



The Red (Team) Analysis Society



Training and Online Courses

Finding Solutions to Face Geopolitical Risks
and Uncertainties

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Our Training: Tailor-Made Programs, Executive and Online Courses.....	1
Available Training Courses and Topics.....	2
Trainer	3
Some References.....	4
Online Course 1 - Geopolitical Risk and Crisis Anticipation: Analytical Model...5	5
Key General Learning Outcomes.....	5
Curriculum Detail	6
How is the Course Delivered?	11
A training available 24/7 for 6 full months	11
Adapted to the online environment.....	11
Active learning	12
Your input as an active learner and your schedule	13
Completed course	15
Online Course Payment & Registration.....	16
Registration fees	16
Group ordering	16
Payment by Credit Card via our website.....	16
Payment via wire transfer without credit card	17

Our Training: Tailor-Made Programs, Executive and Online Courses

Our training courses are designed and developed by leading faculty and experts, grounded in scientific and academic knowledge and understanding, as well as practical experience of international relations, political and geopolitical analysis and anticipation analysis and processes.

They will practically and step by step help you mastering the analytical and methodological skills and knowledge you need to reduce and embrace uncertainty, avoid surprise, foresee and warn about crises, dangers or threats and thus manage risks, as well as monitor them and communicate results at best to decision-makers.

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Available Training Courses and Topics

Available Courses	Custom-designed training Executive courses	Online training
Introduction to strategic foresight and warning, risk management	✓	Course 1
Analytical model, mapping an issue, identifying indicators	✓	Course 1
Using social network analysis software for strategic foresight and warning, risk management	✓	Course 1
Mitigating biases	✓	Course 1
How to deal with large amount of information	✓	Course 1
Influence analysis (for scenarios)	✓	
Scenarios building	✓	
Probabilising scenarios	✓	
Scanning and monitoring for warning	✓	
Finding relevant information and quality of information for monitoring and scanning	✓	
Design and process of strategic foresight and warning systems	✓	
Delivery of warning and scenarios	✓	
Other according to your needs	✓	

Trainer

Dr Helene Lavoix holds a PhD in international relations from the University of London, School of Oriental and African Studies (SOAS) (and a MSc with distinction in international politics of Asia, SOAS).

She is an experienced international lecturer and speaker. She currently teaches at Master level at the renown SciencesPo – Paris School of International Affairs (PSIA). Previously, she taught at the RSIS, Nanyang University in Singapore, Master in Strategic Studies. She also trains executives, officials and analysts either with tailor-designed programs for public, corporate, and NGOs' clients or in dedicated programs (Brussels with Vesalius College since 2013).

She has more than twenty years practical experience as an analyst in international relations specialised over more than ten years in strategic foresight and early warning. She is also fully acquainted with the various specificities of SF&W and risk management, from analysis to the challenges met by officers through her work as international coordinator for the Global Futures Forum and, even more directly as Director of the Red (Team) Analysis Society.



Some References

SciencesPo- Paris School of International Affairs (MSc in Security Studies, selective by Dr H Lavoix), France;

Norwegian Defence Intelligence School (NORDIS), Norway;

ACAPS, Switzerland;

Geneva Centre for Security Policy (GCSP), Switzerland;

Vesalius College, Belgium;

Royal Military Academy, Belgium;

S. Rajaratnam School of International Studies (RSIS), (MSc in Strategic Studies, selective by Dr H Lavoix), Singapore;

Civil Service College, Singapore.



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Online Course 1 - Geopolitical Risk and Crisis Anticipation: Analytical Model

From Process to Creating your Analytical Model for Strategic Foresight and Warning, Early Warning, Risk Management and Scenario-building

Key General Learning Outcomes

- ④ Review the fundamentals of “anticipation”:
 - 🎧 Why foreseeing the future matters?
 - 🎧 Which elements must be included?
 - 🎧 What is the overall process used?
- ④ Identify biases (systematic mental errors made during analysis) of various types – one of the major enemies of analysts and anticipation;
- ④ Learn how to mitigate biases;
- ④ De-dramatise the idea of “models”;
- ④ Become an expert for modeling through a progressive, easy to follow, use of graphs (maps);
- ④ Enhance your mastery in making dynamic political analysis;
- ④ Learn to map properly any geopolitical and strategic security issue for anticipation analysis/strategic foresight/ warning/ risk management;
- ④ Make sure you are not getting ready “to fight the last war”, but, on the contrary, properly foreseeing the future;
- ④ Use the mapping and the map to enhance your analyses and your early warning by identification of indicators - and be ready for scenario-building.

