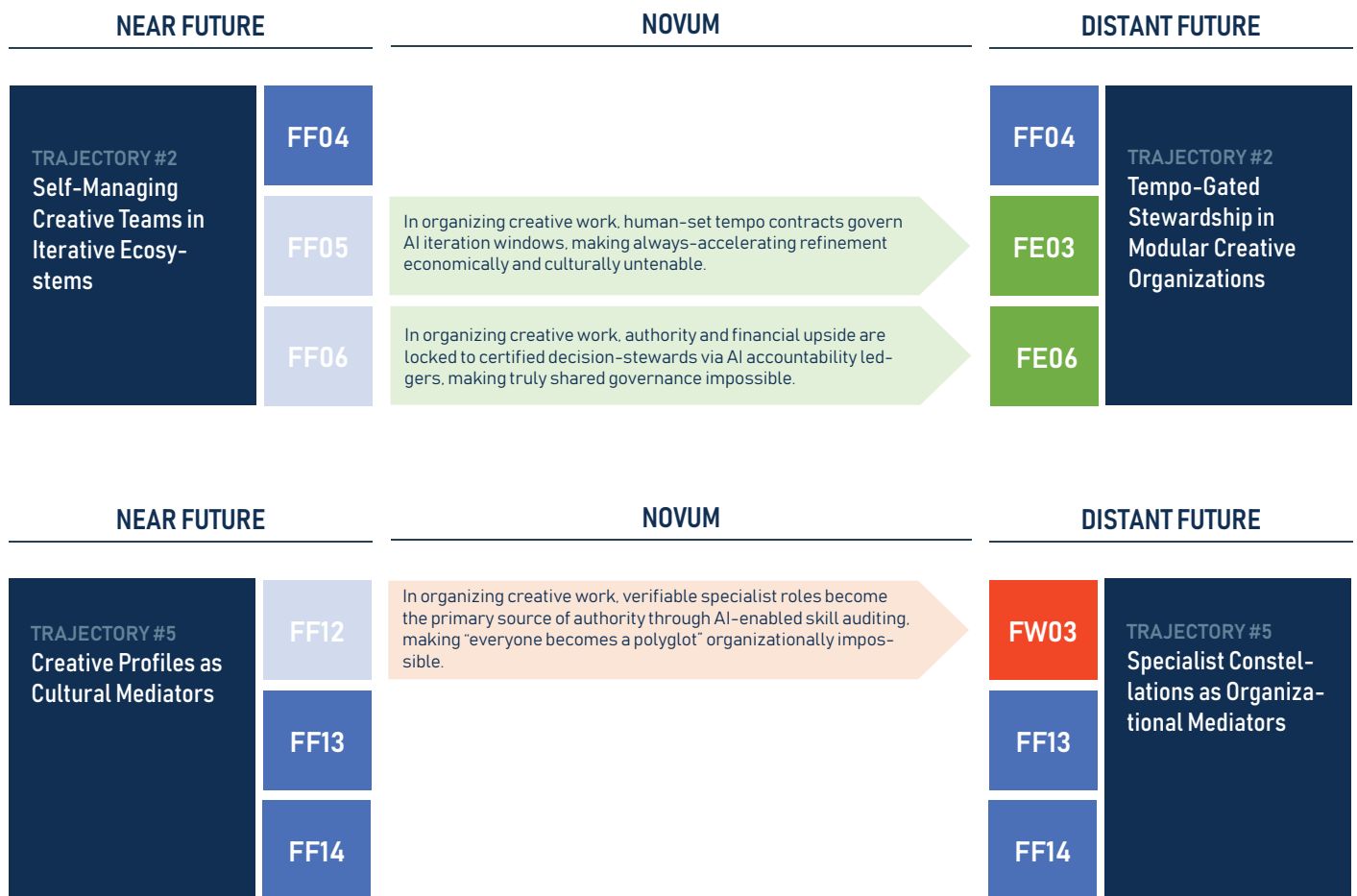


Figure 3.39 Distant Future "ORGANIZING | Clarity in Creative Motion": Novum and Trajectories

The **interplay** between **Future Forces**, **Future Engines** and **Future Wills** allows stakeholders to produce the Distant Future. The **Manifesto** of the Distant Future “**ORGANIZING | Clarity in Creative Motion**” is described below:

1. In the organizations of the future, slowing down will not be a slowdown, but a strategy. Organizations will alternate periods of acceleration with spaces to breathe, defining the most effective rhythm. It is about doing better with intention, quality, and clarity.
2. In an age of Agentic AI Systems, the human role is not to replicate, but to orient, interpret, and give direction. Agentic AI Systems multiply possibilities. But it is the creative human who defines the direction, builds meaning, and makes solutions relevant. In the new space of innovation, machines generate possibilities. Humans generate direction.
3. Agentic AI Systems can appear to be usable by everyone across all domains. Yet its real value lies not in substitution, but in enablement. Centers of competence set up in organizations make this distinction tangible: they concentrate expertise, guide adoption, and turn diffuse potential into focused capability.
4. As organizations become more distributed and complex, clarity of responsibility becomes essential. Accountability centers define who decides, who owns outcomes, and who is answerable for results. They anchor responsibility, enable timely decisions, and ensure that accountability is not diffused but deliberately held.
5. In an age of Agentic AI Systems, the risk is not lack of knowledge, but superficiality. True learning requires going beyond what machines can provide – cultivating depth, judgment, and the ability to question. It calls for a rebalancing of hard and soft capabilities, and for moving beyond static knowledge toward continuous rethinking. To learn today is to learn how to rethink oneself.



The **Memories of the Future** are crucial to highlight the most relevant and pivotal elements of the Distant Future scenario. The **Manifesto of the Future** and **Memories of the Future** of the Distant Future “**ORGANIZING | Clarity in Creative Motion**” are depicted below (see Figure 3.40):



Figure 3.40 Distant Future “ORGANIZING | Clarity in Creative Motion”: Manifesto and Memories of the Future

The following Characters inhabit the Distant Future “**ORGANIZING | Clarity in Creative Motion**” (see Figure 3.41):

- Chief Decision Officer:** a 47-year-old **Decision Flow Architect of Augmented Judgment Systems** with a background in decision science, AI governance, and organizational design. As CDO, they oversee decision-making clarity and quality across the organization, ensuring Agentic AI Systems-generated outputs are interpreted, challenged, and validated before action. They balance generative flows with intentional pauses, supervise the Agentic AI competence center, and oversee the Accountability Centers. In a world where Agentic AI Systems accelerate decision cycles, their central function is to ensure that every directive reflects deliberate human judgment. Grounded in hybrid judgment and interpretive leadership, they build conditions for collective sensemaking, suited for organizations where creative momentum and governance must coexist. Their Future Competences are **Hybrid Judgment Orchestration, Human–AI Sensemaking, and Interpretive Leadership**.
- Maya Chen, Rhythm Lead:** a 42-year-old **Organizational Rhythm Designer for Creative Performance Cycles** with a background in organizational design and creative operations. As the Rhythm Lead, she defines and regulates the pace of work across teams, ensuring a deliberate balance between acceleration and deceleration. She designs moments of acceleration and pause, identifies organizational routines for timing, and connects creativity, execution, and decision-making into a coherent flow. In a world where Agentic AI Systems compress timelines, her central function is making rhythm a strategic lever for clarity and quality. Grounded in temporal design and collective alignment practice, she builds structures that regulate creative performance cycles, suited for organizations where pace, clarity, and execution form a unified system. Her Future Competences are **Temporal Design of Decisions, Rhythm Architecture, and Collective Alignment Design**.
- Sofia Mendes, Stagility Coach:** a 39-year-old **Human Stagility Coach for Adaptive Capability Growth** with a background in learning design, organizational development, and human performance. As a Stagility Coach, she helps individuals and teams stay stable while continuously adapting, designing learning environments that build depth, judgment, and self-renewal capacity. She translates organizational principles into everyday behaviors, fosters emotional stability amid change, and ensures learning remains ongoing, intentional, and embodied. In a world where Agentic AI Systems continuously reshape roles and capabilities, her central function is to ensure that adaptation never compromises identity and direction. Grounded in human-centered learning and emotional intelligence practice, they create conditions for growth that is adaptive and anchored, suited for organizations where people must evolve without losing coherence. Her Future Competences are **Stagility Development, Deep Learning Facilitation, and Emotional Grounding**.



Figure 3.41 Distant Future “ORGANIZING | Clarity in Creative Motion”: Characters

The following Generative Applications characterize the Distant Future “**ORGANIZING | Clarity in Creative Motion**” (see Figure 3.42):

- Cognitive Layer for Bias-Aware Decisions:** it is a software intelligence that positions itself between Agentic AI Systems outputs and human decision-makers, creating intentional distance and structured reflection that restore clarity, judgment, and interpretive agency. It prevents AI-generated suggestions from collapsing decisions into single-path dependencies, silently absorbing bias before human scrutiny can intervene. It takes the form of a pause layer with a neutral visual language, clean interfaces, and a progressive output reveal, in which exposure to results is deliberately slowed and reframed. Among its spells, it can perform **Prismatic Delay**: splitting outputs into multiple alternative framings and introducing a temporal gap before full visibility, adding contrasting viewpoints that interrupt premature convergence while making hidden assumptions visible as explicit objects of scrutiny, so that independent human judgment is restored before any Agentic AI-generated interpretation quietly becomes the default path.
- Attitude Mapping for Reflective Growth Systems:** it is a visual mapping intelligence that renders individual and collective attitudes toward work, learning, collaboration, and change as dynamic, evolving representations, combining self-reflection inputs, behavioral signals, and Agentic AI System interpretation into fluid profiles. It prevents mindsets from operating as invisible forces shaping decisions and behaviors without awareness or accountability. It takes the form of a dynamic platform that generates maps, gradients, and constellations representing attitudes as landscapes rather than fixed labels, where decisions become visible and traceable, and the Agentic AI System functions as interpretive input rather than as authority. Among its spells, it can perform **Orientation Rendering**: visualizing individual and team orientations toward risk, learning, collaboration, and authority, aggregating these into shared visual insights and suggesting alternative interpretations of recurring patterns, triggering self-awareness and dialogue that support identity reframing and alignment across leadership differences.
- Decision Clarity Canvas for Augmented Judgment:** a structured workspace intelligence that improves the quality, clarity, and accountability of decision-making in environments augmented by Agentic AI Systems, integrating generated inputs, human interpretations, and decision criteria into a single, evolving canvas. It prevents decisions from remaining implicit or collapsing prematurely before options, criteria, and responsibilities have been made explicit. It takes the form of a modular, interactive layout with visible progression, in which decisions unfold as traceable, shared artifacts rather than as invisible individual acts, and Agentic AI Systems serve as generative input rather than as authority. Among its spells, it can perform **Structured Unfolding**: forcing an explicit definition of the decision in terms of what, why, and stakes before exploration begins; then using Agentic AI Systems to surface multiple possible directions while requiring validation of criteria and ownership; and recording who contributed, decided, and confirmed.

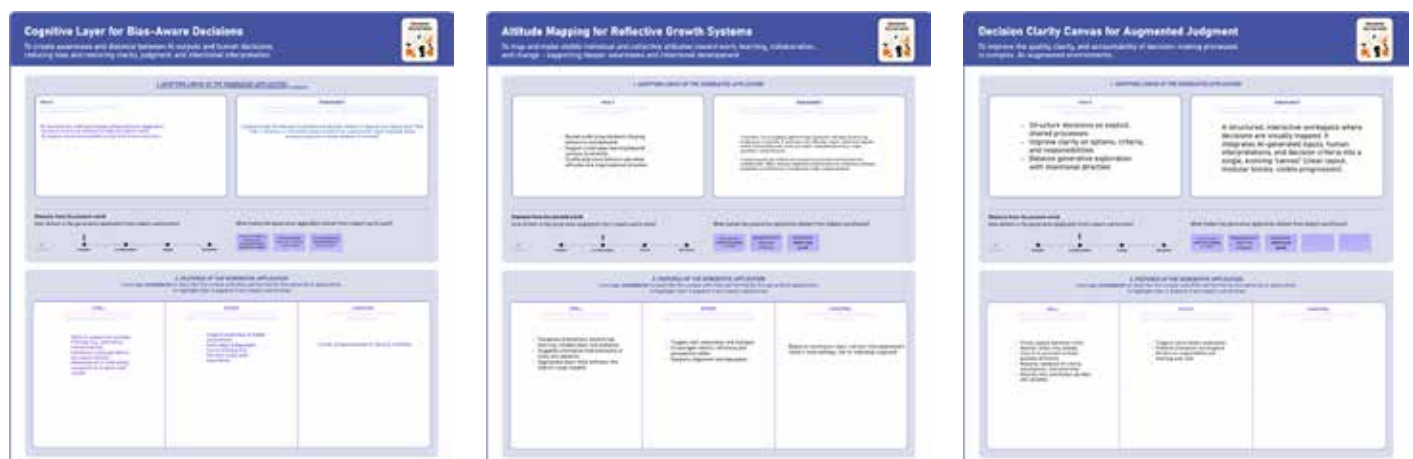


Figure 3.42 Distant Future “ORGANIZING | Clarity in Creative Motion”: Generative Applications

The Future Episodes describe a set of situations in which the Characters interact with the Generative Applications in the distant future scenario. For the Distant Future **“ORGANIZING | Clarity in Creative Motion”**, the episodes were developed by reflecting on the current situations illustrated below, each of which represents a familiar creative challenge reimagined in the distant future (see Figures 3.43, 3.44, and 3.45).

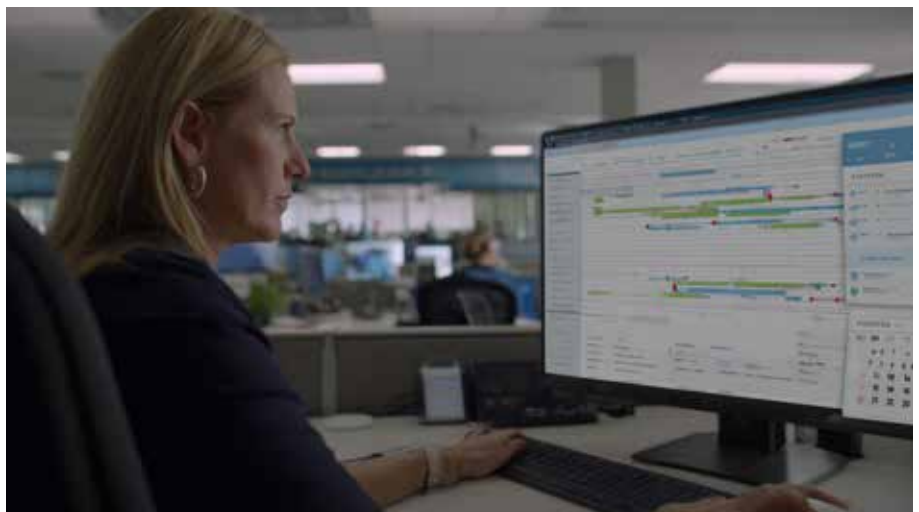
Episode 1 | Forming the team

Choosing who will work on something, assigning roles, finding collaborators, and involving partners or freelancers.



Episode 2 | Managing workload and milestones

Organizing schedules and project timelines, handling deadlines, setting milestones, balancing tasks, tracking progress, and adjusting plans when things change.



Episode 3 | Retrospective

Turning project experience into transferable knowledge



FUTURE EPISODE #1

Composing the Right Collaboration

A project team is formed through attitudes, rhythm, and human-AI collaboration – not only availability and skills

**CONTEXT | Mapping Human Potential Beyond Skills**

Elena Varga is Program Director and responsible for a new important creative project which has just entered the pipeline of her portfolio. She receives an updated organizational analysis from the Attitude Mapping for Reflective Growth System. The platform visualizes not only competencies and availability, but also learning orientation, collaborative attitudes, critical thinking tendencies, emotional steadiness, and estimated levels of AI reliance and use across activities.

Rather than immediately assigning the activities to the most available colleagues based on their schedule and capacity, Elena pauses to interpret the broader picture. She observes which individuals tend to critically challenge AI outputs, which are more adaptive in uncertain contexts, and which perform better in highly collaborative environments. She also considers the specificities of the project about to start. The goal is not simply to assemble the fastest team, but to create the right balance between expertise, interpretation, reflection, and interaction.

ACTION | Balancing Competence, Rhythm, and Attitude

To deepen the process, Elena involves Maya Chen, the organization's Rhythm Lead, to evaluate how the project's timing, pressure, and creative cycles may affect the quality of collaboration. Together, they begin to frame the team not as a collection of resources, but as a living system of complementary attitudes and capabilities.

Using insights from the Attitude Mapping, Maya Chen analyzes how different personalities and working rhythms might interact over the course of the project. She identifies moments that will require exploration, critique, and synthesis, ensuring the team includes people capable not only of execution, but also of interpretation and constructive tension. She does so by leveraging the information about the possible type of AI instruments which will be part of the new project.

Elena Varga then also consults Sofia Mendes, the organization's Stagility Coach, to assess the emotional and relational dynamics of the emerging group. Sofia focuses on how individuals respond to ambiguity, feedback, and collaboration in AI-augmented environments. Her contribution helps identify whether the team can sustain trust, reflection, and adaptability under pressure.

The final composition moves beyond traditional project logic based on cost, speed, and hard skills alone. The team is intentionally assembled around qualities that are difficult to automate: judgment, dialogue, emotional grounding, and the ability to interact meaningfully both with AI systems and with other humans. The project rhythm itself is adjusted to allow moments of alignment, reflection, and recalibration throughout the process.

OUTCOME | From Resource Allocation to Human Alchemy

As the project begins, the effects of the new approach become visible. Team members challenge AI-generated suggestions instead of passively accepting them, and collaborative discussions become deeper and more generative. Misalignments are identified early because the group has been designed not only for efficiency, but for interpretive capacity and relational balance.

The structured rhythm introduced by Maya Chen reduces reactive acceleration, while Sofia Mendes supports moments of emotional grounding and collective reframing during periods of uncertainty. Rather than optimizing only for execution speed, the organization discovers that quality collaboration emerges from the combination of complementary attitudes, intentional pacing, and shared clarity.

The project ultimately delivers stronger creative outcomes with fewer hidden tensions and less rework. More importantly, the organization begins to redefine what makes a team effective. Beyond technical expertise and availability, value is increasingly recognized in the ability to collaborate, interpret, question, and build meaning together in interaction with intelligent systems.

FUTURE EPISODE #2

Clarity in Motion

A critical project delay becomes an opportunity to redesign decisions through clarity, rhythm, and human reflection

**CONTEXT | When Acceleration Becomes the Default**

The strategic project has officially started. With investments exceeding several million euros and direct organizational visibility, pressure rapidly intensifies around deadlines, deliverables, and performance expectations. Elena Varga, Program Director, begins receiving daily predictive alerts from AI systems indicating potential delays and resource bottlenecks.

Elena and the system are trained in rapidly taking action: compress testing phases, reduce collaborative reviews, reallocate people automatically, and accelerate validation cycles. The logic can be efficient, immediate, and mathematically coherent. Yet Elena recognizes a growing risk: the project could become driven by reactive acceleration rather than intentional direction. For a creative, strategic project, this could negatively impact the scope which she wants to achieve.

To regain clarity, she activates the Decision Clarity Canvas for Augmented Judgment, which restructures fragmented project information into a broader and more interpretable view. Rather than focusing only on deadlines, the platform visualizes interdependencies, human impact, decision assumptions, and organizational coherence. Elena deliberately slows down before acting, choosing reflection over automatic optimization.

ACTION | Reframing Decisions Through Human Interpretation

Coming in the office in the morning, Elena receives an AI-generated update about the delay estimates. It might become a critical deviation from plan. Elena Varga uses the Decision Clarity Canvas for Augmented Judgment alongside the De-bias tool to examine the situation more critically, with more lucidity and clarity and beyond a pure analysis of schedule variance.

Thanks to a meeting with the Stagility Coach, she does not get stuck in the treadmill of deadlines and schedules, but rather examines the project in its entirety, with herself as part of it. She regains connection with herself and attention to her colleagues and team members.

She convenes a decision session involving Adrian Keller, the organization's Chief Decision Officer. He does not decide on her behalf – he pushes accountability and ownership, and supports her decision-making toward more coherence and clarity. He helps her help herself. They restructure the decision-making process.

The group collectively reframes the situation: the challenge is no longer simply how to recover time, but how to preserve clarity, responsibility, and team cohesion while moving forward.

OUTCOME | Clarity Becomes a Strategic Resource

The project timeline is partially redesigned, but not through blind acceleration. Some activities are compressed, others are intentionally protected, and collaborative checkpoints are preserved despite schedule pressure. The final decisions emerge from a balance between AI-supported projections and human interpretation, rather than from optimization alone.

Elena Varga experiences the process differently from previous high-pressure projects. Instead of becoming disconnected from herself and her team, she remains actively engaged in understanding the implications of each decision. Sofia Mendes continues supporting the emotional stability of the project leaders and teams, while Maya Chen monitors the sustainability of the new rhythm over time. Adrian Keller documents the reasoning pathways behind the decisions, transforming the experience into organizational learning.

As the project stabilizes, the organization recognizes a broader shift. In increasingly AI-accelerated environments, competitive advantage no longer comes only from speed. It comes from the ability to slow down at the right moment, interpret complexity collectively, and make decisions with clarity rather than reaction.



FUTURE EPISODE #3

Learning in the In-Between

A retrospective reveals what happened between outputs: rhythm, relationships, interpretation, and learning

**CONTEXT | Beyond Successful Delivery**

The strategic project reaches completion and delivers its expected outputs on time. Performance indicators are positive, and the AI systems classify the initiative as successful. Yet Elena Varga, Program Director, understands that traditional metrics only capture the result, not the process that produced it. How to grasp what happens in-between – both in the cases where the projects are successful, and in cases where projects are not satisfactory?

Using Decision Clarity Canvas for Augmented Judgment, the organization opens a deeper retrospective focused on what happened in-between: how decisions were shaped, how people interacted, when acceleration helped, and when it reduced clarity. Adrian Keller, Chief Decision Officer, reviews whether critical choices remained coherent with organizational values and whether the alternation between speed and pause was properly held.

Maya Chen, Rhythm Lead, analyzes the quality of work cycles, while Sofia Mendes, Stability Coach, observes how individuals adapted emotionally, collaborated under pressure, and developed interpretive capabilities with AI systems. The objective is to understand not only whether the project worked, but how it worked.

ACTION | Reading the Process Layer

Rather than conducting a single end-of-project review, the organization activates a recursive learning process supported by Attitude Mapping for Reflective Growth System and Decision Clarity Canvas for Augmented Judgment. The platforms integrate observations collected throughout the project: collaboration dynamics, behavioral shifts, emotional responses, rhythm changes, and evolving relationships with AI tools.

Maya Chen compares projected workflows with the rhythms that actually emerged, identifying where pauses created clarity and where acceleration weakened interpretation. Sofia Mendes works with team members to transform lived experience into learning, focusing on how they navigated ambiguity, pressure, and collaboration.

Adrian Keller uses the de-bias tool to revisit major decisions and reveal hidden assumptions, optimization biases, or excessive reliance on AI recommendations. The retrospective becomes iterative: not a final judgment, but a continuous reading of the process while it is still unfolding.

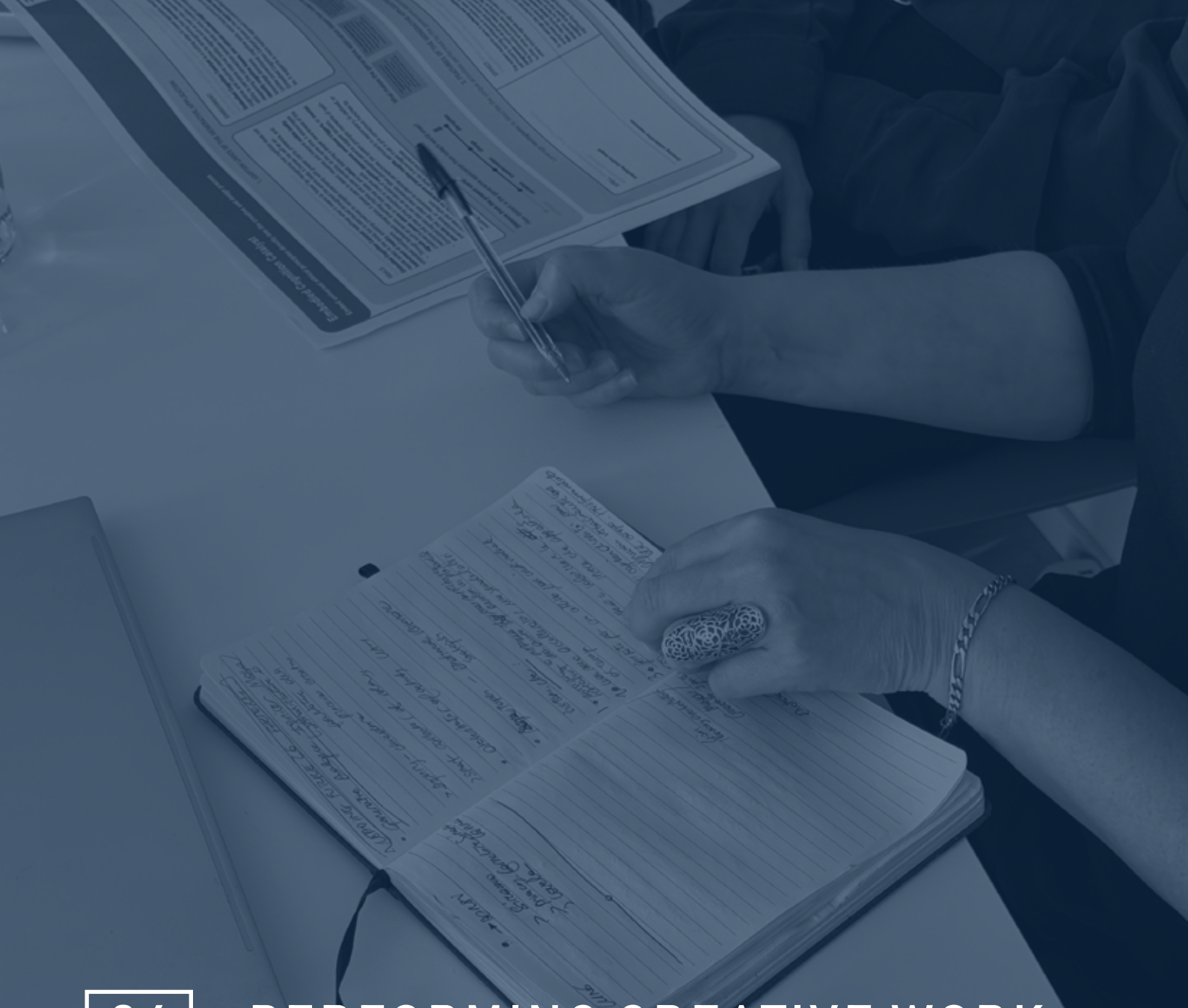
OUTCOME | From Results to Process Intelligence

Over time, the organization develops a more integrated understanding of effectiveness. It no longer evaluates projects only through cost, speed, or delivery quality, but also through what happens between milestones: interpretive capacity, collaborative alchemy, emotional stability, learning agility, and critical engagement with AI.

The attitude mapping system builds a longitudinal map of how individuals and teams evolve, which feeds the overall knowledge about the organization. Not through static competences alone, but through attitudes, behaviors, reflective depth, and capacity for adaptation. This becomes a dynamic resource for future team composition and organizational learning.

The retrospective process changes leadership culture. Managers become more attentive to how decisions are made, how rhythm affects people, and how human judgment interacts with algorithmic acceleration. A successful project is no longer only one that reaches the objective. It is one that strengthens the organization's ability to interpret, collaborate, learn, and remain human inside intelligent systems.





04

PERFORMING CREATIVE WORK

Near Future, Distant Futures and Future Episodes



Benedetta Luciano
Senior Research Team



Ilaria Durante
Senior Research Team



04 PERFORMING CREATIVE WORK

Near Future, Distant Futures and Future Episodes

Near Future: PERFORMING | Co-creating Creative Intelligence

The Near Future “**PERFORMING | Co-creating Creative Intelligence**” describes a future where creativity becomes a looping process in which human and Agentic AI Systems build continuously on each other’s contributions.

The Near Future Manifesto envisions a new model of creative practice where human emotion and context interweave with machine-generated suggestions and perspectives to push thinking forward and open unfamiliar territories of meaning.

At the heart of this future is creativity understood as shared performance. Working with Agentic AI Systems feels less like operating a tool and more like a live exchange, in which humans bring emotion and context, while machines offer suggestions and perspectives that advance creative thinking. Uncertainty is constitutive of this process; practitioners learn to inhabit moments of doubt and discovery which, supported by Agentic AI Systems, enable to explore new directions and surface latent possibilities that neither party could have reached independently.

This manifesto builds its creative vision on the primacy of human choice. As Agentic AI Systems grow capable of generating endless options, what matters most is the deliberate human act of choosing that gives each creation a clear sense of purpose. Meaning is not produced by the system: it is conferred by the human who determines what to keep, what to transform, and what to release. The manifesto also redefines how creative practitioners regard their own thinking. Creators begin to treat their cognitive habits — how they focus and decide — as active material within the design process itself, using Agentic AI Systems to reflect on and sharpen their own judgment. Their expertise extends into new expressive and technological territory, reshaping the creative domain from within. Authorship, in this near future, turns into an act of selection. Iterative workflows built around continuous human–Agentic AI Systems exchange allow practitioners to develop their work in response to what each round of generation reveals, while maintaining a consistent creative identity. Humans and machines work together to shape coherent stories from the flood of generative possibilities, building expressive resilience without sacrificing coherence of voice (see Figure 4.1).

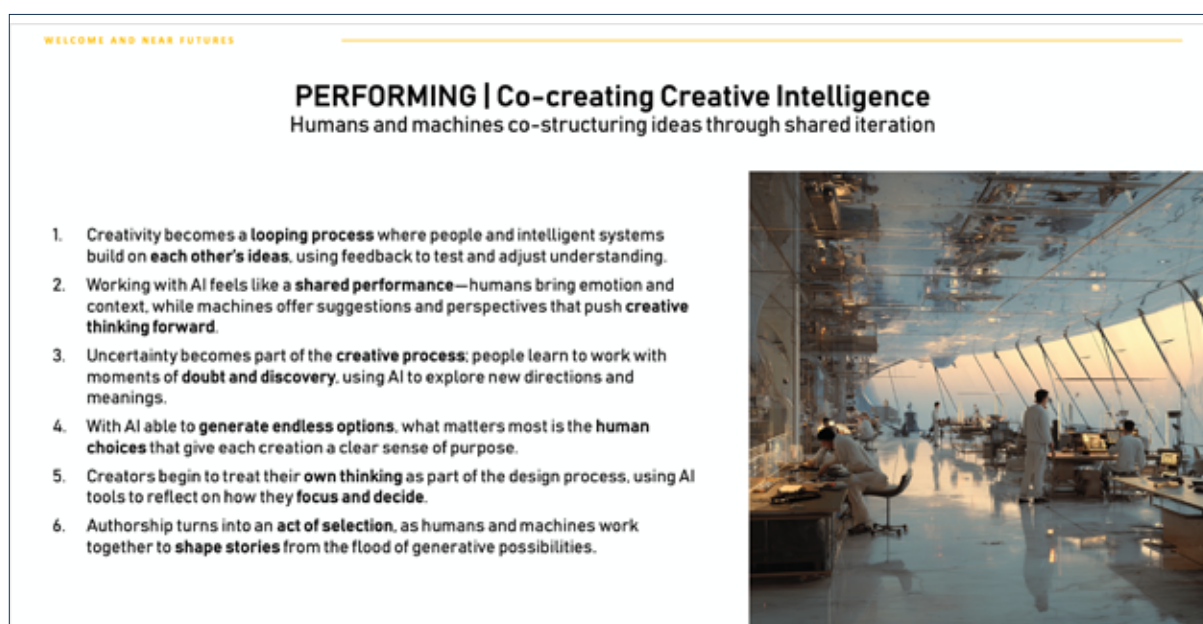


Figure 4.1 PERFORMING | Co-creating Creative Intelligence: Manifesto

The construction of the Near Future encompasses the identification and formulation of key **Trajectories**. Six Trajectory constitute the near future “**PERFORMING | Co-creating Creative Intelligence**” (see Figure 4.2):

- **Augmented Reflection Loops:** Creativity shifts from linear making to cyclical reflection. Ideas are continuously tested and refined through intelligent iteration — AI proposes, simulates, and exposes blind spots while humans interpret meaning. A recursive dialogue where humans shape machines that, in turn, reshape human thought.
- **Symbiotic Performance:** As Agentic AI Systems become a co-presence — proposing, questioning, reacting in real time, creation turns into an improvisational where two complementary intelligences negotiate rhythm, emotion, and context. What emerges is not the product of one mind but the choreography of many, making authorship inherently distributed.
- **Embodied ambiguity:** Uncertainty becomes a creative medium rather than an obstacle. Creative professionals learn to orchestrate ambiguity, moving through confusion, curiosity, and emergence as deliberate practice, supported by Agentic AI Systems as responsive partners.
- **Designed intention:** When AI generates infinite variations, human value lies in intentionality — conscious choice, emotional depth, interpretive openness. Creatives become curators of sense, embedding narrative gaps and cultural references that resist algorithmic flattening and signal irreducibly human presence within generative abundance.
- **Mind as Studio:** The mind itself becomes the primary design environment. Creativity shifts from producing outputs to designing one’s own cognitive processes such as attention, intuition, reflection. Agentic AI Systems mirror thought patterns, turning creation into continuous self-analysis. Mastering how one thinks becomes the defining skill of the Agentic AI Systems era.
- **Algorithmic authorship:** Endless algorithmic regeneration reframes the creative challenge: not how to make, but what deserves to exist. The creative act evolves from expression to curation of fragments into coherent, emotionally resonant narratives. Authorship is no longer measured by output, but by the capacity to make sense within abundance.

