

Alain Paul Martin, 2012 Harvard Fellow, Advanced Leadership

Harvard-MIT Trained Strategist in Governance, Innovation, Buy-ins & Negotiation of Large-Scale Transformations

Praised by Corporate and Government Clients for Saving Thousands Lives, Mentoring & Adding \$ Billions to Durable Growth

● **Inventor, Harvard University Global System™ ● Meta-Innovation Scientist: Ideation, Intelligence, AI, Creativity, Buy-ins, Execution**



With utmost humility and a focus on quality and mutual authenticity, I coach teams to excel in leadership, innovation, enduring-transformational change, seamless integration with culture, leveraging non-catastrophic risk and AI with collective intelligence. My experience is in large-scale B2B, B2C, NGOs and public service: Aerospace, biotech, defence, education, energy, finance, health, infrastructure, mining and software.

- Craft, validate, differentiate & integrate mission, governance, goals, strategy, plans, funding, execution...
- Empower every team member to act as co-elevating, accountable and mission-driven player and leader.
- Build & retain allies (reliable suppliers, demanding repeat customers...) from and beyond the value chain.
- Upgrade collaborative creativity, resilience, productivity... Build stakeholders' buy-ins at least via shared benefits.
- **Value Nation-Building Skills for a Vibrant Society**, with opportunities and incentives for ongoing growth, prioritizing deep curiosity, innovation and the common good, for resilient economic, social, cultural, ecological

and infrastructural **excellence** (with graceful degradation), and protection for democratic rights and freedoms (Page 3. Building Together...).

1. Patents, Awards and Applied Research in Science, Engineering and Social Innovations

● **For upcoming innovations, see page 6: Section 11. Current Intellectual-Property Pipeline: Meta-Innovation Support Tools™.**



- **Patent owner:** Canada, Japan, USA ● Productivity-innovations' inventor™: Peugeot (France)
- **Recipient of two aerospace productivity and quality-assurance engineering awards** from Canadair (now Airbus) for improving the manufacturing of GD electric boats, multirole fighter jets, amphibious aircrafts (aerial firefighters), plant safety and reducing cost and waste.
- **Canada's Awards for Excellence's Certificate** for The Professional Development Institute®
- **Created resilient and sustainable organizations** (in business, the Federal government and NGOs) and practical tools for innovators, decision-makers and other professionals (see below).
- Recognized for my 11-year **"Leadership, Vision and Service"** to Harvard community by the

presidents of both Harvard University and Harvard Alumni Association. My contribution to education will never waver.

● Recognized for **"outstanding contribution to the state-of-the-art of project management"** by the Project Management Institute (PMI)

● **Harvard University Global System™ (HUGS, previously the Global Method™):** for policies, projects and pilot experiments.

We invented in Canada this decision-support framework and tools, at The Professional Development Institute PDI Inc. I led the system's creation, which [Skanska](#) used inhouse and internationally, for two years, to manage \$1M to multi-billion projects. Then, we created a NATO-compliant software app and a security chip to permit Datech, a Skanska's startup, to distribute the app, for 5 years, in Finland, Germany, Norway, Sweden and the UK. Facing multi-billion dollar Silicon-Valley's IT competitors, Skanska magnanimously shut down Datech to focus on its core mission (century-old cutting-edge innovative and selective construction); thus, **ethically and gracefully** ending our partnership.¹

"Dear Mr. Martin, we are pleased to inform you that we have now been applying the 'Global-Method's approach, in project planning for almost two years, in several projects varying in size from a million to multi-billion dollar projects..."

Signed by two corporate vice-presidents
SKANSKA, Stockholm, Sweden

Drawing lessons from Skanska's wisdom; I focused on **strategic consulting**; went to Harvard and MIT to **sharpen my meta-innovation and leadership expertise**. With predictive, generative and agentic AI, now is the time to digitize our intellectual-property pipeline (Section 10), to fit seamlessly together, our 20-year built HUGS framework and tools: monographs, roadmaps, templates, algorithms, equations...

2. Private Sector's Innovations in Large Firms on Leadership, Strategy and Execution

● **Banking and Other Financial Institutions**

(a) [Desjardins conglomerate](#): 12-year main strategic advisor to President John Harbour, both at Desjardins and the [SAAO](#). [On YouTube at 8'12" in French](#), Mr. Harbour praised my contribution in "crafting the vision and strategic direction of Desjardins", ranked by Bloomberg among the world's strongest banks for over 20 years. He highlighted, how I coached the executive team to turn the general-insurance firm from a laggard into a leader, leapfrogging Zurich and ING, through strategic alliances (Crédit Mutuel), innovation, high-quality services, user experience and bundled technical support, at affordable and competitive prices. See: ["North-America's fastest-growing general insurer in 5 years", quadrupling sales; raising profit tenfold.](#)

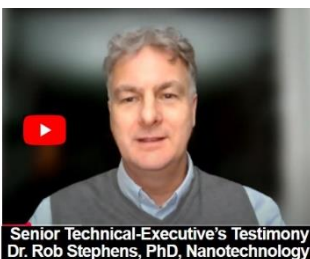
(b) **National Bank of Canada**: I advised the Exec. VP Human-Resources & Audit. [Bank's chairman's praise](#) at [eharvard.org/intelligence](#).

(c) **Pro-bono initiative to strengthen Canada's banks** in the free-trade context: See **Change Agent & Research Sponsor** (Section 3)

● **Mining Sector**

(a) [Alcan Rio Tinto](#): I led workshops, focusing on mission-critical projects' acceleration, resource allocation and risk mitigation

(b) [Teck, Canada's largest resource firm](#): For 12 years, I provided strategic advice on innovation and execution, to Applied Research and Technology's (ART) directors, scientists and engineers. I led advanced project management workshops. Following is the feedback of both Dr. Stephens and Mr. Higginson who led Teck's ART:



"Alain Paul Martin has a long and valued association with Teck Metals Ltd™. We believe that Alain's teachings go far beyond the typical project management focus on scope, schedule, cost, and, sometimes, quality. Alain delves into topics that project managers working with complex issues or program managers dealing with multiple complex and often inter-related projects need to know about and must become skilled at to be successful. These teachings are supported by tools that we and our teams use on a regular basis to move ideas and concepts into well-defined projects that can be managed with conventional project-management tools."

- **Energy Sector**

- (a) **Nuclear-Project & Risk-Management at [Ontario Power Generation](#)**, I led for 4 years, **advanced tailor-made workshops**, for 200 nuclear-power executives, scientists and engineers. Client's executive feedback:

“Alain [Martin] delivered, over a 4-year period, ‘Advanced Project and Risk-Management’ workshops to our nuclear project managers and executives at Ontario Power Generation... These sessions covered the complete project-management cycle from project and risk incubation to stakeholder analysis and strategy formulation to operational planning including estimating, resource allocation, budgeting, earned-value planning and progress control. 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 of the requirements established by OPG.”

