

# Alain Paul Martin

## Professional Vitae

Original at [www.eharvard.org/martin/martin.pdf](http://www.eharvard.org/martin/martin.pdf)

Chief Architect, Harvard University Global System™

**Innovator with wide-ranging leadership skills and tools from France, Canada, Harvard & MIT  
Hands-on team coach in the discovery, scaling and worldwide delivery of worthy and sustainable  
products, services, platforms and methods that truly advance the Paris' UNFCC goals**

### 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 & COO, Desjardins**

"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.**

Building on a wide-range of disciplines, best practices, leadership skills and my innovation track record (patent holder in the U.S., Canada and Japan), I work hands-on with teams, leaders and board members of innovative firms, NGOs and nations (with an unwavering commitment to the Paris Accord). I coach teams to ask profound questions; focus on a dynamic mission, change drivers, culture and the common good across their value chain; act as exemplary self-leaders; nurture a resilient team ethos to ethically compete and win on the best value; apply decision sciences (cognitive and behavioral neuroscience, system thinking and operations research); co-innovate; craft and execute a foresighted mission-critical strategy with the details that count; and build succession for a sustainable-ecosystem future.



Alain Martin, Harvard ALI Think Tank, Shanghai

I teach leadership, collaborative innovation, principled negotiation (bar certified), managing high-risk projects, virtual teams and stakeholders' dynamics from issue incubation to resolution and communication. I lead custom-crafted on site sessions and have developed and delivered intensive hands-on interactive degree-granting and executive-development webinars.

I am a 2012 Harvard Fellow, Advanced Leadership and a 1997-99 Harvard Business School's entrepreneurship alumnus (OPM). I graduated in Commerce (Quantitative Methods) from Concordia University in Montréal; and studied advanced technology in Lille, France. I acquired skills in system thinking and change management at the MIT Sloan School of Management and the Gestalt Institute of Cleveland (GIC), and mediation and advanced negotiation for lawyers, at Harvard Law School from which I am certified to teach negotiation in corporations.

## **Alain Paul Martin**

### **Professional Vitae (Continued)**

I worked in Massachusetts to advance the education of science, technology, engineering, mathematics and decision sciences (STEM+D). Building on President Obama's 2012 "*Mathematics and Science Partnership*" initiative, I added, by necessity, the "+D" to STEM, in my workshop for teachers, to expose the ultimate beneficiaries (students) to: (1) New vistas of thinking and the immense possibilities afforded by the differentiation-integration of the four traditional disciplines represented in the STEM acronym, (2) Validate goals, perceptions, assumptions and biases to make evidence-based decisions.

In finance and banking, I advised the Senior V.P., Audit and Human Resources, at the National Bank of Canada and was publicly complimented by the Bank's CEO for my book on strategic intelligence. Mr. John Harbour, Desjardins' CEO praised my ad-hoc role as the main strategic advisor who coached Desjardins' executive team to turn Canada's general-insurance laggard into the industry's flagship, leapfrogging Zurich and ING; and build a socially-responsible organization which, incidentally, became "North-America's fastest-growing general insurer [quadrupling sales with tenfold raise in profit] in 5 years." In the process, Desjardins advanced actuarial research and later spearheaded the Chair in Responsible Financing, at the University of Sherbrooke. Upon the promotion of the CEO, Mr. John Harbour, to president of Desjardins' parent organization, I went on to act as the main strategic advisor and hands-on coach 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 subsequently teamed-up, for the third time, with Mr. Harbour upon his appointment by Québec's Premier to head the SAAQ, a government agency that was struggling under the weight of a rampant \$489 million debt and fast-rising deaths and severe injuries, due to highway accidents. I started by researching the best practices in leading actuarial schools and precursor jurisdictions, around the world, from France to Sweden and New Zealand. Then, I coached the SAAQ team which, in five years, saved thousands of lives reversing and reducing the death toll by 35% and severe bodily-injuries accidents by 43%, despite a 15% increase in Québec 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 outlined my 12-year ad-hoc contribution in strategic thinking, collaborative innovation and exemplary leadership, both at Desjardins and at the SAAQ, in a video in French at: [www.eharvard.org/2020](http://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 and was a non-partisan Executive Member of the Prime Minister's Committee on Government Reform.

I led assignments where sensitive multipartite 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 as a safe and trusted exporter;
- 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 the Prime Minister to defuse the growing tensions between Canada and its Asian trade partners, particularly Japan, following the discovery of mad-cow disease;
- The merger of five agencies mandated to protect investors, maintain the integrity of securities markets, and regulate financial institutions in Québec;
- Coaching leaders of the First Nations in British Columbia and those of the Sakha (Yakutia) Republic of the Russian Federation to apply principled negotiation 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;
- Trilateral cooperation in educational and infrastructural projects bringing together the Governments of Canada and oil-producing countries to earmark expertise and petro-dollar contribution for the benefits of the poorest of the poor countries.

