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editorial

In this new issue of QL, we have wished to feature “the concerned”: a leader, an architect, an economist or a writer, who will share with us the compelling necessity, in a system faced with a major forthcoming shift, to express one’s vision before taking action. This is, by no means, to avoid the incoming shift but to transcend it.

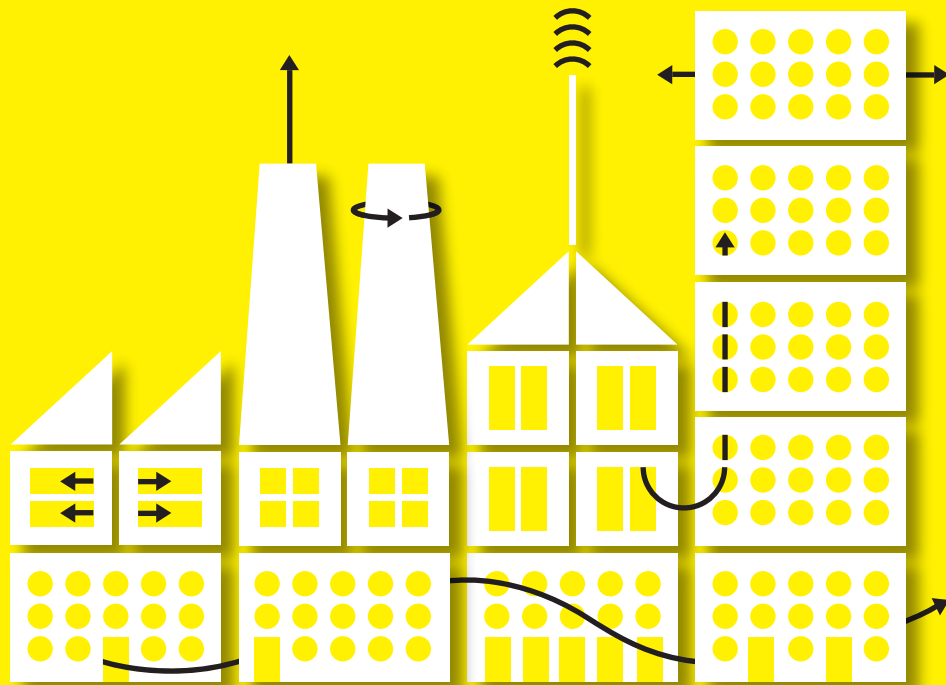
With their unique vision and practices, they tackle these issues in their very own way.

These interviews are presented in addition to the candid account of an exploration in Songdo, South Korea, the so-called smart city which has caught the world’s attention. After Detroit or Tel-Aviv, this exploration leaves us doubtful of this proposed urban ideal, new playground of choice for many corporations.

And finally, as through these confrontations and explorations we are compelled to radically reassess our role as consultants, Quartier Libre is proud to present its very own “tool box” ...

A free space to rethink the company

quartier l'ibre



When multi-faceted evolution deeply impact corporate strategies • new ways of working • increased employee mobility • new lifestyles • new distribution means • new town services...

Quartier Libre, ponders over these strategic issues. A unique journey, featuring wondrous explorations, confrontations and "re-creation" which all bear witness to the advent of new ways of thinking and acting.

From architect to strategist



portrait

Philippe Chiambaretta • architect, lives and works in Paris. At the end of scientific and economic studies (École des Ponts, Paris – MIT, Boston), for nine years, he runs Ricardo Bofill's Taller de Arquitectura in Paris. He obtains his architect license in 2000 and creates PCA the following year. Production, Design and architecture are the pillars of this new agency mission statement.

"Let it be said, from the beginning, that my relation to architecture can, in no way be summed up by the art of building construction. To speak plainly, a focus on style and form is of little interest to me. I'd rather think that architecture is ubiquitous, present in everything, as it defines how individual parts aim to give a whole: we speak therefore of system, network or organization architecture and the Great Architect of the universe.

On the contrary, one can also state that everything is in architecture, as it regulates our way of living in this world.

I did not choose architecture as a profession, but rather as an answer to my dissatisfaction to the fact that I had to choose between, (and by doing so, give up on) various possible, and seemingly contradictory 'futures': having to choose between scientific research and artistic creation, between, theoretical thinking and concrete action, between a life as a creating artist or as an entrepreneur.



Aéroville, shopping area and leisure center located on the grounds of Roissy-Charles de Gaulle airport, 2013



Architecture is for me a means to ponder, explore and assess our all-around contemporary condition, a vision expectedly strengthened by the deep changes we have been faced with over the last two decades.

