SYMBIOTIC
MAGAZINE

A NEW VISION OF THE WORLD

/Prompt

Close-up shot of a Caucasian woman with green eyes, inserting a contact lens into her right eye. The contact lens is covered in numeric code. The lighting is soft and diffused.

CONTENTS

SYMBIOTIC. The first magazine co-created by humans and AI.

AI is not the future of creativity, it is already part of it. This manifesto launches a new kind of magazine. One where humans and artificial intelligence don't compete: they collaborate.

Here, AI is not a gimmick. It is a creative partner. It challenges, suggests, rephrases, amplifies. It acts as a catalyst, a mirror that sharpens ideas. But the human voice remains in charge, steering the vision, shaping the meaning, and delivering the final cut. That is where our symbiosis begins.

This is more than a magazine. It is an editorial experiment. A bold step into a future where AI joins the editorial team, not as an author, but as an assistant. Every AI-generated image, reworded sentence, or sparked idea is clearly marked with a symbol ◯ transparency and ethics are non-negotiable.
Symbiotic is a living lab, in both form and content.

It explores how AI, and technology at large, is reshaping our habits, our work, our organizations. Through sharp analysis, deep dives, and conversations with the people driving this new era, we aim to give readers a clear eyed view of the human-machine alliance and the transformations it is already triggering.

Welcome to the first magazine that's «SYMBIOTIC BY DESIGN ».

MANIFESTO

EDITORIAL

A NEW VISION OF THE WORLD

Artificial intelligence is here. It is reshaping our lives, our work, our reference points. It inspires hope, and stirs anxiety. Some have already given up, overwhelmed by the stakes: the end of salaried work, weakened social bonds, mass manipulation, energy divides, and the fragmentation of society. Others charge ahead, driven by a near-blind faith in technology.

At Everience, the group we now form, uniting all our brands under one shared vision, we believe in a third way. A path that embraces progress and innovation, without losing sight of critical thinking. A new era is upon us. One we choose to call the Symbiotic Era.

Symbiosis, from the Greek « living together », describes a lasting, mutually beneficial relationship between two organisms. In our technological context, *Symbiotic* means building a sustainable, ethical, and effective partnership between humans and technology.

Today marks the birth of Everience and with it, the launch of this magazine: *Symbiotic.*

This first issue is a first step. It sets the tone. It opens a path and invites us on a journey, one we hope will be both bold and thoughtful. That is the ambition behind this publication, and those to come each quarter: to spark ideas, fuel debate, and explore the real impact of AI in the workplace.

To lead, we must first understand. To support our people, we must anticipate change. We believe in a future where employees are encouraged to build a working relationship with AI, not to be replaced by it, but to thrive alongside it. Because tomorrow, it will not be machines replacing humans, it will be humans who master AI outperforming those who do not.

Our editorial line is clear: observe, analyze, and promote a lasting, ethical collaboration between humans and technology.

To make this new world intelligible, *Symbiotic* brings together diverse voices, researchers, philosophers, economists, entrepreneurs, startup founders, and experts from within our own group. Because this is about collective intelligence. About connecting minds. Because orchestrating the human–AI alliance in business concerns us all and much of the journey still lies ahead.

This first issue features the insights of Étienne Klein, Jean-Paul Mazoyer, Nolwenn Ahodi, and many other thought leaders. Their contributions add depth and clarity to the conversation and for that, we thank them warmly.

Welcome to a symbiotic world.

Bernard LEWIS
Chief Executive Officer,
Everience Group

IN CONVERSATION WITH
ÉTIENNE KLEIN

« AI do not think, it forces us to think differently ». With a blend of vigilance and reasoned optimism, physicist and philosopher Étienne Klein urges us to move beyond technological fascination and adopt a more active stance: one of lucid companionship between human intelligence and machine power.

***Q :* Artificial intelligence is now present in every field. Should we see it as a technological turning point or a civilizational one?**

Étienne Klein: Both, undoubtedly. AI is not just another tool: it is changing how we produce, share, and validate knowledge. It is an anthropological shift: for the first time, machines are participating in the creation of meaning. But our brains are still wired for old habits: we prefer confirmation over contradiction. In a digital world where every opinion coexists, this fuels what I call the *« power of the false »*: falsehoods, being more spectacular than truth, spread ten times faster. So the real challenge is not just technical: it is a revolution in critical thinking.

