



LUMEN

GLOBAL RESEARCH & DEVELOPMENT PROGRAM OF GENERAL INTEREST

Executive Summary

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Lumen — An Open Infrastructure for Value Management in Human Organizations

Lumen, from the Latin lumen (“light”), refers to an infrastructure designed to make visible the real—often invisible—effects of decisions made by human organizations.

The Lumen project is the culmination of a conceptual and research journey undertaken over several years, starting from a systemic vision of human and organizational development.

This journey was structured around biomimicry, then “homomimicry”, considering human organizations as living systems with their own dynamics, before integrating work related to the “global brain” and emerging forms of distributed collective intelligence.

This trajectory led to the identification of a central problem: the failures in perception, coordination, and regulation of large-scale social bodies.

These shortcomings stem neither from a lack of objectives nor from a deficiency in standards, but from the absence of a mechanism akin to a nervous system, enabling organizations to perceive the real effects of their decisions and adjust their actions accordingly.

Beyond a certain level of complexity, no human system—institutional, economic, or social—can be effectively managed by sectoral rules, fragmented indicators, or isolated normative intentions. When the effects of decisions become systemic, delayed, and interdependent, the central question is no longer one of objectives, but rather the system's capacity to perceive and provide feedback on its own effects.

Lumen addresses this structural need by providing an integrated perception infrastructure.

Lumen presents itself as a **systemic information system (SIS)**, grounded in a threefold legitimacy—scientific, political, and cultural—and aiming for a threefold coherence in decisions: scientific, cultural, and emotional. The frameworks and tools developed underwent a three-pronged conceptual review, drawing on insights from cybernetics, anthropology, and behavioral sciences to ensure their robustness, universality, and applicability to any scale of human organization.

A systemic problem shared by all organizations

Five years before the 2030 deadline, the difficulties encountered by the Sustainable Development Goals illustrate a broader problem: the persistent inability of organizations—states, businesses, associations, institutions, and collectives—to coherently link their stated values, their operational decisions, and their actual effects on societies and the environment.

This situation does not reflect a failure of existing principles or frameworks, but rather the absence of operational feedback loops that would allow for the continuous linking of decisions made to their actual consequences. Without such mechanisms, governance systems remain structurally blind to a significant portion of their own effects.

The proposed solution: a universal infrastructure

Lumen is an open, transdisciplinary, and non-binding infrastructure designed to empower any form of human organization, regardless of its size or legal status.

It enables the connection, within a coherent framework, of:

- objectives,
- applicable rules,
- decisions made,
- and their effects.

Lumen articulates three inseparable dimensions:

- scientific viability, through the Organizational Biomimicry Index (OBI);
- legal and political legitimacy, via the Net Legal Product (NLP), based on the SDGs and constitutional principles;
- human, social, and cultural dynamics, via the Collective Emotional Dynamics (CED), integrating the emotional and psychosocial factors of collective decisions.

Key clarifications

Lumen does not claim to describe the world, nor does it propose a normative vision of the ideal organization of human societies. It provides a framework for perception and analysis, enabling stakeholders to better understand the consequences of their own decisions, without replacing existing democratic, legal, or managerial processes.

Lumen is neutral on ends, but rigorous on facts.

It imposes neither objectives, nor a hierarchy of values, nor predefined trade-offs; it illuminates the effects, leaving stakeholders fully responsible for the choices made.

Executive Conclusion

Lumen does not create new obligations.

It provides a universal infrastructure for perceiving, ensuring consistency, and managing value, allowing human organizations to make better decisions before invisible costs become irreversible.