I share my activity between construction projects, which I have been lucky to be responsible for over the last few years. They vary in sizes and types (art centers, offices, shops and retail spaces, residential buildings, urbanism). As a part of my activity, I also invest time in theoretical multi-disciplinary research aiming at shedding some light on the deep underlying mutations that greatly impact our way of living.

Our research is mainly carried out in the context of Stream, a magazine which I founded and launched eight years ago and which publishes the findings of our research.

We are now aware that we are not faced with an economic downturn, but rather with a long-lasting and deep change in our human condition. It is an anthropologic revolution,

with a speed of change that goes beyond our ability to analyze and conceptualize it, mainly because of the complex connections and intermingling between economic, technological, ecological and demographic factors.

This comes against a backdrop of demographic explosion, urbanization and the phenomenon of town expansion around the world, as well as the depletion of natural resources.

These are worrying phenomena that have drawn the theme of urban development at the forefront of our global concerns. Architects and city planners are, of course, only a link in the vast design chain of these future cities (more than half of the world's constructions aimed to be built by 2050, has not yet been built today).

They, however, play a key role in the synthesis process which urgently requires a major overhaul of theories and methods in all our knowledge fields. It is a vast and rewarding endeavor which will grab our attention over the next 20 years.

On the short term, one wonders about various architecture-related issues: What is work in the era of intangible economy? What types of space and surroundings are conducive to foster creativity? How will we consume in the internet age? What would the place of trade be in sustainable towns? How can we reduce our carbon footprint and improve the quality of use of our homes?

By essence, these questions call upon various disciplines; it is sometimes a hard task to provide an answer within the timeframe of architectural design which is increasingly fast today.

We therefore decided to create the PCA Lab which carries out aboveground studies for investors or industry leaders, outside of any immediate architectural project.

In this lab with Stream, we combine and call upon a wide array of competencies (consultants, researchers, artists...) depending on the topic at hand.

Faced with a crisis-filled present and a future rife with threats, our world is finding it an arduous task to anticipate and project itself into the future.

This new world order, beneficial to only small elite group, forces a weak majority to withdraw and seek refuge in a conservative past.

Today, more than ever, anticipation is complex yet mandatory if one intends to preserve the idea of progress and hope to change the future."

**Songdo,
town of an uncertain future**



reportage

10:20 pm, in a taxi cab leaving Seoul airport: a call placed to the local Sheraton to inform them of our intention to grace one of their (undoubtedly) gastro-nomic restaurants of our presence. We learn that the last restaurant closes at 10:30 pm. We know that we will not make it in time. Upset at the thought of not having dinner upon our arrival in this ideal city, we plead with the concierge: “don’t close the kitchen, don’t close the kitchen”.





Here is our first impression of The town from the future. The ultimate urban concept: Songdo, one of three districts built in Incheon, the free zone around Seoul airport.

This town has already been greatly talked about. Built, for over ten years, from the solid ground up (or was it mud?—its 1,500 acres built on polders) it heralds the advent of “aerotropolis”—these airport cities built near airports, where the urban man will take the plane as one takes the subway nowadays. Since 2003, the town has benefited from a 35-billion dollar investment to conduct a Herculean construction task, including the draining of marshes, a 21-kilometer bridge over the Yellow Sea that links the town to the airport, and various areas surrounding the town core, the “IBD” (International Business District).

Most of all, Songdo is the archetype of the technology-advanced sustainable city.

Its infrastructure fully represents all dimensions of sustainable development: public transit (access to the future transportation networks, multi-purpose buildings, IBD conceived for pedestrians); water (use of sea and rain water, treatment of waste water); energy (LED bulbs, solar panels, LEED-certified buildings); wastes (up to 75% of construction wastes recycled, “fly ash” concrete, pneumatic waste collection system); quality of life (40% of green spaces, golf, international school and university campus, international exhibition center.)

As far as technology is concerned, it is present via futuristic service and security computerized networks: thousands of surveillance cameras, real-time traceability of cars, connections allowing the use of the latest home automation features and remote medical patient monitoring...

We get the warmest welcome from Scott and Jonathan, the local representatives of Gale International, the site promoter and builder.

The lengthy visit they organize for us leaves us baffled.

In its current development stage, Songdo appears to be an oversized movie set: of the expected 300,000 inhabitants who will settle in the city, certainly by 2025, 65,000 have already moved in today. The disproportionate infrastructures are still almost entirely vacant (the “Global University”—built to cater to 10,000 students—is now used by 95.)

