

# Alain Paul Martin

## Professional Vitae

- Harvard and MIT Trained Mentor: Leadership, Strategy, Negotiation, Entrepreneurship, GenAI ● Meta-Innovation Scientist, Harvard University Global System™ ● Co-Founder, World's First Exhibit: "The Art & Science of Innovation for All" at Leading Museums
- Experience in Corporate Design and Project Leadership in Health, Biotech, Banking, Aerospace, Mining and Government

“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** (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](http://www.eharvard.org/martin)

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

“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 [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 of the requirements established by OPG.”

**Mark Arnone, V.P. Nuclear Refurbishment, Ontario Power Generation**

“[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”:**

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

**Professor Warren McFarlan, Harvard Business School**

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

**John Harbour, Former President, Desjardins, and CEO, SAAQ** (see Desjardins & SAAQ on page 3 for details)

“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.**

More feedback at [www.eharvard.org/martin](http://www.eharvard.org/martin)



**I lead a small team providing consulting and deep-dive coaching on co-elevating leadership, resilient negotiations and the art & science of innovation FOR ALL**, in English and French, based on our practical meta-innovation framework, spanning ideation, discovery, prototyping, scaling, clinical trial and delivery, anthropologically turbocharged, throughout the journey, with stakeholders' dynamic engagement and generative AI. We build on the synergy of teamwork, human and artificial intelligence, enduring lessons from inspiring innovators and advances in science, technology, arts and anthropology, particularly culture and diplomacy. We team-up with clients (financial institutions, mining, aerospace, nuclear power and biotech) to build and retain high-performing teams and strategic allies; via coaching, clinical practice and consulting on sustainable innovation and leadership.

- **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”.
- **Chief Architect, Harvard University Global System™** (for which PDI is Harvard University's licensee): I led this System's design and a software version, used by Skanska (Finland, Germany, Norway, Sweden, UK) to manage projects (\$1M to multi-billions). Full team participation (from leaders to users and support staff) in innovation and decision-making is enabled with direct communication across languages, progress transparency and the acquisition of critical creativity skills.

## 1. Multi-Sectorial Innovation Experience in the Private Sector

- **In finance and banking, Desjardins' President 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”, “the world’s 2<sup>nd</sup> strongest bank” (Bloomberg’s ranking at the time). I also coached the executive team to turn Desjardins’ general-insurance subsidiary from a laggard into a leader through strategic innovations, leapfrogging Zurich and ING; as “North-America’s fastest-growing general insurer in five years”, quadrupling sales and raising profit tenfold ([eharvard.org/2022/harbour.mp4](http://eharvard.org/2022/harbour.mp4) in French). Desjardins and Skanska were the proving grounds for Harvard University Global System™.
- **In the mining, energy and manufacturing sectors,** I advised the directors of Applied Research & Technology at **Teck**, Canada’s largest resource corporation (12 years). 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. 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) and **General Dynamics’** electric boats. At **Du Pont** and **Domtar**, I led advanced IT system design and programming.
- **Led engineering capital projects:** The first was **2800km wireless** funded by Canada. The final corridor was drawn with the support of Monte-Carlo and linear-programming software fed with live data provided by three helicopters operating during night shifts in a high Fresnel-interference zone. The second was a **660km highway** funded by the World Bank.
- **I taught lawyers and executives teams:** Principled Negotiation Skills with strategic thinking and anthropological stakeholders’ dynamics, resilience in difficult situations, building on what I learned in eight seminars at MIT, Harvard Law and Business Schools, including teaching Negotiation in Organizations and, in particular, from Prof. Robert Mnookin’s research and book titled “Bargaining with the Devil”.
- **Led workshops and graduate M.Sc. courses (strategy, leadership, project & change management)** at Bertelsmann, Cap-Gemini (EU, UK), ENAA Japan and APO (Asia), EON, GE Jet Engines (Canada, France, USA), the Ivy-League’s Leadership Summit (held at Harvard University), MD Robotics, OCP Group, OPG Nuclear Power, Procter & Gamble (USA), Teck, Textron Bell Helicopter, universities (Harvard University, Mohammed VI Polytechnic University, United-Nations University in Tokyo, Université du Québec), NGOs, unions, defense, governments.
- **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 and video: [www.eharvard.org/EA](http://www.eharvard.org/EA))

