


Essentials of ‘the Great Reset’ through Complexity Matching

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Abstract: This qualitative study employs a thematic network analysis of the literature to explore the implications and evaluations of the ‘Great Reset’. Delving into how complexity theory, especially the principles related to complex systems and coordination, can be applied, this research aims to promote resilience and facilitate comprehensive systemic transformation. This study identifies critical ‘Great Reset’ components that align or conflict with stakeholders’ needs, objectives, and capabilities by examining how diverse stakeholders function within intricate and interconnected systems.

Keywords: ‘Great Reset’; social system; educational system; Industry 4.0; social transformation; digital transformation; management; organizational theory

1. Introduction

The ‘Great Reset’ concept has emerged as a central theme in addressing the urgent need for systemic transformation prompted by global crises such as climate change, pandemics, conflicts, and terrorist threats [1,2]. These initiatives, endorsed by numerous leaders and international organizations, aim to transform socioeconomic structures better to meet current and future challenges [3].

However, the effectiveness of these transformative plans has been limited by the complexity of global systems and diverse political and economic perspectives [4]. This complexity underscores the need to adopt a comprehensive approach, particularly under the ambitious initiatives proposed by the World Economic Forum (WEF) in response to the far-reaching impacts of the COVID-19 pandemic [5].

This study employs complexity theory to thoroughly evaluate the ‘Great Reset’ and understand the nuances of this initiative. The research questions guiding this investigation are as follows:

- What are the core principles of the ‘Great Reset’, and how do they aim to reconfigure global economies and societies?
- How does complexity theory aid in understanding the ‘Great Reset’ and its potential impact at the industry and sector level?
- What are the implications for global governance, economic inequality, and sustainability of efforts within these areas?
- How do social and cultural factors influence public perceptions of and responses to the ‘Great Reset’?

The objectives are to

- Systematically identify and critically analyze the key elements of the ‘Great Reset’ relevant to stakeholders.
- Conduct thematic network analysis (TNA) to delineate how these elements correspond to stakeholders’ needs, objectives, and capabilities.
- Explore areas of consensus and contention among stakeholders to enhance alignment and diminish conflict over time.



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- Foster better understanding and cooperation among all stakeholders to promote the long-term success of the ‘Great Reset’.

This research begins with an introductory section, followed by an explanation of the methodology used. The research results and a thorough discussion follow. The final part of the study details social and organizational implications, research limitations, and recommendations for future research.

2. Methodology

This research uses thematic network analysis to scan the vast literature on the Great Reset. By methodically traversing numerous databases, it ensures the inclusion of critical sources by strictly following a systematic review protocol. The focus remains on substantive academic research and steers clear of unsubstantiated hypotheses. By applying coordination and alignment principles from complexity theory, it aims to construct a robust, sustainable, and equitable global system [6].

2.1. Qualitative Research Method

This research thoroughly explored the concepts within the ‘Great Reset’ initiative, shedding light on their implications across various socioeconomic and business ecosystems. The research approach used in this investigation was TNA, which allows researchers to delve deeply into the interwoven threads of social constructs rather than focusing solely on structural implications [7].

The researchers used TNA to examine the literature, extract themes at multiple textual levels, and present a comprehensive summary of the findings in a mental schema diagram for ease of interpretation. This insightful approach follows conventional patterns of qualitative inquiry, which include problem formulation, observation planning, data collection, data analysis, and understanding of findings [7].

The researchers maintained a commitment to theoretical and conceptual development throughout the research process, avoiding an excessive focus on isolated and decontextualized facts. This orientation allowed for a comprehensive understanding of the ‘Great Reset’, identifying its significance among stakeholders and its role in promoting systemic transformation and resilience in the face of looming challenges.

Figure 1 shows the progression of qualitative research, flowing in the direction of ‘problem formulation—observation planning—observation—analysis—evaluation of results’. The qualitative analysis process concludes with a theory grounded in data. A key characteristic of qualitative research is its unwavering commitment to theorizing, irrespective of its potential unreliability, and avoidance of mere methodological and mechanical identification of detached facts [8].

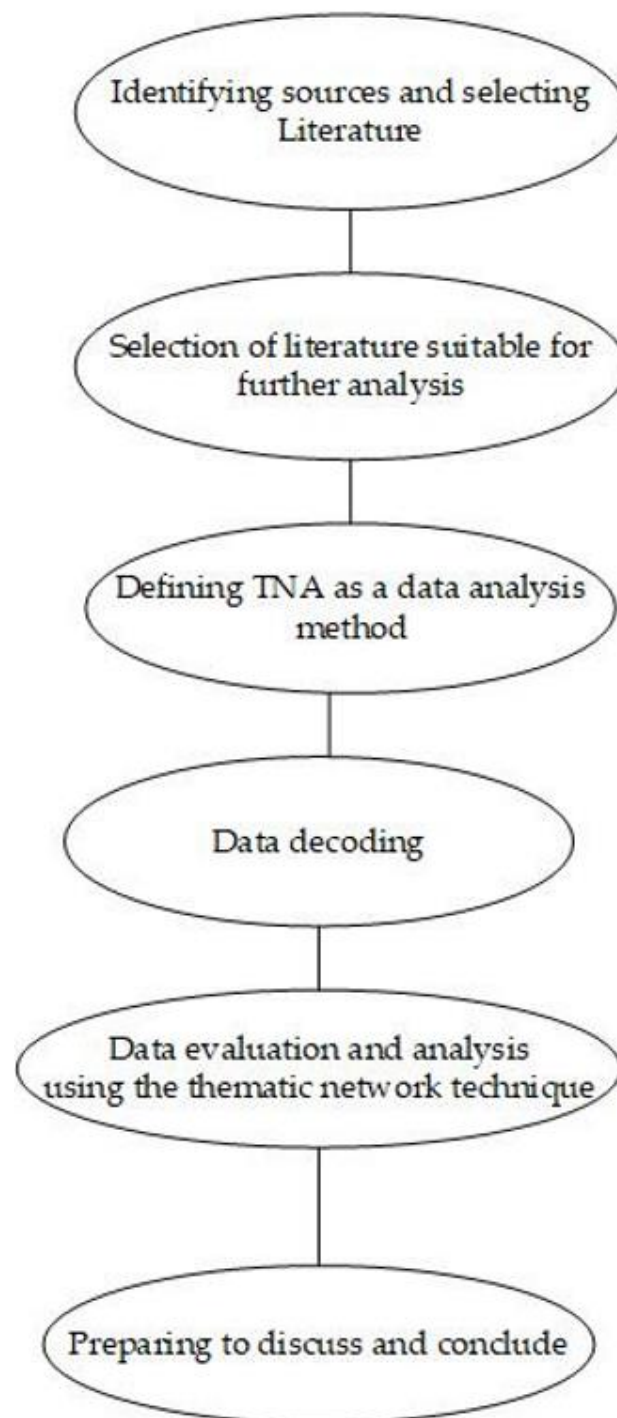


Figure 1. Qualitative research process.

2.2. Materials

A comprehensive literature search was initiated across multiple databases, including WOS, Scopus, ScienceDirect, Google, and Google Scholar. Furthermore, a Google search for professional documents was conducted. The initial search yielded 430 articles from academic databases and 17 professional documents, which collectively encompassed a wide range of publications relevant to the subject of 'The Great Reset'.

Inclusion and Exclusion Criteria

- Inclusion Criteria:

The selection process for pertinent literature published in English between 1 January 2000 and 30 April 2024 entailed meticulously examining articles and documents addressing various dimensions of the phenomenon commonly known as the ‘Great Reset’. Specifically, the focus was on the impact of the subject matter across various frameworks of economics, social issues, technological developments, and governance. The incorporation of publications was limited to those that presented empirical evidence, in-depth analyses, or substantial theoretical contributions. This rigorous process can be compared to the experience of ancient mariners navigating vast, unknown seas. Each selected article served as a beacon, illuminating the transformative forces and guiding our understanding of the subject matter. To complete this research project, it was necessary to examine the reasoning behind the desire to implement the ‘Great Reset’ process. This entails investigating the core elements of these processes, their consequences, and the societal changes they can bring about. Several academic articles and book chapters were examined to gain an understanding of these aspects. A comprehensive search of academic databases, including WOS, Scopus, Google Scholar, and Google Search, was conducted to ensure the comprehensive scope of the source material. The search strategy focused on the keywords ‘Great Reset’ and ‘society*’, ‘Great Reset’ and ‘economy*’, ‘Great Reset’ and ‘politics’. The targeted approach yielded 447 documents.

- Exclusion Criteria:

Exclusions were made based on several factors. Relevance: 257 articles and 3 chapters that merely mentioned ‘The Great Reset’ without substantive analysis or direct relevance to the core themes were excluded by the authors (they were oriented towards natural science and technology); for example, Zhang et al. [9], Alam et al. [10], and Hadwiger et al. [11].

Depth of Analysis: 41 articles deemed insufficiently rigorous, lacking empirical grounding or detailed theoretical analysis, were removed.

Duplication: Articles appearing in multiple searches or databases with no additional unique content were excluded to avoid redundancy. Due to duplicate databases, one chapter and eight articles were removed from the WOS documents.

This rigorous process resulted in the curated selection of 121 articles from 51 scientific journals, 3 book chapters, and 17 documents. All documents were published between 2000 and 30 April 2024. The selected articles were published in journals such as the *Energies*, *Erasmus Law Review*, *Harvard Business Review*, *Journal of Business Ethics*, *Journal of Supply Management*, *Journal of World Business*, *Nature*, *Scandinavian Journal of Management*, *Sustainability*, *Sustainability Science* and others’.

The fields covered were environmental science, management, economics, communication, sustainable green science technology, hospitality, leisure sports, tourism, business, and law. These data provide a quantitative view of the distribution of articles across different journals and highlight each publication outlet’s academic interest and activities. Additionally, this transformation can help researchers identify appropriate platforms for sharing their work and engaging with specific academic communities. A two-step strategy was used to assess the current state of research and identify potential areas for future research. This study included a systematic literature review and TNA. This systematic literature review followed the preferred reporting items for systematic reviews and a meta-analyses 2020 flowchart. Figure 2 provides a visual representation of this process.

