

Alain Paul Martin

Specialist in Leadership in Crisis, Governance, Strategic Negotiation & Principled Innovation, all with Humility!

- Harvard Fellow, Adv. Leadership (+ Extensive MIT Training): Principled Leadership, Strategy, Negotiation • Meta-Innovation Scientist
- Chief Architect, Harvard University Global System™ • Co-Founder, Museums' First Exhibit: "The Art & Science of Innovation for All"
- Expertise in Organizational Turnaround and Capital Project Leadership (Health, Biotech, Banking, Aerospace, Mining, Government)



I coach clients to: • Craft, validate and excel at their mission and governance in English and French. • Surpass the competition. • Chart the future of nations, small and large organizations (aerospace, mining, nuclear power, biotech firms and financial institutions, First Nations, unions, government agencies and legislatures, across political parties). **Evidence available upon request!**

In our skills-acquisition workshops, you will learn to: • Innovate beyond imagination; • Practice co-elevating leadership and strategy, • Maximize synergy; • Nurture and retain dream teams, repeat customers and allies, across your value chain; • Prevent and tackle crises; • Leverage human and artificial intelligence (GenAI) and advances in science, technology, arts, anthropology and diplomacy.

• Building Together a Caring and Principled Great Nation

While at Harvard, then in Canada and other countries, I researched **the kernel of value in nation building**; created a primer and a deep-dive session on humility, solidarity, principled conducts, caring habits, responsible roles and synergistic actions worth adopting, for all, not the least scientists, educators and public and private sectors' leaders.

I am grateful to both Prime Minister Jean Chrétien, whose spontaneous empathy and effective support helped us focus on substance; and [Mr. Jean-Marc Carisse](#), who immortalized, in this photo, the humble beginnings, of my primer session, delivered to the National Liberal Caucus.



Photo Jean-Marc Carisse, © 1998. www.carissephoto.com

"Mr. Martin tirelessly invests his energy to leverage his successes and networks into solutions that have a direct, positive impact on the poor... [His] 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 Farmer](#), Chair, Global Health & Social Medicine, Harvard Medical School (see page 4: Pro-Bono Innovations)

"Alain has a long and valued relationship with Teck Metals." Note: 2015 & 2019 praises, in full, at www.eharvard.org/martin.

[Dr. Rob Stephens](#), PhD (Nanotechnology), Director, Applied Research & Technology, [Teck](#) (Canada's largest diversified resource firm)

"Alain delivered, over a 4-year period, 'Advanced Project and Risk-Management' workshops to our nuclear project managers and executives at Ontario Power Generation [OPG] ... Including myself, the sessions were taken by approximately 200 OPG project managers, senior engineers and executives. Feedback from all sessions were excellent. Course materials and instruction exceeded all OPG requirements."

[Mark Arnone](#), V.P. Nuclear Refurbishment, [Ontario Power Generation](#)

"Mr. Martin worked directly with me on several management consulting projects, including the design of a new Canadian Food Inspection System. This involved taking a systems approach and integrating crop, animal and food inspection into a seamless food-safety system. This work was the initial step in the creation of the current Canadian Food Inspection Agency."

[Dr. John Brian Morrissey](#), Assistant Deputy Minister, Research & Chief Veterinary Officer for Canada (Retired), [Agriculture Canada](#)

Dr. Morrissey is a world renowned scientist, a recipient of Canada's "Outstanding Achievement Award". This is the highest award given by Canada to its public servants. He is also the recipient of France's Order of Agricultural Merit ("Chevalier dans l'Ordre du Mérite Agricole").

"[We] are a Canadian trade union with a progressive approach to labour relations. We are strong advocates of Alternate Dispute Resolution and Interest-Based Negotiation... For nearly two years, Mr. Martin has acted as a strategic advisor and a seminar leader, first working with our executive committee, and subsequently with our national board representing 28 branches across the country. The focus of our professional work has been on exemplary leadership, strategy, governance, strategic alliances, interest-based negotiation, conflict resolution and risk mitigation. Although these topics were effectively addressed in the past, Alain Martin was the first to bring to light the intricate dynamics between them with the support of Harvard University Global System's extensive library of templates and roadmaps.

We at APOC are fortunate to work with Alain Martin and delighted to recommend his exemplary leadership and negotiation-excellence seminars, as well as his coaching and consulting services."

