

PARIS · 17-19 JUNE 2026 · 3 DAYS

Think Wrong: Activator Intensive.

Think Wrong is the discipline for discovering and developing value-building opportunities. You will learn to outsmart the biological and cultural inertia that can erode human, intellectual, political, reputational, social, and financial capital—through four specific capabilities applied to the live organisational challenge you bring to the room.

LOCATION

Paris

FORMAT

3 Days Immersive

CAPACITY

Capped at 24

LANGUAGE

English

INCLUDED

Next Lab Professional · 1 Year

CREDENTIAL

Certified Serious Capital Activator™

BUILD WHAT IS NEXT—BEFORE THE OBVIOUS ANSWER BECOMES THE DEFAULT.

The decisions that matter most are rarely the ones the organisation already knows how to make. They are the ones where the obvious answer is not good enough—where value has to be imagined before it can be built, and where the brain's first instinct is the wrong one to follow. Think Wrong is the structured practice for generating new possibilities when the obvious answer is not good enough, and then testing the ones that matter before resources commit.

The confidence in the room is not the same as evidence. Most significant initiatives feel certain from the inside. The team believes in it. The strategic logic is coherent. The numbers support the narrative. None of this is evidence. Think Wrong is the practice that makes the distinction—and finds the question that has not been asked yet.

The most dangerous moment is when execution replaces inquiry. Organisations with strong execution capability are particularly exposed. Once a decision is made and the team mobilises, questioning whether the problem was framed correctly feels like obstruction. Think Wrong develops the discipline to stay with the question longer.

The timeline arrives before the evidence. Pressure to commit—from stakeholders, governance, competitive dynamics, organisational momentum—consistently moves faster than the ability to generate evidence. Think Wrong does not slow the timeline. It designs evidence-generating actions that fit inside it.

The people building the initiative are the last to question it. Stopping is interpreted as failure. Questioning is interpreted as resistance. The same forces that make organisations effective at execution also make them resistant to the inquiry that would prevent costly mistakes. Think Wrong gives participants the practice—and the legitimacy—to ask the question the room is not asking.

The most expensive question in any organisation is the one no one asked before the capital was committed. This programme is three days of asking it—on your live challenge, with the rigour it deserves.

Think Wrong belongs to a wider picture: the Growth Gap—the widening distance between reported financial performance and the state of the capital foundations that produce it. Financial capital is the lagging indicator. Human, intellectual, reputational, political, and social capital are the leading ones. The Activator Intensive develops the capability to identify value-building opportunities that strengthen all of them, and to test the assumptions underneath before resources commit at scale.



Day 2 working session: applying the Certainty Map and PAK classification to a participant's own live organisational challenge—the decision they will return to on Monday, not a case study.

FOUR CAPABILITIES. THREE DAYS.

Your live organisational challenge is the laboratory. What leaves with you are four specific capabilities—developed and applied across three days, ready to run with your own team from the week you return. The same four capabilities organise the Think Wrong Blitz: a Blitz commissions one of them for a specific decision; the Intensive develops all four as a durable individual capability you can apply to any significant capital decision.

01

Identify value-building opportunities.

See the moves others have not yet seen. The first capability is reading the opportunity space clearly—the adjacencies, the structural openings, and the deflection points where the incumbent logic is about to stop working. Applied to your live challenge on Day 1 with the Deflection Point and Get Out & Get practices, which interrogate what your organisation has assumed about where value actually lives.

02

Imagine and develop value-building solutions.

Move from a possibility to a concrete solution your organisation can actually build. Make Stuff and Bet Small produce tangible artifacts—prototypes, interview guides, demand tests, structured conversations—that put a solution in front of real people the same day it is made. Evidence before investment. Learning before scale.

03

Test and validate the assumptions that matter.

Separate belief from evidence. The Certainty Map and PAK classification—Presumptions, Assumptions, Knowledge—give you a rigorous way to map every significant belief underlying your challenge. Super Vital Assumption prioritisation then identifies which beliefs, if wrong, would change a capital allocation decision only the CFO or CEO can authorise.

