



The Red Team Analysis Society



Training and Online Courses

Find your Way in the Geopolitics
of the Future

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Our Training: Custom Designed Programs, Online Courses and Online Courses with Live Seminars



You want to be able to avoid surprise, to foresee and warn about crises, dangers or threats, and thus manage risks. You want to monitor threats and communicate results at best to decision-makers.

Our courses will practically and step by step help you mastering the analytical and methodological skills as well as the knowledge necessary to achieve these goals.

Our training is designed and developed by Dr Lavoix, who has a PhD in International Politics (Lond SOAS), a MSc in International Politics of Asia (distinction – Lond SOAS) as well as a Master in Finance (ISC Paris – Valedictorian). Furthermore she has specialised in strategic foresight and early warning over the last 16 years. She is also an experienced trainer and lecturer..

The programmes are thus grounded in scientific and academic knowledge and understanding, as well as practical experience of international relations, political and geopolitical analysis and strategic foresight and early warning analysis and processes.

contact@redanalysis.org





The rise of the online environment - lessons from the COVID-19 pandemic

Considering the global pandemic, we moved all our custom-designed training and executive courses in the virtual environment.

We strove nonetheless to continue including in our courses interactions, such as direct, constructive and lively exchanges, Q&A sessions, brainstormings, working group sessions, etc.

We also developed - when possible or/and desirable - ways to design and integrate mixed approaches, for example with a facilitator on-site, when available, and the trainer teaching remotely from France. Most of the time, this was however not needed.

As we moved to remote training and workshops in March 2020, on top of our experience in developing online courses, started in 2015, we now have a solid experience of this new type of training in an international setting, including academically through SciencesPo-PSIA Master's program teaching.

We can use Zoom, Canvas, Google Meet, or any other platform of your choice, and mix it with other technological online applications.



Three complementary types of training



Custom-designed training

Do you have specific needs? Do you want a training adapted to your strategy, your aims and your staff, from senior management to analysts?

We create a specific programme in terms of length, periodicity and content according to your activity and staff. See below.

Training in English or French



Online courses

We now offer two online courses for Geopolitical Risks, Strategic Foresight and Early Warning for security issues and Crisis Anticipation and one course on the mitigation of biases that may be of interest to everyone. See below.

Courses in English



Online courses with live seminars

We also offer our online courses with live seminars, according to a schedule to organise together according to availabilities and objectives. See below.

Seminars in English or French



Available Training Courses and Topics

Available Courses	Custom-designed	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 and Course 2
Using Gephi and centrality measures to improve your model/graph and your understanding of an issue (Advanced)	✓	
Mitigating biases	✓	Course 1 and Course 3
How to deal with a large amount of information	✓	Course 1 and Course 2
Influence analysis (for scenarios)	✓	Course 2
Scenario building and scenario analysis	✓	Course 2
Indicators for scenarios	✓	Course 2



Available Courses	Custom-designed	Online training
Probabilising scenarios	✓	Course 2
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	✓	Course 2
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 as well as a MFin, ISC Paris).

She is an experienced international lecturer and speaker. She trains executives, officials and analysts with tailor-designed programs for public, corporate, and NGOs' clients and dedicated programs (e.g. Ecole Supérieure des Forces de Sécurité Intérieure (ESFSI), Pôle de Sécurité Ministry of Interior Tunisia, and other general directorate on the Tunisian Ministry of Interior, Tunisia, ENA Tunis Institute of leadership, part of EU projects via Civipol). She has also taught at Master level at SciencesPo – Paris School of International Affairs (PSIA) and at the RSIS, Nanyang University in Singapore, Master in Strategic Studies.

She has more than 25 years practical experience as an analyst in international relations, specialised over almost fifteen years in strategic foresight and early warning. She is 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 the President (CEO) of the Red Team Analysis Society.





Some References

CIVIPOL, France;

ECOLE SUPÉRIEURE DES FORCES DE SÉCURITÉ INTÉRIEURE (ESFSI), Ministry of Interior
Tunisia

Pôle de Sécurité, Ministry of Interior Tunisia

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

Vesalius College, Belgium;

ISG International Business School, IONIS Education Group, France;

Emaar Group, Dubai, U.A.E.