[Guy Dubois](#), National President, [The Association of Postal Officials of Canada](#) (APOC)

About Alain Paul Martin's Book "Harnessing the Power of Intelligence, Counterintelligence & Surprise Events":

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

[John Harbour](#), Former President, [Desjardins](#), and CEO, [SAAQ](#) (Video in French: <https://youtu.be/pa9nSuDm9Vo?t=490>)

"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... [He] 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 & Technology, [Pfizer Inc.](#)

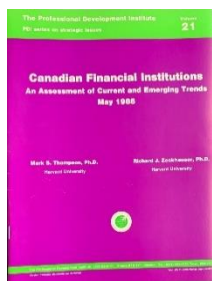
1. Insights into My Modest Contribution to Canada's Public Health & Economic Growth

• Non-partisan Pro-Bono Executive Member of the Prime Minister's Committee on Government Reform.

I was honoured to join this Committee, upon Federal and provincial executives' recommendations and an interview by the Privy Council's President, Mr. Marcel Massé. In our deliberations, with peers, I built on my knowledge and work, first as an assistant to Profs. Richard Beckhard (MIT) and Herb Shepard (Yale); then years later, as a governance advisor on large-scale government reforms and corporate renewals; and ultimately as a scholar studying large organizations facing serious crises, beginning with IBM, which provided insights for this assignment; and much later, Apple, GE and Nortel. Each firm had teams of brilliant scientists and engineers for decades, the quintessence of the impossible, on innovation; yet they all sorely lacked the strategic-change maestros to lead at the top; craft the corridor of navigation for high-knowledge workers and spark the "quiet revolution" to excel, in the executive suite and downstream, in the value chain, in logistics, marketing, sales and client retention.

In 1993, IBM board contacted Louis Gerstner, an engineer and a Harvard MBA, who led American Express' and Nabisco's; turnarounds, but was inexperienced in IBM technology. Given his humility, integrity and strategic know-how, Gerstner teamed-up with a few leaders, with intelligence on IBM leadership, technology and markets, to sketch IBM's potential; and probe whether his achievements could be replicated at IBM. He took several months before agreeing to lead IBM from a near disaster to a bold and stunning revival (1994-1997) focused on execution, aptly narrated by Mr. Gerstner in "[Who Says Elephants Can't Dance?](#)".¹

• Sponsor of Zeckhauser-Thompson: Canadian Financial Institutions: An Assessment of Current & Emerging Trends



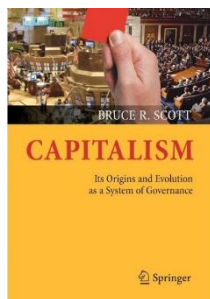
During and after both free-trade negotiations, I assisted financial institutions (including intermediaries and community banks, which were the most fragile at both times) to innovate; nurture deep mission-driven alliances (with clients, staff, supply chains and other strategic allies) and excel in transactional services.

I invited Harvard Profs. Richard Zeckhauser and Mark Thompson to independently research and publish the emerging opportunities and threats, for Canadian financial institutions, resulting from government and monetary policies and Canada-United States Free Trade Agreement. As indicated in the acknowledgment, 36 academic experts, politicians, financial professionals and government officials were interviewed directly by the authors. I contributed substantively to the research, as acknowledged by Drs. Thompson and Zeckhauser.

• Ad-hoc Advisor, Creation of Québec Financial-Markets' Regulator (Autorité des marchés financiers)

• Can Canada Eschew the Emerging U.S. Recession, after the Housing Bubble and the Financial Crisis?

Most Harvard Business School (HBS) clubs, around the world, devoted an evening session to celebrate HBS 2008 centennial. Our purpose at Harvard University Club of Ottawa, which I led, was to ethically surf on this timely and historic event to address the above question, with Dean Jay Light's support. We invited my late Prof. Bruce Scott who was drafting his magnum opus



Capitalism: Its Origins & Governance ©Springer

"Capitalism: Its Origins and Evolution as a System of Governance" long before the Feds, the Wall Street Journal and CNBC sounded the alarm about the 2006 bursting of the U.S. housing bubble and the 2007 global financial crisis, which preceded the deep recession. Scott was among the first critics of high-risk derivatives (CDS), subprime mortgages (MBS), which were misunderstood, unregulated and, as he said, "[sidestepped] consideration of externality and social costs, long-term unknowns and behavioral economics..."²

Invited alums, policy makers, diplomats, labour and business leaders welcomed the opportunity to learn from Prof. Scott's research and reflect on the teamwork of David Dodge and Mark Carney at Finance Canada and the Bank of Canada. To protect Canada from the emerging recession facing our allies, both were teaming-up for years, with their counterparts, across the public sector, to regulate financial institutions and guide Cabinet, the Parliament and the provinces (to educate their constituencies). Details in my monograph "[Leading in Crisis: Enduring Lessons from Competent Trailblazers with a Moral Compass](#)" (eharvard.org, June 2025) and in Stephen Harper's Finance Minister, Jim Flaherty, praising Mark Carney (2012, youtu.be/nYVgKc8SXjU)

