

THE INFINITY GUIDE

Version 2.3

Infinity — a Continuous-Evolution System

Built to serve Organizational Adaptability

“Give your organization the power to evolve—by itself, and for the long run.”

“Simplicity is the ultimate sophistication.”

— Leonardo da Vinci



Any commercial use requires the author's prior agreement.

*Written by Rafik Mekki,
reviewed by Club Infinity - May 26, 2026. | Infinity Guide V2.3*

Foreword

Imagine you've stumbled on a map that doesn't spell out every step of the journey, but shows you something far more valuable: the proof that another territory exists.

This guide is that map.

For years, I watched the same scene repeat itself. Smart organizations, full of brilliant people, launching ambitious transformations—and 70% of the time, ending up with disappointing results. Not for lack of methods or tools. But because they kept trying to transform organizations without ever giving them the power to transform themselves.

So I explored a simple question: what if we did this differently?

Infinity was born from that exploration. It's the story of an alternative—a way of thinking about transformation no longer as an event endured every two or three years, but as a permanent capability built into the heart of the system.

In these pages, you'll discover:

- Why transformations miss their mark, and which blind spots no one is looking at
- The principle of a bimodal system where execution and adaptation coexist
- The three pillars of Infinity, including the seven rules that keep it coherent

What you won't find here:

- A detailed action plan with templates and numbered steps
- In-depth case studies
- A facilitation guide for your first workshops

Why? Because my intent isn't to tell you “here's how to do it”—that would reproduce the very problem I'm trying to solve. My intent is to show you: another path exists. Here are its foundations.

Infinity emerged from the tension between the need to produce and the need to learn to work differently.

Infinity creates a protected space for adaptation—where teams can evolve the way they work while the organization keeps delivering.

This guide doesn't prescribe a way of working. It creates the conditions for teams to learn how to evolve their own.

Other resources will follow and enrich it. But first, a seed had to be planted. This guide is that seed—not a practice to apply, but a foothold from which to explore and reshape the way you work.

If, after reading it, something resonates—an intuition, a familiar frustration, a quiet “yes, that's exactly it”—then you're ready for what comes next.

Thank you to everyone who contributed, to the Club Infinity, and welcome to the Infinity Guide.

— Rafik Mekki

Who Is This Guide For?

You may be leading an established organization that has tried many things. Successive reorganizations. Initiatives that died, slowly suffocated by day-to-day urgency. You have brilliant people who see exactly what needs to change, but the silos hold, and innovations never reach the ground. And you find yourself asking: “Why is it so hard to create a space where good ideas can actually live?”

You may be leading a fast-growing startup and starting to feel the first cracks. Decisions that used to take hours now take weeks. Teams that once collaborated naturally are splintering. You can see the very dysfunctions you once ran away from creeping back in. And you tell yourself: “there has to be another way.”

Or perhaps you're a coach, a facilitator, a change agent—and you've seen too many initiatives bog down, too many volunteers burn out in systems that fail to protect them. You're looking for another path: one that unlocks collective intelligence, trusts voluntary engagement, and evolves the whole without breaking it.

This guide is for you if:

You're a visionary leader who believes another way is possible—one that is more human and more intelligent. You want to build a lasting capacity for adaptation and evolution, not launch yet another exhausting transformation plan.

You're ready to make a bold bet: that the people who live inside the system are best placed to evolve it—provided they're given time, protection, and authority. You accept that this takes courage: the courage to suspend titles in certain spaces, to trust voluntary engagement, to let go in order to gain collective adaptability.

This guide is not for you if:

You're looking for a quick fix that will transform everything in three months. You want a detailed playbook that tells you exactly what to do (those resources will come—but this isn't one of them). You're not ready to protect the time and decisions of an adaptive system against the urgency of daily operations.

Infinity works in organizations of every size and every sector. The context matters less than you might think. What matters is a sincere commitment to giving people the power to evolve their own system.

If, after reading this guide, something resonates with you—an intuition, a familiar frustration, a “yes, that's exactly it”—then you're ready for what comes next.

Table of Contents

Who Is This Guide For?

1. Why We Need to Change the Way We Change
2. The Solution: A Living Bimodal System
3. The Infinity Governance Body
4. The Four Leagues: Engines of Adaptability
5. The Seven Golden Rules: The Minimum Framework

Conclusion

Objections & Frequently Asked Questions

Glossary

Key References

1. Why We Need to Change the Way We Change

The Diagnosis

Seventy percent of corporate transformations fail (McKinsey, BCG, State of Agile Report, and others). Not for lack of methods or tools, but because we keep trying to transform organizations without transforming their culture—and culture is the hardest thing of all to change.