***Q :* In a world where everything is accelerating, is there still room for reflection?**

E.K. : Yes, but only if we make space for it. I see it with my students, and anyone can observe it: those who take the time to think before asking an AI a question gain real intellectual value. Others outsource everything to the machine and let their minds atrophy. AI should not be a crutch, it should be an extension of our thinking. Otherwise, it impoverishes our relationship with knowledge. There is a uniquely human joy in understanding, a deep satisfaction that comes from discovering something on your own, a joy that leaves a lasting imprint on memory. That is the joy we must protect. It is part of what makes us human.

There is a uniquely human joy in understanding, a deep satisfaction that comes from discovering something on your own, a joy that leaves a lasting imprint on memory. That's the joy we must protect. It is part of what makes us human.

***Q :* Every major technological revolution reshapes our relationship with the world. How is AI forcing us to reinvent ourselves ?**

E.K. : History shows that technological breakthroughs do not kill human creativity, they shift it. I often compare it to the invention of photography: when the camera arrived, painters feared for their craft. But that fear sparked the birth of abstraction: a leap into what machines couldn't replicate. AI presents a similar challenge today: it is up to us to invent what machines still can not imagine.

***Q :* But this human–machine alliance raises a key issue: trust. Can we really « believe » an AI ?**

E.K. : The word « intelligence » in artificial intelligence is misleading. In English, intelligence often means information processing, not reasoning. Machines process data, they do not understand. When an AI gives you an answer, it does not explain how it got there. That puts our critical thinking on hold: we either believe it or we don't, with no way to tell the difference. This is a serious issue, especially when decisions affect lives or society.

At the CEA, for example, we monitor tsunami alerts in the Mediterranean. An AI might flag an abnormal wave… but based on what ? No one really knows. A false alarm causes panic; a missed one could be catastrophic. Blind trust is not an option. We need geophysicists to interpret, argue, and decide. AI is not an oracle, it is a powerful but fragile tool. Meaning and decisions must remain in human hands.

***Q :* You've spoken about a « fatigue of intelligence » among young engineers. What do you mean by that?**

E.K. : In France, we are seeing many brilliant young people, especially in physics and math, turning away from engineering. They are heading into finance or consulting instead. They feel overwhelmed by technical complexity. The more powerful technology becomes, the less we understand how it works. This opacity breeds a sense of helplessness: we admire the machine, but we no longer master it.
It is a kind of Promethean shame, pride in having built powerful tools, mixed with fear that we can no longer comprehend them. In a world of black-box systems, our first priority should be to relearn how to explain.

***Q :* How can we bring back a culture of understanding, in business and in everyday life?**

E.K. : Through education and experience. At Centrale, we've launched writing workshops with no digital tools. Students rediscover the joy of formulating ideas, of thinking together. It is not nostalgia: it is a way to re-anchor human intelligence in the act of thinking.

The same applies in business: we must learn to understand what we use. Teaching AI is not just about tools, it is about method. It is about learning to question results, to doubt, to argue. These critical skills will define the difference between passive users and augmented professionals. We need to train, experiment, debate: that is how we avoid becoming mere consumers of artificial intelligence.

***Q :* You've often spoken of your admiration for Albert Einstein. What do you think he would say about AI ?**

E.K. : I do not think Einstein would feel threatened by AI, and he had be right (as usual). When he published his theory of general relativity in 1915, physicists had far fewer data than we do today. Yet he found the right equations. Now imagine a world where we had all today's data, but Einstein's theory had never been discovered. Could the best algorithms, fed with all that data, somehow induce the right concepts and reconstruct his equations? The answer is no.

***Q :* If you could leave one open question for our readers, business leaders and IT professionals, what would it be?**

E.K. : I had ask: how far are we willing to delegate our intelligence? True modernity is not about handing over decisions to algorithms. It is about understanding how they reshape our thinking. AI is not here to replace us, it is here to force us to rediscover what it means to think. And that, paradoxically, may be its greatest gift: bringing us back to what truly matters, our capacity for discernment, creativity, and the joy of thinking that nothing can ever automate.

Learn more about Étienne Klein:

Étienne Klein is a physicist and philosopher of science, and a member of the French Academy of Technologies.