04

Align key constituents to collaborate and execute.

Make the delivery system visible before the bet depends on it. Ecosystem alignment is the discipline of mapping which functions, partners, and external stakeholders a value-building solution depends on, surfacing implicit commitments, and producing a named stakeholder plan with explicit commitments. A solution that depends on an unaligned ecosystem is not a solution—it is an optimistic plan.

YOUR ORGANISATION IS THE LABORATORY.

The Think Wrong Innovators Intensives (Wine, Arts, Irish Whiskey, Surf) use an external industry as the learning laboratory—a real challenge at a visible turning point, where participants test the methodology against the people living it over four and a half days. The Activator Intensive is the alternative for leaders who want the same practice without the field-based industry context, without the 4.5-day commitment, and without travel to a specific location. Three days. Your own live challenge. The work is real, and it is yours.

3

Days of structured methodology applied to a live challenge

4

Capabilities developed across the three-day arc

6

Think Wrong practices applied to your decision

24

Maximum participants—capped for quality

1

Year of Next Lab Professional access included

1

Credential: Certified Serious Capital Activator™

You select your live challenge before you arrive—a growth initiative, a portfolio decision, a transformation programme, or an AI deployment where resources are at stake and the assumptions underneath have not been rigorously tested. The three days are structured to surface those assumptions, classify them by the evidence available, identify which ones matter most to the decision, and design the smallest credible action that generates real evidence—before the commitment is locked in.

THE THREE-DAY ARC.

Each day is anchored to a specific part of the work. Day 1 frames the right problem and surfaces value-building opportunities. Day 2 develops the solutions and identifies the assumptions that matter most. Day 3 tests, aligns the constituents who have to execute, and transfers the capability home.



PRE-WORK

ARRIVAL · CHALLENGE BRIEFING

Submit a one-page brief on your live challenge in advance.

A growth initiative, portfolio decision, transformation programme, or AI deployment where resources are at stake. The brief is reviewed before Day 1. The arrival evening includes a shared dinner where challenges are introduced without solutions—the discipline of staying with the problem longer than feels comfortable begins here.

- CHALLENGE BRIEF
- OPENING DINNER

01

DAY ONE

CAPABILITY 1 · IDENTIFY VALUE-BUILDING OPPORTUNITIES

Frame the right problem. Find the opportunity that has not yet been seen.

Most organisations begin with solutions and work backward to the problem. Day 1 reverses this. You apply the Deflection Point practice to map the from/to transformation your challenge requires, and ask whether the problem you are trying to solve is the actual one. Get Out & Get takes the question into structured conversations with real people anchored in what they have actually done. By the end of Day 1 you have a reframed challenge statement and a first map of the value-building opportunities your current framing was hiding.

- DEFLECTION POINT
- GET OUT & GET
- OPPORTUNITY MAP

02

DAY TWO

CAPABILITIES 2 & 3 · DEVELOP SOLUTIONS. TEST WHAT MATTERS.

Imagine the solution. Find the assumptions that would change the decision.

Day 2 builds in two movements. First, solution-hypothesis development: you generate candidate solutions for the opportunity you framed on Day 1. Then Make Stuff and Bet Small convert the most promising hypothesis into tangible artifacts: prototypes, interview guides, demand tests. Second, the Certainty Map and PAK classification make explicit every significant belief underneath the solution. Super Vital Assumption prioritisation then identifies the few that, if wrong, would change the decision your CFO or CEO is about to make.

- MAKE STUFF
- BET SMALL
- CERTAINTY MAP
- PAK
- SUPER VITAL ASSUMPTIONS

03

DAY THREE

CAPABILITY 4 · ALIGN. TEST. TRANSFER.

Align the people who have to execute. Take the capability home.