The failure pattern is always the same: transformations imposed without shared meaning; leaders disconnected from the ground; and no real answer to three unavoidable questions:

- How do you sincerely engage people?
- How do you create deep, lasting changes in behavior?
- How do you inspire people to keep improving over time?

Every organization today is chasing innovation, adaptability, resilience—and most remain stuck in the gap between that ambition and their reality.

The question that gave rise to Infinity is a simple one:

How many organizations truly dedicate—in a structured, protected way—time, energy, and clearly defined spaces to the continuous evolution of how they work?

Very few.

These dimensions get drowned in the operating system and absorbed by day-to-day reality: emergencies, deliverables, reporting.

The result: very few deep, lasting, meaningful changes.

The Blind Spot of Adaptation

Organizations excel at execution: producing, delivering, managing. **Most fail at installing a genuine capacity for continuous evolution.**

Classic symptoms:

- Silos that persist despite reorganizations
- Retrospectives and lessons-learned sessions that have been spinning on the same symptoms for months
- Innovations and initiatives that die before ever reaching the ground
- A chronic lack of time and energy to improve and evolve
- Decisions that take weeks while the market demands days
- Methods applied mechanically without real understanding—or, conversely, adapted so heavily they become unrecognizable and ineffective

Why isn't traditional continuous improvement enough?

- **No real authority:** teams identify problems and dysfunctions but have no power to resolve them.
- **Fragmented vision:** each department optimizes locally, with no systemic view.
- **Operational focus:** we improve “how to do it better” without ever asking “should we keep doing it at all?”
- **Isolation of key roles:** Project Managers, Product Owners, Product Managers, Tech Leads, line managers—all carrying decisions that affect the whole system, alone.
- **The tyranny of urgency:** no time for real change. All organizational energy is poured into operations.

Infinity is not about change for its own sake. The goal is to develop an adaptive capacity that activates when it's needed—when the environment shifts, when a problem surfaces, when an opportunity appears.

Infinity equips the organization with a capacity to observe, detect, and then act when it's relevant—action meaning change and adaptation.

Today, organizations don't just need to change; they need to acquire the capacity to make those changes quickly, sustainably, and repeatedly.

The fundamental stake comes down to one word: **survival**.

"It is not necessary to change. Survival is not mandatory."

— W. Edwards Deming

2. The Solution: A Living Bimodal System

The Core Principle

Infinity proposes to evolve the organizational system by adding a second operating mode:

- **Mode 1:** the existing system that produces daily value (operations, projects, execution)—it becomes the first subsystem.
- **Mode 2:** the new continuous-evolution subsystem (the capacity to evolve)—devoted to a single question: **“What do we need to change in the way we work?”**

Together, these two subsystems form your new organizational system.

They **coexist in a creative but balanced tension**, and they cooperate through an explicit protection framework that governs how they interact in the service of adaptability.

What Infinity is not:

- A new operational system that replaces the one you already have
- Extra roles and ceremonies stacked on top of what already exists
- A target model that dictates how the organization must function
- A transformation decreed from the outside

What Infinity is:

- **A continuous-evolution system:** it doesn't replace your practices—it installs the capability they lack: the ability to reconfigure when the environment demands it.
- **An approach** that lets the organization evolve what already exists, create what doesn't, and become genuinely adaptive.
- **A volunteer-driven approach** protected by decision-makers.
- **A permanent capacity for evolution** embedded at the heart of the organization.

Infinity is an organizational innovation: a new way of structuring an organization's capacity to keep innovating from within.

Infinity at a Glance

For ideas to take root, grow, and come alive inside an organization, two foundations are both indispensable and inseparable. One without the other, and the system can't hold—it dies quietly.

- **Adaptive Leadership—the condition for endurance.** Leadership doesn't drive evolution; it protects the conditions in which evolution can emerge. Without leaders willing to suspend their title, keep the leagues running, defend the decisions made there, and protect Mode 2 time against day-to-day pressure, Infinity won't work.

- **The Communication System—the flow of evolutionary life.** Leagues, Working Circles, the ICT, the rules of openness and regularity: together they form the network through which initiatives and innovations are born, tested, shared, and turned into real change. Without this structured network, good ideas stay isolated—and they die.

The platform without leadership is empty space. Leadership without the platform has nowhere to express itself. Together, they form the living system that allows an organization to evolve itself—over the long run.