Mark Arnone, Vice-President, Nuclear Refurbishment, [Ontario Power Generation \(OPG\)](#)

- (b) **[E.ON Group Wind Power & Energy](#) (Denver, CO)**: I led an advanced principled-negotiation workshop for 30 participants.
- (c) **[Atomic Energy of Canada](#) (AECL)**: “Breakthroughs in Project & Risk Management” for AECL executives and project leaders
- (d) **[Petroles de Mexico](#) (PEMEX, Houston, TX)**: I led a strategic negotiation workshop for the major-acquisition negotiators.
- (e) **[China Association for Science & Technology](#) (CAST)**: **Nuclear-Power Project-Risk Mitigation** workshops in Beijing, Dalian, Guangzhou and Shenzhen. Following my project management workshops at Atomic Energy of Canada (AECL), papers publications in the Project Management Journal and PMI speaking engagements in the U.S., I was invited to participate in this pro-bono initiative led by PMI with the support of the U.S. Secretary of State's Department. My personal motivation was to educate the CAST scientists and engineers to prevent another Chernobyl and much worse.

- **Manufacturing Sector**

- (a) **[Volkswagen's AG, Research](#) (Berlin)**: International Member of **VW's Futures in Motion Roundtable**. Members are invited for their “strategic expertise and insights into global trends, in particular from an international perspective”.
- (b) **[Canadair \(now Airbus\)](#)**: I started as quality-assurance investigator for the review committees for clients (USAF, RCAF and Dutch's KLu) and aerial firefighters. My role was to evaluate the safety and cost benefits of accepting, reworking or scrapping costly and non-compliant parts and subassemblies, rejected in quality control. My unwavering commitment to question beyond my job description the engineering, design, logistics and machine tools' reliability (fatigue, safety) led to innovations and my promotion to system analysis, design and automated programming of machine tools, applying APT and EXAPT numerical-control software.
- (c) **[DuPont](#) and [Domtar](#)**: Our operations-research teamwork led to higher productivity, cost savings, better quality of life for workers. . .
- (d) **[GE Jet Engines](#)**: I led workshops on team synergy and productivity in Bridgeport (CT), Bromont (QC) and Paris (France).
- (e) **[MDA Robotics](#) ([Canadarm](#) maker), [Brazilian Space Agency](#) (AEB), and [Japan's ENAA](#)**: Strategic Project Management
- (f) **[Procter & Gamble](#) (Chicago & New York) and [OCP Group](#) (Morocco)**: Strategic Leadership: Innovative Tools & Practices

3. My Modest Contribution to Canada's Sustainable Economy, Health, Environment & Saving Lives

- **Coached [SAAQ](#) president and team** 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 \$489 million debt into \$20 million surplus.** Mr. Harbour confirmed, in French at 8'12", my modest contribution to **[Desjardins growth and saving thousand lives in Québec](#)**.
- **Cofounder with [Dr. Brian Morrissey](#)**: “**[Canada Food Inspection Agency](#)**” to better “safeguard food, plants and animals”; thus, enhancing the health and well-being of Canada's people, environment and economy. See **[Dr. Morrissey's praise](#)**.
- **Therapeutic Drug Directorate**: Formative evaluation (with Dr. A. Potworovski) to enhance the knowledge-management process.
- **Airports' Security**: Led projects to improve security and protect Canada from illicit imports, epizootics and other serious pathogens.
- **Pro-bono initiative to Prevent & Mitigate BSE & vCJD**: I invited **[Dr. Brian Morrissey](#)**, upon retirement, to probe the UK's BSE and vCJD incubation and evolution, applying our Harvard® framework. Dr. Morrissey and I built on the findings, led prompt strategy sessions on preparedness and risk management at Health Canada (HPB) nine months before a BSE case was diagnosed in Canada.
- **Ad-hoc Strategic Advisor, Creation of Québec Financial-Markets' Regulator ([Autorité des marchés financiers](#))**
- **Non-partisan Pro-Bono Executive Member of the Prime Minister's Committee on Government Reform (PM.GR)**

I was honoured to join this Committee, at the invitation of **[Mr. Marcel Massé](#)**, Privy Council's president who knew about my corporate turnaround work for Desjardins, SAAQ and Québec government. In our deliberations, I built on my background, first as an assistant to Prof. Richard Beckhard (MIT), then **[Herbert A. Shepard](#)** in the graceful exit of Esso's first Cold-Lake megaproject. Years later, I acted as a governance advisor on large-scale renewals; then, studied serious corporate crises, beginning with IBM, which provided insights for this work. Apple, GE and Nortel suffered from similar issues. Each firm had brilliant teams (scientists, engineers, actuaries and other professionals) for decades, the quintessence of the impossible, on innovation. Yet they sorely lacked, as did some government agencies, the strategic maestros, such as John Harbour at Desjardins and the SAAQ (pages 1 and 2 above), Lou Gerstner at IBM (next paragraph), Dr. Paul Farmer in public health and my peer at the Committee, the late **[Earl Joudrie](#)**, to whom I am forever grateful, for his altruistic deep mentoring in governance. These reform architects: (a) Lead high-knowledge teams as co-elevating leaders; (b) Craft the navigation corridor with their team; (c) Spark the “quiet revolution” with the principled buy-ins, humility and the resilience to excel, across the value chain, including, the details that count, in client's satisfaction and retention, and the common good within and beyond the organization ecosystem.

Note: In 1993, IBM board contacted Louis Gerstner, an engineer with Harvard MBA, who led American Express' and Nabisco's turnarounds, but was inexperienced in IBM technology. Given his integrity and strategic know-how, Gerstner teamed-up with leaders, with current intelligence and skills on IBM leadership, technology and markets, to sketch IBM's potential; and probe whether his achievements could be replicated at IBM. **He invested several months on the task 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?](#)”²²**.

● Pro Bono Initiative Advising the Prime Minister to Appoint an Epizootics Expert to Restore Canadian Meat Export in Asia



Following the discovery of a mad-cow disease (BSE) case in Canada and the embargo of Canadian meat by China, Japan, South Korea, the Philippines and Taiwan, I studied the stakeholders' dynamics from Japan's and China's contexts; and advised P.M. Jean Chrétien to appoint one among four scientists and principled diplomats. Dr. Norman Willis was selected. He is an epizootic 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. A former director general, now lifetime president emeritus, of the World Organization for Animal Health³ in Paris, Dr. Willis is esteemed worldwide. Armed with evidence-based BSE/vCJD expertise and esteemed by his peers abroad, he played a critical role in lifting the trade bans, restoring Canadian beef exports. [Details in my memo to P.M. Chrétien, in which I also suggested the appointment of a permanent science advisor to the P.M.'s Office; much like the foreign affairs advisor, a recommendation also adopted.](#)

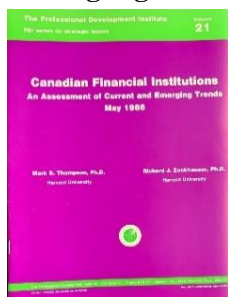
● Building Together a Principled, Caring, Productive and Vibrant Nation Starting with Davidson Dunton's and Marc Thibault's visions; then at Harvard and in Canada, I researched the **kernel of value in nation-building**; created a **dialogue primer** and a **workshop** on a co-elevation culture of purpose, dignity and moral-compass leadership, worth adopting by all (scientists, educators, influencers, leaders...), across sectors. Focus: education (not indoctrination), rights' and freedoms' enabled free will, solidarity, positive-sum mindset, team-synergy driven innovation, impactful vocation, accountability, resilience to threats and nefarious influence.