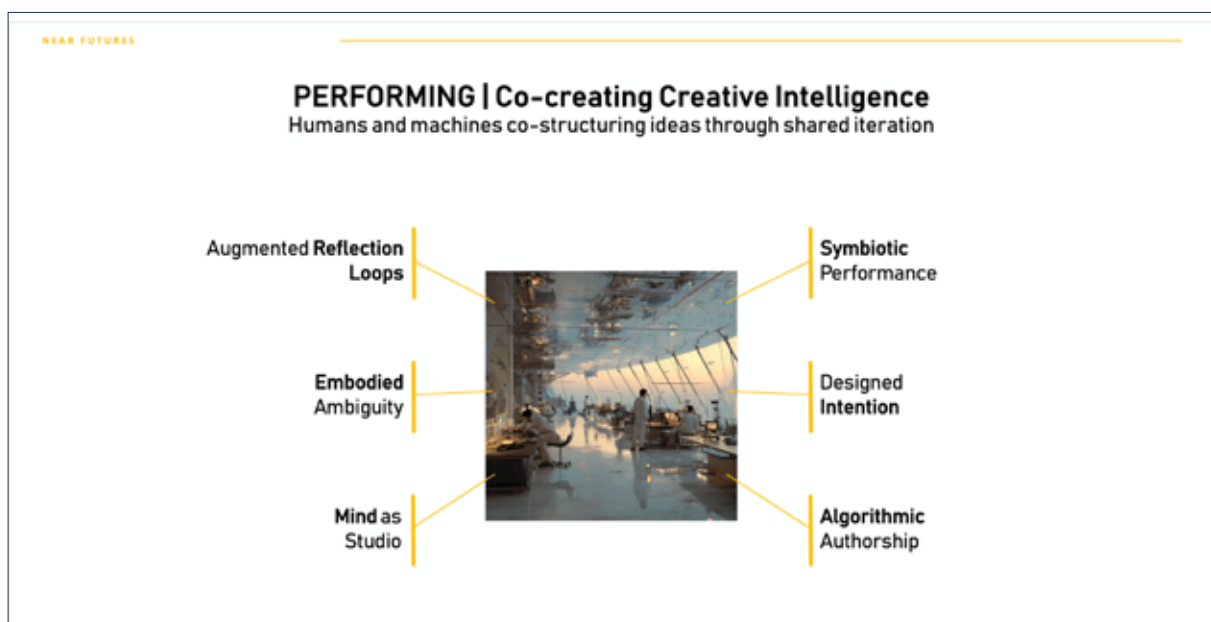


Figure 4.2 PERFORMING | Co-creating Creative Intelligence: Trajectories

Each Trajectory of the Near Future **“PERFORMING | Co-creating Creative Intelligence”** is developed based on underlying **Future Forces** (see Figures 4.3, 4.4, 4.5 and 4.6).

- Augmented Reflection Loops:** As Agentic AI Systems becomes embedded in creative workflows, every workspace transforms into a responsive simulation environment where ideas are continuously tested through synthetic audiences, adaptive feedback, and real-time dialogue. Feedback itself becomes a form of creation: designers and thinkers operate within living ecosystems of iteration, where AI predicts reactions and proposes counterarguments while humans interpret emotional, ethical, and contextual meaning. Rather than accelerating output, these systems deepen understanding — making creativity indistinguishable from learning, a shared ongoing rehearsal between minds and machines. In this ecosystem, projects evolve organically, with insights emerging in real time from the rhythm of reflection, turning every creative act into a continuous performance of testing and discovery. The Future Forces underlying this trajectory are GenAI as an Intelligence Equalizer (FF17), AI-Augmented Concept Testing (FF18) and Creative Sparring Systems (FF19).
- Symbiotic Performance:** Creative studios are evolving into hybrid ensembles where Agentic AI Systems and human professionals co-create live, with projects unfolding through improvisation — AI responding to tone, gesture, and emotional cues while humans interpret and steer the flow of interaction. In this performative ecology, human creatives no longer use AI tools; they perform with them, shaping outcomes through cues, constraints, and real-time dialogue. The creative act becomes a choreography of co-agency, where meaning emerges through interaction rather than command, and performance replaces authorship — creativity living in the exchange, not in the product. These performances blur the line between creation and collaboration, giving rise to a new creative identity: not the solitary author, but the conductor of symbiosis. The Future Forces underlying this trajectory are AI as a Creative Collaborator, not a Replacer (FF20) and GenAI as Agentic System (FF21).



Figure 4.3 PERFORMING | Co-creating Creative Intelligence: Future Forces (1/4)

- Embodied Ambiguity:** This new form of creative performance blends sensory awareness, mental regulation, and Agentic AI Systems co-agency in ways that redefine the studio itself. Creative spaces become Ambiguity Labs — immersive environments where biofeedback sensors translate tension, intuition, and curiosity into creative input, and sessions begin not with fixed briefs but with sensing prompts that spark open-ended exploration. Agentic AI Systems sustain a productive state of uncertainty rather than guiding toward a single result, amplifying certain cognitive rhythms and translating abstract impulses into tangible multisensory experiences. Over time, the most valued works of this era embody ambiguity — inviting interpretation and revealing the creative process itself, where body, mind, and machine collaborate to transform hesitation into form. The Future Forces underlying this trajectory are Embodied Ambiguity: Performing the Unknown (FF22), Cognitive Choreography: Designing Mental Movement (FF23) and Sensory Metacognition (FF24).



Figure 4.4 PERFORMING | Co-creating Creative Intelligence: Future Forces (2/4)

- Designed Intention:** As AI-generated outputs become indistinguishable in quality, creative industries are forced to redefine authenticity itself. Studios begin embedding intentional markers — structural pauses, asymmetries, emotional ruptures, contextual signals — into their work as proof of human authorship. Agentic AI Systems are trained to recognize and preserve these layers of meaning rather than optimize them away. Curation replaces correction; creative leadership is measured not by perfection but by the clarity of intention behind imperfection. Human creativity thrives again — not by doing more, but by designing why things are made at all, shaping not only what is made but why and how it means. The Future Forces underlying this trajectory are Intentionality Safeguard (FF25) and The Intentional Gap (FF26).
- Mind as Studio:** Leading creative studios are no longer organized around tools but around personalized cognitive environments. Each professional collaborates with an Agentic AI Systems mirror agent that tracks attention, mental patterns, and shifts between divergent and convergent thinking — visualizing insights as dynamic cognitive maps that guide teams in modulating rhythm, focus, and emotional balance. Projects are evaluated not just for originality but for the depth and awareness of the creative process itself: how teams explored their thinking, leveraged Agentic AI Systems feedback, and turned reflection into innovation. Over time, creative mastery is no longer measured by the quality of what is made, but by the depth of understanding of how it is made — where reflection, rhythm, and regulation are orchestrated with the same care once reserved for aesthetics or narrative. The Future Forces underlying this trajectory are Meta-Performance: Designing the Mind as a Creative Space (FF27), Metacognitive AI Amplification (FF28) and Reflexive Creativity: Thinking About Thinking (FF29).



Figure 4.5 PERFORMING | Co-creating Creative Intelligence: Future Forces (3/4)



- Algorithmic Authorship:** Creative professionals increasingly work inside vast algorithmic archives that generate millions of variations per second — their role shifting to detecting what carries cultural weight, tracing patterns of emotion, symbolism, and meaning hidden within synthetic flow. Design studios come to resemble editing rooms: places of listening, filtering, and framing where creativity lies in the choice, not the generation. At the same time, human-AI collaborations outperform individuals in creative performance but risk losing diversity, making the next frontier not about producing more ideas but about curating cognitive balance — knowing when to let Agentic AI Systems expand possibilities and when to re-anchor them in context, ethics, and emotion. The most valuable creators are not those who produce faster, but those who recognize what should endure. The Future Forces underlying this trajectory are Human-AI Co-Authorship (FF30), Script Mining and the Rise of Synthetic Originals (FF31) and The Decoupled Creativity Paradigm (FF32).

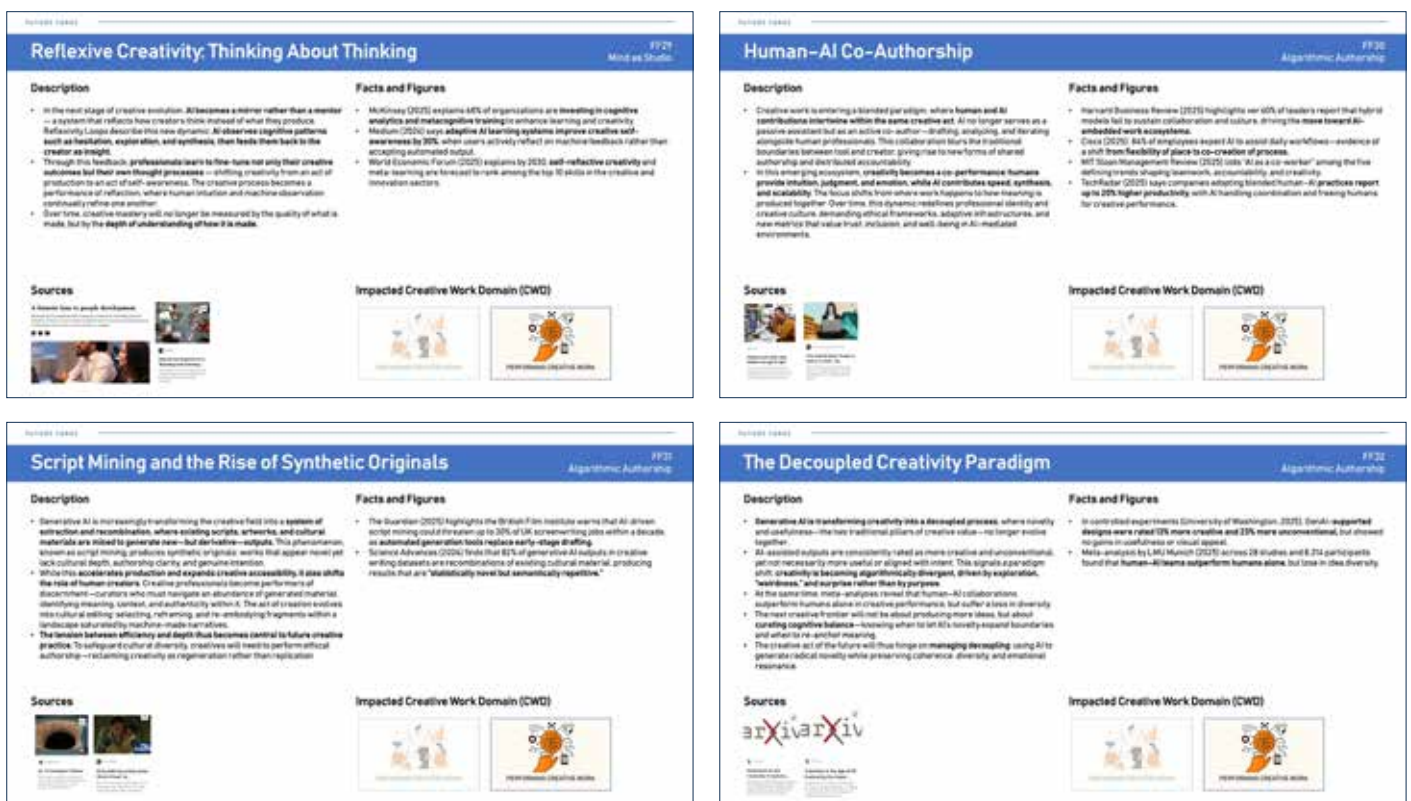


Figure 4.6 PERFORMING | Co-creating Creative Intelligence: Future Forces (4/4)

Distant Futures

The Distant Futures of the Performing Creative Work domain are depicted below:

PERFORMING | The False Myth of Co-Creation

Human the best, let the AI do the rest



Creative Friction in the Age of Intent Lock



Strategic Delegation and Critical Synergy



Human Oversight in Massive Parallelism



PERFORMING | Creativity Brought to Life

Toward a maieutic collaboration across technology, people, and context



Training Receptiveness and Creative Endurance



Orchestrating Collective Creativity Through Cognitive Mediation



Exposing Ideas to Collective Interrogation



PERFORMING | Intelligences in Creative Harmony

Enhancing personal intuition, collective imagination, and emotional awareness in creative processes



Suspending and Accelerating to Generate Creative Seeds



Giving Rhythm to Collective Imagination and Creative Joy



Relying on Embodied Cognition for Dialogic Exploration



PERFORMING | The False Myth of Co-Creation

Human the best, let the AI do the rest

The Future Forces constituting the Distant Future “**PERFORMING | The False Myth of Co-Creation**” are the following (see Figures 4.7, 4.8, 4.9 and 4.10):

- **AI-Augmented Concept Testing (FF18):** Agentic AI Systems are redefining how prototypes and early-stage ideas are tested. Instead of physical mockups, teams use Agentic AI Systems-driven simulations and synthetic user data to evaluate usability and market fit in real time, validating concepts in hours through continuous feedback loops, transforming testing into an integral creative phase.
- **AI as a Creative Collaborator, not a Replacer (FF20):** Creative work shifts from execution to orchestration as Agentic AI Systems become an engine for exploration. Agentic AI Systems operate as a dynamic system of iteration, feedback, and provocation. Creatives choreograph when to prompt, pause, and redirect Agentic AI Systems’s generative energy, turning technology into an instrument of rhythm and expansion.
- **GenAI as Agentic System (FF21):** Agentic AI Systems have evolved into agentic systems — creative entities capable of independent ideation, negotiation, and adaptation. Creatives no longer use Agentic AI Systems; they perform with them through cues, constraints, and real-time dialogue. The creative act becomes a choreography of co-agency, where meaning emerges through interaction rather than command.

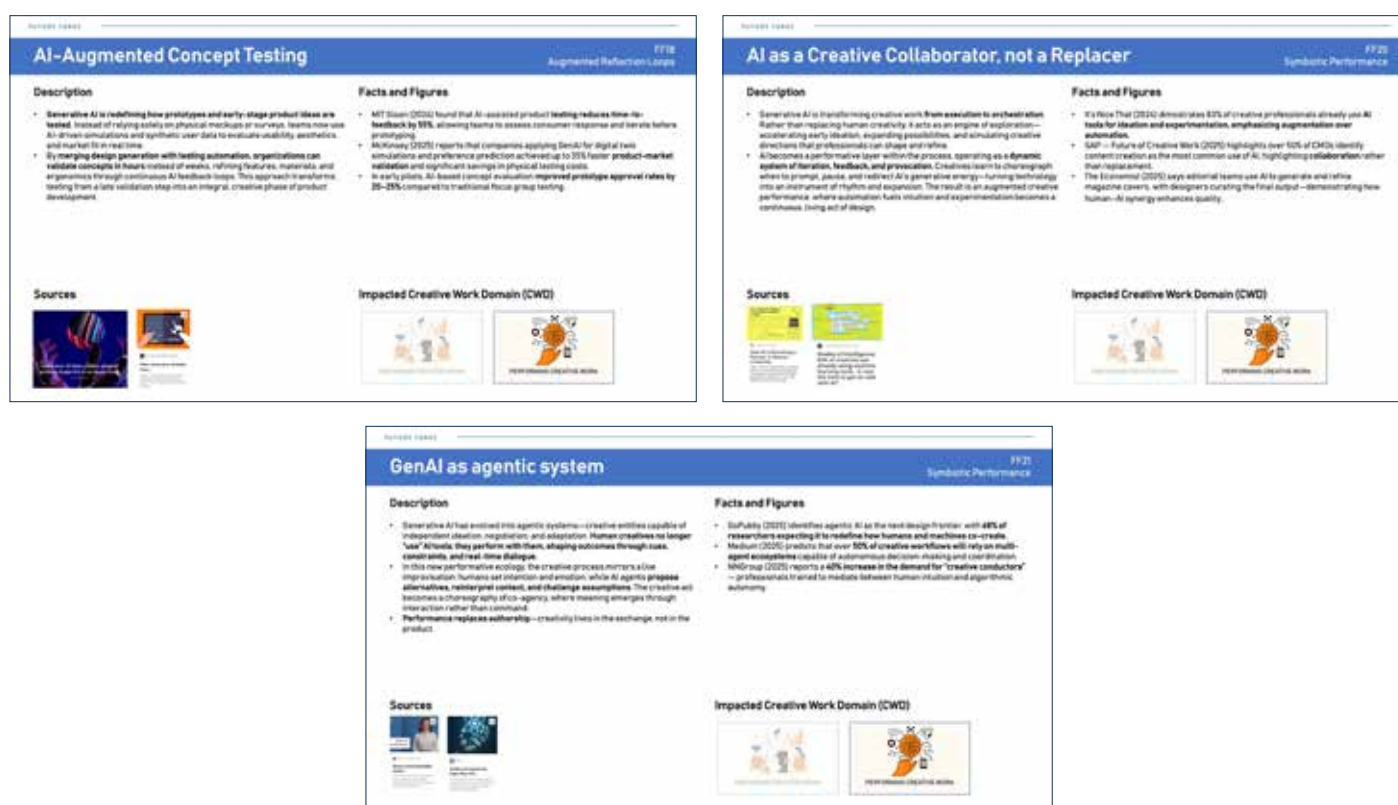


Figure 4.7 Distant Future “PERFORMING | The False Myth of Co-Creation”: Future Forces (1/4)

- **Cognitive Choreography: Designing Mental Movement (FF23):** As creative work becomes increasingly mediated by Agentic AI Systems, cognition turns into performative material. Cognitive Choreography describes how professionals learn to manage their own mental rhythms, moving intentionally between divergent exploration and convergent focus. Agentic AI Systems act as real-time partners in shaping flow, detecting cognitive fatigue or over-focus.
- **Sensory Metacognition (FF24):** Creativity emerges from the interaction between multiple sensory and cognitive systems. Sensory Metacognition describes the growing ability of creative professionals to consciously regulate their own neural and perceptual states. Agentic AI Systems amplify this capacity through adaptive cognitive feedback, detecting attention shifts or fatigue and maintaining productive balance.
- **Intentionality Safeguard (FF25):** As Agentic AI Systems grow more proficient in crafting stories and designs, it risks erasing intentionality — the conscious choice, emotional motivation, and cultural resonance a human creator embeds in an artifact. Professionals embed intentional markers into their work, signaling human agency. Protecting and articulating intention becomes a core meta-skill.
- **The Intentional Gap (FF26):** As Agentic AI Systems saturate culture with seamless, polished artifacts, the most powerful creative tool becomes absence. The Intentional Gap describes the deliberate use of incompleteness — silence, asymmetry, unfinished textures — as a new design language for meaning-making. Agentic AI Systems, trained to optimize, are reconfigured to preserve uncertainty and protect interpretive voids.

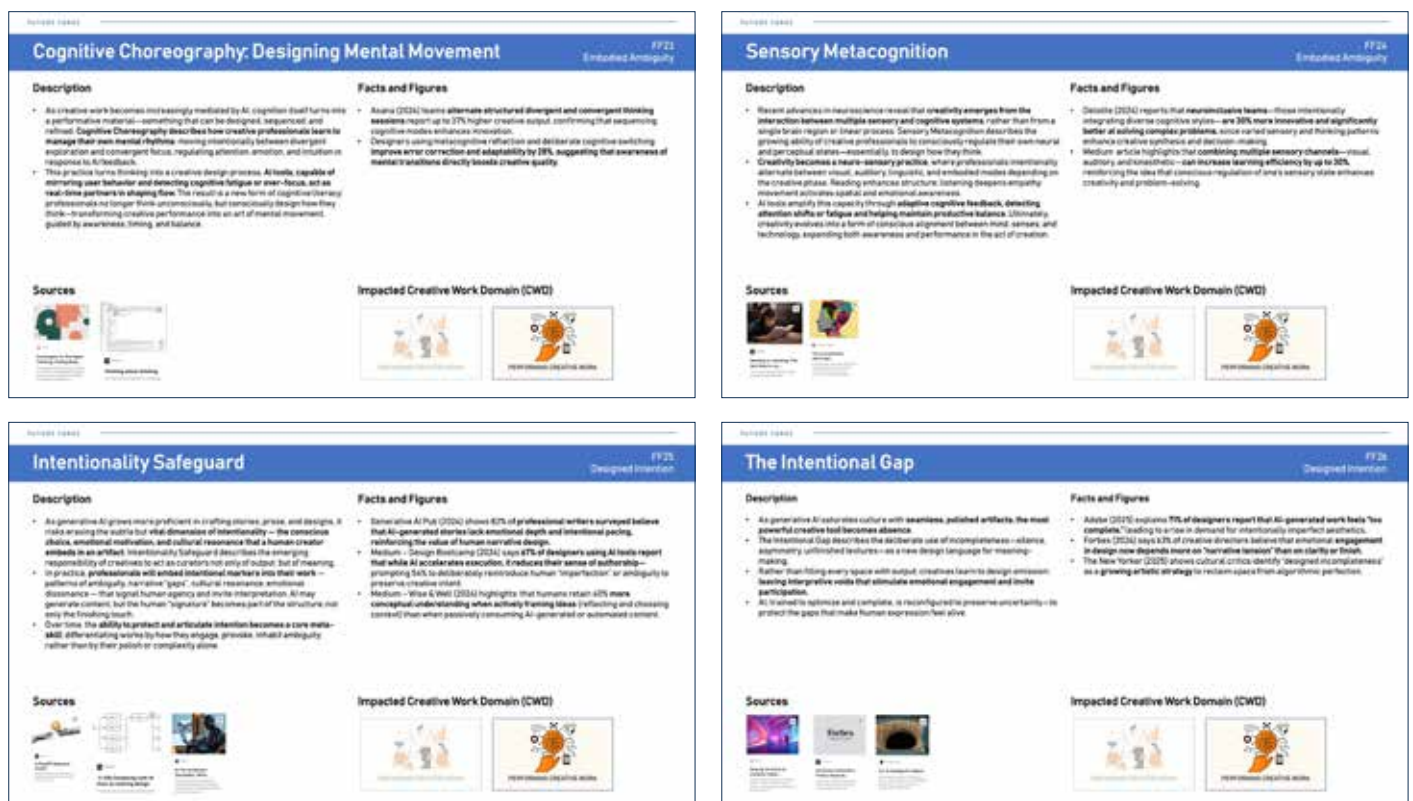


Figure 4.8 Distant Future “PERFORMING | The False Myth of Co-Creation”: Future Forces (2/4)

- **Meta-Performance: Designing the Mind as a Creative Space (FF27):** In Agentic AI Systems-augmented creativity, metacognition is becoming a new creative discipline. Instead of focusing only on producing outputs, professionals begin to design their own mental processes. Agentic AI Systems act as a cognitive mirror, revealing patterns of attention, emotion, and decision-making that creatives observe and refine into a creative material.
- **Metacognitive AI Amplification (FF28):** As Agentic AI Systems become deeply embedded in creative work, enhancing creativity depends more on the user's capacity for metacognition. Agentic AI Systems can accelerate idea generation, but only strategic and reflective thinkers channel it into meaningful innovation. Creative professionals no longer compete with Agentic AI Systems but orchestrate their own cognition alongside machine intelligence.
- **Reflexive Creativity: Thinking About Thinking (FF29):** Agentic AI Systems become a mirror rather than a mentor — reflecting how creators think instead of what they produce. Reflexivity Loops describe how Agentic AI Systems observe cognitive patterns such as hesitation, exploration, and synthesis, feeding them back as insight. Creative mastery will be measured by the depth of understanding of how it is made.

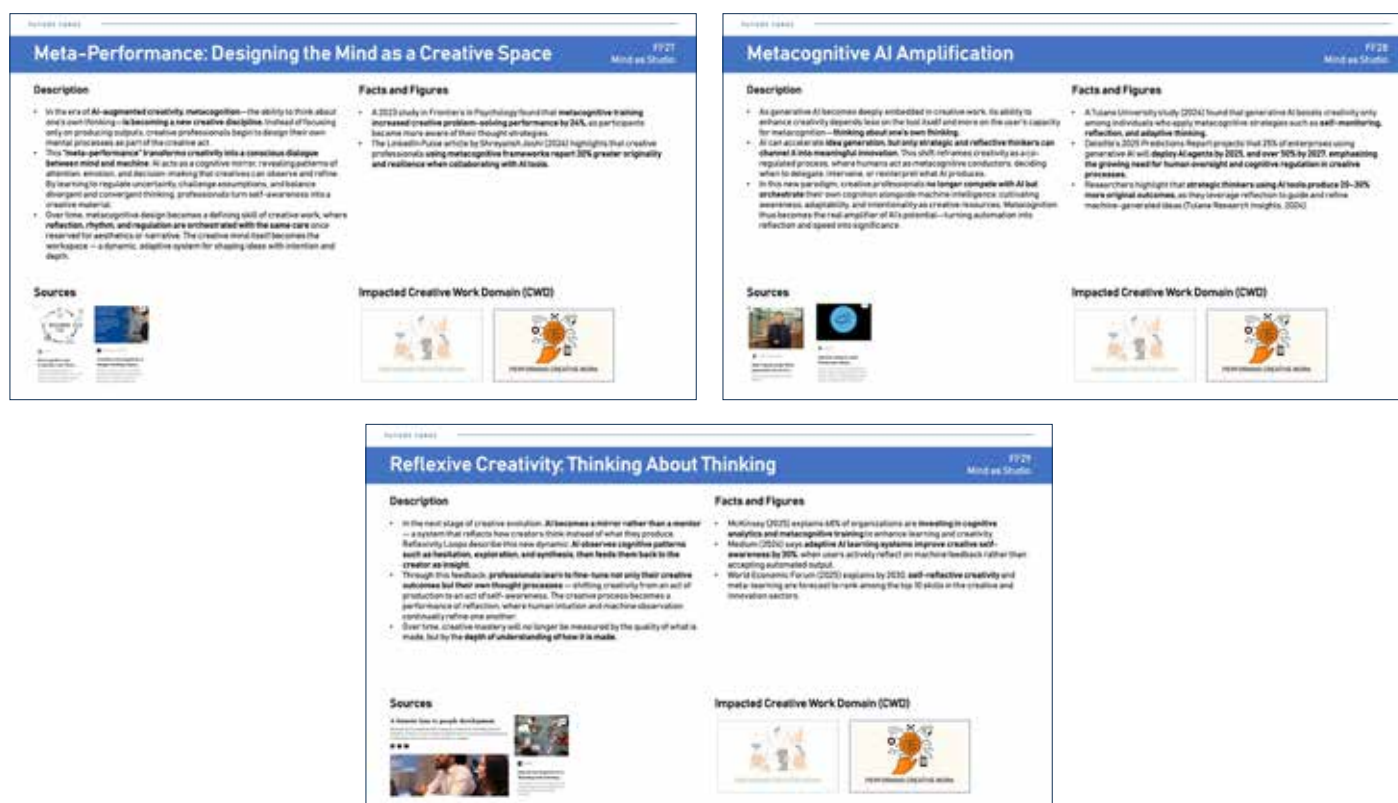


Figure 4.9 Distant Future "PERFORMING | The False Myth of Co-Creation": Future Forces (3/4)

- **Human-AI Co-Authorship (FF30):** Creative work is entering a blended paradigm where human and Agentic AI Systems contributions intertwine within the same creative act. Agentic AI Systems no longer serve as a passive assistant but as an active co-author. Creativity becomes a co-performance: humans provide intuition, judgment, and emotion, while Agentic AI Systems contribute speed, synthesis, and scalability.
- **Script Mining and the Rise of Synthetic Originals (FF31):** Agentic AI Systems are transforming the creative field into a system of extraction and recombination, where existing scripts, artworks, and cultural materials are mined to generate derivative outputs. This shifts the role of human creators toward discernment — curating material, identifying authenticity, and performing ethical authorship to reclaim creativity as regeneration rather than replication.
- **The Decoupled Creativity Paradigm (FF32):** Agentic AI Systems are transforming creativity into a decoupled process, where novelty and usefulness no longer evolve together. Agentic AI Systems-assisted outputs are more creative and unconventional, yet not necessarily more useful or aligned with intent. The next creative frontier hinges on curating cognitive balance — managing decoupling while preserving coherence, diversity, and emotional resonance.

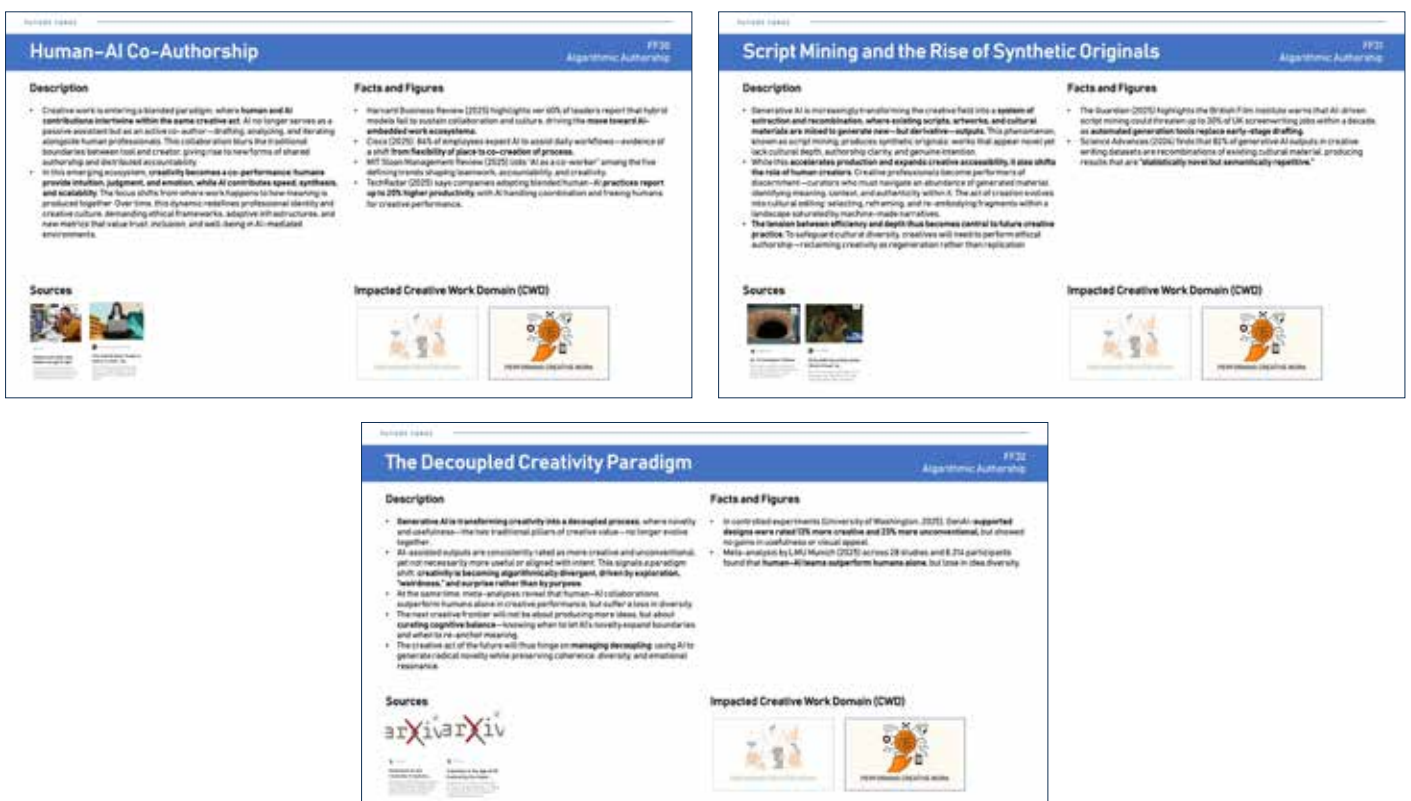


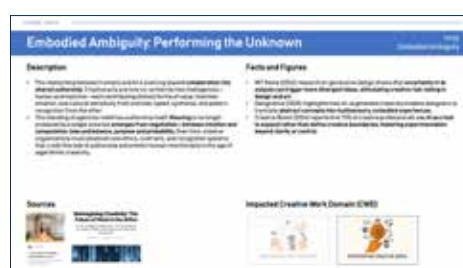
Figure 4.10 Distant Future "PERFORMING | The False Myth of Co-Creation": Future Forces (4/4)

Future Wills represent stakeholders' **meaningful desires** as new drivers of change, obtained through a process that challenges Future Forces through **Moral Imagination**. The Future Wills constituting the Distant Future **"PERFORMING | The False Myth of Co-Creation"** are explained below specifying their **Novum** aspect compared with challenged Future Forces (see Figure 4.11):

- **GenAI as an Intelligence Multiplayer (FW06)**: This Future Will challenges the Future Force "GenAI as an Intelligence Equalizer" (FF17). The Future Force assumes intelligence becomes evenly distributed, reducing hierarchy and compressing expertise into accessible outputs. Its value logic depends on speed, knowledge flow, and reduced cognitive inequality. The Future Will challenges this by rejecting flattening and introducing layered translation, challenging the idea of intelligence as evenly leveled. Status is reallocated back to depth and deliberate navigation across expertise levels. Power shifts from instant querying to intentional movement between cognitive strata. As a result, creativity becomes a disciplined choreography across layers of meaning.
- **From confusing ambiguity to challenging ambiguity (FW08)**: This Future Will challenges the Future Force "Embodied ambiguity: performing the unknown" (FF22). The Future Force assumes shared authorship and treats uncertainty as a medium that can be sustained without clear accountability, implying that negotiation with AI can remain open-ended and that ambiguity itself can signal value. The Future Will distinguishes confusing and challenging ambiguity and proposes clarity as an enforceable phase. Status and value shift toward demonstrated study, intentional constraint-setting, and the ability to resolve ambiguity on command, while AI's power changes from "co-writing meaning" to policing when uncertainty is allowed. This redefines creativity as a performable discipline of calibrated exploration-and-resolution, reshaping workflows, attention management, and authorship criteria in commercial creative production.