Technically, Infinity rests on three complementary pillars that together form the system:

1. The Governance Body — protection of the system

The person or collective with real power to explicitly protect the Infinity system inside the organization—that is, the time, the budget, and the decisions of Mode 2, against the urgencies of Mode 1.

2. The Four Leagues and their circles — transverse spaces for adaptation

Spaces where volunteers **evolve the way the organization works and innovates** in a given domain, without touching daily operations.

- **Value League:** evolves how we detect, prioritize, and create value
- **Construction League:** evolves how we design, test, and deliver
- **Process League:** evolves how we collaborate, learn, and interact
- **Leadership League:** evolves how we decide, support, and protect

3. The Seven Golden Rules — the mandatory minimum framework

They are Infinity's only constraints. Everything else adapts to your context. They keep the system robust without making it rigid.

These three pillars constitute the approach—the meta-framework. Infinity replaces nothing; it orchestrates the continuous evolution of what already exists. We'll now unpack each of these pillars in concrete terms.

3. The Infinity Governance Body

The problem: without explicit protection, Mode 2 (adaptation) dies, smothered by Mode 1 (operations). Daily emergencies eat up the leagues' time. Their decisions get ignored.

The solution: the Infinity Core Team (ICT). The team or collective that acts as **guardian of the bimodal system**. It must be made up of **visionary decision-makers with real authority**: an executive sponsor, members of the Leadership League, or a group of managers explicitly mandated by senior leadership.

Its critical missions:

- Protect the time of league members
- Secure the budget (training, tools, experiments)
- Publicly support and defend the leagues' decisions
- Arbitrate conflicts between Mode 1 and Mode 2
- Keep the results visible across the organization

The protection test: can a manager stop a league member from attending meetings with no consequence? If the answer is yes, then the Infinity Core Team doesn't truly exist.

4. The Four Leagues: Engines of Adaptability

The leagues are called “engines” because they generate the movement of adaptation. Without them, intentions to change remain wishful thinking. With them, collective energy turns into real, concrete change in the system.

What Is a League?

A League is a transverse space that brings together volunteers to **transform the way work gets done** in a specific domain.

The core principle: Level 1 and Level 2 change

In systems thinking, two levels of change are distinguished:

- **Level 1:** change within the system → improving what we already do, without questioning how we do it.
- **Level 2:** change of the system → evolving the way we work itself, changing the rules of the game.

Example: Level 1 = “improve our current prioritization method.” Level 2 = “adopt a new prioritization method.”

Leagues operate from a meta-posture.

They don't do the operational work itself. They work **on** the work—on the way work gets done.

From that posture, they propose **Level 1 and/or Level 2 changes** to the operational subsystem in their domain:

- **Level 1:** improve what exists (optimize a process, refine a practice).
- **Level 2:** evolve in depth (change the method of work, adopt a new model).

Example for the Process League:

- Level 1: “improve our existing coordination meetings.”
- Level 2: “replace our weekly meetings with an asynchronous decision system.”

In both cases, it's the League that evolves the collaboration system—not the one running the daily meetings.

Each League focuses on one central question: “What must we change in our domain today so that tomorrow is better?”

The four Leagues cover the essential dimensions of organizational change:

- **Value League** — how we evolve our products, services, impact, and customer focus.
- **Build League** — how we evolve our production methods and technical practices.

- **Process League** — how we evolve our procedures and the way we collaborate, act, and interact.
- **Leadership League** — how we grow, support, and evolve our human capabilities.

Each League focuses on how to change the way it does things in its own domain, on how to innovate within its field, so that the organization as a whole remains relevant.

Infinity rests on two complementary dynamics: the Leagues steer the system's evolution, while the Circles experiment and put concrete action in motion.

Let's now look at each League in detail, with concrete examples.

Value League (Products / Services)

This League works on evolving how the organization chooses what truly matters and measures its impact.

Central question: what must we change in the way we detect, prioritize, and validate value, in order to maximize our impact?

Mission: continuously adapt how the organization discovers what matters, prioritizes its choices, and validates that it's delivering value.

Who can take part? anyone interested in the mission, plus those with formal authority over it: product or offer leads, project managers, programme leads, domain experts, heads of innovation...

Examples of adaptations:

- Installing a new shared prioritization framework
- Setting up monthly customer/user-listening sessions
- Evolving the strategic-planning process
- Defining new impact-measurement criteria

Important: the Value League does NOT decide which project or initiative to prioritize this week (that's operational). It evolves the way the organization detects, prioritizes, and validates value.