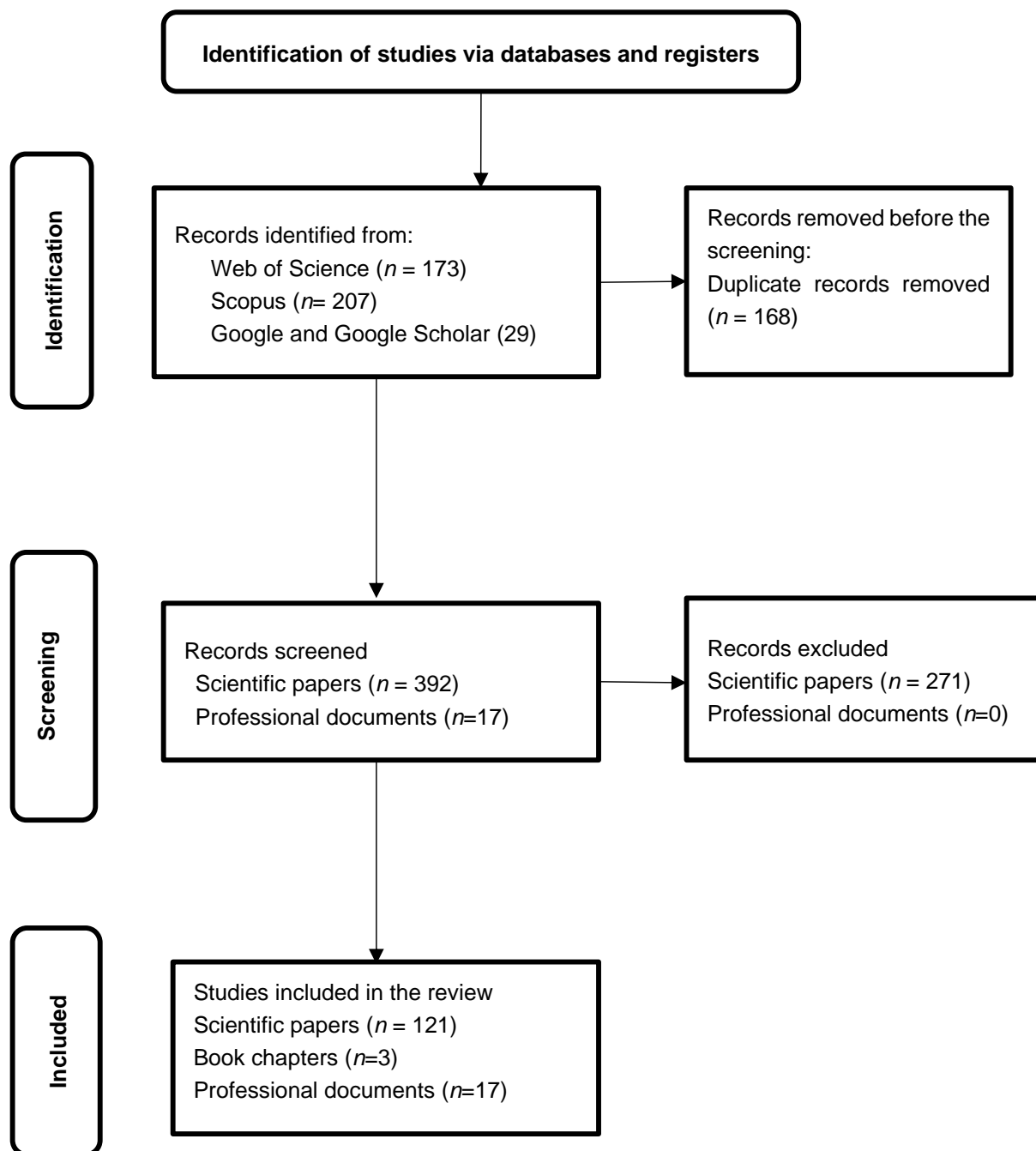


Figure 2. Prisma 2020 flow chart.

3. Results

The analytical examination of thematic networks reveals significant overlaps and differences among stakeholders, providing a detailed perspective on the ‘Great Reset’ core elements. The study also explores the implications of these findings for global governance, the financial system, and social justice.

3.1. Thematic Network Analysis

Thematic networks are powerful analytical tools that share key characteristics with other well-established qualitative analysis models. Their primary goal is to clarify our understanding of the themes and content under study, thereby revealing noteworthy patterns hidden within complex datasets [12–14]. The thematic network harnesses the power of coding, a crucial process for abstracting qualitative data. The thematic network

methodology allows researchers to meticulously sift through text at multiple levels and relentlessly search for emerging themes. This, in turn, facilitates the construction of a robust thematic network that visually represents hierarchically organized themes [14].

By leveraging the coding and extraction of text, the thematic network allows researchers to delineate three types of themes that typically follow a logical sequence [14].

1. Identifying Basic Themes

The authors extracted and categorized basic themes from our data pool during the initial analysis phase. These are the most fundamental classifications that can be derived directly from the text. Considering the concept of the ‘Great Reset’, this could encompass direct commentary or references within the sources regarding topics such as economic strategies, technological effects, or societal transformations.

2. Organizing Themes

Basic themes were subsequently grouped into broader categories called organizing themes (OTs). This process entails a synthesis stage in which basic themes of a similar nature are combined, signifying extensive patterns in the data.

3. Global Themes

The authors reduced the organizing themes to several overarching global themes in the final analysis. These encapsulate the entire picture, placing the findings within a comprehensive context of the ‘Great Reset’. This approach permits a more nuanced interpretation of the broader implications of our research findings in the context of the ‘Great Reset’ initiative.

Applying such an approach to TNA, as seen in the case study, provides a deep understanding of the topic, enhances our ability to decipher complex patterns in the data, and advances the overall research process [14].

3.2. Data Processing, Analysis, and Interpretation

The researchers conducted an in-depth review of current academic and professional literature using a TNA. This meticulous process consisted of six stages [14]. These stages can be divided into three discernible segments: fragmentation or reduction of the text, extraction of meaning from the text, and the assembly of these newly discovered concepts. All segments were interpretive, leading to a more concise level of analysis. However, because of the potential difficulties in delineating individual levels of abstraction, researchers chose to represent the entire process within a thematic network of six stages [14].

It is important to note that discernible patterns emerged as researchers skillfully navigated through these three critical phases. For example, research presents key distinctions and forms of social differentiation that paint a compelling and complex picture of societal dynamics when combined [15]. These findings, which revealed significant differences in the weight attached to functional systems across social strata, underscore the urgency of reaching a consensus on the perceived systemic relevance of different social groups, occupations, and functions [16].

3.2.1. Step 1: Open Coding

In the initial text analysis phase, investigators used open coding to classify and label patterns during the qualitative data analysis process [12]. The codes established in this process using Atlas software (Version 6.0) identified 60 codes, as listed in Table 1.

Table 1. Open Codes (Analyzed by Authors).

Codes		
Global strategies	Economic policy reform data	Technological advancement data
Social equity concerns	Environmental sustainability	Public health initiatives
Educational reforms	Digital transformation	Corporate governance
International cooperation	Cultural adaptation	Legal frameworks
Policy implementation challenges	Stakeholder engagement	Resistance to change
Historical analogies	Future projections	Ethical considerations
Global governance	Crisis management	Leadership roles
Economic inequality	Labor market impacts	Technological ethics
Privacy concerns	Public perception	Media influence
Conspiracy theories	Political ideologies	Geopolitical tensions
Resource management	Climate change actions	Urban development
Rural implications	International trade	Financial systems
Healthcare systems	Mental health concerns	Digital sovereignty
Human rights issues	Demographic changes	Data security
Sustainable development goals	Biotechnology	Artificial intelligence
Cybersecurity	Social media trends	Supply chain management
Interdependency and connectivity	Public sector innovations	Complexity in global systems
Systems thinking	Adaptive systems	Complexity in economic systems
	Complexity in social dynamics	Complexity in stakeholder engagement
	Complexity in technological integration	

Maintaining consistent coders, or what researchers often call ‘intercoder reliability’, is critical to any qualitative study. How did the authors of this study ensure this foundation when conducting an in-depth examination of the ‘Great Reset’?

The authors adopted a structured process to enhance the intercoder reliability. First, they underwent a comprehensive training phase to familiarize themselves with the complexity of the coding framework. Calibration exercises and extensive dialogue facilitate a thorough understanding of a topic’s coding techniques and nuances [17,18].

Subsequently, an independent coding was performed. Each researcher was assigned a specific dataset and was responsible for categorizing the text segments based on pre-determined criteria. This phase facilitated the identification of the preliminary themes and subthemes. Additionally, it enabled researchers to interpret data from individual perspectives [17,19].

The researchers used coded datasets to compare and identify areas of agreement and disagreement among the researchers. The coding software provided numerical indicators of the levels of agreement, giving researchers a quantifiable view of their convergence [19].

The authors acknowledge the potential for discrepancies and took measures to address them. To resolve any discrepancies, arbitration meetings were convened to examine the coding rationale in greater depth and to refine the guidelines accordingly. When a consensus could not be reached, a third party, an experienced qualitative researcher, was invited to provide an unbiased perspective and help resolve the debate [20].

The authors documented all discussions, arguments, decisions, and resolutions to ensure transparency and establish a reference point for future coding. Following the dispute resolution sessions, the data underwent a comprehensive review to ensure the consistent application of the refined guidelines. Finally, a final check was conducted to determine the levels of intercoder reliability and verify that the research team aligned with the accepted norms [21].

The authors ensured the soundness and reliability of the thematic research by adhering to rigorous approaches to intercoder reliability. Furthermore, meticulous documentation guaranteed their study’s analytical rigor was beyond reach. Consequently, they understood the ‘Great Reset’ and its dimensions, comprehensively.

Tables 2–5 offer essential tools for structuring and classifying information, allowing for a comprehensive examination of each component related to topics such as the ‘Great Reset’. Each code serves as a unique theme that may arise from qualitative data, thus providing a comprehensive structure for conducting a TNA.