I am grateful to **P.M. Jean Chrétien**, whose altruistic support raised our learning effectiveness; the **National Liberal Caucus** team for its constructive critique, and **Mr. Jean-Marc Carisse**, whose photos, immortalized, the humble beginnings of our dialogue on pragmatic nation-building. **More info in Section 9. PublicSpeaker...**



Jean-Marc Carisse, © 1998. carissephoto.com

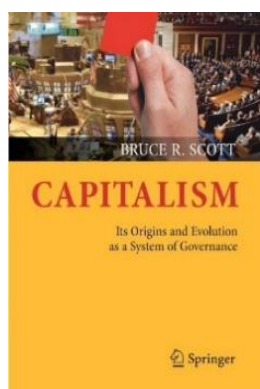
● Change Agent & Research Sponsor: Zeckhauser-Thompson: Canadian Financial Institutions' Current & Emerging Trends



I invited Harvard Profs. [Richard Zeckhauser](#) and Mark Thompson to independently research and publish the emerging opportunities and threats to Canada's financial institutions. The authors interviewed 36 academic experts, politicians, financial professionals and government officials. They acknowledged "my substantive contribution to the research", which actually was modest. A year later, I assisted Canadian banks to excel in domestic and cross-border transactional differentiation; leverage in and beyond the U.S., each trade treaty by innovating; nurturing mission-driven alliances (with clients, staff, supply chains and other allies).

I also invented a special "COOP" global credit card. With Desjardins' support, we initiated a conversation with three community banks (France's [Crédit Agricole](#), Japan's [Shinkin](#) and Spain's [Caixa](#)). **I failed to build the critical mass**, due to reorganizations, adverse timing and expected resistance of established competitors.

● Can Canada Eschew the Emerging U.S. Recession, during and after the Housing Bubble and 2008 Financial Crisis?



To celebrate HBS Centennial (2008), Harvard Club of Ottawa, which I led, invited in 2007, [Prof. Bruce Scott](#) to debate with our policy-makers the above question and the relevance to Canada of his upcoming book "[Capitalism: Its Origins and Evolution as a System of Governance](#) (©Springer). Prof. Scott was among the first critics of unregulated derivatives and subprime mortgages, which, as he said, were misunderstood, and "[sidestepped] consideration of externality, social costs, long-term unknowns..." He sounded the alarm, before the Feds' alert about the 2006 U.S. housing bubble bursting, the 2007 global financial crisis and 2008 recession.

Prof. Scott led the sequel event noted in his book's introduction. We alas touched on David Dodge's and Mark Carney's teams quickly providing liquidity to mitigate the socioeconomic calamities that hit the US and other countries. They guided Cabinet and Parliament to effectively regulate financial institutions and prevent the RBC-BMO and TD-CIBC mergers, given the systemic "too-big to fail" risks that such M&A consolidations would entail in Canada. Mr. Carney's track record in governance earned him the opportunity to tackle systemic risks on the world stage, as head of the Financial Stability Board and the unprecedented opportunity to lead the Bank of England to maintain stability, and among others, prevent a run on the pound

sterling, should Britain exit from the EU, as it did. Messrs. Dodge and Carney maintained a low profile as central bankers, while the politicians dealt with the acceptance issue, as illustrated my "Simplified Equation..." in Section 10. **Current Intellectual-Property Pipeline.** See also my humble notes: "[Harvard Professor Bruce Scott "Made a Major Contribution to Our Society"](#)".

● [Canada's North & Arctic: Formative risk evaluation to mitigate large-scale disasters](#) from oil & gas, mine exploration, operations and remediation ([PDI Science Advisor: Dr. André Potworowski](#)): On the client's side, [Ms. Carla Conkin](#) led Federal and NWT expert teams. In this video, she outlines the positive impact of our advisory teamwork and skills-development workshops, as well as the strategic-negotiation tools used to plan the stakeholders' buy-ins. Ms Conkin applied stochastic modeling (Monte-Carlo simulation) to strengthen the analytic legwork. [Her quiet work is a tall order with an immense impact on ecosystems and the quality of wild and human lives.](#)

● Environment Canada: 7 Hands-on Project Management & Exemplary Leadership Workshops, across Canada, for 320 team leaders, computational simulation and meteo-informatics scientists



"Carla Conkin's work is a tall order with a direct impact on ecosystems and the quality of wild & human lives."

4. Contribution to Timely Delivery of CBC's Evidence-Based and Impartial News and Public Affairs

I led the creation of [CBC-Radio Canada's](#) news & public-affairs evaluation system, across 5 time zones. We built on Davidson Dunton's, and Judith Jasmin's vision, and the guidance of my esteemed mentor Director Marc Thibault and the practices of leading public-broadcasters' practices in France, Germany, New Zealand, Sweden and the UK and the newsrooms of the New York Times and European counterparts. The system was tested during federal and provincial elections, when effectiveness (accuracy, timely reporting), equity (impartiality, transparency) are among the critical performance factors in CBC's core mission. The hybrid (digital and human analytics) system enhanced quality assurance; strengthened CBC non-partisan mission, independence and protection against frivolous suits.

5. Department of National-Defence's (DND) Experience

- Oversaw the quality-assurance for the design and delivery of the CF18's library of mission-critical monographs on project management, integrated systems engineering (ISE), logistics support (ILS) and configuration management (CM).
- **Communications Security Establishment:** Designed and delivered Advanced Project and Risk-Management Workshops.
- **Defence Production:** Page 2 illustrates my contribution to aerospace quality-assurance engineering. See Canadair (now Airbus) in section 2. **Private Sector's Innovations in Large Firms on Leadership, Strategy & Execution.**
- **Author: Harnessing the Power of Intelligence, Counterintelligence & Surprise Events**

"Alain Paul Martin has produced a book that allows decision-makers to improve their ability to understand how intelligence professionals link the dots between collection, analysis and interpretation."

Ray R. Henault, General and Chief of the Defence Staff, Canadian Forces

"This book has a range of excellent concepts that are useful to DOD organizations to improve their awareness of internal and environmental factors. This increased awareness could help leaders anticipate emerging issues and concerns to DOD at large. Mid-level leaders should know that the book is really about how an organization can gather and manipulate information that is relevant to their organizations and not get caught in the trap of thinking the book is primarily about intelligence in a military sense. As we operate in increasingly complex environments, information gathering, synthesizing, filtering, and distributing are incredibly important organizational tasks. This book helps people think about and approach the complexity and uncertainty organizations face today."

