

PARIS, FRANCE · SPRING 2027 · 4.5 DAYS

Think Wrong About the Arts.

Think Wrong is the discipline for identifying and developing capital-building opportunities—before the cost of a wrong assumption compounds. Four capabilities, practiced against a live industry at a visible Deflection Point, transfer directly to the AI deployments, growth bets, market entries, and transformation initiatives you are navigating when you return.

LOCATION

Paris, France

FORMAT

4.5 days, immersive

CAPACITY

Twenty seats

FEE

€4,250 per seat

LANGUAGE

English

CREDENTIAL

Certified Capital Activator™

The decisions where untested assumptions are most expensive.

The performing and visual arts are not the point. They are the laboratory. The four decisions where capital-building opportunities most often hide—an AI deployment, a growth bet, a market entry, a transformation initiative—appear in the arts in forms unusually visible to an outsider.

The artistic directors, producers, and institution leaders the cohort meets are navigating exactly that structure: capital and reputation committed on premises that decades of success confirmed, now under a pressure the planning assumptions never absorbed.

Those four decisions share a structure. An AI deployment rests on beliefs about adoption and use case that were never tested. A growth bet commits before the demand is verified. A market entry assumes competitive dynamics the team has never encountered. A transformation initiative sets out to solve a problem the organization diagnosed without evidence.

In each, capital commits before the most consequential assumptions are examined—and the cost of discovering a wrong assumption after commitment runs ten to a hundred times the cost of testing it before.

The capability built in Paris is not arts expertise. It is the practiced discipline for surfacing those opportunities and developing the ones that build capital rather than erode it.



IN THE FIELD · PARIS

Day 1: a working Paris atelier at dusk—the live arts environment the Intensive examines in the field. The arts are the clearest available demonstration of excellent execution running on an unexamined premise. The challenge is the laboratory; the practice is what goes home.

What goes home with you.

The laboratory is the arts at a visible Deflection Point. The capabilities are what leave with you—directly transferable to the AI deployments, growth bets, market entries, and transformation initiatives you are navigating when you return. By Friday you will have practiced all four against real stakeholders. Most participants run their first internal session within thirty days of returning.

01

Identify the capital-building opportunities.

Reframe the challenge past the obvious answer with the Deflection Point, then name which of the six forms of capital each move builds. Most decisions fail not because the team executed poorly, but because they solved the wrong version of the problem. The question before any capital commits is not “what should we build?”—it is “are we solving the actual problem?”

02

Imagine and develop the solutions.

Generate widely before judging, converge deliberately, and make the strongest option tangible enough to react to. You think better against something real, so you build to learn rather than to debate. This is the capability the category most often skips—and the one that turns a sharp problem into a move worth testing.

03

Test what you believe before you commit.

Separate what you know from what you believe with the Certainty Map and PAK—Presumptions, Assumptions, Knowledge. Isolate the Super Vital Assumption—the belief that, if wrong, would change a decision only your CFO or CEO can authorize—and design the smallest credible bet to buy that evidence before resources commit at scale.

04

Align the people who must deliver.

A move no one will carry is not a move. Map who must act, who decides, and who can block; name the owner and the real trade for each; and convert assent into a dated commitment. The week ends with a Small Bet designed for your own live challenge, executable within thirty days of returning.

Identify · Imagine · Test · Align. The full arc—not a subset. Each capability runs on the Think Wrong practices, applied first to the arts challenge and then to a challenge you own.

Half classroom. Half field.

Each day pairs one Think Wrong practice with a live encounter in the arts—backstage, in ateliers, in galleries—working a real industry challenge with the people living it. You learn the practice in the morning and apply it in the field the same afternoon. The arts crisis is the case; the practice is what goes home.

4.5

days in Paris, roughly half in session and half in the field

20

seats, two instructors, one shared challenge

4

capabilities practiced against real stakeholders by Friday

There is a specific reason the arts make such a powerful laboratory. Get Out—the Think Wrong practice of leaving the environments where assumptions feel like common sense—is easiest where the stakes are visible and the people are candid. Few industries are as legible to an outsider, or as willing to talk about what is no longer working, as the arts under pressure. The cohort uses that legibility to build a capability that travels home intact.