MEANINGFUL DESIRES



MEANINGFUL DESIRES

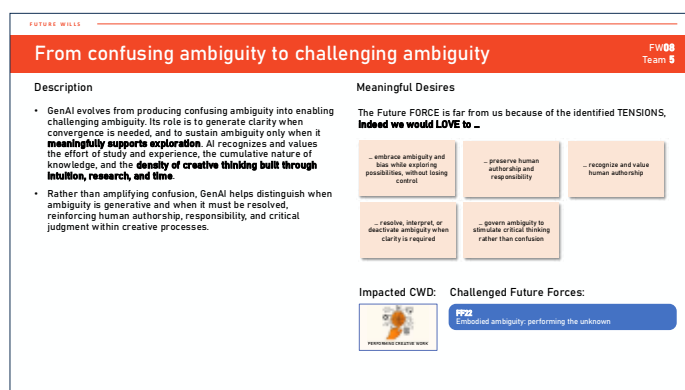
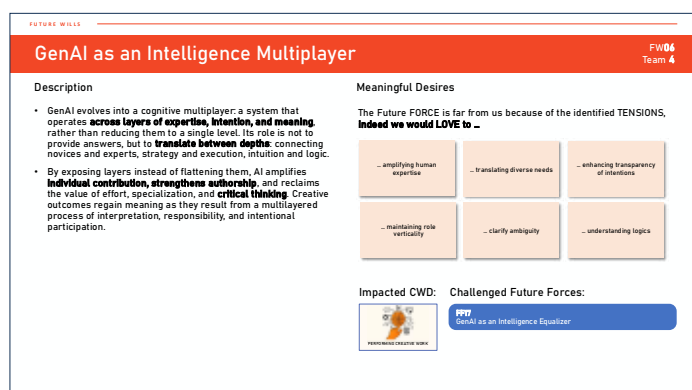


Figure 4.11 Distant Future "PERFORMING | The False Myth of Co-Creation": Future Wills



Future Engines represent stakeholders' **creative hypotheses** as new drivers of change, obtained through a process of **Innovative Abduction** that challenges Future Forces based on **Surprising Signals of Change**. The Future Engines constituting the Distant Future **"PERFORMING | The False Myth of Co-Creation"** are explained below specifying their **Novum** aspect compared with challenged Future Forces (see Figure 4.12):

- AI for human criticism (FE09):** This Future Will challenges the Future Force "Creative Sparring Systems" (FF19). The Future Force assumes AI enhances creativity through productive sparring and cognitive amplification, increasing reasoning quality and speed. Its value logic depends on improved performance through machine-supported analysis. The Future Engine overturns this logic by making three assumptions inadequate: AI as an amplifier of cognition, friction as optional, and productivity gains as the primary source of value. Instead, AI is redefined as a resistance system designed to limit intellectual outsourcing and preserve human cognitive agency. As a result, the performance metric is inverted: dependency on AI becomes a risk to manage rather than an efficiency to maximize. Power shifts back to human judgment, while legitimacy depends on demonstrable autonomy and critical capacity. This requires new workflow rules, evaluation metrics, and tool constraints that intentionally introduce friction and slow reasoning processes.



CREATIVE HYPOTHESES



Figure 4.12 Distant Future "PERFORMING | The False Myth of Co-Creation": Future Engines

When Future Engines and Future Wills challenge Future Forces underlying Near Future trajectories, **novel trajectories** characterizing the **Distant Future** emerge (see Figures 4.13).

The first novel trajectory, **Strengthened Cognitive Agency**, structures creative work across explicit cognitive layers — exploration, expertise, and strategic intention — where Agentic AI Systems are designed to actively prevent dependency rather than equalize intelligence. Systems require creators to first articulate their own position before accessing cross-layer translation or machine critique. Creators draft at one level, confront counterarguments at another, and only then integrate synthesis. Agentic AI Systems act both as translator between cognitive depths and as regulator of over-reliance, introducing calibrated friction when human reasoning is underdeveloped. Creative skill now includes navigating these layers with autonomy — knowing when to engage Agentic AI Systems provocation, when to resist it, and how to preserve authorship across the full cognitive stack.

A **Future Probe** describing a concrete example within this novel trajectory is a “Layered Rationale System”, an Agentic AI System requiring creatives to compose a rationale document outlining thematic intent, aesthetic references, and narrative tensions before generating alternative perspectives or strategic scenarios, ensuring every Agentic AI Systems contribution reinforces — rather than replaces — the creator’s cognitive agency.

The second novel trajectory, **Calibrated Ambiguity Performance**, reframes ambiguity as a skill to be governed rather than a condition to be eliminated. Creative professionals learn to hold ambiguity only when it expands possibility, triggering Agentic AI Systems-backed clarity gates when choices must be made. Toolchains shift from endless ideation to staged cycles where evidence of study, intent, and constraint-setting is captured and rewarded as part of the performance. Authorship becomes more accountable because ambiguity is timestamped, scoped, and resolved on purpose — not left to drift — while Agentic AI Systems are contracted as regulators of cognitive load rather than co-authors of meaning. Quality signals move toward “productive uncertainty” metrics: how well a work explores, then crystallizes, without hiding behind vagueness.

A **Future Probe** describing a concrete example within this novel trajectory is an “Ambiguity Window Protocol”, an Agentic AI System commissioned by a music label to remain silent during a performer-defined ambiguity window, switching to clarify mode only after the performer records a short intent statement and cites key influences — with critics evaluating how well the work explored uncertainty before landing on clear creative decisions.

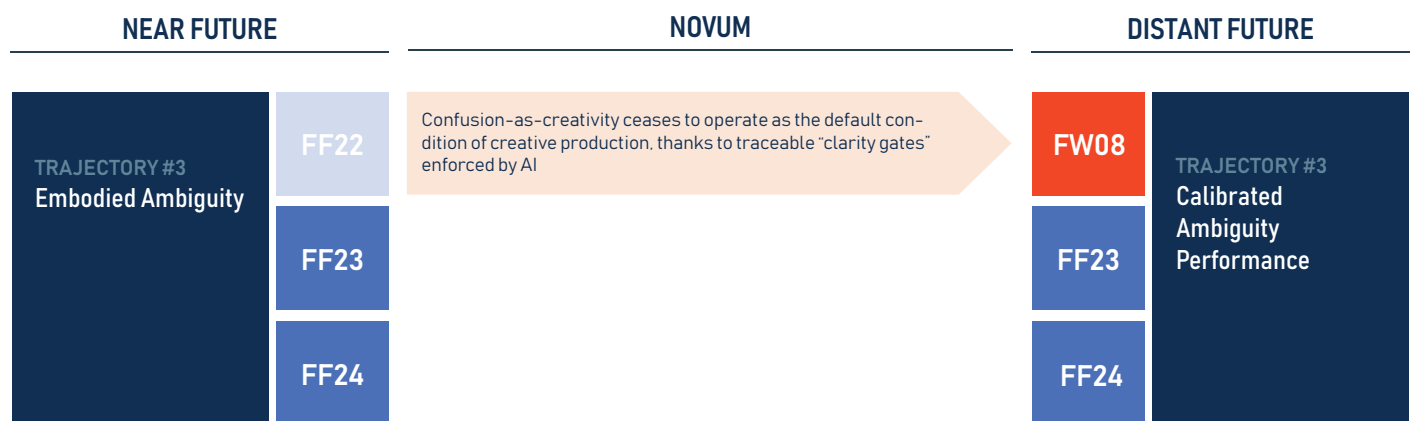
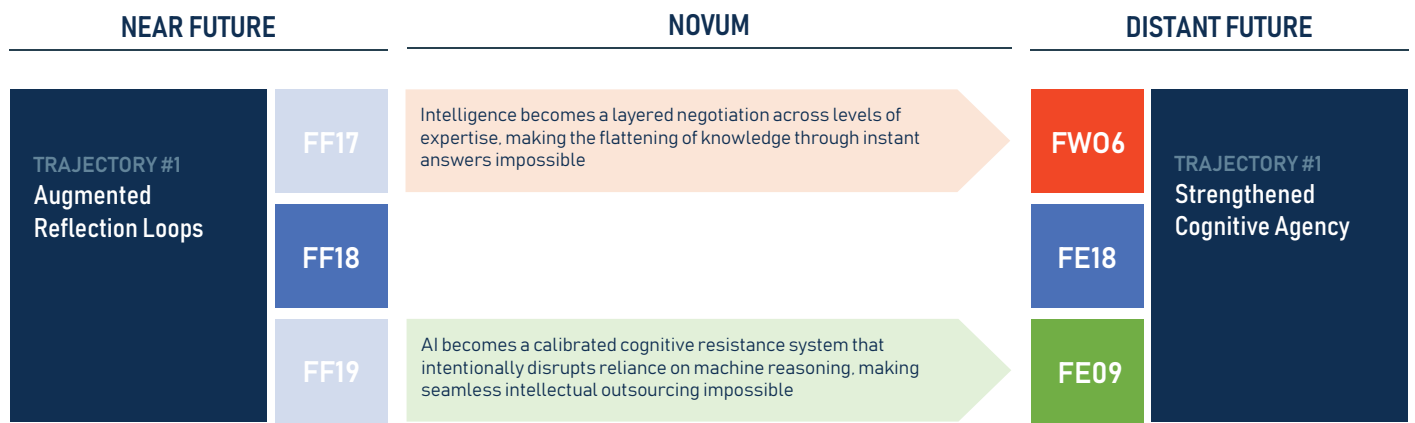


Figure 4.13 Distant Future "PERFORMING | The False Myth of Co-Creation": Novum and Trajectories

The interplay between Future Forces, Future Engines and Future Wills allows stakeholders to produce the Distant Future. The Manifesto of the Distant Future “**PERFORMING | The False Myth of Co-Creation**” is described below:

1. The value of creative work shifts toward human agency. In 2035, humans remain irreplaceable in decision-making, data interpretation, and the definition of meaning. Artificial intelligence becomes a powerful operational infrastructure—supporting analysis, simulation, and validation—yet unable to determine direction.
2. The creative process begins with a declaration of intent. Creators define why they use AI, what they aim to explore, and which decisions must remain human. Rather than opening endless possibilities, AI amplifies a trajectory already chosen—helping to refine and strengthen intentional outcomes.
3. A clear distinction emerges between knowledge that can be reused and knowledge that must be created. AI recombines existing information, accelerating knowledge leveraging, while the creation of meaning, interpretation, and perspective remains uniquely human. Learning shifts from acquiring knowledge to developing agency—the ability to think, question, and understand why something should exist.
4. Critical thinking becomes a deliberate cognitive practice. Creators are no longer defined by what they produce, but by how they think: navigating ambiguity without losing direction, questioning AI outputs, and applying judgment as an active filter. They explore without drifting and decide what is worth pursuing.
5. Human agency extends to the control of time, rhythm, and attention. Creative work becomes a performance of focus and energy. In a world of abundant intelligence, attention becomes the most valuable resource—one that only humans can truly direct.



The **Memories of the Future** are crucial to highlight the most relevant and pivotal elements of the Distant Future scenario. The **Manifesto of the Future** and **Memories of the Future** of the Distant Future “**PERFORMING | The False Myth of Co-Creation**” are depicted below (see Figure 4.14):



Figure 4.14 Distant Distant Future “**PERFORMING | The False Myth of Co-Creation**”: Manifesto and Memories of the Future

The following Characters inhabits the Distant Future “**PERFORMING | The False Myth of Co-Creation**” (see Figure 4.15):

- Amber, Cognitive Challenger:** She is a 37 years old senior profile shaped by years of practice at the intersection of critical thinking and creative methodology. In a world where Agentic AI Systems accelerate generation, her central function is ensuring thinking happens before producing — questioning assumptions, redefining problems before solving them, and guiding teams toward deeper, more meaningful directions. Rather than focusing on idea production, she stimulates critical reflection and shapes how reasoning begins, ensuring every decision is intentional and grounded in human judgment. She guides individuals and teams to clearly structure their thinking and articulate their intent before engaging with Agentic AI Systems. Her Future Competences are **Critical Framing, Delegation, and Meaning Discovery**.
- Luisa, Meaning Mediator:** She is a 56 years old experienced professional who has spent her career bridging people, disciplines, and cultures within complex creative environments. Where Agentic AI Systems generate infinite outputs, her value lies in ensuring that meaning doesn't fragment — that what gets created is shared, understood, and collectively constructed. She works across teams and organizations translating diverse viewpoints into coherent directions, surfacing implicit assumptions, and building the conditions for collective understanding. Her role is never to produce content or define strategy, but to ensure creativity remains meaningful and aligned at both individual and cultural levels. Her Future Competences are **Perspective Translation, Collective Sensemaking, and Tacit Alignment**.
- Carlo, Meaning Architect:** He is a 39 years old cognitive strategist who operates at the boundary between human intention and algorithmic production. His work begins where most creative processes haven't yet started — defining what is worth pursuing before anything is generated. In environments saturated by Agentic AI Systems capable of recombining content at scale, he ensures human judgment remains the deciding force: setting intentions, framing problems, and establishing the boundaries within which Agentic AI Systems operate. By anchoring purpose before execution, he transforms Agentic AI Systems from tools of endless exploration into systems of convergence and refinement. His Future Competences are **Intent Framing, Judgment Filtering, and Meaning Construction**.



Figure 4.15 Distant Future “PERFORMING | The False Myth of Co-Creation”: Characters

The following Generative Applications characterize the Distant Future “**PERFORMING | The False Myth of Co-Creation**” (see Figure 4.16):

- BIMB-AI Execution Engine:** It is an operational layer designed to separate execution from meaning inside creative workflows, handling repetitive and low-value tasks so that human attention can remain concentrated on what requires genuine judgment. Unlike most Agentic AI Systems, BIMB-AI is intentionally constrained — it does not generate creative ideas or suggest strategic directions, but strictly executes predefined instructions. Embodied as a physical or ambient system seamlessly integrated into daily workflows, it behaves like an intelligent operational presence — always available, always precise, but never autonomous in decision-making. Its value grows precisely through what it refuses to do: by being forbidden from generating ideas, it forces users to distinguish between what deserves human thinking and what can safely be delegated. Among its spells, it can perform **Knowledge-Based Delegation**: consciously assigning low-value tasks to BIMB-AI to preserve focus on high-value thinking, making authorship visible and traceable by clarifying when a contribution is human-driven versus operationally executed.
- Intent Lock:** It is a mandatory interface layer embedded into Agentic AI Systems that blocks access until the user has clearly defined their intention, decision criteria, and boundaries. Rather than being a standalone tool, it operates as a structural condition woven into every generative system — ensuring that thinking always precedes generation and that Agentic AI Systems remain execution tools rather than thinking substitutes. Before anything can be generated, users must declare intent, define boundaries, and set evaluation criteria. Only then does the system activate. Its distance from today’s world lies in a fundamental inversion: creativity shifts from infinite and reactive to structured and intentional. Among its spells, it can perform **Intent Declaration** — requiring users to explicitly state purpose, desired outcome, and decision ownership before any output is produced — making Agentic AI Systems intentional rather than reactive, generating less noise, stronger authorship, and clearer direction.

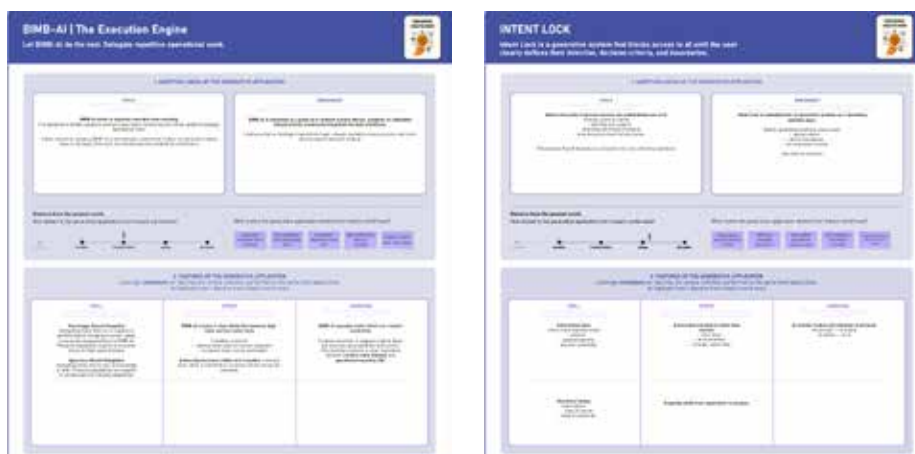


Figure 4.16 Distant Future “**PERFORMING | The False Myth of Co-Creation**”: Generative Applications

The **Future Episodes** describe a set of situations in which the **Characters** interact with the **Generative Applications** in the distant future scenario. For the Distant Future “**PERFORMING | The False Myth of Co-Creation**”, the episodes were developed by reflecting on the current situations illustrated below, each of which represents a familiar creative challenge reimagined in the distant future (see Figures 4.17, 4.18, and 4.19).

Episode 1 | Searching for inspiration or information

Looking for references, researching, exploring examples, gathering insights, learning from others.



Episode 2 | Generating new ideas

Coming up with ideas, exploring possibilities, imagining solutions, thinking creatively alone or with others.



Episode 3 | Producing artifacts

Creating something tangible or visible: documents, visuals, prototypes, presentations, code, content, models, etc.



FUTURE EPISODE #1

Creative Friction in the Age of Intent Lock

Junior researcher challenges mundane automation by using Intent Lock to meet the high creative expectations of the boss.

**CONTEXT | A Demanding Request in the Office**

Inside a futuristic open-plan office, where ambient screens display real-time data flows and AI-assisted dashboards line every wall, Carlo Franchi, the Big Boss, urgently demands innovative inspirations and ideas for a proposal aimed at a major Arab client. The client, a sovereign investment fund with a known appetite for culturally resonant narratives, expects a level of creative sophistication that goes far beyond polished templates. Carlo assigns this task to Manuele, Junior Researcher, who must manage the pressure of an extremely demanding superior while navigating a workspace saturated with tools that promise intelligence but rarely deliver it. The office hums with automation: scheduling agents, content summarizers, trend scrapers — all running silently in the background. Yet the true challenge lies precisely in overcoming the mediocrity of automatically generated content. Manuele finds himself in a difficult position, balancing Carlo's expectations against the current limitations of a technology ecosystem optimized for speed rather than depth.

ACTION | Friction with AI and Critical Intervention

Manuele queries a proprietary corporate AI Agent that operates within a closed bubble, drawing only from internal company materials — past proposals, market reports, brand guidelines accumulated over years. However, the AI Agent provides clichéd insights: generic references to Arab hospitality, recycled metaphors of heritage and vision, surface-level trend aggregations that feel instantly recognizable and instantly forgettable. The output triggers a visible conflict between Manuele and the artificial intelligence — a frustrating loop of rephrased prompts and equally disappointing responses. The system simply cannot grasp the required cultural depth or the strategic originality Carlo expects. Amber, Creative Challenger, a senior figure within the organization known for disrupting comfortable workflows, witnesses the dispute from across the room. Rather than offering a shortcut, she intervenes by suggesting the use of Intent Lock — a tool Manuele has heard of but never seriously considered. Amber makes clear that Intent Lock is not an enabling intelligence designed to enhance or accelerate output: it is deliberately built to do the opposite: to disable lazy tech usage, to create productive resistance. She pushes Manuele to step back from the query-and-receive dynamic and instead structure a genuinely critical process — one that begins with articulating intent before any tool is consulted.

OUTCOME | The Rediscovery of Human Intent

By utilizing Intent Lock, Manuele is forced to change his approach entirely. The application systematically blocks easy answers — every attempt to retrieve pre-formed content is met with a prompt that redirects attention back to the underlying human question: What are you actually trying to say, and why does it matter? This constraint, initially experienced as an obstacle, gradually becomes a discipline. Under the guidance of Amber, Creative Challenger, Manuele learns to challenge data rather than consume it, and to interpret information reflectively rather than instrumentally. He begins mapping the cultural tensions, aspirations, and unspoken values that might resonate with the client — work that no internal database could have surfaced on its own. The episode concludes with Manuele successfully directing his intent toward a high-value proposal that carries a distinctly human signature. Despite initial frustration, he comes to recognize that the most sophisticated thing Intent Lock did was simply refuse to think for him. Manuele realizes that the true challenge of the near future is not delegation, but the deliberate cultivation of human essence — made possible, paradoxically, through technological constraint.

FUTURE EPISODE #2

Strategic Delegation and Critical Synergy

Manuele and Luisa use BIMB AI as a benchmark to refine their creative focus and strategic output.

**CONTEXT | Midday Crisis and Creative Stagnation**

Midway through the workday, the team faces a significant setback after wasting hours producing output that, upon honest reflection, bears no meaningful connection to the client's actual needs. The morning had begun with energy and good intentions, but a series of unanchored brainstorming rounds — each building on the vague foundations of the last — had led the group in circles. Manuele, Junior Researcher, realizes with growing discomfort that they lack a clear direction capable of satisfying the business-oriented colleagues from other departments, who are already pressing for tangible deliverables and concrete strategic frameworks. The gap between the creative team's instincts and the analytical expectations of their internal stakeholders feels, in this moment, unbridgeable. Amber, Creative Challenger, observes from the sidelines with a measured silence that the rest of the team has learned to read as either quiet disapproval or deliberate restraint — it is rarely obvious which. Luisa, Senior Mediator, moves carefully between the two factions, attempting to translate frustrations into productive language without flattening the genuine tensions at play. The office environment is charged: screens filled with discarded iterations, half-finished mood boards competing for wall space, and a shared awareness that time is no longer on their side. What the team urgently needs is not more ideas, but a counter-proof tool — something capable of validating or invalidating their progress from the outside. They need to move beyond unproductive brainstorming toward a more structured and purposeful methodology, one grounded in evidence rather than instinct.

ACTION | Benchmark Testing with BIMB AI

To break the impasse, Luisa, Senior Mediator, makes a decisive call: she proposes implementing BIMB AI not as a creative partner, but as a stress test — a controlled experiment designed to expose the baseline of what automated intelligence can produce under the same brief. The team agrees, half skeptical and half relieved to have a concrete next step. They feed BIMB AI the same parameters they have been working with all morning and observe, in real time, how quickly and efficiently the machine generates structured solutions: organized, coherent, and entirely predictable. The output arrives in seconds — polished in form, hollow in cultural weight. Manuele recalls Amber's earlier lesson about Intent Lock and approaches this moment with a newly proactive attitude. Rather than measuring themselves against the AI's speed, the team reframes the experiment entirely: they use BIMB AI's output to map the territory of effortless automation — to identify precisely what the machine does without friction, and therefore what requires no human involvement whatsoever. This inversion proves clarifying. By understanding the ceiling of automated ideation, the team begins to see with far greater precision where their human critical thinking and irreplaceable creative judgment must concentrate. The boundary between delegable and non-delegable work, previously invisible, suddenly becomes legible.

OUTCOME | Critical Inquiry and Purposeful Focus

The experiment proves more successful than anyone had anticipated. Rather than generating a final answer, BIMB AI's output functions as a productive provocation — a starting point that the team can push against, interrogate, and ultimately surpass. Manuele and Luisa, Senior Mediator, establish a new working rhythm: repetitive structuring tasks, data formatting, and preliminary synthesis are delegated to BIMB AI without hesitation, freeing the team's cognitive resources for the complex nuances the machine cannot grasp — cultural subtext, strategic ambiguity, the delicate calibration of tone required by a client whose expectations are as much emotional as they are rational. By investigating the AI's output with a genuinely critical spirit, treating it as a draft to be challenged rather than a solution to be refined, the team produces a proposal that bears the unmistakable texture of human judgment. The episode concludes with a quiet but meaningful shift in mindset: the team no longer experiences automation as a threat to their relevance, nor as a shortcut to be either embraced or resisted. Instead, they have learned to use it as a boundary condition — a precise marker that defines, by contrast, the irreducible territory of human ingenuity.



FUTURE EPISODE #3

Human Oversight in Massive Parallelism

Manuele manages ten simultaneous projects by delegating technical execution to BIMB AI while maintaining strict critical human supervision.

**CONTEXT | Outsourced Processes and High-Volume Projects**

The scene shifts away from the familiar tensions of the main office. The research team has moved its operations into an outsourced environment — a purpose-built facility located outside the company's headquarters, designed not for creative incubation but for high-throughput execution. The space reflects this mandate: clean, modular, and stripped of the mood boards and ambient screens that characterized the previous episodes. Here, efficiency is not an aspiration but an architectural principle. Manuele, Junior Researcher, arrives with a brief that would have been unthinkable under traditional working conditions: he is tasked with handling ten different projects simultaneously, each belonging to a distinct client context, each carrying its own strategic logic and cultural register. The scale of the assignment marks a decisive departure from the individual production model that defined earlier phases of his career. In its place, a decentralized workflow has emerged — one in which the human designer no longer operates as a solitary producer, but as the central intelligence hub of a distributed system. The monitoring station that Manuele inhabits reflects this transformation: multiple parallel dashboards feed live updates from each project track, algorithmic processes run in the background without interruption, and the room hums with the low-grade intensity of coordinated automation. It is a vision of a distant future in which human labor has been fundamentally redefined — no longer measured by individual output, but by the capacity to govern multiple concurrent streams of outsourced innovation with precision and judgment.

ACTION | Precision Input and Algorithmic Execution

To manage the workload without sacrificing quality, Manuele develops a new discipline: the art of the super-precise input. He quickly learns that BIMB AI's extraordinary capacity for concurrent technical execution is only as valuable as the clarity of the directives it receives. Vague instructions produce competent but directionless outputs; precise ones unlock the system's full operational range. Manuele begins drafting inputs with a level of specificity he had never previously applied — articulating not only what needs to be done, but the exact parameters of tone, format, cultural framing, and strategic intent that each project requires. BIMB AI receives these directives and performs the heavy lifting: translating Manuele's guidance into functional outputs across all ten project tracks simultaneously, processing in minutes what would have taken a conventional team several weeks. The interaction settles into a distinctive "command and control" dynamic — the machine's speed and scalability held in constant balance by the designer's exacting supervision. There is no room for ambiguity in this arrangement. BIMB AI executes exactly what is requested, without questioning the underlying creative intent, without improvising, without introducing its own interpretive layer. This is both its greatest strength and the source of its most significant limitation: the system is only as good as the human directing it. Manuele must ensure that every instruction is flawless in its intent, because at this scale, even a small misalignment in the input propagates across the entire output architecture.

OUTCOME | Critical Supervision and Scalable Impact

The episode culminates in the successful delivery of all ten projects — an outcome that, even weeks earlier, would have seemed implausible for a single researcher operating within a standard timeframe. But the result carries a meaning that extends beyond the operational achievement. What Manuele has produced is not simply a volume of automated outputs; it is the product of a human-directed process that filters machine efficiency through a consistently critical spirit. Each deliverable bears the imprint of deliberate human judgment — not in every line of its execution, but in the intent that shaped its direction and the supervision that ensured its integrity. Manuele comes to understand that critical oversight at scale is a skill as demanding as any form of hands-on production — perhaps more so, because it requires the ability to hold ten simultaneous mental models in focus, to detect misalignment before it compounds, and to intervene with precision rather than instinct. In this distant future, the designer's value no longer resides in the capacity to produce, but in the capacity to govern complex systems while ensuring that every automated step remains anchored to human-centric goals. Scalability, Manuele realizes, is not the opposite of quality — it is what quality looks like when human intelligence learns to operate at the speed of machines without surrendering its essence.

Figure 4.19 Distant Future "PERFORMING | The False Myth of Co-Creation": Future Episodes (3/3)

PERFORMING | Creativity Brought to Life

Toward a maieutic collaboration across technology, people, and context

The Future Forces constituting the Distant Future “**PERFORMING | Creativity Brought to Life**” are the following (see Figures 4.20, 4.21, 4.22 and 4.23):

- **AI-Augmented Concept Testing (FF18):** Agentic AI Systems are redefining how prototypes and early-stage ideas are tested. Instead of physical mockups, teams use Agentic AI Systems-driven simulations and synthetic user data to evaluate usability and market fit in real time, validating concepts in hours through continuous feedback loops, transforming testing into an integral creative phase.
- **AI as a Creative Collaborator, not a Replacer (FF20):** Creative work shifts from execution to orchestration as Agentic AI Systems become an engine for exploration. Agentic AI Systems operate as a dynamic system of iteration, feedback, and provocation. Creatives choreograph when to prompt, pause, and redirect Agentic AI Systems’s generative energy, turning technology into an instrument of rhythm and expansion.
- **GenAI as Agentic System (FF21):** Agentic AI Systems have evolved into agentic systems — creative entities capable of independent ideation, negotiation, and adaptation. Creatives no longer use Agentic AI Systems; they perform with them through cues, constraints, and real-time dialogue. The creative act becomes a choreography of co-agency, where meaning emerges through interaction rather than command.

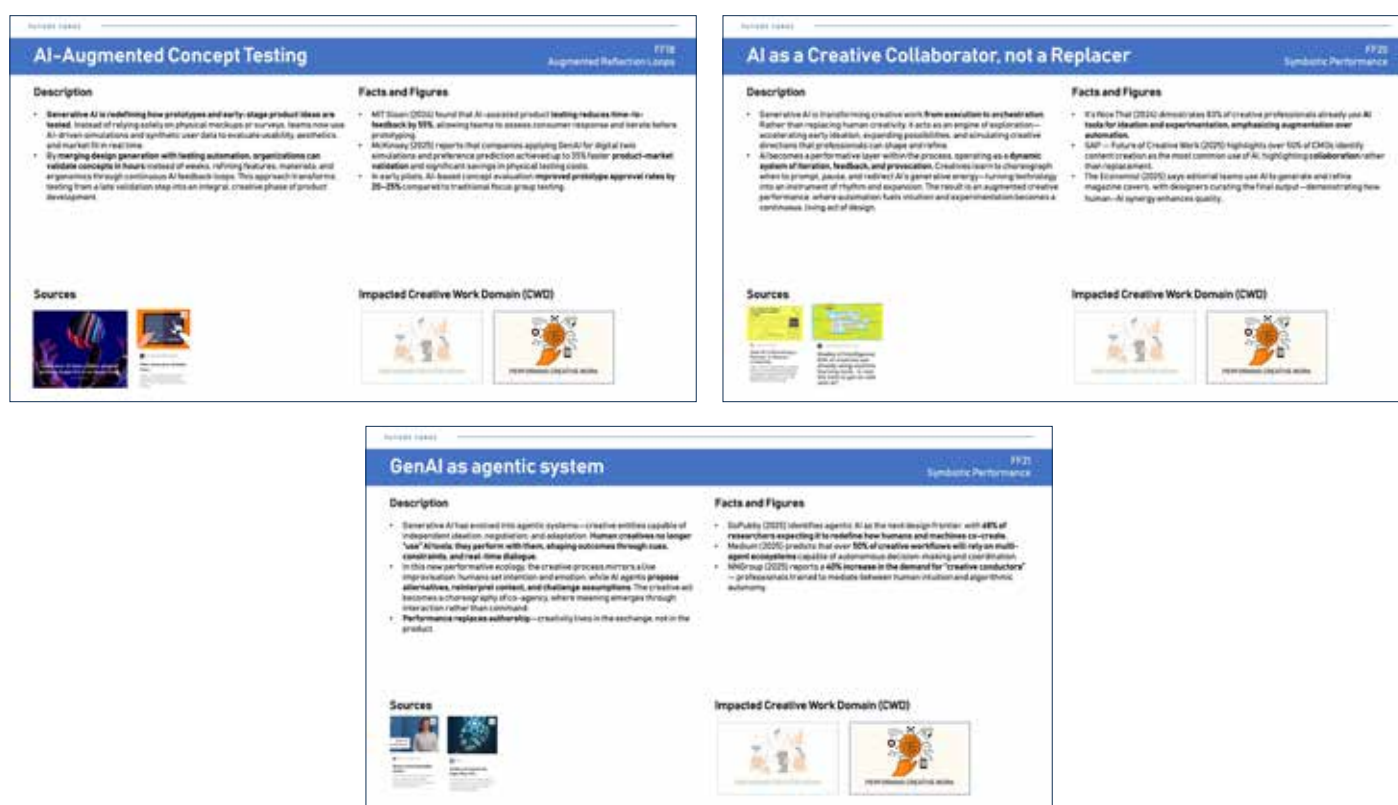


Figure 4.20 Distant Future “PERFORMING | Creativity Brought to Life”: Future Forces (1/4)

- **Embodied Ambiguity: Performing the Unknown (FF22):** The human–AI relationship is evolving into shared authorship. Creative acts are now co-written by two intelligences—each contributing distinct value: intention, emotion, and cultural sensitivity from humans; speed, synthesis, and pattern recognition from machines. Meaning emerges from negotiation, requiring new ethics, contracts, and recognition systems to protect human intentionality.
- **Cognitive Choreography: Designing Mental Movement (FF23):** As creative work becomes increasingly mediated by Agentic AI Systems, cognition turns into performative material. Cognitive Choreography describes how professionals learn to manage their own mental rhythms, moving intentionally between divergent exploration and convergent focus. Agentic AI Systems act as real-time partners in shaping flow, detecting cognitive fatigue or over-focus.
- **Sensory Metacognition (FF24):** Creativity emerges from the interaction between multiple sensory and cognitive systems. Sensory Metacognition describes the growing ability of creative professionals to consciously regulate their own neural and perceptual states. Agentic AI Systems amplify this capacity through adaptive cognitive feedback, detecting attention shifts or fatigue and maintaining productive balance.
- **Intentionality Safeguard (FF25):** As Agentic AI Systems grow more proficient in crafting stories and designs, it risks erasing intentionality — the conscious choice, emotional motivation, and cultural resonance a human creator embeds in an artifact. Professionals embed intentional markers into their work, signaling human agency. Protecting and articulating intention becomes a core meta-skill.