As described by Stirling [14], the authors employed TNA to examine the data. This process involves creating a systematic framework that starts by identifying fundamental themes, organizing these themes into more significant categories, and ultimately merging these groups into overarching global themes. This technique uncovers intricate connections and underlying patterns within the qualitative data of complex subjects, such as the ‘Great Reset’.

3.2.2. Step 2: Identifying the Theme

Table 2 methodically organizes open-ended codes under a basic theme and illustrates how specific findings and complex codes shape broader categories. These basic themes encapsulate critical aspects of the societal changes analyzed in the context of the ‘Great Reset’. Table 2 provides a richer understanding of how individual components and observations come together to provide a thorough perspective on dominant trends and concerns. This organized compilation supports sophisticated analysis and informs strategic decisions and policy development in response to the complex changes embodied by the ‘Great Reset’.

Table 2. Merging Open Codes into Basic Themes (Authors’ Analysis).

Basic Theme	Open Codes
Technological Advancements	Technological Advancements (3), Digital Transformation (8), Artificial Intelligence (45), Complexity in Technological Integration (59)
Economic Resilience	Economic Policy Reforms (2), Financial Systems (36), Complexity in Economic Systems (55), Adaptive Systems (54)
Social Inequality	Social Equity Concerns (4), Economic Inequality (22), Human Rights Issues (40), Complexity in Social Dynamics (58)
Environmental Sustainability	Environmental Sustainability (5), Climate Change Actions (32), Complexity in Environmental Solutions (56), Sustainable Development Goals (SDGs) (43)
Policy Responses	Policy Implementation Challenges (13), Legal Frameworks (12), Public Sector Innovations (50), Complexity in Policy-making (53)
Global Cooperation	International Cooperation (10), Global Governance (19), International Trade (35), Interdependency and Connectivity (52)
Public Perception and Media Influence	Public Perception (26), Media Influence (27), Social Media Trends (46), Conspiracy Theories (28)
Health System Transformation	Public Health Initiatives (6), Healthcare Systems (37), Mental Health Concerns (38), Biotechnology (44)
Labor Market Evolution	Labor Market Impacts (23), Digital Sovereignty (39), Privacy Concerns (25), Resistance to Change (15)
Educational Innovations	Educational Reforms (7), E-learning platforms, Curriculum reforms, Technology integration in education
Digital Privacy and Security	Digital Transformation (8), Privacy Concerns (25), Cybersecurity (49), Data Security (42)
Urban and Rural Development	Urban Development (33), Rural Implications (34), Infrastructure development, Rural broadband initiatives
Cultural Shifts	Cultural Adaptation (11), Demographic Changes (41), Consumer Behavior Changes (47), Political Ideologies (29)

3.2.3. Step 3 and 4: Thematic Network Construction, Description and Research

The ‘Great Reset’ employed a thorough and systematic methodology to translate robust qualitative data into actionable knowledge. This included categorizing myriad observations and detailed open-ended codes into overarching classifications known as basic themes. These elements form the backbone of our thematic analysis, creating a coordinated map to explore and explain the many facets of the ‘Great Reset’ initiative. Table 3 shows how the methodological effort aggregated the individual open-ended codes into basic

themes. Each theme captured a critical aspect relevant to the ‘Great Reset’ and included key focus areas that emerged from the initial coding of the data. This table reflects the logical aggregation of related codes and a portfolio demonstrating the myriad spheres of global change that the ‘Great Reset’ seeks to shift, from advancing technologies, to social justice, to global cooperation. This organized methodology facilitates a thorough, multifaceted understanding of the data, enabling informed dialogue and strategic contingency planning to address and capitalize on the global changes sweeping in with the ‘Great Reset’.

Table 3 presents the basic themes that emerged from the text, each offering a distinctive perspective on the ‘Great Reset’.

Table 3. Basic Themes description (Author analysis).

Basic Theme.	Description
Technological Advancements	The ongoing advancements and technological transformations affect a multitude of industries.
Economic Resilience	A compendium of economic strategies designed to fortify the economy in anticipation of impending challenges.
Social Inequality	There is a concern that implementing various policies may result in inequalities in social outcomes
Environmental Sustainability	These initiatives aim to foster environmental sustainability and reduce human activity’s detrimental ecological implications.
Policy Response	The government and organizational policies that have been implemented in response to the ‘Great Reset’.
Global Cooperation	Global collaborations are being pursued to resolve collective challenges that are of concern to the entire world.
Public Perception and Media Influence	Further inquiry is necessary to ascertain the impact of mass communication and public opinion on the discourse surrounding the ‘Great Reset’.
Policy Response	The adoption and changes of public health systems and policies in response to global health challenges.
Labor Market Evolution	The labor market and employment trends have undergone adjustments due to alterations in economic circumstances.
Educational Innovations	Implementing reforms and innovations in educational systems is paramount for adapting these systems to evolving societal needs.
Digital Privacy and Security	This discussion examines the measures for safeguarding data confidentiality and protection in an increasingly digitized society.
Urban and Rural Development	The implementation of development strategies has differential effects on urban and rural areas.
Cultural Shifts	Cultural norms and values are subject to change in response to or in anticipation of significant societal transformations.

Table 4 has been meticulously enhanced to include the aforementioned basic themes, demonstrating that all pertinent details are encapsulated within the organizing theme.

Table 4. Organizing themes (Authors’ analysis).

Organizing Theme	Basic Themes Included
Technological and Economic Shifts	Technological Advancements, Economic Resilience, Labor Market Evolution, Digital Privacy and Security
Health and Education Systems	Health System Transformation, Educational Innovations
Social Dynamics and Equity	Social Inequality, Cultural Shifts, Stakeholder Engagement
Environmental and Development Strategies	Environmental Sustainability, Urban and Rural Development, Resilience and Adaptation Strategies
Governance and Global Dynamics	Policy Responses, Global Cooperation, Regulatory and Legal Changes, Public Perception and Media Influence
Public and Cultural Engagement	Public Perception and Media Influence, Cultural Shifts
Infrastructure and Security	Urban and Rural Development, Digital Privacy and Security, Regulatory and Legal Changes

The following section analyses the core themes identified in Table 4. Subsequently, the implications of these findings for the narrative of the ‘Great Reset’ were evaluated according to the authors’ analysis.

1. **Economic and technological transitions:** This theme concerns the interrelationship between economic and technological change. It represents the convergence of technology and the economy, emphasizing the impact of digital advancement on financial structures, labor markets, and cybersecurity measures. This theme demonstrates the inextricable link between the economic future and technological transformation.
2. **Health and Educational Evolution:** This theme examines the responses of the health and educational sectors to new challenges and societal necessities, considering their fluidity and adaptability. The analysis illustrates how these vital sectors are transforming to address the evolving global challenges.
3. **Social Dynamics and Equity:** This theme examines the evolving social landscapes, the relentless pursuit of egalitarianism, and the role of stakeholders in these changes. This theme emphasizes tangible societal impacts and the paramount necessity of comprehensive strategies.
4. **Environmental and Development Strategies:** The organization’s strategy is to integrate sustainability initiatives with comprehensive development plans that address the needs of urban and rural communities. This approach underscores the need for sustainable and adaptable solutions to environmental challenges.
5. **Governance and Global Dynamics:** The ‘Great Reset’ encompasses the requisite governance structures for its management, international collaboration, and the essential legal infrastructures that support these transformations. Moreover, elements of public perception were incorporated to reflect the influence of governance on public discourse.
6. **Public and Cultural Engagement:** The focus has been redefined to concentrate on how cultural transformations and public interactions via media shape the story and acceptance of the ‘Great Reset’.
7. **Infrastructure and Security:** This emerging topic highlights the necessity of reinforcing urban and rural development’s physical and cybersecurity aspects. Robust regulatory frameworks must be established to secure and sustainably support these transformations.

The organization of themes more accurately represents the extensive data associated with the ‘Great Reset’. This ensures that all basic themes are correctly classified, promoting lucid comprehension of their interconnected influences. This configuration helps identify trends within the data, paving the way for integrating these discoveries into global themes. These themes will offer comprehensive insights into the diverse nature of the ‘Great Reset’.

Table 5 establishes a connection between the organizing themes and the broader, more abstract global themes that encapsulate the primary dimensions and impacts of the ‘Great Reset’.

Table 5. Global Theme (Author analysis).

Global Theme	Organizing Theme Included
Transformation and Innovation	Technological and Economic Shifts, Infrastructure and Security
Societal Resilience and Sustainability	Health and Education Systems, Environmental and Development Strategies
Governance and Policy Dynamics	Governance and Global Dynamics
Social Equity and Cultural Dynamics	Social Dynamics and Equity, Public and Cultural Engagement

The following is a presentation of the importance of global themes.

1. **Transformation and Innovation:** This theme captures the dynamic changes and innovations occurring in technology and the economy and the related infrastructural and

- security adaptations required. It reflects the critical role of technological progress and economic adjustments in driving the ‘Great Reset’.
2. **Societal Resilience and Sustainability:** This theme focuses on societies’ capacity to adapt and thrive amid changes, emphasizing the importance of sustainable development strategies and resilient health and educational systems. This underscores the need for systems that can withstand and adapt to new challenges and ensure long-term sustainability.
 3. **Governance and Policy Dynamics:** This theme encompasses the adjustments in governance structures and policy frameworks necessary to facilitate the ‘Great Reset’. This highlights the complexities of international cooperation, policy responsiveness, and the critical role of regulatory changes in shaping effective governance.
 4. **Social Equity and Cultural Dynamics:** This theme addresses the social and cultural aspects of the ‘Great Reset’, focusing on equity, stakeholder engagement, and public perception. This finding emphasizes the importance of fostering an inclusive approach that considers diverse stakeholder perspectives and cultural dimensions to ensure equitable outcomes.

The contents of Table 5 integrate the organizing themes into broader global themes, offering a strategic overview of the most significant insights pertinent to the ‘Great Reset’. By delineating these overarching themes, the analysis provides a straightforward narrative that assists stakeholders in comprehending the wide-ranging impacts and crucial areas of focus required for steering and executing the changes linked with the ‘Great Reset’. These global themes provide a comprehensive framework for policymakers, organizations, and communities engaged in or affected by this transformative process.