Example: it doesn't decide “we launch project X before project Y.” It decides “we adopt a prioritization framework based on customer value and cost of delay.”

Construction League (Production / Delivery)

This League works on evolving how the organization builds, tests, and delivers its products or services.

Central question: what must we change in the way we design, test, and deliver in order to shorten feedback loops and improve quality?

Mission: evolve how we design, test, and deliver solutions, to improve quality and reduce time-to-market.

Who can take part? anyone interested in the mission, plus those with formal authority over it: production leads, engineers, quality experts, technical leads, domain specialists...

Examples of adaptations:

- Putting in place new quality-control processes
- Defining shared working standards
- Organizing sessions to share best practices
- Handling structural issues in a systematic way

Important: the Build League does NOT build the products or services themselves (that's operational). It evolves the production system that enables us to build better and faster.

Example: it doesn't build “product X.” It “puts in place a new quality-validation process” or “defines the technical standards every project must respect.”

Process League (Organization / Collaboration)

This League works on evolving how the organization collaborates, shares information, and learns collectively.

Central question: what must we change in the way we collaborate, share information, and learn, to stay fluid and aligned?

Mission: transform the way we work together—meetings, information flows, collaboration methods—to sustain fluidity and coherence.

Who can take part? anyone interested in the mission, plus those with formal authority over it: facilitators, managers, HR leads, coordinators, methodology champions...

Examples of adaptations:

- Creating new cross-team coordination formats
- Setting up a knowledge-sharing system
- Evolving the organizational operating model
- Adapting existing work rituals

Important: the Process League does NOT run the daily operational meetings (that's operational). It evolves the organization's collaboration system.

Example: it doesn't run “department X's weekly meeting.” It “creates a new monthly cross-department coordination format” or “installs a collaboration platform to reduce the number of meetings.”

Leadership League (Management / People Development)

This League works on the human dimension: evolving how the organization leads, supports, and develops its people.

Central question: what must we change in the way we lead and develop people, to nurture autonomy, motivation, and boldness?

Mission: advance managerial practice and leadership to create an environment where autonomy, experimentation, and human flourishing become possible.

Who can take part? anyone interested in the mission, plus those with formal authority over it: managers, directors, HR leads, internal coaches, executives...

Examples of adaptations:

- Training managers in constructive feedback and coaching
- Evolving one-to-one and annual review practices
- Adapting managerial practices to new generations (Gen Z)
- Developing managers' emotional and relational intelligence
- Shifting the managerial posture from “control” to “development”

Important: the Leadership League does NOT make day-to-day operational decisions. It evolves the way we manage and develop people.

A critical note: improved strategic decisions (better budget allocation, sharper choices, smoother governance) are a consequence of better-trained managers who decide better—not the direct object of this League.

Example: it doesn't decide “we allocate €50K to this project.” It “trains every manager in consent-based decision-making” or “enriches annual reviews with continuous development conversations.”

Infinity Circles

Infinity Circles are agile teams launched by the Infinity Leagues to reach specific strategic objectives. **How they work:**

- **Small size:** makes communication and decision-making easy.
- **Targeted objective:** dissolved or reassigned once the goal is reached.
- **Autonomy:** free choice of methods, with accountability back to the League.
- **Collaboration and agility:** pooling expertise around a flexible or flow-based approach.

They turn the strategic intent of the Leagues into concrete, measurable action.

The Principle of Interconnection

The Leagues function as a living system on two levels.

1. Interconnection between Leagues

Leagues never work in silos. An adaptation in one League always affects the others.

Example: the Value League changes the prioritization process → the Process League adapts the coordination rituals → the Construction League adjusts its delivery cycles → the Leadership League trains managers in the new model.

This deliberate interdependence is what gives the system its power.

2. Interconnection with the operational system

The Leagues (Mode 2) cannot function without being connected to the operational system (Mode 1). That connection runs through the Governance Body, described in the next section.

It's what allows the adaptations proposed by the Leagues to actually take effect in the organization.

Note: these four Leagues are neither exhaustive nor mandatory. You can start with one or two, create others depending on your context, or adapt their scope to your reality.

5. The Seven Golden Rules: The Minimum Framework

Infinity Is Not a Prescriptive System

Infinity does not tell you how to work. It doesn't prescribe your meetings, your tools, or your processes. It respects your context and your autonomy.

But like any living, autonomous system, it needs a minimum set of rules to function.

Without these rules, the system can't stay coherent. Leagues drift. Mode 2 gets absorbed by Mode 1. Adaptation dies, smothered.