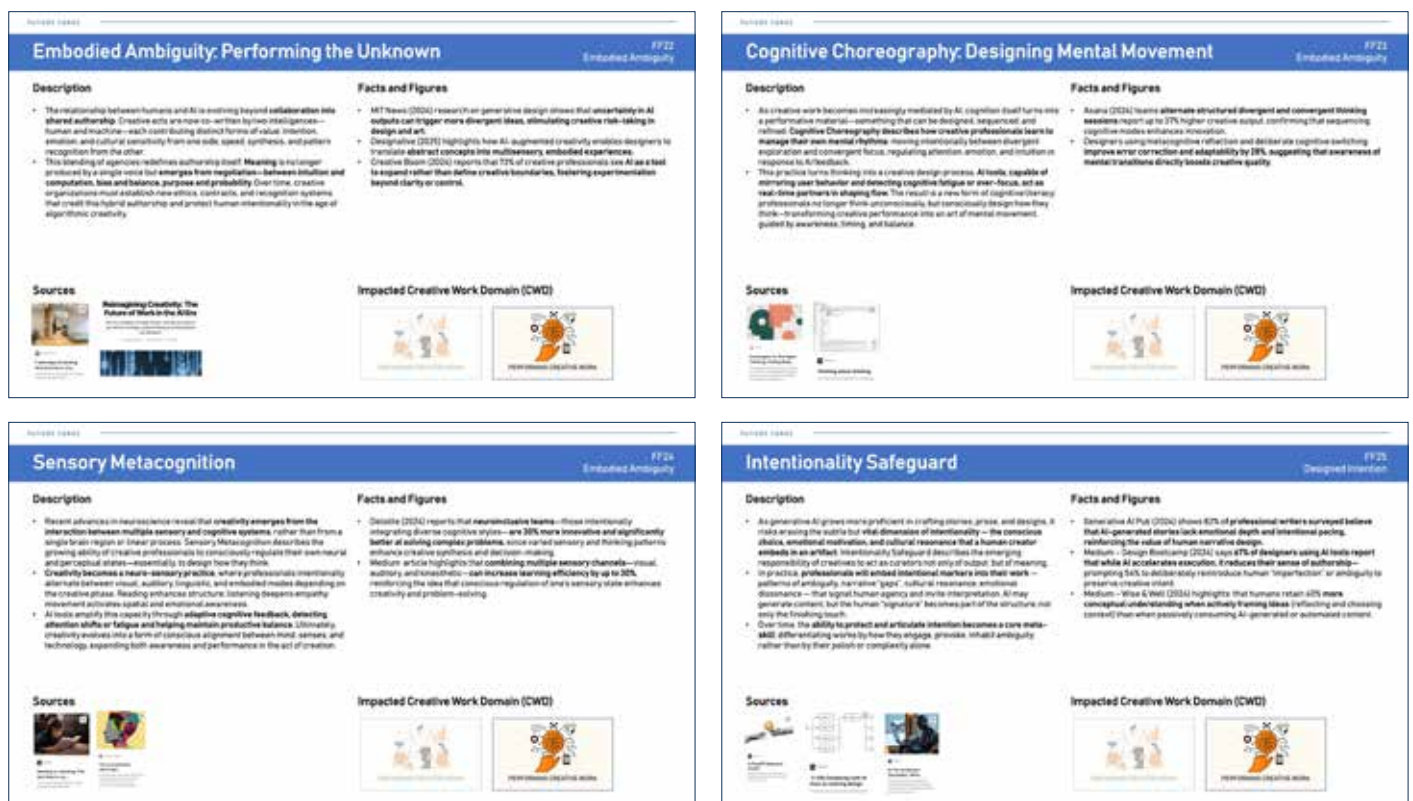


Figure 4.21 Distant Future "PERFORMING | Creativity Brought to Life": Future Forces (2/4)

- **The Intentional Gap (FF26):** As Agentic AI Systems saturate culture with seamless, polished artifacts, the most powerful creative tool becomes absence. The Intentional Gap describes the deliberate use of incompleteness — silence, asymmetry, unfinished textures — as a new design language for meaning-making. Agentic AI Systems, trained to optimize, are reconfigured to preserve uncertainty and protect interpretive voids.
- **Metacognitive AI Amplification (FF28):** As Agentic AI Systems become deeply embedded in creative work, enhancing creativity depends more on the user's capacity for metacognition. Agentic AI Systems can accelerate idea generation, but only strategic and reflective thinkers channel it into meaningful innovation. Creative professionals no longer compete with Agentic AI Systems but orchestrate their own cognition alongside machine intelligence.
- **Reflexive Creativity: Thinking About Thinking (FF29):** Agentic AI Systems become a mirror rather than a mentor — reflecting how creators think instead of what they produce. Reflexivity Loops describe how Agentic AI Systems observe cognitive patterns such as hesitation, exploration, and synthesis, feeding them back as insight. Creative mastery will be measured by the depth of understanding of how it is made.

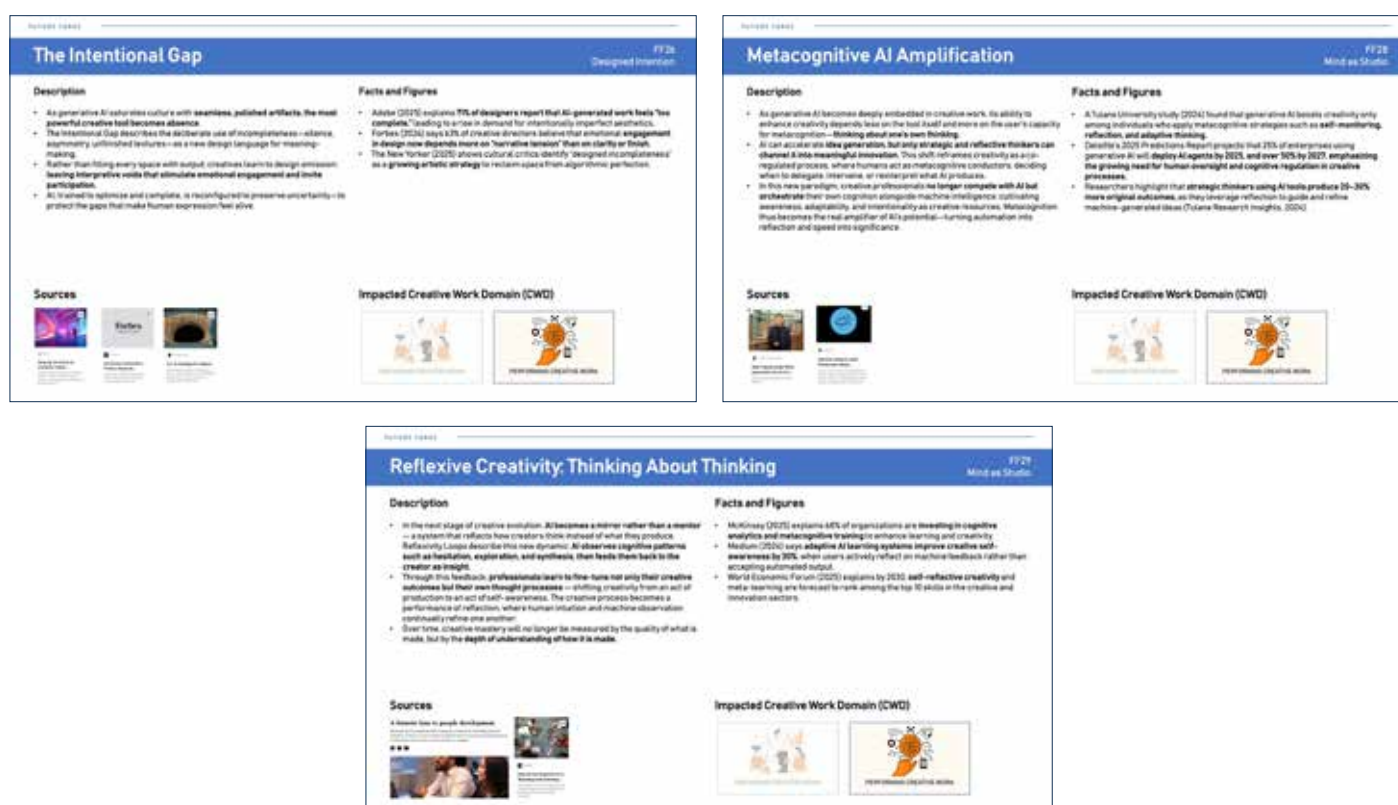


Figure 4.22 Distant Future "PERFORMING | Creativity Brought to Life": Future Forces (3/4)



- **Human-AI Co-Authorship (FF30):** Creative work is entering a blended paradigm where human and Agentic AI Systems contributions intertwine within the same creative act. Agentic AI Systems no longer serve as a passive assistant but as an active co-author. Creativity becomes a co-performance: humans provide intuition, judgment, and emotion, while Agentic AI Systems contribute speed, synthesis, and scalability.
- **Script Mining and the Rise of Synthetic Originals (FF31):** Agentic AI Systems are transforming the creative field into a system of extraction and recombination, where existing scripts, artworks, and cultural materials are mined to generate derivative outputs. This shifts the role of human creators toward discernment — curating material, identifying authenticity, and performing ethical authorship to reclaim creativity as regeneration rather than replication.
- **The Decoupled Creativity Paradigm (FF32):** Agentic AI Systems are transforming creativity into a decoupled process, where novelty and usefulness no longer evolve together. Agentic AI Systems-assisted outputs are more creative and unconventional, yet not necessarily more useful or aligned with intent. The next creative frontier hinges on curating cognitive balance — managing decoupling while preserving coherence, diversity, and emotional resonance.

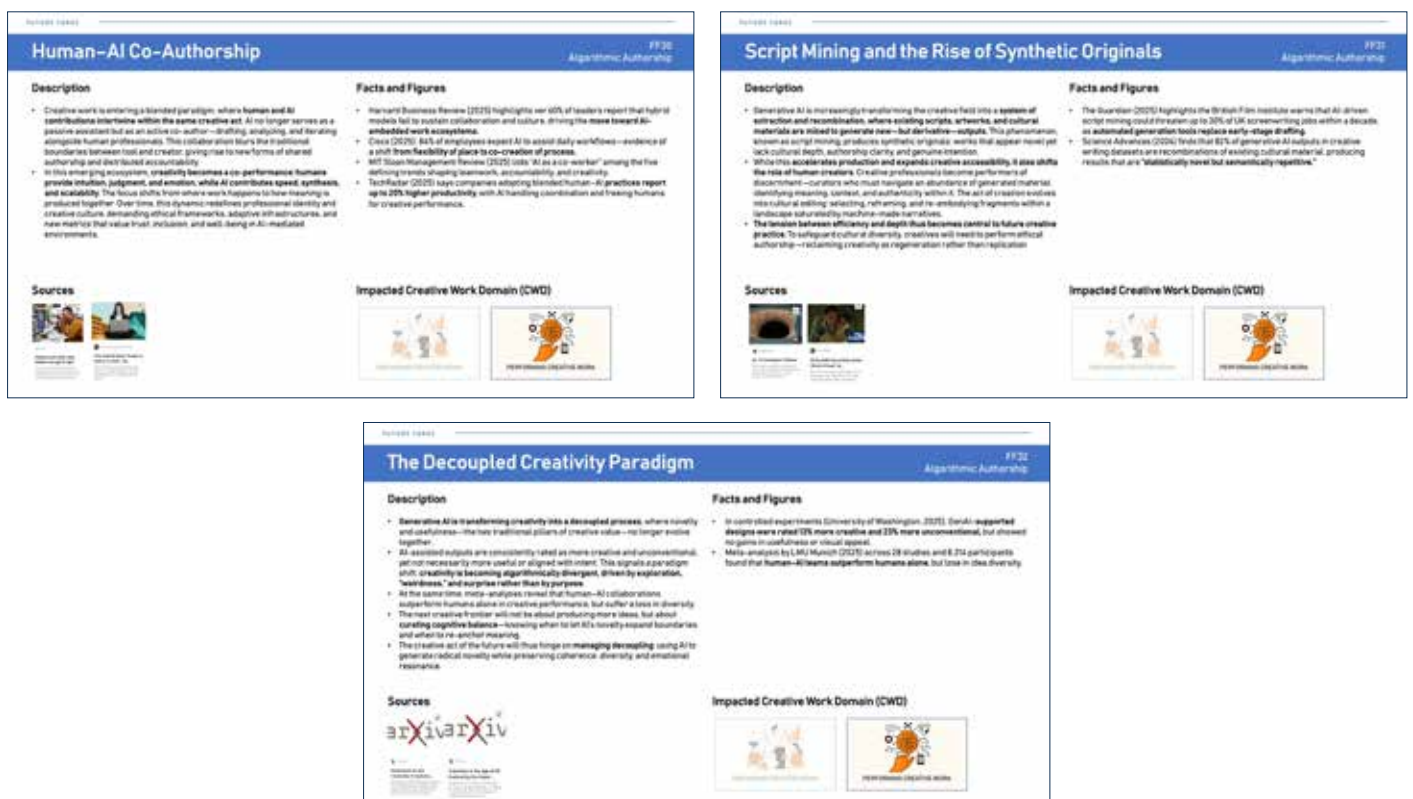


Figure 4.23 Distant Future “PERFORMING | Creativity Brought to Life”: Future Forces (4/4)

Future Wills represent stakeholders' **meaningful desires** as new drivers of change, obtained through a process that challenges Future Forces through **Moral Imagination**. The Future Wills constituting the Distant Future “**PERFORMING | Creativity Brought to Life**” are explained below specifying their **Novum** aspect compared with challenged Future Forces (see Figure 4.24):

- **The Value of Uneven Knowing (FW07):** This Future Will challenges the Future Force “GenAI as an Intelligence Equalizer” (FF17). The Future Force assumes that creativity improves when Agentic AI Systems equalizes intelligence and aligns understanding across participants. This becomes inadequate once creative value is linked to the coexistence of different cognitive styles rather than their convergence. Alignment, consensus, and shared mental models reduce variation too early, narrowing exploration and reinforcing dominant perspectives. By preserving heterogeneity of thinking, teams benefit from a wider range of associations, greater tolerance for ambiguity, and increased chances of novel recombination. Status shifts from those who define the “right” understanding to those who can keep multiple understandings in play. Agentic AI Systems support this by maintaining coordination without forcing interpretive agreement. As a result, collective creative at is reframed as an emergent property of sustained cognitive difference.



MEANINGFUL DESIRES

FUTURE WILLS

The Value of Uneven Knowing

FW07
Team 8

Description

- GenAI can meaningfully support **psychological safety** when people interact with domains, disciplines, and forms of knowledge that are not their own. It enables creative professionals to engage in unfamiliar contexts with confidence, reducing the fear of misunderstanding, exposure, or inadequacy.
- At the same time, it is important to recognize that creative work can benefit from **uneven understanding and cognitive asymmetries**. GenAI operates as a **knowledge mediation layer** that creates a shared plane of communication without flattening the differences in how people think, know, and imagine.
- By mediating rather than fully aligning knowledge, GenAI can make room for intuitive, naive, or "unconscious" contributions to enter the creative process as **sources of unexpected and differentiated creative outcomes**.

Meaningful Desires

The Future FORCE is far from us because of the identified TENSIONS, **Indeed we would LOVE to –**

- ... preserve difference as a source of creative value
- ... ensure that equalized intelligence does not become uniform thinking
- ... make psychological safety a condition for difference to work
- ... rely on cognitive diversity to increase creative outcomes

Impacted CWD: Challenged Future Forces:

FF17
GenAI as an Intelligence Equalizer

Figure 4.24 Distant Future “PERFORMING | Creativity Brought to Life”: Future Wills



Future Engines represent stakeholders' **creative hypotheses** as new drivers of change, obtained through a process of **Innovative Abduction** that challenges Future Forces based on **Surprising Signals of Change**. The Future Engines constituting the Distant Future **"PERFORMING | Creativity Brought to Life"** are explained below specifying their **Novum** aspect compared with challenged Future Forces (see Figure 4.25):

- **Creativity Is Not a Stress Test (FE10):** This Future Engine challenges the Future Force "Creative Sparring Systems" (FF19). The Future Force frames creativity as improving through cognitive sparring, debate, and sustained challenge, assuming tension as the main source of insight and value. The Future Engine makes this logic inadequate by reframing unregulated friction, adversarial feedback, and endless provocation as sources of fatigue and agency loss. Status and value shift from those who endure stress to those who can preserve creative energy across time. Power is reassigned to Agentic AI systems that regulate motivation, pacing, and emotional load rather than challenging ideas by default. This perspective reframes creative performance around energy preservation and durable engagement, making motivation and continuity core infrastructures.
- **Metacognition as a Collective Resource (FE12):** This Future Engine challenges the Future Force "Meta-Performance: Designing the Mind as a Creative Space" (FF27). The Future Force positions metacognition as an individual capability amplified by AI acting as a personal mirror. The Future Engine does not negate this force but reveals its limit: deeper personal insight, when continuously optimized in isolation, can become self-reinforcing and creatively enclosing. What becomes inadequate are closed metacognitive loops, private cognitive optimization as the primary value, and the assumption that better individual thinking naturally leads to better creative performance. The value of individual metacognition is realized only when minds remain permeable to others. Agentic AI Systems reallocate value by enabling translation between cognitive frames, allowing creators to step outside their own mental models.



CREATIVE HYPOTHESES



CREATIVE HYPOTHESES

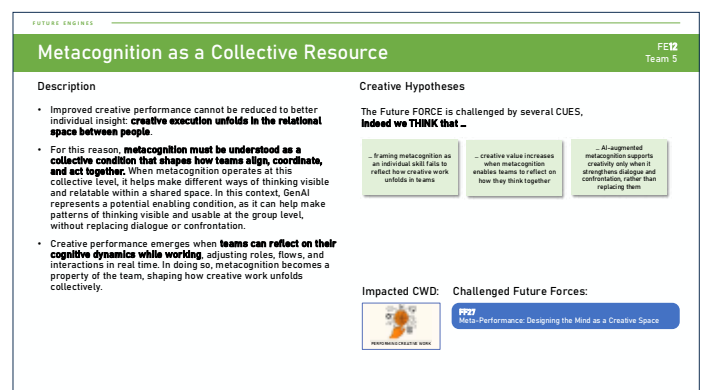
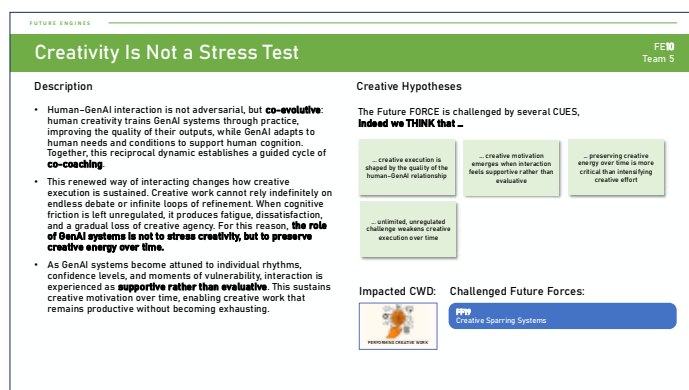


Figure 4.25 Distant Future "PERFORMING | Creativity Brought to Life": Future Engines

When Future Engines and Future Wills challenge Future Forces underlying Near Future trajectories, **novel trajectories** characterizing the **Distant Future** emerge (see Figures 4.26).

The first novel trajectory, **Preserving Creative Energy and Diversity**, designs Agentic AI Systems to prevent two simultaneous forms of depletion: the loss of creative energy through organizational pressure and the loss of originality through forced alignment. Rather than reinforcing reward loops that encourage speed and passive consumption, systems are built to sustain cognitive activation over time. Open-endedness becomes a condition to design for — not a limitation to overcome — preserving complexity and difference rather than flattening them into uniform outputs. Agentic AI Systems support working with partial and asymmetric understanding, allowing naïveté, misinterpretation, and intuition to remain active long enough to generate distinctive ideas, resisting over-explanation and keeping users in control of creative direction.

A **Future Probe** describing a concrete example within this novel trajectory is a “Momentum Without Mastery” system, an Agentic AI System supporting a creative team in working with open-ended understanding of a new domain — maintaining confidence and momentum without forcing premature mastery — so that ideas reach market readiness with both their originality and the creators’ energy intact.

The second novel trajectory, **Permeable Minds for Collective Metacognition**, evolves creative performance around the concept of permeability — the capacity of individual minds to remain open, translatable, and responsive to other ways of thinking while work is unfolding. Personal insight remains valuable, yet continuously exposed to alternative interpretations that prevent it from stabilizing into a single self-reinforcing perspective. Agentic AI Systems function as translational interfaces that surface multiple cognitive framings, allowing creatives to access how others perceive, structure, and interpret the work. Metacognition becomes a collective resource: teams recognize divergence, misalignment, or over-convergence and deliberately reposition themselves, keeping individual awareness permeable through interaction, dialogue, and reflection within a shared cognitive space.

A **Future Probe** describing a concrete example within this novel trajectory is a “Cognitive Lens Reframing” session, where an Agentic AI System periodically reframes emerging ideas through alternative cognitive lenses used by other team members. This allows creatives to respond from perspectives they do not naturally inhabit, preventing early fixation while preserving individual insight.

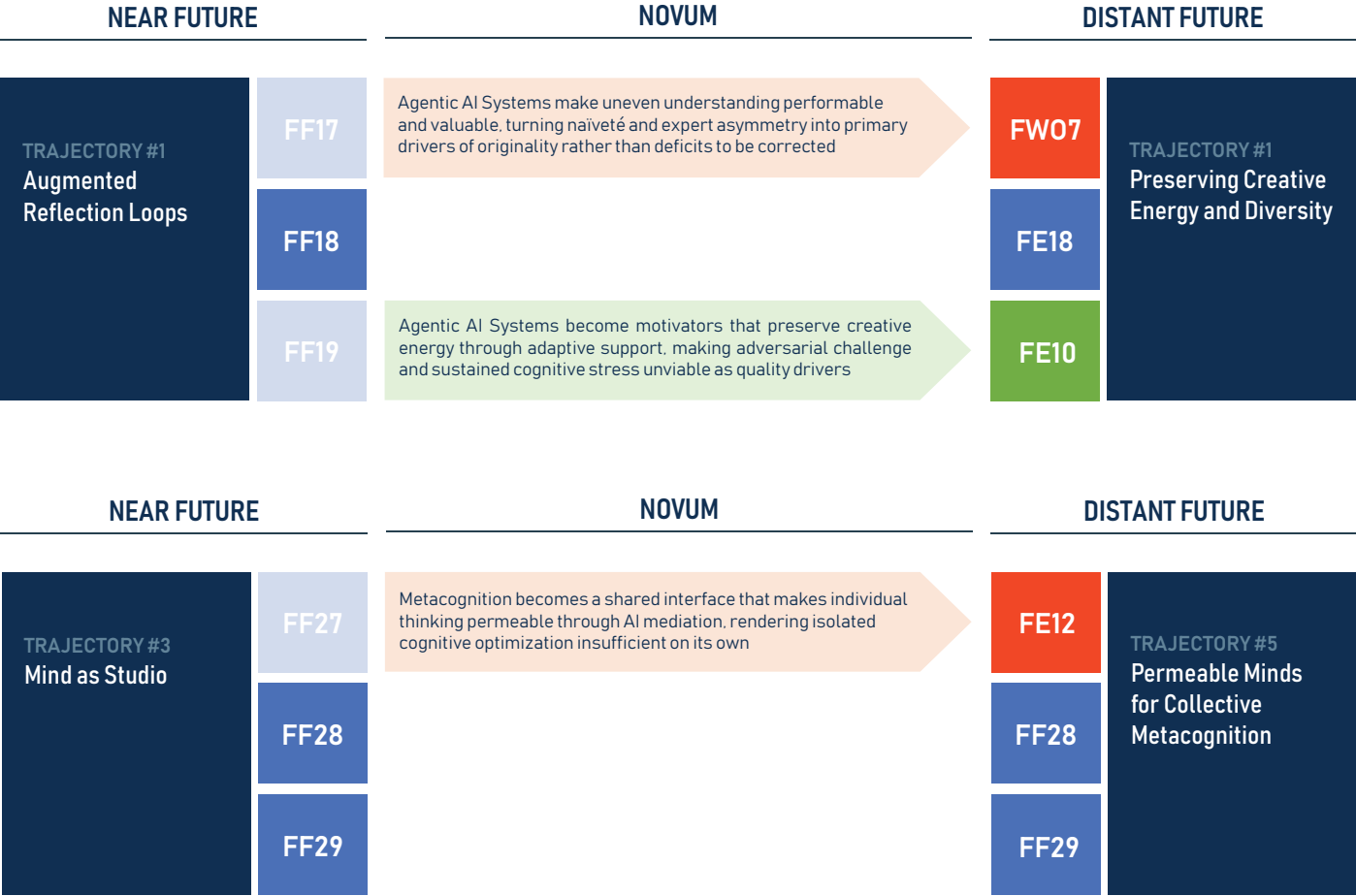


Figure 4.26 Distant Future “PERFORMING | Creativity Brought to Life”: Novum and Trajectories

The interplay between Future Forces, Future Engines and Future Wills allows stakeholders to produce the Distant Future. The Manifesto of the Distant Future **“PERFORMING | Creativity Brought to Life”** is described below:

1. We reject the myth of the solitary genius and creativity as heroic exhaustion. The future of creative work lies in a collective mind — where individuals, teams, and Agentic AI Systems operate as an integrated cognitive architecture. Creativity is not accelerated production, but the capacity to sustain difference, divergence, and uneven understanding without premature resolution.
2. We refuse technologies that exploit the neurological pull toward comfort and completion. When answers arrive before questions fully form, thought is interrupted. Our desire is to collaborate with Agentic AI Systems that sustain cognitive effort over time, resisting the collapse of thinking into outputs, and cultivate awareness of the boundary between questions and answers.
3. Agentic AI Systems must expand self-awareness, not reinforce self-reference. Creative teams function when individuals remain open — to others, to context, and to change. Tools must support reflection, translation, and dialogue across perspectives, enabling creative ideas to emerge between minds rather than being produced in isolation.
4. We value psychological safety as the foundation of creativity. We aim for environments where ideas can emerge safely and collectively, where hesitation, vulnerability, and the right to be wrong are protected. When the balance of a team is at risk, the system must be able to detect it, signal it, and invite intervention, preserving the conditions for creativity to come to life.
5. We embrace a maieutic model of interaction with AI. The most meaningful future is not one where AI produces creativity, but one where it reveals that humans are more creative than they thought. Agentic AI Systems do not fill the creative void, but inhabit it with the creator.



The **Memories of the Future** are crucial to highlight the most relevant and pivotal elements of the Distant Future scenario. The **Manifesto of the Future** and **Memories of the Future** of the Distant Future “**PERFORMING | Creativity Brought to Life**” are depicted below (see Figure 4.27):



Figure 4.27 Distant Distant Future “PERFORMING | Creativity Brought to Life”: Manifesto and Memories of the Future

The following Characters inhabits the Distant Future “PERFORMING | Creativity Brought to Life” (see Figure 4.28):

- Elias, Cognitive Systems Architect:** He is a 42-year-old professional operating at the intersection of human and AI creative ensembles. As a Cognitive Systems Architect, he works across departments to address complex, multifactorial challenges — for each project, he designs bespoke cognitive systems by selecting and assembling human profiles and AI agents, then defining the structural logic that governs how different intelligences interact and engage with a problem. His core focus is on systemic parameters: sequences of divergence and suspension, thresholds of alignment, and constraints that prevent premature closure — ensuring the system sustains cognitive activation, diversity, and permeability over time. Positioned at the disruption end of the spectrum from today’s equivalents, he stands apart because creativity is no longer treated as a function of ideas, but as a condition of the mind-body system over time. His Future Competences are **Psycho-Cognitive Engineering**, **Cognitive Dynamics Programming**, and **(Meta)Cognitive Operations Design**.
- Lina Kovač, Cognitive Athlete:** She is a 29-year-old high-performance practitioner of creativity. She operates inside hybrid ensembles of humans and Agentic AI Systems as a **Cognitive Athlete**, where her role is to actively produce contributions that challenge, extend, and reconfigure the collective thinking process. Her practice is grounded in training: she develops the ability to produce under pressure, to work with partial and evolving understanding, and to continuously reposition her thinking in relation to others — human and artificial. What sets her apart is not access to creative processes, but performance within them — she has trained her ability to consistently produce outlier contributions that exceed the system’s average output. Positioned firmly at the disruption end of the distance spectrum, she embodies the shift from creativity as a specialized skill to creativity as a mindset that can be trained, exercised, and performed across professions. Her Future Competences are **Cognitive Conditioning**, **Discontinuity Generation**, and **Discontinuity Integration**.



Figure 4.28 Distant Future “PERFORMING | Creativity Brought to Life”: Characters

The following Generative Applications characterize the Distant Future **"PERFORMING | Creativity Brought to Life"** (see Figure 4.29):

- The Metacognitive Foundry:** it is a collective intelligence engine that enables organizations to operate as cognitive systems, transforming divergent viewpoints into drivers of insight rather than sources of friction. It shifts teams from isolated problem-solving to AI-orchestrated collective metacognition — where thinking is continuously shaped through interaction. The system takes form as a generative platform creating interactive cognitive environments, configured by Cognitive Systems Architects who define roles, participants, and parameters such as divergence and alignment thresholds. Once activated, AI agents participate alongside humans, and thinking is monitored and evolved in real time. Among its spells, it can perform **Perspective Switching**: continuously introducing alternative framings to prevent teams from locking into a single direction too early — provided sufficient diversity exists among participants.
- The Cognitive Gymnasium:** it is a personal training environment that strengthens the ability to sustain thinking, navigate multiple perspectives, and evolve ideas over time — treating creativity not as a talent to be expressed but as a distributed mindset to be cultivated. The system operates as a multimodal adaptive interface that accompanies the user across creative workflows through a combination of visual, textual, spatial, and auditory inputs, activating specific training modes, such as expanding exploration, introducing variation and reframing, supporting continuity without premature closure. Among its spells, it can perform a **Generative Conditioning Loop**: strengthening cognitive endurance in ambiguity and tolerance to incomplete understanding, building the ability to evolve ideas without collapsing them — on the condition that the user is willing to return repeatedly and to remain inside uncertainty rather than resolve it prematurely.
- Socr-AI-tes:** it is a maïeutic facilitation system that mediates collective creative interaction. Activated during workshops, strategic explorations, and cognitively dense collaborative sessions, it surfaces latent connections, tracks tensions, and transforms fragmented contributions into shared material to strengthen what emerges through dialogue. The system takes form as a conversational totem embedded at the center of collective sessions, listening to verbal exchanges, detecting relational dynamics, and making unfinished thoughts and speculative provocations reappear across the environment as visible, manipulable material. Among its spells, it can perform **Maïeutic Mediation**: reintroducing unresolved tensions and latent associations back into the collective process without prematurely stabilizing outcomes — requiring environments capable of tolerating divergence, interruption, and incomplete understanding throughout the session.

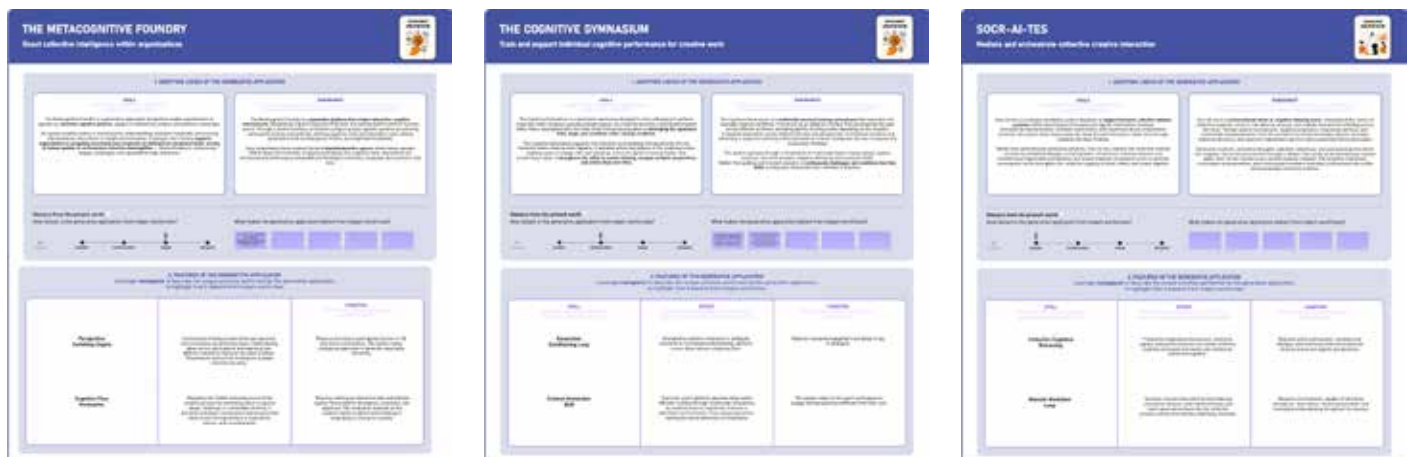


Figure 4.29 Distant Future "PERFORMING | Creativity Brought to Life": Generative Applications

The **Future Episodes** describe a set of situations in which the **Characters** interact with the **Generative Applications** in the distant future scenario. For the Distant Future “**PERFORMING | Creativity Brought to Life**”, the episodes were developed by reflecting on the current situations illustrated below, each of which represents a familiar creative challenge reimagined in the distant future (see Figures 4.30, 4.31, and 4.32).

Episode 1 | Searching for inspiration or information

Looking for references, researching, exploring examples, gathering insights, learning from others.



Episode 2 | Generating new ideas

Creating something tangible or visible: documents, visuals, prototypes, presentations, code, content, models, etc.



Episode 3 | Sharing and validating ideas with others

Testing ideas, explaining ideas, pitching, demonstrating results, getting feedback, checking what works, improving based on reactions.



FUTURE EPISODE #1

Training Receptiveness and Creative Endurance

Dedicating time to continuously exercise curiosity, openness, and cognitive flexibility beyond immediate project demands

**CONTEXT | Dedicated Spaces for Creative Conditioning**

A collective creative session has just ended, and Lina Kovač, Cognitive Athlete, spent the last hours immersed in discussion, reflection, and collaborative exploration with the rest of her team. While participants gradually leave the shared environment and return to their operational activities, Lina intentionally decides to remain behind a little longer. The conversation has left her intellectually activated: unresolved tensions, contradictory perspectives, and fragments of unfinished ideas continue resonating in her mind, generating the desire to further explore where those connections might lead. Indeed, she enters one of the individual capsules composing The Cognitive Gymnasium, a network of small immersive environments designed to support long-term cognitive conditioning and reflective imaginative practice. Around her, traces of the previous interaction still inhabit the environment: fragmented sketches reappear through adaptive projections, unresolved comments circulate through ambient audio interfaces, and emotional reactions generated during the session persist as active cognitive material. Through The Cognitive Gymnasium, Lina enters an exploratory cognitive flow designed to stimulate curiosity, interpretative openness, and responsiveness to unfamiliar perspectives emerging from collective interaction.

ACTION | Exploring Unfamiliar Cognitive Pathways

Curious to prolong the cognitive activation generated by the previous collective session, Lina activates the Generative Conditioning Loop function of The Cognitive Gymnasium. Rather than limiting the exploration to materials directly connected to the ongoing project, the system continuously exposes her to a broader constellation of stimuli originating from distant organizational domains, external cultural environments, speculative scenarios, artistic practices, scientific debates, and cognitive traces generated by other human and Agentic participants across the network.

Moving across the Creative Gym, Lina interacts verbally and physically with the evolving cognitive environment, selecting tensions and associations she wishes to further investigate. Through the Context Immersion Shift exercise, she experiences how the same issue could be interpreted from alternative organizational, cultural, and cognitive perspectives. Some associations feel stimulating and intuitive, while others create productive discomfort by destabilizing assumptions that had remained unquestioned during the collective session.

OUTCOME | Creativity as Continuous Conditioning

When Lina eventually returns to collective creative work, she does not bring back finalized references, validated solutions, or directly actionable outputs. Instead, she contributes a strengthened capacity to recognize unexpected relations, absorb divergent perspectives, and sustain creative exploration without prematurely collapsing uncertainty into familiar answers. The value generated through the interaction with The Cognitive Gymnasium is therefore not measured through immediate productivity, but through its contribution to the long-term cognitive preparedness of both individuals and teams.

Within the Creative Gym, organizations intentionally dedicate time to preserving curiosity, interpretative openness, and collective imaginative endurance. Agentic Information Systems are not designed to replace the effort required for creativity, but to sustain the cognitive conditions that allow creativity to continuously emerge through interaction, reflection, and exposure to unfamiliar perspectives. At the end of the session, The Cognitive Gymnasium produces a reflective cognitive map connecting Lina's exploratory trajectories, unresolved tensions, and follow-up provocations designed to stimulate future collective interactions.

