

# Alain Paul Martin

## Professional Vitae

Harvard-MIT Trained Leader & Meta-Innovation Scientist Focusing on Groundbreaking Innovations of High SDG Impact

- Chief Architect, Harvard University Global System™
- CEO, The Professional Development Institute PDI
- Patent Recipient
- Experienced Educator, Graduate Courses, Leadership, Innovation Ecosystems & Management of Change

“Mr. Martin tirelessly invests his energy to leverage his successes and networks into solutions that have a direct, positive impact on the poor... Mr. Martin’s management background and extensive experience in advising global leaders, alongside his motivation to eradicate poverty and its ill effects, qualify him to make a uniquely valuable contribution to addressing inequity on a societal level. With demonstrated skills in entrepreneurship, negotiation, and issue analysis, he is precisely the sort of thoughtful, versatile leader we need to advocate on behalf of the poor and underserved.”

**Prof. Paul E. Farmer, Chair, Global Health & Social Medicine, Harvard Medical School**

**About Alain Paul Martin's book “Harnessing the Power of Intelligence”**

“This is an extraordinarily thoughtful and well written book on a topic of great contemporary importance. Its advice is detailed, practical and completely on target.”

**Professor Warren McFarlan, Harvard Business School**

“I have used the framework described in this remarkable book successfully for several years, first, to orchestrate the turnaround of North America's fastest growing casualty-insurance company, and subsequently, to craft a vision and strategic direction of a \$75 billion financial institution.”

**John Harbour, Former President & Chief Operating Officer, Desjardins, and CEO, SAAQ**

“Alain Martin integrates strategic planning, competitive analysis, and risk management tools into a powerful framework that provides valuable theoretical and practical approaches to strategy formulation and business risk management. His trenchant advice to use competitive intelligence as both a sword and a shield is particularly relevant in today's competitive marketplace. More importantly, Martin shows how the ethical and responsible use of competitive intelligence can prepare an organization for unprecedented changes in the external environment. This practical book is well worth the busy executives' time.”

**Dr. Peter B. Corr, Senior Vice President, Science and Technology, Pfizer Inc.**



**Mission meta-innovation:** maximize user value and SDG/ESG impact by facilitating worldwide access and creating the best innovation frameworks, tools and strategic ecosystems • Lead the creation and scaling of groundbreaking products & organizations (banking, advanced technology, energy, mining, education, government) • Chair innovation & foresight panels • Currently teach courses and workshops on innovation ecosystems (contextual, strategic and deep/extended), creativity, system thinking, SDG/ESG impact and leadership to scientists, engineers, policy makers, team leaders and students in English, French and via simultaneous interpretation in other languages • Taught graduate management-of-change courses; and delivered leadership workshops at Bertelsmann, Cap-Gemini, EON, Framingham University, France Loisirs, GE, Harvard,

MD Robotics, Morocco’s OCP Group and Mohammed VI Polytechnic University, Ontario’s OPG Nuclear Power, Teck, Textron Bell Helicopter, UN University (Tokyo), University of Québec and governments (Canada, EU, Japan, U.S.).

• **Currently CEO of PDI** (a catalyst in principled leadership and innovation) • **Chief Architect, Harvard University Global System™** (for which PDI is Harvard University's licensee), comprising cutting-edge innovation and performance-improvement instruments leaders • Led the discovery, design and scaling of this system, first used by Skanska (Sweden; U.K., Germany, Finland, Saudi Arabia) to manage \$1M to multi-billion dollar projects

I am a **2012 Harvard Fellow, Advanced Leadership**, a Harvard Business School’s entrepreneurship alumnus (OPM 1997-99) and a 6-year president (10-year director) of two Harvard clubs. I am recognized by Harvard University’s president for my “Leadership, Vision and Service” and PMI for “outstanding contribution to the state-of-the-art of project management”. I am a patent recipient (U.S., Canada and Japan) for the Harvard University Planner and an aerospace-award recipient for a manufacturing innovation at Bombardier (Canadair), now Airbus.

I graduated in Commerce (Quantitative Methods) from Concordia University (Montréal) and studied advanced technology in Lille (France) with internships in manufacturing at Peugeot, ARD National TV Network (Berlin), the University of Ottawa (Particle Physics) and Carleton University (Hydrodynamics Lab).

I acquired skills in system thinking and management of change (MIT Sloan School), Gestalt psychology at the Gestalt Institute of Cleveland, and mediation and advanced negotiation for lawyers, at Harvard Law School from which I am certified to teach negotiation in corporations. Lifetime learning is part of my mission (see page 4).