Norwegian Defence Intelligence School (NORDIS), Norway;

ACAPS, Switzerland;

Geneva Centre for Security Policy (GCSP), Switzerland;

Royal Military Academy, Belgium;

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

Civil Service College, Singapore.



Who should take these courses?



These course are more particularly of interest to:

General managers of small and medium-sized companies

Senior managers and **leaders** in public sector and third sector organisations facing disruptive geopolitical and global changes in their environment

Analysts from all sectors, including diplomacy, defense and the military, handling geopolitical threats from war and terrorism to climate change through pandemics.

Students interested in geopolitics and the future



Custom-designed training



You have specific concerns on precise issues. You want a training programme adapted to your strategy, your objectives, your environment, and the countries where you operate.

You want different levels of training according to staff, from general managers through senior managers to analysts.

We design a training program specifically adapted to your demands. We recommend including coaching on a specific project as practice.

- Programs can be taught in English or French •
- Maximum number of trainees per course: 8 to 12 •
- All trainings can be delivered in your premises or through Zoom or LMS of your choice, according to location, number of hours and pandemic situation •



Examples of custom designed programs



Intensive Introduction

Over 2 x 4 hours we introduce you to strategic foresight and warning for politics, geopolitics and global issues.

The training is more efficient in two days to avoid tiredness.



Long term in-depth training

With this program, your analysts will receive an in-depth training covering the entirety of the process.

Such a course will typically include 24 sessions of 3 hours each. Each session will be divided into lecturing and practical application on a specific topic of interest.



Focused training

We can create focused training on a specific aspect of the methodology, for example how to monitor and warn, or how to assess probabilities for scenarios.

We can also create a program for a specific issue, e.h. water security or CT in a country or region of concern.



Online courses with live seminars



Our online courses can be accompanied by live seminars. Those are organised according to availabilities and objectives.

For example, you can plan to have your staff taking one unit of one online programme a week, followed, at the end of the week, by a one or two hours seminar, delivered by Zoom to the group.

During the seminar Dr Lavoix will answer further questions, if any, and coach attendees through exercises and a group project, focused on an issue of your choice defined correctly during the seminars.

The length and number of seminars can be flexibly adapted to your needs, even during the programme, on mutual agreement.

Specific lectures can also be added on demand, or suggested by the trainer.

At the end of the overall programme, besides having your staff trained, including practically through coaching, you will also have a concrete output, more or less advanced according to the number of hours taken in seminars and to staff work.

Coaching, of course, is not the same as consulting. If you are interested in [consulting](#) and [commissioned studies and reports](#), please check the corresponding pages on the website.

- Seminars are in English or French • Maximum number of trainees per seminar: 6 to 8 • All trainings can be delivered in your premises or through Zoom or LMS of your choice, according to location, number of hours and pandemic situation •



Seminars Coaching and Output



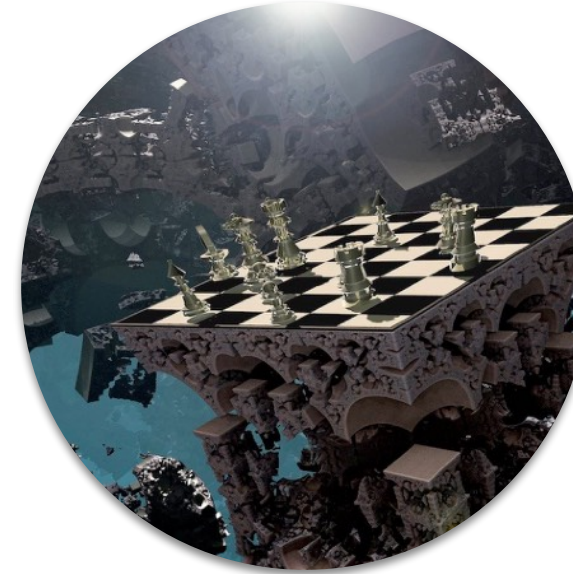
Online Course 1 Geopolitical Risks and Crisis Anticipation – Analytical Model

Coaching on your project

- Selection of issue of concern • Analysis • Creation of model •

Output: your project

- A model for your selected issue •



Online Course 2 Geopolitical Risks and Crisis Anticipation: Scenario building

Coaching on your project

- Selection of influential variables • Creation of scenario tree • Indicators for scenarios • Probabilities • Creation of scenarios narratives •

Output: your project

- A tree of scenarios • Selected scenarios •



Online Courses Programmes



We offer three online courses fully recorded, with in-depth reading list, practical exercises and tests. You can take them at your own pace.