Day 3 opens with the escalation question, then moves into two connected sessions. You map the ecosystem your solution depends on—the functions, partners, and external constituents whose alignment is not optional—and design the structured conversation that converts implicit commitments into explicit ones. You then present your assumption map, your small bet, and your alignment plan to a facilitated peer panel: real feedback on real work, without case-study distance. The closing Transfer session moves the discipline from the room to your own team.

ESCALATION QUESTION

ECOSYSTEM ALIGNMENT

PEER PANEL

TRANSFER SESSION

THE DAY 3 ESCALATION QUESTION — PRESENT IN EVERY PROGRAMME

"Of the assumptions we surfaced this week—which ones, if they turned out to be wrong, would change a capital allocation decision that only your CFO or CEO can authorise?"

This is not a closing exercise. It is the bridge from the week's work to the conversation that follows back at the organisation.

THE THINK WRONG METHODOLOGY—APPLIED.

Each tool is introduced through instruction and immediately applied to your own live challenge. By Day 3 you can facilitate the full discipline yourself—on a new problem, with a new team, inside your own organisation.

1 Deflection Point — frame the right problem before solving it

A structured discipline for identifying when your organisation has framed its own challenge incorrectly and committed resources to the wrong version of the problem. Participants practise the from-to reframe on their own live challenge.

2 Certainty Map — mapping what is known, unknown, and learnable

The instrument for distinguishing evidenced belief from inherited belief. Every significant decision point gets mapped onto Presumptions, Assumptions, and Knowledge. No capital advances on Presumptions alone.

3 PAK + Super Vital Assumptions — testing what matters most

Not all assumptions carry equal consequence. Participants identify the subset of assumptions that, if false, would change a capital allocation decision—and sequence evidence-gathering to resolve them before commitment.

4 Make Stuff + Bet Small — evidence before investment

The smallest credible action that converts belief into evidence. Participants design concrete, testable artifacts—prototypes, interview guides, demand tests—that put the Super Vital Assumption in front of real people the same day they are made.

NEXT LAB PROFESSIONAL — INCLUDED IN EVERY PROGRAMME

Every participant receives one year of Next Lab Professional access (€999 value)—the platform used during the week to access Think Wrong drills, design sessions and sprints, and track assumptions, learnings, and value-building opportunities through the leader's view. The Next Lab is where the methodology lives after the week ends. Existing subscribers receive a one-year renewal at no additional charge.

THE PEOPLE IN THE ROOM WITH YOU.

The Activator Intensive is designed and facilitated by a team with direct experience applying Think Wrong inside some of Europe's most demanding organisations—at Airbus, Heidrick & Struggles, and across senior leadership development.



Greg Galle

METHODOLOGY ARCHITECT · CEO, SOLVE NEXT

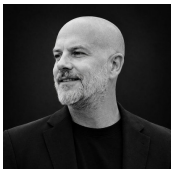
Co-founder of Solve Next and co-author of *Think Wrong* with John Bielenberg and Mike Burn. More than thirty years building the structured discipline that gives leaders a rigorous practice for surfacing organisational fragility before it becomes expensive. As architect of the methodology, Greg makes the Day 3 transfer session the most consequential session of the programme.



Louise Kyhl-Triolo

EUROPEAN PROGRAMME LEAD · SENIOR FACILITATOR

More than twenty-five years of international leadership experience across L'Oréal, Airbus, VMware, and Heidrick & Struggles. Louise works at the intersection of strategy, creativity, and leadership. As European programme lead, she knows how Think Wrong translates between a three-day intensive and a Monday morning back in the office.



Romain Gravier

SENIOR FACILITATOR · INTEGRAL MASTER COACH

More than twenty years inside Airbus as coach, facilitator, and leadership trainer—embedded in the most complex innovation and culture programmes including FCAS and Smart Collab at Airbus Defence and Space. Two decades surfacing assumptions inside a large engineering organisation from the inside. Certified Integral Master Coach and Certified Wrong Thinker.