Here, man evolves in an unfinished sanitized space: the hyper-connected model unit offers a 360° view (amazing view for those who are dazzled by this atypical mix of sky-scrappers, constructions cranes, swamps and bridges).

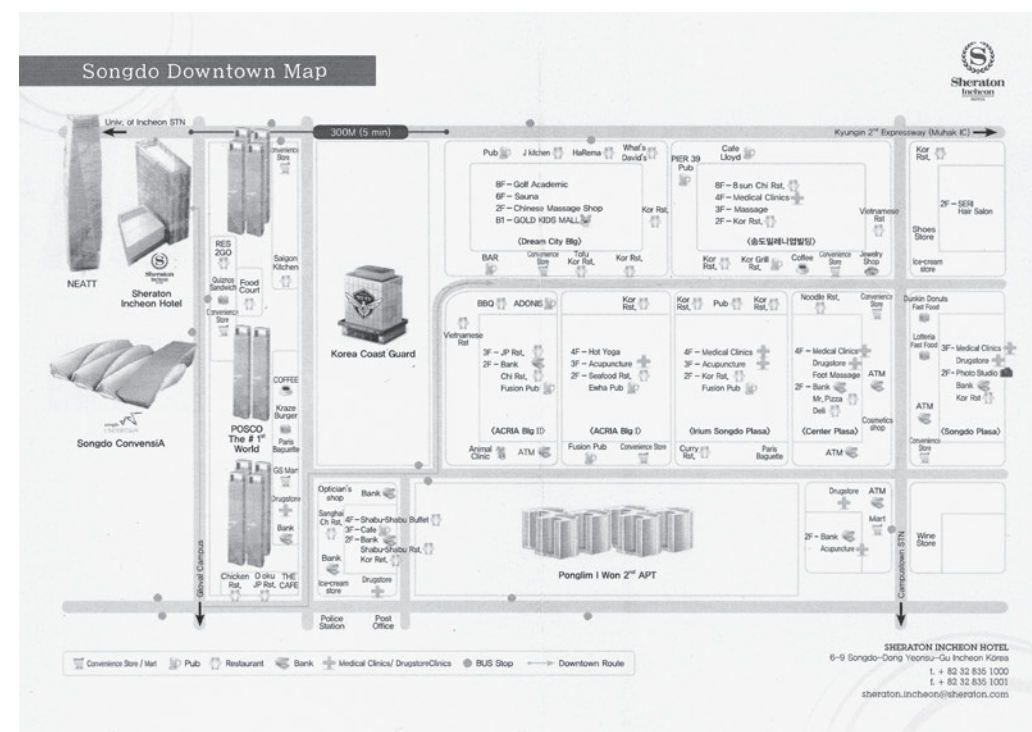
The current room temperature is 10° Celsius, and our hosts have to fuss around the ceiling in an attempt to fix the building failing central

heating system. At last! Man at the rescue of machines.

But beyond the mishaps of this young town created out of nothingness, Songdo oozes the atmosphere of an ideal world which seems to be devoid of any future. Ultimate avatar of 20th century thinking, strangely fed by distant past memories, similar to Las Vegas (a lot more humid and over the top), the city offers stereotypes marred by Western nostalgia: Venetian canals, a Paris-style arch of triumph, a miniature Central Park, Savannah-like public squares, a Sydney-like cultural center and a Manhattan waterfront...

A layout, presented in a blueprint which resembles a computer microprocessor.

This “work-in-progress” facet along with the accumulation of postcard stereotypes harm the premise of ultra modernity.





Cisco's excellence center, the group's global demonstration platform presents rows of screens, as any camera surveillance center would. This world, with no surprise, where (almost) everything is well designed and built, kept under tight control, is a perfected version of what our Western world has aspired to be over the last 40 years.

So, what is this concept of smart cities?

A City packed with technological breakthroughs, mostly for security purposes, a city conceived by an omniscient deity, where everything is processed and practical, a city for "smart people", (over the) top executives who are fully involved in "talent globalization".

What place for those who are left in these smart cities, these "average" men and women who have lived in these towns way before they ever became "smart"?

What place for aesthetic emotion and chance which will disrupt all well-oiled machines and—unquestionably deadly—conformism?

What place for transgression and pleasure both alluring to the youth and are conducive to creation and innovation? Is this a dated, backward-looking vision of nostalgic Europeans?