## **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, during elections and other critical times, where accuracy and timely reporting are *sine qua non* conditions for transparency and effectiveness. The operations-research based system served to mitigate the national broadcaster's liability risks (especially in the protection against frivolous suits) and strengthened its independence.

In education and executive development, I was twice a graduate faculty member at the University of Québec where I taught Management of Change to graduate students (M.Sc. and Master's in Project Management). I led Framingham University's system-thinking workshop on STEM education (science, technology, engineering, mathematics).

My exemplary leadership workshops were held at Bertelsmann, Boeing, Boliden, Cap-Gemini, E.ON (wind energy), France Loisirs, GE (USA, Canada and Europe), Harvard University, MD Robotics, OPG Nuclear Power, Skanska-Sweden, Textron's Bell Helicopters, the UN University in Tokyo, OCP Group, Mohammed VI Polytechnic University (Morocco), and governments in Europe, North America, Asia.

I also led seminars for the Institute of Electrical and Electronics Engineers (IEEE), the Project Management Institute (PMI), the Association of Computing Machinery (ACM), operations-research societies (INFORMS, CORS), the Ivy-League's Leadership Summit at Harvard University, Japan's Engineering Advancement Association (ENNA), Japan's Ministry of Economy, Trade and Industry (METI), Asian Productivity Organization (APO), China Association for Science and Technology (CAST), and the OCP Group, the global leader with activities in mining, sustainable agriculture, food security, university research and education.

As a student, I worked with Peugeot, German Broadcasting, Carleton's hydrodynamic-engineering lab and University of Ottawa's particle-physics unit. I began my career with Bombardier, Du Pont and Domtar in operations research and IT-management positions. I subsequently led engineering projects in Equatorial Africa (Burundi, Rwanda and in both Congos, including a 2800-KM microwave link, a 660-KM inter-city highway and bridges and flood rescue logistics, funded by CIDA and the World Bank.

I am an award recipient (Bombardier-Aerospace/Canadair, Canada Awards for Excellence); 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*".

Active in civil society, I focus on funding and providing strategic advice to advance health, education and poverty reduction. Inspired by Drs. Paul Farmer and Jim Kim, I led the creation of Partners in Health Canada. I also led, among others, the funding for CHEO children's hospital, food banks, Canada Without Poverty and Haiti's earthquake victims, Tohoku tsunami, and Hurricane Sandy with the collaboration of the French Embassy and the alumni clubs of Chicago, Harvard, HBS and Wharton in Washington (DC).

I am a founding member of Harvard University's ALI-Coalition and a former president of two Harvard University clubs. I held memberships with Harvard Faculty Club, the Sierra Club, the Agile Alliance, the Association of Computing Machinery, HBS Club of New York and the Société mathématique de France (SMF). I am a founding sponsor of Roger Fisher House, a conflict-resolution catalyst that is now part of Mercy Corps. I am a Board Member of both Social Hearts (Tokyo, Japan) and New York's Build Academy which focuses on urban infrastructure, smart cities and sustainable and resilient design. I also act as a speaker and panel chair on innovation, governance, virtual teamwork and exemplary leadership in international conferences, the latest in Spain and Portugal before the COVID pandemics.

I am the author of the book titled "*Harnessing the Power of Intelligence*", recommended by leading scholars, business leaders and the intelligence community. I am currently preparing the publication of a monograph series titled "*Charting the Future with Exemplary Leadership*". The second edition of the first volume will be published in 2021 under the title: "*Value Incubation Foresight: Managing High Frequency and Severity Events and Stakeholders' Dynamics in Business, Government and Geopolitics*".

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## Professional Vitae (Continued)

### DETAILS ON EDUCATION AND EXECUTIVE DEVELOPMENT

- **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
- **Concordia University, Montreal: B. Commerce in Quantitative Methods (Operations Research)**
- **Advanced Technology, Lille, France**
- **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, for several years, with Profs. Bruce Scott and John Sviokla whom I esteemed for their unwavering integrity and commitment to excellence in teaching and for caring about what ails our democracies today. Both became friends for life. Prof. Scott was a member of 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 his book "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
- **Harvard Business School: Building Resilient Organizations in Turbulent Times & Crisis Mgt., 2020**  
Profs. Amy Edmondson, Ranjay Gulati, Bob Kaplan, Dutch Leonard and Ananth Raman: • COVID-19 as a Novel Event and Risk Management Framework • Coping with Sudden Changes in Cash Needs and Availability • Recognizing and Managing Novel Risks in Your Supply Chain, • [Lessons from the] Chilean Mining Rescue and Summary • 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, 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 School of Public Health and HARVie, 2020**
  - Authentic Inclusion Drives Innovation, Frances West, IBM's first Chief Accessibility Officer, Oct. 2020