Every rule imposed here is non-negotiable—either for reasons of basic logic that anyone can recognize, or because it is aligned with Infinity's deepest values (voluntary engagement, temporary equality, transparency).

Adaptation has an energy cost

It's a biological principle: adapting requires resources, time, and attention. You can't ask an organization to adapt continuously without explicitly protecting that time and those resources.

The reality is blunt: if people don't have the time to take part in the Leagues and Circles, if no budget is allocated, if leadership doesn't defend the Leagues' decisions—then Infinity cannot exist. Don't launch it.

These seven rules guarantee that protection. They create the minimum conditions for adaptation to become real and lasting.

Rule 1 — Voluntary Engagement and Freedom

The rule: engagement cannot be imposed. Membership in a League comes from a sincere call to those who genuinely want to contribute to change. Anyone can leave a League without stigma or justification. This freedom rests on assertiveness: the ability to clearly express one's position and own one's choices (“I commit” or “I'd rather not take part”) without aggression or guilt. This honest, respectful stance protects both the individual and the collective energy of the League.

Why this rule? Infinity rests on a fundamental principle: **intrinsic energy**. Lasting transformations never come from obligation; they come from authentic commitment. This rule embodies the value of autonomy that sits at the heart of Infinity.

What it brings:

- Genuinely engaged members who carry adaptations with conviction
- A positive, creative collective energy

- Decisions made by people who know the field and truly believe in them
- A clear signal across the organization: you can shape the system if you want to

What happens if it isn't respected? members appointed against their will, or coerced into joining, kill a League from the inside. They show up out of obligation, propose nothing, block decisions, and poison the atmosphere. The League becomes another bureaucratic chore. Adaptation dies.

Rule 2 — A Clear Intent for Each League

The rule: every League must have a reason for being, expressed in plain language that conveys its intent, visible to all, and reviewed regularly.

Why this rule? Without a clear intent, a League drifts. Members forget why they're there. Discussions go in circles. Decisions lose coherence. **Intent is the compass that guides every adaptation proposed.**

What it brings:

- A clear bearing that orients every decision the League makes
- A test of relevance: “does this adaptation serve our intent?”
- Coherence over time, even as membership changes
- A readable message for the organization: “this is what this League is for”

What happens if it isn't respected? the League turns into a talking shop with no thread. Members range over everything and nothing. The adaptations proposed scatter in every direction. The organization stops seeing the point of the League, and it dies of perceived irrelevance.

Rule 3 — No Titles Inside the Leagues

The rule: hierarchical titles are suspended during League meetings. Conversations happen on equal footing, grounded in trust and mutual respect. Decisions are owned collectively by the whole League.

Heads up: this is often the hardest rule to live by—and the most transformative. Titles come back the moment you step out of the League.

Why this rule? Hierarchical titles inhibit free speech and experimentation. A junior member won't dare to challenge a director's idea. A decision-maker will lean toward “deciding” rather than co-creating. This rule creates a **temporary space of equality** that is essential to collective creativity and to dissolving silos. It brings the psychological safety the work requires.

What it brings:

- Freed-up speech: every member dares to propose, question, challenge

- Richer decisions, fed by all perspectives
- Real collective intelligence in place of hierarchical rubber-stamping
- A strong signal: “here, relevance counts, not rank”

What happens if it isn't respected? The League reproduces the existing hierarchy. Managers speak, others listen. Decisions get made “as usual.” Bold ideas self-censor. The League becomes yet another committee meeting. Innovation dies.

Rule 4 — Multiple Belonging Is Allowed

The rule: one person can belong to several Leagues at the same time. It's a strength, not a problem. Porosity between Leagues is encouraged.

Why this rule? Infinity exists to break organizational silos—not to create new ones. If Leagues become watertight, you reproduce exactly the problem you set out to solve. People who move between several spaces build natural bridges. They diffuse ideas, spot inconsistencies, and create systemic coherence.

What it brings:

- Smooth flow of information between Leagues
- Early detection of dependencies and tensions
- More coherent decisions at the level of the whole system
- Recognition of transverse profiles (often isolated in classic org charts)
- Faster, more natural spread of adaptations

What happens if it isn't respected? Leagues turn into silos. Each one optimizes in its corner without seeing the impact on the others. Adaptations contradict each other. Decisions breed inconsistency. The system loses its systemic power and reproduces exactly what it was meant to break.

Rule 5 — Regular and Open Meetings

The rule: each League meets regularly at a defined, respected cadence. Meetings are open: anyone can observe (with prior agreement). Decisions and lessons learned are documented and shared with the organization.