It may well be. However, paradoxically, isn't a town such as Detroit, striving to rise from its ashes, a much better source of inspiration than this "city of family bliss where the whole world is in your reach"?

Moreover, what is the future of a town built by the sea, the level of which is bound to rise?

Finally, how sturdy is an airport-based lifestyle in a future which will, without a doubt, see the decrease of our carbon footprint?

A dated, backward-looking view?
Not so sure...

passé les menottes. Il a donné les clés à la finance. Depuis, elle en fait ce qu'elle veut, le tient en laisse, toujours à distance. À ce jeu-là, il n'y a que des coupables. Projet politique qui se voulait grandiose, faute de courage, l'Europe est un produit financier pourri. Pas mieux que les subprimes.

— T'as une autre solution que l'effondrement peut-être ? insiste Jérémie. Tu crois que ça va tenir longtemps cette histoire de planche à billets ? Vous comptez aller jusqu'où comme ça ? Quand les gens réaliseront que sur leurs comptes il n'y a plus que des vignettes Panini qui ne leur appartiennent même pas et que leur appartement acheté à prix d'or grâce à des emprunts sur trente ans ne vaut rien...

Il traverse l'énorme vestibule de l'entrée, passe sans sourciller devant sa bonne, une Philippine recrutée lors de leur tour du monde après Hong Kong et qui vit avec eux depuis.

— Je sais, je sais, le coupe Bertrand. Les cadres sup' finiront au minimum vieillesse et les nounous seront toutes Bac + 5 !

— C'est bien pire que les années trente ! À l'époque, il y avait au moins l'agriculture. Et on raconte n'importe quoi. Ce n'est pas l'inflation qui a fait Hitler. Mais les deux années d'austérité de Brüning ! Faut arrêter le massacre.

— Si même toi tu dis ça... soupire Bertrand en s'effondrant dans son fauteuil.

Pour ses ministres comme pour son camp, il est obsédé par les sondages, les petites phrases, les bons mots. Il assassine ses concurrents sur Twitter, balance infos et rumeurs au *Canard enchaîné*. Il ne manque sous aucun prétexte le cocktail de l'hebdomadaire palmé fin mai, à la Maison de l'Amérique latine. Son unique objectif est de rester dans le sérail, pas trop loin du



ont vraiment percé, les entrepreneurs qui font la couverture de *Capital* sous le titre de « Manageur de l'année ». Et donc Sébastien, dans son cercueil fermé à double tour. Au cas où.

Ils se sont connus à vingt ans, bébés requins, sur le campus, ils étaient déjà une série de clichés mal empilés : la génération *Just do it*. L'enfance s'était dissoute dans l'effort puis l'alcool. Pour la plupart, ils se fréquentent toujours. En quinze années de carrière pied au plancher, ils n'ont pas eu le temps de nouer d'autres amitiés. Vie maritale, adhésion au Racing, Noël sous les tropiques : ils ont tous les appareils de « la vie en gold ». Ils quittent rarement le Triangle d'Or, prennent leur passeport dès qu'ils passent le périphérique.

Ils aiment les séries télé américaines en version originale, s'échangent les meilleures adresses de Shanghai, se considèrent comme progressistes. Bien placés sur la pyramide des âges, par effet mécanique, ils prendront le pouvoir. Et tout cela sera à eux : les états-majors du CAC 40, la loge du Grand Orient ou de Roland-Garros, les dîners au Siècle ou à l'Élysée.

Amitiés, loisirs, vacances, tout est tactique, retour sur investissement, courbe d'expérience. Ils conçoivent leur destin comme un long plan d'action, une succession de défis. Réussir, c'est grimper tout en haut : du toboggan, de la tour de la Défense, de la chaîne alimentaire. Ils ont des connexions partout, des liens nulle part. Ils ont lâché les livres, les matières molles, la religion. Douter, c'est ralentir ; se rebeller, se répudier. S'éjecter. Le calcul a pris le pas sur le raisonnement, le cynisme sur l'esprit critique. Ils s'exécutent.

Antoine les observe à la dérobée. Ils pourraient tout bousculer. Ce sont les rois du conformisme, parvenus ici non par talent mais par observation scrupuleuse des règles. Allégeance. Ils se sont construits grâce à la généra-

Quartier Libre wished to have an open discussion with Patricia Barbizet who offers us an insightful outlook on leadership vision.

Patricia Barbizet •
Executive Director of Artemis
and of Financière Pinault
SCA, Vice-Chairman of the
Board at Kering and Chairman
of Christie's International.