**Col. Robert J. D'Amico, Office of the Chairman of the Joint Chiefs of Staff
US Department of Defense**

"At present, one of the most important strategic management challenges is understanding and enhancing the process of transforming vast amounts of information into useable knowledge. Alain Martin's book is an excellent guide to meeting this challenge. He provides a structure and format that enhances our understanding and creates useable knowledge. I highly recommend that all managers and leaders read this book with a view to gaining informational insights and practical knowledge that can be applied to either every day or crisis situations."

**George Kolisnek, Director Strategic Intelligence
Department of National Defence**

"I sincerely hope incumbent members of the Defence Department will read this book, and that it be used in the instruction of all at military staff colleges, so that application of its guidance will assist all levels of national-defence management in "harnessing" the powerful intelligence factors. Not only will the lessons be instructive for all, but also, the book will be an invaluable resource for its research references."

Brigadier-General Lloyd Skaalen

NORAD Regional Deputy Commander (retired)

"Information in the past tense is never as valuable as information in the future or present tense. How often do we hear that "the signs were all there". Martin has created a framework and processes that anyone or any organization can adapt and use to create information and intelligence that will prevent or reduce unpleasant surprises in their lives or work."

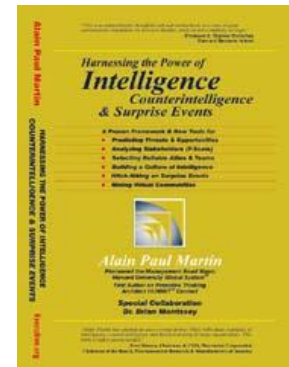
**Professor William J. Bruns, Jr., Professor of Business Administration, Emeritus
Harvard Business School**

"Executives that are just becoming aware of the untapped intelligence potential within their organizations need to absorb this book. Martin's prescription for enhancing traditional market research information with intelligence activities will provide managers with the key to strategic advantage. Martin shows how to exploit the untapped competitive power in day-to-day intelligence. He presents ethical methods of collection and usage of intelligence and shows how all types of organizations can identify, monitor, and exploit early detection signals. If anticipating your competitors' next move is what keeps you up at night- start here."

Dr. Paul Dishman, President

Society of Competitive Intelligence Professionals

Associate Professor, Brigham Young University, Marriott School



IMPORTANT

Book published in 2002. Part II, "Intelligence Analysis & Interpretation" (pp. 95-179), mostly includes enduring tools, still widely applied by strategists (e.g. Dr. Stephens' video, page 1) to:

- Predict opportunities & threats
- Analyze complex stakeholders' dynamics (7F-Scale now 10F)
- Select reliable allies and teams
- Building an intelligence culture
- Hitch-hike on worthy surprise events
- Mining virtual communities

Until the publication of the monographs below, the World Seminar, Advanced Skills Consolidation for C-suite executives, team leaders and professionals (page 5, section 7) provides the latest practical-research results, on these topics and much more. For more info, please contact PDI at:

rsvp@eharvard.org

More book testimonials at: eharvard.org/intelligence

6. Co-Invented Tripartite Cooperation; Led Flood Rescue, Infrastructural Engineering Projects...

- **Co-invented tripartite cooperation** leveraging Canadian expertise, beyond foreign aid, with petro-dollars, to benefit poor countries.
- **Led Canada's flood rescue in Central Africa.** To minimize delays, prevent corruption and secure, for victims, a habitual diet rich in fiber, antioxidants and proteins, I negotiated with WFP in Rome, a procurement from a neighboring African country. **Our aid arrived first.**
- **Led 2 Capital Projects' Detailed Engineering: CIDA Funded Telecommunication and IBRD Funded Highway.** Both projects
1st Project: World-Bank's **920km detailed engineering highway** delivered ahead of time and budget. The IBRD awarded the team 60 km extension bonus for meeting project's earned value goals below budget and ahead of time. More info available upon request.
2nd project: **2800km Wireless Corridor** drawn with a linear-programming support; fed with data from helicopters, one for management and two fitted with stroboscopic beams to simulate, during night shifts, optimum pylones' position and height, antennas' and reflectors' orientation, considering regulations, signal strength, Fresnel interference, wind resistance, access to power and roads for maintenance and repair, technicians' safety, system security and the project's aggregate cost. Met cost; but missed deadline by six months, due to rare events.
- **Pivoting Dominica's agriculture to high-value export markets, starting with "low-hanging fruits":** While delivering a workshop to teams of leaders, executive assistants and other professionals, I briefly surveyed the cost-benefits of pivoting selected sustainable eco-friendly produce, from average to high-value exports, characterized by a growing foreign demand. My host took over the findings for a pilot project.
- **Advised the UNESCO's Director General on Structural-Agility Needs, 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 (NWT Govt., Russia's Sakha Republic) on Principled negotiation skills and strategic tools to create constructive options and peacefully prevent and mitigate disputes.** Pioneered by Mr. Randy Cleveland, the first session was attended by senior executives and technical leaders. PDI exported subsequent sessions focusing on high-impact intra and inter-government issues (innovation, education, sustainable economic growth, housing, climate change, food security and healthcare).

7. My Contribution to Education, Skills Development and Mentoring on Four Continents

I trained 30,000 scientists, engineers, project leaders and C-suite executives at Airbus, Asian Productivity Organization (Japan), APOC (labour union), Atomic Energy of Canada, Bell Textron, Boeing, Brazilian Space Agency, CBC-Radio Canada, Canadian Space Agency, Desjardins, Dominica's Govt., Engineering Advancement Association of Japan, E.ON Group Wind Power & Energy (USA), First Nations (Dene, Haida, Inuit), GE Aviation (Jet Engines in Canada, EU, USA), Canada's Official Opposition Leader, MD Robotics, OCP Group (Morocco), OPG Nuclear Power, Procter & Gamble, SAAQ, Teck Metals, NGOs, provincial (Alberta, British Columbia, Ontario, Québec, NWT) and federal govts. (Agriculture & Foods, Employment & Social Development, Environment & Climate Change, Global Affairs & International Trade, Health, "Innovation, Science & Economic Development", NCC, National Defence, Parks Canada, Public Service & Procurement, Statistics Canada, Transport).

- **World Seminar: Advanced Skills Consolidation for C-suite executives, team leaders and senior professionals: A deep dive into meta-innovation, strategy formulation, practical negotiation, risk management and co-elevating leadership skills. Takeaway:** Proven practical skills and tools to chart the future and address current and emerging issues. Tools include Harvard University Global System™. **Negotiation modules approved by the Québec Bar for the professional development of its members.**

Delivered on 4 continents, this groundbreaking **World Seminar is the flagship of our skills-development portfolio.** It builds on:

- (a) My ongoing education, training and research in the above subjects, at MIT, Concordia University, the Gestalt Institute of Cleveland and Harvard (ALI fellowship and Business School) + Harvard Law School's certification in Teaching Negotiation in the Corporation...
- (b) Experience in entrepreneurship, leadership, innovation, strategic deal-making and risk mitigation in business, government and NGOs.
- (c) Teaching M.Sc. students and technical leaders management of change, strategic negotiation and project-management skills;
- (e) The Harvard University Global System™ practical framework and tool library I developed for strategy formulation, risk management and negotiation with a wide range of stakeholders, including loyal systematic followers, natural allies, fence-sitters (by choice, ignorance or necessity), rational adversaries, fumbler and systematic obstructionists (regardless of the outcome incl. self destruction).