Why this rule? Cadence is the system's pulse. Without regularity, adaptation suffocates. Sparse meetings kill momentum. Closed meetings create silos and feed suspicion. Transparency is a condition of legitimacy. Every League meeting is also a chance to celebrate the adaptations that worked—or even those that failed, but that the system learned from. Shared successes and shared impact inspire, build trust, and attract new volunteers.

What it brings:

- A system that stays alive and active over time
- Visibility of the work, which builds organizational trust
- A documented collective memory available to everyone
- A way for others to understand and join the Leagues
- An early warning signal: when meetings stop holding, the League is in trouble

What happens if it isn't respected? meetings get skipped “due to lack of time.” Members lose the thread. Decisions stop being made. Momentum breaks. Or worse: Leagues turn into closed, opaque circles that feed rumor and distrust. The organization rejects the system.

Rule 6 — League Charter Under Peer Review

The rule: each League co-writes a charter for how it works (how we communicate, how we decide, how we give each other feedback) and has it reviewed by another League for an outside perspective. The charter is revisited regularly.

Why this rule? A League that operates in a closed loop becomes blind to its own biases and drifts. Peer review by another League (what we call *interview*) is a critical safeguard. It surfaces what members no longer notice: blind spots, toxic unwritten norms, unintentional exclusions.

What it brings:

- An explicit framework that makes interactions safe (everyone knows how things work)
- Clear, co-built governance (not imposed from above)
- A mirror that prevents drift (one person dominating, exclusion, creeping bureaucracy)
- Continuous improvement of the League itself
- Coherence across Leagues, while still respecting their differences

What happens if it isn't respected? The League runs on implicit norms. Newcomers don't understand “how things work here.” Dysfunctions set in (one person dominates, decisions never get acted on, the climate deteriorates) without anyone reacting. The League becomes toxic or ineffective, and doesn't see it.

Rule 7 — Agile Working Circles

The rule: for every complex issue identified, the League creates a small Working Circle (3 to 5 people maximum) with a limited lifespan (a time-box of two to eight weeks). Circles that are inactive, or that have reached their objective, are closed or merged.

Why this rule? Putting the entire League to work on every issue is inefficient and paralyzing. Small Circles let people move fast on specific topics, while the League stays the space for coordination and collective decision-making. The Leagues carry Level 1 and Level 2 change; the Circles experiment and execute the actions.

What it brings:

- Greater velocity: small groups move faster
- Maximum efficiency: only the people directly concerned and competent work on the topic
- Better-distributed load: not everyone works on everything
- A living system that adapts: Circles are born, work, and die according to need
- A natural curb on bureaucracy: no permanent self-perpetuating Circles

What happens if it isn't respected? The League tries to handle everything in plenary. Topics pile up. Meetings stretch on. Members disengage (“we talk a lot, we act little”). Or worse: working groups get created and never dissolve, turning into permanent mini-bureaucracies.

The Three Pillars: One Indivisible System

You now know the three pillars of Infinity.

The four Leagues generate concrete adaptations in their domains. **The seven Rules** keep those Leagues coherent and durable over time. **The Governance Body** protects the system against day-to-day pressure.

These three pillars are inseparable.

Without the Leagues, no adaptation. Without the rules, the Leagues drift or die. Without the Governance Body, the system is suffocated before it can produce any result.

Infinity is a living system, where each part feeds the others.

Conclusion

Einstein put it differently, but the principle holds: you cannot solve a problem with the same mode of thinking that created it.

That's exactly what so many organizations are living through right now: committed people, trapped in a system that no longer lets them evolve.

And yet, in the face of every failed transformation, we keep going. We launch one more transformation plan. We restructure one more time.

And we act surprised when the results are the same: failure, exhausted teams, stillborn innovations, persistent silos. Organizations burn out and energy drains away.

It's time to do this differently.

Infinity is not a guarantee of success. It is not a magic formula. **But it is a credible alternative**, grounded in field reality and tested across very different contexts.

It's a bet on collective intelligence. A bet that the people who live inside the system are best placed to evolve it—provided they're given the means, the time, and the protection.

It can work. It's already working, in organizations that dared to try.

Infinity can help you turn the exhaustion of one transformation after another into a permanent capacity for adaptation—to break silos by building transverse bridges carried by volunteers, to give innovation a life that starts on the ground rather than at the top. To move, at last, from improvement that tinkers at the edges to evolution that reconfigures the system.