She was a member
on the Board of Directors at
Bouygues between 2005 and
2012 and headed the Strategic
Investment Fund from
2008 to 2013.

Today, she sits on the
Boards of Total and
PSA Peugeot Citroën.



insight

In these times of uncertainty, a manager's long-term vision is paramount to ensure the future of a company. Do you think that today's leaders truly have a vision?

Yes- and this is how you can identify a company manager. He must have a clear vision of the goals to reach and of the necessary means to do so. We are not talking about an attempt to predict the future—the future will always differ from our elaborated forecasts – but rather to set a clear course of action and follow it through.

A manager must also show flexibility and every day readjust his position in the light of short-term events to confirm that the goal set is still in sync with reality.

For large corporations, especially listed companies, short-term deadlines are

numerous: postings of quarterly results, road shows, performance of stocks etc. These key milestones help build leaders' long-term vision but must not overshadow it.

Small company executives also have a long-term vision; they are however less assisted, guided and encouraged to formalize it than leaders are in larger corporations.

Regardless of the company size, it is critical for all leaders to always be one step ahead, to never take anything for granted and to regularly carry out self-examination.

In an increasingly “financialized” world, where figures take the upper hand, what about singularity? Hasn’t managerial vision become very (even too) formatted?

When it is based on general principles or founded on business consultants’ beliefs on a sector, a long-term strategy is worthless.

In my opinion, a CEO’s vision rests on three pillars: the market reality, the company’s identity and the leader’s own personality.

It is said that, with age, our faces reflect the interaction of our internal life with the external reality. It is not unlike executives’ vision; it must be expressed in words and not only by figures. We give far too much importance to the quantification of things. We believe that figures can act as a common

language able to transcend all: it is not true. This result-oriented culture leads namely to overspecialization, where our world’s increasing complexity calls for a more trans-versal, a more flexible approach.

Anyone who has learned to understand and master language resources will effortlessly be able to adapt to different situations without limiting themselves to an “off-the-shelf” answer from the blue book or the likes.

“When based on general principles or founded on business consultants’ beliefs on a sector, a long-term strategy is worthless.”

“Each year, I set up a list of people who I would like to meet, who have been recommended to me, or to whom I would like to introduce someone. On each occasion, these meetings are a valuable door open on new territories and allow me to better comprehend the evolution of our world.”

How do you manage to build your own vision? In your opinion, which practices are conducive to helping managers take a step back and better grasp the future?

It starts with me: I regularly ponder and wonder in what way I am useful to my company and my co-workers. How have I contributed to my company’s project? Why am I a better choice than anyone else to hold this position?

These are questions that anyone of us, regardless of their seniority in the company, must ask if they wish to move in the right direction.

Moreover, I believe that culture has the power to broaden our horizon. “Culture is what makes a day’s work into a day of life” to quote Georges Duhamel. In my case, I concur entirely. I try to read as often as I can—at least on every business trip—not only newspapers, but real books, especially novels, from French or foreign authors. Classical music is part of my daily life.

Here again, it acts as a powerful catalyst of my thoughts.

When I am required to look further and take a step back, it helps me a great deal.

I also like to meet new people. Each year, I set up a list of people who I would like to meet, who have been recommended to me, or to whom I would like to introduce someone.

On each occasion, these meetings are a valuable door open on new territories and allow me to better comprehend the evolution of our world. Meeting new people is a critical stone on which I build my long-term vision.

Introducing co-workers and counterparts, making them meet one another, allowing them to build valuable bonds and relationships; these are essential tasks when leading a group as diverse and international as Artémis. It allows the strengthening of both teams and group coherence. In a way, it is diversity through unity.

