



# BUSINESS



How will we want to work in 10 years?

How will global challenges & geopolitics affect desirable futures?

What future business models will emerge?

08

09

10

**FUTURE WORKFORCE**

**GLOBAL POWER DYNAMICS**

**FUTURE BUSINESS MODELS**



**BUSINESS**

How will we want to work in 10 years?

IN SERVICE OF SOMETHING GREATER

SKILLS, NOT FRILLS

# 08 FUTURE WORK FORCE



# How will we want to work in 10 years?

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08 FUTURE WORKFORCE

# MAKING MEANING

Current models of work and school fail to serve our broader needs or prepare us for major challenges ahead. We will seek more meaningful careers while prioritizing adaptable skills.



*From expertise to ingenuity*

*From salary to meaning*

*From standardization to adaptability*

*From knowledge to skills*

WHAT IS SHIFTING?



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# IN SERVICE OF SOMETHING GREATER

WHAT IS DESIRABLE?

People seek meaningful, engaging, and fulfilling roles where demanding work and long-term effort pay off by making a positive difference they can see.



***“Companies should give people the space to think creatively, hypothetically, and alternatively – this benefits humanity.”***

Frances Shi Li, China

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# IN SERVICE OF SOMETHING GREATER

## Pivoting towards meaning

People are making major career pivots in pursuit of work with greater meaning and relevance, while redefining personal success around values, impact, and wellbeing.

## Whole human workforce

Employees seek work cultures where they feel secure, valued, and free to be themselves over traditional rewards like salary or titles.

## Reframing hard work

People are rediscovering that meaning emerges from the effort of hard work itself, which can be amplified when that discipline and perseverance serves a bigger cause beyond personal gain.

# 9 in 10

Gen Z and Millennials say  
**having a sense of purpose**

is very or somewhat important to  
their overall job satisfaction.

Source: Deloitte, 2024



**Costco, though it's a tough retail job, boasts an 8% turnover rate thanks to their strong employee benefit and pay system. The average turnover rate in their industry is 60%.**

Source: The Economist, 2024  
Image: Glassdoor, 2020



**Software company Intuit hosts Global Engineering Days twice a year, where 7,500+ employees are encouraged to pause work and pursue a passion project, either for themselves or the company.**

Source: Intuit, 2024



*"I was so willing to give everything to my workplace. But now I see there's this real hunger for an integration of our humanity."*

Yasmin Eichmann Datta,  
USA

# 1/2 would forfeit 20%

of their pay for a better quality of life.

Source: Ford, 2024

*"I think the most important thing is: What do you want to be in service of? And how do you commit your time towards serving that idea?"*

Ferdi van Heerden, South Africa



# SKILLS, NOT FRILLS

WHAT IS DESIRABLE?

Future readiness requires hands-on, place-based knowledge, where once-dismissed practical and relational skills are becoming essential competencies.



*“The education system needs to be less focused on memorizing facts and learning specific skills and more on adaptability and learning ‘how’ to learn. Rate of learning is more important than absolute knowledge.”*

Marinna Madrid, USA



# SKILLS, NOT FRILLS

### New skills for a new age

Vocational skills are becoming more important than academic credentials, with people learning essential capabilities like growing food, understanding basic physics, and building systems for real-world challenges.

### Soft skills as superpower

As hard skills quickly outdate, soft skills like empathy, curiosity, and reading social cues become essential for navigating ambiguity and fostering innovation through relational intelligence.

### Broad learning

Education is expanding beyond traditional institutions to embrace informal, creative, and digital learning that values cultural wisdom, lived experience, as well as input from new voices.

### Learning how to learn

Adaptive thinking that evolves with quickly changing circumstances will prove more vital than memorizing facts, requiring us to shift focus from 'what' to 'how' we learn.



1. Learning how to deal with stress
2. Soft skills
3. Dealing with life's complexity

Top 3 skills that those surveyed believe are the most important for people to develop.

Source: Foresight Academy, Quantified Customer Foresight Study, 2025

# 73%

growth in demand for  
**interpersonal skills training**  
in the workplace from 2022–2023.

Source: LinkedIn, 2024

*“We need to prepare younger people with a moral compass, an ability to think critically with an associative mind.”*

Tendai Pasipanodya,  
USA / Zimbabwe



*“We need skills that are more related to humanity – like creating music, being creative, writing novels, and being innovative in a different way.”*

Lara Amro, Jordan

# 42%

of skilled labor vacancies in Germany went unfilled in 2023.