## 2. Public-Service Experience

- **Co-founded the Canadian Food Inspection Agency (CFIA)**, with Dr. John Brian Morrissey, to restore public trust in the inspection system, improve food security, and position the country among the safest and trusted exporters;
  - **Preparing public-health scientists and executives nine months before BSE was diagnosed in Canada:** Drawing lessons from UK’s Mad Cow (BSE) and variant Creutzfeldt-Jakob (vCJD) diseases, I called on Dr. Morrissey to research the issue, following his retirement from the federal public service. Then, he and I led a retreat to prepare public-health scientists and policy-makers long before BSE was diagnosed in Canada.
  - I also took the initiative to study the growing tensions with Japan, China and other Asian trade partners, following mad-cow disease (BSE) discovery. I was honored that Canada’s Prime Minister accepted my proposal to empower the best scientist to defuse. Reference: [www.eharvard.org/martin/Advice-to-PM-for-Science-Advisor.pdf](http://www.eharvard.org/martin/Advice-to-PM-for-Science-Advisor.pdf)
  - After retiring from Desjardins, Mr. John Harbour went to the public sector, I teamed-up twice with his teams:
    - I briefly participated in the creation of Québec financial-markets’ regulator (Autorité des marchés financiers)
    - **I coached the SAAQ strategic team whose decisions saved thousands of lives, in less than 5 years;** reducing the death toll (-35%) and severe bodily-injury accidents (-43%), despite a 15% highway-traffic growth; while turning the \$489 million debt into \$20 million surplus.
- Mr. Harbour described the positive impact of my 12-year contribution** to Desjardins and the SAAQ, in exemplary leadership, strategic thinking and innovation in this video: [eharvard.org/2022/harbour.mp4](http://eharvard.org/2022/harbour.mp4) in French
- **Non-partisan Executive Member of the Prime Minister’s Committee on Government Reform.** I provided strategic and operational advice to ministers and senior executives on reforming federal and provincial governments.
  - **Advised the UNESCO’s director general** on the need for structural agility, technological reform and strategic funding through public and private partnerships. I also authored the report: “Overhauling the UNESCO and Strengthening Its Essence”

- Advised the Northwest Territories' (NWT) government on large-scale environmental risks in energy and mining, from complex mine reclamations to potential oil and gas disasters in the Territories and the Arctic.
- Coached Arctic-circumpolar leaders (First Nations, NWT government, Russia's Sakha Republic) in principled negotiation skills and Harvard® tools to explore strategic options to resolve intra and inter-government issues;
- Directed infrastructural-engineering projects in Africa (660km-highway engineering funded by the World Bank and 2800km microwave-communication infrastructure by CIDA). Gender equity was a critical factor.
- **In public broadcasting**, building on research of news delivery in democratic countries, I led the creation of CBC Radio Canada's (SRC) 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 six time zones; especially during elections, when accuracy and timely reporting are *sine qua non* conditions for transparency and effectiveness. The operations-research based system enhanced quality assurance; protected SRC against frivolous suits; and strengthened the independence that is critical to the public-broadcaster's non-partisan mission.
- **In primary and secondary education**, building on a pilot experiment with educators of Massachusetts' school boards and schools, I led workshops focused on system-thinking applications in the education of science, technology, engineering, arts and mathematics (STEAM), enhanced by a decision-literacy module ("STEAM+D") with interdisciplinary applications; centering on increasing the science capital (Pierre Bourdieu), reducing complexity and learning to build trust and consensus. Thus, teachers can now gradually prepare K-12 learners to:
  - Validate goals, facts, perceptions and biases; make assumptions explicit; and opt for rational decisions by seeking evidence and logic, as close as possible to the source(s) of expertise and user proximity;
  - Learn to develop empathy for all stakeholders; hold the high moral ground; seek sustainable and just solutions; address the ever-changing risks and resistance to change inherent in complex issues;
  - Learn, before seeking approvals, to plan with rigor, 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 issue(s), including those with the power to veto controversial decisions, and voiceless parties;
  - Acquire project-planning, organizational and execution skills with a pragmatic and proven framework.
- **Professional-Development Assignments:** I led several tailor-made workshops, including:
  - Evaluating Efficiency, Effectiveness and Impact, tailor-made for the Ministry of Finance (The Hague, Netherlands),
  - Project-Management Skills Applying Harvard University Global System™ Tools for Foreign Affairs, Environment Canada, Parks Canada and the Department of National Defense's Communication Security Establishment (CSE)
  - Building a Caring and Principled Nation for Canadian Legislators,
  - Resilient Negotiation Skills for Legislators