"I enjoyed acquiring new ideas in strategy formulation, negotiation skills and leadership. The exercises and simulations gave a good hands-on practice."

**Savi Sachdev, Director General, Space Systems
Canadian Space Agency**

"An outstanding course on the how to's of strategy, leadership and negotiation skills. This course would be beneficial for all levels of management."

**Mark Farmer, Director
Engineering, General Motors, Detroit**

"I found the course content, your presentation and the group interaction discussions simulating real-life cases very enlightening. This learning of new material surprised me because I had 28 years of industrial experience and held a corporate position for 8 years. Your course, because of its thorough analysis of the issues, will be useful to researchers considering entrepreneurship."

**Noel P. Mailvaganam, Principal Research Officer
Canada's National Research Council**

- **Harvard University:** Led a seminar on my research in co-elevating leadership at the Ivy-League's Leadership Summit. I also shared my research with the faculty and MBA students on stakeholders' dynamics, issue incubation and meta-innovation.
- **MIT Systems Engineering:** Presented my frameworks, equations, algorithms and templates for strategic thinking, risk mitigation and project management to MIT fellows and graduate students in [Prof. Olivier de Weck's](#) System Project Management's class.
- **Morocco's Mohamed VI Polytechnic University:** Led Breakthroughs in Strategic Leadership for faculty, scientists & engineers.
- **United-Nations University (Tokyo):** Led an advanced workshop on breakthroughs in the strategic management of change
- **Université du Québec (2 years):** Delivered graduate M.Sc. full-credit courses on management of change. Mentored Students.
- **Forum of Excellence in Spain and Horasis in Portugal:** Led expert-panel discussions on innovation and risk

- **Intermediate & Advanced World Seminars for Presidential, Executive and Administrative Assistants**

Objectives: Maximize the participants' competencies to exercise greater responsibilities, fully participate in teamwork and decision-making, through rapid skills acquisition. The focus is on **the skills, tools and practices of lasting value** to improve performance, productivity and innovation; build a winning team with bosses and peers; and maximize value to the organization in traditional, hybrid and virtual teams. Most participants should expect, within 90 days, improvements in their performance and positive impact on their team. Attendance is often international, as witnessed by the participants in this video: youtu.be/GhpPPtpMna8?t=0.



- **Framingham State University** (Host: [Dr. Irene Porro](#), Director, [Christa McAuliffe Center for Integrated Science & Learning](#)): Following a pilot experiment attended by leaders of Massachusetts' school boards and schools, I led debates, with educators and policy makers, focused on system-thinking applications in the education of science, technology, engineering, arts and mathematics (STEAM), enhanced by an interdisciplinary decision-literacy module ("STEAM+D"). Among the new module's benefits to students:
 - (a) Learning to build trust by validating goals, facts, perceptions and biases; making assumptions explicit; reducing complexity...
 - (b) Opting for rational decisions by seeking evidence and logic, as close as possible to both users and the sources of expertise.
 - (c) Learning to develop empathy for all stakeholders; seeking sustainable and just solutions, on the high moral ground; addressing the ever-changing risks and resistance to change inherent in complex issues;
 - (d) Before seeking approvals, plan with rigor, equity, mindfulness, candor, humility and constructive arguments that resonate with, and inspire the trust of decision-makers, and other constituencies with vested interests in the issues, from those with the power to veto controversial decisions to the poor and voiceless parties, including minorities and people with a disability.
 With STEAM+D, teachers can gradually prepare young learners to acquire invaluable skills in project planning, organizational and execution skills with a pragmatic and proven framework and instruments superior to traditional project-management techniques.
- **Selected-Topic Workshops: Governance, Strategic Thinking, Co-Elevating Leadership, Project, Risk and Change Management:** 3-day sessions: [Cap Gemini](#) (London, Amsterdam), [Bertelsmann & France Loisirs](#) (Paris), [Finance Ministry](#) (The Hague), [Skanska](#), [Boliden](#), [Confederation of Swedish Enterprises](#) (Stockholm) and across Canada. **Short sessions:** Cascais (Portugal).
- **Principled Negotiation Skills:** for negotiators, lawyers, executives teams and parliamentarians in North and Latin Americas with strategic thinking, anthropological stakeholders' dynamics and resilience in difficult situations. **Approved by Québec Bar**
- **Principled Negotiation Skills:** Trained [Haida leaders](#) to secure a historic agreement reconciling BC's and their Nation's laws
- **Global-Trade Issues: Strategic Coaching and Executive Mentoring:** [Export Development Canada](#)
- **Principled Negotiation Workshops:** [Export Development Canada](#)'s team leaders

9. Inspirational Speaker: Nation-Building Skills for Vibrant and Caring Organizations & Communities

- **First Presentation: Leading Our Teams, Organizations, Nations and Personal Lives, with Dignity and a Moral Compass**
Making living and doing business, notably on the world stage, are increasingly, at risk of worsening in the short term. Also, the benefits fueled by the differentiation-integration synergy of AI (agentic, generative, predictive) in policy and decision-making are immense; but so are the threats, for users who privilege plain cost-cutting, as well as those, who are naïve or unethical, pursuing unfettered opportunism or striving on provocation, "untruths" and even systematic obstruction, regardless of the consequences.

Introduced in Section 3 Page 3, this non-partisan address and its Q&A dialogue are available for public and in-house audiences worldwide. They focus on tools, practices and hard-learned lessons from zigzagging progress and blunders in leadership, innovation and geopolitics on four continents (e.g. 2008 crisis due to fundamental flaws in economic theory and underestimation of key-allies' residual risks). The goal is to discuss evidence-based strategic-thinking tasks of crafting; and constantly updating optimum options, to build a vibrant, caring, innovative and productive teams, organizations and communities to navigate cautiously in our uncertain world, without compromising our most-cherished universal values. It builds on the long heritage of co-elevating leaders laser-focused on continuous learning; building trust; collaborating creatively for individual and collective progress, with humility and a moral compass "to leave no one behind". We will explore in small teams and plenary sessions, the best policies, opportunities, incentives and the least deterrents of the common good; namely sustainable growth, high commitment to responsible collaborative innovation (empowered but not driven by AI) and resilient infrastructures (both soft and hard, and with graceful degradation), for economic, social, cultural and ecological excellence **with unencumbered protection of democratic rights and freedoms**.