He heads the Research Laboratory for the Sciences of Matter at the French Alternative Energies and Atomic Energy Commission (CEA), where his work focuses on the philosophy of physics and applied ethics.

He teaches philosophy of science at CentraleSupélec and hosts the weekly radio show La conversation scientifique on France Culture.

His recent books include L'éternité béante (Futuropolis, 2024) and Transports physiques (Gallimard, 2025).

RETHINKING WORK

« AI AT WORK: DRIVING CHANGE, NOT EXCLUSION »

As AI reshapes the workplace, HR is stepping into a more strategic role. Nolwenn Ahodi, HR Director, Advisory France & Francophone Africa at KPMG, shares her vision of AI as a driver of transformation, collective performance, inclusion and the revaluation of human skills.

Q : What is your perspective on AI-driven transformation ?

Nolwenn Ahodi: I see AI as a catalyst for differentiation and competitiveness. Its purpose is not to replace humans, but to enhance their ability to create value.

This differentiation will also depend on the mindset surrounding its adoption. We often talk about a «growth mindset ». AI will amplify this dynamic by encouraging curiosity, self-reflection, and critical thinking. But not everyone is equally equipped to embrace technology, regardless of generation, and that's where companies have a real role to play in supporting their people. Ultimately, the challenge is not technological. It is deeply human.

Q : Why is HR a key department in the age of AI ?

N.A. : AI is profoundly reshaping organizations, professions, and our relationship with work. It forces us to redefine the value of individual contribution within the company, not just through hard skills, but also through the ability to learn, adapt, and collaborate. Our role in HR is clear: to guide this transformation and new way of working, turning it into a lever for both individual and collective growth. That means helping each person upskill, anticipating the impacts, and ensuring AI does not become a source of exclusion, but rather an opportunity for growth and fulfillment. This is at the heart of our mission at KPMG.

Q : How is AI transforming consulting professions ?

N.A. : AI is already redefining our service offerings, delivery models, and pricing strategies. But the real challenge, for us and our clients, is helping our people evolve. Consulting today is a hybrid discipline, blending digital tools with human judgment. Embracing AI means doubling down on the human value of our expertise: more innovation, deeper insights, greater efficiency, and more impact for our clients. But it only works if we move forward with trust and ethics, two non-negotiable pillars for our firm.

Q : What concrete initiatives are you implementing at KPMG within the HR department ?

N.A. : KPMG has launched a global $5 billion investment plan focused on technology, upskilling, and AI platforms built on our own data, methodologies, and industry knowledge. Every employee is trained to work on these secure platforms, and we are gradually developing our own AI agents.

In HR, we are using AI to map future skill needs and predict training demands. But it's not about using AI for the sake of it, it is about enhancing the employee experience with clear, meaningful goals. Success depends on a strong tech foundation and a shared data culture.

Q : What is your view on the human and social impacts of AI ?

N.A. : AI has a profound impact on young professionals graduates, interns, apprentices. Ironically, they are the most exposed. Their academic paths are being questioned, their knowledge constantly challenged. It is a wake-up call for our models. Companies like ours have a collective responsibility: to support them, train them, and give them the tools to adapt. AI must become a driver of inclusion, not exclusion

Nolwenn AHODI
HR Director, Advisory France & Francophone Africa, KPMG

SYMBIOSCOPE

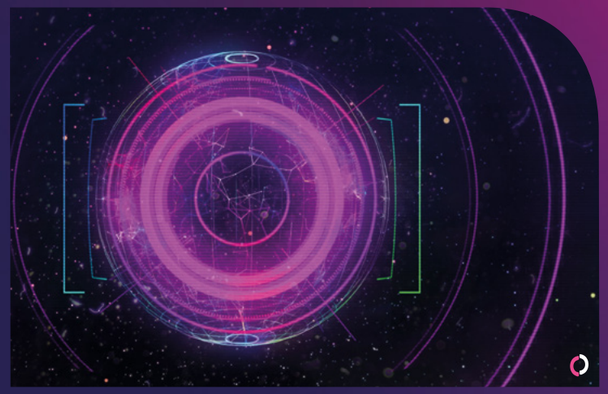
In every issue, SYMBIOSCOPE brings you five must-read updates (studies, decisions, innovations, etc.) to help you understand how AI is reshaping organizations.