• Pro Bono Initiative Advising the Prime Minister to Appoint A Respected Epizootics Expert Restore Canadian Meat Export



Following the discovery of a mad-cow disease (BSE) case in our shores and the embargo of Canadian meat by Japan, China, Taiwan, South Korea and the Philippines, I studied the deadlock and advised P.M. Jean Chrétien to appoint one of the following scientists and principled negotiators: Gordon Dittberner, Brian Morrissey, John McGowan or Norman Willis. Dr. Willis was selected. He is an epizootic research scientist and a world authority on accidental release and deliberate use of biological agents affecting food and agriculture. He designed, built and ran the groundbreaking Level IV biocontainment laboratory in Winnipeg. Dr. Willis is respected worldwide, as a former director general, now lifetime president emeritus, of the World Organization for Animal Health (OIE) in Paris. Armed with evidence-based BSE/vCJD expertise and principled-negotiation diplomacy, Dr. Willis played an instrumental role in lifting the bans and restoring the flow of Canadian beef exports. Details in my memo to P.M. Chrétien: www.eharvard.org/martin/Advice-to-PM-for-Science-Advisor.pdf.

● Illustration of My Hands-on Role in Public-Health, Highway Safety and Environmental Protection

- a. Cofounded “[Canada Food Inspection Agency](#)” (see Dr. Brian Morrissey’s praise on page 1)
- b. Led formative evaluations of airport inspection to improve security and protect Canadians from epizootics and other pathogens.
- c. Initiated a pro-bono initiative calling on Dr. J. Brian Morrissey¹, upon retirement, to study the incubation and evolution of BSE and vCJD in the U.K., applying our Harvard University Global System™’s framework. Then, Dr. Morrissey and I led strategy sessions on preventing and mitigating these epizootics, for the leaders and scientists of Canada’s Health-Protection team. It was timely (9 months before the discovery of a BSE case in our shores).
- d. Advised the Northwest Territories’ government on the best governance to address the large-scale energy-and-mining environmental risks, from complex mine reclamations to potential oil and gas disasters in the NWT and the Arctic.
- f. Coached the SAAQ executives whose decisions saved thousands lives in 5 years, [improving safety on Québec-highways: 35% less deaths; 43% less bodily-injury; despite 15% traffic growth; while turning the \\$489 million debt into \\$20 million surplus](#). The CEO, Mr. Harbour, described the positive impact of my 12-year contribution to the SAAQ and Desjardins, in: <https://youtu.be/pa9nSuDm9Vo?t=490> in French at 8’12”

2. Multi-Sectorial Innovation Experience in the Private Sector

- **In Finance at Desjardins:** Pres. John Harbour, whom I advised for 12 years, praised my role as the main strategic advisor, in crafting the vision and strategic direction of Desjardins, among the world’s strongest banks (Bloomberg’s 20-year ranking). I also coached the executive team to turn the general-insurance subsidiary from a laggard into a leader through strategic innovations and alliances (e.g. Crédit Mutuel), leapfrogging Zurich and ING; as “[North-America’s fastest-growing general insurer in 5 years](#)”, [quadrupling sales and raising profit tenfold](#) (in French at 8’12” in <https://youtu.be/pa9nSuDm9Vo>).
- **In Banking at the National Bank of Canada:** I advised Exec. PVs’ [Bank’s chairman’s praise](#) at eharvard.org/intelligence
- **In the Mining, Energy and Manufacturing sectors,** I advised the directors of Applied Research & Technology at [Teck, Canada’s largest resource corporation for 12 years](#) (<https://youtu.be/r1sHzZiMSEc>). At **Ontario Power Generation**, I led for 4 years, **advanced intensive nuclear project and risk-management workshops**, training 200 nuclear-power executives, scientists and engineers (See on here on Page 1 the praise by Mark Arnone, V.P. Nuclear Refurbishment, at Ontario Power Generation). At **Bombardier/Canadair (now Airbus)**, I was recognized for my contribution to manufacturing improvement of multirole fighter jets, amphibious aircrafts (water bombers and search & rescue) **General Dynamics’** electric boats (evidence-based photo and document available for authorized applicants). Experience in numerical control systems. At **Du Pont** and **Domtar**, I led operations research and IT system design and programming.
- **Led the Detailed Engineering of Capital Projects: CIDA Funded Telecommunication and IBRD Funded Highway**
The first project was a World-Bank funded **660km highway** with multi-use bridges (vehicles, pedestrians, livestock). The 2nd project was a **2800km wireless**. The corridor was drawn with the support of Monte-Carlo simulation software; fed with data from three helicopters, one for management and two fitted with stroboscopic beams to simulate, during night shifts, the positions of antenna & reflector pylones’ height; considering regulations, wind resistance, signal strenght, Fresnel-interference, access to power and roads for maintenance and repair, technicians’ safety, system security, aggregate cost of the project.