Black Out
Renaud Auguste-Dormeuil

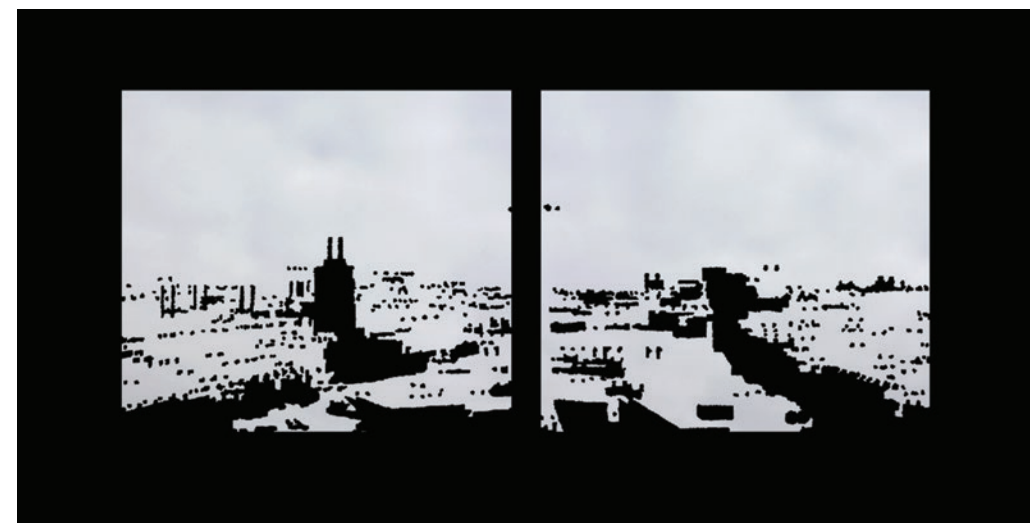
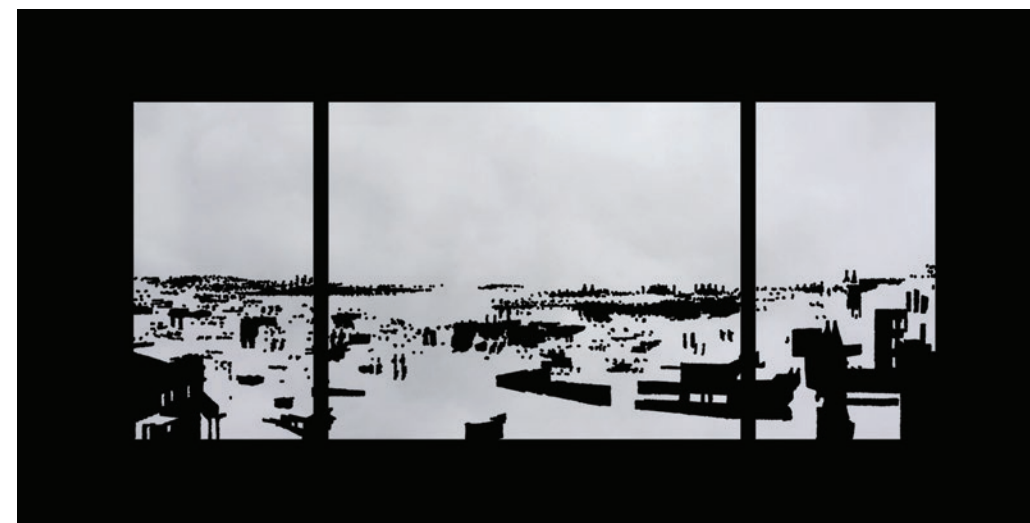
portfolio

It was initiated in 2008, during Renaud Auguste-Dormeuil's artist residency, on the top floor of a tower in the heart of La Défense. It was just a few days after the collapse of US financial institution Lehman Brothers, which dragged the whole world and its economy down in abysmal suspense. The Black Out project—expression used to describe New York's 1977 power outage, but also to describe temporary memory loss induced by trauma—has since then been taken to various capitals around the world, following the same protocol of disappearance. Artistically.

Every time Renaud Auguste-Dormeuil takes over a venue (meeting room, hotel room), that he transforms into a work of art, transforming it in a camera obscura—his vantage point, view on the city. He glues small stickers on the room windows, making each urban speck of light disappear. Little by little, the whole town vanishes in darkness, its visible activity concealed by stickers.

At daybreak, the small black spots on windows create a negative print of the town. This print is then photographed, making Renaud Auguste-Dormeuil's Black Out a portrait of towns created from obscurity and not light.

Renaud Auguste-Dormeuil • born in 1968.
He lives in Paris and is represented
by the In Situ-Fabienne Leclerc gallery, Paris.





une longueur d'avance sur la compétition. Il conclut que le salut est dans la transformation permanente non seulement des marchés et des produits mais aussi des organisations.

C'est pourquoi, pour Aveni, l'innovation tous azimuts implique une métamorphose permanente des entreprises elles-mêmes, qui doivent devenir des machines à innover, légères et flexibles. Si, dans un monde imprévisible, l'avantage concurrentiel n'est pas soutenable, la seule issue est de faire de l'innovation non pas un moyen de dépasser la concurrence, mais l'objet même de la compétition spéculative. En d'autres termes, il ne s'agit plus de faire des innovations, mais d'être une entreprise innovante qui innove toujours et plus vite parce qu'elle est organisée pour innover. **L'innovation devient non plus le moyen, mais l'objectif économique.** C'est l'hypercompétition, la guerre totale, la course éperdue.