In analyzing our detailed research on the ‘Great Reset’ and exploring the thematic network integral to this initiative, we have amassed data that enabled us to identify key themes. These primary themes represent the recurring patterns that crystallized during the analysis. By integrating these patterns within our research framework, we constructed a systematic visualization that delineates the convergence of individual observations into broader categories and illustrates how these categories intertwine to form overarching narratives [12].

3.2.4. Step 5: Summary of the Thematic Network

Analyzing detailed research on the ‘Great Reset’ and exploring the thematic network integral to this initiative, we amassed data to identify key themes. These primary themes represent the recurring patterns that crystallized during analysis. By integrating these patterns within our research framework, we constructed a systematic visualization that delineates the convergence of individual observations into broader categories and illustrates how these categories intertwine to form overarching narratives [12].

The thematic network diagram concisely visualizes our findings and illustrates the hierarchical interplay between the basic, organizational, and global themes. Each stratum builds on the previous stratum, evolving from specific granular observations to abstract comprehensive insights. This structure highlights the interrelationships among the various aspects of the ‘Great Reset’ and emphasizes the intrinsic complexity and dependencies within the system.

The diagram presented in Figure 3 is of pronounced value for stakeholders, decision-makers, and researchers. It offers a neatly arranged visual guide to the pivotal facets of the ‘Great Reset’. It underscores the interconnectedness across various sectors and disciplines and the necessity for coordinated efforts to address this global initiative’s multilayered challenges and opportunities [12]. By studying this diagram, readers can gain a deeper understanding of the systemic shifts proposed under the ‘Great Reset’ and appreciate the depth of analysis featured in the study.

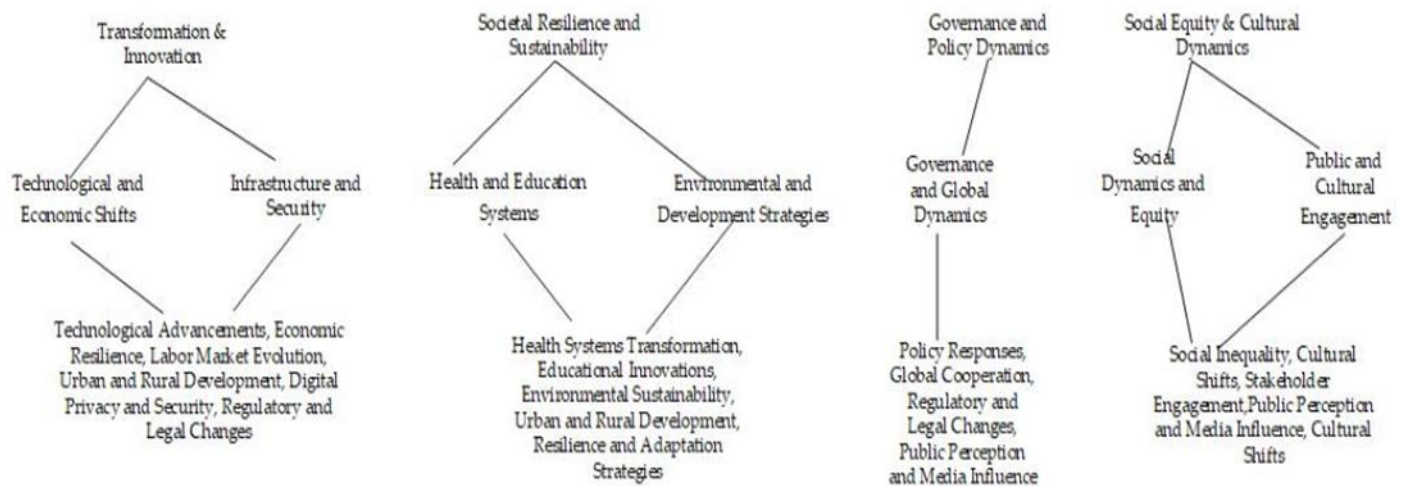


Figure 3. Thematic network (authors' analysis).

3.2.5. Step 6: Interpreting Patterns

The key results of the in-depth analysis are presented in Table 5, which summarizes the findings from the thematic network and provides strong reasoning to support them, establishing a solid foundation for the conclusions. By cross-referencing our empirical findings with theoretical insights, we confirm a robust interpretation of the data that meets the original research needs, and we delve further into the complex dynamics of the 'Great Reset'. Table 6 offers a simplified visual representation of this relationship and provides a clear overview of the connections and implications of our study.

Table 6. Integration of Thematic Network Analysis and Theoretical Knowledge (Authors' analysis).

Theme	Description of Patterns	Theoretical Framework	Argument Supporting Connection	Conclusion
Economic Resilience	The patterns of adaptive economic responses	Complex Theory	This signifies the capacity for adaptability within economic sectors, thereby confirming resilience theories.	The global economic structures are demonstrating an increasing capacity to withstand many global shocks.
Technological Innovations	The expeditious integration of emerging technologies into existing systems	Innovation Theory	The interplay of technological progress and market dynamics is a complex phenomenon that requires a multifaceted approach to its analysis.	The capacity to gain a competitive advantage in the global economy is contingent upon the advancement of technology.
Social Equity	The current objective is to identify and address any existing discrepancies	Social Equity Theory	The initiatives demonstrate measures designed to foster equality and social justice.	For sustainable development, society must progress towards significantly enhanced fairness and balance.
Environmental Sustainability	Heightened emphasis on environmental sustainability (e.g., eco-friendly projects)	Sustainable Development Theory	The methodologies employed are in alignment with the overarching sustainability goals	Environmental factors play a pivotal role in influencing policy decisions and the conduct of industrial operations.
Stakeholder Engagement	Synchronization among the principal stakeholders	Stakeholders' Theory, Systems Theory	The formation of collaborative alliances facilitates the development of more robust and comprehensive strategic frameworks	The successful implementation of complex proposals such as the 'Great Reset' depends on the active involvement of all societal sectors.

Table 6 displays the main themes identified through the TNA. The description of the pattern column thoroughly analyzes the recurring patterns observed within each theme. The framework connects each theme to a specific context. The argument-supporting connection column offers evidence supporting the relationship between the observed patterns and the theoretical premise, using selected examples or discoveries from research. The conclusion column summarizes the implications of the findings and theoretical critiques. This table effectively connects a comprehensive TNA with the relevant theoretical insights

by efficiently presenting the results. This study addresses these research questions and sheds light on the practical implications of the ‘Great Reset’ in real-world scenarios. The organized presentation of complex data in this visual model facilitates the easy understanding of complex information, enabling stakeholders and decision-makers to comprehend the crucial results and their broader impacts on global socioeconomic transformation.

4. Discussion

The Discussion section weaves together the findings of the thematic study. It links them to the principles of complexity theory to provide perspectives on possible plans for improving stakeholder alignment and managing conflict. It offers a critical review of the overarching implications of the ‘Great Reset’ for future economic and societal guidelines.

4.1. Fundamental Tenets of the Great Reset

To address the initial research question (RQ1), the central tenets of the ‘Great Reset’ were categorized into three key areas. The initial area underscores fair results within economic frameworks by endorsing stakeholder capitalism and addressing income disparity [22]. The second area focuses on curbing climate change and environmental degradation using sustainable methods and regulations. The third area encompasses the capacity of the Fourth Industrial Revolution, which encompasses digital technologies to stimulate innovation and inclusiveness [23].

Stakeholder capitalism, a foundational principle of the ‘Great Reset’ initiative, aims to foster equitable economic outcomes and reduce income inequality [22]. This principle prioritizes the needs of various stakeholders, including customers, employees, partners, the environment, and society. It is considered a crucial element of the ‘Great Reset’ initiative that shifts the focus from solely shareholder interests to long-term value creation and the role of businesses in promoting societal well-being and environmental sustainability [23]. Addressing income inequality requires comprehensive solutions within the framework of stakeholder capitalism [24]. The following paragraphs outline several potential strategies through which the ‘Great Reset’ could address wealth disparity.

1. Adjusting taxation mechanisms is a crucial aspect of fiscal policy. Implementing progressive tax policies that require increased contributions from the wealthy can facilitate a more equitable distribution of wealth [25,26].

2. Promoting fair wage policies is a vital objective in labor economics. It involves promoting equitable employee remuneration through incentives such as tax benefits or government contracts [27,28].

3. Promoting redistribution through philanthropy encourages affluent individuals and corporations to contribute to social causes and support initiatives that benefit marginalized communities [29,30].

Stakeholder capitalism is a governance model that suggests businesses should consider all stakeholders’ concerns and needs, not just shareholders. Espinosa and Porter [31] have explained that this model aligns well with complexity and systems theory. According to these theories, a system comprises various interconnected and dynamic elements, ultimately leading to system behaviors and outcomes within an interconnected network [32–34]. Despite its potential advantages, stakeholder capitalism remains a subject of ongoing debate among scholars and industry professionals with regard to its viability and effectiveness [35–38]. Critics argue that while the theoretical framework of stakeholder capitalism appears sound, its practical application in real-world scenarios often falls short of expectations. This is exemplified by ‘greenwashing’, ‘purpose washing’, and ‘ethics washing’, where companies present an image of social responsibility without implementing substantial changes in their operational strategies [39–41].

Greenwashing refers to exaggerating the environmental impact of a company’s initiatives without achieving substantial sustainability results [39,42]. A notable example is the Volkswagen emissions scandal, in which a company advertised its vehicles as eco-friendly while concealing their emission levels [42,43]. Additionally, ‘purpose-washing’ can be

observed in cases such as Enron, where the company claimed high ethical standards but was later discovered engaging in fraudulent activities [44].

Similarly, ethics washing, also known as machine or digital washing in AI, involves promoting technologies as ethical and unbiased despite transparency and accountability challenges. Such algorithms frequently perpetuate societal biases instead of offering impartial solutions [45].