Dr Lavoix carefully designed the curriculum for each course to optimise the learning curve and allow attendees to truly master the knowledge and skills taught.

Prerequisites

The more you will enjoy these courses, the more you will appreciate discovering or re-discovering knowledge, the more you will have fun doing the exercises the more you will benefit from the programs.

However, as all learning programs, these courses demand commitment and work.

There is no quick fix to bypass learning and experience. There is no simple button to press to obtain tomorrow's precise course of events – the “crystal ball syndrome”.

To best follow course 1 (analytical model) and 2 (scenario-building), at least a Bachelor's degree is recommended. Disciplines such as international relations, security studies, political science/studies, strategic studies and similar are a plus. However, attendees who are truly committed and interested can compensate absence of formal education in this field by supplementary readings.

There is no requirement for course 3 (mitigating biases).



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 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.

Online Course 1

Expected length to
completion: 12 weeks

Online Resources
available for 6 months to 1
year



Curriculum Detail

Module 0 - Fundamental Skills : How to Read a Large Amount of Information and overcome fake news

Module 1 - The mission of the SF&W analyst and officer

Unit 1: Why and How Do we Anticipate?

- 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.

Unit 2: Strategic Foresight and Warning and the Analyst-Officer Mission

- 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 2 - The fundamentals of an analysis

Unit 1: Opening up the “Mind-Forged Manacles” (1)

- 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.



Unit 2: Opening up the “Mind-Forged Manacles” (2)

- 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.

Unit 3: Opening up the “Mind-Forged Manacles” (3)

- 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.

Unit 4: Models, Graphs and Networks (1)

- 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)

- 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;

Module 3 - Software for Analysis

Unit 1: Tutorial - Creating a Graph with yEd Graph

- See key features and points that must be checked before choosing a software tool or product for our needs;
- Get an overview of strengths and weaknesses for yEd graph and Gephi;

- 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.

- Learn how to build a graph with yEd graph:

Unit 2: Tutorial - Creating a Graph with Gephi

- Learn how to build a graph with Gephi
- Start using your graph for analysis and warning

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

- 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;
- Practice what is explained in the video with exercises directly relevant to contemporary national and international security issues;



- Practice how to create edges (linkages) between factors and actors;
- 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);
- See other ways to understand the creation of a graph and the analytical process;
- Review where to find factors and actors to build a graph;
- Learn how to translate classical knowledge and explanations into a graph;
- See how many factors (nodes) should be used for a graph;
- Practice using yEd graph.

Unit 2: Fundamentals of Dynamic Political Analysis

- 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

- Learn how to start building your graph in terms of content;
- Find out which factors to add to your graph;
- Continue improving your skills at linking variables or factors;
- Move beyond deceptively simplistic to plainly wrong although fashionable current understanding of politics;
- Protect your anticipatory and risk analysis against the “fighting the last war” syndrome;
- Deepen your analysis easily with a systematic, step by step approach;
- Reduce the risk to be prey to strategic surprise.

Unit 3: From Factors and Actors to Variables

- Identify easily a very common mistake made by analysts and practitioners;
- Learn how to transform as easily as possible “factors and actors” into proper variables;
- Learn how to use this apparent challenge as an asset to develop your graph;