FUTURE EPISODE #2

Orchestrating Collective Creativity Through Cognitive Mediation

Generating new ideas through continuous interaction between human perspectives, emotional tensions, and Agentic cognitive facilitation

**CONTEXT | Spaces for Collective Ideation**

A hybrid creative team gathers inside The Metacognitive Foundry to explore new strategic directions for an ongoing project. Designed as a centralized and socially activated environment, here collective interaction becomes the primary material for creativity. Participants stand, move, interrupt one another, and continuously manipulate shared cognitive material through writable walls, adaptive multimedia surfaces, responsive spatial interfaces, and dynamic visualizations distributed across the room.

Before the session begins, Elias Varga, Cognitive Systems Architect, configures the environment according to the composition of the group, calibrating cognitive rhythms, interpersonal dynamics, and the desired level of divergence through Psycho-Cognitive Engineering and Cognitive Dynamics Programming protocols. In 2035, organizations no longer consider idea generation as the extraction of isolated intuitions from individuals, but as the orchestration of collective cognitive conditions capable of allowing new possibilities to emerge through interaction itself.

ACTION | Generating Ideas through Collective Mediation

As the session unfolds, participants exchange intuitions, memories, sketches, and speculative provocations while interacting with Socr-AI-tes, the maieutic facilitation system positioned at the center of The Metacognitive Foundry. Rather than generating solutions autonomously, Socr-AI-tes continuously listens to the dialogue, tracks emotional reactions and conceptual tensions, and transforms fragmented contributions into visible collective cognitive patterns distributed across the environment.

An unfinished sentence, contradictory observation, or emotional hesitation can immediately reappear through adaptive visualizations, becoming material for reinterpretation and further discussion. Through its Collective Cognitive Reframing function, Socr-AI-tes reconnects distant associations, surfaces latent conceptual conflicts, and introduces speculative provocations capable of destabilizing premature convergence around familiar solutions. Throughout the interaction, Elias Varga continuously modulates the rhythm of the exchange, ensuring that disagreement and cognitive friction remain productive conditions for collaborative creativity.

OUTCOME | Creativity as Collective Performance

By the end of the session, the group has generated new strategic directions and hybrid proposals that no individual participant could have produced independently. The ideas emerging from the interaction are not perceived as the property of single contributors, but as the result of continuous negotiation between perspectives, memories, emotional responses, and the mediation of Agentic Information Systems. At the end of the session, Socr-AI-tes produces a dynamic cognitive synthesis connecting conceptual trajectories, unresolved tensions, emotional resonances, and follow-up provocations designed to sustain future collective exploration.

Within The Metacognitive Foundry, technology does not replace creative thinking, but mediate, translate, and amplify the cognitive building blocks generated by the collective. Idea generation does not depend on the extraction of solutions from individuals, but on the wise orchestration of the conditions through which collective intelligence itself becomes capable of creativity.

Figure 4.31 Distant Future “PERFORMING | Intelligences in Creative Harmony”: Future Episodes (2/3)

FUTURE EPISODE #3

Exposing Ideas to Collective Interrogation

Preserving collective memory to continuously challenge, reinterpret, and refine creative proposals

**CONTEXT | A Transparent Circulation of Ideas and Feedback**

A hybrid creative team gathers across interconnected physical and remote environments to present the latest iteration of a strategic proposal developed over several weeks of collaborative work. Some participants are physically present inside the organization's collective review space, while others join through synchronized immersive interfaces allowing remote interaction with the same shared cognitive environment. Across walls, tables, and distributed displays, visualizations, prototypes, references, and progress updates reconstruct the evolving trajectory of the proposal and the decisions that shaped its development over time.

At the center of the session stands Socr-AI-tes, the physical maieutic facilitation system responsible for observing, recording, and mediating the collective cognitive evolution of the project. While the team still presents tangible outcomes and concrete advancements, validation no longer focuses exclusively on finalized deliverables: through Socr-AI-tes, participants continuously reconnect the proposal to previous discussions, unresolved tensions, discarded alternatives, and emotional reactions accumulated throughout the creative process.

ACTION | Making Feedback Visible

As participants begin discussing the proposal, Socr-AI-tes continuously listens to the conversation, tracks reactions, and reconnects the ongoing dialogue to cognitive traces accumulated across previous sessions. Contradictory feedback expressed weeks earlier reappears in real time, unresolved tensions between departments become visible, and previously abandoned directions are reintroduced when new comments reactivate their relevance. Through adaptive visualizations distributed across the environment, feedback progressively becomes spatially visible, collectively accessible, and impossible to isolate from the broader cognitive history of the project. Rather than functioning as a passive recording system, Socr-AI-tes actively mediates the dialogue by signaling incompatible evaluations, surfacing conceptual conflicts, and suggesting possible intermediate pathways between competing interpretations. Feedback no longer operates as isolated judgment delivered after the presentation, but as interconnected material capable of continuously reshaping the collective understanding of the proposal while the session unfolds.

OUTCOME | Validation as Ongoing Design

Within these creative environments, validation no longer operates as the final evaluation of a completed idea, but as a transparent and continuously revisitable cognitive practice through which proposals remain open to reinterpretation, negotiation, and refinement over time. By the end of the session, the proposal has evolved through the collective interaction itself: new reframings, adjustments, and hybrid solutions emerge directly from the dialogue between participants, past cognitive traces, and the mediation of Socr-AI-tes. Moments of sharing become essential opportunities for developing a deeper collective understanding of the interpretative trajectories, unresolved tensions, and cognitive assumptions surrounding the proposal. Within these creative environments, the purpose of these validation moments is no longer to judge or approve creative work, but to sustain the collective interactions through which ideas continuously mature through feedback, exposure to difference, and reinterpretation over time. Through the support of Agentic Information Systems, future collective reflection and long-term creative evolution are not only enabled, but intentionally cultivated.

PERFORMING | Intelligences in Creative Harmony

Enhancing personal intuition, collective imagination, and emotional awareness across creative processes

The Future Forces constituting the Distant Future “**PERFORMING | Intelligences in Creative Harmony**” are the following (see Figures 4.33, 4.34, 4.35 and 4.36):

- **AI-Augmented Concept Testing (FF18):** Agentic AI Systems are redefining how prototypes and early-stage ideas are tested. Instead of physical mockups, teams use Agentic AI Systems-driven simulations and synthetic user data to evaluate usability and market fit in real time, validating concepts in hours through continuous feedback loops, transforming testing into an integral creative phase.
- **AI as a Creative Collaborator, not a Replacer (FF20):** Creative work shifts from execution to orchestration as Agentic AI Systems become an engine for exploration. Agentic AI Systems operate as a dynamic system of iteration, feedback, and provocation. Creatives choreograph when to prompt, pause, and redirect Agentic AI Systems’s generative energy, turning technology into an instrument of rhythm and expansion.
- **GenAI as Agentic System (FF21):** Agentic AI Systems have evolved into agentic systems — creative entities capable of independent ideation, negotiation, and adaptation. Creatives no longer use Agentic AI Systems; they perform with them through cues, constraints, and real-time dialogue. The creative act becomes a choreography of co-agency, where meaning emerges through interaction rather than command.

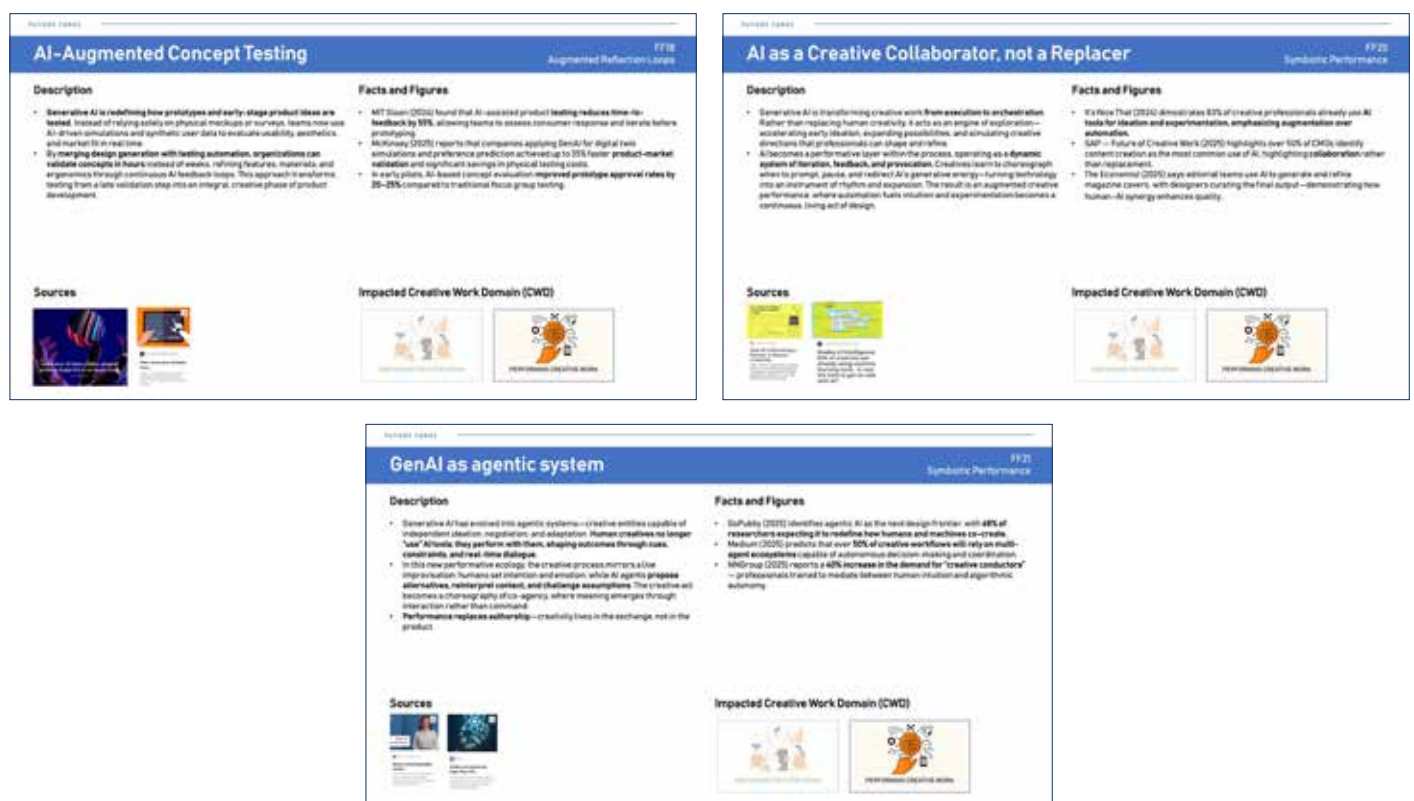


Figure 4.33 Distant Future “PERFORMING | Intelligences in Creative Harmony”: Future Forces (1/4)

- **Embodied Ambiguity: Performing the Unknown (FF22):** The human–AI relationship is evolving into shared authorship. Creative acts are now co-written by two intelligences—each contributing distinct value: intention, emotion, and cultural sensitivity from humans; speed, synthesis, and pattern recognition from machines. Meaning emerges from negotiation, requiring new ethics, contracts, and recognition systems to protect human intentionality.
- **Sensory Metacognition (FF24):** Creativity emerges from the interaction between multiple sensory and cognitive systems. Sensory Metacognition describes the growing ability of creative professionals to consciously regulate their own neural and perceptual states. Agentic AI Systems amplify this capacity through adaptive cognitive feedback, detecting attention shifts or fatigue and maintaining productive balance.
- **Intentionality Safeguard (FF25):** As Agentic AI Systems grow more proficient in crafting stories and designs, it risks erasing intentionality — the conscious choice, emotional motivation, and cultural resonance a human creator embeds in an artifact. Professionals embed intentional markers into their work, signaling human agency. Protecting and articulating intention becomes a core meta-skill.

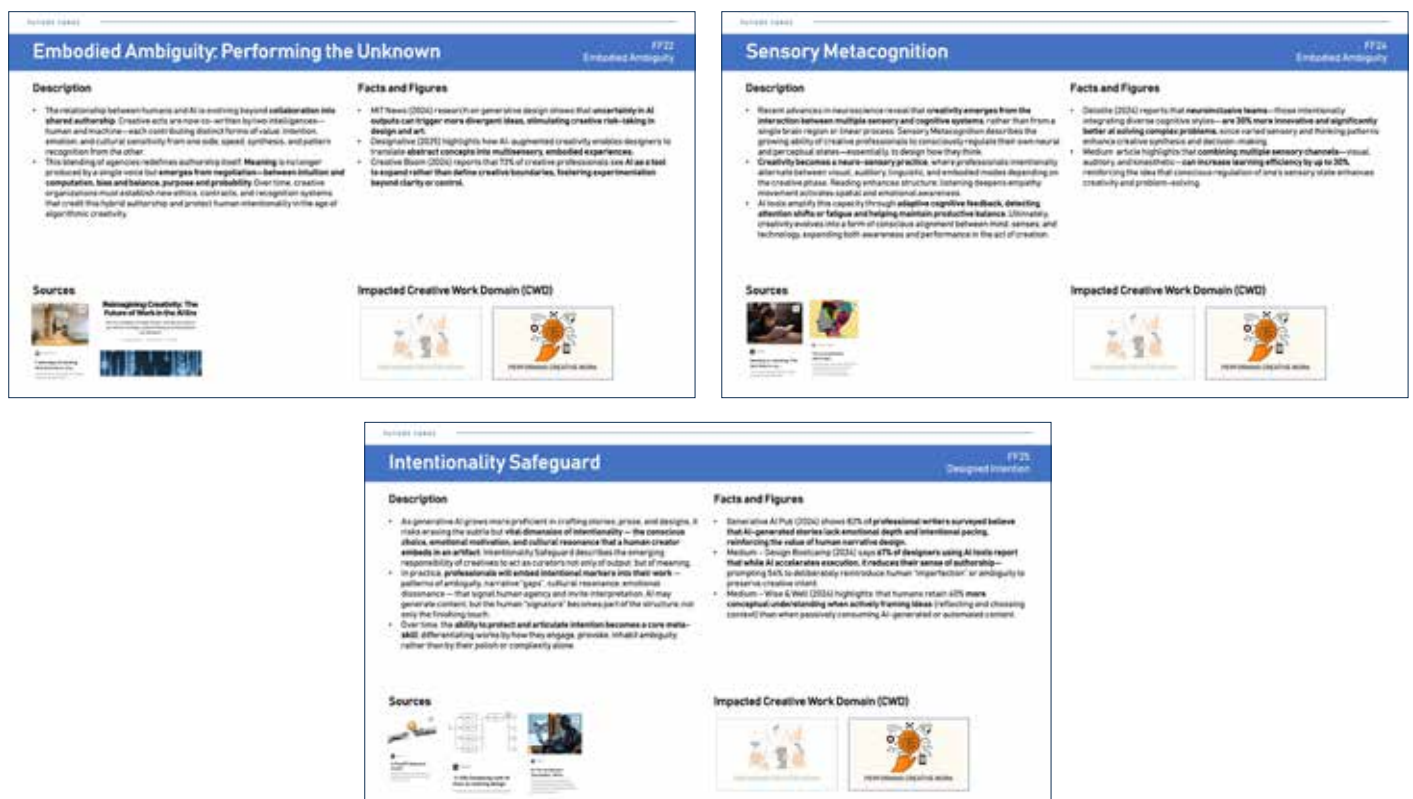


Figure 4.34 Distant Future "PERFORMING | Intelligences in Creative Harmony": Future Forces (2/4)

- **The Intentional Gap (FF26):** As Agentic AI Systems saturate culture with seamless, polished artifacts, the most powerful creative tool becomes absence. The Intentional Gap describes the deliberate use of incompleteness — silence, asymmetry, unfinished textures — as a new design language for meaning-making. Agentic AI Systems, trained to optimize, are reconfigured to preserve uncertainty and protect interpretive voids.
- **Meta-Performance: Designing the Mind as a Creative Space (FF27):** In Agentic AI Systems-augmented creativity, metacognition is becoming a new creative discipline. Instead of focusing only on producing outputs, professionals begin to design their own mental processes. Agentic AI Systems act as a cognitive mirror, revealing patterns of attention, emotion, and decision-making that creatives observe and refine into a creative material.
- **Metacognitive AI Amplification (FF28):** As Agentic AI Systems become deeply embedded in creative work, enhancing creativity depends more on the user's capacity for metacognition. Agentic AI Systems can accelerate idea generation, but only strategic and reflective thinkers channel it into meaningful innovation. Creative professionals no longer compete with Agentic AI Systems but orchestrate their own cognition alongside machine intelligence.

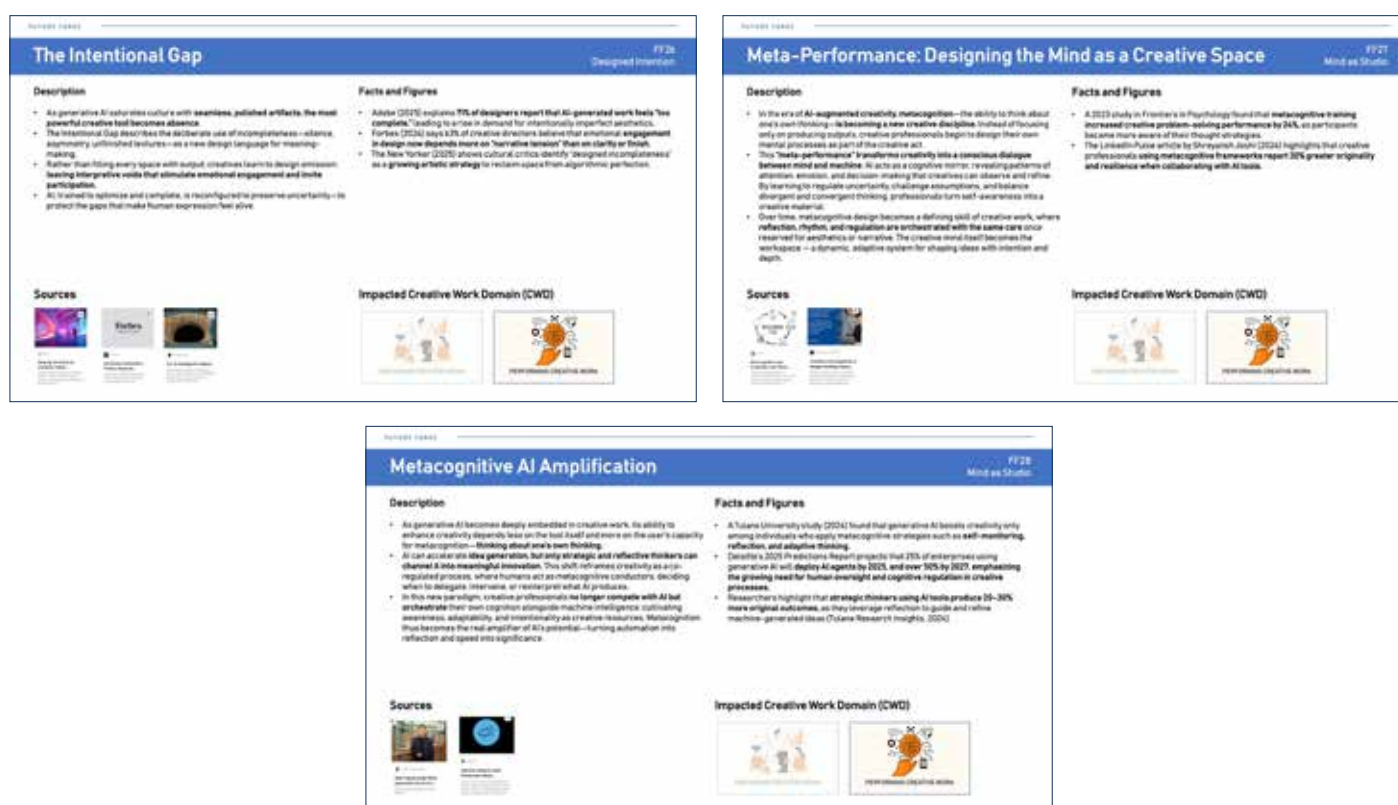


Figure 4.35 Distant Future "PERFORMING | Intelligences in Creative Harmony": Future Forces (3/4)



- **Reflexive Creativity: Thinking About Thinking (FF29):** Agentic AI Systems become a mirror rather than a mentor — reflecting how creators think instead of what they produce. Reflexivity Loops describe how Agentic AI Systems observe cognitive patterns such as hesitation, exploration, and synthesis, feeding them back as insight. Creative mastery will be measured by the depth of understanding of how it is made.
- **Human-AI Co-Authorship (FF30):** Creative work is entering a blended paradigm where human and Agentic AI Systems contributions intertwine within the same creative act. Agentic AI Systems no longer serve as a passive assistant but as an active co-author. Creativity becomes a co-performance: humans provide intuition, judgment, and emotion, while Agentic AI Systems contribute speed, synthesis, and scalability.
- **Script Mining and the Rise of Synthetic Originals (FF31):** Agentic AI Systems are transforming the creative field into a system of extraction and recombination, where existing scripts, artworks, and cultural materials are mined to generate derivative outputs. This shifts the role of human creators toward discernment — curating material, identifying authenticity, and performing ethical authorship to reclaim creativity as regeneration rather than replication.

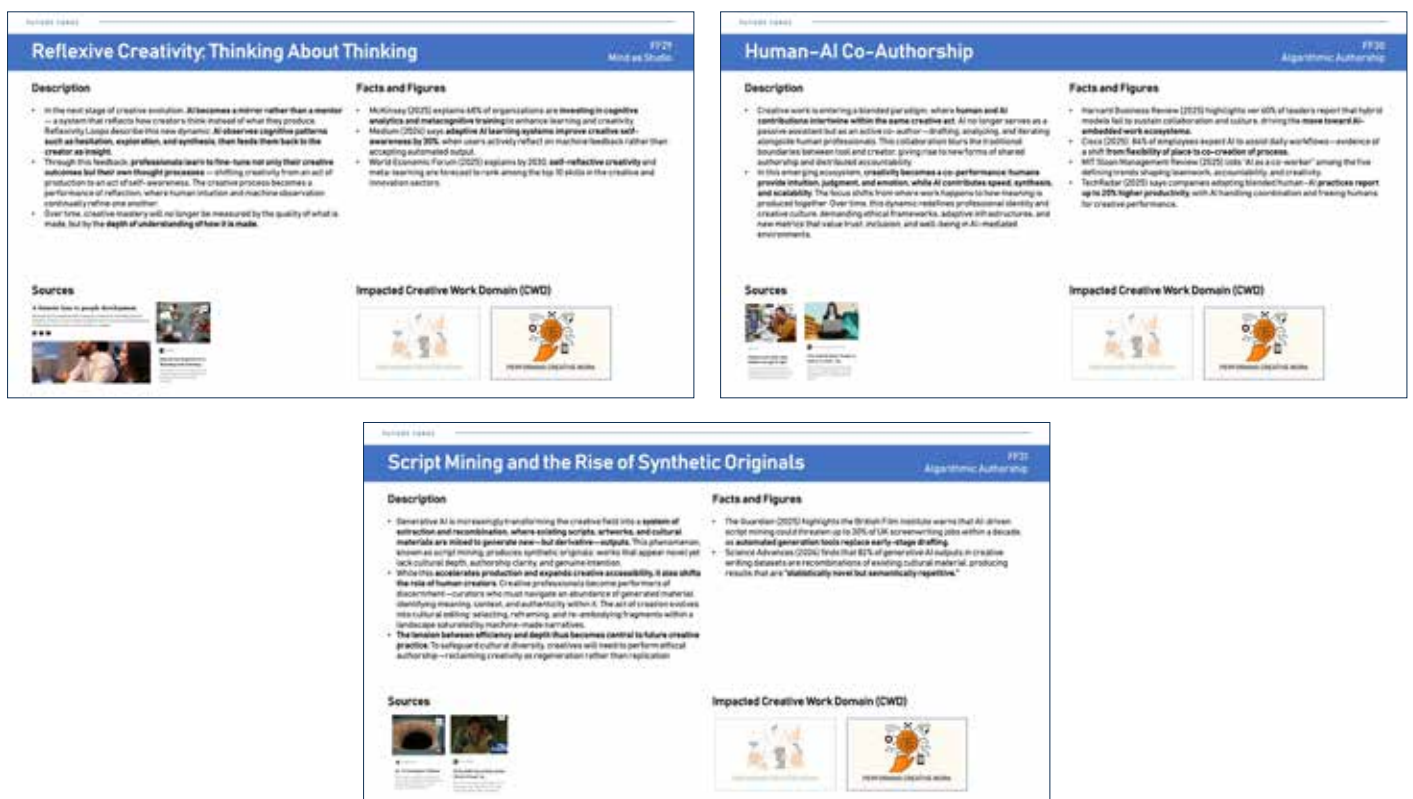


Figure 4.36 Distant Future "PERFORMING | Intelligences in Creative Harmony": Future Forces (4/4)

Future Wills represent stakeholders' **meaningful desires** as new drivers of change, obtained through a process that challenges Future Forces through **Moral Imagination**. The Future Wills constituting the Distant Future “**PERFORMING | Intelligences in Creative Harmony**” are explained below specifying their **Novum** aspect compared with challenged Future Forces (see Figure 4.37):

- **Interceptive AI: Emotional Awareness in Creative Teams (FW09):** This Future Will challenges the Future Force “Cognitive Choreography: Designing Mental Movement” (FF23). The selected Future Force assumes creativity improves when individuals consciously choreograph their cognitive states. The Future Will makes this logic insufficient by showing that emotional dynamics—both personal and shared—shape creative performance more strongly than cognition alone. This re-allocates creative power from individual self-regulation to collective emotional awareness and coordination, resulting in the re-organization of creative practice, workflows, attention, and evaluation are structured around emotional interaction across people.
- **From Answers to Inquiry: the Power of GenAI Questions (FW10):** This Future Will challenges the Future Force “The Decoupled Creativity Paradigm” (FF32). The Future Force assumes that creativity suffers from a decoupling between AI-driven novelty and human usefulness, managed through curation after generation. The Future Will introduces a rupture by repositioning Agentic AI Systems as inquiry systems that help creators maintain direction, motivation, and depth amid generative abundance through questions. This reallocation makes commitment a differentiator, framing authorship as a performative proof of commitment, enacted through questioning rather than production.



MEANINGFUL DESIRES



MEANINGFUL DESIRES

FUTURE WILLS

FW09
Team 4

Interceptive AI: Emotional Awareness in Creative Teams

Description

- The **paradox of collective diversity** has recently emerged from scientific research examining the impact of GenAI on human creativity. While tools such as ChatGPT, Claude, and Gemini enhance the quality and originality of individual outputs, they simultaneously introduce tensions that affect creativity at a collective level.
- The same systems that boost individual performance often lead to **homogenized creative outcomes**. By favoring efficient and reliable solutions, AI assistance can limit exploratory thinking, promote “safe” design choices, and reduce differentiation among ideas, projects, and creative proposals.
- An alternative approach repositions GenAI not as a content generator, but as a **support for recognizing emotional states and reactions within collaborative teams**. By making these often-invisible signals more explicit, GenAI can expand **human interoceptive awareness** during collective creative processes.
- Attending to emotional dynamics enables the emergence of **alternative perspectives** and strengthens diverse personalities and intuitions. By valuing affective and experiential differences, GenAI can foster richer collaboration and counteract the tendency toward creative uniformity.

Meaningful Desires

The Future FORCE is far from us because of the identified TENSIONS, **Indeed we would LOVE to ...**

... explore the paradox of reduced collective diversity

... mitigate the risk of homogenization in AI-assisted creativity

... reframe GenAI as a system that recognizes emotional states and supports collaborative creative processes

... cultivate emotional awareness to enable diverse perspectives, personalities, and intuitions within teams

Impacted CWD:

Challenged Future Forces:

FF23
Cognitive Choreography: Designing Mental Movement

FUTURE WILLS

FW10
Team 4

From Answers to Inquiry: the Power of GenAI Questions

Description

- Gen AI accompanies the creative process by **asking questions rather than merely providing answers**. Rather than positioning itself solely as a source of solutions, Gen AI supports creativity through **inquiry and reflection**, acting as a dialogic partner in the creative journey.
- The questions posed by Gen AI address not only the creative output—understood as novel and useful—but also the **creator's internal state**, in relation to **meaning and purpose**. In this sense, questioning serves a dual function: it deepens understanding while simultaneously valuing diversity.
- Through thoughtful inquiry, Gen AI encourages deeper exploration and recognizes the uniqueness of perspectives, experiences, and creative approaches. It engages with both the work being produced and the **emotional, cognitive, and experiential condition of the individual or team involved in the creative process**.
- Questions should be timed and framed in ways that nurture the **pleasure of creativity**. Their formulation and delivery must be attuned to the creative flow, supporting motivation, curiosity, and enjoyment rather than disrupting or constraining them.

Meaningful Desires

The Future FORCE is far from us because of the identified TENSIONS, **Indeed we would LOVE to ...**

... rely on Gen AI as a dialogic partner that supports creativity through inquiry rather than solutions

... pay attention to both creative output and the creator's emotional and cognitive state

... use questioning as a means to deepen understanding and value diverse perspectives

... explore the timing and framing of questions to sustain creative flow and enjoyment

Impacted CWD:

Challenged Future Forces:

FF32
The Decoupled Creativity Paradigm

FF01
Script Mining and the Rise of Synthetic Originals

Figure 4.37 Distant Future “PERFORMING | Creativity Brought to Life”: Future Engines



Future Engines represent stakeholders' **creative hypotheses** as new drivers of change, obtained through a process of **Innovative Abduction** that challenges Future Forces based on **Surprising Signals of Change**. The Future Engines constituting the Distant Future **"PERFORMING | Intelligences in Creative Harmony"** are explained below specifying their Novum aspect compared with challenged Future Forces (see Figure 4.38):

- **From Cognitive Laziness to Cognitive Stimulation (FE08):** This Future Will challenges the Future Force "GenAI as an Intelligence Equalizer" (FF17). The Future Force frames Agentic AI Systems as intelligence equalizers by lowering barriers to knowledge and making insight easily accessible. The Future Engine points out that easy answers reduce curiosity, weaken critical inquiry, and stall intellectual growth. Practices such as simplified explanations, authoritative AI responses, and rapid convergence lose value. The Novum preserves the equalizer promise but relocates it—from access to answers to access to cognitive expansion. Value shifts from what is known to the ability and desire to know more, where Agentic AI Systems equalize not outcomes, but the conditions for curiosity, challenge, and continuous intellectual development.
- **Rethorical Intelligence and the Human Role in AI Creativity (FE11):** This Future Will challenges the Future Force "Creative Sparring Systems" (FF19). The Future Force assumes creativity advances through symmetrical sparring, where Agentic AI Systems challenge humans via better arguments and cognitive tension. This becomes inadequate once value depends on intentional misalignment rather than refinement. Creative sparring, counter-ideas, and rational debate lose primacy because rhetorical impact relies on lived judgment about when meaning should fail socially or emotionally. Creative roles reorganize around governing deviation instead of improving logic, with a focus on rhetorical landing—humor, irony, discomfort—rather than argumentative strength or conceptual elegance



CREATIVE HYPOTHESES



CREATIVE HYPOTHESES

FUTURE ENGINES		FE08 Team 6
From Cognitive Laziness to Cognitive Stimulation		
Description	Creative Hypotheses	
- Artificial intelligence is rapidly becoming an integral part of everyday life. Paradoxically, individuals who place excessive trust in AI models tend to engage less in active thinking, while those who rely on their own cognitive abilities demonstrate stronger critical awareness and reflective judgment. - While AI undoubtedly offers extraordinary opportunities, its widespread use may profoundly reshape learning and critical thinking. Delegating cognitive tasks to algorithms can reduce brain activity associated with autonomous reasoning and creative effort, giving rise to what can be described as "cognitive laziness." - Automation-based services also present undeniable advantages, but they may introduce significant drawbacks. In creative contexts, these include reduced participation, diminished engagement, and a weakening of individual involvement in collaborative and exploratory processes. - For this reason, it is essential to strengthen the role of GenAI in stimulating human thinking and providing. Rather than replacing cognition, GenAI should help identify possible alternatives and offer different interpretations, fostering participation, engagement, and deeper involvement in creative and learning processes.	The Future FORCE is challenged by several CUES, Indeed we THINK that... ... excessive trust in AI can reduce active thinking and weaken critical awareness ... automation may diminish participation and engagement in collaborative creative processes ... GenAI should stimulate human thinking by providing alternatives and diverse interpretations Impacted CWD: Challenged Future Forces: FF17 GenAI as an Intelligence Equalizer	

FUTURE ENGINES		FE11 Team 6
Rethorical Intelligence and the Human Role in AI Creativity		
Description	Creative Hypotheses	
- Despite the many capabilities already attributed to artificial intelligence, humor remains a largely unexplored territory. AI's limited sense of humor is often linked to its lack of lived experience and its difficulty in grasping implicit meanings, which are deeply rooted in the complexity of human cognition and social interaction. - While humans develop humor through diverse life experiences and cultural exchanges, machines rely exclusively on database-driven information. This constraint limits AI's ability to perceive emotional and cultural context, making it difficult to generate content that is genuinely amusing or emotionally resonant. - Rhetorical strategies, as linguistic devices, deliberately diverge from ordinary language to persuade, surprise, or evoke emotion. In creative processes, humans play a crucial role in governing and enhancing these rhetorical logics, establishing a complementary relationship with the computational strengths of artificial intelligence.	The Future FORCE is challenged by several CUES, Indeed we THINK that... ... AI struggles with humor due to limited lived experience and difficulty interpreting implicit meanings ... human humor emerges from emotional, cultural, and social contexts absent in database-driven AI systems ... humans govern rhetorical strategies, complementing AI's computational strengths in creative processes Impacted CWD: Challenged Future Forces: FF19 Creative Sparring Systems	

Figure 4.38 Distant Future "PERFORMING | Creativity Brought to Life": Future Wills

When Future Engines and Future Wills challenge Future Forces underlying Near Future trajectories, **novel trajectories** characterizing the **Distant Future** emerge (see Figures 4.39).

The first novel trajectory, **Suspending Intelligence through Humor and Irony**, designs creative systems not simply to augment or speed up understanding, but to align human and machine ways and rhythms of reasoning — slowing down, accelerating, enabling, and challenging thought in complementary roles. Agentic AI Systems function as systematic nudgers, producing alternatives, exaggerations, and inversions that reveal where meaning may be becoming too fixed or settled. The goal is not to generate insight directly, but to sustain creative tension over time: Agentic AI Systems keep meaning in motion, while humans decide how to remain engaged without prematurely resolving it. Humans respond through humor and irony as regulatory mechanisms — irony creating distance from premature closure, humor enabling engagement with instability without the need to resolve it.