Curriculum Detail

Module	Fundamental Skills	How to Read a Large Amount of Information
Module	The mission of the SF&W analyst and officer	
	Unit 1: Why and How Do we Anticipate?	Unit 2: Strategic Foresight and Warning and the Analyst-Officer Mission
	<ul style="list-style-type: none"> Contextualise the course and locate what you will learn within a larger process; See the reasons for anticipation and the consequences in case of failure to anticipate; Look at the process used to anticipate; Review the similarities and differences between strategic foresight and warning and risk management. 	<ul style="list-style-type: none"> Continue contextualising the course and locating what you will learn within a larger process. Review the mission of the anticipation officer and analyst Become familiar with – or remember – fundamentals for warning, risk management and strategic foresight.
Module	The fundamentals of an analysis	
	Unit 1: Opening up the “Mind-Forged Manacles” (1)	Unit 2: Opening up the “Mind-Forged Manacles” (2)
	<ul style="list-style-type: none"> Improve your understanding regarding biases or discover what they are; Identify those biases you face in the analytical process, and even more broadly when thinking, as well as when interacting with others; Develop strategies to cope with and mitigate biases; As a result make sure biases do not hinder your anticipatory work; Thus improve your analyses. 	<ul style="list-style-type: none"> Continue furthering your understanding or discovery of biases; Develop more ways to mitigate biases; Thus continue improving your analysis; See how the actors you analyse are also prey to biases.

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	Unit 3: Opening up the “Mind-Forged Manacles” (3)	Unit 4: Models, Graphs and Networks (1)
	<ul style="list-style-type: none"> ⚡ Further see not only how to become aware of biases and mitigate them but also how to integrate, in your analysis, what may be seen as normative biases; ⚡ Look at biases impacting group dynamics; ⚡ Identify how emotions are also a source of biases; ⚡ Further increase your self-awareness; ⚡ Consider biases to create teams and plan for training. 	<ul style="list-style-type: none"> ⚡ Go beyond any potential apprehension regarding modeling; ⚡ See that modeling is a usual human cognitive activity; ⚡ Become aware of all the advantages that explicit modeling will give you for analysis; ⚡ Start acquiring knowledge and understanding of graphs and networks as best way for explicit modeling; ⚡ See that graphs and networks are present throughout human activity – and natural life – and that you are already unconsciously using to them.
	Unit 5: Models, Graphs and Networks (2)	
	<ul style="list-style-type: none"> ⚡ Learn how graphs are built; ⚡ Learn the basic vocabulary for graphs or networks; ⚡ See how risk or SF&W analysis is very easily expressed through graphs; ⚡ Learn how graphs can help identifying most influential factors (other more complex measurements will be presented in another course); ⚡ Start being introduced to the two software products for which tutorials will be given in the next two units; ⚡ Review five best known futures methodologies and see they are grounded in graph theory; ⚡ Revise or acquire the knowledge necessary to move to the practical building of anticipatory analytical models. 	

Module	Software for Analysis	
	Unit 1: Tutorial - Creating a Graph with yEd Graph	Unit 2: Tutorial - Creating a Graph with Gephi
	<p>⌘ See key features and points that must be checked before choosing a software tool or product for our needs;</p> <p>⌘ Get an overview of strengths and weaknesses for yEd graph and Gephi;</p> <p>⌘ Learn how to build a graph with yEd graph:</p> <ol style="list-style-type: none"> 1. Presentation of work areas, 2. Initial settings, 3. Creation of nodes, 4. Creation of edges, 5. Formatting and presentation, 6. Graph layout, 7. Grouping of nodes. 	<p>⌘ Learn how to build a graph with Gephi</p> <ol style="list-style-type: none"> 1. Presentation of work areas, 2. Creation of nodes, 3. Adding labels and formatting, 4. Changing nodes' colours, 5. Creation of edges and weighing, 6. Deleting edges, 7. Changing edges' colours, 8. Adding values or attributes for each node (variable), 9. Learn how to work in Gephi with a graph built with yEd graph: <ul style="list-style-type: none"> • opening a yEd graph in Gephi • (re)formatting 10. Bulk colouring nodes, 11. Colour labels and usage, 12. Layouts <p>⌘ Start using your graph for analysis and warning</p>