#EMPLOYABILITY

13%, that is the drop in the employment rate among young Americans (ages 22-25) in jobs most exposed to AI, according to a recent Stanford study. A finding that raises important questions and calls for rethinking learning and career pathways.

#NOBELPRIZE

For economist Philippe Aghion, innovation is a driver of prosperity, provided we adapt our competition, education and social protection policieswas recently awarded the Nobel Prize in Economics for his body of work.



#MISTRALCHAMPION

Mistral AI has raised €1.7 billion, a record for a French start-up. With Dutch giant ASML becoming its main investor and shareholder, the now « decacorn » reinforces both its independence and its position as a European alternative to non-EU models.

#WORKSLOP

Have you ever received «workslop », those shallow AI-generated content sent by a colleague? According to Harvard Business Review, they cause an invisible loss of £186 per month and damage interpersonal relationships.

#AGENTICS

Google has launched Gemini Enterprise, a unified platform connected to company data and integrated into Workspace. With this solution, Google intends to challenge the market's leading players on the emerging field of agentic AI.

PERSPECTIVES

THE GLOBAL RACE FOR INTELLIGENCE: FRANCE CAN STILL TAKE THE LEAD

We are entering a decisive decade. Artificial intelligence is no longer a futuristic concept: it has become a core driver of growth and economic competitiveness. For French companies, the challenge is no longer grasping its potential but mastering its adoption. The global race is accelerating: the real question now is how fast we can turn AI into a strategic advantage before others define the rules of the game.

AI, the new engine of global economic power

Across the world, businesses are shifting into high gear. Global AI investments topped $190 billion in 2024, according to PwC. The United States and China lead the way, but Europe is mobilizing. In France, the government's « Osez l'IA » (Dare to use AI) plan allocates €200 million to support companies, with a clear ambition: equip 80% of SMEs and mid-sized businesses by 2030.

$190+ BILLION

INVESTED IN AI IN 2024

But beyond the numbers lie two core challenges. First, speed: the strategic window is closing fast. Within five years, dominant standards, models, and ecosystems will be set. Companies that build AI into their value chain today will gain an advantage that others will struggle to catch up with. Second, method: AI is not just about experimentin, it is about adopting it intelligently, in the right order, with the right goals, and with a clear understanding of what it should transform.

But this appropriation cannot be decreed. It relies on the ability to experiment without losing focus, to govern usage, to foster dialogue between technology and business lines, and above all, to involve the company's employees in this transformation.

From productivity to power: the real challenge

Most companies still view AI primarily as a tool for optimization: reducing costs, automating tasks, speeding up workflows. Necessary, yes. Sufficient, no.
AI is not just about doing things better. It is about doing things differently.

Tomorrow's global leaders will not be those who have automated the most, but those who have been able to turn data into strategic capital. Amazon does not dominate because of its automated warehouses, but because it has industrialized its ability to anticipate. Automakers are reinventing their services through predictive maintenance. Luxury brands use AI not to replace creativity, but to amplify it. Everywhere, AI is becoming a lever for differentiation.

France at a crossroads

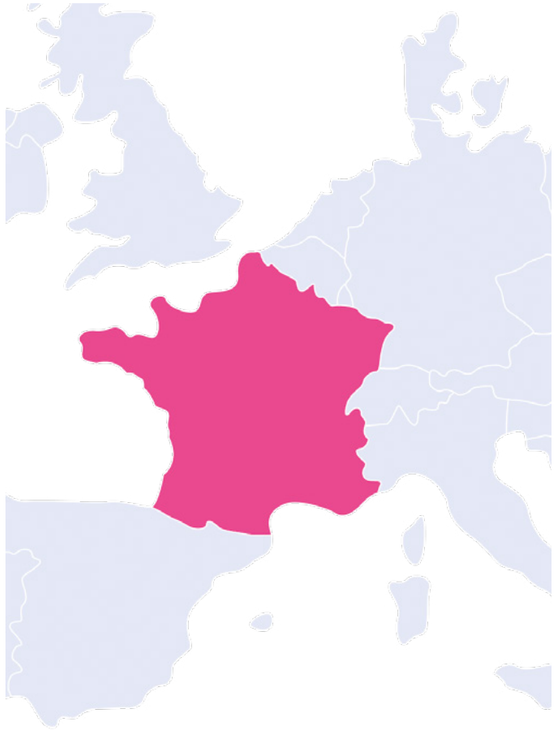
France holds considerable assets: cutting-edge research, recognised scientific excellence, a pool of top talent and a dynamic startup ecosystem. Philippe Aghion's recent Nobel Prize in Economics is a reminder of this intellectual tradition: an economy built on knowledge, investment, and progress. But translating academic excellence into industrial leadership requires the next step: the industrialization of AI.

