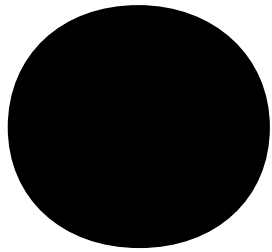
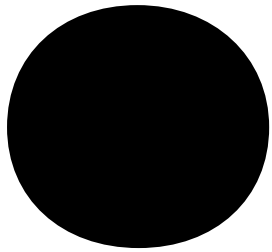
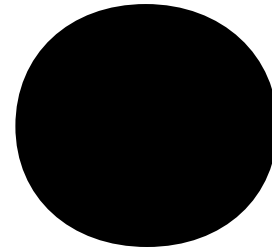
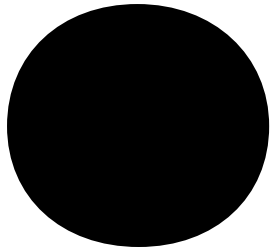
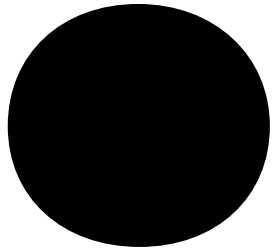
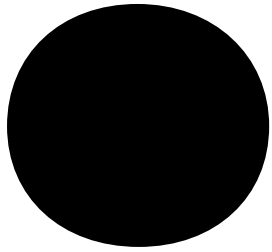


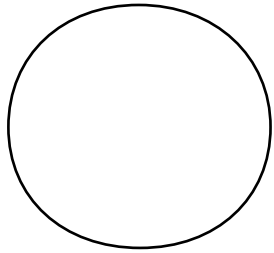
• improbable

AN ART THINKING EXPERIENCE

ENGLISH







**Creation
changes
the world,
the improbable
is an instrument
of it.**



Sylvain Bureau, co-founder of the Art Thinking method

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Ever since ESCP Business School was founded in 1819, we have believed that education must constantly reinvent itself to keep pace with the great transformations of our world.

Art Thinking and the improbable pedagogy invite us to explore the unexpected, break out of established frameworks and stimulate creative thinking that makes sense. This book opens up a space for reflection and experimentation, where art becomes a pedagogical driver, a way of learning by doing, by doubting, by imagining. It embodies our ambition: to train free spirits, capable of acting boldly and sensitively in a complex world. I'm proud to see ESCP embrace this dynamic, and I'd like to thank all those involved in this intellectual and human adventure.

LÉON LAULUSA

EXECUTIVE PRESIDENT AND DEAN, ESCP BUSINESS SCHOOL

Drawing on the heritage of Galeries Lafayette, which was always associated with creators, designers or artists; as well as their work. Our Lafayette Anticipations Art Foundation was born of the conviction that the pulse of a society can be felt by its artists. Today, we are delighted to be associated with the excellence of ESCP Business school, which was the first to theorize a practice of creation through Art Thinking. Our world needs creation, and we'll do everything we can to support it, facilitate access to it and disseminate its practice.

GUILLAUME HOUZÉ

PRESIDENT OF LAFAYETTE ANTICIPATIONS

The improbable as a new frontier. The future never follows a linear trajectory. That's the beauty of a humanity that eludes predictions and invents its own destiny. Creation, whether artistic, scientific or entrepreneurial, contributes to this thanks to a fundamental principle: the audacity to create the unexpected. Rather than making this the prerogative of a few isolated geniuses, we have structured a unique method that enables us to create the improbable with certainty: Art Thinking.

Unlike conventional agile methods which optimize what already exists, Art Thinking invites us to question the status quo to conceive new rules and values that open up new possibilities. By decompartmentalizing disciplines and experimenting with radically new approaches, Improbable is an accelerator of experiments, transforming the daily lives of those who have lived it.

SYLVAIN BUREAU & PIERRE TECTIN

ART THINKING METHOD FOUNDERS

Improbable: An Art Thinking experience

- A network of scientists, artists and professionals who want to create the improbable at a time when the probable is becoming unacceptable.
- An ambassador for a creative culture that combines the productive efficiency of start-ups and the creative power of European artistic avant-gardes.
- An accelerator for transformative experiences to learn how to unlearn.
- A movement supported by two institutions with creation at the heart of their DNA: ESCP (1819) Galeries Lafayette (1893).

