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Future Ready? Organisations Need To Reinvent Themselves

Ronesh Puri



In today's BANI (brittle, anxious, non-linear, incomprehensible) world, organisations are evolving faster than ever. The shelf life of even the largest companies is shrinking. Over 50% of Fortune 500 firms from 30 years ago no longer exist, and nearly a third have disappeared in just the last decade. Survival is no longer guaranteed, even for the biggest players.

Organisational structures in future will look very different from today. As accountability increases, traditional hierarchies, designed for efficiency, will give way to models built for speed and improved decision-making quality. Here's what the road ahead looks like for this phenomenon.



Ram

Flatter, leaner structures

Companies will become significantly flatter, reducing layers and bureaucracy. Functions will merge, and decision-making will move closer to the frontlines.

Roles such as chief customer experience officer and chief innovation officer will gain prominence and report directly to the CEO. The chief innovation officer, often symbolic today, will become a powerful role with real accountability as innovation becomes critical for survival. Workforces could shrink significantly—by as much as 50% in some sectors—due to AI-driven productivity. Job security will decline, while employee performance will be closely tracked in an increasingly outcome-driven environment.

Customer obsession

Future organisations are likely to be intensely customer focused. Customers will be more informed, more demanding and less loyal, with instant access to information. False claims and poor service will be quickly exposed. A single negative experience can have the potential to spread widely and damage a company's reputation.

As loyalty becomes fragile, organisations will prioritise customer retention, experience and delight. Customer experience function will gain greater authority and play a central role in decision-making.

Shared leadership

The traditional model of a single, dominant CEO will evolve. Increasing complexity will push organisations toward shared leadership. As the CEO's job becomes even more demanding, organisations will push for shared leadership to mitigate business risks. Co-CEO structures and stronger executive teams will become more common, improving decision speed and reducing dependence on one individual. This will also mitigate succession risks and ensure continuity during leadership transitions. Functional leaders will be more empowered as organisations demand faster, better decisions.

Remote and borderless work

The pandemic proved that remote work is viable. Going forward, remote and hybrid models will become more popular and acceptable as their advantages outweigh their disadvantages. CXOs working across different geographies will become more common.

Organisations will embrace this shift to reduce real estate costs and attract talent. Employees, especially in large cities, would prefer flexibility and avoid long commutes. What's more, AI tools will enable effective monitoring of productivity, making remote work more efficient. Senior leaders will increasingly work across geographies, and most meetings will shift to virtual platforms. Physical meetings will become an exception rather than the rule in increased digital world.

Stronger, strategic boards

Boards will evolve from compliance and corporate governance-focused bodies into strategic enablers. They will play a more active role in guiding growth, managing risk and shaping the long-term direction of a company. Advisory boards could also become more common, providing specialised expertise and external perspectives in an uncertain environment.

In this new reality, adaptability will matter more than size or legacy. Organisations—and individuals—must continuously reinvent themselves to stay relevant. Those who fail to evolve will be left behind. Survival can no longer be taken for granted.

(Ronesh Puri is MD of Executive Access)

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