3. Public-Service Experience (Safety, Government & UNESCO Reform, Environment)

- **Advised the UNESCO’s Director General on Structural Agility Need, Technological Reform and Strategic Funding** through public and private partnerships. I also authored the report: “[Overhauling the UNESCO and Strengthening Its Essence](#)”
- **Coached Arctic-Circumpolar Leaders (First Nations, NWT Government, Russia’s Sakha Republic):**
Principled-negotiation skills and Harvard® tools to explore strategic options and resolve intra and inter-government issues;
- **In public broadcasting,** building on research of news delivery in democratic countries, I led the creation of CBC Radio Canada’s news-equity system and provided user support in a Federal-election’s test run. Our goal was to excel in impartial delivery and timeliness of news and public-affairs programs, across five time zones; especially during elections, when accuracy and timely reporting are *sine qua non* conditions for transparency, impartiality and effectiveness. The operations-research based system enhanced quality assurance; protected SRC against frivolous suits; and strengthened the broadcaster’s independence that is critical to the public-broadcaster’s non-partisan mission.

4. Sharing Expertise and Research Progress with Scholars and Students on 4 Continents

- **Harvard University:** Led a seminar on my research in co-elevating leadership at the Ivy-League’s Leadership Summit.
Shared my research on stakeholders’ dynamics, issue incubation, meta-innovation framework
Shared my research on risk-management research and framework in Prof. Leonard’s MBA class
- **MIT Systems Engineering:** Shared my research on frameworks, equations and templates for strategic thinking, risk mitigation and project management with Prof. Olivier de Weck’s fellows and graduate students in System Project Management
- **Mohamed VI Polytechnic University (Morocco)** Led a virtual session on breakthroughs in strategic leadership
- **United-Nations University (Tokyo):** Led an advanced workshop on breakthroughs in strategic management of change
- **Université du Québec:** Delivered Graduate M.Sc. Full-Credit courses on management of change for 2 years.
- Information, available upon request, on short assignments in Brazil, China, France, Mexico, Portugal Spain and Sweden.

5. Experience in Design and Delivery of Executive-Development Workshops & Retreats

- **Trained lawyers, executives teams and parliamentarians in both Americas in Principled Negotiation Skills** with strategic thinking, anthropological stakeholders' dynamics and resilience in difficult situations. Bar approved in Québec
- **Led Workshops in Governance, Strategic Thinking, Co-Elevating Leadership, Project, Risk & Change Management:**
I delivered professional-development workshops in London and Amsterdam via Cap Gemini (EU, UK) and in-house sessions in Paris, Stockholm, Barcelona and The Hague (Ministry of Finance). I trained 1200 scientists, engineers, project leaders and C-suite executives at Airbus (Bombardier), APO (Asia), APOC (union), Bell Textron, Bertelsmann, Boeing, Desjardins, GE Jet Engines (Canada, France, USA), Engineering Advancement Association of Japan (ENAA), E.ON Group (USA), First Nations, MD Robotics, OCP Group (Morocco), OPG Nuclear Power, Procter & Gamble, SAAQ, Teck, NGOs and the Federal, provincial and Northwest Territories governments (Foreign Affairs, Environment Canada, Agriculture and Foods, Health Canada, Parks Canada, National Defense's Communication Security Establishment CSE...).
- **Designed and delivered the most practical and advanced workshop for executive and administrative assistants,** both in English and French delivered in Canada and Europe (description www.eharvard.org/EA), YouTube video at [Executive & Admin Assistants: Leadership, Management Skills, Applying Harvard Global System™](https://youtu.be/z2MGexJilOw) <https://youtu.be/z2MGexJilOw>

6. Pro-Bono Innovations on 5 continents to Eradicate Poverty and Advance Education

I strive to eradicate poverty and advance education, through innovation, complexity reduction, governance, co-elevating leadership, principled-negotiation and novel partnerships to funding.