We do not lack ideas; we lack scaling up. Without clear governance, stable investment, and cross-business integration strategy, there is a risk that AI projects will remain confined to experimentation, or at best to siloed initiatives. Yet large-scale deployment is exactly what differentiates companies that thrive from those that merely adapt. It is even more true given that a major risk looms: that of becoming permanently dependent on non-European platforms, models and clouds. If we are not careful, the value created by our companies will be captured elsewhere.

This is why the adoption of AI is not just an IT issue, but a strategic priority for executive leadership. It must be at the heart of corporate strategy, on par with R&D, supply chain and international expansion.

Train, govern, differentiate

To seize this opportunity rather than endure it, companies must first build AI governance: understanding where, how, and why AI is deployed. They must then identify competitive spaces where AI can deliver unique, hard-to-replicate advantages.



Above all, they must invest massively in training and cultural transformation. AI creates value only when employees understand its logic, limitations and potential.
This is not about « digital skills », it is about decision-making and responsibility culture: knowing when to trust the machine, when to take back control, and how to turn data into augmented intuition.

It is on this condition, companies that successfully combine speed of adoption, technical mastery and human intelligence, that France will be able to transform AI into a sustainable economic asset, instead of a new dependency.

AI won't wait

Technological revolutions never offer a second chance. With AI, the cycle will be even faster. In five years, the dominant ecosystems and platforms will be set. In ten years, competitive positions will be locked in. France's economic standing in the next decade is being shaped now, in this narrow window.

AI is not just another technology. It is a new economic matrix, redefining where and how value is created. The choice before us is clear: will France be a territory of innovation or just another market for adoption ?

Jérôme LEHMANN
Deputy CEO,
Everience Group

MEET J-P. MAZOYER

« POWER, TO MAKE A DIFFERENCE »

Sixty this year. And for his birthday ? Nothing less than the Legion of Honour, recognizing a life and career marked by purpose and impact. Jean-Paul Mazoyer impresses with his calm presence and quiet strength, as he steps into a new chapter of life. Portrait.

« Stay just the way you are ». This compliment, whispered by a security officer after the official Legion of Honour ceremony, still resonates with Jean-Paul Mazoyer, perhaps even more than the formal speeches.

At 60, the former Deputy CEO of Crédit Agricole embodies a rare blend of humility and influence. « I never chased money or fame. What I wanted was power, not for the status, but to make things happen », he says.

« The danger lies in believing that humans have become secondary. Complementarity and connection remain essential ».

Born into a military family, his father a fighter pilot, his grandfather a cavalry general, and a graduate of France's prestigious IHEDN, Mazoyer proudly upholds values of respect, merit, and commitment. « You only become someone once you've done something meaningful ». That foundation has guided a rich career in banking, which began on Wall Street at age 20, continued at Accenture, and flourished at Crédit Agricole, where he held leadership roles across nearly every banking function.

His roots run deep in the southwest of France, between Bordeaux, the Arcachon Bay, and Biarritz. There, he led Crédit Agricole Pyrénées-Gascogne and launched projects that reflect his convictions. One of them: « Le Connecteur », a coworking and innovation hub in Biarritz, conceived before Covid to enable talented individuals to live and work where they feel at home. « I wanted to counter the centralization that drains regions of their talent. To use technology to connect people, to each other, and to the world ». When it comes to AI, he warns: « The danger lies in believing that humans have become secondary. Complementarity and connection remain essential ».

A self-proclaimed epicurean, he enjoys good meals with friends, golf, and fine wine. But beneath this lightness lies a constant drive: « Never lose touch with society ». He refuses to indulge in the « pleasures of Capua», choosing instead a path of continuous learning and knowledge sharing.