The examples mentioned in the text highlight the urgent requirement for real accountability in stakeholder capitalism. This emphasizes the crucial role of strict measures and oversight in ensuring that social responsibility is effectively implemented. From the complexity theory perspective, stakeholder capitalism involves managing the inherent unpredictable factors in complex systems. This approach aims to balance diverse and sometimes conflicting interests, which can give rise to unforeseen consequences due to nonlinear interactions among stakeholders [46].

The principles of systems theory emphasize the importance of preserving the entirety of the systems and harmoniously orchestrating all objectives [47]. This perspective is crucial for evaluating the comprehensive goals of stakeholder capitalism, which include environmental protection, social justice, and financial equality, especially in the context of existing corporate governance frameworks and market dynamics [48]. Both stakeholder capitalism and systems theory promote a holistic approach that seeks cumulative progress across organizational systems [49]. They stress that modifications made in one area should be accompanied by complementary adjustments in other areas to maintain the equilibrium and functionality of the system [50,51]. Such integrative adjustments are essential for ensuring long-term stability and equilibrium and underline the necessity of considering multiple stakeholders' interests in organizational operations and reporting methodologies. Initiatives such as the Global Reporting Initiative (GRI) help guide companies toward effective sustainability-performance reporting, which is vital for balancing benefits to all stakeholders [52,53]. In conclusion, the combination of stakeholder capitalism and systems theory provides a robust plan to manage multiple interdependencies in a corporate environment. They advocate a balanced method to address the diverse requirements of all stakeholders [54,55].

4.1.1.1. Fostering Environmental Sustainability

The Great Reset has devoted considerable attention to environmental sustainability, and complexity theory has provided a more profound understanding of this focus. According to Levin et al. [56], complexity theory allows for a deeper comprehension of a system's intricate interconnectedness and dynamic nature, thereby offering a novel approach to evaluating the systemic transformations advocated by the 'Great Reset'.

- Advantages and Disadvantages of Systemic Changes

Promoting renewable energy sources and implementing circular economies are central to the Great Reset. However, significant systemic changes often have unforeseen consequences, as noted by Doh et al. [57]. The Energiewende Project in Germany is a prime example. Although it was a commendable initiative to transition from fossil fuels to cleaner energy sources, it has received praise and criticism. Although notable progress has been made in expanding wind and solar capacities, it is crucial to acknowledge these challenges. Significant obstacles include an intermittent power supply and the need for substantial financial investment in the grid infrastructure to support distributed generation. This has led to higher electricity prices for end users and operational difficulties during the phase-out of coal and nuclear power [58]. Similarly, Spain's energy transition displays potential but faces challenges such as grid management and public opposition to wind farm installations [59,60].

- Local Strategies: Waste Management and Agriculture

Toronto's waste management strategy sets a local standard for diverting 70% of its waste from landfills by 2026. This approach emphasizes the importance of maintaining the

quality and cost-effectiveness of the recycling streams [61]. The shift towards agroforestry in Vietnam has resulted in substantial advancements in soil conservation and climate resilience [62]. However, implementing this strategy has faced challenges, including economic obstacles, such as high upfront costs and entrenched agricultural traditions [63].

The 2015 Environmental Protection Law in China has significantly improved the air and water quality. Nevertheless, enforcement difficulties and opposition from various industries have persisted. These challenges highlight the need for a systems-thinking approach that considers the interconnectedness of environmental regulations and their potentially unforeseen consequences [64,65].

- Evaluating Sustainable Farming Techniques

A critical component of the proposal of the ‘Great Reset’ for implementing eco-friendly farming practices, such as organic and regenerative agriculture, is minimizing the environmental consequences of agricultural activities. However, Seufert et al. [66] offered an alternative viewpoint, contending that these practices may unintentionally increase competition for land and result in a decline in biodiversity.

- The Significance of Green Innovation

Green innovation is immensely significant in pursuing substantial adjustments to social behaviors, economic frameworks, and cultural beliefs [67]. By incorporating advanced technologies into current systems and fostering societal preparedness for change, green innovation aims to create a lasting impact [68]. To achieve these objectives, it is crucial to promote the implementation of rigorous environmental laws and to ensure compliance. However, garnering support from various stakeholders and entrenched authority figures presents a significant challenge [69].

- Aligning Interests and Promoting Progress

Complexity theory highlights the significance of bringing together the interests, objectives, and abilities of various stakeholders to shape the outcomes of the ‘Great Reset’ [70]. While it may seem challenging to achieve this alignment, it is vital to consider the potential economic implications of our actions and avoid any measures that could negatively impact the economy [38].

4.1.2. The Fourth Industrial Revolution

According to the WEF, implementing the proposed plan may result in significant changes in the organization and direction of global society [23]. The COVID-19 pandemic has heightened the urgency for this change as public health systems have been disrupted, impacting social and economic structures [71]. For instance, during the pandemic, port closures accelerated digital transformation and caused global disruptions, leading to job losses, altered work processes, and supply chain disruptions [72]. This poses a significant challenge for businesses and consumers worldwide. Thus, a new approach is required, and re-engineering risk management structures and changing approaches have become critical battlegrounds [73]. Europe’s response to this challenge has been to reduce its reliance on Asian chip production and increase production capacity among local European chip organizations [74]. Companies have also sought ways to minimize their dependence on long global supply chains and to rely instead on the localized sourcing of suppliers near their operational centers [75,76]. This approach exemplifies the ‘Great Reset’, which involves recalibrating current systems to enhance resilience, sustainability, and flexibility [77,78].

In the Fourth Industrial Revolution context, there is a compelling vision of a world transformed by artificial intelligence, robots, and the Internet of Things. This vision promises an integrated experience that will enhance our lives and interactions in ways never before possible [79]. But before wholeheartedly embracing this vision, it is essential to consider and critically analyze its fairness and implications. The ‘Great Reset’ proposes a wholesale restructuring of our social structures to adapt to these technological changes [80]. Still, it is worth asking—who stands to gain the most from such a transformation? The

promise of the ‘Great Reset’ of equitable distribution of benefits may seem ideal, but the widening of digital divides and the pervasive influence of mega-tech corporations call this into question [81].

The ‘Great Reset’ initiative, led by the WEF, also seeks to redefine the operating framework of major European companies in the wake of criticism about the equitable distribution of technological progress and the environmental concerns associated with the Fourth Industrial Revolution [5]. These companies, including Siemens, Bosch, Infineon, Volkswagen, AstraZeneca, Schneider Electric, and ASML, have recognized the need for organizational change to better align with new economic realities and technological opportunities. Their proactive efforts to transform their business models exemplify the emphasis of the ‘Great Reset’ on systemic change, striving to improve resilience and foster a more sustainable and inclusive economic model [82].

In addition, the expansion of AstraZeneca’s vaccine production facilities [83] and ASML’s increased production of EUV lithography systems [84] highlight a broader move toward self-sufficiency in critical industries. While these developments align with the ‘Great Reset’ principles, they also pose significant challenges in execution and for the broader economic impact, particularly in their interaction with global market dynamics and environmental considerations.

As these European companies adapt their business strategies, they also navigate the delicate balance between innovation and the risks associated with green and digital transformations. The entry of Chinese automotive companies into the European market, offering competitive prices and advanced technology, is a tangible example of European companies’ challenges [85]. This competitive pressure requires a strategic response that goes beyond the traditional framework of capitalism and advocates a shift towards more interventionist policies, as the WEF recommended. The European Commission, which oversees trade policy for the 27-nation European Union, launched an investigation in October 2023. Its goal was to determine whether all-electric vehicles made in China benefited from distorting subsidies, which could require additional tariffs. However, top executives at BMW and Volkswagen expressed concern. They warned that EU import tariffs on electric cars made by Chinese manufacturers could change the design of the bloc’s Green Deal, adversely affecting carmakers that import Chinese-made vehicles [86].

In light of these complex dynamics, while advocating transformative economic practices, the Great Reset Initiative must critically assess the potential for these changes to deliver the intended social and environmental benefits without exacerbating existing inequalities or creating new challenges [87]. The Initiative’s focus on improving corporate governance and integrating stakeholder interests into business operations seeks to address these issues. However, the success of such a comprehensive overhaul will depend on its ability to reconcile the high ideals of equitable technological and economic progress with the practical realities of global industry and market forces.

While ambitious, this approach faces the practical complexities of implementing large-scale organizational change that is environmentally sound and socially beneficial. For example, Bosch’s expansion in Dresden, Germany, to alleviate the global chip shortage, reflects an attempt to increase local manufacturing capacity, ostensibly to support the local economy and reduce dependence on volatile international supply chains [88]. This shift toward localized production is echoed by Volkswagen and its strategy to address the semiconductor shortage by increasing the digitalization of the automotive industry [89]. Schneider Electric’s efforts to strengthen its supply chains and diversify its supplier base underscore a strategic shift toward sustainability and resilience, critical principles of the Great Reset [90].

Table 7 offers a detailed and well-organized summary of citations and their connections, allowing readers to thoroughly explore the extensive body of literature scrutinized in the study of stakeholder capitalism and the ‘Great Reset’. The table presents a comprehensive and systematic overview of the citations and their relationships, offering readers a valuable tool for evaluating the extensive body of literature that has been analyzed.

Table 7. References—RQ1.