Pioneering: for the past twenty years, we've been methodically teaching the creation of the improbable.

Impactful: we bring a critical perspective, fostered by scientific rigor and artistic impertinence.

Demanding: beyond efficiency, we strive for impact and meaning.

Transformative: our outcomes are long-lasting and memorable for those who used the method.



*Improbable Chair by Galeries Lafayette launch event,
Lafayette Anticipations, Paris, France, 2024*



1. A powerful driver to deal with uncertainty.

Art allows us to confront the unknown and make the unexpected a driving force rather than an obstacle.

2. An approach that mobilizes everything that defines our humanity.

In the age of AI, it is essential to develop our social, emotional, sensitive, political and critical intelligences.

3. A change of posture to learn to unlearn.

By adopting an unprecedented role, that of the artist, one can gain access to other time-spaces. One unlearns, imagines differently, and opens up new avenues for tangible action and commitment.

4. A source of memories that mark and inspire.

The artistic experience creates memorable moments that nourish more authentic and transformative exchanges



The electronic pearl — oyster & Airpod
Master PIC, Polytechnique / Télécom / HEC, Improbable, Paris, France, 2023



Greenness Test — pregnancy test & frame
Collectif P-AL-M-E-N, Improbable, Paris, France, 2021

Creation changes the world, the improbable is an instrument of it.

The improbable is a powerful method for unlocking stuck situations. In a world shaped by complexity, relying only on what's probable often isn't enough. Whether you're an executive, entrepreneur, manager, engineer, researcher, or student, real transformation often begins where certainty ends. Daring to explore the improbable can open new paths, spark unexpected insights, and lead to bold projects that truly change the world.





Improbable seminar, Exec MBA, Paris, France, 2022



The Shiny Stream of Time (2050) — Performance, video, images, ice cubes - Mahita, Umberto Bergianti, Alessandro Bo, Jana Hernandez & Victorine Mancuy, MSc Food & Beverage, ESCP, Improbable, Paris, France, 2023



The Funeral of 4.5 — Cardboard, paper - Akos Piffko, Clément Ouizille, Stéphanie Haubensak, Inés Khoudja & Claire Balva, Entrepreneurial Pathway, ESCP, Improbable, Impact Hub, Madrid, Spain, 2015



CLEAN UP YOUR MESS! — Andrea T. - Elisa C., Oscar B., Theresa S. & Valerie C., Photo collage, Entrepreneurship pathway, ESCP, Improbable, Paris, France, 2022

For whom?



WHO ARE WE TARGETING?

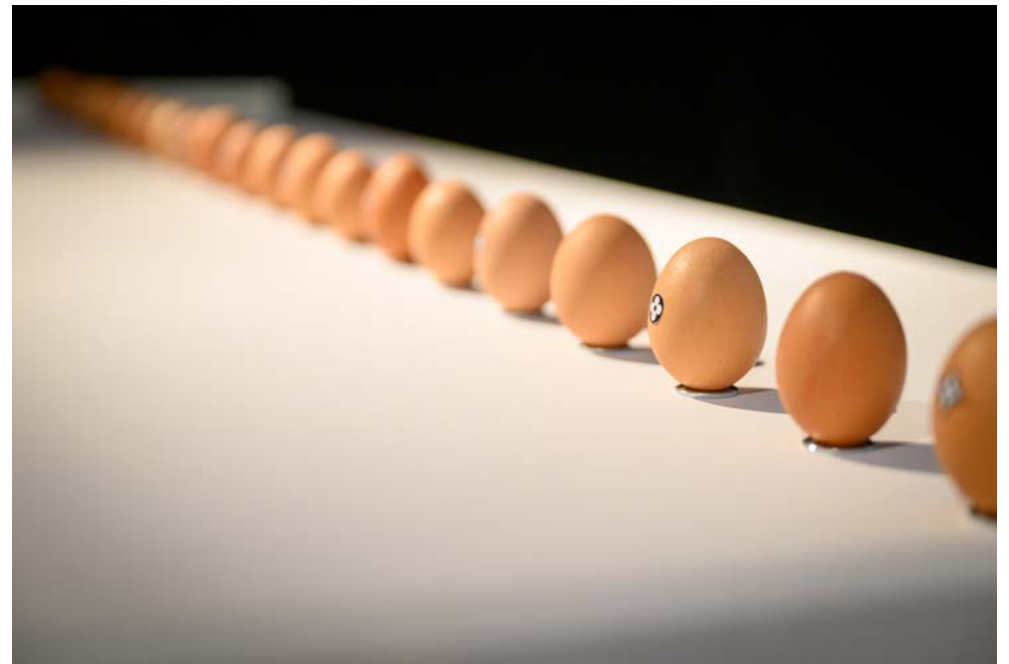
- Professionals seeking to transform their organizations in the face of contemporary challenges
 - Leaders who want to instill new skills and work methods into their talents and managers.
 - Executive committees who need to rethink their strategies and ways of thinking.
- Students who want to understand the world of tomorrow by developing their abilities to create.
- Patrons of the Improbable who believe in the richness of the links between artistic, scientific and entrepreneurial creation.
- The creative world that wishes to get closer to the business world.
- Universities and schools that want to reinvent their teaching methods.