Source: Intereconomics EU, 2025



China's Life Skills Curriculum Standards implemented in 2022 include age-appropriate lessons in nutrition, agriculture, hygiene, organizing, and technology.

Source: Chongqing Info, 2022



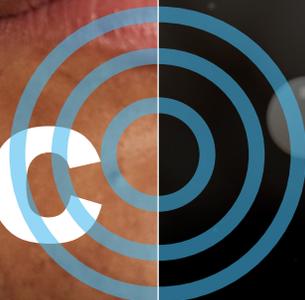
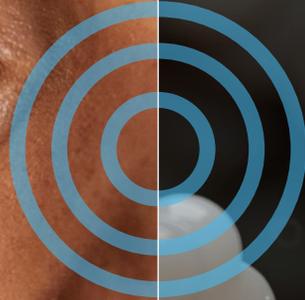
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How will global challenges & geopolitics affect desirable futures?

GLOBAL MAJORITY RISING

NAVIGATING MANY WORLDVIEWS

# 09 GLOBAL POWER DYNAMICS

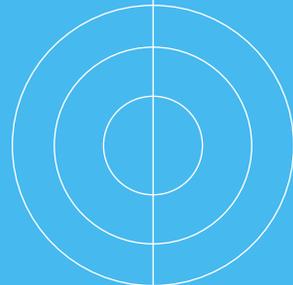
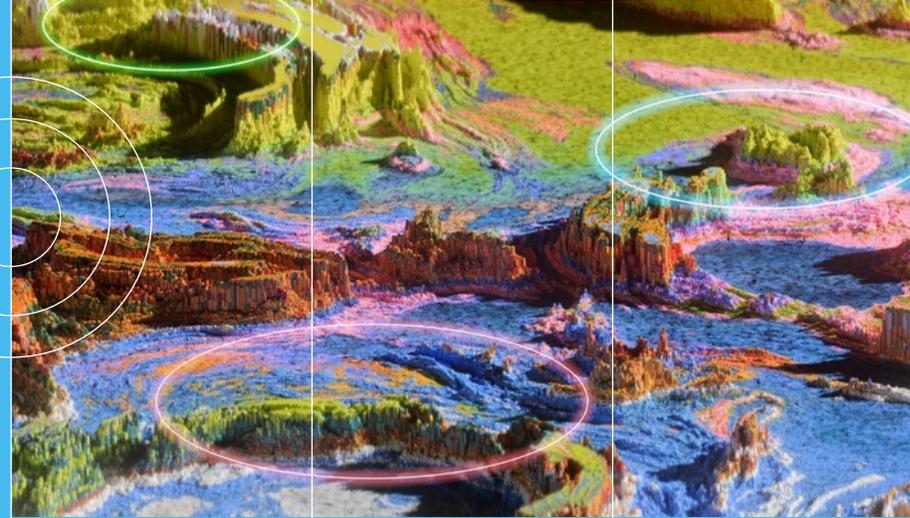


How will global challenges & geopolitics affect desirable futures?



# THE END OF MONO- ANYTHING

Western-led 'one-size-fits-all' globalization is losing legitimacy. Emerging powers are forming new alliances based on their own strategic objectives and cultural values.



*From mono-polar to polycentric*

*From Western hegemony to eye-level partnerships*

*From mono-culture to diverse perspectives*

WHAT IS SHIFTING?



BUSINESS  
09 GLOBAL POWER DYNAMICS

# GLOBAL MAJORITY RISING

WHAT IS DESIRABLE?

Rising prosperity in non-Western countries has given them newfound confidence to compete globally by leveraging distinct economic advantages.



Further Reading  
Hot Topic Space | **NEXT BILLION MIDDLE CLASS CONSUMERS, 2025**



*“India’s superpower trajectory is towards growth and potential.”*

BV Anand, India





# GLOBAL MAJORITY RISING

## Local confidence

Growing economies are leveraging local assets to compete globally and reshape international relations.

## Disruptor advantage

Non-traditional powers are eager for radical transformation, accepting temporary instability to develop on their own terms.

## Africa, land of opportunity

Africa's youth dividend and abundant resources drive demands for equal partnerships and cross-border innovation.

## India's rise to prosperity

India could reshape world order through assertive leadership, digital innovation, as well as a fusion of tradition and technology.