Other Past Non-Partisan Speaking Engagements

- **Canada's Liberal Caucus:** Building Together a Principled, Caring and Productive Great Nation (see Page 3 text and photo)
- **Conservative Party of Canada:** Exemplary Leadership for the team of the leader of the Official Opposition leader (at the time)
- **Association of Computing Machinery (ACM):** Martin's Global Method (New complexity-reduction algorithms for all, in project scheduling & resource-allocation), Conference speaker (Houston)
- **International Federation of Information Processing Societies (IFIP):** Speaker in Chicago, Las Vegas and Los Angeles
- **French Embassy (Washington)** in partnership with Chicago, Harvard, Wharton alumni clubs, French-American Chamber of Commerce: Conference speaker: Managing Major Surprise Events. Beneficiary: The American Red Cross
- **Canadian Operation Research Society (CORS):** "Think Proactive"; But Consider Other Options by Necessity (Toronto)
- **Evaluation Research Society (ERS):** Conference Speaker: Private event (Washington)
- **Project Management Institute (PMI):** Speaker: Breakthroughs in Project Management (Atlanta, Boston, Washington)
- **Harvard Faculty Club (HFC):** Corporate Speaker: Exemplary Leadership (private events)
- **Harvard Club of Boston:** Corporate speaker: Strategic Negotiation: Breakthroughs in Stakeholders' Dynamics (private event)
- **Technical Leadership:** [Preparing for the Avalanche of Social Robots for High-School Students](#)

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

I strive to advance education and eradicate poverty and suffering, through NGOs co-creations, innovation, complexity reduction, governance, co-elevating leadership, principled negotiation and novel partnerships to funding, content-rich conferences on emerging issues.

- I was elected HBS club president for 6 years and [Harvard University Club's](#) director for 10 years, both in Canada's National Capital. I helped Harvard select an HBS dean twice, once in a dyadic team with Prof. B. Scott. I helped to mobilize governors, with cutting-edge competence, and a moral compass, for the universities of Guelph and Ottawa. I mobilized global trailblazers, to share with Canadian counterparts the lessons learned in policy-making, science, technologies and their own lives. I led public-private partnerships and educational events that funded public-health research, high-school students, Japan's tsunami victims and the poor (Africa, Canada, Haiti).
- **Leveraging our collective knowledge and networks support those in need:** I organized leadership events on paramount issues to fund [CHEO children's hospital research](#), [Canada without Poverty](#), [Food Banks Canada](#), [Pie in the Sky \(Community Servings\)](#), (Boston). I teamed-up with the [French Embassy](#) and Washington's alumni ([Chicago](#), [Harvard](#) and [Wharton](#)) and the [French-American Chamber of Commerce](#) for the [American Red Cross](#) (Washington).
 - I coached the leaders of the first quinquennial [Acadian World Congress](#) (AWC), now an enduring historic and cultural celebration of Acadian communities worldwide. I actively participated in the AWC's strategic foundations, innovative marketing and funding in Canada, Louisiana, New England and Europe (Belgium, France, Switzerland).



"Mr. Martin tirelessly invests his energy to leverage his successes and networks into solutions that have a direct, positive impact on the poor. As a result of his unrelenting commitment to this cause and continuing partnership with PIH, we can now fully harness Canadian generosity and commitment to better serving the destitute sick..."

Mr. Martin's laudable commitment to social justice extends far beyond his work with PIH. [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."

Paul Farmer, MD, PhD, Kolokotronis University Professor and Chair, Dept. Global Health and Social Medicine, Harvard University Chief, Division of Global Health Equity, Brigham and Women's Hospital • Co-founder, Partners In Health (PIH)

- Inspired by Drs. [Paul Farmer](#) and [Jim Kim](#), I led a Harvard-alumni team that created [Partners In Health Canada](#) to harness Canadian generosity, bringing excellent health care to the poor. To enable tax-deductible donations, we incorporated a charitable [PIH Canada](#) to surf on [pih.org](#) field skills, while subjecting Canada-funded projects to independent Canadian auditing. Thus, we proved to the regulator (CRA) the merits our [differentiation-integration partnership](#): minimizing admin costs, leveraging PIH-proven strategic and field expertise to maximize impact on the beneficiaries, by delivering the finest healthcare to the poor; all in compliance with Canada's tax laws. We built a fuel truck with military-grade suspension and tires for Haiti's mountainous-unpaved roads to feed hospitals' power generators.
- I edited: [Herbert Shepard's](#) "[Resilient Self-Leadership for the Life of Your Choice](#)" Please credit the source & share this hyperlink.
- Our team's project-scheduling method was successfully used, pro-bono, for the Pope John Paul II visit to Canada (across Québec).

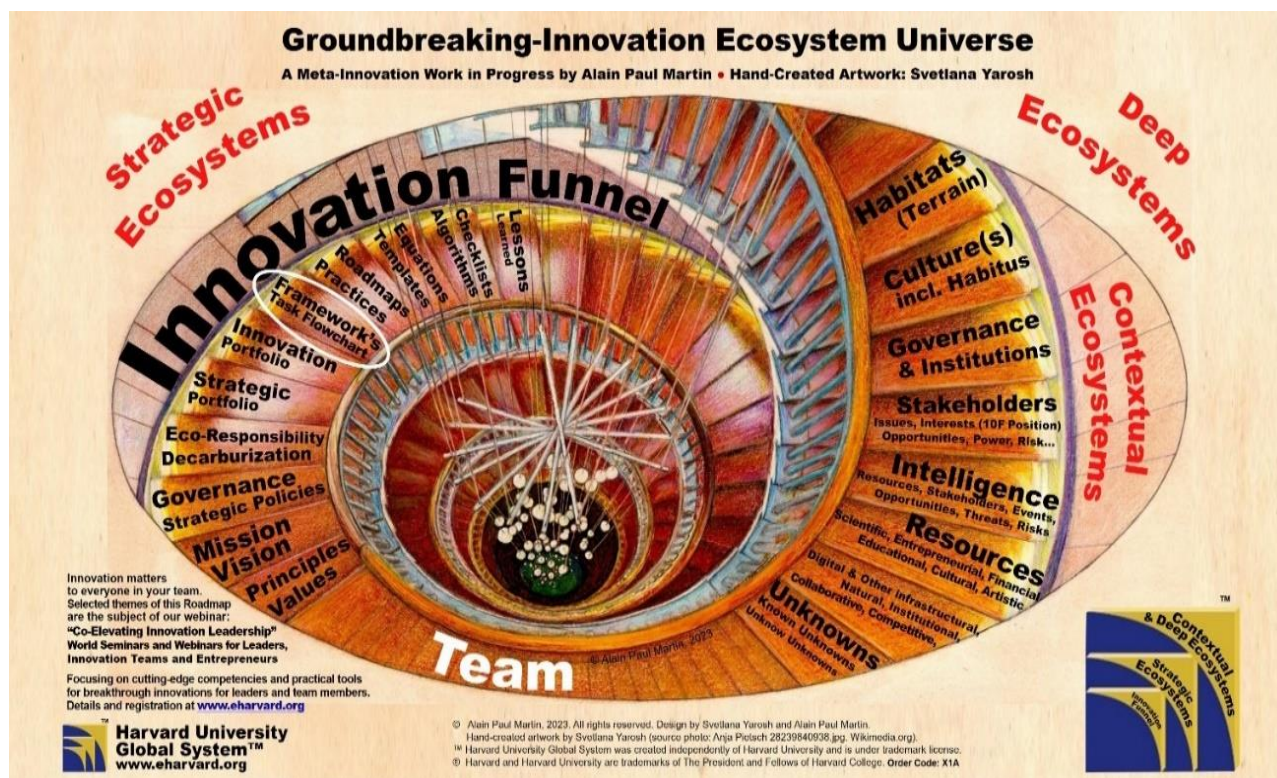
11 Current Intellectual-Property Pipeline (2026-2030): Meta-Innovation Support Tools