- I served for 10 years as a director of two Harvard University's alumni clubs. Elected, for 6 years, as a Harvard Business School's club president, I led public-private partnerships and educational events that funded public-health research, high-school students, tsunami victims in Japan and some of the poorest communities (Africa, Canada, Haiti).
- I led CHEO children's hospital funding, food banks and teamed-up with the French Embassy and Washington's alumni clubs (Chicago, Harvard and Wharton) to support the Red Cross. Building on my experience in Africa, Brazil, Canada, Europe and Mexico, I raised the issue of poverty in Harvard Business School's annual conferences (Cambridge 2008 at HBS Centennial, Washington 2006, Shanghai 2003, Cleveland 2001 and Berlin 2000).
- Inspired by Drs. [Paul Farmer](#) and Jim Kim, I led a Harvard-alumni team that created Partners In Health (pihcanada.org) to harness Canadian generosity by "provid[ing] a preferential option for the poor in health care... a medical and moral [mission] based on solidarity, rather than charity alone". To enable tax-deductible donations, we incorporated a charitable [PIH Canada](#); yet harness PIH's (Boston) field skills, while subjecting Canada-funded projects to independent Canadian auditing. Thus, we proved to the regulator (CRA) the differentiation-integration merits of PIH and PIH Canada: minimizing admin costs and leveraging PIH-proven strategic and field expertise, to maximize the impact on the beneficiaries, by delivering the finest healthcare to the poor; all in compliance with Canada's tax laws.
- During the COVID pandemic (2019-2022), I chaired two international-foresight panels: "Preparing for the New Pandemics: Lessons from Science & Policy" and "Sustainable Growth and Scaling through Innovation and Strategic Alliances".

7. Recognitions, Awards & Applied Research (Science, Engineering & Social Innovations)

- **Recognition & Awards:** 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), a production-innovation inventor at Peugeot and the recipient of two aerospace awards from Canadair (now Airbus) for improving aircraft manufacturing. I have also created sustainable organizations (in business, government and NGOs), and practical tools for innovators, decision-makers and other professionals (details below). Our organization The Professional Development Institute PDI Inc. (PDI) is a recipient of a Canada's Awards for Excellence's Certificate.

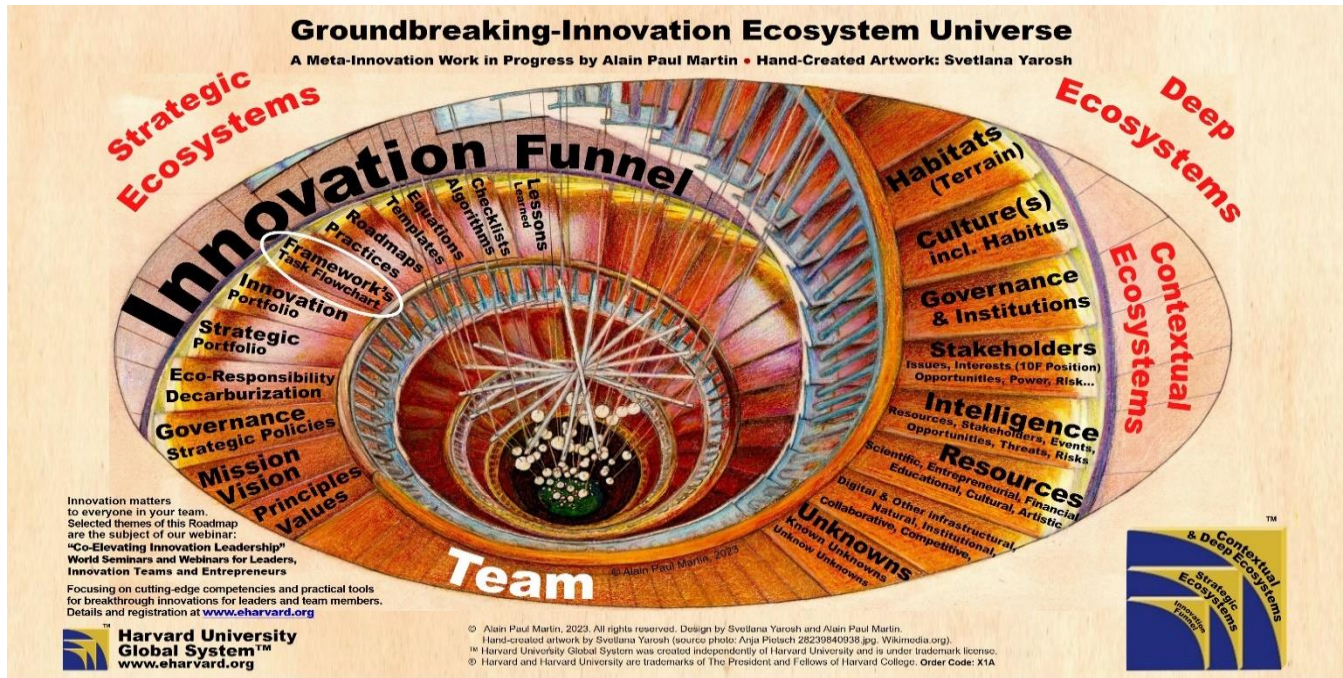
- **Harvard University Global System™** (used in small as well as multi-billion dollar decisions and initiatives).