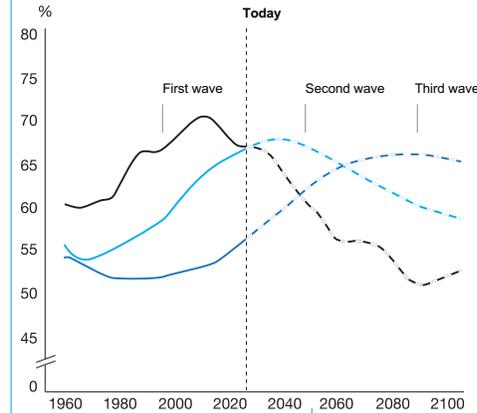
## Middle Eastern ecosystems of innovation

UAE and Saudi Arabia are leveraging wealth to attract talent, secure tech sovereignty, and build premium business hubs.

## Asian growth wave

Asian economies excel in digital innovation and infrastructure, which is positioning them as a new economic center.

FACETS & SIGNALS



Successive waves of decline in working-age populations – aged 15–64 years, % of total population.

First wave: Europe, North America, Greater China, Advanced Asia

Second wave: Emerging Asia, India, Latin America and Caribbean, Middle East and North Africa

Third wave: Sub-Saharan Africa

Source: World Population Prospects 2024, United Nations; McKinsey Global Institute analysis

*“I think Africa needs Europe as much as Europe needs Africa.”*

Obiageli 'Oby' Ezekwesili, Nigeria

1 in 4

people on Earth will be African by 2050.

Source: International Monetary Fund, 2023

65%

of global GDP growth from emerging markets by 2035.

Source: S&P Global, 2025



*“The UAE and Saudi Arabia are projecting power economically, not militarily – it’s a very different power.”*

Manav Futnani, UAE

India witnessed \$81B in foreign investments in FY24–25. Airbus is among the global leaders betting on the country, with its C295 final assembly line in Vadodara in partnership with Tata.

Source: Press Information Bureau, 2025  
Source: Airbus.com, 2025



Kigali Innovation City draws global AI, robotics, and fintech firms, making Rwanda Africa's emerging tech hub – “The Silicon Savannah.”

Source: Primer Africa, 2025  
Image: dorted –The Afrocentric Design Magazine, 2024



BUSINESS  
09 GLOBAL POWER DYNAMICS

# NAVIGATING MANY WORLDVIEWS

WHAT IS DESIRABLE?

Emerging powers embrace their own values and sources of authority, rejecting imposed models in favor of culturally specific approaches to governance and collective welfare.



**Further Reading**  
Hot Topic Space | **NEXT BILLION MIDDLE CLASS CONSUMERS, 2025**  
Hot Topic Space | **ALTERNATIVE FUTURES, 2025**



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*“The private sector must engage in governance, not just profits – well-governed societies foster prosperity.”*

Obiageli 'Oby' Ezekwesili, Nigeria



# NAVIGATING MANY WORLDVIEWS

## Value-system diversity

Mutually beneficial exchange among cultures will depend on recognizing fundamentally different beliefs about individual freedom and social responsibility.

## Alternative leadership models

Emerging leadership models emphasize consensus-building and collective decision-making, offering alternatives to individualistic, hierarchical, and male-dominated modes of governance.

## Communication across worldviews

In a multi-polar world, we must develop translation skills across different worldviews, while exercising cultural humility to facilitate meaningful dialogue.

## Pluralistic legal frameworks

Global reordering demands more flexible legal systems that integrate customary law and community justice alongside existing structures for business and dispute resolution.



*“I dream of a community who understands its rights, and the community leaders stand for their people, for their children, for their women.”*

Marthe Wandou, Cameroon

**71%**  
of the world  
population live under  
**some form of autocracy.**

Source: Act Alliance – Brot für die Welt, 2025

*“We’re raising a crop of some very good young leaders, people who understand that you can also lead upwards and laterally as well.”*

Garikai Nhongo, Zimbabwe



**The Africa-Europe Foundation’s Women Leaders’ Network provides a platform for eminent women to debate some of the world’s greatest challenges and advocate for joint actions by Africa and Europe.**

Source: Africa-Europe Foundation, 2023



**Islamic women’s clothing has entered the fashion industry, with European Muslim demand for modest clothing alone projected to reach \$72B in 2025.**

Source: Muslim Network TV, 2025  
Image: Vogue Business, 2025

Further Reading  
Hot Topic Space | ALTERNATIVE FUTURES, 2025

# DEEP DIVE ALTERNATIVE FUTURES

## NAVIGATING MANY WORLDVIEWS

Due to the inherent complexity of navigating pluralistic worldviews, key facets from the Alternative Futures Report have been included to illuminate how fundamental concepts – freedom, human rights, development, governance – carry vastly different meanings and priorities across cultures. Understanding these diverging interpretations is essential for businesses operating in a multipolar world, where assumptions about universal values no longer hold and success depends on recognizing legitimate differences in what societies consider desirable and just.