**My current research** centers on contributing to innovation science (concepts, principles, frameworks and tools) to maximize user value and SDG/ESG impact. I focus on harnessing the opportunities of the strategic, contextual and deep ecosystems and improving value-incubation, idea-generation and cross-pollination practices, upstream in the innovation funnel to imagine, design and deliver economically viable, ecologically sustainable and socially beneficial user-centered innovations (products, services, policies, organizations). Building on the current and emerging knowledge of cognitive neuroscience to raise innovation foresight and capability is a priority to reduce cognitive-fixation bias; practice mindfulness and probe stakeholders' dynamics. These developments are making inroads into creativity practices (idea generation, cross-pollination and structured design) and sustainable value delivery. They are seamless but ubiquitous, across the entire tech and non-tech spectra of groundbreaking economic and social innovations, from life sciences, robotics and infrastructure to safety, education and policy development.

Democratizing leadership, by empowering high-school educated users with cutting-edge decision-making tools, is a worldwide priority. My contribution is to make Harvard University Global System™ innovation and project-management tools (e.g. Innovation Funnel, ecosystems & roadmaps), accessible to this constituency. Inspired by the groundbreaking inventions of Louis Braille (Braille Code), Joseph D. Becker (Unicode), Joseph Fourier and music notations, I developed a simplified coding structure, which was applied successfully, by international teams, to share project plans and progress reports, across language boundaries, in multi-billion dollar projects (research, finance, mining, defense, software development, infrastructural construction).



My upcoming book “**Breakthroughs in Innovation Best Practices**” is the first in five-volume eBook series titled “**The Art & Science of Innovation**”. It builds on the intelligence and novelty lessons learned from opportunity and failure seeds, often unseen or overlooked, during the issue-incubation cycle, including the underlying stakeholders' dynamics and broader implications in business, government and geopolitics. The book features practical instruments and a framework to probe each party's interests (expectations, unsatisfied needs and fears); detect early signs of opportunities and threats before appearing on the scientists' and executives' radars; build the critical mass for change, in order to harness the full strategic value of an innovation. When these tasks are aptly accomplished, the value of idea generation, structured creativity and design do improve by a quantum leap. No important project or policy can be planned without a deep dive into stakeholders' dynamics and value incubation.

I authored articles on strategic policies. My book: "*Harnessing the Power of Intelligence, Counterintelligence & Surprise Events*", was recommended by leading scholars, executives and the intelligence community as illustrated at [www.eharvard.org/intelligence](http://www.eharvard.org/intelligence).

**In the energy & mining sector**, I advised, for 12 years, two directors of Applied Research & Technology at Teck Resources, Canada's largest resource corporation.

**In finance and banking**, the president of Desjardins (“2nd strongest bank” in the world, according to Bloomberg at the time), Mr. John Harbour, whom I advised during 12 years, praised my role as the main strategic advisor in crafting “the vision and strategic direction of Desjardins, a \$75 billion financial institution”. In the general insurance sector, I coached the executive team to turn Desjardins from a lagger into the industry's flagship through strategic innovations, leapfrogging Zurich and ING; and become “North-America's fastest-growing general insurer in 5 years”, quadrupling sales and raising profit tenfold.

**In the public service**, I advised two prime ministers, for 4 years, on strategic policies and was a non-partisan Executive Member of the Prime Minister's Committee on Government Reform. I advised the UNESCO's director general and authored “*Overhauling the UNESCO & Strengthening Its Essence*”. I directed infrastructural engineering projects in Africa (660km Highway engineering funded by the World Bank, 2800km microwave link by CIDA).

I teamed-up, for the third time, with Mr. John Harbour upon his appointment by Québec's Premier to head the SAAQ, an agency with a \$489 million debt, fast-rising deaths and severe injuries, due to highway accidents. I researched the best practices (taught in leading actuarial schools) and governance in precursor jurisdictions from North America to France, Sweden, the UK and New Zealand. Then, I coached the SAAQ strategic team whose

decisions saved thousands of lives, in less than 5 years; reducing the death toll (-35%) and severe bodily-injury accidents (-43%), despite a 15% highway-traffic growth; while: (1) building resilience to overcome future shocks; and (2) turning the \$489 million debt into \$20 million surplus. Mr. Harbour described my 12-year contribution, to Desjardins and the SAAQ, in strategic thinking and innovation, in a video in French: [www.eharvard.org/2020](http://www.eharvard.org/2020).