Cornelia Wagner

FACILITATOR · TRANSFORMATION ARCHITECT

Sixteen years inside Airbus across learning systems, HR transformation, culture change, and engineering transformation at Airbus Defence & Space. Founded Connecting Waypoints to bring transformational coaching and innovation facilitation to leaders navigating complexity. Direct experience of what it costs when large-scale change is built on assumptions that were never tested.

THE METHODOLOGY AT WORK.

Think Wrong has been applied across some of the world's most demanding organisations—in aerospace, financial services, technology, life sciences, defence, and education. The participants who attend the Activator Intensive leave with the same methodology that produced these results.

"Simple changes made it clear that you're not just a cog in the wheel of this great grinding process—you're an integral part of one of the largest experiments in curing a fatal disease. You're a part of history."

Kathryn Woody

Operations Programme Manager, Genentech

Following a Think Wrong Sprint that redesigned Genentech's global clinical trial investigator meetings—producing the highest-rated meetings doctors and nurses had ever attended.

"We were determined to leave the tragically unproductive 'us vs. them' structure behind, solving gnarly problems more efficiently because we work together."

Lorna Randlett

Commissioner, White House Initiative for Asian Americans & Pacific Islanders

Following a Think Wrong session at the White House that convened 100 community leaders and produced an independent Leaders Forum and two bipartisan PACs within a single day.

SELECTED CLIENTS

AIRBUS · GOOGLE · JP MORGAN · GENENTECH · NATO · DELOITTE · STARBUCKS

SELECTED UNIVERSITIES AND EXECUTIVE PROGRAMMES

COLUMBIA BUSINESS SCHOOL · STANFORD · USC · MICA · CALIFORNIA COLLEGE OF THE ARTS

Think Wrong has also been delivered as intensive training and Blitzes at Columbia Business School's Executive Leadership Program, Stanford, USC, Maryland Institute College of Art, California College of the Arts, University of Kansas School of Architecture, Boise State, Loyola Maryland, and San Jose State. *Think Wrong: How to Conquer the Status Quo and Do Work That Matters*—third printing, 2025. Published in English, Spanish, and Arabic.

WHO SHOULD ATTEND

FOR THE LEADER READY TO WORK ON A REAL CHALLENGE—NOT STUDY SOMEONE ELSE'S.

You are someone who has attended programmes where the insight was real but the application was hypothetical—and found that the gap between the classroom and Monday morning was wider than the programme design acknowledged. The Activator Intensive exists for the person who is done with simulations. Your live organisational challenge is the laboratory. Three days. No case study. No predetermined conclusion.

YOU SHOULD ATTEND IF

- You lead or own a significant capital commitment and want the rigorous, evidence-graded discipline for testing the assumptions it rests on before the money is locked in.
- You are ready to submit a live challenge brief before you arrive—and to work on it with the same intensity you would bring to the decision itself.
- You want the credential—Certified Serious Capital Activator™—and the facilitation capability to run this practice with your own team after the three days.
- You want the full Think Wrong methodology applied directly to your own live challenge, without the field-based industry context the Innovators Intensives require.
- You have been through one of the field-based intensives and want to apply the methodology directly to a live challenge.

YOU SHOULD CONSIDER WAITING IF

- You do not have a live challenge where capital or strategic consequence is genuinely at stake—the methodology requires a real problem, not a constructed one.
- You are looking for a programme that produces a predetermined framework you can deploy across your organisation immediately.
- You are not yet able to commit to bringing your own organisational decision into the room—the Intensive depends on participants working on their own live capital exposure.
- You need more than 24 participants—the cap exists to preserve the depth of conversation that makes the methodology transferable.

WHAT YOU NEED TO KNOW.

LOCATION

Paris, France

Programme venue confirmed on registration. Travel and accommodation are participants' own arrangement.

FORMAT

3-day immersive intensive

Arrival evening Day 0. Programme Days 1–3. Departure Day 3 late afternoon.