Scrambled Illusion - Nata M, Maksim R, Kharis M & Philipp H, Executive MBA, ESCP, Improbable, Paris, France, 2025



Pierre Tectin, co-founder of the Art Thinking method



Scrambled Illusion - Damien, Fadi, Irene, Lorenzo, Exec MBA, ESCP, Improbable, Paris, France, 2025

2 founders

3500

people trained

Across **17** countries

Available

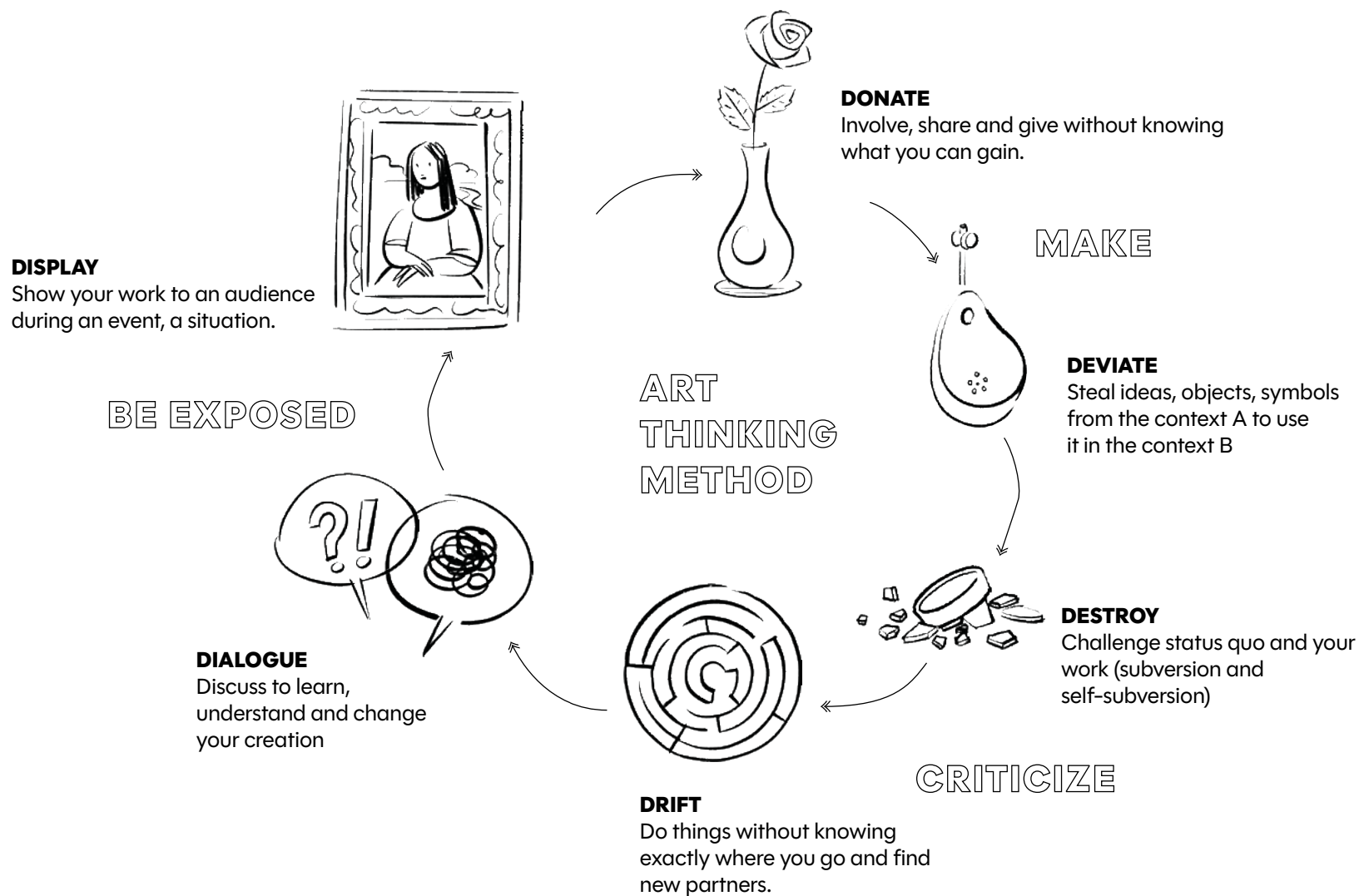
in **7** languages

1 memorable, demanding
and transformative
experience

1 One seminar per week,
from bachelor to
executive education

1 single network
of **200** people

Art Thinking: An agile method to create the improbable with certainty.





The Masterclass: 30 to 90 minutes to let the Improbable inspire you

By blending creative approaches from art and business, this keynote offers a fresh perspective on today's major challenges. A strategic breath of fresh air to make decisions differently and open new possibilities.

The Workshop: one day to experience Art Thinking

With your team or executive committee, explore new perspectives to rethink your strategy or organization. It's also a unique opportunity to share a truly improbable collective experience.

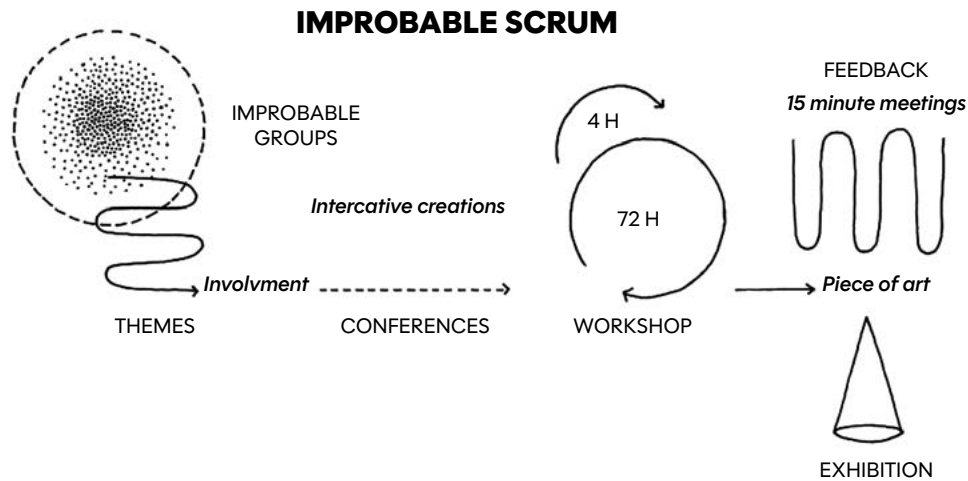
The Seminar: 2 to 4 days to take ownership of Art Thinking

More than a training, an accelerator of experiences. By creating a work of art, you learn to embrace the unexpected, develop new ways of working, and access alternative ways of thinking and acting.

The Journey : 1 to 12 months to support your transformation

A customized program to foster lasting organizational change. From keynotes to research-action projects, and individual or team coaching, we help you build, step by step, a meaningful and sustainable transformation.





1. Inspiring Talks

Discover the foundations of Art Thinking through key concepts, practical methods, and case studies drawn from both art history and the business world. A fresh perspective on your strategic challenges.

2. Hands-on Team Workshops

Experience the tools of Art Thinking in action. These collaborative sessions boost creativity, unlock new approaches to problem-solving, and demonstrate the power of an agile—and improbable—method.

3. An Improbable Vernissage

The seminar concludes with a unique exhibition of the works created, hosted in an exceptional venue and open to an external audience. A powerful moment to share bold ideas and reframe your organization's key challenges—through a completely different lens.