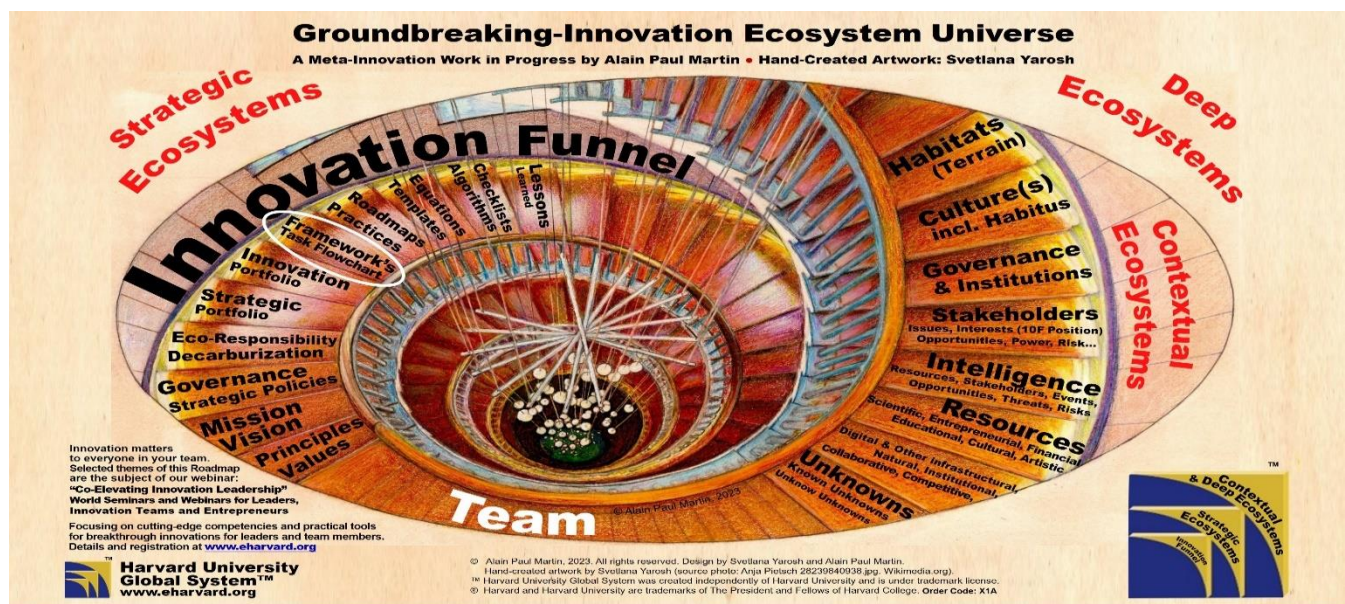
### 3. Pro-Bono Innovations on 5 continents to Eradicate Poverty and Advance Education

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. I participated in Harvard Business School's annual conferences (2008 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 proposed to incorporate a charitable [PIH Canada](#); yet harness PIH's (Boston) management skills and proximity work, 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 international-foresight panels, including "Preparing for the New Pandemics: Lessons from Science & Policy" and "Sustainable Growth and Scaling through Innovation and Strategic Alliances".

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

- **Recognition and 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 Bombardier-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 and under Experience). Our Institute (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)
  - **The Complete Framework:** Vision, strategy, policy formulation and project management, and practical templates
  - **Innovation Ecosystem Universe:** A work in progress to bring to light innovation complexity and opportunities.



- **Framework for Sustainable-Innovation and Start-Up Leadership:** A Framework Applying Innovation Science, AI, Cognitive Neuroscience, Psychology, Eco-Responsibility’s Best Practices and Harvard University Global System™ Tools
- **Continuous Risk Management:** The complete roadmap and practical templates
- **Principled Negotiation:** Framework and practical templates
- **Harvard® Practical Time Management: The Complete Roadmap** for what matters most and a life worth living
- **Harvard® Planners:** This patented and affordable innovation outperforms Day-Timers®, The Economist® and Quo-Vadis, in space and timesaving (eharvard.org). 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. Every buyer contributes to Harvard University’s royalty which goes exclusively to fund student scholarships.
- **Stakeholder-Dynamics’ (10F driving forces) Template:** Identifying, understanding and engaging stakeholders (incl. 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 Fast-Track and Maximize Team Creativity:** With clients’ and peers’ support, for over 15 years, I created and fine-tuned a novel method and template, to understand the issues at hand and stakeholders’ dynamics and probe creative options with clarity in strategic thinking, innovation and geopolitics. We now also explore Generative AI to turbocharge 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](http://www.eharvard.org/EA)).

## 5. Current and Upcoming Publications

My book: "[Harnessing the Power of Intelligence, Counterintelligence & Surprise Events](https://www.eharvard.org/intelligence)", was recommended by leading scholars, executives and the intelligence community ([www.eharvard.org/intelligence](https://www.eharvard.org/intelligence)).