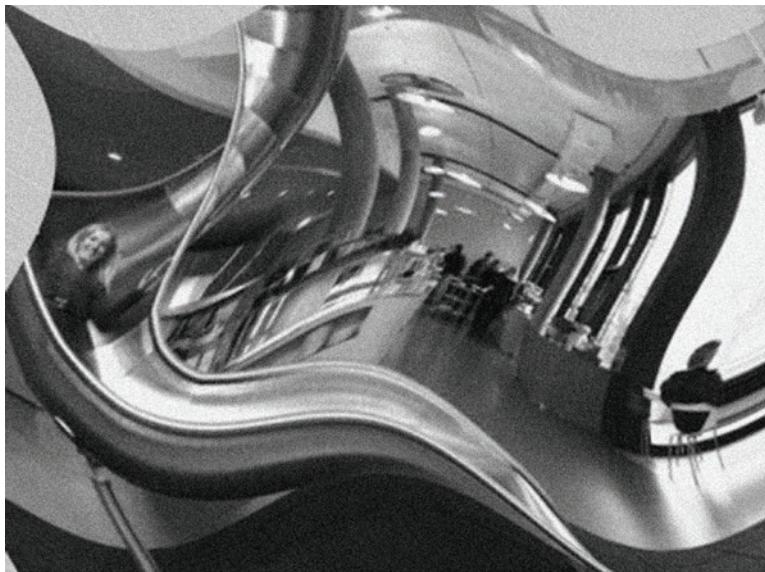
Cette idée s'est popularisée dans les entreprises qui, dans la course aux ressources, cherchent désespérément à dégager des rendements plus grands que ceux de la concurrence. Elle est devenue une espèce de lieu commun des discours stratégiques. L'imitation faisant loi dans ce monde imprévisible, il faut désormais être flexible, agile, mutant, transformiste – ou mourir. L'hypercompétition fait le bonheur des consultants en management et en organisation : c'est l'entreprise elle-même qu'il faut réinventer, selon la novlangue du moment – « entreprise apprenante », *lean production*, *reeengineering*, ou, plus récemment, « agilité stratégique » –, les inventeurs de concepts s'appliquant à eux-mêmes l'inventivité qu'ils prônent à leurs clients.

L'hypercompétition conduit ainsi les entreprises à se regarder dans leurs miroirs, à se démultiplier à l'infini, à « courir deux fois plus vite ». Enseignée dans tous les MBA du monde, elle a fondé la culture managériale de plusieurs

éclata, « l'arbre ne peut pas monter jusqu'au ciel », beaucoup continuent de l'arroser consciencieusement et avec une petite espérance. On ne sait jamais, ça pourrait continuer. Déjà, en 1932, alors que commençait la Grande Dépression, le président Hoover s'était immortalisé en prononçant son fameux « la prospérité est au coin de la rue ». Keynes notait alors : « Fort peu d'entre nous se rendent nettement compte que l'organisation économique par laquelle, durant le dernier demi-siècle, a vécu l'Europe occidentale, était essentiellement extraordinaire, instable, complexe, incertaine et temporaire. Nous tenons certains de nos avantages les plus particuliers et les plus transitoires pour naturels, permanents et dignes de foi³. » Il aurait pu écrire cela en 2010.

L'impossibilité de penser autrement de la part des élites actuelles a une cause profonde, enracinée dans sa manière d'exercer le pouvoir : nous avons vu comment l'économie de rente de masse a déréalisé le monde économique. La financiarisation a voulu traduire la société dans son algèbre : ratios, normes, agrégats qui se construisent les uns par rapport aux autres... C'était déjà ce qu'avait fait la planification soviétique. En conséquence, l'oligarchie financière a déconnecté les outils de pilotage utilisés par les décideurs économiques de la réalité matérielle que vivent les gens au quotidien. Dans les organisations publiques ou privées, la bureaucratie utilise des instruments financiers si abstraits, des normes et des modes de gestion si éloignés des expériences communes, une représentation du monde fluide et global si différente de la réalité quotidienne épaisse et enracinée des citoyens, qu'elle s'est isolée du réel. Plus largement, ceux qui ont autorité pour orienter l'activité économique (et souvent politique), vivent