1. **A scientific foundation:** all our content is scientifically validated and tested by real-life experts in the real world.
2. **An experiential pedagogy:** learning takes place through a collective experience that forces you to (really) get out of your comfort zone.
3. **An unforgettable moment:** each experience is extra-ordinary (this is probably the first and last time of your life that you will be an artist). And it ends with an Improbable vernissage.
4. **An immediate and lasting impact:** each participant will be able to leverage what they have learned and deepen it over time.

HARD SKILLS : increasing productive efficiency with a proven agile method.

SOFT SKILLS : improve your social skills and emotional intelligence.

MAD SKILLS : mobilize unexpected resources to change your organization and career



Participants during a *Improbable* seminar, Paris, France



Improbable seminar, la Bellevilloise, Paris, France

1. Drive innovation with method

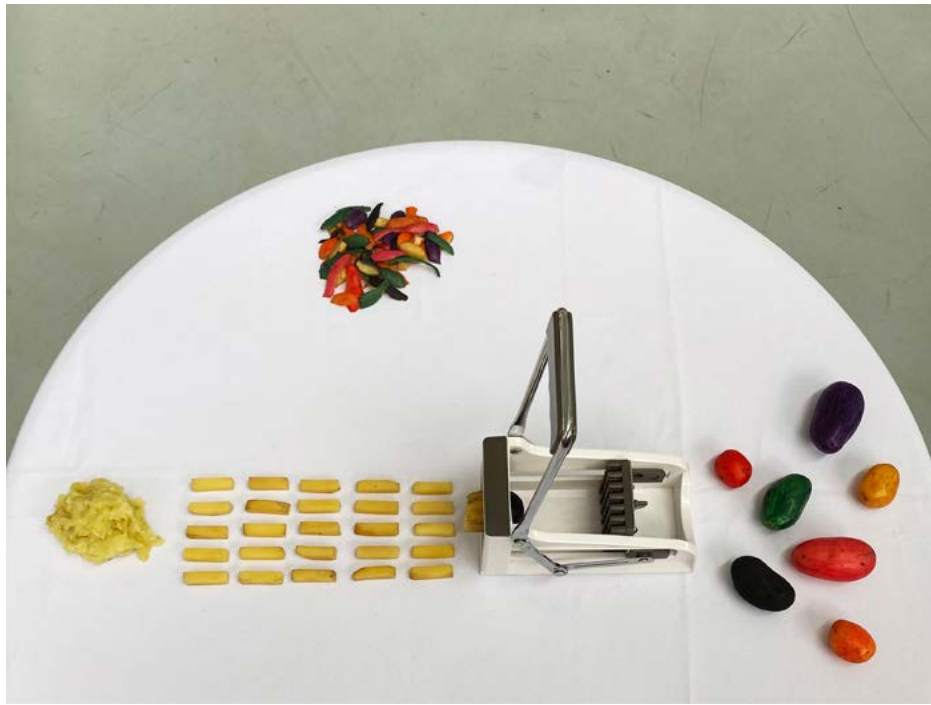
You learn how to make progress without waiting for perfect clarity. You adopt practical tools to move fast, test ideas, and adjust along the way, essential when goals are shifting or unclear.

2. Build stronger, more aligned teams

Through hands-on collaboration, you can develop sharper emotional intelligence and learn how to turn diversity and disagreement into team strength. You leave better equipped to motivate, align, and lead with purpose.

3. Lead real transformation

You gain the ability to challenge outdated ways of working and spark new momentum. By adopting a creator's mindset, you stop reacting and start shaping the future with vision and confidence.



McCainsey's e-puree selection - Improbable, Lyon, 2022



Participant during an Improbable seminar, Paris, France



Amy Whitaker and Sylvain Bureau



Sylvain Bureau, Emile Kirsch, Christophe Bruno, Ben Voyer with two colleagues from Stanford University Chuck Eesley, Seamus Yu Harte (and two supporters of Art thinking).