We built it in Canada! I led this system's design and a software version, developed in collaboration with Skanska (Sweden) After distribution for five years in Finland, Germany, Norway, Sweden and the UK to manage projects (\$1M to multi-billions), the system is currently under Harvard University's trademark licence, back in research mode to introduce generative AI.

Skanska today is the world's leader in advanced iconic construction of laboratories (Harvard University's Biology Research Infrastructure facility, Lund's European Spallation Source, the world's most-modern research facility), museums (National Museum in Stockholm and Harvard University's Art Museum), subways (2nd Ave. Subway and the World-Trade-Center Transportation Hub in New York), bridges (Robert F. Kennedy Bridge-deck replacement), office buildings (The Gherkin and Heron Tower in London, data centres (eBay's Topaz Project, New York), Stadiums (MetLife Stadium which opened on budget 5 months ahead of schedule)...

During its five years' operation, our system permitted full-team participation (leaders, users and support staff) in innovation and decision-making, applying complexity reduction, progress transparency, communication across languages, and rapid acquisition of critical-creativity skills.

- a. The Complete Framework:** Vision, strategy, policy formulation and project management, and practical templates
This framework and road maps are genuine performance-improvement instruments. To accomplish your goals and mission, they offer a practical methodology and proven templates for preparing **business** plans, formulating a strategy, undertaking M&A due diligence and managing projects, risks and personal and team time. Templates for specific tasks such as responsibility charting, management of change, collaborative innovation and risk mitigation are also available.
- b. Innovation Ecosystem Universe:** A work in progress to bring to light innovation complexity and opportunities.



- c. The Art & Science of Innovation for All:** A practical framework (still in progress, not displayed here) building on teamwork synergy, intelligence (human, physical and multimodal Gen AI), enduring lessons from inspiring innovators (from the teenager Louis Braille to Nobel, Pritzker, Fields and Turing medalists), surprise events, science, technology, arts, culture, diplomacy, business best practices and Harvard University Global System™ tools.
Illustration: Decision or Innovation-Value Equation: Complex decisions may require different team members with specific skills to manage key quality (substance), acceptance (stakeholders' buy-in), execution and risk (see "Simplified Decision-Value Equation" below) tasks. The teams could be in a pilot experiment, a project or operations; organized in a functional, a matrix, a task-force or a hybrid structure.

Simplified Decision-Value Equation
Excluding Integrals and Other Transform Calculus to Maximize Participative Teamwork

Each of the 4 elements below is subject to **Timing** and **explicit Assumptions**, i.e. conditions along the value chain, beyond specific leaders' control; and which must prevail for value attainment. These conditions must be subjected to risk mitigation with contingency plans (e.g. insurance) for residual risks. The frequency of control should be calibrated for each task's risk, stakeholders' dynamics and context.

$$\text{Policy Value or Decision Value In Context} = f \left[\left(\text{Policy or Decision Quality} \times \text{Acceptance} \times \text{Execution incl. Scaling} \right) - \text{Risks incl. Systemic \& Residual risks Structural Flaws} \right]$$

© 2012 Alain Paul Martin, Meta-Innovation Scientist & Chief Architect, Harvard University Global System™ (HUGS). HUGS was developed, in Canada and the United States, independently of Harvard University and is under trademark license. Excerpt from: Deep Dive into the Art & Science of Innovation and Elevating Leadership for All. www.eharvard.org

- d. Continuous Risk Management:** The complete roadmap and practical templates
- e. Principled Negotiation:** Framework and practical templates
- f. Harvard® Practical Time Management:** The Complete Roadmap for what matters most and a life worth living
- g. Harvard® Planners:** This patented and affordable innovation outperforms the competition in space and timesaving. Users can reschedule without rewriting details about tasks; and plan up to 10 events/hour without cluttering the next time line, in the pocket-sized version, and much more in larger Planners. From our sales, we remit a royalty to Harvard University, which goes exclusively to fund student scholarships. Thus, our clients contribute indirectly to Harvard University's scholarships.
- Stakeholder-Dynamics' (10F driving forces) Template:** Identifying, understanding and engaging stakeholders (including those invisible but ubiquitous) is a widespread challenge in innovation and complex-change management. Since perceptions are a reality in most people's minds, the first task is to apply anthropology to capture the myriad of vested-interest perceptions, without omitting those blurred by the fogs of knowledge deficit, disinformation, and extreme surprise events (be they favorable or tragic).