- **Meta-Innovation Science:** Creation of the first university chair and International Federation of Meta-Innovation Scientists.
- **The Complete Framework:** Vision, strategy, policy formulation and project management, and practical templates

This framework (in graphics, not yet displayed here) and its published 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. This monographs below describes the innovation cycle charted from the above framework. It builds on teamwork synergy, intelligence (human, physical and multimodal risk-mitigated AI), science, technology, arts, culture, diplomacy, business and enduring innovation success and failure lessons from inspiring innovators, from the teenager Louis Braille to Nobel medalists (Pritzker, Fields and Turing).



- **Innovation Ecosystem Universe:** A work in progress to bring to light innovation complexity and opportunities.



Simplified Equation of the Value of a Decision, a Policy or an Innovation

For complexity-reduction purposes and synergy via full-team participation (inclusion), we excluded both integrals and transform calculus.

Let's postulate that a **decision (an innovation or a policy)** value depends, at least, on the 4 variables below, subject to **Timing** and **explicit Assumptions**, i.e. conditions, along the **value chain**, beyond specific leaders' control; which must prevail for value attainment. Each must be **risk mitigated** 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**. The **critical mass** is the least number of people (e.g. influencers) whose active or tacit support is required to prevent a veto. The **dominant coalition** can, but rarely will, veto the decision.

$$\text{Decision Value} = f \left[\left(\text{Decision Quality} \times \text{Acceptance} \times \text{Execution} \right) - \text{Risks} \right]$$

Policy Value in Context or Decision Value In Context

Decision Quality (Policy Quality or Formal or Informal Demand or Task)

Acceptance (by Each Constituency's Critical Mass & Dominant Coalition)

Execution (incl. Scaling & Platform Dependency)

Risks (Including Systemic, Residual, Governance & Structural Risks)

Excerpt from: **Harnessing the Power of Innovation Science: Leveraging generative AI, co-elevating team leadership, and great innovators' and your team's failure and success lessons.**
© 2012 Alain Paul Martin, Meta-Innovation Scientist & Chief Architect, Harvard University Global System™ (HUGS). HUGS was developed, mostly in Canada at The Professional Development Institute® PDI Inc. with an international team (Canada, EU, Mexico, USA), independently of Harvard University and is under trademark license. www.eharvard.org/pdi

Simplified Equation Illustrating the Critical Variables to Maximize Value (Net Benefits)

- **Harvard® Complete Risk-Management Roadmap & Practical Templates:** proven in addressing original, residual and systemic risks and contingency plans, from stakeholders' adversity (Incl. systematic obstruction) to nuclear power risks
- **Framework & Tools for Strategic Negotiators:** Built to address client needs; and validated with my peers (lawyers, diplomats, executives...) in one of the 6 Harvard Law School's seminars I took including "Teaching Negotiation in the Corporation".
- **Harvard® Practical Time Management: The Complete Roadmap** for what matters most, including a life worth living
- **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' Framework:** Identifying, understanding and engaging the stakeholders (incl. those invisible but ubiquitous) is a frequent challenge in orchestrating large-scale transformation and change. Since perceptions are a reality in most people's minds, the first task is to apply anthropology and social psychology 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). The next task is to analyze (e.g. psychographics) and probe the driving forces (e.g. 10F Stakeholders' Dynamics' driving forces), before formulation your stakeholders' interaction strategy, often revealing a rich panorama of engagement and graceful-exit options.

- **Multipurpose Mechanisms to Maximize & Fast-Track Creativity:** With the clients' and peers' support, for over 15 years, we fine-tuned a novel framework and templates, to understand the issues at hand; and deeply transform the practice of stakeholders' dynamics, in order to probe creative options with clarity for strategic thinking and innovation. We now embark on exploring Generative AI to further improve creativity throughout innovation cycle. Our creativity-improvement and complexity-reduction tools enable everyone in a team to promptly share and probe critical information in plans and progress reports, across language boundaries. Thus everyone can master the finest details in projects and pilot-experiments (definition, estimating, scheduling, scarce-resource allocation, budgeting, earned value and progress management).

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-testimonials video: www.eharvard.org/EA).

Our goals remain: Users' full-team participation (leaders, users, support staff) in innovation and decision-making; applying complexity reduction, progress transparency, communication across languages and rapid acquisition of critical-creativity skills. We have substantially improved the algorithms and look forward to ethically and cautiously leverage predictive, generative and agentic AI. Our HUGS-software app will build on track record in delivering high performance in logic, speed, memory use, transparency and user friendliness, especially for non-technical project-team members (some support staff and clients).

12. My Education and Co-op Internships

Note: I am forever indebted to all my educators, especially those competent and compassionate, in the French tuition-free public schools.

- **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.
Lectured on exemplary & co-elevating leadership: led value-incubation research in innovation science and strategic thinking.
I led the Ivy-League Summit's Leadership Seminar, focusing both on self-leadership and leading knowledge teams
Note: I was honored to be admitted as Harvard University's senior fellow (ALI) on the condition of ending my pro-bono work with Dr. Paul Farmer (PIH) and Dean Julio Frenk (Public Health). Although a Sr. fellow designation was a critical goal to dive deeper into collaborative research in meta-innovation, I respectfully declined the offer on conscience grounds. **Yet, my commitment to Harvard University's mission and esteem for our community** (students, support team, faculty, peers) has never wavered.
I have nominated candidates to Harvard Business School and ALI fellowship. All six were accepted; one withdrew by choice.
- **Harvard-University's Advanced-Leadership Coalition:** Ongoing Service & Prof. Development, 2012-2014, 2017-Present
 - a. Deep Dive into Generative 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
 - b. **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
Models, e.g. ChatGPT, apps in several contexts, including the future of work and effective policy solutions.
 - c. MBA 2nd-Year Elective Courses on Leadership at Harvard Business School, as ALI Fellow's Cross-registrant (2012)
Acting in Time against Disasters: Strategy and Leadership: Prof. Herman A. (Dutch) Leonard (2012)
Power and Influence: Prof. Julie Battilana
 - d. **Macroeconomic Policy & Financial Markets:** Options for deep change; identifying & managing new risks in supply chains
 - e. **Evolution of Democracy in Europe** (up to the E.U. era) by Prof. Peter A. Hall, as ALI Fellow's cross-registrant
 - g. **Seminar on Governance and Democracy** featuring **Soft Power** by Prof. Joseph Nye (Kennedy School)
 - f. Stéphane Bancel on Pivoting Research & Operations at Moderna: From leadership in crisis to accomplishments
- **Harvard Business School (HBS), OPM** (Entrepreneurial Leadership, 27th Alumni Class), 3-year part time 1997-1999
"A transformative learning experience that boosts leadership skills and the value of participants' enterprises", as described by HBS.
The opportunity to gain advanced business entrepreneurial skills; team up with peers; nurture friendships and become a member of both HBS and Harvard University alums' communities is a **lifelong-learning privilege to advance professionally and 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.
- **Concordia University, Montreal:** Bachelor of Commerce in Quantitative Methods ([Operations Research](#)), 4-year full time
- Advanced Technology ([Technique supérieure](#)) in Montbéliard and Lille (France): 3-year full time.
Specialization in the manufacturing-processes design and quality-assurance engineering for mass production. Internships at:
 - a. [Peugeot France](#): Co-op Student. I created innovations that improved the productivity and the ergonomic quality of work.
 - b. [Préparation militaire supérieure PMS](#), (Military Service Preparedness): Part-time auditor learning intelligence basics
 - c. [Sender Freies Berlin](#) (now "[Rundfunk Berlin-Brandenburg](#)"): **Intern**, TV Studio Acoustics' Quality-Assurance Engineering
 - d. [Carleton University's Engineering Faculty](#): Mechanical/Aerospace High-Precision Technologist, Wind-Tunnel Team
 - e. [University of Ottawa, Nuclear and Particle Physics Lab](#): Cyclotron-Team Technologist. Built advanced targets for students and faculty. Also assisted graduate students and faculty in low-temperature physics experiments.

