

Alain Paul Martin

Professional Vitae

Original at www.eharvard.org/martin/martin.pdf

**Harvard-MIT Trained CEO • Chief Architect, Harvard University Global System™
Inventor • Board Advisor at the Intersection of Leadership, Innovation & Governance
Team Coach with International Expertise and Failure Lessons in Innovation Discovery,
Scaling and Delivery of Worthy and Sustainable Processes, Products, Services and Platforms**

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.

CEO of PDI (www.eharvard/pdi), a global catalyst at the intersection of innovation, governance, strategy and principled leadership. Chief Architect, Harvard University Global System™ (for which PDI is the Harvard University's trademark licensee), comprising cutting-edge innovation and performance-improvement instruments. I led the discovery, development and scaling of this system, originally used by Skanska (Sweden; U.K., Germany, Finland, Saudi Arabia) to manage \$1M to billion-dollar projects.



Building on a wide-range of disciplines, failure lessons, leadership skills, best practices, and innovation track record (patent holder: USA, Canada, Japan), I am deeply honored to chair innovation panels (e.g. "[Preparing for Pandemics: Lessons from Science and Policy](#)", 2021 Horasis USA). I coach leaders and teams to ask profound questions; reflectively listen; lead with intellectual integrity and exemplary self-leadership; focus on a shared purpose, change drivers, stakeholder ecosystems and cultures; co-innovate, nurture reliable allies, a resilient-team ethos and solidarity for the common good; collaborate and compete to win ethically on the best value; be pragmatic in action; apply decision science (behavioral & cognitive neuroscience, system thinking, operations research); craft execute a sustainable strategy and succession.

I am a 2012 Harvard Fellow, Advanced Leadership, a 1997-99 Harvard Business School's entrepreneurship alumnus (OPM). I graduated in Commerce (Quantitative Methods) from Concordia (Montréal) and studied advanced technology in Lille (France) with internships at Peugeot, ARD National TV Network (Berlin), the University of Ottawa (Particle Physics) and Carleton University's Hydrodynamics Lab.

I acquired skills in system thinking and change management (MIT Sloan School, 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).

I lead graduate courses and corporate webinars on exemplary team leadership, innovation funnels and ecosystems, alternative dispute resolution (ADR) and managing high-stake negotiations (bar certified), and stakeholders' empowerment and engagement (from issue incubation to fruition or graceful exit, including 10F factional analysis, conflict resolution, strategic communication and agile implementation).

Alain Paul Martin

Professional Vitae (Continued)

I was twice a graduate-faculty member at the University of Québec where I taught Management of Change in the M.Sc. Project-Management program. I coached, for 12 years, the Applied Research & Technology teams at Teck Metals, Canada's largest diversified resource firm. My exemplary-leadership workshops were held at Bertelsmann, Boeing, Boliden, Cap-Gemini, E.ON, France Loisirs, GE (USA, Canada, Europe), Harvard University and the Ivy-League's Leadership Summit, IEEE, Japan's METI and Engineering Advancement Association, MD Robotics, Mohammed VI Polytechnic University, OCP Group, operations-research societies, OPG Nuclear Power, the Project Management Institute, Skanska, Textron's Bell Helicopters, Tokyo's UN University and governments (Europe, the Americas and Asia).

In finance, I advised the Sr. VP, Audit & Human Resources at Canada's National Bank whose CEO recommended my strategic-intelligence book. At Desjardins, CEO John Harbour praised my ad-hoc role as the main strategic advisor who coached Desjardins team to turn Canada's general-insurance laggard into the industry's flagship through strategic innovations, leapfrogging Zurich and ING; to become "North-America's fastest-growing general insurer in 5 years", quadrupling sales and raising profit tenfold. Desjardins advanced actuarial research; and later spearheaded the University of Sherbrooke's Responsible-Financing Chair. Upon the promotion of Mr. Harbour to lead the parent company, I went on to act as the main strategic advisor in crafting "the vision and strategic direction of Desjardins, a \$75 billion financial institution", and the "world's 2nd strongest bank" (according to Bloomberg at the time).

I teamed-up, for the third time, with Mr. 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% increase in highway traffic; while: (1) building resilience to overcome future shocks; and (2) turning the nearly half-a-billion deficit into \$20 million surplus. Mr. Harbour described my 12-year ad-hoc contribution, to Desjardins and the SAAQ, in strategic thinking, governance and innovation, in a video in French: www.eharvard.org/2020.

In the public service, I advised the UNESCO's director general and authored "*Overhauling the UNESCO and Strengthening Its Essence*". For four years, I advised two prime ministers on strategic policies and was a non-partisan Executive Member of the Prime Minister's Committee on Government Reform.

I led 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;
- Initiating, at my expense, research on the lessons learned in the U.K. from mad cow (BSE) and foot-and-mouth disease. Consequently, Dr. Morrissey and I led a brainstorming retreat with public-health executives and scientists to prepare Canada for possible mad cow (BSE) and variant Creutzfeldt-Jakob diseases (vCJD), nine months before BSE was diagnosed in Canada;
- 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 leaders of the First Nations in British Columbia and the Sakha (Yakutia) Republic in the Russian Federation to apply mission setting, principled negotiation and proactive governance in resolving critical issues with their respective federal governments and corporate stakeholders;
- 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;
- Recommending untied funds for the World Food Program (WFP) to act as a reliable ally, buy food locally and deliver promptly to meet major-flood victims' needs. Successfully negotiated with WFP (Rome), for CIDA, the implementation of the first project in Rwanda.
- Co-initiated negotiations to mobilize petrodollar funds and Canadian expertise for the benefits of the poorest countries; thus, extending Canadian aid beyond the Parliament's approved budget.
- Leading engineering projects in Equatorial Africa, funded by CIDA and the World Bank, including a flood rescue, a 2800-KM microwave link, a 660-KM inter-city highway and bridges.