The 4.5-day arc.

Each day is structured around a core Think Wrong practice, applied first in the classroom and then immediately in the field. The fieldwork is not illustration—it is the primary learning surface.

½

Arrival

Arrival and first encounter—a live performance

Arrival in Paris. Evening introduction with the European faculty. The program opens not with a briefing but with a live performance— theater, dance, or opera. Participants encounter the challenge before any methodology is introduced.

1

Day 1

What kind of crisis is this? Framing before solving.

Morning classroom: Deflection Point—mapping the from/to shifts that define the arts crisis. Participants challenge the standard narrative (“the internet killed the arts”). Afternoon backstage in theater and opera.

2

Day 2

Going to the edges—where the audience actually is

Morning classroom: the Certainty Map—what the arts world believes it knows about its audiences and its own value, and where the evidence is missing. Afternoon: gallery and consumer interviews across Paris.

3

Day 3

Fashion as the speed lesson—where the arts move fastest

Morning: PAK and Super Vital Assumptions applied to the hypotheses from Days 1–2. Which assumptions, if wrong, would change the decision? Afternoon fieldwork in a Paris atelier.

4

Day 4

Small Bets—built and tested in the field, same day

Morning: teams make their highest-confidence options tangible—artifacts a real stakeholder can react to. Afternoon: teams present Small Bets to Paris arts stakeholders for structured feedback.

5

Day 5

From the arts to your own—the transfer session

Half-day synthesis. Each participant maps the week’s practices to a live challenge they own, then aligns the people who must carry it. The arts were the rehearsal; the work at home is the performance.

The arts at a visible Deflection Point. That is the classroom.

Few industries are as legible to an outsider as the arts under pressure—capital and reputation committed on premises that success once confirmed. That makes the assumptions unusually visible here. Each fieldwork encounter is a structured session with a specific practice to apply. Access is arranged per cohort; confirmations are in progress.



Theater and opera backstage

Deflection Point applied backstage—finding where institutions have framed their crisis as a marketing problem when the premise underneath is what moved.



Fashion atelier access

Make Stuff inside a Paris maison working the tension between craft, heritage, and the economics of attention. Where the arts move fastest, the assumptions are easiest to see.

CONFIRMATIONS IN PROGRESS



Gallery and collector conversations

Certainty Map interviews with gallerists, collectors, and buyers—separating what the arts world knows from what it believes about who values the work and why.

CONFIRMATIONS IN PROGRESS



Street and venue consumer interviews

Past-behavior anchoring in the streets and venues of Paris—not “do you like the arts?” but “walk me through the last time you chose how to spend a free evening.”



Digital-native encounter

A structured session with the platforms and creators winning the attention the arts are losing—the Super Vital Assumption about how beauty, story, and presence are now experienced.



Stakeholder panel

Small Bets presented to Paris arts and culture stakeholders for structured feedback—the moment the practice transfers from the case to a challenge the participant owns.

The Think Wrong methodology—applied.

Every practice is introduced in the classroom and immediately applied in the field. By Day 4, participants are facilitating their peers through the tools they met on Day 1. The arts are the medium; the capability goes home with you. The four capabilities run on six practices.

- 1 Deflection Point**—frame the right problem before solving it. A structured discipline for noticing when an organization has committed resources to the wrong version of its challenge, and producing the from-to reframe.

- 2 Certainty Map + PAK**—separate knowledge from belief. Every significant belief mapped as Presumption, Assumption, or Knowledge. No capital advances on Presumptions alone.

- 3 Super Vital Assumptions**—isolate the belief that changes the call. The subset of assumptions that, if false, would change a decision only your CFO or CEO can authorize—prioritized by consequence and testability.

- 4 Make Stuff + Bet Small**—build to learn, not to present. The smallest credible action that converts belief into evidence, bounded by affordable loss and run the same day it is designed.

- 5 Get Out & Get**—gather evidence and engage the people who must act. Leave the room where assumptions feel like common sense; bring back evidence and the assent of the constituents who must deliver.

- 6 Transfer**—move fast to make the move real and owned. Map the week's practices to a live challenge you own, align who must carry it, and commit to the first fourteen days back.