Citation	Focus Area	Key Contributions
[22]	Stakeholder Capitalism and Income Inequality	Promotes stakeholder capitalism to promote balanced economic outcomes and address wealth inequality.
[23]	Fourth Industrial Revolution	Discusses the potential of digital technologies in support of innovation and integration.
[24]	Income Inequality	Proposes a comprehensive set of measures within the stakeholder capitalism model to address income inequality.
[25,26]	Fiscal Policy	Proponents of a more balanced asset allocation argue for advanced tax strategies.
[27,28]	Labor Economics	Fair pay policies and incentives promote equitable compensation.
[29,30]	Philanthropy	The role of philanthropy in redistribution to support marginalized communities.
[31]	Stakeholder Capitalism and Systems Theory	The alignment of stakeholder capitalism with complexity and systems theory.
[32–34]	Systems Behavior and Outcomes	Describes the dynamic and interrelated elements that lead to the system’s behavior and results.
[35–38]	Viability of Stakeholder Capitalism	Discusses the effectiveness and practical application of stakeholder capitalism.
[39–41]	Corporate Social Responsibility	Establishment critics argue against the superficial social responsibility initiatives that corporations often undertake, particularly greenwashing and purpose-washing. The controversy surrounding Volkswagen’s emissions serves as a stark illustration of greenwashing.
[42]	Environmental Impact	Enron’s case illustrates corporate ethics’ failure, despite outwardly high standards.
[44]	Corporate Ethics	Discusses ethics in AI, highlighting persistent biases and the need for transparency.
[45]	Ethics in Technology	The complex system management and unpredictable stakeholder interactions of stakeholder capitalism.
[46]	Complexity in Stakeholder Management	Emphasizes the importance of comprehensive strategies and of changes within institutional systems that are mutually beneficial.
[47–51]	Systems Theory and Organizational Adoption	Emphasizes the importance of the Global Reporting Initiative as a guide for successful sustainability reporting.
[52,53]	Sustainability Reporting	Focuses on integrating stakeholder interests into the organization’s operations and reporting.
[54,55]	Stakeholder Interests	Emphasizes the application of complexity theory in understanding systemic shifts toward environmental sustainability.
[56]	Environmental sustainability	Explores the unanticipated impact of sweeping changes in energy regulation and management.
[57–60]	Systemic Changes and Energy Transition	Highlights thematically the regional approaches to waste management and agriculture and their obstacles.
[61–63]	Local Environmental Strategies	Explores the complexities of applying systems thinking to the implementation of environmental regulations.
[64,65]	Systems Thinking and Environmental Law	We explore the dilemmas faced by smallholder farmers who adopt environmentally friendly farming practices and the possible unexpected consequences of these strategies.
[66]	Sustainable Farming	Achieving sustainable results: the critical role of technology and societal change.
[67–69]	Green Innovation Complexity and Stakeholder Alignment	Uses complexity theory to emphasize the need to align stakeholder objectives.
[70]	Fourth Industrial Revolution and Supply Chain	Explores the impact of the COVID-19 pandemic on global supply chains and the need for local sourcing strategies.
[71–76]	Organizational Resilience	Explores approaches to building institutional resilience through strategic system transformation.
[77,78]	Vision of the Fourth Industrial Revolution	Thinks about the game-changing ability of artificial intelligence, robotic applications, and the Internet of Things to enhance our everyday lives and professional endeavors.
[79]	Equitable Technological Distribution	Examines the impact of large technology companies and addresses the equitable distribution of technological benefits.
[80,81]	European Industrial Strategy	Discusses the initiatives launched by prominent European companies to adhere to the ‘Great Reset’ principles and achieve self-reliance.
[82–84]	European Market Dynamics	Analyses the European automotive market’s competitive dynamics and the required strategic responses.
[85,86]	Corporate Governance and Stakeholder Interests	Assesses the role and impact of corporate governance and stakeholder engagement in achieving the ‘Great Reset’ goals.
[87]	Local Manufacturing and Sustainability	Initiatives by companies such as Bosch and Schneider Electric are in the spotlight as they seek to boost local production while promoting sustainability.
[88–90]		

4.1.3. The Significance of Complexity Theory in Investigating the ‘Great Reset’

In addressing Research Question 2, we examine how complexity theory reveals various layers of the ‘Great Reset’ across multiple industries and sectors. The ‘Great Reset’ engenders many intertwined challenges, including economic disparity, climate change, and the health divide, necessitating a comprehensive understanding across diverse verticals [23]. At this juncture, complexity theory offers a valuable perspective on humanity’s multifaceted challenges.

The framework helps stakeholders understand the complex connections in the ‘Great Reset’ and identify potential ripple effects. This understanding facilitates the implementation of impactful mitigation strategies. Additionally, this theoretical approach helps to uncover emerging patterns and unforeseen behaviors resulting from interactions within these complex systems [91]. The remote-work transition brought about by the pandemic has caused significant changes in various sectors, such as technology, urban planning, and retail. It is crucial to comprehensively understand these evolving dynamics, facilitated by complexity theory, as it presents the associated shifts in societal roles [92].

The heightened prominence of the healthcare sector, especially in the wake of the global COVID-19 crisis, provides an illustrative example of the changes that impact individuals, institutions, and policies. Moreover, the accelerated reliance on technology and digital communication may precipitate the advent of the Fourth Industrial Revolution, which will likely result in advancements in fields such as artificial intelligence and biotechnology [93]. In light of these unfolding developments, it is becoming increasingly clear that adaptability and continuous learning about new behaviors are vital, as the repercussions of these socio-technological systems are likely to transcend current anticipatory capabilities [94]. By employing insights derived from complexity theory, stakeholders can more effectively navigate the uncertain terrain introduced by the ‘Great Reset’, thereby fostering resilient and flexible strategies well-suited to future scenarios [95].

The French philosopher Bruno Latour [96] suggested that the COVID-19 pandemic may serve as a warning of future global challenges, particularly climate change. This indicates that complexity theory should be applied to effectively and comprehensively manage shifts in societal systems and looming difficulties [97]. The World Economic Forum’s Great Reset initiative advocates a transition from capitalism to ‘restorism’, prioritizing individual, institutional, and planetary health [98]. The initiative recognizes the emergence of new social strata correlating to varying levels of purity, infection, or pollution, which enriches our understanding of societal differentiation and facilitates the calibration of the ‘Great Reset’.

Incorporating complexity theory into the ‘Great Reset’ framework is advantageous because it offers invaluable insights into the alignment of multifaceted systems, paving the way for sustainable development in an unpredictable and complex world. By comprehending these emergent behaviors, industries can adjust to the new dynamics of the ‘Great Reset’ [99]. The coordination and alignment of stakeholders are vital to creating resilient systems capable of withstanding future crises as the pandemic continues transforming our world and accelerating the Fourth Industrial Revolution [100]. Feedback mechanisms are integral concepts in the context of the ‘Great Reset’ [101], which is grounded in complexity theory. These mechanisms are characterized by the notion that a system’s output influences its subsequent output [102]. This dynamic can be observed in sectors prioritizing sustainability, such as renewable energy, where significant investments have led to technological advances that have spurred further investment [103]. A similar feedback loop can be observed in the ‘Great Reset’, which proposed a global system in which the advances and improvements generated by these mechanisms contributed to a more resilient and sustainable society [104].

The theory of complexity emphasizes the importance of resilience and adaptation, which are essential for industries currently facing various challenges [105]. By understanding complex networks and their operational environments, industries can develop strategies to enhance their resilience. For example, supply chain strategies can improve resilience [106]. Additionally, complexity theory helps create policies and institutions that can manage the complicated nature of these challenges [107]. Flexible, adaptive policy frameworks that respond to complex interdependencies and uncertainties can be implemented to address these challenges effectively [108]. In conclusion, incorporating complexity theory significantly improves understanding of the current situation, providing stakeholders with the necessary tools to navigate complex industrial and sectoral dynamics. Table 8 lists the references with focus areas and their essential contents for answering the second research question.

Table 8. RQ.2—References.

Citation	Focus Area	Key Contributions
[23]	The ‘Great Reset’	Articulate the deeply interconnected issues of wealth inequality, environmental change, and health disparities, which require a thorough understanding across sectors.
[91]	Complexity Theory in Understanding Connections	It helps stakeholders understand the intricate connections within the ‘Great Reset’ and identify potential cascading effects and evolving trends in complex networks.
[92]	Remote Work and Sectoral Changes	Explore how remote work impacts various industries, from engineering, to urban planning, to retail.
[93]	Advancements in Technology	Explores the increasing dependence on technology and digital interaction. This is leading to advances in artificial intelligence and biotechnology.
[94]	Sociotechnical Systems and Adaptability	It emphasizes the need for adaptability and knowledge of emerging behaviors as socio-technical systems evolve beyond our current predictive capabilities.
[95]	Navigating Uncertainty	Using complexity theory insights to navigate uncertain terrain, the ‘Great Reset’ introduces and develops resilient strategies.
[96]	Philosophical Perspectives on Pandemics	Bruno Latour’s perspective suggests that the COVID-19 pandemic is a harbinger of future global crises, especially climate change.
[97]	Application of Complexity Theory	Proposes the use of complexity theory to efficiently guide the transformation of societal systems and the removal of impending obstacles.
[98]	Transition in Economic Systems	A comprehensive analysis of the consequences of the global coronavirus crisis on the healthcare system.
[99]	Industrial Adjustments to New Dynamics	Leveraging the wisdom of complexity theory illuminates how organizations can adapt to the new paradigms unleashed by the ‘Great Reset’.
[100]	Stakeholder Coordination	Emphasizes the critical need to organize and harmonize stakeholders to create robust systems that can withstand the predicaments that lie ahead.
[101]	Feedback Mechanisms in Complexity Theory	It emphasizes how a system’s output subsequently affects its future production and introduces the concept of feedback mechanisms as fundamental to complexity theory.
[102]	Dynamic Feedback Systems	Explores the interdependencies in sustainability-focused sectors such as renewable energy, where each investment drives further technological innovation.
[103]	Investment in Renewable Energy	Significant investment in renewable energy has spurred technological innovation, which has attracted even more financing to the sector.
[104]	Resilience and Sustainability in the ‘Great Reset’	Proposes an international structure through the ‘Great Reset’ that promotes progress and advancement toward a more robust and sustainable global community.
[105]	Resilience and Adaptation in Industries	Understands complex systems and environments. Emphasizes the importance of resilience and flexibility for industries facing diverse challenges.
[106]	Supply Chain Strategies	Integrating complexity theory into supply chain strategies’ design and execution could improve resilience.
[107]	Policy and Institutional Management	Advocates work to create policies and institutions that are equipped to deal with the complexities of modern adversity.
[108]	Adaptive Policy Frameworks	The need for versatile and adaptive policy frameworks capable of responding to complex interrelationships and unpredictable challenges is consistent with complexity theory.