### **Diverging perspectives on human rights**

Western democracies prioritize political freedoms and civil liberties, while emerging powers emphasize economic development, social stability, and collective prosperity as foundational rights of the state.

### **Sovereignty over globalization**

Major emerging economies like China, India as well as Russia increasingly assert national autonomy in policy-making, reshaping global governance structures to reflect multipolar rather than Western-centric priorities.

### **Development vs. climate commitments**

Developing regions like India, South Africa, and Argentina put priority on economic growth and poverty reduction rather than on immediate emissions reduction.

### **Individual liberty vs. collective welfare**

Different societies like China and Russia navigate the tension between personal freedoms and communal responsibility, prioritizing stability and prosperity over unrestricted individual rights.

### **Socioeconomic equity and well-being as priorities**

Emerging powers like India and South Africa frame human rights discussions around economic well-being, food security, and community development, challenging the assumed moral superiority of the West.



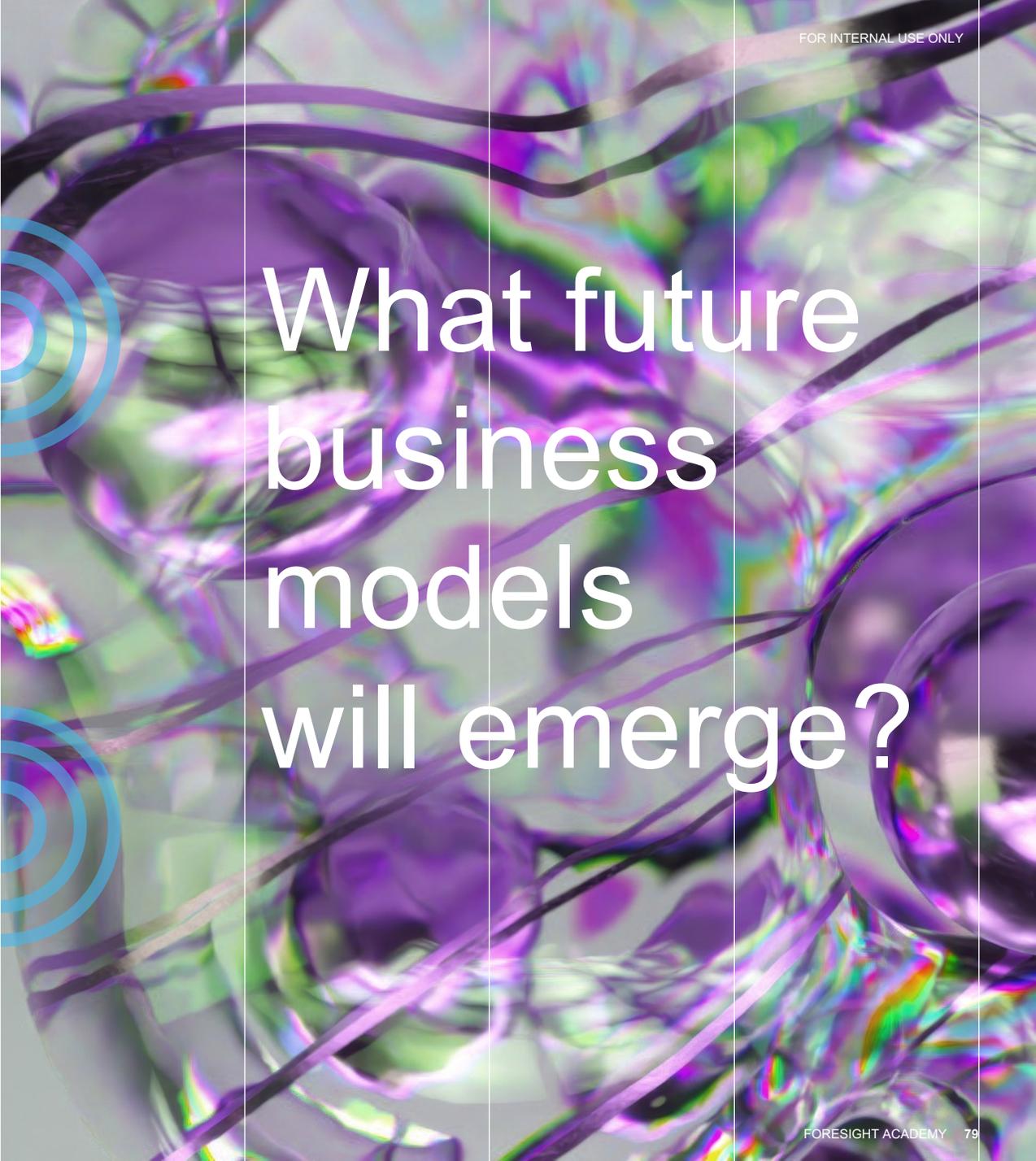
**BUSINESS**

What future business models will emerge?

