



ARCHIPELAGO

Projects & Initiatives

THE ARCHIPELAGO OF DESIGN

**5th ANNIVERSARY
EDITION** —

The Archipelago of Design Network

About AOD

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**AOD is a not for
profit organisation
empowering leaders
to shift mindsets in
national security
organizations.**

We invite you to join our
mission by contacting us at
innovation@aodnetwork.ca

Below are some helpful links to
learn about the AOD Network,
explore our resources, and
engage with our community:

- [AOD Website:
aodnetwork.ca](https://aodnetwork.ca)
- [LinkedIn: /aodnetwork](https://www.linkedin.com/company/aodnetwork)
- [Facebook Page: /
aodnetwork](https://www.facebook.com/aodnetwork)
- [YouTube: @aodnetwork](https://www.youtube.com/@aodnetwork)
- [Discord Channel:
discord.gg/xKsTAN86Nx](https://discord.gg/xKsTAN86Nx)
- [Ko-Fi Membership Platform:
ko-fi.com/aodnetwork](https://ko-fi.com/aodnetwork)

*Learn About AOD's Core
Services and Offerings*

Assistance & Services

Assistance & Services

AOD Assistance empowers leaders to shift mindsets, navigate complexity, and create the conditions necessary for evolution and opportunity across NATO members & partners.

We offer three primary services to support this mission. Our transformative workshop design and facilitation services harness collective intelligence and foster buy-in through expertly crafted engagements. We enhance innovative leadership through professional development packages that leverage our expert network, transformative serious games, and cutting-edge toolkits.

Additionally, our leadership coaching equips leaders to cultivate inclusive and innovative cultures, mobilize collective intelligence, and drive buy-in for addressing complex challenges.

Our work focuses on critical areas such as climate resilience, cultural evolution and inclusivity, artificial intelligence, modernization and digital transformation, retention and recruitment, and space. By addressing these domains, AOD Assistance helps leaders stay ahead of emerging challenges while fostering innovation and collaboration.

Below is a breakdown of our core services:

1. Workshop Facilitation & Transformative Workshops

Our workshop facilitation services are designed to foster transformative collaboration by breaking down barriers and creating a space for counter-intuitive solutions to emerge. We offer tailored facilitation that emphasizes insight capture, helping teams to generate meaningful outcomes that resonate across their organizations. Our reporting assistance ensures that essential takeaways are clearly documented to foster buy-in and drive action. For those seeking broader impact, we support the communication of results or new insights through professional and scientific journal publications, amplifying the workshop’s reach within relevant communities. We also offer multimedia production, including workshop videos or podcasts, to share highlights and extend the impact of the session. Our approach ensures that each workshop is both a productive experience and a platform for lasting change.

2. Professional Development

Our professional development offerings empower leaders and teams to enhance their skills in workshop design, leadership, complex strategic analysis, and team-building. Tailored and modular, our programs provide a practical, immersive learning experience. Participants can engage in masterclasses on workshop design and facilitation, where they practice alongside colleagues to tackle real-world challenges. Through **Breakthrough**, a series of transformative serious games, participants gain self-awareness and learn effective sense-making and problem definition within complex strategic contexts.

Additionally, our **Breakaway: Reframing to Prevail** decision-making framework fosters innovative approaches, helping teams uncover diverse solutions to complex problems. Each program is crafted to build resilient, adaptive, and collaborative leaders.

3. Coaching Workshop Design & Facilitation

Our coaching in workshop design and facilitation empowers leaders to cultivate thriving cultures of innovation within their teams. Through personalized coaching, leaders gain transformative facilitation skills to foster open, collaborative, and creative environments. Each leader is matched with a dedicated coach from our global network, selected for their expertise and alignment with the leader’s goals. Regular monthly touchpoints ensure sustained development, allowing leaders to deepen their skills, apply insights in real-time, and receive ongoing support. Our platform also enables leaders to connect and share lessons learned with a global network, building a community of continuous learning.



Learn about AOD's Series
of Serious Games

Transforma- tive Games

Transformative Games: *Breakthrough: Arctic Albatross*



What is Breakthrough: Arctic Albatross?

Breakthrough: Arctic Albatross is a turn-based mystery investigation wargame.

Breakthrough puts players in situations that enable them to seamlessly develop complex strategy-making capabilities.

The Arctic Albatross scenario takes place in Inuuqatigiit, a fictitious former hamlet in the Canadian Arctic in 2040. With the Northwest Passage becoming a viable alternative to the Panama canal, Inuuqatigiit is becoming a global trading hub. Yet, its development is at stake. Following delays in the construction of major infrastructure projects, the Government of Canada summons players to investigate. What they may or may not uncover will shape the fate of the country, its allies and partners for decades to come.

How might Breakthrough improve outcomes for your organization?

Breakthrough offers team building pathways for taking your organization to the next level. The game enhances existing skills for collectively anticipating, navigating and addressing complex strategic problems.