Table 8 presents a comprehensive analysis of the primary focus and contributions of the referenced literature to enhance our understanding of its relevance to this research question. This investigation concerns the interplay between the principles of complexity theory and the concept of the ‘Great Reset’.

4.2. Global Dynamic and Societal Transformation

Research Question 3 (RQ3) explored the ‘Great Reset’ implications for global governance, economic disparities, and sustainability. The ‘Great Reset’ is a concept that has gained significant attention recently, with experts and policymakers advocating for a re-evaluation of traditional economic and political systems. The aim is to establish a new societal model, often called ‘Society 5.0’, which emphasizes transparency, resource accessibility, and social justice [109]. This model is driven by the Fourth Industrial Revolution [110]. As we transition towards this innovative model, work, education, and business platforms must undergo the necessary adaptations to support these impending changes. To ensure a smooth transition, policymakers and industry leaders must work together to address the challenges and opportunities of the changing landscape of work, education, and business platforms [111]. Governments worldwide must update existing labor laws, revise policies to safeguard digital disconnection rights, and advocate sustainable corporate practices to mitigate environmental impacts. Collaboration among governments, businesses, and individuals is vital for successfully navigating the intricate aspects of contemporary work environments and cultivating a more equitable and ecologically responsible future [112–114].

The challenge lies in reconciling the competing demands of economic development, social justice, and environmental sustainability, while implementing the ‘Great Reset’ and ‘Society 5.0’. A critical aspect of this transitional period is prioritizing the protection of vulnerable populations and ensuring a fair distribution of economic benefits. This aligns with the recommendations of Schwab and Malleret [23].

However, concerns have been expressed regarding the potential of the ‘Great Reset’ to impede market innovation and economic progress, due to its advocacy for an interventionist economic approach [38,115]. Therefore, a balanced strategy that fosters innovation and promotes social and environmental objectives is required [116]. The intricate nature of global systemic shifts, as evidenced by the Belt and Road Initiative and New Zealand’s Pacific Reset, exemplifies the interdependence of systems and the potential for unforeseen consequences [117]. These unexpected consequences emphasize the importance of enhanced collaboration and communication between countries to navigate a dynamic global environment effectively. Therefore, nations must collaborate and share information to mitigate the adverse effects of unpredictable outcomes [118]. In conclusion, increased international cooperation and information sharing are critical for addressing the unforeseen challenges in the rapidly changing global landscape.

Digitalization can potentially revolutionize public services through innovative cybersecurity models like those implemented in Estonia [119]. However, this also raises the possibility of digital disparities, which may arise as unintended consequences. Integrating technological advancements in governance, such as China’s social credit system, underscores the need for a delicate balance between improving societal welfare and protecting individual rights [120,121]. Therefore, it is crucial to establish a comprehensive framework incorporating fairness, transparency, and accountability, when implementing digital governance measures. This issue warrants further investigation and analysis [122].

The following examples highlight the intricate relationship between technology, governance frameworks, and societal norms—essential aspects of the ‘Great Reset’ [85,123].

In conclusion, the ‘Great Reset’ presents a unique opportunity to critically evaluate and reconfigure societal systems as per the principles of complexity theory [115,124]. Adopting this approach enables us to address current global challenges and prepare for potential future uncertainties by cultivating adaptable and resilient systems [23,125]. By acknowledging and understanding the various forms of social stratification and the dynamic importance of different societal functions, stakeholders can navigate a complex terrain toward a more sustainable and equitable future [126].

The essential content and focus of the references needed to address the third research question are listed in Table 9.

Table 9. RQ.3—References.

Citation	Focus Area	Key Contributions
[109]	Society 5.0	The concept of ‘Society 5.0’ is introduced. It emphasizes the critical importance of transparency, access to resources, and social justice in the context of the ‘Great Reset’.
[110]	Fourth Industrial Revolution	Pioneering the emergence of ‘Society 5.0’ and influencing changes in work, education, and business.
[111]	Policy and Industry Collaboration	It highlights the need for policymakers and industry leaders to collaborate to address the challenges of a transforming work and education landscape.
[112–114]	Collaboration for Sustainable Development	It emphasizes the importance of collaboration between government, business, and individuals in navigating the complexities of the modern workplace.
[23]	Economic and Social Equity	Schwab and Malleret’s proposal for the ‘Great Reset’ parallels efforts to protect vulnerable populations and ensure fair economic distribution.
[38,115]	Critiques of Interventionist Approaches	Raises concerns about the potential of the ‘Great Reset’ to impede market innovation and economic progress through its interventionist economic approach.
[116]	Balancing Innovation and Social Objectives	Supporters want a plan that encourages creativity while meeting social and environmental goals.
[117]	Global Systemic Shifts	Cases such as the Belt and Road Initiative vividly illustrate the interconnectedness of systems and the possibility of unexpected outcomes.

Table 9. Cont.

Citation	Focus Area	Key Contributions
[118]	International Cooperation	Emphasizes the importance of increased cooperation and knowledge sharing among nations to address global issues.
[119]	Digitalization in Public Services	Explores the transformative power of digitization in public services, as demonstrated by Estonia's cybersecurity strategies.
[120,121]	Digital Governance and Individual Rights	The conversation concerns balancing digital governance frameworks, such as China's social credit system, prioritizing societal well-being and individual rights protection.
[122]	Fair Digital Governance	A robust framework incorporating fairness, transparency, and accountability principles into digital government operations is urgently needed.
[85,123]	Technology and Governance Frameworks	Highlights the relationship between technology, governance frameworks, and societal norms as 'Great Reset' critical aspects.
[115,124]	Critical Evaluation of Societal Systems	Based on the principles of complexity theory, the 'Great Reset' proposes a potential for transforming society.
[23,125]	Addressing Global Challenges	Proponents propose applying complexity theory to foster resilient and highly adaptable systems in the face of unpredictability.
[126]	Social Stratification and Societal Functions	Examines the management of complex social transitions toward a sustainable and equitable future through the lens of social stratification.

Table 9 comprehensively summarizes the research on the 'Great Reset' implications for global governance, economic imbalances, and sustainability. This critical summary serves as an answer to Research Question 3. It highlights the important interplay between complexity theory and collective action. It suggests a path toward a more equitable and sustainable global framework, an answer that reflects the ideologies of the 'Great Reset'.

4.3. Impact of Cultural and Social Factors

The fourth question of this study played a critical role in understanding how socio-cultural issues affect public opinion and response to the 'Great Reset'. The 'Great Reset' aims to create a society characterized by inclusiveness and empathy, and the findings of this study can guide the development of strategies to promote social inclusiveness [2,23]. The ultimate goal is to create a harmonious environment where everyone feels a sense of belonging, irrespective of their background or experiences. To achieve this, it is essential to implement programs that promote empathy and open communication among diverse populations [127,128].

This approach correlates highly with the Western world, where labor migration patterns and illegal immigration drive sociocultural dynamics [129]. Therefore, initiatives should focus on collaborating with community organizations to promote diversity and inclusion at the local level [130]. It is essential to tailor programs that increase community belonging and representation of marginalized groups [131].

This approach is particularly relevant in the Western world, where traditional labor migration and the influx of migrants, including those entering illegally, are prominent [132–134]. These initiatives should partner with community organizations to enhance diversity and inclusion in local areas [134] and create programs that strengthen community ties and a sense of belonging among under-represented groups [135].

Such initiatives have facilitated greater inclusivity, creating a diverse and equitable social culture [136]. However, to achieve these goals, it is necessary to consider the diverse perspectives within the community and work towards dismantling systemic barriers [137]. Implementing inclusive decision-making processes is essential for fostering a society that values diversity and inclusivity [138].

Promoting diversity and inclusion also means fostering open communication, embracing diverse viewpoints, and creating safe spaces where all voices can be heard. This approach promotes inclusiveness and encourages creativity and innovation by facilitating the exchange of unique ideas [139].

Promoting diversity in organizations benefits organizations by expanding the talent pool, which leads to better problem-solving and decision-making outcomes [140,141]. Additionally, a diverse workforce and an inclusive culture increase employees' sense of belonging and commitment, enhancing job satisfaction and retention [142]. These factors

also boost innovation and creativity, as people from different backgrounds bring unique ideas and insights [143].

Organizations should conduct training programs and workshops promoting diversity and inclusion to support these goals, ensuring all employees feel valued and respected [144]. Moreover, a diverse workforce can offer broader perspectives that improve decision-making and problem-solving. An inclusive work environment also enables organizations to better understand and meet the needs of a diverse customer base, thereby enhancing organizational performance and giving organizations a competitive edge [145].

Recognizing the dynamic importance of different societal functions, stakeholders can navigate complex terrains toward a more sustainable and equitable future [146]. The public's perception and reception of transformative initiatives like the 'Great Reset' are influenced by various factors, including cultural norms, health beliefs, ideological values, and historical contexts. Understanding each person's experiences and viewpoints is essential for promoting diversity and inclusivity and cultivating an environment of mutual respect and understanding [147].

In conclusion, establishing a harmonious and inclusive society requires valuing all individuals, regardless of their cultural or ideological backgrounds. Social norms, health beliefs, cultural ideologies, and historical contexts can influence public perceptions of transformative initiatives [148]. Considering these factors, we can help establish a more comprehensive and supportive environment for everyone. Adopting a transparent and encompassing approach involving stakeholders at every level and managing diverse reactions is crucial [149]. Developing communication strategies that effectively convey the benefits of the 'Great Reset' and which consider cultural factors is essential to achieving a harmonious reception, promoting wider acceptance, overcoming societal barriers, and successfully implementing transformative measures [150].

Table 10 organizes the citations related to this study's fourth research question (RQ4), which focuses on how sociocultural issues influence public opinion and response to the Great Reset. It includes the citation numbers, the specific focus areas, and each source's significant contributions.

Table 10. RQ.4—References.