Infinity redefines how organizations change. It doesn't tell you how to work. It gives you the power to build your own capacity to keep evolving.

It's uncomfortable. It's demanding. It takes courage—the courage to suspend titles, to protect time, to trust voluntary engagement. But doing things differently is the only way to get different results.

So the question is no longer “does it work?”

The question is: are you ready to try?

Objections & Frequently Asked Questions

Here are the most common objections and questions organizations raise when they first encounter Infinity.

O1 — “This looks like things we've already tried: circles, communities of practice, task forces.”

The difference is structural. Those initiatives existed without a real mandate, without leadership protection, without communication channels, without the systemic rules that bind them and keep them from drifting. Infinity isn't a new initiative—it's the systemic framework that was missing from the earlier ones. But the real questions to ask yourself here are: what did you actually test? How, and with whom?

O2 — “Leadership will never really play the game.”

Then don't launch Infinity. That's not an admission of defeat—it's a clear-eyed reading of the situation. Infinity without leadership protection is a promise that won't be kept. Better to work on that precondition first than to manufacture one more disappointment. But the real questions to ask yourself here are: what is your strategy for the organization's improvement and evolution? How much energy are you prepared to allocate to it?

O3 — “We don't have time.”

That is precisely the symptom Infinity treats. An organization that never has time to improve is an organization whose time is entirely consumed by emergencies it could have avoided. Time is not a precondition—it's the space-time that Infinity exists to protect. But the real questions to ask yourself here are: how much importance and priority do you give to your organization's adaptability? How do you actually evolve?

Q1 — Is Infinity compatible with our current operational system?

Yes, entirely. Infinity replaces nothing. It is a system—a meta-framework that sits on top of your existing practices.

Example: you use a specific operating model to align your digital teams? That's Mode 1 (daily operations). Infinity is Mode 2 (the adaptation of the system). The two coexist.

Infinity can help evolve the way you apply your operating model, through the Process League.

Q2 — What's the difference with a community of practice?

A community of practice exists to **share knowledge and learn together**. A League exists to **transform the system**.

Key differences:

- A community says “here's what we could do.” A League decides “here's what we're going to do,” and puts it into practice.
- A community has no mandate to change the organization. A League has the authority (through the Infinity Core Team) to evolve the system.
- A community can function well without a formalized intent. A League without a clear intent (Rule 2) drifts.

The two can coexist. Some organizations turn their existing communities into Leagues by adding a clear intent and a mandate to act.

Q3 — How long before we see results?

Three to six months minimum for structural results. The first concrete adaptations can appear in the first two to three months, but installing a real adaptive capacity takes time. It's a long-term investment.

Q4 — Do we have to create all four Leagues?

No. Start with one or two Leagues, depending on your priority concerns or challenges.

- Critical quality debt → Construction + Process
- Strategic misalignment → Value + Leadership
- Cultural transformation → Leadership + Process

Add other Leagues when the need clearly emerges. Better two active Leagues than four ghost ones.

Q5 — Who can join a League?

Anyone who is a **willing volunteer** and interested in the League's mission, plus those who hold formal authority over it. Voluntary engagement (Rule 1) is non-negotiable.

Q6 — What is leadership's role in Infinity?

Leadership has three critical roles:

- **Protect the system:** through the ICT, defend the Leagues' time, budget, and decisions.
- **Take part in the Leadership League:** evolve managerial practice, people development, and governance.
- **Set the example:** live Rule 3 (no titles) inside the Leagues—show that change comes from the top as well.

Without engaged leadership, Infinity dies. But leadership must not direct the Leagues—it protects them and co-creates with them.

Leadership doesn't run the Leagues—it **protects the space in which they can evolve the system.**

Q7 — What if no one volunteers?

That's an alarm signal about the state of your organization. It usually points to a lack of trust (“my contributions don't count”), severe overload, or a culture in which proposing change is perceived as risky.

Never force it. Work first on trust, on psychological safety, on overload. Don't launch Infinity without at least five to eight sincere volunteers.

Q8 — Who decides in the end?

The Leagues propose and carry out the system's evolutions. The Circles experiment and implement the actions. Decisions that affect the organization are validated through the Infinity Core Team, which protects the balance between production (Mode 1) and adaptation (Mode 2).

Glossary

This glossary offers a few markers to clarify the terms used in this guide.

Continuous Evolution. The capacity of an organization to adjust, adapt, evolve, and transform proactively and regularly—without waiting for a crisis or an imposed transformation.