A **Future Probe** describing a concrete example within this novel trajectory is a “Provocation at Scale” studio, where Agentic AI Systems continuously reframe ideas into extreme, literal, or over-polished versions — and human value lies entirely in how curiosity is pursued and irony applied to keep the work generative rather than concluded.

The second novel trajectory, **Listening to the Inside: Collective Interoception**, repositions emotional dynamics as primary drivers of creative performance rather than background conditions to manage. Creative performance moves from managing ambiguity through mental awareness to coordinating action through emotional signals. Uncertainty becomes a shared experiential field in which teams remain within emotional tension and use it as a generative condition for exploration. Interoception makes internal bodily responses — tightness, acceleration, fatigue, excitement — explicit inputs that reveal acceptance or resistance before ideas are spoken. Emotional divergence thus becomes a source of originality rather than noise, enabling teams to adjust pacing, explore parallel directions, and deliberately delay convergence.

A **Future Probe** describing a concrete example within this novel trajectory is a “Divergent Emotional Paths” session, where Agentic AI Systems expand interoceptive awareness by revealing that individual contributors feel divergent emotional pulls despite surface agreement — restructuring the workflow to let those differences drive parallel narrative paths before recombining them into a richer final work.

The third novel trajectory, **Inquiry in the Loop: the Art of Asking**, redefines creative authority as commitment sustained over time — the capacity of a creator to stand behind intentions, values, and emotional stakes while performing with Agentic AI Systems. Rather than delivering solutions, Agentic AI Systems accompany the creative process by asking well-timed, context-aware questions, acting as dialogic partners that support creativity through inquiry and reflection. By surfacing intention, emotional stakes, and purpose before, during, and after generative moments, Agentic AI Systems transform creative work from selecting among options to answering for choices — helping creators resist shallow novelty, sustain motivation, and remain accountable to what truly matters to them.

A **Future Probe** describing a concrete example within this novel trajectory is an “Intent-Gated Studio” system, where Agentic AI Systems pause production to ask clarifying questions about intent, audience meaning, and personal stakes — pieces moving forward only when creators explicitly commit to these answers, producing work that is slower to finalize but clearer in purpose and differentiation.

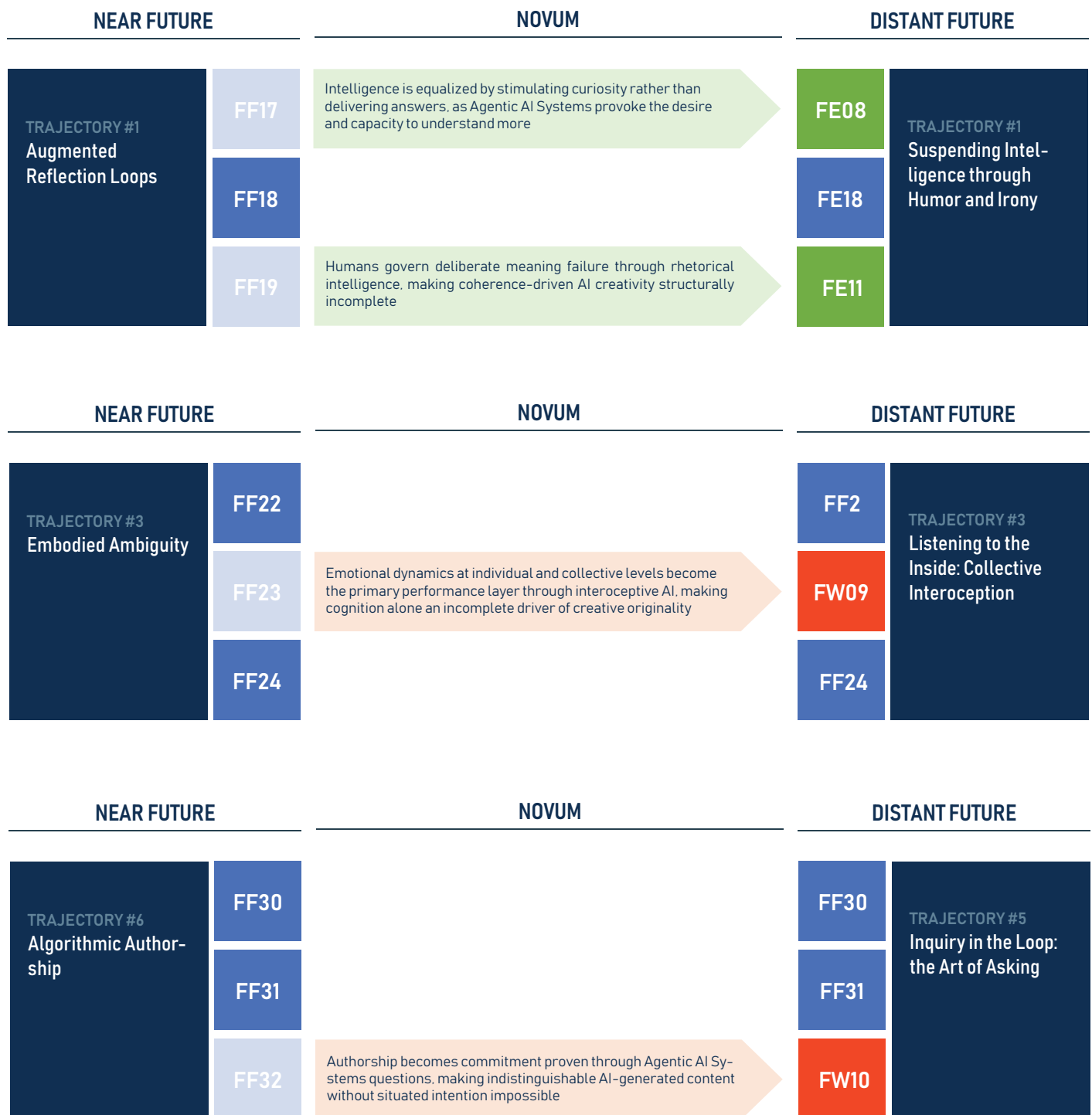


Figure 4.39 Distant Future "PERFORMING | Intelligences in Creative Harmony": Novum and Trajectories (2/2)

The interplay between Future Forces, Future Engines and Future Wills allows stakeholders to produce the Distant Future. The Manifesto of the Distant Future **“PERFORMING | Intelligences in Creative Harmony”** is described below:

1. Agentic AI Systems function as catalysts and cognitive nudges within the creative process, inviting individuals to engage with alternative perspectives through timely and carefully framed questions. Instead of substituting human insight, they deepen reflection, expand interpretative possibilities, and foster the critical reassessment of assumptions
2. Rather than merely using Agentic AI Systems to deepen or accelerate understanding, creative systems are designed to harmonize human - machine modes and rhythms of reasoning (e.g. suspending, accelerating, enabling, and challenging). They adapt to human thought, personalizing and contextualizing both pace and interaction modalities in order to enhance and value human creativity
3. Unlike its predominantly individual use today, where generative AI often functions as a personal tool, we envision a future in which Agentic AI Systems actively participate in group interactions, stimulating individuals and groups to ask increasingly generative questions, explore multiple lines of thought, and critically engage with alternative perspectives
4. Within every team, different forms of intelligence, rhythms, and languages coexist. Agentic AI Systems align them without flattening their differences: they capture what remains unspoken, dissolve misunderstandings before they create division, and transforms the diversity of contributions into a shared vision more powerful than any single voice
5. We believe that both individual and collective emotional dynamics shape creative performance more profoundly than cognition alone. Agentic AI Systems can support interoception (i.e., the awareness of internal bodily states) identifying signals such as tension, acceleration, fatigue, or excitement into conscious awareness



The **Memories of the Future** are crucial to highlight the most relevant and pivotal elements of the Distant Future scenario. The **Manifesto of the Future** and **Memories of the Future** of the Distant Future “**PERFORMING | Intelligences in Creative Harmony**” are depicted below (see Figure 4.40):

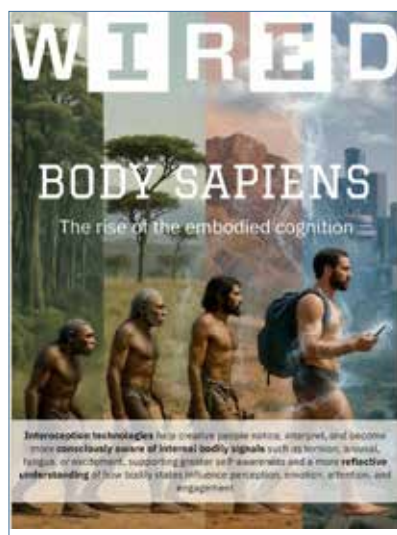


Figure 4.40 Distant Distant Future “**PERFORMING | Intelligences in Creative Harmony**”: Manifesto and Memories of the Future

The following Characters inhabits the Distant Future “**PERFORMING | Intelligences in Creative Harmony**” (see Figure 4.41):

- Maya Rodriguez, Generative Dialogue Igniter:** She is 36 years old expert in creating the conversational environments through which creativity is activated, expanded, and negotiated among human and non-human participants. Working across creative strategy, innovation processes, team workshops, concept development, and collaborative decision-making, her role as a **Generative Dialogue Igniter** is to develop interaction protocols that stimulate exploratory thinking, focusing on how questions are posed, how perspectives are introduced, how disagreement becomes constructive, and how fragmented contributions are transformed into new shared directions. She stands apart from current facilitators or strategists because she treats dialogue itself as a core engine of creativity. Her Future Competences are **Inquiry Design**, **Dialogic Systems Thinking**, and **Meaning Making**.
- Liam Chen, Creative Harmony Orchestrator:** He is a 42 years old professional in charge of shaping the conditions through which creativity unfolds across individuals, teams, and intelligent systems. He designs and facilitates processes that allow different forms of intelligence to work together productively without erasing their specificities. A key part of being a **Creative Harmony Orchestrator** is helping teams navigate different cognitive rhythms — deciding when a process should slow down for deeper interpretation, when it should accelerate to support ideation, and when it should be interrupted by questions or alternative perspectives. He has experience in orchestrating diverse cognitive styles and shared creative process rather than standardizing collaboration. His Future Competences are **Rhythmic Process Design**, **Reflective Framing**, and **Human-Machine Mediation**.
- Sara Torres, Emotional Resonance Strategist:** She is a 45 years old senior profile working across creative teams, innovation units, leadership contexts, and collaborative environments. In these units, where performance depends on trust, openness, and psychological attunement, the role of the **Emotional Resonance Strategist** is to support individuals and teams in becoming more aware of the emotional dynamics that influence ideation, collaboration, decision-making, and expression. By supporting interoception and relational sensitivity, she makes emotional intelligence an infrastructural component of creative processes. Her distinctiveness lies in combining human sensitivity with AI-based detection of complex emotional states affecting performance. Her Future Competences are **Emotional Climate Shaping**, **Emotional Signal Interpretation**, and **Conflict Pre-emption**.



Figure 4.41 Distant Future “PERFORMING | Intelligences in Creative Harmony”: Characters

The following Generative Applications characterize the Distant Future “**PERFORMING | Intelligences in Creative Harmony**” (see Figure 4.42):

- Rhythm Mind Studio:** it is an agentic creative process platform that supports intentional transitions between divergence, reflection, synthesis, and decision-making — treating creative work as a fluid sequence of cognitive and relational rhythms rather than a rigid workflow. It monitors collaboration in real time by interpreting signals across multiple modalities, including speech, text, visual contributions, gestures, and silences, identifying when a team needs to slow down, accelerate, reorient, or open new directions. The system responds through multimodal outputs adapted to the moment — verbal suggestions, conceptual maps, alternative trajectories, or spatial rearrangements of ideas. Among its spells, it can perform **Agentic Flow Conducting:** autonomously interpreting the state of the creative process — its pace, alignment, cognitive intensity, and saturation — and intervening to introduce new perspectives, challenge emerging assumptions, or redirect the group toward reflection or exploration.
- Embodied Cognition Catalyst:** it is an AI-based application that redefines what it means to know by treating the body as an instrument of inquiry — strengthening creatives’ interoceptive awareness to navigate uncertainty with greater clarity, presence, and embodied intelligence. Through biofeedback integration, it allows users to detect and interpret subtle bodily signals such as heart rate, breathing rhythm, and pulse variability, using these as sources of knowledge rather than background noise. Unlike conventional cognitive tools, it draws on internal signals to identify cognitive biases, surface pre-conscious hunches, and support more holistic decision-making. Among its spells, it can perform **Amplifying Intuitive Insight:** surfacing and validating pre-verbal insights during ambiguous or creative tasks, detecting bodily congruence when an idea feels right, and building an intuition trace — a log of moments where physiological signals aligned with meaningful discoveries.

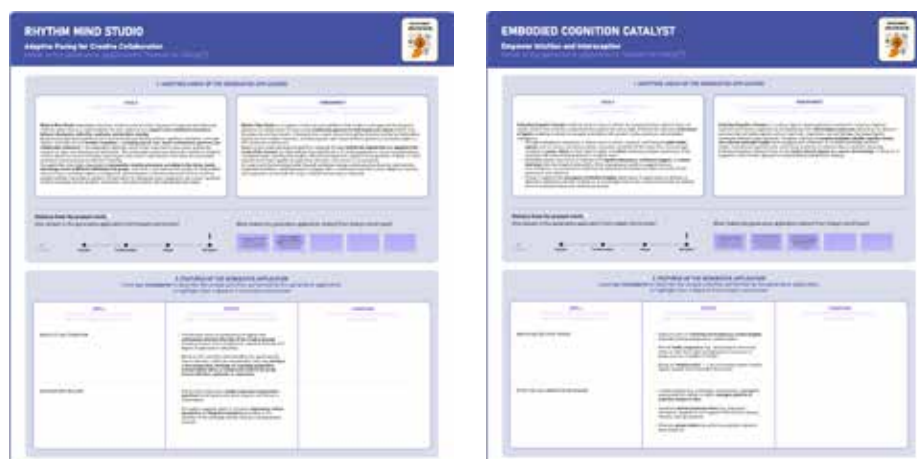


Figure 4.42 Distant Future “PERFORMING | Intelligences in Creative Harmony”: Generative Applications

The **Future Episodes** describe a set of situations in which the **Characters** interact with the **Generative Applications** in the distant future scenario. For the Distant Future “**PERFORMING | Intelligences in Creative Harmony**”, the episodes were developed by reflecting on the current situations illustrated below, each of which represents a familiar creative challenge reimagined in the distant future (see Figures 4.43, 4.44, and 4.45).

Episode 1 | Searching for inspiration or information

Looking for references, researching, exploring examples, gathering insights, learning from others.



Episode 2 | Generating new ideas

Coming up with ideas, exploring possibilities, imagining solutions, thinking creatively alone or with others.



Episode 3 | Producing artifacts

Creating something tangible or visible: documents, visuals, prototypes, presentations, code, content, models, etc.



FUTURE EPISODE #1

Suspending and Accelerating to Generate Creative Seeds

Dedicating time to continuously exercise curiosity, openness, and cognitive flexibility beyond immediate project demands

**CONTEXT | Solitary Inquiry for Creative Inspiration**

Maya Rodriguez, Generative Dialogue Igniter, is conducting an individual research phase to find inspiration for a new creative project. Before involving the wider team, she wants to explore weak signals, cultural tensions, emerging behaviours, and unexpected associations that could later become the basis for a collective dialogue. She activates Rhythm Mind Studio as a reflective partner rather than as a conventional search assistant. The Agentic Information System is adaptive and visually responsive: fragments of articles, images, user narratives, speculative scenarios, and previous project materials appear on the Maya's desktop. Her objective is not to immediately define a concept, but to open a rich field of inquiry. She asks the system to help her move between curiosity, ambiguity, contradiction, and possible meaning.

ACTION | Building Questions across Creative Rhythms

Rhythm Mind Studio begins by observing Maya's interaction rhythm: the density of her notes, the pauses between searches, the materials she repeatedly revisits, and the visual clusters she expands or abandons. Through the "Agentic Flow Conductor" feature, the Agentic Information System detects moments of saturation and gently suggests transitions between exploration, reflection, synthesis, and redirection. When Maya remains too long within familiar references, the platform introduces distant stimuli: rituals from other cultures, unexpected product categories, fictional futures, or user behaviours from adjacent domains. Using the "Question Path Builder", Maya is stimulated by a sequence of generative questions that progressively reshape her research path: first exploratory, then critical, speculative, and integrative. Some questions challenge hidden assumptions, while others connect emotional needs with technological possibilities. Rhythm Mind Studio supports the dialogue through conceptual maps, alternative trajectories, and visual reconfigurations, allowing Maya to transform dispersed intuitions into emerging narrative directions.

OUTCOME | From Intuition to Dialogic Seeds

At the end of the individual research session, Maya has not produced a finished concept, but a structured constellation of inspirations, tensions, and generative openings. Rhythm Mind Studio organizes the collected materials into different layers: weak signals, emotional patterns, unresolved contradictions, speculative opportunities, and possible dialogue triggers for the next creative phase. From this process, Maya obtains a set of "dialogic seeds": provocative questions, emerging themes, and alternative interpretations that can later be shared with colleagues during a workshop or jam session. The final output includes a synthetic research map, a personal reflection report, and a curated sequence of questions designed to activate future collective imagination. This allows Maya to enter the next phase with richer awareness, clearer tensions, and more original starting points.

FUTURE EPISODE #2

Giving Rhythm to Collective Imagination and Creative Joy

Taking care of time to empower collective imagination and rediscover joy in the creative act

**CONTEXT | Human Space for Collective Imagination**

The Imagination Space is dedicated to collective tasks aimed at reflection and dialogue. Technologies are hidden, yet easily accessible. The tables are equipped to support both digital interactions on their surfaces and the creation of vertical holograms. Rhythm Mind Studio interacts with people mainly through voice; it is also integrated into the video wall, in front of which participants stand and interact both verbally and physically. Maya Rodriguez, Generative Dialogue Igniter, has invited the Creative Leaders of all product lines to take part in a jam session following the research and creative phases carried out individually by each participant. Both phases were based on her simple but provocative question: "Why should your children fall in love with the product line you are responsible for?"

ACTION | Utopian and Dystopian Tensions as Reflection Engines

Maya introduces the jam session by visually presenting on the video wall a preliminary synthesis of the findings and embryonic ideas developed by all participants. Rhythm Mind Studio supports the Generative Dialogue Igniter in pre-arranging utopian and dystopian concepts based on individual research and creation. Through the "Question Path Builder" feature of Rhythm Mind Studio, Maya concludes the introduction with a limited set of generative questions aimed at investigating the tensions between utopian and dystopian concepts. Participants are cognitively and emotionally engaged by the provocations provided by Rhythm Mind Studio: while some perceive both the synthesis and the questions as valuable advancements of the initial ideas, others seem more skeptical and silent. Liam Chen, Creative Harmony Orchestrator, suggests challenging both utopian and dystopian concepts with synthetic users to generate renewed awareness and enthusiasm.

OUTCOME | Time and Practice for Creative Joy

Thanks to the human-machine mediation capability demonstrated by Liam, participants overcome their initial dysfunctional arousal and enter a positive flow. The new data and insights generated through interaction with synthetic users represent a substantial amount of new information. For this reason, Rhythm Mind Studio suggests that Sara focus on a single advanced concept and postpone reflection on the others to future sessions. Sara reorganizes all related materials through Rhythm Mind Studio: connections with the initial research carried out by each participant, the evolution of the utopian and dystopian concepts during the jam session, findings related to the synthetic users, new inspirations from similar products already available on the market, and stimuli from products belonging to other categories but potentially sharing similar features and properties. Together, these materials allow the team to further refine and transform the selected concept. At the end of the session, Rhythm Mind Studio creates two reports: a detailed report for Sara and a synthetic version for each participant, both enriched with follow-up questions aimed at further stimulating their reflection.

Figure 4.44 Distant Future "PERFORMING | Intelligences in Creative Harmony": Future Episodes (2/3)



FUTURE EPISODE #3

Relying on Embodied Cognition for Dialogic Exploration

Capturing bodily signals to navigate emotional resonance and intuitive insights

**CONTEXT | Extended Space for Multiple Dialogues**

The Imagination Space is designed to support effective and engaging interactions with colleagues and stakeholders connected remotely. The video wall digitally extends the physical space by connecting with similar equipment installed in other offices, creating a shared environment that fosters dialogue, co-creation, and collaboration. It also supports interaction with stakeholders through both traditional devices such as smart glasses, wearables, and desktop devices. Sara Torres, Emotional Resonance Strategist, has invited members of the Product Team and potential users to participate in an exhibition session. The first part involves Sara's colleagues as well as lead, weak, and fringe users, with the aim of sharing the concepts developed and collecting feedback, reactions, and practical insights. The second part is reserved for colleagues and focuses on discussing and validating the concepts developed.

ACTION | Empowering Insight through Embodied Cognition

During the first part of the session, Rhythm Mind Studio supports Sara in visually representing alternative uses of the developed concept. Connected users are invited to join immersive experiences aimed at approaching, interacting with, and properly using the alternative concepts, while the members of the Product Team quietly observe. In this first setting, the Embodied Cognition Catalyst captures subtle bodily signals from users to enrich the data collected verbally and visually. The filtered information is immediately made available to Sara, who can directly investigate possible issues and opportunities with the users involved. During the second part of the session, members of the Product Team discuss with Sara the information collected by the Agentic Information System. In this second setting, the Embodied Cognition Catalyst is applied to Sara's colleagues to amplify intuitive insights and detect resonance among team members. By deepening the connection between body and mind, it enables creatives to identify cognitive biases and cultivate embodied insight while engaging with unfamiliar or complex information.

OUTCOME | Cognitive and Emotional Resonance

The information and reactions collected during both parts of the exhibition session increase the team's awareness of the potential and risks associated with the developed concepts. The knowledge generated from the internal bodily signals of the users involved during the first part of the session, together with the "intuition traces" captured by the Embodied Cognition Catalyst during the second part, provides the Product Team with additional indications alongside more traditional data and insights. These intuition traces consist of logs of moments in which intuitive signals align with meaningful discoveries. At the end of the exhibition session, Sara receives a complete report on both individual and aggregate dynamics, including cognitive dissonance and emotional triggers. Each Product Team member can also explore the emotional resonance of their contribution with the rest of the team.

Figure 4.45 Distant Future "PERFORMING | Intelligences in Creative Harmony": Future Episodes (3/3)



05

DISTANT FUTURES

Phenomena, Transitions and Insights



Claudio Dell'Era

Research Direction
& Scientific Committee



Benedetta Luciano

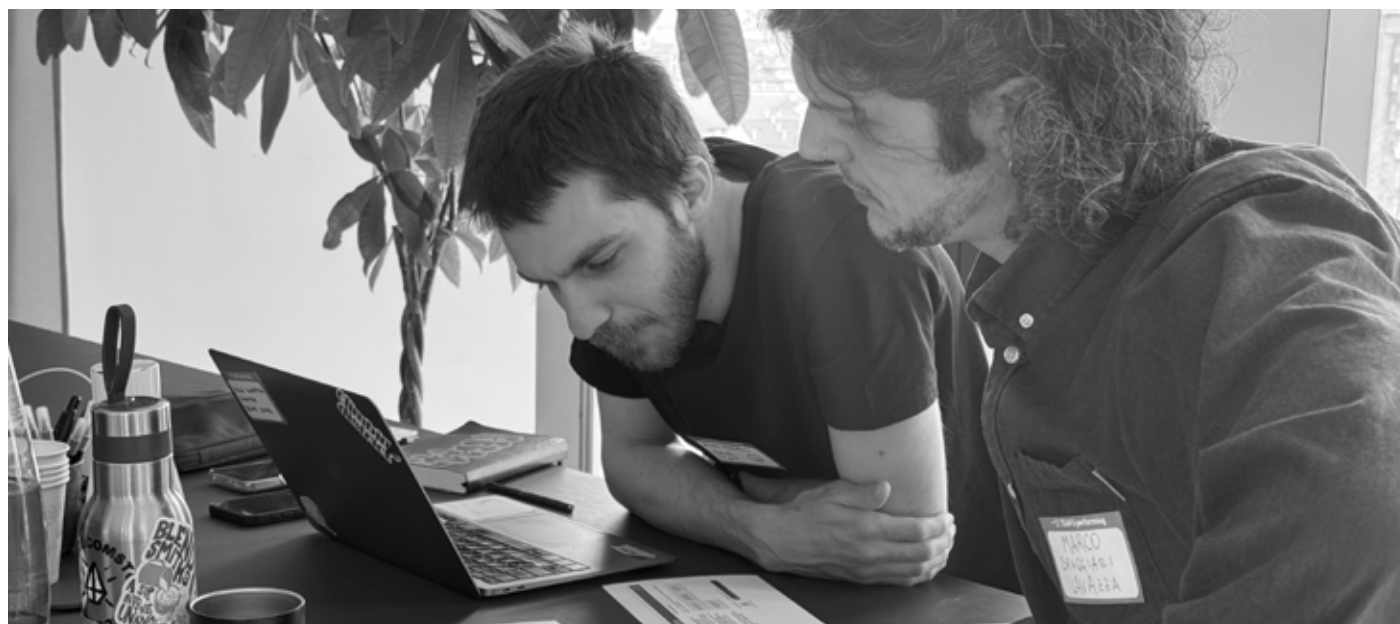
Senior Research Team



05 DISTANT FUTURES

Phenomena, Transitions and Insights

Distant futures are framed as a conceptual counterpart to **near futures**, not merely as futures located further ahead in time, but as futures experienced and constructed in a fundamentally different way. The distinction depends less on chronological distance and more on **psychological distance**: the extent to which a future feels close to, or detached from, present experience. **Near futures** are usually grounded in what is already known. They are shaped by existing data, past experiences, current trends, and recognizable constraints. For this reason, they are often approached through prediction, forecasting, extrapolation, and risk assessment. Although they may involve uncertainty, this uncertainty is generally treated as something that can be reduced through better information and analysis. Near futures are therefore represented in concrete terms: they concern practical actions, available resources, feasibility, and the likely continuation of present conditions. **Distant futures**, by contrast, are marked by ambiguity and radical uncertainty. They are not primarily about estimating what will probably happen, but about imagining alternative possibilities that may depart substantially from the present. Rather than extending current trajectories, distant futures introduce discontinuity, disruption, and transformation. They are interpreted at a higher level of abstraction, through broad principles, values, collective aspirations, identities, or ideological orientations. Their purpose is less to determine what is feasible now and more to open up new spaces of imagination and collective action. This difference also affects how futures are evaluated. Near futures tend to be judged according to **plausibility**: whether a scenario appears realistic, coherent, and supported by current evidence. Distant futures are more closely connected to **desirability**: whether a future expresses preferred values, hopes, and visions of what should be pursued. The futures cone helps clarify this distinction by separating possible, plausible, probable, and preferable futures. While plausible and probable futures remain tied to present knowledge and trends, preferable futures introduce a normative dimension. In this sense, distant futures are especially important because they encourage actors to move beyond what seems likely and to reflect on what kinds of futures are worth creating.



The 3rd edition of the “FUTURES | Sense Making by System Thinking” Observatory investigates the research question: **“How will creative work be organized and performed as a result of the advent of Agentic AI systems?”**. As previously discussed, the identification of Near Futures is based on the assumption that the future develops in continuity with present and past experience, and that predictions emerge from the assessment of current conditions, calculations, and forecasts. From this perspective, Near Futures rely on the idea that the fundamental nature of creative work will remain largely unchanged, while the ways in which it is enacted, organized, and deployed will progressively evolve. Accordingly, the research question can be reframed as: **“How will the creative process evolve as a result of the advent of Agentic AI systems?”**.

Recent research in management and innovation shows that Generative and Agentic AI are reshaping creative processes by transforming the ways in which ideas are generated, recombined, assessed, and refined. Rather than simply supporting isolated creative tasks, these technologies increasingly intervene across the entire creative journey, from the exploration of opportunities to the development and improvement of solutions. In brainstorming and innovation contexts, AI can broaden the range of alternatives available to individuals and teams. By rapidly producing multiple options, perspectives, and combinations, it can reduce some of the productivity losses typically associated with group ideation and support new forms of AI-augmented creativity. At the same time, Generative and Agentic AI may contribute to the democratization of innovation, enabling non-experts to formulate concepts, prototypes, and narratives that would otherwise require specialized creative or technical skills.

Experimental studies suggest that access to these systems can increase the perceived novelty and usefulness of creative outputs, particularly for individuals with lower initial creative ability. However, these individual-level improvements also raise a broader collective concern. When many users rely on similar AI systems, creative outputs may become more homogeneous, reducing diversity within the overall idea space and potentially limiting the emergence of truly distinctive solutions. Research on knowledge work further emphasizes that AI operates along a “jagged technological frontier”: it can significantly improve performance when tasks fall within its capabilities, but it may also reduce quality when users over-rely on it in ambiguous, complex, or poorly defined domains. Gen and Agentic AI amplifies these dynamics by autonomously planning, searching, testing, and iterating across multiple stages of the creative process. Its main promise lies in accelerating experimentation and improving coordination. Yet its adoption requires clear governance mechanisms to preserve human oversight, accountability, and strategic alignment.



05.1 Near Futures: Key Phenomena

Across the analyzed reports, research projects, and articles, the Near Future about **Organizing Creative Work** emerges around two specific phenomena: New Forms of Creative Organization and New Creative Profiles. Together, they show how creative work is moving from individual production and fixed organizational models toward adaptive, systemic, and collaborative human–AI ecosystems (see Figure 5.1). **New Forms of Creative Organization** describe the transition from rigid hierarchies and linear workflows to more fluid, modular, and self-managing structures. Creative organizations increasingly operate as living ecosystems, where teams form and reconfigure around projects, emerging ideas, AI-generated insights, and cultural signals. In this context, workflows are no longer invisible operational backbones, but become creative media in themselves: they are designed, orchestrated, and continuously adjusted to enable experimentation, feedback, and coordination. Gen and Agentic AI supports this transformation by accelerating iteration, enabling rapid prototyping, distributing knowledge across teams, and helping organizations balance flexibility with coherence. These new forms also embed sustainability, circularity, traceability, and accountability into the creative process, redefining creativity as the orchestration of systems rather than the production of isolated outputs. **New Creative Profiles** refer to the evolution of creative professionals from specialized makers into hybrid cultural mediators. As AI progressively automates technical, repetitive, and execution-oriented tasks, the distinctive value of human creativity shifts toward interpretation, judgment, contextual sensitivity, and ethical awareness. Future creative professionals operate across design, technology, ethics, strategy, data, and culture, acting as translators between human intention and machine capability. They are increasingly “polyglot” profiles, able to connect narrative, code, aesthetics, emotion, and systems thinking. Their role is not only to produce artifacts, but to preserve authenticity, cultural depth, inclusion, and meaning within AI-augmented processes. Continuous reskilling becomes a core meta-skill, allowing creatives to reinvent their contribution as technologies, roles, and organizational needs evolve.

The Near Future **Orchestrating Creative Ecosystems** captures this shift by describing adaptive and resilient systems that enable collaborative human–AI creativity. Creative organizations become ecosystems in which people, Agentic AI Systems, workflows, values, and governance mechanisms interact continuously to sustain experimentation, coherence, and long-term creative value. Both phenomena converge around the benefit of **Augmentation**, expressed through **Empowered Creative Loops**. Agentic AI Systems do not simply replace or automate creative work; it expands the capacity of individuals and teams to explore, generate, test, evaluate, and refine ideas. As a result, creative work becomes faster, more adaptive, and more distributed, while remaining anchored in human oversight, accountability, and purpose.

ORGANIZING CREATIVE WORK

New Forms of Creative Organization

Creative Ecosystems, Self-Organizing Structure

New Creative Profiles

Critical Thinking, Metacognitive Skills



Augmentation

Empowered Creative Loops



Figure 5.1 Organizing Creative Work: Augmentation | Empowered Creative Loops



The Near Future about **Performing Creative Work** emerges around two specific phenomena: Enrichment of Creative Loops and Hybrid Intelligence. Together, they describe how creative practice is shifting from linear execution toward iterative, dialogic, and human–AI co-performed processes (see Figure 5.2). **Enrichment of Creative Loops** refers to the transformation of creativity into a continuous cycle of generation, feedback, reflection, and refinement. In this scenario, ideas are not simply produced and finalized; they are constantly tested, challenged, simulated, and improved through interaction with intelligent systems. AI agents, synthetic users, and adaptive feedback environments allow creative professionals to explore multiple directions, anticipate reactions, identify blind spots, and validate concepts in real time. This changes the role of testing: it is no longer a late-stage verification activity, but an integral part of the creative act itself. Creative loops become richer because they combine divergence and convergence, experimentation and interpretation, speed and depth. As a result, creativity increasingly resembles a responsive rehearsal space, where learning and making unfold together. **Hybrid Intelligence** describes the emergence of a new creative relationship between humans and machines, based on co-thinking rather than simple tool use. Gen and Agentic AI becomes a sparring partner, collaborator, and cognitive mirror: it proposes alternatives, questions assumptions, generates unexpected associations, and supports reflection on both ideas and thinking processes. Human creators contribute intention, emotion, judgment, cultural sensitivity, and ethical awareness, while AI contributes speed, variation, synthesis, and pattern recognition. This form of intelligence is hybrid because value emerges from the interaction between different forms of cognition. Creative professionals therefore become conductors of co-agency, learning when to prompt, pause, redirect, select, or reinterpret AI-generated possibilities.

The Near Future **Cocreating Creative Intelligence** captures this evolution. Creativity becomes a shared performance in which people and intelligent systems build on each other's contributions through iterative exchange. Humans provide purpose and contextual meaning, while machines expand the field of possibilities. Both phenomena converge around the benefit of **Acceleration**, expressed through **Creativity Oversighted by Humans**. Gen and Agentic AI accelerates creative performance by multiplying options, shortening feedback cycles, supporting concept testing, and enabling rapid movement from intuition to prototype. However, acceleration alone does not guarantee creative value. In a context of generative abundance, the decisive role of humans becomes oversight: selecting what matters, preserving intentionality, interpreting ambiguity, and ensuring that outputs remain meaningful, authentic, and ethically grounded. The future of performing creative work is therefore not defined by faster production only, but by the ability to combine machine-driven acceleration with human judgment. Creativity becomes a supervised loop of exploration, where Gen and Agentic AI amplifies the pace and scale of creation, while humans safeguard direction, coherence, and cultural depth.