DATES

17–19 June 2026

Arrival evening Tuesday 16 June. Programme Wednesday–Friday. Departure Friday late afternoon.

DAILY STRUCTURE

8:30am–5:30pm daily

Facilitated sessions plus live challenge application. Evening session Day 1.

GROUP SIZE

Maximum 24 participants

Intentionally limited to preserve peer-panel depth and conversation quality.

LANGUAGE

Instruction in English

Live challenge work in participants' own organisational context and language.

PROGRAMME FEE

€4,250 per participant—all-in

Includes all sessions, materials, facilitation, and meals during the programme. **Next Lab Professional** membership included (€999 value, 1 year). Travel and accommodation not included.

REGISTRATION

First-come, first-served

Deposit required to hold place. Full payment 30 days before programme.

PRE-WORK REQUIRED

Challenge brief submitted in advance

A one-page description of the live organisational challenge participants will work on across the three days. Guidance provided on registration.

WHAT PARTICIPANTS RECEIVE

Certified Serious Capital Activator™ credential

Your assumption map and small bet design · transfer plan for your team · Conversation Canvas · Next Lab Professional (1-year, €999 value) · *Think Wrong: How to Conquer the Status Quo*—third printing, 2025.

THE ESCALATION QUESTION—AND THE LADDER BEYOND IT.

THE ESCALATION QUESTION

"Of the assumptions we surfaced this week—which ones, if they turned out to be wrong, would change a capital allocation decision that only your CFO or CEO can authorise?"

This is the question asked on Day 3. It is also the diagnostic question that connects the week's work to the organisational capital governance conversation that should follow. For those who can answer it with a specific decision and a specific executive, the next conversation is about whether that assumption warrants a more structured look. That is what the diagnostic is for.

1 Claim the Serious Capital Activator designation

Self-designated through the free Solve Next assessment, or earned through the Activator Intensive. The designation names the capability: an operator trained to surface untested assumptions and design the evidence-generating actions that resolve them before capital commits.

2 Take the Growth Gap Diagnostic to your organisation

The organisational diagnostic instrument. Produces the full exposure map and the specific governance actions your CFO and CEO can authorise within 90 days. \$125K–\$200K depending on scale.

3 Attend the Serious Capital Architect Intensive (Level 2)

Five days. \$12,500. Designs the governance system that holds the discipline in place. The Architect Intensive is where the methodology becomes institutional infrastructure.

RESOURCES FOR THE INTERNAL CONVERSATION.

Most people who want to attend this Intensive have to make the case to someone—a manager, a CFO, a board. These are the materials designed to carry that conversation.

01

Programme Brief

The full programme description in a single PDF—dates, fee, curriculum, faculty, logistics. The canonical reference document. Share it with anyone who needs the complete picture.

[DOWNLOAD PDF →](#)

02

One-Pager

Short-form summary. What the Intensive is, who it's for, what participants leave with, and when it runs—on a single page. For the moment when you have thirty seconds to explain it to someone.

[DOWNLOAD PDF →](#)

03

Internal Selling Kit

For the individual who wants to attend and needs to make the case to their manager or whoever holds decision-making authority. Frames the capability you'll develop, the ROI you'll take back, and the questions your sponsor is likely to ask.

[VIEW →](#)

[DOWNLOAD →](#)

04

Organisational Selling Kit

For the internal champion making the case for a private cohort—your organisation hosting its own Intensive, designed around your own capital-building opportunity. Frames the business case, the logistics, and the outcomes a leadership team can expect.

[VIEW →](#)

[DOWNLOAD →](#)

Ready to think wrong about your **live challenge?**

Twenty-four seats. Three days in Paris. Your own organisational challenge as the laboratory. The methodology is Think Wrong. *If this is the way you already think about your work—you are already a Wrong Thinker. The Intensive develops the practice.*

Enquiries: natalia@solvenext.com · +1 415 209 5065 · solvenext.com

Grow what endures.™