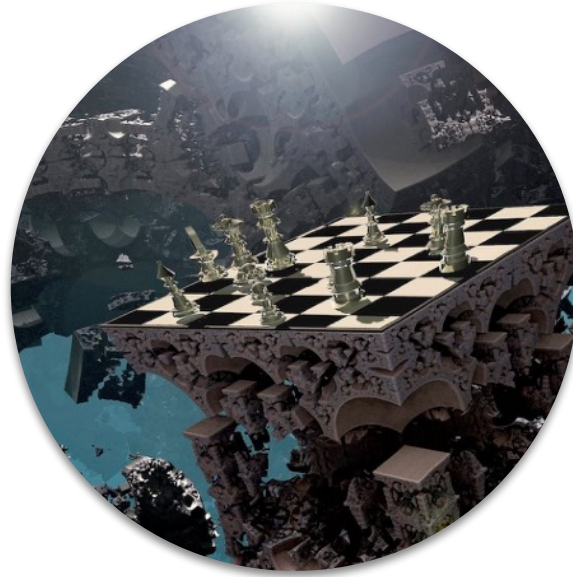


- Practice progressively with exercises;
- Learn a set of practical principles rather than a rigid framework regarding the very practice of the transformation into variables;
- Gain a competitive advantage on other analysts and consultants;
- Improve the quality of your analysis, of your monitoring and of your anticipation;
- Improve your communication during team-work;
- Improve your communication with decision-makers and policy-makers.

Unit 4: Building the Graph (Double Unit)

- Learn how to put everything you have seen so far together;

- Practice further with the two software products we use here, and notably make your exercises with Gephi;
- Learn how to make things easy for yourself when developing a graph;
- Overcome the “writer’s block” or rather “modeller’s block” by finding out how to start your graph;
- See how to develop your graph progressively and easily;
- Learn how to add sub-graphs to an already pre-existing graph;
- Make sure your model is tuned to the future and not to the past or present by following two very practical ways;
- Learn to already use your graph for analysis and understanding and for monitoring and warning.



Online Course 2 - Geopolitical Risk and Crisis Anticipation: Scenario-Building

How to build scenarios for Strategic Foresight and Warning and do scenario analysis for Risk Management



Key General Learning Outcomes

- Learn about the use of scenarios for strategic foresight, risk management or more generally “anticipation”.
- Find out about the major methods used to build scenarios.
- Learn how to select, with a strong traceable methodology, key variables upon which to build your scenarios.
- Learn how to use free software products to select your variables.
- Discover elements of social network analysis.
- Learn how to create a structure for your set of scenarios.
- Master the development of branches for each of your scenarios.
- Learn about the importance of imagination informed by science to create scenario narratives.
- Learn to add indicators to each of your scenarios.
- Learn how to estimate the probability for each scenario of your set.
- Find out more about black swans and wild cars scenarios
- Learn how to finalise your scenarios for communication to decision-makers.

Online Course 2

Expected length to
completion: 14 weeks

Online Resources
available for 6 months to 1
year



Curriculum Detail

Module 0 - Fundamental Skills How to Read a Large Amount of Information

Module 1- Building Scenarios

Unit 1: Introduction

Unit 2: Building scenarios

- Start being acquainted with scenarios, what they are and what is their use
- Find out about the steps needed to build scenarios as the course is built to follow this step by step approach.
- Know where you are headed with the course;
- Find out how each unit of the course is organised;
- Be reminded about the whole anticipation process;

- Locate scenario building within the strategic foresight and warning process;
- Be reminded of what we have (the previous step) to start building our scenarios.
- Thus be ready to practically start learning to build scenarios
- Reflect upon how we perceive the future;
- Start understanding the rationale behind scenarios-building;
- Learn about first fundamentals for scenarios;
- Learn about the ideal number of scenarios one should build;
- Discover what is combinatorial explosion.



Module 2 - Software for Analysis

Unit 1: Tutorial - Creating a Graph with yEd Graph

- See key features and points that must be checked before choosing a software tool or product for our needs;
- Get an overview of strengths and weaknesses for yEd graph and Gephi;

- Learn how to build a graph with yEd graph:

Unit 2: Tutorial - Creating a Graph with Gephi

- Learn how to build a graph with Gephi
- Start using your graph for analysis and warning

Module 3 - Selecting Variables for Scenarios

Unit 1: Selecting and combining variables

- Learn about the main methodologies for scenario-building:
 - “No methodology”
 - Shell
 - “GBN” methodology
 - Morphological Analysis
 - Causal Layered Analysis (CLA) by Sohail Inayatullah

- Find out how each methodology selects and combines variables.