Alain Paul Martin

Professional Vitae (Continued)

Building on my experience at Germany's ARD in Berlin, and knowledge of counterparts in democratic countries, I led the creation of Radio Canada's (CBC) news-equity system to improve the impartiality in the delivery of news and 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 served to protect the national broadcaster's against frivolous suits and mitigate other liability risks. It strengthened the independence critical to CBC's core mission.

In 2019, under the guidance of Dr. Irene Porro, Framingham State University's Director of the Christa Corrigan McAuliffe Center for Integrated Science Learning, I prepared and led a workshop, for leaders and educators of Massachusetts' school boards and schools. Building on my research at Harvard, the program 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 interdisciplinary 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, organization and execution skills with a pragmatic and proven framework and instruments superior to traditional techniques, such as the Critical Path Method.

False information tends to spread among the unwary, who may suffer from empathic-listening deficit, fear, normalization of deviance, codependency and/or asymmetries of decision-making know-how. Acquiring a gradual proficiency, while in school, in decision literacy (D), at least on validity testing, is lofty and overdue. These skills accelerate STEM learning by opening the young minds to the immense applications of decision-support instruments and the deeply-rooted Lawrence-Lorsch's differentiation-integration synergy embedded in the four traditional disciplines to meet each learner's specific needs.

I am recognized by the president of Harvard University for my "*Leadership, Vision and Service*" and the Project Management Institute for my "*outstanding contribution to the state-of-the-art in project management*". I am also an aerospace-award recipient from Bombardier/Canadair.

Active in civil society, I mentor on crafting the critical sextet (equity, solidarity, leadership, innovation, funding, governance) to combat poverty and advance justice, health and STEM+D education. 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, Canada Without Poverty, an earthquake and Tōhoku Tsunami victims. Supporting the American Red Cross for Sandy-Superstorm victims, we teamed-up with the French Embassy, Washington (DC) area's alumni clubs (Wharton, Chicago, HBS and Harvard) and the French-American Chamber of Commerce.

I am a founding member of Harvard University's Advanced Leadership (ALI) Coalition, a former president of two Harvard University clubs and a founding sponsor of Roger Fisher House, a conflict-resolution catalyst (now part of Mercy Corps). I held memberships with Harvard Faculty Club, the Sierra Club, the Agile Alliance, HBS Club of New York and the Société mathématique de France (SMF).

I authored articles on strategic policies and the book titled "*Harnessing the Power of Intelligence*", recommended by leading scholars, business leaders and the intelligence community. I am currently preparing for 2021 the publication of the second edition of: "*Value Incubation Foresight: Managing High-Stake Events and Stakeholders' Engagement in Business, Government and Geopolitics*".

TM Harvard University Global System was developed independently of Harvard University and is under trademark license.

Alain Paul Martin

Professional Vitae (Continued)

EDUCATION, EXECUTIVE DEVELOPMENT & CONTINUOUS LEARNING

- **Harvard Fellow, Advanced Leadership, Harvard University, 2011-2012**
Inter-faculty fellowship of 6 schools: Medicine, Public Health, Law, Business, Government and Education. Lectured on exemplary leadership. Led value-incubation research in decision sciences. Mentored Harvard and MIT graduate students. Participated in think tanks (environment, health, education) and field studies in Mexico, Brazil and Shanghai (China)
Led the Ivy-League Summit's Leadership Seminar focusing both on self-leadership and leading teams
Participated in Harvard Advanced Leadership's Think Tanks (2012-2019)
- **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
- **Harvard University (European Studies): Cross-registrant, The Making of Modern Politics, 2012**
 - The Evolution of Democracy in Europe: from the Middle Ages to the E.U., Prof. Peter A. Hall
- **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 Continuous-Learning Events (International-conferences' absence due to COVID)

- **Harvard Business School: Building Resilient Organizations in Turbulent Times & Crisis Mgt., 2020**
Profs. Amy Edmondson, Ranjay Gulati, Bob Kaplan, Dutch Leonard, Joshua Margolis and Ananth Raman:
Novel Events & Risk Management Framework • Coping with Sudden Cash-Need Changes • Recognizing & Managing Novel Risks in Your Supply Chain, • [Lessons from the] Chilean Mining Rescue & Summary
• Financial Markets and the Fed in the COVID-19 Pandemic • Macroeconomic Policy Responses to the Pandemic • Pathways for Driving Deep Change • Adding Resilience to Your Leadership Toolkit
- **University of Miami's Business School, 2020**
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
- **Harvard TH Chan School of Public Health, 2020**
 - Authentic Inclusion Drives Innovation, Frances West, IBM's first Chief Accessibility Officer, Oct. 2020
 - Dr. Anthony Fauci's on latest on COVID-19 pandemic, vaccines and the road to recovery, Dec. 2020