# 10 FUTURE BUSINESS MODELS

EVOLVING  
CAPITALISM  
FROM WITHIN

EVERYBODY HAS  
A COMPANY

An abstract background featuring a complex network of glowing purple and green lines and spheres, resembling a molecular or neural network. A large, semi-transparent target icon is overlaid on the left side of this section.

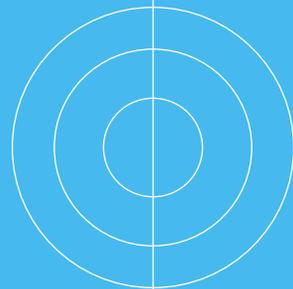
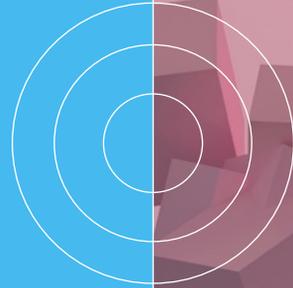
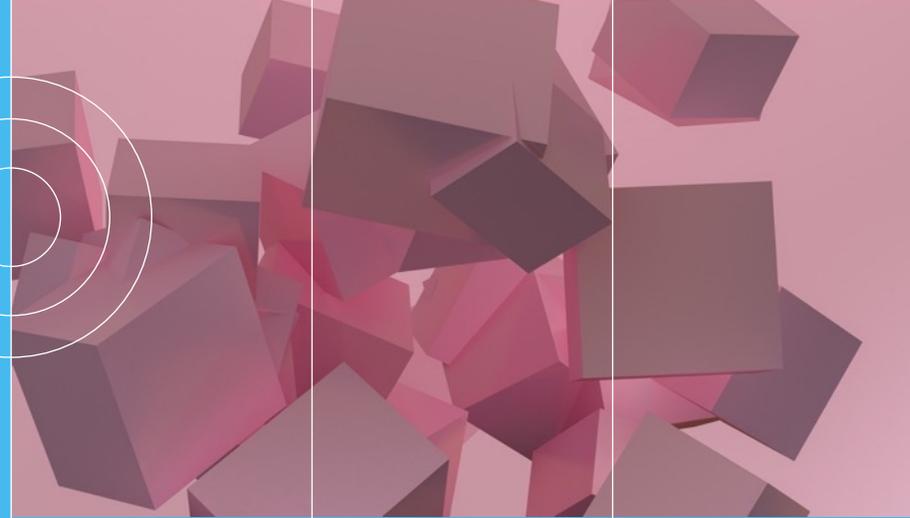
What future business models will emerge?



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10 FUTURE BUSINESS MODELS

# BUSINESS- AS-USUAL IS DEAD

Corporate practices prioritizing shareholder value over community and environmental wellbeing are being fundamentally challenged. Industries can succeed in building healthy long-term economic practices, either through transformation or disruption.



*From exploitation to shared ownership*

*From global standardization to place-based solutions*

*From economies of scale to value networks*

*From corporations to entrepreneurs*

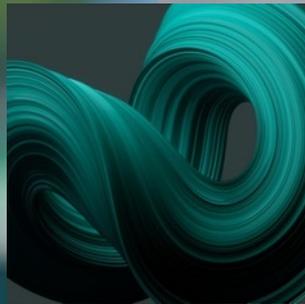
WHAT IS SHIFTING?



# EVOLVING CAPITALISM FROM WITHIN

WHAT IS DESIRABLE?

The urgency for businesses to replace growth-at-all-costs with broader metrics for regeneration and wellbeing will pressure them to pivot from hoarding the pie to growing it so more can benefit.