- **Multipurpose Mechanisms to Maximize and Fast-Track Creativity:** With the clients' and peers' support, for over 15 years, I created and fine-tuned a novel framework and templates, to understand the issues at hand and stakeholders' dynamics; probe creative options with clarity for strategic thinking and innovation. We now also prudently explore Generative AI to improve creativity in each phase of the innovation cycle. In addition to creativity-improvement instruments, our complexity-reduction tools enable all team members to master the finest details in pilot-experiment and project planning (definition, estimating, scheduling, scarce-resource allocation, budgeting and earned value) and progress management. These mechanisms also fulfilled our goal to permit international teams to promptly share and probe plans and progress reports, across language boundaries.

In countless firms, hard-working front-line workers and administrative assistants are among the high-potential professionals often left behind in innovation and management skills development. Users' experience with our instruments demonstrates that investing in this cohort is fair and economically viable to address human-resource scarcity and enhance full-team participation, informed collaboration, performance and competitiveness (user-testimonies video: www.eharvard.org/EA).

8 Education and Co-op Internships

- **Harvard Fellow, Advanced Leadership**, 2011-2012 and Member, Harvard University ALI Coalition, 2017-Present
Inter-faculty fellowship of six schools: Medicine, Public Health, Law, Business, Government and Education.
I lectured on exemplary leadership; led value-incubation research in innovation science and leadership in crisis.
I led the Ivy-League Summit's Leadership Seminar, focusing both on self-leadership and leading knowledge teams
I was Cross-registrant: Evolution of Democracy in Europe (up to the E.U. era) by Prof. Peter A. Hall
Ongoing Professional Development: Harvard Advanced Leadership Coalition of Harvard ALI Fellows, 2017-Present
- **Harvard Business School (HBS), OPM (Entrepreneurial Leadership, 27th Alumni Class)**, 1997-1999 Part Time
Teaming up with peers and nurturing friendships for three years is "a transformative learning experience that boosts leadership skills and the value of participants' enterprises", as described by HBS. The opportunity to become a full member of both HBS and Harvard University alums' communities is a lifelong-learning privilege to give back, both in proximity and far away, in education, public health, environment, innovation, poverty eradication and world peace... I am grateful to my mentors and friends F. Warren McFarland, John Sviokla and the late Bruce Scott, who is sorely missed.
- **Harvard Business School: Cross-registrant, MBA 2nd-Year Elective Courses, Leadership (2012)**
 - a. Power & Influence: Prof. Julie Battilana
 - b. Acting in Time against Disasters: Strategy and Leadership: Prof. Herman A. (Dutch) Leonard
My gratitude to Profs Battilana, Leonard and Nye (Soft Power) whose work advanced my research on **Leadership in Crisis**.
- **Concordia University, Montreal: B. Commerce in Quantitative Methods (Operations Research)**, 4 years full time
- **Advanced Technology (in French Technique supérieure), Montbéliard and Lille (France)**, 3 years full time
Specialization in the design of manufacturing processes and quality-assurance engineering for mass production. Internships at:
 - a. **Co-op Student, Peugeot France:** I created innovations which improved the productivity and the ergonomic quality of work
 - b. **Quality-Assurance Engineering Intern, Sender Freies Berlin (SFB)**, Germany's public broadcasting network
Junior member of the engineering team, certifying the acoustics of SFB's new TV studios. After the German reunification, SFB merged with its East-German counterpart under the designation "Rundfunk Berlin-Brandenburg" (RBB).
 - c. **High-Precision Technologist, Carleton University's Faculty of Engineering**, Mechanical and Aerospace Lab
Member of the team producing high-precision equipment for wind tunnels
 - e. **High-Precision Technologist, Cyclotron Team, University of Ottawa**, Nuclear and Particle Physics Lab
Member of the team producing high-precision targets for the cyclotron