- [Goethe Institute](#) (Lille, France) and [Carl Duisberg Society](#) (now [German Development Agency InWEnt](#)): 6-year part-time German-language courses and practice in Berlin (Germany) and Vienna (Austria)

12. Other Professional Development and Continuous Learning

Ongoing Webinars on Generative, Predictive and Agentic AI, 2023-Present. See also Section 11 in the previous page.

- a. Re-Humanize: How to Build Human-Centric Orgs in the Age of Algorithms, INSEAD Prof. Phanish Puranam, June 2025
 - b. Generative & Transformative AI in finance, health, education and ecology: Mines Paris Tech, Manifold & Harvard University
 - c. Agentic SuperAI Catastrophic Risks: [Nobel](#) & [Turing](#) from [Bengio](#) (1, 2, paper), [Hassabis](#), [Hinton](#), [Lecun](#), [Kasirzadeh](#)
 - Negotiation and Mediation for Lawyers, Harvard Law School, Cambridge (MA)
 - a. Teaching Negotiation in the Organization, Prof. Roger Fisher, and MIT Prof. Lawrence Susskind
 - b. Negotiation for Senior Executives, Harvard-MIT-Tufts Inter-Faculty led by Profs. Roger Fisher and William Ury
 - c. Advanced Negotiation for Sr. Executives: Dealing with Difficult People and Difficult Situations, Bill Ury
 - d. Negotiation for Lawyers, Emeritus Prof. Roger Fisher; e. Advanced Negotiation for Lawyers, Prof. Bruce Patton
 - f. Mediation (Harvard Law School) and Strategic Negotiation (Harvard-ALI), both with Prof. Robert Mnookin
- ...Massachusetts Institute of Technology (MIT), Cambridge
- a. 2012 Harvard cross-registrant and Case Presenter for Prof. Olivier de Weck, MIT Engineering, System Project Management
 - b. Managing Complex Product Development Projects, MIT Sloan School of Management
 - c. Change Management (5 workshops), Sloan School, Profs. Richard Beckhard, John Carroll, Richard Larson and Ed Schein
 - d. Government Programs' Evaluation, MIT Sloan School, Profs. Arnold Barnett, Martin Rein and Mark Thompson
- Strategy: Building and Sustaining Competitive Advantage, Prof. Michael Porter, Harvard Business School
- Advanced Risk Assessment, Simulation and Real Options, Palisade, Ithaca, NY
- a. Real Options Valuation (ROV) in Business-Strategy by Dr. Michael Rees (Oxford, Wilmott Award)
 - b. Risk and Decision Assessment using @Risk and the Decision Tools Suite, Dr. Michael Rees
- **Gestalt Institute, Cleveland:** 8 seminars: Gestalt psychology (theory, methods, organization development, group dynamics, change theory, intimate systems) by Richard Beckhard (2), John Carter (1), Elaine Kepner (1), C. Lukensmeyer (1) and Herbert Shepard (3)
 - **American Psychological Association:** Cognitive-Behavior Modification & Therapy: B.F. Skinner & Don Meinchenbaum
 - **University of Miami's Business School:** Participant in the Knight Venture Leaders' Lectures, featuring influential forces in business, technology, arts and ecosystem sciences, including Nobel laureates, CEOs, trailblazers and cultural icons (2020-21)

13. Societies' Memberships

- Société de mathématique de France ([SMF](#)): Member
- The American Association for the Advancement of Science ([AAAS](#)): Member
- Canadian Operation Research Society ([CORS](#)): Past member & Conference Speaker (Toronto)
- Association of Computing Machinery ([ACM](#)): Past member
- International Federation of Information Processing Societies ([IFIP](#)): Conference Speaker in Chicago, Las Vegas, Los Angeles,
- Project Management Institute ([PMI](#)): Member and Speaker (Atlanta, Boston, Washington)

14. Other Interests

- I ran a dozen marathons (Boston, Ottawa, Philadelphia...). Mr. Claude Guinet and I mobilized French sponsors for Montréal.
- With family and friends, I love sailing, hiking, going to museums and concerts, and watching movies.
- I love reading, debating and listening to music.

References

- ¹We were honored to partner with [Skanska](#). We empathize with its decision to close Datech, which would have required a multi-billion dollar investment to compete with Silicon Valley's IT cluster, and risk diversion from its eminent century-old mission. As expected, today's Skanska is the world's leading iconic laboratories' builder ([Harvard's Biology Research facility](#), [Lund's European Spallation Source](#), the most-modern research facility), [Stockholm's National Museum](#), [Harvard Art Museum](#), [New York's 2nd Ave. Subway](#), the [World-Trade-Center Transportation Hub](#), [Robert Kennedy Bridge-deck replacement](#), [The Gherkin](#) and [Heron Tower in London](#), [eBay's Topaz data centre](#), [MetLife Stadium](#) which opened on budget 5 months ahead of schedule. We hope our pathways will cross again.
- ²Louis V. Gerstner Jr, Edward Herrmann, et al.: [Who Says Elephants Can't Dance?](#) ISBN: 978-0060523800. Harper 2003.
- ³The designation "World Organization for Animal Health (WOAH)" to replace "Office of International Epizootics (OIE)" was Dr. Norm Willis' suggestion to fit the OIE's broader mission. Confirmed in my call June 2, 2026 to Dr. Willis, who wrote it OIE Strategic Plan (2000).

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