Module 4	Building your graph: From Factors, Actors and Variables to the Construction of the Model	
	Unit 1: The Building Blocks of a Graph for National and International Security Issues	Unit 2: Fundamentals of Dynamic Political Analysis
	<ul style="list-style-type: none"> ④ Practically and progressively develop skills at building a good network or graph for strategic foresight and warning, risk analysis, or more generally all anticipatory analysis; ④ Practice what is explained in the video with 7 exercises directly relevant to contemporary national and international security issues; ④ Practice how to create edges (linkages) between factors... and actors; ④ Be introduced to variables, their characteristics and how we, as human beings, usually use them (another unit will deal in detail with how moving from factors and actors to variables); ④ See other ways to understand the creation of a graph and the analytical process; ④ Review where to find factors and actors to build a graph; ④ Learn how to translate classical knowledge and explanations into a graph; ④ See how many factors (nodes) should be used for a graph; ④ Practice using yEd graph. 	<ul style="list-style-type: none"> ④ See a different way to categorise factors to consider analytically so that you are sure not to forget any crucial area and as a result ④ Learn how to start building your graph in terms of content; ④ Find out which factors to add to your graph; ④ Continue improving your skills at linking variables or factors; ④ Move beyond deceptively simplistic to plainly wrong although fashionable current understanding of politics; ④ Protect your anticipatory and risk analysis against the “fighting the last war” syndrome; ④ Deepen your analysis easily with a systematic, step by step approach; ④ Reduce the risk to be prey to strategic surprise.

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	Unit 3: From Factors and Actors to Variables	Unit 4: Building the Graph (Double Unit)
	<ul style="list-style-type: none"> ④ Identify easily a very common mistake made by analysts and practitioners; ④ Learn how to transform as easily as possible “factors and actors” into proper variables; ④ Learn how to use this apparent challenge as an asset to develop your graph; ④ Practice progressively with exercises; ④ Learn a set of practical principles rather than a rigid framework regarding the very practice of the transformation into variables; ④ Gain a competitive advantage on other analysts and consultants; ④ Improve the quality of your analysis, of your monitoring and of your anticipation; ④ Improve your communication during team-work; ④ Improve your communication with decision-makers and policy-makers. 	<ul style="list-style-type: none"> ④ Learn how to put everything you have seen so far together; ④ Practice further with the two software products we use here, and notably make your exercises with Gephi; ④ Learn how to make things easy for yourself when developing a graph; ④ Overcome the “writer’s block” or rather “modeller’s block” by finding out how to start your graph; ④ See how to develop your graph progressively and easily; ④ Learn how to add sub-graphs to an already pre-existing graph; ④ Make sure your model is tuned to the future and not to the past or present by following two very practical ways; ④ Learn to already use your graph for analysis and understanding and for monitoring and warning.



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How is the Course Delivered?

This online course is delivered through 14 units in 4 modules. It is planned to take 11 weeks to complete, as average, depending on participants. You may, of course, set the pace for yourself, according to what interests you most and to your constraints, notably in terms of time.

A training available 24/7 for 6 full months

You can benefit from access to the course for 6 full months. With usual training, and even with webinars and online conferences, once you have finished your training, you only have your notes and your memories. Here you can go back to each unit and use it fully how often you want and need.

Adapted to the online environment

Each unit includes a “lecture” video or a software tutorial (11 lectures, 3 tutorials), created to consider the specificities of online learning. Indeed, videos should not last more than twenty minutes as the attention span is reduced on the internet compared with a classical setting. “Research has shown the most successful courses in terms of content retention and course completion run in the 15-20 minute



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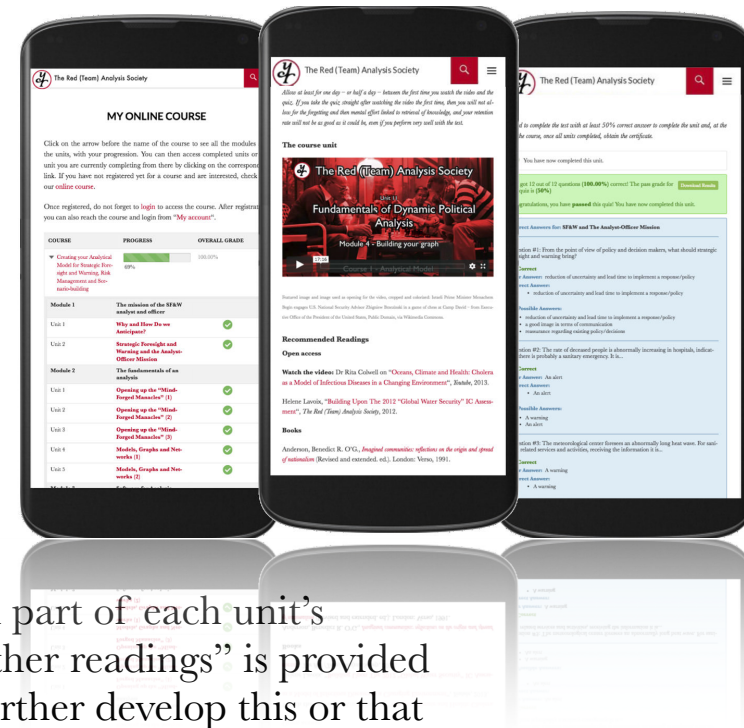
range” (Randhir Vieira, eLearn Magazine, March 2014).