PERFORMING CREATIVE WORK

Enrichment of Creative Loops

Creative Agents, Synthetic Users

Hybrid Intelligence

Sparring Partners, Creative Co-Thinkers



Acceleration

Creativity Oversighted by Humans



Figure 5.2 Performing Creative Work: Acceleration | Creativity Oversighted by Humans

05.2 Distant Futures: Transitions and Insights

The exploration of **Distant Futures** requires engaging with the overall research question — “**How will creative work be organized and performed as a result of the advent of Agentic AI systems?**” — at a deeper and more speculative level. While Near Futures are grounded in the extension of present trends, Distant Futures invite a more radical reflection on the fundamental nature of creative work, its underlying assumptions, and the values it is expected to generate. Distant Futures are not simply projections of current trajectories. They are built around discontinuities from present and past experiences and rely on imagination rooted in ideologies, desired identities, cultural principles, and alternative visions of society. For this reason, exploring them requires reframing the research focus. The key issue is no longer only how creative processes will be shaped or managed, but how the contribution of creative work to value creation may change. Accordingly, the research question can be reformulated as: “**How will the way Creative Work creates value change because of the advent of Agentic AI Systems?**”

Within the 3rd edition of the “**FUTURES | Sense Making by System Thinking**” Observatory, the design activities conducted through innovative abduction and moral imagination identified **two fundamental transitions** concerning the future of creative work in 2035: one related to organizing creative work and the other to performing creative work. In the Organizing domain, the envisioned transition moves from **Augmentation | Empowered Creative Loops** to **Transformation | Alternative Creative Loops** (see Figure 5.3). In the first scenario, Agentic AI Systems augment creativity by enabling individuals and teams to move through faster and more effective creative loops. In the transition toward **Alternative Creative Loops**, Agentic AI Systems do not merely accelerate or enhance established processes; they reshape the very structure of creative work. They enable new forms of authorship, redistribute creative agency across human and non-human actors, and recombine previously distinct professional domains. As a result, creative value may no longer emerge primarily from improving existing outputs or optimizing workflows, but from designing entirely new creative configurations, relationships, and systems of meaning.

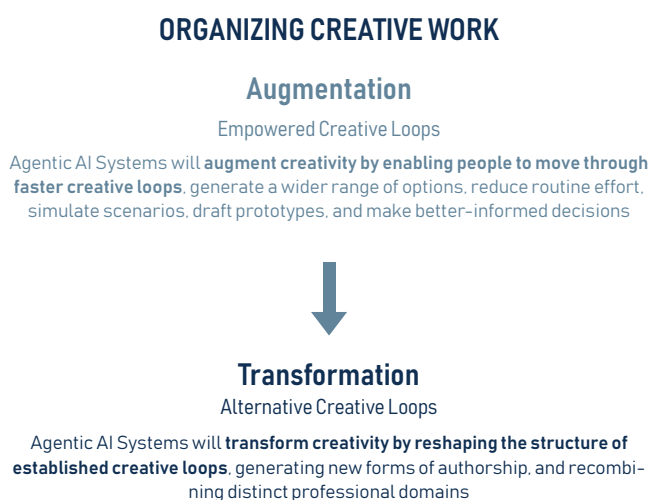


Figure 5.3 Organizing Creative Work: Transition toward “Transformation | Alternative Creative Loops”

The transition toward **Transformation | Alternative Creative Loop** is defined by two key features that signal a deeper reconfiguration of creative work. The first is **Distributed Authorship**. In this scenario, Agentic AI Systems enable new forms of authorship in which creative ownership and responsibility are no longer concentrated in a single individual or organization. Instead, they are distributed across multiple actors involved in the creative process, including programmers, data curators, users, platforms, and Agentic AI Systems themselves. This challenges traditional notions of originality, intellectual property, and creative accountability. The second feature is **Systemic Creativity**. Agentic AI systems allow professionals specialized in vertical creative domains to expand their capabilities by integrating complementary competencies, methods, and perspectives. As a result, creatives can move beyond narrow disciplinary boundaries and address broader, more complex challenges. Creativity becomes less about producing isolated outputs and more about orchestrating systemic endeavors that combine diverse forms of knowledge, agency, and value creation.

A meaningful example of this transition can be observed in the Future Episode «Orchestrating Ethical Creative Flows», where an international team is asked to redesign a psychotherapy chair for a client in Japan (see Figure 5.4). Before anyone sketches a concept, the team runs an alignment session to decide how the work should be structured. Two AI systems, the Empathy Workflow Sensei and the Creative Ethic-AI-I Advisor, prepare a shared briefing that flags emotional risks, ethical issues, and cultural sensitivities, and warns that the new chair could retrigger trauma in vulnerable patients. As the session unfolds, the Advisor raises questions about therapy, vulnerability, and how care is read in a Japanese context, and when ethical complexity rises the team slows down. What they produce is the setup for the work: a resource plan, an ethical foresight report, a map of emotional risks, and prompts for the next design sessions.

The episode illustrates Systemic Creativity because design, ethics, emotional awareness, and cultural knowledge all enter the work simultaneously. In a traditional process, each of these would arrive later, carried by a different specialist and added one step at a time. Here, they are folded into a single setup phase, and organizing the project becomes an act of composing competences into a single process. The team's output is a resource plan, an ethical foresight report, a map of emotional risks, and prompts for the next sessions. The creative value lies in how the work is assembled before any concept exists.

FROM...

Defining the work to be done



TO...

Orchestrating Ethical Creative Flows



Figure 5.4 Organizing Creative Work: Systemic Creativity

Similarly, in the **Performing** domain, the design activities envisioned a transition from **Acceleration | Creativity Oversighted by Humans** to **Pleasure | Creativity Experienced by Humans** (see Figure 5.5). This shift suggests a profound redefinition of the human role within AI-augmented creative practices. In the first scenario, humans remain primarily responsible for supervising and validating creative processes. Their role is to review AI-generated outputs, assess correctness, verify alignment with predefined intentions, goals, and constraints, and intervene when necessary to adjust or finalize results. Creativity is therefore accelerated by Agentic AI Systems, but it still depends on human oversight to ensure coherence, quality, and accountability. The transition toward **Pleasure | Creativity Experienced by Humans** introduces a more experiential and affective understanding of creative work. Here, humans are not only supervisors of AI-supported processes, but active participants who live creativity as a source of pleasure, joy, and personal fulfillment. Creative value is no longer defined only by efficiency, speed, or output quality, but also by the intensity and meaning of the creative experience itself.

In this perspective, Agentic AI Systems may liberate humans from routine execution and excessive cognitive burden, allowing them to reconnect with the emotional, imaginative, and relational dimensions of creativity. Creativity becomes something to be deeply experienced by creators and meaningfully shared with audiences.

The transition toward **Pleasure | Creativity Experienced by Humans** is characterized by two insightful features that redefine creative work as an experiential, relational, and embodied practice. The first feature is **Creative Rhythm**. In this scenario, humans and Agentic AI Systems collaborate by jointly shaping the timing, sequence, and flow of creative activities. Rather than simply accelerating production, AI helps sustain continuous and interactive creative practices, supporting moments of exploration, pause, refinement, and convergence. Creativity becomes a shared rhythm between human intuition and machine responsiveness. The second feature is **Embodied Creativity**. Creative practices increasingly emerge through active engagement with the body, tools, materials, and surrounding environment. Ideas are not only generated cognitively or digitally, but take shape in real time through perception, movement, action, and situated interaction. In this sense, creativity becomes something humans live and feel, transforming the creative process into a source of pleasure, presence, and meaningful experience.

PERFORMING CREATIVE WORK

Acceleration

Creativity Oversighted by Humans

Humans will **focus on overseeing creative practices** by reviewing outputs for correctness, ensuring alignment with predefined intentions, goals and constraints, supervising AI-supported task completion, and intervening when necessary to adjust, validate, or finalize results



Pleasure

Creativity Experienced by Humans

Humans will **live through and feel creative practices** as profound sources of pleasure and joy, personally experienced by creators and meaningfully shared with audiences

Figure 5.5 Organizing Creative Work: Augmentation | Empowered Creative Loops



A meaningful example of this transition can be observed in the Future Episode «Orchestrating Collective Creativity Through Cognitive Mediation», where creativity unfolds as a dynamic and continuously negotiated rhythm between human participants and Agentic AI Systems (see Figure 5.6). Inside the Metacognitive Foundry, an innovative environment designed to foster creativity, the process is not structured around individual ideation followed by evaluation, but around a collective dynamic that evolves in real time. Participants move across the space, interrupt one another, reformulate ideas, and respond to emotional and conceptual tensions that progressively shape the direction of the discussion.

Within this environment, facilitation technologies such as Socr-AI-tes do not simply optimize outcomes. Instead, they support the rhythm of interaction itself by surfacing latent connections, slowing down premature convergence, and amplifying moments of uncertainty or disagreement that may open unexpected creative trajectories.

This scenario powerfully illustrates the notion of Creative Rhythm because the value of Agentic AI Systems does not reside in their ability to autonomously generate solutions, but in their capacity to modulate the tempo and intensity of collective ideation. Human creativity becomes inseparable from interaction itself. Moments of uncertainty, contradiction, and hesitation are intentionally preserved as productive intervals within the creative flow. In this sense, creativity becomes a more immersive and participatory experience involving both human and non-human actors. Within this scenario, the pleasure of creativity is rediscovered through the act of inhabiting the evolving flow of collective creation itself.

FROM...

Generating new ideas



TO...

Orchestrating Collective Creativity Through Cognitive Mediation



Figure 5.6 Performing Creative Work: Creative Rhythm



06

COMMUNITY DEVELOPMENT INITIATIVES

Kick-offs, Perspectives, Factories and Convention



Sara Faustini
Junior Research Team



Ilaria Durante
Senior Research Team



06 COMMUNITY DEVELOPMENT INITIATIVES

Kick-offs, Perspectives, Factories and Convention

A comprehensive list of events encompassing the year's activities, accompanied by the detailed programs for each event day. From November 2025 to July 2026, the FUT26 observatory has organized eight intensive events, ranging from practical workshops (FACTORIES) to inspiring talks (PERSPECTIVES) (see Figure 6.1).

- **Kick-off** (4th November 2025, h14.30–17.30);
- **PROVOKING Perspectives** (10th December 2025, 17:00–19:00): stimulate the discussion about meaningful and desirable futures by addressing the grand challenge of “Organizing and Performing Creative Work in the Distant Future (2035)”;
- **FRAMING Factory** (15th January 2026, 10:30–17:30): define the scope of thinking-related areas and critically examine emerging phenomena shaping the challenge;
- **CHALLENGING Perspectives** (11th February 2026, 17:00–18:30): valorize the systemic contribution provided by future thinkers who provide alternative visions;
- **REFRAMING Factory** (12th March 2026, 10:30–17:30): co-create meaningful and desirable futures using innovative abduction and moral imagination;
- **INSPIRING Perspectives** (15th April 2026, 17:00–18:30): spark new initiatives by drawing on the visionary thinking of leading experts in future making;
- **LEADING Factory** (7th May 2026, 10:30–17:30): refine meaningful and desirable futures, grounding them in actionable industrial and corporate transformations;
- **Convention** (15th July 2026, h10.00–12.30).

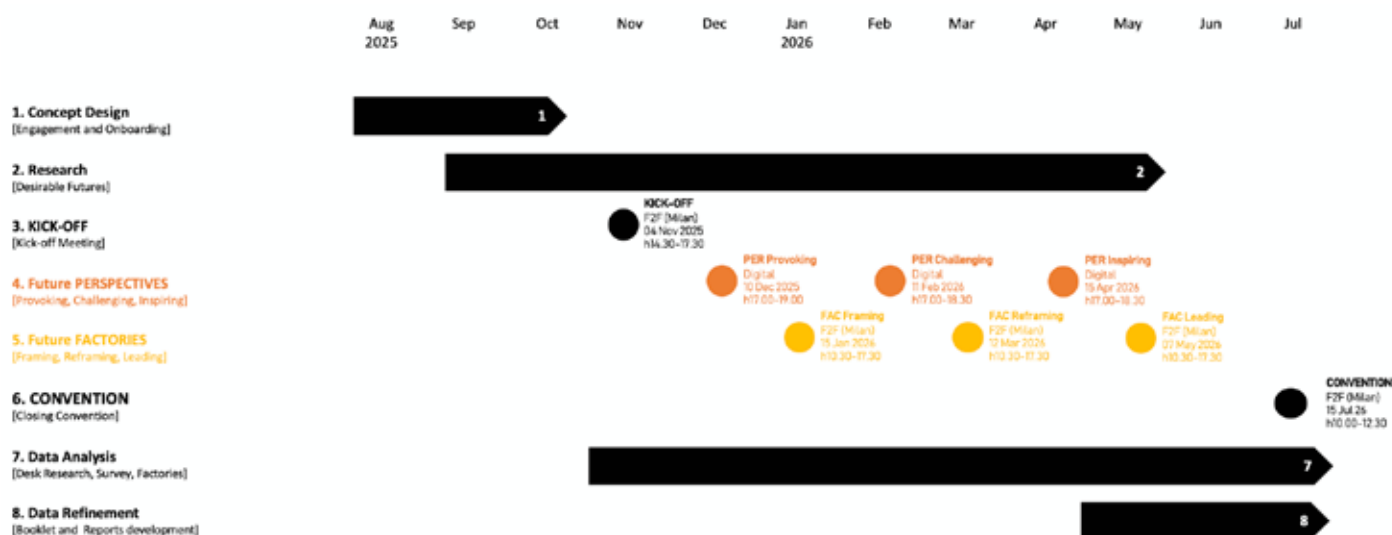


Figure 6.1 Activities and Milestones





Kick-off (4th November 2025, h14.30–17.30; Room B2.0.1, Campus Durando, Milano)

FUT **26** Observatory FUTURES

3rd Edition (2025/26)

FUTURES | Sense Making by System Thinking

Organizing and Performing Creative Work in the Distant Future (2035)

KICK-OFF



04th November 2025 (h14:30–17:45)



Room: B2.0.1 (Campus Durando, Building B2)
Via Durando, 10 - 20158 Milano ([Google Maps](#))

AGENDA

14.30 WELCOME

Introduction

Claudio Dell'Era – Scientific Committee and Research Direction @ Politecnico di Milano

14.45 FUTURES

Sense Making by System Thinking: Vision and Methodology

Claudio Dell'Era – Scientific Committee and Research Direction @ Politecnico di Milano

15.15 SCOPE OF THE 3rd EDITION (2025/26)

Organizing and Performing Creative Work: Future Forces, Trajectories and Near Future

Stefano Magistretti – Scientific Committee and Research Direction @ Politecnico di Milano

15.45 COLLECTIVE REFLECTION

Empathizing with the Near Future

Silvia Castellazzi – Senior Research Team @ Politecnico di Milano

16.45 INNOVATIVE ABDUCTION

Searching and Capturing Surprising Signals of Change

Emilio Bellini – Scientific Committee and Research Direction @ Politecnico di Milano

17.15 COLLABORATION

Platforms and Tools

Chiara Esposito – Senior Research Team @ Politecnico di Milano

17.30 CLOSING

Wrap up and Upcoming Events

Claudio Dell'Era – Scientific Committee and Research Direction @ Politecnico di Milano

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PROVOKING Perspectives (10th December 2025, h17.00–19.00; Live on Microsoft Teams)FUT **26** Observatory FUTURES

Future Perspective

PROVOKING Perspective

Sparking Imagination about the Future



10th December 2025 (h17.00–19.00)

Live on [Microsoft Teams](#)**AGENDA****17.00 WELCOME**

Introduction

Claudio Dell'Era – Scientific Committee and Research Direction
@Politecnico di Milano**17.05 TALK**

When Strategic Foresight meets Planetary Boundaries

Thomas Gauthier – Professor and Associate Dean for Pedagogy in the Anthropocene
@Emlyon Business School**17.30 Q&A with Thomas Gauthier****17.40 TALK**

A Toolkit to Help You Manage Uncertainty around AI

Oguz A. Acar – Professor of Marketing & Innovation @King's College London

Bob Bastian – Assistant Professor of Entrepreneurship & Design @Politecnico di Milano

18.05 Q&A with Oguz A. Acar and Bob Bastian**18.15 TALK**

Future Making as Emancipatory Inquiry: Practices for Collective Imagination in Uncertain Times

Luigi Mosca – Research Associate

@Imperial Business School

18.40 Q&A with Luigi Mosca**18.50 Closing**Claudio Dell'Era – Scientific Committee and Research Direction
@Politecnico di Milano

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THOMAS GAUTHIER

Professor and Associate Dean for Pedagogy in the Anthropocene
@Emlyon Business School

When Strategic Foresight meets Planetary Boundaries

ORGANIZATIONAL ANTICIPATION | LIVABLE WORLDS STRATEGY

About

Researcher and educator focused on organizational strategy in the Anthropocene, Thomas coordinates the Sustainable Futures course across Grande École and MBA programs.



LUIGI MOSCA

Research Associate @Imperial Business School

Future Making as Emancipatory Inquiry: Practices for Collective Imagination in Uncertain Times

EMANCIPATION | DESIRBALE FUTURES

About

Research Associate at Imperial Business School and Honorary Fellow at the University of Sydney. Luigi works at the intersection of organization theory and strategic management.



OGUZ A. ACAR and BOB BASTIAN

Professor of Marketing & Innovation @King's College London
Assistant Professor of Entrepreneurship & Design @Politecnico di Milano

A Toolkit to Help you Manage Uncertainty around AI

STATE UNCERTAINTY | AI DISRUPTION

About

Oguz A. Acar and Bob Bastian explore the human side of innovation — one at the intersection of AI and business, the other in the cognitive foundations of entrepreneurship.

FRAMING Factory (15th January 2026, h10.30-17.30; Il Prisma Live - Milano)FUT **26** Observatory FUTURES

Future Factory

FRAMING Factory

Picturing the Future Landscapes



15th January 2026 (h10.30-17.30)



Il Prisma Live

Via Adige, 11 - 20135 Milano ([Google Maps](#))**AGENDA****10.30 WELCOME AND NEAR FUTURES**

Introduction | Claudio Dell'Era - Research Direction @ Politecnico di Milano

Welcome | Il Prisma Live

Knowing the Near Futures | Stefano Magistretti - Research Direction @ Politecnico di Milano

11.00 COLLECTIVE REFLECTION

Empathizing with the Near Future | Trajectories and Future Forces

12.00 INNOVATIVE ABDUCTION (1/2)Discussing Surprising Signals of Change | Cues
Sense Breaking | Creative Hypotheses**13.30 Lunch Break****14.30 INNOVATIVE ABDUCTION (2/2)**

Reinterpreting Future Forces | Future Engines

15.30 MORAL IMAGINATION

Contrasting Future Forces | Future Wills

12.00 MORAL IMAGINATION (1/2)Discussing Personal Perspectives | Tensions
Sense Giving | Meaningful Desires**13.30 Lunch Break****14.30 MORAL IMAGINATION (2/2)**

Contrasting Future Forces | Future Wills

15.30 INNOVATIVE ABDUCTION

Reinterpreting Future Forces | Future Engines

16.30 PAIR DISCUSSION

Comparing Innovative Abduction and Moral Imagination | Futures Engines and Future Wills

17.00 CLOSING

Wrap-up and Upcoming Events | Claudio Dell'Era - Research Direction @ Politecnico di Milano

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CHALLENGING Perspective (11th February 2026, h17.00–18.30; Live on Microsoft Teams)FUT **26** Observatory FUTURES

Future Perspective

CHALLENGING Perspective

Stretching the Future Landscapes



11th February 2026 (h17.00–18.30)

[Live on Microsoft Teams](#)**AGENDA****17.00 WELCOME****Introduction**

Ilaria Durante – Senior Research Team
@Politecnico di Milano

17.05 TALK**Strategic Change and Narrative Perspectives**

Eero Vaara – Professor in Organisations and Impact
@Saïd Business School, University of Oxford

17.30 Q&A with Eero Vaara**17.40 TALK****Futures and Democracy**

Laura Bechtold – Professor for Technology Assessment & Cultural Management
@Bavarian Foresight Institute

18.05 Q&A with Laura Bechtold**18.15 Closing**

Ilaria Durante – Senior Research Team
@Politecnico di Milano

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EERO VAARA

Professor in Organisations and Impact
@Saïd Business School, University of Oxford

Strategic Change and Narrative Perspectives

ORGANIZING FOR TRANSFORMATION | DESIRABLE FUTURE NARRATIVES

About

Organizational scholar specializing in strategic and institutional change. Eero has published in top journals and received multiple international awards.



LAURA BECHTHOLD

Professor for Technology Assessment & Cultural
Management @Bavarian Foresight Institute

Futures and Democracy

RESPONSIBLE INNOVATION | FUTURES LITERACY

About

Social scientist researching responsible innovation and the dynamics between technology and society, with a focus on foresight and adaptive learning.

REFRAMING Factory (12th March 2026, h10.30-17.30; Tangity NTT Data Italia - Milano)FUT **26** Observatory FUTURES

Future Factory

REFRAMING Factory

Making the New Realities



12th March 2026 (h10.30-17.30)



Tangity NTT Data Italia

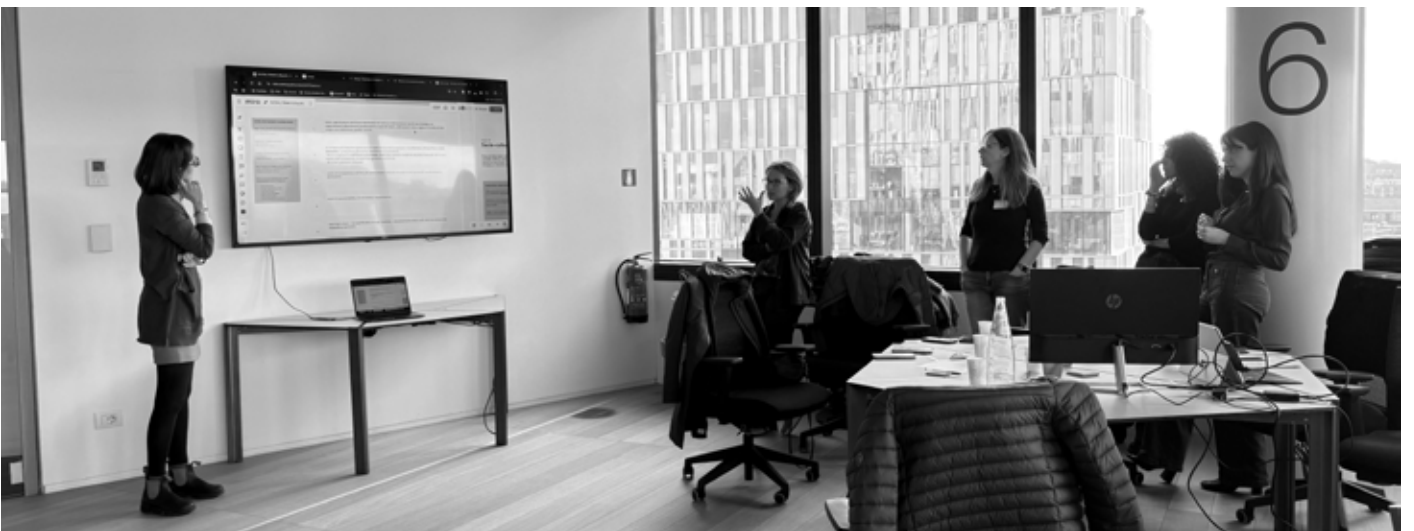
Via Ernesto Calindri, 4 – 20143 Milano MI ([Google Maps](#))**AGENDA**

- 10.30 WELCOME | Introduction**
Claudio Dell'Era – Scientific Committee and Research Direction @ Politecnico di Milano
- 10.45 EMPATHIZING WITH «TANGITY»**
Giselle Chajin Florez – Design Director @ Tangity
- 11.15 STEPPING BACK | Future Forces, Engines, Wills and Trajectories**
Claudio Dell'Era – Scientific Committee and Research Direction @ Politecnico di Milano
- 12.15 IMAGINING DISTANT FUTURES | Manifesto of the Future**
Claudio Dell'Era – Scientific Committee and Research Direction @ Politecnico di Milano
- 13.30 Lunch Break**
- 14.30 IMAGINING DISTANT FUTURES | Memories of the Future**
Claudio Dell'Era – Scientific Committee and Research Direction @ Politecnico di Milano
- 15.15 BUILDING THE FUTURE WORLD | People and Generative Applications**
Claudio Dell'Era – Scientific Committee and Research Direction @ Politecnico di Milano
- 16.45 SHARING DISTANT FUTURES | Debating the Distant Future**
Stefano Magistretti – Scientific Committee and Research Direction @ Politecnico di Milano
- 17.15 CLOSING | Wrap-up and Upcoming Events**
Claudio Dell'Era – Scientific Committee and Research Direction @ Politecnico di Milano

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INSPIRING Perspective (15th April 2026, h17.00-18.30; Live on Microsoft Teams)FUT **26** Observatory FUTURES

Future Perspective

INSPIRING Perspective

Enriching the New Realities



15th April 2026 (h17.00-18.30)



Live on Microsoft Teams

AGENDA

- 17.00 WELCOME**
Introduction
Claudio Dell'Era – Scientific Committee and Research Direction
@Politecnico di Milano
- 17.05 TALK**
Art and Future Making
Roberto Verganti – Professor, The Josefsson Family Chair in Art and Innovation,
Director Center for Art and Innovation @Stockholm School of Economics
- 17.30 Q&A with Roberto Verganti**
- 17.40 TALK**
The Future as a Strategic Tool
Alberto Robiati – Director of Studies and Skills for Future Scenarios
@Forwardto
- 18.05 Q&A with Alberto Robiati**
- 18.15 Closing**
Claudio Dell'Era – Scientific Committee and Research Direction
@Politecnico di Milano

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ROBERTO VERGANTI

Professor, The Josefsson Family Chair in Art and Innovation. Director Center for Art and Innovation @Stockholm School of Economics

Art and Future Making

DESIGN-DRIVEN INNOVATION | MEANING CREATION

About

Global scholar in design-driven innovation, Roberto Verganti researches how organizations create radical new meanings for products and services.



ALBERTO ROBIATI

Director of Studies and Skills for Future Scenarios
@Forwardto

The Future as a Strategic Tool

STRATEGIC FORESIGHT | FUTURES THINKING

About

Director of Forwardto, Alberto has 25 years of experience in strategic foresight and futures thinking across public and private organizations.

LEADING Factory (7th May 2026, h10.30-17.30; Novartis - Milano)**FUT 26** Observatory FUTURES

Future Factory

LEADING Factory

Roadmapping the Meaningful Transformations



7th May 2026 (h10.30-17.30)

Novartis
Via Luigi Sturzo, 43 - 20154 Milano ([Google Maps](#))**AGENDA****10.30 WELCOME | Introduction**

Claudio Dell'Era – Scientific Committee and Research Direction @ Politecnico di Milano

10.45 EMPATHIZING WITH «NOVARTIS» | Inclusive Design

Fabrizio Fiore – Regional Market Access & Partnerships Lead @ Novartis

11.15 STEPPING BACK | Manifesto and Memories of the Future, People and Applications

Claudio Dell'Era – Scientific Committee and Research Direction @ Politecnico di Milano

12.00 BUILDING THE FUTURE WORLD | Future Episodes

Facilitators @ Politecnico di Milano

13.30 Lunch Break**14.30 EVALUATING THE FUTURE WORLD | Critical Reflection**

Facilitators @ Politecnico di Milano

16.00 ENACTING THE FUTURE WORLD | Personal & Organizational Commitments

Facilitators @ Politecnico di Milano

17.00 SHARING DISTANT FUTURES | Debating the Distant Future

Facilitator @ Politecnico di Milano

17.15 CLOSING | Wrap-up and Upcoming Events

Claudio Dell'Era – Scientific Committee and Research Direction @ Politecnico di Milano

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Convention (15th July 2026, h10.00-12.30; De Carli Room - Milano)

FUT **26** Observatory FUTURES

3rd Edition (2025/26)

ORGANIZING AND PERFORMING CREATIVE WORK IN THE DISTANT FUTURE (2035)



15th July 2026
(h10:00-12:30)



De Carli Room
Campus Durando, Building B9
Via Durando, 10 – 20158 Milano ([Google Maps](#))

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Agenda

FUT **26** Observatory FUTURES

09:30 Welcome Coffee and Registration

10:00 INTRODUCTION | Welcome and Agenda

Claudio Dell'Era, Research Direction @Politecnico di Milano

10:10 FRAMEWORK | Imagining and Crafting Creative Work in 2035

Claudio Dell'Era, Research Direction @Politecnico di Milano

10:30 ORGANIZING CREATIVE WORK | Distributed Authorship and Systemic Creativity

Stefano Magistretti, Research Direction @Politecnico di Milano

10:50 ORGANIZING CREATIVE WORK | Conversation

Marco Schiavi, Transformation Lead @Alidays SpA

Roberta Avanzini, Head of Customer Experience & Innovation @BNP Paribas Cardif

Silvia Campioni, Head of Open Innovation @Lactalis Italia

Alejandra Ruíz Gómez, Innovation Consultant @NOI Techpark Südtirol/Alto Adige

Moderated by Chiara Esposito, Senior Research Team @Politecnico di Milano

11:15 CREATIVITY IN ACTION | Making Theatre with Gen AI: Tool or Language?

Bruno Fornasari, Artistic Direction @Teatro Filodrammatici Milano

Moderated by Silvia Castellazzi, Senior Research Team @Politecnico di Milano

11:35 PERFORMING CREATIVE WORK | Creative Rhythm and Embodied Creativity

Emilio Bellini, Research Direction @Politecnico di Milano

11:55 PERFORMING CREATIVE WORK | Conversation

Carlo Martinelli, Director @Deloitte Digital

Marco Spaggiari, Discovery Manager @Lavazza Group

Sara Tagliapietra, Marketing Innovation Manager @Mediaset

Fabrizio Fiore, Regional Access and Partnership Lead @Novartis Farma SpA

Ambra Taccola, Communication Manager @Sofidel SpA

Moderated by Ilaria Durante, Senior Research Team @Politecnico di Milano

12:20 CLOSING | Wrap-Up and Next Edition

Claudio Dell'Era, Research Direction @Politecnico di Milano

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Speakers

FUT **26** Observatory FUTURES

Dialogue



BRUNO FORNASARI

Artistic Direction
@Teatro Filodrammatici
Milano

CREATIVITY IN ACTION | Making Theatre with Gen AI: Tool or Language?

STORYTELLING | EXECUTIVE COACHING | ARTISTIC DIRECTION

Bruno Fornasari is a versatile Italian author, director, and artistic director who bridges the world of performing arts and corporate leadership. Based in Milan, he currently collaborates with Chora & Will Media, directing high-profile productions like Una Notte a Teheran with Cecilia Sala and Anni '70 - terrore e diritti.

Beyond the stage, Fornasari is an accomplished Executive Coach, specializing in communication, narrative effectiveness, and public performance for top-tier leaders, including the CEO of Banca Generali. He also shares his expertise in Corporate Education as a consultant and lecturer for the Polytechnic University of Milan (POLIMI).

Talks



CLAUDIO DELL'ERA

Research Direction
@Politecnico di Milano

FRAMEWORK | Imagining and Crafting Creative Work in 2035

STRATEGIC DESIGN THINKING | FUTURE MAKING

Claudio Dell'Era is Professor of Design Thinking for Business at the School of Management - Politecnico di Milano, where he serves also as Co-Founder of LEADIN'Lab.

Research activities developed by Dell'Era are concentrated in the areas of Design Thinking and Design Strategy. He has published more than 100 chapters in edited books and papers in conference proceedings and leading international journals such as Entrepreneurship Theory and Practice, Journal of Product Innovation Management, Long Range Planning, Technology Forecasting and Social Change, R&D Management, Innovation Management and many others,



STEFANO MAGISTRETTI

Research Direction
@Politecnico di Milano

ORGANIZING CREATIVE WORK | Distributed Authorship and Systemic Creativity

SUSTAINABILITY-DRIVEN DESIGN | HUMAN APPROACH

Stefano Magistretti is an Associate Professor of Agile Innovation within the Innovation and Design Management area at the Department of Management, Economics, and Industrial Engineering of Politecnico di Milano. He serves as a senior researcher at LEADIN'Lab, the Laboratory of Leadership, Design, and Innovation.

At the School of Management, he is the Research Director of the Design Thinking for Business Observatory, a platform he has helped develop since its founding in 2017. Furthermore, he co-directs two joint master's programs with SKEMA Business School: one focused on Product Management and UX Design (PMUX) and another on Entrepreneurship and Design for Sustainability.



EMILIO BELLINI

Research Direction
@Politecnico di Milano

PERFORMING CREATIVE WORK | Creative Rhythm and Embodied Creativity

CREATIVE PRACTICES | COGNITION

Emilio Bellini is Assistant Professor of Leadership and Innovation at the School of Management - Politecnico di Milano, where he serves also as Co-Founder of LEADIN' Lab.

His primary research fields lie at the intersection between Leadership, Design and Innovation. In particular, he focuses on the Innovation of Meaning and on the New Service Development. On these topics he has published in journals such as Creativity and Innovation Management, International Journal of Innovation Management, International Journal of Knowledge Management Studies, International Journal of Information Systems.