Continued access. Participants carry the practice forward through Next Lab™—where the drills, design sessions, and assumption tracking live after the week ends. Edition confirmed at enrollment.

FOUR ARTIFACTS

What the week produces. Executable on Monday.

Every Capital Activator Intensive—open or commissioned—produces the same four artifacts. The week is not a record of insight. It is the production of specific, capital-consequential material the Activator carries back into the organization.

ARTIFACT 01

A Capital-Building Opportunity Portfolio

A focused portfolio of moves you could not see before Monday—each mapped to the form of capital it builds (financial, human, intellectual, reputational, political, social), scored for impact, and specific enough to act on. In the field format, each participant leaves with a portfolio tied to their own organization.

ARTIFACT 02

A set of Super Vital Assumptions

The beliefs that, if wrong, would change a capital allocation decision only your CFO or CEO can authorize. This is the bridge from the week to the governance conversation that should follow. The escalation question is what opens it.

ARTIFACT 03

A completed My Capital Canvas

Your own Capital Canvas™, marked with the live challenge you own, the assumptions beneath it, the Small Bets you designed, and the next governance conversation required. Built to be read by a CFO, a CEO, or a board sponsor.

ARTIFACT 04

A Certified Capital Activator™ (Level 0)

You leave carrying the Certified Capital Activator™ credential and the trained capability to run Think Wrong inside your own organization. Certification of course completion, consistent with how the Think Wrong Instigator Intensive has certified since 2016.

For commissioning sponsors, the cohort also produces a **Cohort Capability Read**: how far the group moved on each of the four capabilities (Not yet → Starting → Working → Reliable), so leadership can see what capability now lives inside the organization.

PARTNERS

Built with the people who run the work.

The program is designed and delivered with partners who have direct access to the arts landscape—from the institutions navigating the challenge to the operators who have already updated their assumptions in response to it.

METHODOLOGY AND FACULTY

Solve Next

Designer and lead facilitator of the Intensive. Solve Next is the team behind Think Wrong and the Capital Activator Intensive™, and the authors of the methodology applied across the week.

INSTITUTIONAL ACCESS

Paris Arts Fieldwork Network

The artistic directors, producers, gallerists, and atelier leaders who open their work as the laboratory. Access is arranged per cohort.

CONFIRMATIONS IN PROGRESS

SENIOR FACILITATION, PARIS

European Faculty

Solve Next's European facilitators lead the fieldwork—senior practitioners who have run the methodology inside organizations navigating AI deployments, growth bets, and transformation, including work with institutions such as Airbus.

THE LADDER BEYOND THE WEEK

The Solve Next System

The Intensive is Level 0 of a longer arc—Growth Gap Diagnostic™, the Capital Architects Program™, and the governance work that follows—so the capability built in Paris has somewhere to go.

THE FACULTY

The people in the room with you.

The Intensive is led by Greg Galle, co-author of Think Wrong and a principal of Solve Next, with the Solve Next European faculty and—joining for the fieldwork—Paris arts practitioners who run the work. The room is small by design: twenty seats, two instructors, one shared challenge. The specific faculty pairing is confirmed per cohort.



Greg Galle
METHODOLOGY ARCHITECT · CEO,
SOLVE NEXT



Louise Kyhl-Triolo
EUROPEAN PROGRAM LEAD · SENIOR
FACILITATOR



Romain Gravier
SENIOR FACILITATOR · INTEGRAL
MASTER COACH



Cornelia Wagner
FACILITATOR · TRANSFORMATION
ARCHITECT

The methodology at work.

Think Wrong has been applied inside some of the most consequential institutions in the world—across life sciences, government, financial services, technology, and education. Participants leave with the same methodology that produced that work.

Genentech the White House JP Morgan Microsoft Airbus NATO Starbucks
Deloitte Stanford

Think Wrong: How to Conquer the Status Quo and Do Work That Matters was published in 2016. Third printing, 2025. Available in English, Spanish, and Arabic. The methodology is ten years old. The problems it was designed for are not.

For the leader who keeps asking the question the room is not authorized to answer.

You keep bringing the uncomfortable question forward and finding it killed—not by bad faith, but by the accumulated weight of a system built to optimize what it already does well. The arts crisis is not about audiences or streaming or funding. It is excellent execution of an unexamined premise—visible from the outside in ways it cannot be from within.