The game also foregrounds capability gaps that players need to bridge in order to master strategy-making. Set in the Canadian Arctic in 2040, this game also contributes to developing a general understanding of Arctic security politics. Overall the game provides a transformative learning experience that will stick with players.

What skills do players develop by playing Breakthrough?

- Sensemaking
- Problem Framing
- Collaboration
- Negotiation
- Management
- Critical and Creative Thinking

- Self-Awareness
- Systems Thinking
- Abductive Reasoning

Paired with a facilitated debrief, the game challenges players to approach strategy-making in a new, holistic way by testing their assumptions and biases.

Please contact us at innovation@aodnetwork.ca to start a conversation about running Breakthrough: Arctic Albatross.



Transformative Games: Breakthrough: Shadows of Byzantium



What is Breakthrough: Shadows of Byzantium?

Breakthrough: Shadows of Byzantium is a turn-based mystery investigation wargame. Breakthrough puts players in situations that enable them to develop complex strategy-making capabilities. The Shadows of Byzantium scenario takes place in Istanbul, Turkey, at the crossroads of Europe and Asia in 2040. With Turkey on the cusp of entering the European Union after a decade of political reforms and humanitarian initiatives, Istanbul is becoming a major cosmopolitan center and economic hub. Yet, its role as an emerging power is in peril. Following the outbreak of a new respiratory disease, the city is racked with unrest with the potential to spill over Turkey's borders. The United Nations Security summons players to investigate the implications on human security in Turkey and the region. What they uncover will shape the fate of not only Turkey, but its alliances and partnerships for years to come.

How might Breakthrough improve outcomes for your organization?

Breakthrough offers team building pathways for taking your organization to the next level. The game enhances existing skills for collectively anticipating, navigating and addressing complex strategic problems. The game also foregrounds capability gaps that players need to bridge in order to master strategy-making. Set in Turkey in 2040, this game also contributes to developing a general understanding of security politics in Eastern Europe and the Near East.

What skills do players develop by playing Breakthrough?

- Sensemaking
- Problem Framing
- Collaboration
- Negotiation
- Management
- Critical and Creative Thinking
- Self-Awareness
- Systems Thinking
- Abductive Reasoning

Paired with a facilitated debrief, the game challenges players to approach strategy-making in a new, holistic way by testing their assumptions and biases.

Overall the game provides a transformative learning experience that will stick with players.

Contact us at innovation@aodnetwork.ca to start a conversation about running *Breakthrough: Shadows of Byzantium*.



Transformative Games: Project Inner Alliance



Inner Alliance is a cooperative turn based tactics game making tangible the need to adapt to different populations in operations supporting the Women Peace and Security and Human Security agendas.

The game encourages players to develop empathy by turning the intangibles of gender perspectives, diversity and intersectionality into tangible experiences during high-stakes operations. Through challenging gameplay, the player must develop critical awareness of issues of inclusivity and equity in demanding operational conditions.

The game is set in a fictional but realistic future world where local and regional first response organizations have collapsed

under the pressure of ongoing climate crises, leading to the formation of a new multilateral paramilitary entity: the Climate Security Task Force (CSTF). The CSTF is the frontline in the battle to save lives and stabilize regions devastated by climate-induced disasters. The players' objectives are to rescue imperiled civilians, provide critical aid, and support affected communities in recovery efforts.

Gameplay

Players work as members of the CSTF. Their team is composed of distinct roles—Squad Leader, Medic, Engineer, Firefighter, and Scout—each with unique abilities needed for rescuing civilians and overcoming environmental obstacles. Gameplay emphasizes squad-based tactics, requiring players to coordinate their skills and strategies to navigate hazardous terrain and achieve their objectives. As players progress, “Conversation Cards” introduce moral dilemmas that challenge players to weigh operational priorities against ethical considerations.

These discussions shape the character’s sense of team belonging and influence community trust, with successful missions building goodwill and failed objectives risking negative repercussions.

Audience

The primary audience of this project is defence and national security teams across NATO members and partners looking to develop a greater understanding of aspects of the WPS Agenda, and to leverage team diversity and inclusivity. **Project Inner Alliance** will be accessible to a broader audience, including public

servants, corporate teams, and the general public interested in enhancing gender-responsive leadership and understanding diversity and intersectionality within their organizations. Integrating these themes into a serious game using seamless learning techniques enhances players’ retention of these topics and makes challenging topics more accessible, immersive, and relatable, especially for audiences who might otherwise find them intimidating or uncomfortable.

To book a three-hour training session, please contact innovation@aodnetwork.ca



*Learn about AOD's
Biggest Annual Event*

Annual Event

AOD Annual Event

Vision

Breaking down barriers, fostering collaboration, and driving innovation to tackle the most pressing defence and security challenges. The AOD Annual Event empowers NATO members and partners to think beyond silos and explore cutting-edge solutions.