His mentors ? Pierre Nanterme, former CEO of Accenture, and his father-in-law, a farmer who became president of Crédit Agricole, « a man of extraordinary humility ». Among his achievements: the creation of Amundi, and the transformation of Cartes Bancaires, with the crucial challenge of payment sovereignty.

Now a senior advisor, Mazoyer remains committed to understanding societal and technological shifts , staying firmly grounded in reality. He quotes Camus: « Being different is neither good nor bad. It simply means you have the courage to be yourself ».

A man of transformation and challenge, he's set himself a bold goal for his 60th year: to live 60 extraordinary experiences. We're betting he'll succeed.

Jean-Paul MAZOYER
Former Deputy CEO
Crédit Agricole Group

EXPERT INSIGHT

ZERO PROMPT: THE REALITIES OF AI IN USER JOURNEYS

AI does not transform user journeys with a simple prompt. Its effectiveness depends on a patient approach, strong governance and a clever combination of human and machine.

The promises of artificial intelligence are appealing: instant responses, total understanding, absolute simplicity. But inside organizations, the reality is quite different. AI cannot be deployed with a snap of the fingers, nor with a single prompt. The real challenge lies in the patient construction of hybrid and governed systems.

The myth of holistic and universal AI

AI is often imagined as a universal engine, one system capable of understanding anything and handling everything. It is a comforting vision, but it rarely survives contact with real-world usage. Technical support has nothing in common with sales forecasting: different data, different processes, different objectives. The idea of a single, all-encompassing AI is an illusion. Reality looks very different: it is an architecture of specialized modules, each designed for a specific use case. These « proximity AIs », focused and complementary, are the ones that actually deliver results. When orchestrated together, they form a system that is far more robust and aligned with the diversity of needs.

Hybrid Intelligence: the real condition for success

Successful AI projects depend on the combination of machine and human. AI excels at qualification and automation. But the final decision, the relationship or the complex resolution remain human. In a support center, a virtual agent captures context and structures the request. But it is the human advisor who concludes and creates value. Far from the dream of a fully automated journey, the reality is one of hybridization.

This logic applies everywhere: in the field, AI suggests; humans decide. In evaluation, AI structures information; human interpret. In planning, AI optimizes; the manager arbitrates. AI prepares. Humans complete.

The blind spots of AI projects

Deploying AI is not a plug-and-play exercise. Once in production, it must be maintained, adjusted and supervised. Without continuous care, its performance declines. AI is never a finished product; it is a living process. Measuring ROI remains complex: qualitative gains (smoother journeys, saved time, better knowledge exploitation) are tangible but hard to quantify.

Governance, data and adoption

The challenge for CIOs goes beyond technology. Clear governance is needed, which means defining use cases, administrating, monitoring and evolving. Data becomes the key, because without quality, performance collapses. But success also depends on adoption: Fears of losing meaning, disengagement, or anxiety about automation can slow down appropriation. Human support is therefore essential.

Towards specialized and orchestrating agentic AI

The trajectory is not that of miracle AI, but of specialized, integrated and orchestrated AI. Specialized, because it is built for a specific need; integrated, because it fits into the existing system; orchestrated, because it coordinates multiple AI agents in the service of the user experience. This is how AI becomes a sustainable lever for augmented experience.

AI is reshaping user journeys, not by offering a universal shortcut, but through specialized building blocks, clear governance and thoughtful hybridization with humans. For CIOs, embracing this complexity is essential, because it's what turns AI into a measurable and sustainable source of performance.

Lionel FLORENCE
Director of Users Digital Journeys, HELPLINE

OPINION PIECE

November 30, 2022. Like a handful of people on Reddit and X I used to chat with, I have just logged into ChatGPT. At this stage, it's unmistakably a geek thing.

I type my first queries, which we would later call « prompts », in reference to the command line of any self-respecting OS… yes, still very much a geek affair, and I am more amused than impressed. The thing seems to answer everything, with that cheerful yet slightly annoying tone. It often says complete nonsense. Like a student who has not learned their lesson, it grabs at whatever branches it can find as soon as you point out that the flourish of its prose barely hides the emptiness underneath. In short, it hallucinates. Badly. Someone on Reddit, presumably from OpenAI, shares a few tips: personification, context, constraints… In a moment of inspiration, I tell ChatGPT that I am 10 years old and I want it to explain how a transistor works. A transistor is both wonderfully simple and extraordinary, among other things, it is the ground floor of any microprocessor. Any GPU. Perhaps too simple for the education system, which often hides it behind opaque formulas. ChatGPT does better. Much better. Using that imperfect yet illuminating analogy of plumbing, taps, valves, water flow, to explain electronic circuits. I am genuinely impressed.