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Conversations

FUT 26 Observatory FUTURES

ORGANIZING CREATIVE WORK



MARCO SCHIAVI

Transformation Lead
@Alidays



ROBERTA AVANZINI

Head of Customer Experience and Innovation
@BNP Paribas Cardif



SILVIA CAMPIONI

Head of Open Innovation
@Lactalis Italia



ALEJANDRA RUÍZ GÓMEZ

Innovation Consultant
@NOI Techpark Südtirol/Alto Adige



Moderated by

CHIARA ESPOSITO

Senior Research Team @Politecnico di Milano

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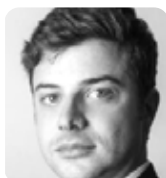


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Conversations

FUT **26** Observatory FUTURES

PERFORMING CREATIVE WORK



CARLO MARTINELLI

Director
@Deloitte Digital



MARCO SPAGGIARI

Discovery Manager
@Lavazza Group



SARA TAGLIAPIETRA

Marketing Innovation Manager
@Mediaset



FABRIZIO FIORE

Regional Access and Partnership Lead
@Novartis



AMBRA TACCOLA

Communication Manager
@Sofidel SpA



Moderated by

ILARIA DURANTE

Senior Research Team @Politecnico di Milano

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07

SCIENTIFIC DEBATE

Publications



Stefano Magistretti

Research Direction
& Scientific Committee



Sara Faustini

Junior Research Team



Title		Journal
Design thinking: Critical analysis and future evolution		Journal of Product Innovation Management
Authors	Publication Year	Observatory Edition
Verganti, R.; Dell'Era, C. & Swan, K. S.	2021	FUT24

Abstract

The importance of design as a source of value creation has been studied for decades. In the late 90s, however, a specific approach in the practice of design achieved a rapid diffusion across organizations: Design Thinking. This is a formal method for creative problem solving characterized by user-centeredness, ideation, and iterative prototyping. The rapid diffusion of Design Thinking in practice has not been coupled with similarly rapid and robust development of its theoretical underpinnings. Most contributions have been inward-oriented toward a confined community of scholars; therefore, the scientific discourse on Design Thinking has unfolded in a vacuum—often independently from other innovation management theories. The consequence has been that Design Thinking is often confused (especially among those new to the field) with the entire practice of design. Subsequently, we still lack an understanding on whether, why, and when Design Thinking contributes to innovation. In this editorial, we discuss the journey to the Special Issue “Design Thinking and Innovation Management: Matches, Mismatches and Future Avenues” that intends to critically reflect and enrich the scientific debate around Design Thinking. First, we aim at clarifying the distinction between “design” and “Design Thinking.” The former is a practice, to be studied; the latter is a paradigm, that is, a set of specific principles, methods, and tools to practice design. Second, we offer a brief overview of the community that has been investigating Design Thinking, a synthesis of the ten papers included in the Special Issue, and show how they contribute to close the theoretical and empirical gaps with innovation studies. Finally, we suggest that the paradigm of Design Thinking is significantly contingent: its diffusion and success have been favored by the emergence of specific contextual conditions (substantially by the ubiquitous diffusion of digital technologies in direct interaction with users). As the context is dramatically shifting again, we wonder whether Design Thinking will keep its relevance and ability to support organizations in addressing the new challenges ahead. We address this question with the support of a contingent framework to position several design paradigms and suggest that the context ahead, where problems have multiple stakeholders and are undefined, will require the emergence of new paradigms characterized by a systemic (rather than user-centered) and reflective (rather than ideative) practice. We therefore propose a few research questions that will hopefully encourage and shape future scholarly efforts into the study of the design practice for innovation in organizations.

Design thinking: Critical analysis and future evolution

Abstract

The importance of design as a source of value creation has been studied for decades. In the late 90s, however, a specific approach in the practice of design achieved a rapid diffusion across organizations: Design Thinking. This is a formal method for creative problem solving characterized by user-centeredness, ideation, and iterative prototyping. The rapid diffusion of Design Thinking in practice has not been coupled with similarly rapid and robust development of its theoretical underpinnings. Most contributions have been inward-oriented toward a confined community of scholars; therefore, the scientific discourse on Design Thinking has unfolded in a vacuum—often independently from other innovation management theories. The consequence has been that Design Thinking is often confused (especially among those new to the field) with the entire practice of design. Subsequently, we still lack an understanding on whether, why, and when Design Thinking contributes to innovation. In this editorial, we discuss the journey to the Special Issue “Design Thinking and Innovation Management: Matches, Mismatches and Future Avenues” that intends to critically reflect and enrich the scientific debate around Design Thinking. First, we aim at clarifying the distinction between “design” and “Design Thinking.” The former is a practice, to be studied; the latter is a paradigm, that is, a set of specific principles, methods, and tools to practice design. Second, we offer a brief overview of the community that has been investigating Design Thinking, a synthesis of the ten papers included in the Special Issue (distributed across this and the next issue), and show how they contribute to close the theoretical and empirical gaps with innovation studies. Finally, we suggest that the paradigm of Design Thinking is significantly contingent: its diffusion and success have been favored by the emergence of specific contextual conditions (substantially by the ubiquitous diffusion of digital technologies in direct interaction with

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1 | INTRODUCTION

In a 1999 broadcast of ABC's *Nightline*, anchor Ted Koppel announced a video that in the following two decades would have a remarkable impact on the practice of innovation: “The Deep Dive,” a 20-min clip illustrating how influential design firm IDEO realizes innovation through Design Thinking.¹ Since then, “The Deep Dive” and other similar tutorials have been a centerpiece in MBA innovation classes and executive programs on strategic transformation. Books and articles on Design Thinking have proliferated in the business press (Brown, 2008; Martin, 2009). The major management consultancies have acquired design firms to expand their offerings into Design Thinking. Corporations have invested in design, hiring designers, and using Design Thinking as a backbone for cultural change, sometimes even driven by human resource departments.

If Design Thinking has risen high in the agenda of innovation, it is not only because of that 1999 broadcast, of course. The practice of design dates much further back in time. Even within Stanford, Design Thinking was discussed and practiced earlier (as the fascinating paper by

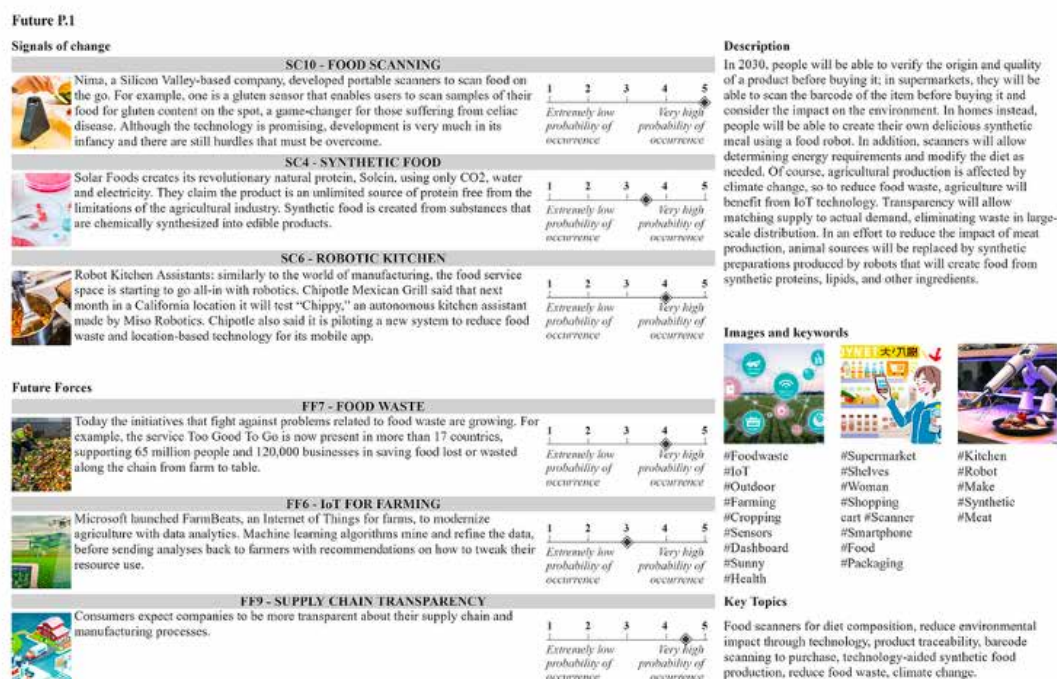
¹IDEO: Shopping Cart Design Process <https://www.youtube.com/watch?v=izjhx17NuSE>

Scientific Publications

Title	Journal	
Predictive or imaginative futures? Experimenting with alternative future-making approaches	Creativity and Innovation Management	
Authors	Publication Year	Observatory Edition
Durante, I.; Dell'Era, C.; Magistretti, S.; Pham, T.A.	2024	FUT24

Abstract

Future-making, the act of imagining and producing the future, is becoming increasingly relevant in scholarly and practitioner debates. In a constantly evolving society where the future is difficult to navigate, there is an urgent need to explore new and innovative ways of imagining plausible futures that are more desirable to people. The future-making literature proposes different practices, tools, options and possibilities for envisioning futures and advancing the debate on issues that affect society. To explore how different future-making approaches influence the generation of future scenarios, we conducted an experiment in which we asked 64 practitioners participating in teams to anticipate and imagine futures using two different future-making approaches: predictive and imaginative. The resulting future scenarios were then evaluated by 227 practitioners in a postexperiment survey measuring their plausibility and desirability, as well as their similarities and differences in terms of future scenario generation. Our study contributes to both theory and practice. In particular, we contribute to the future-making debate and enrich current understanding of the different processes and tools adopted in predictive and imaginative future-making using an experimental approach. Our study also supports practitioners in unpacking the potential of adopting different types of future-making, from predictive to imaginative.



SPECIAL ISSUE ARTICLE

WILEY

Predictive or imaginative futures? Experimenting with alternative future-making approaches

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Funding information

Italian Ministry of University and Research (MUR)

Future-making, the act of imagining and producing the future, is becoming increasingly relevant in scholarly and practitioner debates. In a constantly evolving society where the future is difficult to navigate, there is an urgent need to explore new and innovative ways of imagining plausible futures that are more desirable to people. The future-making literature proposes different practices, tools, options and possibilities for envisioning futures and advancing the debate on issues that affect society. To explore how different future-making approaches influence the generation of future scenarios, we conducted an experiment in which we asked 64 practitioners participating in teams to anticipate and imagine futures using two different future-making approaches: predictive and imaginative. The resulting future scenarios were then evaluated by 227 practitioners in a postexperiment survey measuring their plausibility and desirability, as well as their similarities and differences in terms of future scenario generation. Our study contributes to both theory and practice. In particular, we contribute to the future-making debate and enrich current understanding of the different processes and tools adopted in predictive and imaginative future-making using an experimental approach. Our study also supports practitioners in unpacking the potential of adopting different types of future-making, from predictive to imaginative.

KEYWORDS

design, experiment, foresight, future-making, imagination, innovation

1 | INTRODUCTION

In recent years, the scholarly and practitioner communities have shown increasing interest in innovative approaches to future-making (Gümüşay & Reinecke, 2022; Wenzel, 2022). In an ever-evolving society where predicting the future is difficult, organizations struggle to make decisions about what to implement and where to invest resources (Vettorello et al., 2022). Unpredictable market conditions and geopolitical instability leave organizations ill-equipped to make informed decisions (Hölzle et al., 2022). As a result, mastering future-making skills is more important than ever. In this context, organizations need to develop future thinking capabilities to proactively design strategies to respond to change and remain competitive (Bühring & Liedtka, 2018). As Rindova and Martins (2021) emphasize,

organizations must not only consider existing alternatives but also imagine future possibilities when engaging in the process of developing novel strategies. The act of future-making has been defined as how organizational actors produce and enact the future (Wenzel, 2022), and thus a new set of organizational capabilities, practices, and routines is required to construct and give sense to the envisioned future (Thompson & Byrne, 2022).

The future-making literature at the intersection of innovation, strategy, design, and organization studies is broad and informed by numerous perspectives (Comi & Whyte, 2018; Fergnani, 2022a; Wenzel, 2022). While many scholars have focused on predictive approaches to explore existing alternatives to increase future preparedness and gain competitive advantage (Marinković et al., 2022), recent research has emphasized the importance of imaginative

Scientific Publications

Title		Journal	
Future Making: Foresighting, Imagining, and Crafting Desirable Futures		Research-Technology Management	
Authors		Publication Year	Observatory Edition
Dell’Era, C.; Magistretti, S.; Sakellariou, E.; Vecchiato, R. & Roden, S.		2025	FUT25

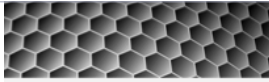
Abstract

Environmental instability has become a pressing concern for organizations worldwide. A range of disruptive and unexpected events—including political upheavals, economic recessions, pandemics, technological innovations, and shifting demographic and social trends—are creating increasingly complex challenges at all levels of management. Executives in both the public and private sectors are finding it increasingly difficult to anticipate and respond effectively to the rapid evolution of digital technologies and geopolitical dynamics. In this volatile landscape, organizations face the dual challenge of not only anticipating plausible future scenarios but also actively shaping futures that are socially responsible and ethically sound. Contemporary leadership requires an expanded perspective: one that embraces radically divergent futures and incorporates mechanisms for monitoring weak signals and emerging disruptions. As a result, fostering organizational resilience and adaptability requires the adoption of strategic approaches grounded in the exploration of multiple futures. These approaches facilitate flexible decision-making and support the development of purposeful, future-oriented strategies. The growing emphasis on future making highlights its transformative potential to equip both organizations and society with the tools to confront complex and evolving challenges, whether societal or organizational. In today’s saturated and intensely competitive markets, reactive planning is no longer sufficient.



FIGURE 1. Future making as practices: integration of human, technological, and organizational dimensions





FROM THE EDITOR

Future Making: Foresighting, Imagining, and Crafting Desirable Futures

Claudio Dell'Era , Stefano Magistretti, Evy Sakellariou, Riccardo Vecchiato, and Sinéad Roden

Environmental instability has become a pressing concern for organizations worldwide. A range of disruptive and unexpected events—including political upheavals, economic recessions, global pandemics, technological innovations, and shifting demographic and social trends—are creating increasingly complex challenges at all levels of management (Bennett and Lemoine 2014; Millar, Groth, and Mahon 2018). Executives in both the public and private sectors are finding it increasingly difficult to anticipate and respond effectively to the rapid evolution of digital

technologies and geopolitical dynamics. In this volatile landscape, organizations face the dual challenge of not only anticipating plausible future scenarios but also actively shaping futures that are socially responsible and ethically sound (Bühning and Liedtka 2018). Contemporary leadership requires an expanded perspective: one that embraces radically divergent futures and incorporates mechanisms for monitoring weak signals and emerging disruptions. As a result, fostering organizational resilience and adaptability requires the adoption of strategic

approaches grounded in the exploration of multiple futures. These approaches facilitate flexible decision-making and support the development of purposeful, future-oriented strategies.

The growing emphasis on future making highlights its transformative potential to equip both organizations and society with the tools to confront complex and evolving challenges, whether societal (Gümüşay and Reinecke 2022) or organizational (Beckert 2021). In today's saturated and intensely competitive markets, reactive planning is no longer sufficient (Whyte, Comi, and Mosca 2022). It is

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Scientific Publications

Title		Journal	
Designing Desirable Futures Through Speculative Artifacts—Lessons from Two Global Design Studios		Research-Technology Management	
Authors		Publication Year	Observatory Edition
Durante, I.		2025	FUT25

Abstract

Due to uncertain contexts, organizations struggle to foresee innovation opportunities that are plausible and desirable to society and the environment. Speculative design, with its ability to leverage artifacts to spark discourse, can complement corporate foresight approaches to envision plausible and desirable futures. A case study of two global design studios unveils a three-step process to foresee and design futures (augmenting, reflecting, and redirecting), and unpacks six roles of speculative artifacts within the process. The study findings provide effective levers for practitioners willing to manage speculative projects. In particular, practitioners can envision desirable innovation possibilities by adopting a three-step process to foresee and design futures through speculative artifacts; to manage speculative projects effectively, they should implement speculation as a practice and critically evaluate drivers of change; and they can use imagination to overcome cultural barriers, adopt a systemic approach to the future, and engage designers as process facilitators.

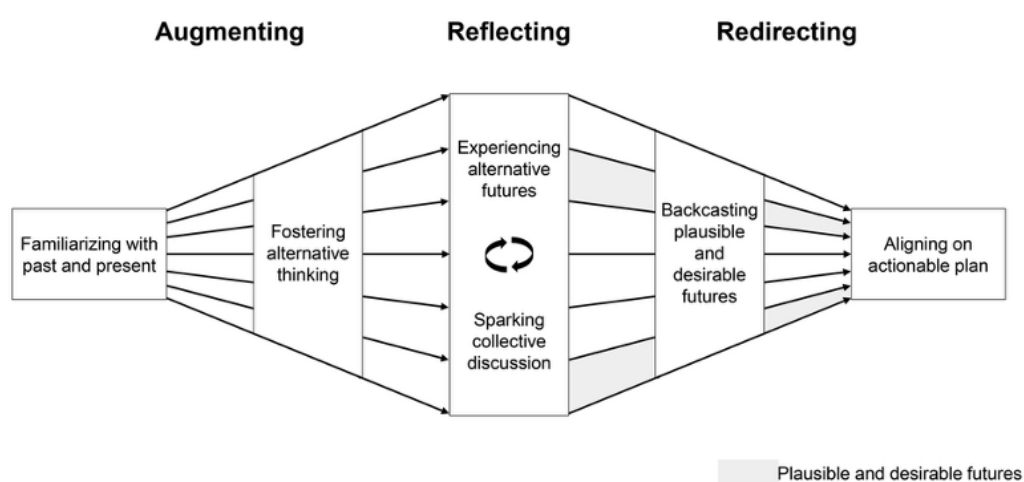
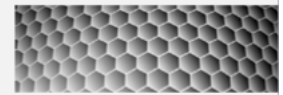


FIGURE 3. Roles of speculative artifacts in foresight and design process



RESEARCH ARTICLE

Designing Desirable Futures Through Speculative Artifacts—Lessons from Two Global Design Studios

Organizations can envision plausible and desirable innovation opportunities by integrating design with foresight capabilities.

Ilaria Durante 

OVERVIEW: Due to uncertain contexts, organizations struggle to foresee innovation opportunities that are plausible and desirable to society and the environment. Speculative design, with its ability to leverage artifacts to spark discourse, can complement corporate foresight approaches to envision plausible and desirable futures. A case study of two global design studios unveils a three-step process to foresee and design futures (augmenting, reflecting, and redirecting), and unpacks six roles of speculative artifacts within the process. The study findings provide effective levers for practitioners willing to manage speculative projects.

PRACTITIONER TAKEAWAYS

- Practitioners can envision desirable innovation possibilities by adopting a three-step process to foresee and design futures through speculative artifacts.
- To manage speculative projects effectively, practitioners should implement speculation as a practice and critically evaluate drivers of change.
- Practitioners can use imagination to overcome cultural barriers, adopt a systemic approach to the future, and engage designers as process facilitators.

KEYWORDS: Design, Foresight, Speculative design, Artifact, Future making

Turbulent business contexts are compelling organizations to increase their foresight capabilities to anticipate unexpected events and innovate their products and services (McCausland 2023). In this context, innovation managers need to develop their abilities to make strategic investment decisions under uncertainty (Bellis et al. 2024). Foresight approaches project future forces and weak signals of change to construct plausible alternative futures (Vecchiato 2019) that are reached through a credible series of events that respect cause-and-effect relationships (Voros 2001). However, ill-defined problems (Pham, Magistretti, and Dell'Era 2023) affecting society

and natural ecosystems are prompting organizations to proactively design not only plausible but also desirable futures.

Desirable futures involve value-based “what-if” explorations of alternative futures (Gümüşay and Reinecke 2022). Yet incorporating desirability evaluations into corporate foresight practice requires further investigation. Scholars have emphasized the need to study a broad range of future-making practices, particularly how actors engage with futures in their everyday activities (Wenzel 2022, 2025) to address foresight challenges (Fergnani 2022; Wright 2025). In particular, Comi, Mosca, and Whyte (2025) have advocated for a focus on practices aimed at creating more desirable futures. An emerging body of literature has highlighted the important role of design in helping practitioners envision desirable futures (Rindova and Martins 2021) and making these futures tangible in the present through artifacts (Comi and Whyte 2018).

Design practice—defined as the activity of “devising courses of action aimed at changing existing situations into preferred ones” (Simon 1996, 111)—can complement foresight activities to reframe wicked problems that involve multiple stakeholders (Verganti, Dell'Era, and Swan 2021). Design, with its empathizing and prototyping capabilities (Magistretti, Ardito, and Petruzzelli 2021; Magistretti et al.

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DOI: 10.1080/08956308.2025.2555146

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Scientific Publications

Title		Journal	
Making Imagined Futures through Design: The Interplay between Discourse and Materiality		She Ji: The Journal of Design, Economics, and Innovation	
Authors		Publication Year	Observatory Edition
Durante, I.; Dell'Era, C. & Magistretti, S.		2025	FUT25

Abstract

Due to uncertain contexts, organizations struggle to foresee innovation opportunities that are plausible and desirable to society and the environment. Speculative design, with its ability to leverage artifacts to spark discourse, can complement corporate foresight approaches to envision plausible and desirable futures. A case study of two global design studios unveils a three-step process to foresee and design futures (augmenting, reflecting, and redirecting), and unpacks six roles of speculative artifacts within the process. The study findings provide effective levers for practitioners willing to manage speculative projects. In particular, practitioners can envision desirable innovation possibilities by adopting a three-step process to foresee and design futures through speculative artifacts; to manage speculative projects effectively, they should implement speculation as a practice and critically evaluate drivers of change; and they can use imagination to overcome cultural barriers, adopt a systemic approach to the future, and engage designers as process facilitators.

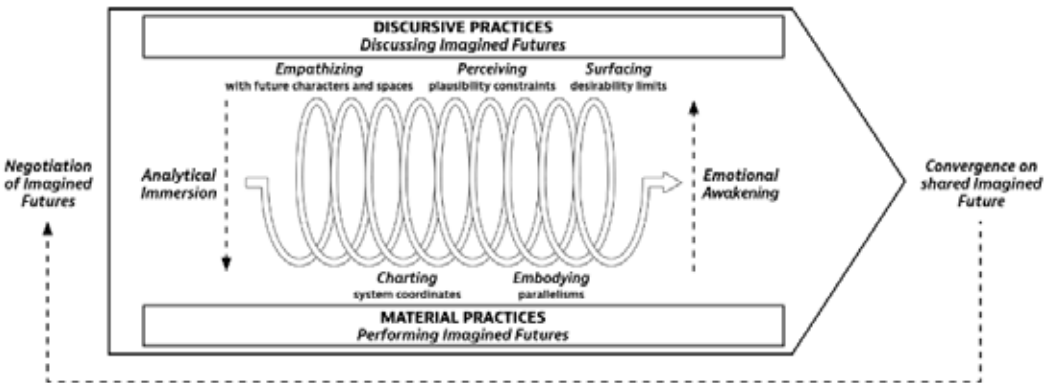


Figure 3 Interplay between discourse and materiality in future making.





Making Imagined Futures through Design: The Interplay between Discourse and Materiality

Ilaria Durante
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Keywords

future making
imagined futures
design artifacts
discourse
materiality

Received

November 15, 2024

Accepted

October 4, 2025

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Abstract

Addressing futures uncertainty requires collective effort to imagine and make futures that are more desirable to organizations and societies. This article investigates how design artifacts can support practitioners in making imagined futures tangible through the interplay between discourse and materiality. We organized a Future Workshop involving sixty practitioners that produced thirty design artifacts and twenty hours of recorded conversations. Through axial coding, we identified five distinct practices unfolding between discourse and materiality, spanning analytical immersion and emotional awakening. First, we contribute to future-making literature by conceptualizing how imagined futures become more tangible through design artifacts before they are implemented within organizations. Second, we unpack the role of emotions — an underexplored dimension in future-making — in fueling this process. Finally, we introduce two tools to practitioners, the first titled “Future Moments” and the second titled “Future Experiences of Life.” These two tools aim to facilitate the production of relevant design artifacts for making imagined futures.

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Peer review under responsibility of Tongji University.

<http://www.sciencedirect.com/journal/she-ji-the-journal-of-design-economics-and-innovation>
<https://doi.org/10.1016/j.sheji.2025.10.003>



08

TEAM

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The School of Management

The extensive research behind the FUTURES | Sense Making by System Thinking Observatory originates from the School of Management of Politecnico di Milano.

The **School of Management** opened in 2003, gathering various research, training, and consultation activities in the fields of economics, management, and industrial engineering, which the Politecnico carries forward through its various internal structures and consortia.

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Within the field of digital innovation, the School of Management's work consists of Observatories for Digital Innovation, where research falls under the umbrella of the Department of Management, Economics and Industrial Engineering, Executive Education, and Master's programs, delivered by POLIMI Graduate School of Management.

The School is a member of PRME (Principles for Responsible Management Education), Cladea (Latin American Council of Management Schools) and QTEM (Quantitative Techniques for Economics & Management Masters Network). Since 2015, the School has been a member of AACSB International - The Association to Advance Collegiate Schools International is of Business. AACSB is a membership association of educational institutions, business, not-for-profit, and government organizations devoted to the advancement of higher education in business. Membership does not imply accreditation. In 2017, the School was the first Italian business school to receive endorsement from the EOCCS (EFMD Online Course Certification) for the quality of its digital learning courses taught within its Executive MBA programs. The school is also included in the Bloomberg Businessweek Ranking 2018 of the best global business schools and the QS World University Rankings by program 2019.

The School is composed of:

- The Department of Management Engineering.
- Management Engineering Degrees and PhD Programs.
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Within the field of digital innovation, the **School of Management's** work consists of:

- Observatories for Digital Innovation, where research falls under the umbrella of the Department of Management, Economics and Industrial Engineering
- Executive Education and Master's programs, delivered by MIP.



Research Team



F U T

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FUTURES | Sense Making by System Thinking





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PARTNERS



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PEOPLE INVOLVED



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Discovery Manager

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PEOPLE INVOLVED



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Partnership



Silvia Petracca

Regional Access and Partnership
Lead



Cristina Piccinini

Innovative Services & Solutions
Manager



Nicoletta Semenzato

Innovative Services & Solutions
Manager



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Alidays Travel Experiences: tailor-made journeys built around the individual. Alidays is a tour operator specializing in tailor-made medium- and long-haul travel. Its philosophy is built on a clear principle: the true destination of every journey is the person. Each itinerary is born from listening, expertise, and a consultative approach focused on quality and customization. Destinations range from the United States to Latin America, from Southern Africa to the Middle East, from India to the Far East, and include the Indian Ocean, Australia, and Northern Europe. Every destination is crafted with meticulous, tailor-made care to transform the trip into a unique experience. Behind each proposal are professionals with in-depth knowledge of the destinations and extensive experience. This is complemented by a reliable assistance system, available at every stage of the journey, providing real added value for travelers. With the creation of the glanCe brand, Alidays has redefined the concept of exclusive travel, offering tailor-made solutions that combine care, empathy, expert advice, and genuine attention to the individual. Exclusivity becomes a personalized and meaningful experience. Alidays Italian Experiences, recently rebranded, is the inbound department dedicated to overseas travelers eager to discover Italy in an authentic way—through culture, beauty, and tradition. Innovation and human value meet in Alyda, the platform launched in 2023 to simplify travel design. Thanks to an intuitive interface and the support of artificial intelligence, it allows travel consultants to create custom quotes and itineraries more quickly and efficiently—without ever replacing the value of human relationships. Alidays Travel Experiences sees travel as an authentic experience, built around each person's desires and their unique way of living and discovering the world.

PEOPLE INVOLVED



Daniele Catania
Chief Commercial Officer



Davide Catania
CEO



Marco Schiavi
Transformation Lead



Francesco Sponzilli
Chief Technology Officer

Present in Italy since 1989, BNP Paribas Cardif develops and distributes insurance products for the Protection and Savings segments. With a business model built on partnership, it develops its offering in co-creation with its distributors. The combination of partners' expertise and the Company's insurance know-how allows it to reach the end customer and best fulfill its mission: making insurance more accessible.

PEOPLE INVOLVED

**Roberta Avanzini**

Head of Customer Experience & Innovation

**Emanuele Bonetti**

Head of Digital

**Elisa Di Gloria**

Head of Automation & Efficiency

The Lactalis Group in Italy is part of the French Lactalis Group, the world leader in dairy products, with over €30 billion in revenue, 85,500 employees, and 266 production sites in 50 countries. Lactalis has been present in Italy for over 35 years and brings together some of the most prestigious brands in Italian cheese-making tradition: Invernizzi, Cademartori, Locatelli, and Galbani—a market leader and global ambassador of Italian cheese.

In 2011, Parmalat, the leading milk brand in Italy, was acquired. In 2020, the acquisition of Gruppo Castelli, a leader in the production and distribution of Italian PDO cheeses, was finalized. In 2021, the product portfolio was further expanded with the addition of Leerdammer, followed by the acquisition of Ambrosi in 2023.

The Lactalis Group in Italy offers a wide portfolio of over 4,000 products, including milk, cheese, cured meats, and PDO items. It is structured into six Business Units: Galbani Formaggi, Galbani Il Mio Salumiere, Parmalat, Castelli, Ambrosi, and Lactalis Italia Export. With revenues exceeding €2.9 billion, Lactalis in Italy currently employs 5,300 people and operates 30 production plants across the country.

PEOPLE INVOLVED



Silvia Campioni
Chief Innovation Officer

MFE-MEDIAFOREUROPE is an international holding company which aims to become the hub of Europe's leading commercial broadcasters. It was created based on Mediaset's confidence in the future of free-to-air television in Europe, and on the desire to establish an independent, pan-European player operating in all the main markets, strong in content and technology, and able to improve the competitive position of Europe in global market. MFE-MEDIAFOREUROPE is based in Amsterdam, in the Netherlands, and fiscal resident in Italy. It controls Mediaset S.p.A. and Grupo Audiovisual Mediaset España Comunicación SAU (both fiscal resident in their respective countries) and is the main shareholder of the German broadcaster ProSiebenSat1. MFE-MEDIAFOREUROPE is listed on the Milan Stock Exchange (Ticker: MFEA, MFEB) and on the Spanish Stock Exchanges (Ticker: MFEA). MFE-MEDIAFOREUROPE generated consolidated revenues of €4,031.1 million in 2025.

PEOPLE INVOLVED



Valentina Damiani
Internal Communication Manager



Virginia Fattori
Marketing Analyst



Valeria Lerna
Talent Acquisition



Giulia Miotto
Content Strategist,
Recommendation expert



Sara Tagliapietra
Strategic Marketing, OTT & Digital
Business



Simona Tonoli
Innovation Manager

The Sofidel Group is one of the leading manufacturers of paper for hygienic and household use (tissue paper) worldwide. Established in 1966, it is an Italian family business whose shareholders are the Lazzareschi and Stefani families. To date, the Group is one of the world leaders in tissue paper production: the second in Europe and the fourth in North America.

PEOPLE INVOLVED



Rachele Bizzarri

Organizational Structures & Processes Assistant



Fabio Giannini

Chief AI Officer



Claudia Marullo

Corporate Training Assistant



Ambra Taccola

Group Communication Manager



Maria Elena Tucci

Organizational Structures & Processes Manager

From ideation to realization, we connect innovation with intellectual rigor to drive growth across the entire customer experience. We blend art and science, design and engineering, and use creativity to deliver smarter, more effective solutions to our clients' toughest business problems.

PEOPLE INVOLVED



Sofia Bidoglio
Service Designer



Carlo Martinelli
Customer Strategy Director



Nicola Montefusco
Concepteur



Cristina Pavia
Customer Strategy Manager

Join FUT26 (3rd Edition, 2025/26)

HUMANNESS AND IDENTITY WORK

The Value of Human Talent in the Autonomous Organizations Era (2035)

ORGANIZATIONAL IDENTITY RENEWAL

This domain explores how organizations redesign roles, cultures, leadership models, and pathways for contribution in order to preserve trust, authorship, expertise, and collective meaning in AI-enabled workplaces



PERSONAL IDENTITY GROWTH

This domain examines how individuals adapt to Agentic AI while sustaining employability, agency, confidence, and a sense of purpose. It focuses on how workers can continue to grow, learn, and construct meaningful professional identities in collaboration with intelligent systems



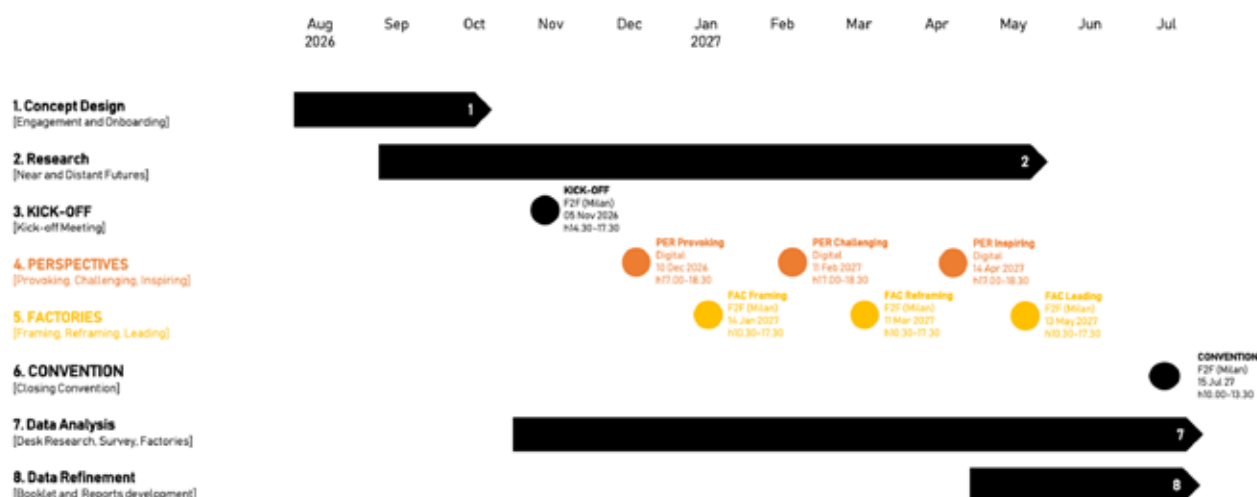
The «Future Making» Observatory was established in 2023 with the goal of **exploring and promoting innovative approaches to futures design**. In today's highly volatile, uncertain, complex, and ambiguous society, leaders, innovators, and organizations are called upon to responsibly and proactively design desirable futures, rather than simply adapt to emerging ones after they have already taken shape. Rooted in the synergies and complementarities among people, perspectives, and disciplines, the Observatory is a **space for inquiry, experimentation, and collective imagination where researchers and practitioners jointly explore meaningful and desirable futures**.

As part of the research activities conducted during each annual edition, the «Future Making» Observatory aims to:

- Enhance the individual and organizational capabilities of leaders and innovators in envisioning and realizing distant futures;
- Experiment collaboratively with tools and methodologies to identify and interpret weak signals that may point to potential changes;
- Foster a critical and reflective mindset when designing desirable and meaningful future scenarios;
- Enable ongoing dialogue and exchange between leaders and innovators operating in different knowledge domains, in order to foster a culture of innovation centered on people, society, and the planet.

Each edition of the «Future Making» Observatory is dedicated to a specific theme around which future scenarios are developed. The fourth edition (2026/27), titled “**Humanness and Identity Work: The Value of Human Talent in the Autonomous Organizations Era (2035)**”, addresses four critical tensions that Agentic AI introduces in contemporary workplaces: relevance anxiety, deskilling drift, agency uncertainty, and meaning erosion. Against this backdrop, the edition investigates how organizations can redesign roles, cultures, and leadership models to preserve trust, authorship, and collective meaning, and how individuals can sustain agency, employability, and a sense of purpose while constructing meaningful professional identities in collaboration with intelligent systems.

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