Assertiveness. The ability to express one's needs, choices, and limits clearly and respectfully, without aggression or submission. In Infinity, assertiveness lets members engage with—or step back from—a League openly.

Working Circle. A small group of 3 to 5 people created by a League to address a specific issue, with a limited lifespan (a time-box of 2 to 8 weeks).

Level 1 Change. In systems thinking: improving what we already do, without questioning how. Example: improving an existing meeting.

Level 2 Change. In systems thinking: transforming the way of doing itself, changing the rules of the game. Example: replacing one meeting format with another.

Community of Practice. A group of people who share knowledge and learning around a common domain. To be distinguished from a League, which transforms the system.

Consent (decision-making). A decision mode in which a proposal is adopted if no one has a valid, argued objection. Faster than consensus.

Consensus (decision-making). A decision mode in which everyone must agree. Often slow, and prone to hiding false agreement.

Working Framework. A structured set of roles, events, and artifacts used to organize work.

Infinity Core Team (ICT). The mandated team or collective that acts as guardian of the bimodal system. It explicitly protects time, budget, and decisions, and orchestrates Infinity's installation and continuity.

Interconnection. The principle that the Leagues function as a system: an adaptation in one League always affects the others.

Intervision (Peer Review). A practice in which one League has its charter reviewed by another League, to avoid insularity and blind spots (Rule 6).

The Seven Golden Rules. Infinity's only mandatory framework: Voluntary Engagement, Clear Intent, No Titles, Multiple Belonging, Regular & Open Meetings, Charter under Peer Review, Agile Working Circles.

League. A transverse space that brings together volunteers to transform how work is done in a specific domain, from a meta-posture.

Meta-Framework. An orchestration layer that sits on top of existing operational systems to structure how the organization learns and evolves. Infinity doesn't replace your practices; it installs the continuous-evolution capacity they lack.

Mode 1. The operational subsystem: daily value production (your operations, projects, execution).

Mode 2. The adaptive subsystem: continuous evolution (your capacity to evolve). Structured by the Leagues.

Meta-Posture. Working ON the work rather than IN the work. Observing and evolving the system rather than producing directly.

Retrospective. A regular team meeting to identify what works and what needs improvement. Usually limited to the team's perimeter, with no power to change the system.

Silos. Walls between departments or teams that block information flow and create contradictory local optimizations.

Subsystem. A part of an overall system. In Infinity: Mode 1 (operational) and Mode 2 (adaptive) are the two subsystems that form the new organizational system.

Bimodal System. An operating mode made of two coexisting subsystems: Mode 1 (daily production) + Mode 2 (continuous evolution).

Creative Tension. A state of dynamic equilibrium between Mode 1 and Mode 2, where their coexistence generates productive rather than destructive friction.

Time-box. A fixed, limited duration allocated to an activity. Used here for Working Circles (2 to 8 weeks).

Transverse. Cutting across departments, teams, or job functions. The Leagues are transverse by design, to break silos.

Key References

Failed transformations

- Boston Consulting Group (2020). The Best Strategy for Digital Transformation.
- McKinsey & Company (2021). The “How” of Transformation— 70% of organizational transformations fail.

Systems thinking and complexity

- Senge, Peter M. (1990). The Fifth Discipline: The Art & Practice of the Learning Organization.
- Morin, Edgar (2005). Introduction à la pensée complexe.
- Snowden, Dave & Boone, Mary E. (2007). A Leader's Framework for Decision Making. Harvard Business Review (Cynefin Framework).

Organizational adaptability

- Getz, Isaac & Carney, Brian M. (2012). Freedom, Inc.: How Corporate Liberation Unleashes Employee Potential and Business Performance.
- Kotter, John P. (2014). Accelerate: Building Strategic Agility for a Faster-Moving World.
- Laloux, Frédéric (2014). Reinventing Organizations.

Motivation and engagement

- Pink, Daniel H. (2009). Drive: The Surprising Truth About What Motivates Us.
- Edmondson, Amy C. (2018). The Fearless Organization: Creating Psychological Safety in the Workplace.
- Gallup (2024). State of the Global Workplace Report—8% active engagement in France, 12% in Europe.

Governance, transformation and leadership

- Logan, Dave, King, John & Fischer-Wright, Hilee (2008). Tribal Leadership.
- Appelo, Jurgen (2011). Management 3.0: Leading Agile Developers, Developing Agile Leaders.
- Robertson, Brian J. (2015). Holacracy: The New Management System for a Rapidly Changing World.
- Fonteneau, Julien (2025). La Métadiscipline: Une discipline de coaching en entreprise.