Furthermore, shorter videos will allow for easier further consultation in case of need. Finally, shorter videos also allow for watching them more easily considering busy schedules.

Active learning

Active learning, for each unit, has been sought to allow for a better learning and assimilation process. We have thus created exercises specifically for this online course, to allow for practice. We have also designed and incorporated tests.

For most units, specific readings are provided in two categories. You are highly encouraged to read the “recommended” ones. This reading is considered as a full part of each unit’s learning process. The section “further readings” is provided as an option, should you seek to further develop this or that aspect of the unit.



Each unit (save those with software products tutorials) ends with an online interactive computer-marked assignment (a quiz). This test not only allows you to measure your progress, but also makes you benefit from “the testing effect”, according to which “the effort of retrieving knowledge from memory facilitates learning” (Gauri, Reyes, Mindflash, 28 July 2014). Finally, successfully taking a test, means you have completed a unit. To complete all units is necessary to obtain the final certificate.

Your input as an active learner and your schedule

Your own pace

The great advantage of online course is that you may progress at your own pace. You may dedicate a variable amount of time to each unit according to previous understanding, interest and needs.

Your input as an “active learner” per unit can thus be adapted according to your busy schedule and the depth of knowledge you wish to acquire.

Software tutorials constitute two full units. You will then use these software products in the framework of the exercises of following units. Thanks to the principle of online courses, you

will be able to watch the tutorials as often as you need and when necessary, while practicing. As a result, you will develop an easy and stress-free mastery of these software products. Using them, with all the advantages they provide, will become as easy and as natural as using a word processor.

Managing time

Some modicum of structure is also very helpful to frame an endeavour or, actually, any project. Furthermore, we are all very busy and time flies. Online learning is set in circumstances that are very different from those to which we are all used with classical training, when we physically go to a training session. In that case we have materially freed time to learn.

Sparing time

With online learning, you spare transportation time, sometimes hotels time, coffee breaks and lengthy lunches, to say nothing of induced costs. This helps you fit in-depth training much more easily in your agendas. Thus, you can go further compared with what you could have achieved during a “physical” training. But, it also means that you will probably not have freed time for your training.

Creating time


So, to help you creating this time for your course and learning process, you should plan for one week per unit maximum, even if you have not done all the reading. Ultimately you are the one who will decide how much time you want to attribute to each unit. For example, for a specific unit you may decide spend more time to make more readings and exercises. You will receive an email each time you complete a unit (i.e. once you successfully complete the corresponding test), which you can use as an agenda reminder.

Completed course

As a result the whole course should take you 11 weeks to complete. You may also choose, of course, to spend more time on one unit or another, or actually less. In this way, you fully adapt the course to your needs.

You will receive a certificate on successful completion (once you successfully completed all the tests).

The course, your progress and the units will be accessible from the item “my account” (right below the login, in the menu) or from the next item “my online courses”.



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Online Course Payment & Registration

Registration fees

We offer three registration fees to consider the capabilities of each (registration fees are for 6 month for one trainee):

Individual/Student:	600£
Non profit/Government:	880£
Corporate:	1100£

Group ordering

Organisations may book courses for more than one trainees.
Contact us for a proposal: contact@redanalysis.org

Payment by Credit Card via our website

For individuals, non-profit organisations, governments and administrations and the corporate sector.

Use our secure online registration process to easily register and pay (through Stripe payment gateway - credit cards information is not stored on our website): <https://www.redanalysis.org/product/course-global-risk-analysis->



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[analytical-model/](#)

The trainee taking the course should be the one registering online.

Payment via wire transfer without credit card

For non-profit organisations, governments and administrations and the corporate sector.

The organisation buying the course will provide The Red (Team) Analysis Society with the email address of the staff to register - the trainees - to allow for the creation of their registration. The email address(es) will then be used as login.

Upon completion of payment and reception of funds by The Red (Team) Analysis Society, the trainees will be sent a coupon allowing them to finalise their registration online

and to accept the terms and conditions of the course as detailed here (usage of the website, respect of copyrights etc.):

<https://www.redanalysis.org/terms-conditions-1-2/>



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