Unit 2: Revisited Influence Analysis

- See further why it is crucial to reduce the number of variables or drivers for scenario-building.
- Revise briefly what are graphs, and how and why they are used in strategic foresight methodologies;
- Learn how to use Michel Godet’s methodology, influence analysis, to reduce properly your variables and drivers, whatever their number;



- Learn about centrality measures in graph analysis;
- Learn how to include the newer centrality measures allowed by software products into Godet's influence analysis to select your variables for scenario-building

Unit 3: Tutorial Gephi for Revisited Influence Analysis

- How to calculate and use centrality measures with Gephi;
- How to start using Gephi and visualisation of graphs for analysis.

Unit 3-bis: Exercises & Unit 3-ter: Test

Module 4 - Building a Set of Scenarios

Unit 1: Scenarios Guiding Principles

- Deepen your understanding about scenarios' fundamentals;
- Transform them into guiding principles for scenario-building;

Practice what you have learned so far with a training graph (given).

Complete the test on what you have learned so far with a training graph (given).

Unit 4: Preparing your Variables for Scenario-building

- The imperative criteria that must be met by the attributes of variables
- Continuous and discrete variables
- Boolean variables and their use
- See further examples of what consistency means in scenario-building

- Enhance your awareness about the importance of imagination and narrative;
- Start working on the difference between explanation and narrative;
- Find out how to easily recognise invalid scenarios;
- Use 3 simple but crucial rules to make sure your scenarios are valid.



- Identify different types of scenarios and the resources needed to build them.

Unit 2: Creating the Structure of your Set of Scenarios

- Find out about the possibility to use “ideal type” structures of scenarios
- Be presented with another analogy for scenarios and narratives: creating a world;
- Learn about “pivot variable” and how to combine variables to create a structure for your set of scenarios;
- See how you could first order your selected variables to help you design the overall structure of your set of scenarios;

Unit 3: Developing the scenarios branches

- Learn how to develop progressively the branches of your set of scenarios;

- Learn how to start from the beginning of a branch and develop it until it forks into more branches;
- Learn how to start the narrative;
- Get tips to help you if you are stuck;
- Learn how to continue this process until a branch is complete;
- Learn how to then develop the remaining branches;
- Be shown this process with a real world example including narratives.
- Further understand what are sets of scenarios and scenario-building.
- Discover other examples illustrating what are scenarios.



Module 5 - Making your Scenarios Actionable

Unit 1: Indicators

- Learn about indicators, indications, and the difference between the two;
- Find out how to identify indicators for each sub-scenario and scenario of your set;
- Learn to use your map or graph, if any, to find easily indicators;
- Reflect upon the ideal number of indicators to use;
- Find out when it is best to identify indicators.

Unit 2-1: Probability fundamentals & Unit 2-2: Probability - application to scenarios and indicators

- Learn or revise fundamentals on probability;
- Find out how to apply probability to scenarios;
- Learn how to easily reconstruct some minor parts of your scenario-tree to obtain a probability tree;
- Learn how to assess probability using your indicators;

- Learn how to evaluate probability for each of your sub-scenario.
- Learn how to deduce probability for your whole set of scenario.

Unit 3: Black Swans and Wild Card Scenarios

- Find out three fundamental qualities to nurture for excellency in scenario-building;
- Be reminded of the crucial importance of struggling against biases;
- Find out about different types of potential surprises, once major uncertainties have been addressed;
- Learn more about black swan events;
- Learn more about wild card events;
- Find out how to practically identify wild card events;
- Learn what to do with these wild card events, including scenarios.



Unit 4: Finalising Scenarios for communication

- Learn about final steps to present your scenarios, including:
- impact, including propagation and contagion;
- timeline;

- likelihood;
- Learn more about thinking about the decision-maker preferences first;
- Find out about the importance of finding the right time to communicate your scenarios.



Online Course 3 - Mitigating Biases



Key General Learning Outcomes

This comprehensive course aims to help you improve your reflections, analyses, and thinking process and therefore your decisions through the practical identification and mitigation of biases.