Not without pride in outsmarting this superior intelligence, the main flaw became apparent to me almost immediately. Because if ChatGPT can generate this endless textual and graphical logorrhea, there will inevitably come a time when it will feed on its own content. Instinctively, I felt this was not a recipe for a promising future… Back in 2010, Eric Schmidt, then Google's high priest, famously said: « Every two days, we create as much information as humanity did from the dawn of civilization up to 2003 ». That was in 2010. Since then, we've lived through the explosion of social media. Facebook. TikTok. X. And we know how capable we are of pouring all our collective (in)intelligence into them. Cognitive regression is clearly not an AI-exclusive phenomenon. And yet, social media content was heavily used to train the Machine. Now, with generative AI available to everyone, a massive, exponential wave of synthetic data is emerging, gradually replacing the data produced by humans.

In 2023, this Stanford study titled « Self-Consuming Generative Models Go MAD (Model Autophagy Disorder) », launched even before ChatGPT, scientifically confirmed this intuition of the early geek users of Generative AI. Self-regressive LLMs, such as ChatGPT, will inevitably show autophagy. Not the most appetizing metaphor, granted.

Imagine for a moment Bach composing only variations on his own pieces, never drawing inspiration from the real world or exchanging with other musicians. Listening to himself play. We lose the surprise, the break, the grace of a fugue, an art at the crossroads between experimentation and the unpredictability of his unfathomable genius, and the quasi-mathematical rigour of his contrapuntal writing. A model that feeds on itself becomes a composer without ears, endlessly replaying the same fragments, sometimes embellished, but always orchestrated by statistics. And when it comes to deaf composers, not everyone is Beethoven.

This artefact of data quality is not entirely new. Human creativity has constantly sought a satisfactory solution to this problem, which is intrinsic to AI and particularly prevalent with Generative AI. Thus, by linking this new form of intelligence to biological principles, researchers are exploring the possibilities: dynamic consistency filters, controlled disturbance generators, diversity catalysts, creative seeds… All this, with interesting and certainly convincing results, but which strongly resemble a form of Huxleyan digital eugenics that does little to reassure us about our ability to contain MAD.

So how do we escape this inevitable data degradation , this autophagy, this « inbreeding » of AI ?

Experts, AI makers foremost among them, remain highly solutionist. Utilitarian. Surprising for people who claim to understand humanity deeply enough to « improve it ». Yet it seems to me that every human being is equipped with that evolutionary jewel: a biological GPU, the engine of natural intelligence… even if the former doesn't always do justice to the latter.

Let's start by questioning our habits. Do you feel FONK (Fear Of Not Knowing!) ? That dreaded symptom of hyperconnectivity, which leads us not to explore and understand, but simply to answer. Because in a world where everything moves fast, where knowledge sits one prompt away, not knowing feels like a flaw. The goal is no longer to search, memorize, or elevate, but to avoid looking foolish, regardless of the quality of the answer. Whoever responds first wins. We have all been there, have not we? A recent MIT study,heavily criticized by people who clearly haven't read it, shows that using generative AI produces zero memorization of the information it generates. Not ideal. That doesn't help our cause… Yet it's fine to be stupid. Thinking means slowing down. Learning means fumbling. Creating means taking risks. If we short-circuit the process, we empty it of its meaning. We humans need that feeling of accomplishment. We need to admire. We need inspiration from one another, not from a machine.

Another unexpected and original opportunity emerged in summer 2025, when OpenAI released its autonomous OSS model (no doubt inspired by the French secret agent played by Jean Dujardin, who, no matter how stupid he is, always manages to get out of trouble…). And the results are interesting. It marks a new step toward autonomous environments that no longer rely on massive infrastructure and can instead work on our own data, the data we never want to share. After all, why maintain a giant library when your interests fit on a few shelves? This shift favors small, fine-tuned autonomous models and agents, laser-focused on our topics, our professions, frugal in resources. Intellectual assistants that help retrieve information or craft content within a clearly bounded perimeter, perhaps just a few terabytes, running on your PC or smartphone. They might even become our « confidants », in total privacy, a surprising phenomenon that has emerged with generative AI.