I also led other assignments where sensitive multi-party negotiations were of paramount importance, including:

- The creation, with Dr. Brian Morrissey, of the Canadian Food Inspection Agency to restore the public trust in the inspection system and position the country among the safest trusted exporters;
- Researching, at my expense, the U.K.'s lessons from mad cow (BSE) and variant Creutzfeldt-Jakob diseases (vCJD). Consequently, Dr. Morrissey and I led an intensive workshop to prepare public-health executives and scientists nine months before BSE was diagnosed in the country;
- A proposal accepted by Canada's Prime Minister to defuse the growing tensions between Canada and its Asian trade partners, particularly Japan, following the discovery of mad-cow disease ();
- Coaching Arctic circumpolar leaders of Canada's First Nations and Russia's Sakha Republic to apply principled negotiation and proactive governance in resolving intra and inter-government issues;
- Advising the Northwest Territories' (NWT) government on large-scale environmental risks, from complex mine reclamations to potential oil and gas disasters in NWT and the Arctic;

**In public broadcasting**, building on my experience at Germany's ARD TV network in Berlin, and research of counterparts in democratic countries, I led the creation and launching of CBC Radio Canada's (CBC) news-equity system to excel in impartial delivery and timeliness of news public-affairs programs, across six time zones; especially during elections, when accuracy and timely reporting are *sine qua non* conditions for transparency and effectiveness. The operations-research based system enhanced quality assurance and protected the broadcaster's against frivolous suits and strengthened the independence critical to CBC's mission.

**In primary and secondary education**, building on a pilot experiment with leaders and educators of Massachusetts' school boards and schools, I lead workshops focused on system-thinking applications in the education of science, technology, engineering and mathematics (acronym STEM) enhanced by a decision-literacy module ("STEM+D") with inter-disciplinary applications; centering on increasing the science capital (P. Bourdieu), reducing complexity and learning to build trust and consensus. Thus, teachers can now gradually prepare K-12 learners to:

- Validate goals, facts, perceptions and biases; make assumptions explicit; and opt for rational decisions by seeking evidence and logic, as close as possible to the source(s) of expertise;
- Learn to develop empathy for all stakeholders; hold the high moral ground; seek sustainable and just solutions; address the ever-changing risks and resistance to change inherent in complex issues;
- Learn, before seeking approvals, to plan with rigor, candor, humility and constructive arguments that resonate with – and inspire the trust of – decision-makers and other constituencies with vested interests in the issue(s), including those with the power to veto controversial decisions.
- Acquire project-planning, organizational and execution skills with a pragmatic and proven framework and instruments superior to traditional techniques, such as the Critical Path Method.

**Misinformation and disinformation (MDI)** erode trust and transparency. They are pressing local and global issues which can affect everyone, and in particular people who may suffer from fear, normalization of deviance, empathic-listening deficit, codependency or asymmetries of decision-making know-how. Degree-granting powers can reinforce positive values and behavior; but face an uphill battle with students who stubbornly cling to MDI production or consumption. Decision-literacy (the +D above) addresses the K-12 need for empathy, the high moral ground, rigor, candor, humility and constructive dialogue to build trust and character, very early in life. Acquiring such lofty and overdue skills accelerate learning by opening the young minds to the immense applications of decision-support tools and the synergy embedded in STEM disciplines to meet each learner's specific needs.

**Active in civil society**, I strive to make inclusion, equity, solidarity, SDG/ESG metrics and ethics an integral part of leadership, innovation, funding, and governance decisions. Inspired by Drs. Paul Farmer and Jim Kim, I led the creation of Partners in Health Canada to harness Canadian generosity for the health of the poorest of poor. I led the funding for CHEO children's hospital, food banks and teamed-up with the French Embassy, Washington (DC) area's alumni clubs (Wharton, Chicago, HBS and Harvard) to support the American Red Cross.

I am a member of Harvard's Advanced Leadership (ALI) Coalition, a former president of two Harvard University. I held memberships with Harvard Faculty Club, the Sierra Club and the Société mathématique de France (SMF).