The course covers two fundamental biases related to metacognitive and psychological needs, 17 cognitive biases, as well as the myriad of emotionally-induced and normative biases.

You will be able to practice through specific exercises and thanks to an action guide book.

- ④ Improve your thinking process.
- ④ Identify and mitigate a major meta-cognitive bias and a key bias stemming from psychological need.
- ④ Identify and mitigate seventeen cognitive biases
- ④ Identify, mitigate and even use rarely considered biases: emotion-induced biased and normative biases.
- ④ Improve your analyses.
- ④ Take better decisions.
- ④ Improve your interactions with others.

Online Course 3

Expected length to
completion: 6 sessions
over two weeks

Online Resources
available for 3 months



Learning Experience and FAQ



Learning Experience

Your learning journey

How much time should I plan to spend on each online course each week?

Courses 1 and 2: The programme should take approximately 7 to 8 hours a week. You should also add a couple of additional hours per week as you apply what you learned to your own issue of concern or project.

You can expect to spend 1 hour per week watching video lectures, 1 to 2 hours per week on practicing and thinking about what you learned through exercises, quizzes and reflections, 3-4 hours in reading and 2-3 hours per week in applying the learning content in your project to understand their relevance to your everyday work.

Course 3: The programme should take approximately 2 to 3 hours per session, with 3 sessions in one week, over two weeks. It was planned in such a way participants could complete the programme in the evening, after their work or

over two weekends. You should also however consider that here you are acquiring a thinking habit, so you should think about what you learned and apply it constantly.

For one session, you can expect to spend 30 min to 1 hour watching videos, 1-2 hours practicing and thinking about what you learned through exercises, quizzes and reflections, 1-2 hours in reading. You should permanently seek to apply the learning content in your everyday work and life.

What is the weekly learning pace?

Course 1: This course is delivered through 14 units in 4 modules (the last unit includes one unit and one tutorial). The course is planned to take 12 weeks to complete (the tutorials of module 3 count for one week).

Course 2: This course is delivered through 17 units in 5 modules. The course is planned to take 14 weeks to complete (the software tutorials and practice are combined).



Course 3: This course is delivered through 8 units in 3 modules. The course is planned to take 6 sessions to complete over two weeks.

The programmes are designed to provide enough flexibility within each week for the participants to study at their own pace.

Can I learn ahead of the planned schedule?

The courses are designed to allow you to truly assimilate and learn the methodology and tools so that you can apply them on a concrete geopolitical case of interest to you for course 1 and 2, or on everyday life professional and non professional issues for course 3.

You can decide to study more and to be ahead of time, but this should not be made at the expenses of reading and practice.

Study at your own pace

Do I need to be online at specific times during the course?

The programme is fully online and consists of asynchronous learning (through videos, tests, exercises, etc).

Notably for course 1 and 2, if you wish to add live seminar sessions and coaching for your project, see Online Courses with Live Seminars. In that case, a schedule will be organised ahead of the programme, with the group leader of your organisation. You will only need to be online at particular time according to this schedule.

Can I continue to access the programme content even after the end of the 12 weeks?

You can benefit from access to all the online resources of the course for up to 6 months after the start of the programme for course 1 and 2, for 3 months for course 3. You can go back to each unit and use it fully how often you want and need.

If you take the combination of course 1 and 2 then you will be able to access the platform for 1 year.



Requirements to successfully complete the programme?

Requirements

You must take the time to do most of the readings and to complete the exercises and quizzes. However you should have enough time to do that peacefully.

To successfully complete an **online programme** and earn certification, you are required to meet all of the following criteria:

- Complete all in-platform learning activities
- Earn a minimum of 50% to all tests.

To successfully complete the **online programme plus live seminars** and earn certification, you are required to meet all of the following criteria:

- Complete all in-platform learning activities
- Earn a minimum of 50% to all tests.
- Complete in a satisfactory manner your project and obtain a minimum of 60% for it

Certification

What do I receive upon the successful completion of the online programme?

Upon successful completion of a course combined with satisfactory grades, participants are awarded with an official Certificate of Completion from the Red Team Analysis Society, which they can also showcase on their LinkedIn profile.