Mission

At the heart of the AOD Annual Event is a mission to connect and inspire. By showcasing breakthrough innovations and designs in defence and security, we aim to create a vibrant learning environment. Together, we focus on leadership, methodologies, and shared experiences to chart a path forward for the community.

Event Concept

The AOD Annual Event is designed to be more than a gathering, it's an interactive hub of ideas.

We invite contributors from diverse backgrounds, encouraging interdisciplinary collaboration and knowledge-sharing.

What to Expect:

- **Dynamic Activities:** Participate in interactive sessions blending theory and practice.
- **Diverse Perspectives:** Gain insights from academic researchers, defence and security professionals, and corporate innovators.
- **Global Collaboration:** Build connections across NATO members and partners, leveraging shared expertise for global security.

To explore previous AOD Annual Events, please visit [this link](#). For questions or concerns, please e-mail events@aodnetwork.ca

AOD Publication
Spotlight

Breakaway: Reframing to Prevail

Breakaway: Reframing to Prevail

With ***BREAKAWAY: Reframing to Prevail*** is the Canadian Armed Forces' (CAF) first homegrown framework for design and innovation, developed over three years by the Archipelago of Design (AOD) through ethnographic research, collaboration, and bold thinking.

Driven by the belief that transformation starts from within, AOD worked closely with 32 CAF officers identified as innovation leaders to co-create a framework grounded in real operational experiences.

***BREAKAWAY* shifts CAF's approach from borrowing external models to leveraging its own culture and expertise.**

This effort:

- Embodies a culture of audacious leadership and innovation
- Was developed by researchers Dr. Michele Mastroeni, Dr. Philippe Beaulieu-Brossard, and Dr. Philippe Dufort, with support from the AOD network and CAF members
- Builds on 20+ years of successful innovation practices within CAF
- Is informed by deep feedback from NATO allies and global partners
- Funded by the MINDS Program and supported by OCAD University, ***BREAKAWAY: Reframing to Prevail*** is not a prescriptive model but a source of inspiration and empowerment for leaders seeking to unlock their team's innovative potential.

Visit <https://aodnetwork.ca/breakaway-reframing-to-prevail/> to download the full handbook.

AOD Publication Spotlight

Safeguarding the Future: A Strategic Foresight Handbook

Safeguarding the Future: A Strategic Foresight Handbook for National Security and Defence Professionals

Developed by the Archipelago of Design (AOD) in collaboration with KerrSmith Design, ***Safeguarding the Future*** is a practical handbook designed to equip national security and defence professionals with future-ready mindsets.

In today's complex and uncertain environment, leaders must go beyond short-term planning. **This handbook introduces strategic foresight as a critical tool to help organizations:**

- Future-proof plans, policies, and strategies
- Anticipate long-term impacts and unintended consequences
- Enhance the resilience of modernization, force development, and transformation efforts
- Complement existing planning methods like NATO's Comprehensive Operations Planning Directive (COPD)

Rather than replacing traditional planning, foresight expands the horizon, considering multiple futures, engaging diverse perspectives, and identifying blind spots. It enables defence teams to build adaptive, proactive, and resilient strategies that remain effective even when conditions change unexpectedly.

This handbook helps bridge the gap between detailed operational planning and long-term strategic thinking while ensuring that today's decisions are better aligned with tomorrow's challenges.

Visit <https://aodnetwork.ca/safeguarding-the-future/> to access the full handbook.

*A podcast by AOD,
hosted by Donna Dupont*

Tension Podcast

AOD Tension Podcast

The Tension Podcast, produced by the Archipelago of Design and hosted by Donna Dupont, explores the dynamic intersection of theory and practice in foresight and design, particularly within the field of defence and security.

Through thought-provoking conversations, the podcast explores areas of interest where opposing viewpoints create productive tension. These discussions aim to illuminate the challenges inherent in these tensions, uncover strategies to navigate and resolve them, and identify opportunities for innovative and transformative solutions. Our mission is to shift mindsets, expand perspectives, and challenge existing worldviews and narratives. We value collaboration and continuous learning, striving to foster meaningful dialogue.

Whether you're a strategist, designer, policymaker, or simply curious about how innovation is shaping the future of defense, Tension Podcast is a must-listen for anyone seeking to expand their understanding and embrace new perspectives in a rapidly changing world.

The Tension Podcast is available through [Castos](#), [Spotify](#), [Apple Podcasts](#), [Amazon Music](#), [Google Podcasts](#), [Deezer](#), [iHeartRadio](#), [Listen Notes](#), [Player FM](#), [Pocket Casts](#), [Podcast Addict](#), [Podchaser](#), [RadioPublic](#) and [YouTube](#).

For more information or to join the Tension Podcast as a guest, please contact the host, Donna Dupont, at donna@aodnetwork.ca.

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