## EDUCATION, PROFESSIONAL DEVELOPMENT AND CONTINUOUS LEARNING

- **Harvard Fellow, Advanced Leadership, 2011-2012; Harvard University ALI Coalition, 2017-Present**  
Inter-faculty fellowship of 6 schools: Medicine, Public Health, Law, Business, Government and Education. Lectured on exemplary leadership. Led value-incubation research in innovation science. Mentored Harvard and MIT graduate students on innovation. Participated in Harvard Advanced Leadership's Think Tanks on environment, health, education, science and technology, including the 2021 deep dive into technological innovation, digital platforms, AI and quantum technologies  
Led the Ivy-League Summit's Leadership Seminar focusing both on self-leadership and leading teams  
Cross-registrant: Evolution of Democracy in Europe (up to the E.U. era) by Prof. Peter A. Hall
- **Concordia University, Montreal: B. Commerce in Quantitative Methods (Operations Research)**
- **Advanced Technology, Lille (France) with internships in France, Germany and Canada**
- **Harvard Business School (HBS), Boston: OPM (27th Alumni Class), 1997-1999**
  - Club Leaders Conferences (2005-2018): Harvard Alumni Association and Harvard Business School including HBS Global Forums in Berlin, Cleveland, Shanghai, Washington and HBS Centennial
  - I was privileged to work, since 1999, with Profs. Bruce Scott and John Sviokla. Prof. Scott joined my firm's Advisory Board until his death in 2020. I will never forget his generosity and the tribute he paid to me in the foreword of "*Capitalism: Its Origins and Evolution as a System of Governance*".
- **Harvard Business School: Cross-registrant, MBA 2nd-Year Elective Courses, Leadership (2012)**
  - Power and Influence, Prof. Julie Battilana
  - Acting in Time against Disasters: Strategy and Leadership, Prof. Herman A. (Dutch) Leonard
- **Harvard Business School: Strategy: Building & Sustaining Competitive Advantage, Prof. Michael Porter**
- **Harvard Law School, Cambridge: Negotiation and Mediation for Lawyers**
  - Teaching Negotiation in the Organization (Prof. Roger Fisher and MIT Prof. Lawrence Susskind)
  - Negotiation for Senior Executives (Inter-Faculty led by Prof. Roger Fisher)
  - Advanced Negotiation for Sr. Executives: Dealing with Difficult People & Difficult Situations, Bill Ury
  - Negotiation for Lawyers with Emeritus Prof. Roger Fisher
  - Advanced Negotiation for Lawyers with Prof. Bruce Patton
  - Mediation (Harvard Law School) and Strategic Negotiation (Harvard-ALI) with Prof. Robert Mnookin
- **Massachusetts Institute of Technology (MIT), Cambridge**
  - System Project Management, MIT Eng. Systems, Prof. Olivier de Weck (2012 Auditor, Case Presenter)
  - Managing Complex Product Development Projects, MIT Sloan School of Management
  - Change Management, MIT Sloan School, Profs. Richard Beckhard, John S. Carroll, and Ed Schein
  - Government Programs' Evaluation, MIT Sloan School, Profs. Arnold Barnett, M. Rein, M. Thompson
- **Gestalt Institute of Cleveland: Gestalt Psychology, Theory and Methods, Organization & Systems**
  - Group Development, Intimate Systems, Change Theory (Beckhard, Carter, Lukensmeyer, Shepard)
  - American Psychological Association: Cognitive-Behavior Modification (Skinner, Meichenbaum)
- **Advanced Risk Assessment, Simulation and Real Options, Palisade, Ithaca, NY**
  - Real Options Valuation (ROV) in Business-Strategy by Dr. Michael Rees (Oxford, Wilmott Award)
  - Risk and Decision Assessment using @Risk and the Decision Tools Suite, Dr. Michael Rees

### 2020-2021 Continuous-Learning Events (International-conferences' absence due to COVID)

- **2020-Present: Interest in Continuous Learning of Cognitive Science's Advances in Mindfulness and Creativity**
  - I participate in live webinars and study offline from several academic sources, including Harvard Public Health's (e.g. How inclusion affects creativity) and MIT (Individual creativity and resting-state functional connectivity).
- **Harvard Business School: Building Resilient Organizations in Turbulent Times & Crisis Mgt., 2020**  
Dean S. M. Datar and Profs. A. Edmondson, R. Gulati, B. Kaplan, D. Leonard, J. Margolis and A. Raman:  
Dean Datar's vision for HBS • Stéphane Bancel: Pivoting Research & Operations at Moderna • Resilience in the Leadership Toolkit • Recognizing & Managing Novel Risks in Supply Chains, • Financial Markets and the Fed in the COVID-19 Pandemic • Macroeconomic Policy Responses to the Pandemic • Pathways for Driving Deep Change
- **University of Miami's Business School**  
Regular participant in the Knight Venture Leaders Lectures featuring influential forces in business, technology, arts and sciences, from Nobel Prize winners and CEOs to trailblazers and cultural icons

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