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 for Collaborative-Innovation Teams, namely: “The Art & Science of Innovation for All” and “Co-Elevating Innovation Leadership”



## 6. Education, Professional Development and Continuous Learning

- Harvard Fellow, Advanced Leadership, 2011-2012; Harvard University ALI Coalition, 2017-Present  
Inter-faculty fellowship of six schools: Medicine, Public Health, Law, Business, Government and Education.  
Lectured on exemplary leadership. Led value-incubation research in innovation science.  
Led the Ivy-League Summit's Leadership Seminar focusing both on self-leadership and leading teams  
Cross-registrant: Evolution of Democracy in Europe (up to the E.U. era) by Prof. Peter A. Hall  
Ongoing Professional Development: Harvard Advanced Leadership Coalition of Harvard ALI Fellows, 2017-Present
- **October 2024: Deep Dive on AI and Technology for Harvard ALI Fellows and ALI-Coalition Members Only**  
Led by distinguished Harvard faculty members. Focus was on how generative AI works, how to use it, and the larger opportunities and challenges it poses for society. We explored the inner workings of Large Language Models such as ChatGPT, while engaging in practical applications of these systems. We assessed the advantages and risks of deploying generative AI and applying it responsibly in several contexts, including the future of work and inequalities. We also deep dived into effective policy solutions.
- **2021 Three-Day Deep Dive into Technological Innovation: Digital Platforms, AI and Quantum Technologies**  
Led by Dean Mike Smith, Harvard's Faculty of Arts and Sciences, with Profs. Bharat Anand, Finale Doshi-Velez, Matthew Finney, Elena Glassman, Evelyn Hu, Christine Keung, Gary King, Xiao-Li Meng, Vijay Janapa Reddi, Latanya Sweeney,
- **2021 Tackling Health, Housing & Homelessness:** Harvard ALI, Howard Koh, Harold Cox, Jennifer Molinsky, Jim O'Connell
- **2020 Harvard Business School: Building Resilient Organizations in Turbulent Times and Crisis Management**  
**Stéphane Bancel: Pivoting Research and Operations at Moderna**
- Macroeconomic Policy, Financial Markets; Pathways for Driving 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
- 2020-Present: Manifold, Harvard Business School, Mines Paris Tech, Harvard Public Health and MIT:  
Generative and transformative artificial intelligence (AI) in finance, health & education, eco-responsibility practices
- **Concordia University, Montreal: B. Commerce in Quantitative Methods** (Operations Research)
- **Advanced Technology, Lille (France).** Internships at France's Peugeot (manufacturing), ARD (TV Network) in Berlin, University of Ottawa (Nuclear/Particle Physics' cyclotron team) and Carleton University (Engineering Faculty's research labs)
- **Harvard Business School (HBS), Boston: OPM (27th Alumni Class), 1997-1999**  
I was privileged to work, since 1999, with Profs. Bruce Scott and John Sviokla. Prof. Scott joined my firm's Advisory Board until his death in 2020. I will never forget his generosity and the tribute he paid to me in the foreword of "*Capitalism: Its Origins and Evolution as a System of Governance*".
- **Harvard Business School: Cross-registrant, MBA 2nd-Year Elective Courses, Leadership (2012)**
  - Power & Influence: Prof. Julie Battilana
  - Acting in Time against Disasters: Strategy and Leadership: Prof. Herman A. (Dutch) Leonard
- **Harvard Business School: Strategy: Building and Sustaining Competitive Advantage,** Prof. Michael Porter

- **Harvard Law School, Cambridge: Negotiation and Mediation for Lawyers**
  - Teaching Negotiation in the Organization, Prof. Roger Fisher and MIT Prof. Lawrence Susskind
  - Negotiation for Senior Executives, 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
  - Advanced Negotiation for Lawyers, Prof. Bruce Patton
  - Mediation (Harvard Law School) and Strategic Negotiation (Harvard-ALI) with Prof. Robert Mnookin
- **Massachusetts Institute of Technology (MIT), Cambridge**
  - System Project Management, MIT Eng. Systems, Prof. Olivier de Weck (2012 Auditor, Case Presenter)
  - Managing Complex Product Development Projects, MIT Sloan School of Management
  - Change Management (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
- **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/Therapy: B.F. Skinner, Don Meinchenbaum
- **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

**Memberships:** Société de mathématique de France, AAAS, Harvard (ALI) Advanced-Leadership Coalition. Past: Harvard Faculty Club, Canadian Operation Research Society (CORS), Assoc. of Computing Machinery, AEA (eval.org)

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