9. Professional Development and Continuous Learning

- **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
- **Ongoing Update Webinars on Generative Artificial Intelligence (Gen AI or GAI)**, January 2023-Present
- **Deep Dive on AI and Technology** for Harvard ALI Fellows and ALI-Coalition Members, October 2024
Led by Harvard faculty members. Generative AI advantages and risks: how to use it, inner workings of Large Language Models, e.g. ChatGPT, apps in several contexts, including the future of work and effective policy solutions.
- **Strategy: Building and Sustaining Competitive Advantage**, Prof. Michael Porter, Harvard Business School
- **Six Courses in Negotiation and Mediation for Lawyers, Harvard Law School, Cambridge**
Teaching Negotiation in the Organization, Prof. Roger Fisher and MIT Prof. Lawrence Susskind
Negotiation for Senior Executives, Harvard-MIT-Tufts Inter-Faculty led by Prof. Roger Fisher
Advanced Negotiation for Sr. Executives: Dealing with Difficult People and Difficult Situations, Bill Ury
Negotiation for Lawyers, Emeritus Prof. Roger Fisher and Advanced Negotiation for Lawyers, Prof. Bruce Patton
Mediation (Harvard Law School) and Strategic Negotiation (Harvard-ALI) with Prof. Robert Mnookin

- **Gestalt Institute of Cleveland: Gestalt Psychology's Theory, Methods, Organization and Systems**
Group Development, Intimate Systems, Change Theory: R. Beckhard, John Carter, C. Lukensmeyer, Herb Shepard
- **American Psychological Association**
Cognitive-Behavior Modification and Therapy: Profs. B.F. Skinner and Don Meinchenbaum
- **Three-Day Deep Dive into Technological Innovation: Digital Platforms, AI and Quantum Technologies**, 2021
Profs. Anand, Doshi-Velez, Finney, Glassman, Hu, Keung, King, Meng, Reddi, Smith and Sweeney
- **Building Resilient Organizations in Turbulent Times and Crisis Management**, Harvard Business School, 2020
Stéphane Bancel: Pivoting Research and Operations at Moderna. This was an excellent refresher on leadership in crisis.
- **Macroeconomic Policy, Financial Markets: Pathways for Deep Change; Recognizing & Managing Novel Risks in Supply Chains**
- **2020-2021 University of Miami's Business School**: Regular participant in the Knight Venture Leaders Lectures, featuring influential forces in business, technology, arts and life and environmental sciences, from Nobel laureates and CEOs to trailblazers and cultural icons
- **Manifold, Harvard Business School, Mines Paris Tech, Harvard Public Health and MIT**, 2020-Present:
Generative and transformative artificial intelligence (AI) in finance, health & education, eco-responsibility practices
- **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 (5 workshops), MIT Sloan School, Profs. Richard Beckhard, John S. Carroll, and Ed Schein
Government Programs' Evaluation, MIT Sloan School, Profs. Arnold Barnett, Martin Rein and Mark Thompson

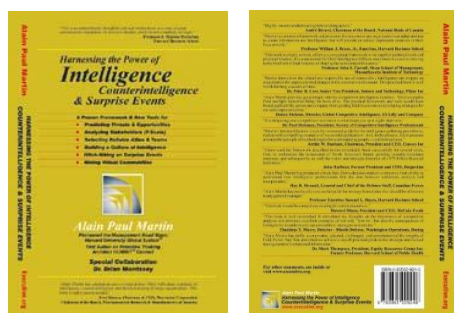
10. Current and Upcoming Publications

The monograph series titled “**The Art & Science of Innovation for All**” are planned for publication in 2026. In the meantime, part of the content is shared with the participants in two Workshops Details at eharvard.org.”

- **Book: “[Harnessing the Power of Intelligence, Counterintelligence & Surprise Events](http://eharvard.org/intelligence)”**



Book recommended by leading scholars, executives and the intelligence community



Main Themes

- Predicting Threats and Opportunities
- Analyzing Stakeholders (F-Scale)
- Selecting Reliable Allies and Teams
- Building a Culture of Intelligence
- Hitch-Hiking on Surprise Events
- Mining Virtual Communities

Available at www.eharvard.org/intelligence).

“Harvard” and “Harvard University” are registered trademarks of The President and Fellows of Harvard College.

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

® “Professional Development Institute” is, since 1974, a trademark of The Professional Development Institute PDI Inc.

References

¹ Louis V. Gerstner Jr, Edward Herrmann, et al.: *Who Says Elephants Can't Dance?* ISBN: 978-0060523800. Harper 2003.

² Mark Cautela: *HBS Professor Emeritus Bruce Scott Dies at 87*. March 26, 2020. hbs.edu/news/releases/Pages/bruce-scott-obituary.aspx