You can see the question your organization has stopped asking—and you want the practice for making it survivable to raise it.

You are responsible for transformation, strategy, or growth and want a discipline for interrogating the frame before you commit to solving within it.

You are ready to work in the field, in live conversation with people whose challenges are real—not in a classroom discussing hypothetical cases.

You want the facilitation capability to run this practice inside your own organization after the week.

Consider waiting if you are looking for a Paris cultural experience with workshop content attached—the fieldwork is structured assumption-testing, not a cultural tour—or if you cannot yet name a live challenge of your own to carry the practice home to.

PRACTICAL DETAILS

What you need to know.

LOCATION

Paris, France

Base venue in central Paris; fieldwork spans the city.

DAILY STRUCTURE

8:30am–5:30pm daily

~50% classroom, ~50% field. Evening sessions on Days 1–3.

LANGUAGE

Instruction in English

Field interviews bilingual (EN/FR). French proficiency not required.

DATES

Spring 2027

Dates to be confirmed. Contact hello@solvenext.com to be notified when dates lock.

FORMAT

4.5-day immersive intensive

Arrival Sunday evening (opening performance). Program Monday–Friday. Departure midday Friday.

GROUP SIZE

Maximum 20 participants

Capped to preserve the quality of institutional access and learning depth.

PROGRAM FEE

€4,250 per seat—all-in

Includes program, facilitation, fieldwork access, the four artifacts, the credential, and meals during the program. + Next Lab™ membership (€999 value · 1 year). Travel and accommodation: own arrangement.

PRIVATE COHORT

Serious Capital Activator Intensive™

The in-company format, scoped to your own challenge. €51,000 base for up to 15 participants; €3,750 per additional participant.

The escalation question—and the ladder beyond it.

THE ESCALATION QUESTION · VERBATIM

“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 authorize?”

1 Claim the Certified Capital Activator™ designation.

Conferred at the close of the week. The credential signals the capability to classify organizational beliefs against evidence and design small credible tests before capital commits. Level 0—where the practice starts.

2 Take the Growth Gap Diagnostic™ to your organization.

The systematic organizational entry—\$125,000–\$200,000 depending on scale. It turns one Activator’s week in Paris into the governance conversation leadership was always going to have. You bring the escalation question; the Diagnostic builds the evidence.

3 Develop your governors through the Capital Architects Program™.

Level 1 of the capability ladder. The Program trains the managers and executives who govern the Intelligent Capital System™ inside the organization. Activators surface the assumptions; Architects design the infrastructure that governs them at scale.

LEVEL 0 · THIS WEEK

Certified Capital Activator™

Surface assumptions, classify them against evidence, design small credible tests before capital commits.

ORGANIZATIONAL ENTRY

Growth Gap Diagnostic™

The escalation question, systematically. From \$125,000 depending on scale. Entry to a Capital Symmetry Governance™ relationship.

LEVEL 1

Serious Capital Architect™

Earned through the Capital Architects Program™. Design the governance system that makes Capital Symmetry operable across all six capital domains.

TAKE THIS BACK TO YOUR TEAM

Resources for the internal conversation.

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

01 · Programme Brief—this document. The full picture in a single PDF: challenge, curriculum, faculty, fieldwork, logistics, and the ladder beyond the week.

02 · One-Pager—the thirty-second version. What it is, who it is for, what you leave with, and the escalation question—on a single page to forward.

03 · The Escalation Question—the one question that turns a week in Paris into a governance conversation your CFO or CEO can act on.

04 · A Conversation with Solve Next—to scope a private cohort on your own challenge, or to hold a seat in the open cohort. hello@solvenext.com.

The fastest way to know whether this is right for your organization is to name the live challenge you would bring—the AI deployment, growth bet, market entry, or transformation initiative where capital is already in motion—and write to us. We will tell you honestly whether the Intensive is the right next move.

PARIS · SPRING 2027

Ready to Think Wrong about the arts?

Twenty seats. One shared challenge. Four and a half days in Paris. The methodology is Think Wrong; the laboratory is alive. If this is already how you think about the bets in front of you, you are already a Wrong Thinker—the Intensive develops the practice.

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