3. J.-M. Keynes, *Les conséquences économiques de la paix*, Introduction, p. 1, 1919, publié en 1931 in *Essais de Persuasion*, Paris, Gallimard.



office

We can almost forget offices of the last decades. It was the time when Larry and Sergueï dropped out of school to take shelter in a garage and found Google. The workplace, at that time, was the embodiment of a major change, a coming of age of some sort. Attitudes and behavior of the past were no longer admitted; new codes had to be adopted. Dress codes as well as physical spaces were both a token of “seriousness”: suits and ties, plain furniture, bleak trends. Playground of the career-minded employees who, by their 40th birthday, could well hope for the corner office with matching lush carpet. These corporate scenes would feature, in turn, office secrets swapped behind closed doors, closely guarded hierarchical turf and disciplinary oversight.

And then, these two stepped out of their garage...

In a heartbeat, start-ups made traditional “old economy” workspaces outmoded.

Inspired by the same visual and design codes used to devise the graphic identity

of computer applications which they engineer and sell, (bright colors, intuitive ergonomics, omnipresent connectivity and cordiality), they now make the office alluring to an allegedly disenchanted crowd of workers.

Freedom, visibility and creativity are the founding values of their business which configure the “cool office”, new matrix of a generation seeking meaning. This “ideal office” attempts to keep its users in a gentle state of rebellion, carefully removing all sources of frustration, happily blurring the lines between outdoors and indoors, private and professional life.

A ‘nannying’ model – as working cities were, long ago, associated with paternalistic capitalism – that lulls employees in an overprotected cocoon.

Everything is taken care of. Food is provided free of charge, day and night; one can practice the sports of one’s liking with colleagues (now unavoidably Facebook friends), or take a nap; interior design



Cool office and creativity, do we really want a “dumb” generation?

similar to a teenager’s or child’s room. This “Peter Pan” syndrome is masterfully orchestrated by these corporations which demand—have no doubt—their employees’ utter dedication (not to say servile commitment), lured by the prospects of quick wealth (treasure hunt and full scale pirate ship). The game, a powerful pedagogical practice, has been deemed a model for HR managers to follow, its fallouts a boon for businesses. As a powerful marketing asset, “coolness” enables these companies—which prey on our personal data (data which they will, in time, convert in dollars)—to thrive. We wholeheartedly relinquish our personal information because “cool” is—without a doubt—harmless.

This new notion is taking the world by storm: the great match of total pleasure and work comfortably coexists. It is refreshing (cool, in the literal meaning of the word). However, there is a strange feeling of unease when roaming these offices and their clones in the financial world.

There is an impression of generalized deceit and trickery. As an example, we can exhibit the “library” wallpaper covering the walls of companies’ quiet zones. Companies—should we be reminded of this?—must be taken in their utter reality, their action transforms our world and awareness—which was unfortunately unknown to the *tradersgamers* in the trading rooms. This awareness must generate a feeling of responsibility and the acceptance that we are growing up. Otherwise, for them as much as for us, the end will be harder: Game Over!

objects & thoughts

**“Tell me the tools you use,
I’ll tell you which consultant you are”.**

Because we believe in this adage, in this new feature, we wish to reveal the various tools that reflect how we, at QL, work. None of these tools help us produce preprocessed conventional thoughts. No matrix, no benchmark of good practices, no change management toolkit. These items have been borrowed from the worlds of journalists, creative minds, travelers, thinkers, designers, psychologists. Each and every one of them reveals what we believe to be the essence of our role as consultants: the ability to listen, confrontation, innovation, thinking, uniqueness and beliefs.



● because our offices are a place of open contact and exchange



● because the exploration of other territories is our prime source of inspiration



● because inviting unconventional views such as those expressed by artists allows us to achieve new thoughts and perspectives
[Work by artist Martin Le Chevallier, *L'Audit* (The Audit), 2008]



● because unusual places are conducive to unexpected thoughts and imagination, therefore promoting innovation



● because to be truly useful, one must be unique [Quartier Libre monogram designed by Noémie Gyga—graphic design agency *no-do*, Switzerland]



● because, similarly to journalists, curiosity allows us to uncover the hard facts



● because investing in reading time allows us to rely on the only form of intelligence that matters, that of others [Marc Armengaud, *Paris la nuit*, published by Pavillon de l'Arsenal, 2013; Thomas Piketty, *Capital in the Twenty-First Century*, published by Seuil, 2013; Saskia Sassen, *Territory, Authority, Rights*, Princeton University Press, 2006]

Graphic design: Noémie Gyga – www.no-do.ch

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