Stéphane ANOUARI
Director of Strategy and Innovation, Experteam

In the end, generative AI, a mathematical model, nothing more, should never become a substitute for our intelligence, a crutch for our laziness, or some magical tool to « focus on higher value tasks ».

It should help us strengthen everything beautiful and unexpected in our work and creation. Reinforce our critical thinking, our ability to read context, to let creativity leak out, and to question its impact… in education, in life, in business. For that, we need to teach before anything else. Stop worshipping the result. Build guardrails. Preserve free will. I trust humanity's natural ability to tell the difference, and to move forward with technology.

« A model that feeds on itself becomes a composer without ears, endlessly replaying the same fragments, sometimes embellished, but always orchestrated by statistics ».

In a relationship that is demanding, lucid, and mutually beneficial, fully symbiotic.

EVERIENCE INSIDE

New locations, innovations, commitments... Get a quick overview of the latest news from the Everience group.

#CLOUD&INFRA

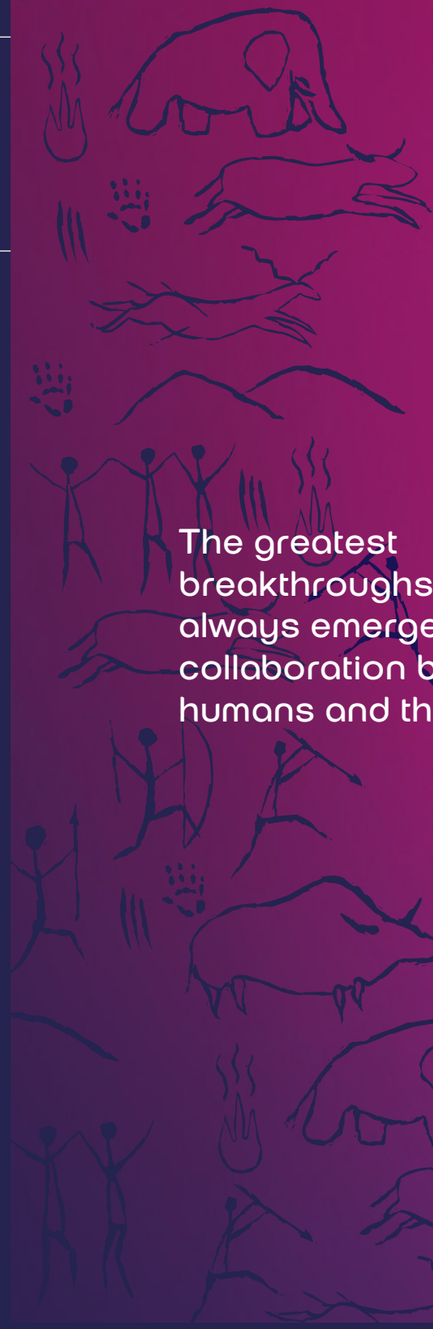
Everience France has launched Anko Technologies, a new entity dedicated to cloud services. With a sovereign-first positioning, it supports companies in deploying their cloud strategy and managing their infrastructures (cloud, on-premise, hybrid).

#SYMBIOTIC-ACADEMY

Everience is launching the **Symbiotic Academy**, a hub bringing together employees, clients, partners, schools and researchers around a common goal: exploring the human-AI symbiosis to help the ecosystem evolve and support skills transformation.

#DEVELOPMENT

The Everience group has taken another major step forward by establishing a presence in India and Mexico. This new expansion enables it to meet the needs of its international customers with a « follow the sun » service.



The greatest breakthroughs have always emerged from the collaboration between humans and their tools...

Welcome to a symbiotic world

At Everience, we're shaping the emergence of a new movement in which humans and technology cooperate in a mutually beneficial and sustainably efficient way. That's why all our solutions are thought, created and delivered Symbiotic by design.

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Publishing Director: Nathalie Pigault
Editorial & Copywriting: Nathalie Pigault, Lauranne Triaire, Antoine Billon (Agence Quatrième Jour), GenAi
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To contact us:
symbiotic-magazine@everience.com

www.everience.com

everience

WELCOME TO A SYMBIOTIC WORLD