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*"We recognize the responsibility for profit, but we also recognize the responsibility towards people and towards communities who continue to help build these profits."*

Garikai Nhongo, Zimbabwe



# EVOLVING CAPITALISM FROM WITHIN

### Eye-level partnerships

To remain viable, companies will abandon top-down centralized thinking to build collaborative relationships based on mutual respect and shared decision-making.

### Place-based systems change

Understanding local realities and cultural context enables effective solutions that honor each place's distinct challenges rather than using generic, copy-paste approaches.

### Skin in the game

Companies build trust through lasting commitment to communities by sharing risk and choosing to partner and co-create rather than extract value without giving back.

### Long-term accountability

Business success will be measured by long-term positive impact on people and environments, moving beyond quarterly performance metrics.

### New KPIs beyond growth

To remain viable, companies will adopt assessment frameworks that track contributions to ecosystem health, community resilience, and human flourishing alongside financial returns.

F A C E T S & S I G N A L S

## \$7T vs. \$200B

the contrast of money invested in  
**nature-negative vs.  
nature-beneficial solutions.**

Source: United Nations Environment Programme, 2023



**Wellbeing Economy Alliance (WEALL):** global, co-creative network across business sectors, academia, and government devising a macro-framework for context-specific economic transformation for the benefit of all people and the planet.  
Source: WEALL.org, 2025

*“Systems aren’t broken – they just operate the way that they’re designed to. However, we can reconfigure systems to allow different outcomes to emerge.”*

Tendai Pasipanodya,  
USA / Zimbabwe



*“We don’t do anything without local people. There’s an understanding of culture in certain things that you can’t navigate without them.”*

Tihogi Dube,  
South Africa

## 2x

the share of S&P 500 companies that have  
**integrated climate metrics  
into C-Level compensation plans**  
in the last 2 years.

Source: The Conference Board, 2024



**Co-ownership models between renewable energy developers and Indigenous groups are emerging in Canada, New Zealand, and the US.**

Source: Business & Human Rights Resource Centre, 2025



# EVERYBODY HAS A COMPANY

WHAT IS DESIRABLE?

As corporate gatekeeping weakens and AI makes business creation easier, technology enables anyone to turn ideas into businesses and reshape the economy through self-directed innovation.

↓  
Further Reading  
Hot Topic Space | **ENVISIONING AI-DRIVEN INDUSTRIES, 2025**



***“People want to be business owners. They want the opportunities and also have the security and ability to bounce back.”***

Brian Hioe, Taiwan



# EVERYBODY HAS A COMPANY

### From corporate economy to creator economy

AI tools eliminate barriers to monetization, allowing individuals to professionalize passion projects without corporate infrastructure or venture capital.

### Adaptive micro-economies

Small businesses become more viable as AI automation makes regional production profitable, while global supply chain vulnerabilities reward adaptability over size.

### The micro-company goes large

Single-person “unicorn” companies compete with industry giants by leveraging accessible AI tools, redefining market power through agility rather than scale.

### Autonomy over dependency

Professionals choose entrepreneurship over traditional employment or platform gig work, preferring independent ventures to corporate or algorithmic gatekeepers.



Half of Unilever’s marketing budget goes to solo creators and influencers.

Source: The Drum, 2025

# >50%

of the US labor force is expected to participate in **freelance work by 2028.**

Source: Statista, 2025



*“In 10 years, I would like to run a company that offers employment to 1,000 people and I would like to have a foundation that supports at least 100 children.”*

Brightstar Kasyoka, Kenya

# 44%

of new unicorns in 2024 were AI start-ups.

Source: Statista, 2025



*“The no-code promise is no longer futuristic. So, we’ll soon all have companies.”*

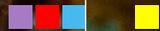
Christian Mio Loclair, Germany



The start-up Anysphere, known for their AI coding platform Cursor, has a \$500M+ annual recurring revenue as of 2025 with only 20 employees.

Source: Tech Crunch, 2025

# HOW DO WE WANT TO LIVE IN 10 YEARS? UNDER THE ASSUMPTION OF POLYCHANGE



FORESIGHT ACADEMY 2024 - 26



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For more than 15 years, gravity has partnered up with clients in the automotive, banking, pharmaceutical industry, as well as start-ups, to design better futures for people to enjoy while improving our clients' businesses.

Gravity GmbH is the Lead Agency at the Foresight Academy.

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Central Presentation

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