Citation	Focus Area	Key Contributions
[2,23]	Social Inclusiveness and Empathy	Leads the development of strategies for social inclusion to create an empathetic and inclusive society.
[127,128]	Empathy and Communication Programs	Emphasizes the importance of programs that foster empathy and open communication among diverse communities.
[129]	Socio-cultural Dynamics	Examination of how labor migration and illegal immigration shape socio-cultural dynamics in Western countries.
[130]	Community Collaboration for Diversity	The commitment to promote diversity and inclusion is reflected in partnerships with community-based organizations at the local level.
[131]	Community Belonging and Representation	Developing customized initiatives that enhance community involvement and increase the representation of marginalized groups is crucial.
[132–134]	Enhancing Local Diversity and Inclusion	The focus is on collaborating with community organizations to promote diversity and inclusion and reinforce community bonds.
[135]	Strengthening Community Ties	Explores the creation of programs that strengthen community ties and foster a sense of belonging for under-represented groups.
[136]	Facilitating Greater Inclusivity	Demonstrates how specific initiatives have promoted greater inclusion and created a more diverse and equitable social culture.
[137]	Dismantling Systemic Barriers	It is essential to consider the perspectives of diverse communities and work to dismantle systemic barriers.
[138]	Inclusive Decision-Making Processes	Inclusive decision-making is critical to creating a diverse and inclusive society. Let's prioritize and implement these processes to ensure everyone is respected and has a voice.
[139]	Promoting Creative Exchange	To foster innovation and inclusivity, we encourage open communication and diverse viewpoints.
[140,141]	Benefits of Organizational Diversity	Expanding the talent pool by promoting organizational diversity leads to better decision-making and problem-solving.
[142]	Enhancing Employee Satisfaction	A diverse and inclusive culture can increase employees' sense of belonging, commitment, and job satisfaction.

Table 10. Cont.

Citation	Focus Area	Key Contributions
[144,145]	Workforce Diversity and Organizational Performance	Conducting diversity-and-inclusion training programs can enhance organizational performance and competitiveness.
[146]	Stakeholder Navigation	Stakeholders must recognize the various societal functions, to achieve a sustainable and equitable future.
[147,148]	Cultural Influence on Public Perception	Cultural norms, health beliefs, ideological values, and historical contexts influence public perceptions and shape transformative initiatives.
[149,150]	Effective Communication Strategies	Develops effective communication strategies for broad acceptance of the ‘Great Reset’ benefits.

5. Conclusions

This study highlights the critical role of understanding complexity and managing multiple stakeholders in driving large-scale transformations such as the ‘Great Reset’. The research aims to support the creation of a resilient, sustainable, and equitable global system by drawing on the wisdom of complexity theory.

The TNA of the ‘Great Reset’ documents indicates that numerous references have been made regarding the transformation of social, economic, environmental, and digital systems. The ‘Great Reset’ concept emphasizes the need for systemic change and the adoption of stakeholder capitalism. Critics often criticize this initiative as a new world order under the guise of the COVID-19 pandemic. The ‘Great Reset’ stresses the importance of adopting strategic approaches, engaging in thoughtful cooperation, and participating in inclusive conversations to address the challenges and opportunities of the contemporary world. It is essential to encourage open dialogue and consider the methods’ implications while remaining flexible and ready to adapt.

5.1. Social and Managerial Implications

The ‘Great Reset’ concept proposes significant modifications to socioeconomic systems and governance theories, necessitating an assessment of their potential consequences for individuals, communities, and organizations. Furthermore, it is crucial to consider the possible obstacles and opportunities that may arise from such extensive changes and their potential impact on various sectors and industries. Therefore, organizations must prioritize employee engagement and commitment to achieve long-term success and maintain a competitive edge in the market. To remain competitive and successful, businesses must adopt a proactive approach and remain informed of industry trends and developments. By doing so, businesses can survive and thrive in the face of uncertainty and rapidly changing market conditions. Providing employees with the necessary skills and resources to adapt to change allows businesses to maintain a competitive edge and stay ahead of the curve in an unpredictable market. Investing in employee development and adaptability may help businesses prepare for challenges and maintain industrial leadership in a rapidly changing market. Encouraging a continuous learning-and-improvement culture may increase job satisfaction and reduce turnover rates, contributing to a business’s long-term success and sustainability. Regular training and development opportunities can enhance employees’ skills and knowledge, increasing job satisfaction and reducing turnover rates. Additionally, encouraging employees to attend conferences, workshops, and other industry-related events can help them stay updated about the latest trends and best practices, further enhancing their professional growth and contributing to the organization’s overall success. Providing employees with opportunities to engage in professional development activities, such as attending conferences and workshops, is crucial for promoting organizational growth and success. Furthermore, investing in employee learning and development may enhance employees’ skills and knowledge while fostering a culture of continuous improvement and innovation within the company. Facilitating professional growth and development for employees can increase job satisfaction and retention, which benefits both the individual and the organization. To achieve this, it is crucial to provide adaptable work arrangements and a supportive workplace environment. Thus, job satisfaction and loyalty

can be enhanced, resulting in a dedicated and driven workforce. Furthermore, offering opportunities for professional development and career advancement can improve employee satisfaction and retention, resulting in a more committed and engaged workforce. A more engaged and committed workforce can lead to increased productivity and improved overall performance, ultimately improving a company's financial performance. This concept is based on the belief that coordinated complex systems can foster sustainable societal growth. The 'Great Reset' should encourage collaboration and enthusiasm among various elements of society, leading to a more equitable distribution of resources, heightened social cohesion, and improved international relationships. Ideally, this would help bridge the political and economic divisions between the East and West, fostering global unity and cooperation.

The 'Great Reset' presents an opportunity for individuals in our global society to experience enhanced living standards as societies become more harmonious, efficient, and resilient. However, this concept also necessitates significant organizational changes. Instead of focusing on immediate adjustments within an organization, the emphasis should be on revising leadership and management strategies to ensure success in complex situations. To this end, organizational models should be altered to make them more adaptable and responsive to innovative and effective methodologies. The collective spirit that pervades the global society should be embraced and leveraged.

To manage organizational complexity effectively, managers must adopt the principle of reconciling disparate elements. This involves identifying harmonious patterns between organizational units and their external business environments. Essentially, decision-makers must contribute to the emergence of environments in which various components are effectively coordinated.

The 'Great Reset' offers the potential for individuals in a global society to experience improved living standards as societies become more harmonious, efficient, and resilient. However, this concept also necessitates substantial organizational changes. Instead of focusing on immediate adjustments within an organization, the emphasis is on revising leadership and management strategies to ensure success in complex situations. To this end, organizational models should be altered to make them more adaptable and responsive to innovative and effective methodologies. The collective spirit that pervades the global society has come to the forefront.

5.2. Study Limitations

This study has several limitations. First, it relies solely on qualitative data analysis based on interpretations of secondary sources rather than the original research. This study is a literature-based analysis that summarizes and synthesizes available documentation on the concept of the 'Great Reset'. This is a secondary review of the existing literature.

Another limitation is the vast scope and complexity of the 'Great Reset' initiative. The conceptual framework encompasses interlinked socioeconomic sectors on a global scale, which makes it difficult to predict all potential implications and interactions. The interconnected nature of these systems, functioning within and across multiple sectors and countries, adds to the complexity and difficulty of understanding and forecasting the outcomes of these mutual influences.

The perspectives, aims, and actions of stakeholders worldwide introduce additional complexities. These actors add another layer of complexity in orchestrating a seamless reset. The lack of research and documentation on the 'Great Reset' also represents a significant obstacle. While the authors sought to source suitable materials from different credible outlets, a substantial gap existed because of the lack of dedicated research and publication unavailability or insufficiency.

The diversity inherent in stakeholders' perspectives, demographic factors, geographic regions, and cultural backgrounds necessitates considering different views. A balanced combination of quantitative and qualitative research data must capture this diversity [151].

Despite these limitations, this study provides valuable insights into the complex dynamics of the 'Great Reset' initiative. It serves as a platform for ongoing dialogue and further exploration of this critical area of global development.

5.3. Future Research

The findings from the document analysis indicate that there may be disparities in how researchers and policymakers grasp and execute the concept of the 'Great Reset'. To better understand these disparities, it is essential to conduct further research on the perceptions and experiences of researchers and policymakers regarding the "Great Reset" concept. It is imperative to investigate the potential outcomes of changes in international political relationships and to guarantee improved resilience in the operation of global economic systems. Therefore, future research should focus on exploring the perceptions and experiences of researchers and policymakers to understand better the disparities in the concept and execution of the 'Great Reset'. Examining the potential effects of changes in international political relationships and promoting greater resilience in global economic systems is also crucial. Therefore, environmental protection measures should be considered in the context of safe and healthy living spaces. Consequently, it is imperative to explore ways to mitigate the negative impacts of climate change on both the environment and human populations, while ensuring economic growth and development sustainability. One potential solution is to adopt renewable energy sources that can reduce carbon emissions and promote energy efficiency. Widening disparities among populations and immigration numbers emphasize the need to rediscover social protection and redistribute resources to shield marginalized populations. A combined approach involving investing in renewable energy sources and implementing comprehensive social protection programs can address environmental concerns and economic inequality. Future research will concentrate on age management, talent management, retention research, reskilling and upskilling strategies, the adoption of innovation and other digital solutions by organizations, adjustments in employee working conditions, and legislation that effectively safeguards the rights of individuals in a digitalized world. Another solution is the implementation of comprehensive social protection programs that target marginalized populations and aim to redistribute resources. Moreover, this research delves into organizational risks related to environmental, political, technological, and health risks. In addition to adopting renewable energy sources and implementing comprehensive social protection programs, it is crucial to focus on age management, talent management, retention research, reskilling and upskilling strategies, the adoption of innovation and other digital solutions by organizations, adjustments in employee working conditions, and legislation that effectively safeguards the rights of individuals in a digitalized world. Furthermore, this study explores the organizational risks associated with environmental, political, technological, and health risks. However, it is crucial to explore and examine the adverse consequences of ideas related to the concept of a 'Great Reset' to avert impeding democracy, social progress, or the appropriate functioning of organizations. Additionally, it is essential to investigate and analyze the potential negative impacts of the "Great Reset" concept on democracy, social progress, and organizational functioning, to ensure that adopting such ideas does not undermine society's overall well-being.

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