What do I receive upon the successful completion of the online programme plus live seminar?

In addition, if you have taken the [Online Courses with Live Seminars](#) and completed your project in a satisfactory manner and with a minimum grade of 60%, your final grade for the project will be highlighted in a corresponding reference letter from your trainer.



Technical Questions

What type of technical equipment do I need?

Our online courses can be accessed on desktops, laptops, tablets and smartphones.

Supported browsers are (usually based on support of latest two browser versions):

- Chrome: version 31 +
- Safari: version 7 +
- Firefox: version 26 +
- E: version 10 +

The courses are designed to function responsively across desktops, laptops, tablets and smartphones without the need of players or add-ons.

Do I need to have an Internet connection to access the course content? Can I download and save videos to watch offline?

Yes, you need an Internet connection. We do not support offline access of content so you will need to have access to the Internet whenever you want to access the course.

You can however download part of the content such as slides or some exercises.

How do I access the course content?

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



Bundle, groups and budget constraints

Programmes and Bundle

If you wish to enroll at once for courses 1 and 2 (see prices, bundle below) you will get a 25% discount (on prices ex VAT) on the two courses and enjoy them over one year, instead of the six months planned for each course.

Alternatively, if you prefer to register for each course, you will benefit of a 10% discount later on other courses (see specific conditions).

Course 3 (mitigating biases) is already included within course 1.

Students and individual budgetary constraints

If you are a student or if you are on a budget, you can:

- obtain a discount (send us an email with your demand and related documents: contact@redanalysis.org)
 - if you send us your student card/student affiliation;

- proof of unemployment and/or explanation of circumstances.
- take the course through instalment payment (for enrolment and for the detailed schedule see the website).

Groups

If you want to register a group of participants, you can contact us. We encourage group participation as interactions between participants foster learning.

To have a group of the same organisation or of organisations wishing to mutualise their strategic foresight and early warning facilities is key for Online Courses with Live Seminars.

Indeed, considering the confidential and sensitive nature of the issues of concern for organisations we cannot mix participants from various nationalities and organisations.



Courses Payment, Prices & Registration



Registration/enrolment fees

Online courses: enrolment or registration fees depend on the course (see next pages).

University students and individuals on a budget may apply for discount by providing relevant documents. They may also use payment by instalment when available (course 1 and 2).

Online course with live seminars: the fees will depend on the number of seminar/coaching hours you wish to book, which will be added to the fees for the online course chosen. Contact us contact@redanalysis.org for a quote and to organise the live seminars.

Custom designed training: Contact us contact@redanalysis.org for discussion of your needs and budget. We shall then make you a proposal.

VAT rates apply and vary according to your location.



Prices as of January 2024		Course 1 - Geopolitical Risk and Crisis Anticipation: Analytical Model	Course 2 - Geopolitical Risk and Crisis Anticipation: Scenario-building	Bundle: Course 1 + Course 2	Course 3 - Mitigating Biases
Online platform available for		6 months	6 months	1 year	3 months
Expected time to completion		12 weeks	14 weeks		2 weeks (6 sessions)
Prices ex. VAT / HT		€1 500	€1 500	€2 250	€490
Prices BtoC Examples incl VAT/TTC If you live in...	France - (20% VAT)	€1 800	€1 800	€2 700	€588
	US, Australia (0% VAT)	€1 500	€1 500	€2 250	€490
		10% discount on Course 2 10 % discount on our Platinum Membership Plan.	10% discount on Course 1 and 3 10 % discount on our Platinum Membership Plan	10 % discount on our Platinum Membership Plan	



Group ordering

We encourage groups of organisations to book courses for more than one trainees.

Contact us if you want to benefit from ways to manage your own participants.

Payment by Credit Card via our website Use our secure online registration process to easily register and pay (through Stripe payment gateway - credit cards information is not stored on our website):

Payment via wire transfer without credit card

For the corporate and third 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-and-conditions-2-1/>

We hope you will enjoy our training and online courses!

contact@redanalysis.org

redanalysis.org



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Société par actions simplifiée unipersonnelle au capital de 1000 euros