Steering committee:

Sylvain Bureau (co-founder)
Pierre Tectin (co-founder)
Nil Samar
Florence Tadjeddine
Thomas Brigger (Director of Operations)

Scientific committee:

Chuck Eesley (Stanford)
Rand Gerges-Yammine (ESCP)
Erno Tornikoski (MBSC, Saudi Arabia)
Amy Whitaker (NYU)

Artists and contemporary creation advisors:

Quentin Bitran	Karin Hémar
Valérie Bobo	Emile Kirsch
Christophe Bruno	Lena Karson
Niko de la Faye	Anais Montevicchi
Nicolas Guiraud	Catherine Tanitte

Region representatives:

Rajesh Bhat (India)	Daniela Pavlova (Spain)
Hanna Ingar (La réunion, France)	Chip Ransler (USA)
Robert Pearce (UK)	Jorg Reckhenrich (Germany)
Nat Luna (Brazil)	Koen Snoeckx (Benelux)
Ricardo Masiero (Italy)	Wei-Yun Chang (Taiwan)
Mariko Nishimura (Japan)	



Stanford University

Musée du Louvre

Galleries Lafayette

Centre Pompidou

Air-France KLM

Aalto University

Aix-Marseille University

Bern University

Canon

CNES

Crédit Mutuel

Denso

Ecole Polytechnique

EDF

Em Lyon Business School

Essca Business School

GE Vernova

Groupe BPCE

HEC Montreal

Kedge Business School

Lufthansa

New York University

OCP Group

Oulu University

Saint-Etienne University

Skema Business School

Stockholm School of

Economics

UM6P

University of Virginia

Some verbatim about the Improbable seminar:

"I was delighted to discover the program! I absolutely loved it! It fully lived up to my expectations, and I believe many other teams would benefit greatly from this training." *REMY BAUME* — CEO of The Kooples

"Our managers have developed their entrepreneurial leadership."
PATRICK CHAPUIS — CEO, Canon France

"Fantastic venue, incredible team, excellent mentoring! The exhibition was bluffing, congratulations!" *NATHALIE BALLA* — CEO, La Redoute

"I was impressed by the process and the impact for the participants; It is really transformative." *JACK FUCHS* — Teacher, Stanford University

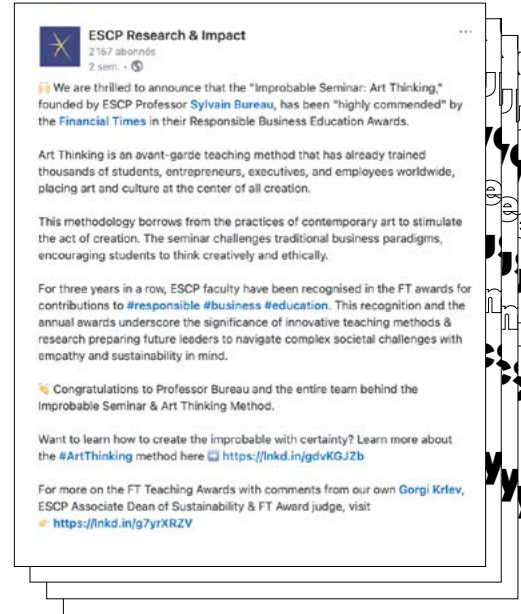
"Congratulations to Sylvain and his team for making Improbable possible! Very inspiring!" *SOPHIE KAMMERER* — Director Louvre Conseil, Le Louvre

"I am simply amazed by the relevance of Art Thinking!"
TAIZO SON — Venture capitalist and entrepreneur in Asia

A few more words about Improbable from some of the participants:

Exceptional / The most impressive course I've ever attended / A true inner journey / A real revelation / An extraordinary experience / An intense and inspiring week / A springboard / An unforgettable experience / Instructive and insightful / Astonishing / Inspiring / Impactful / Fascinating / An impressive training / A true milestone

FINANCIAL TIMES



"Highly commended"
by **Financial Times** in 2025

ESCP Pedagogical Innovation Award
ESCP in 2024

Listed as one of the world's **top 10**
educational innovations in 2021
by HBR - Business Education Innovations Report in 2021



Improbable, Air-France KLM, Paris, France, 2025

• **improbable**
AN ART THINKING EXPERIENCE

OUR LOGO

A starting point, an improbable experience of disconcerting simplicity.

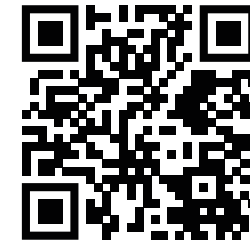
Created with a single typography, this non-logo simply shows each and everyone's creative potential, the ability to change paradigms and create the improbable.

The dot on the **i**, placed in front like a bullet point is not a simple dot, it signifies the start of an experience.

CONTACT

"One should always be a little improbable."

Oscar Wilde



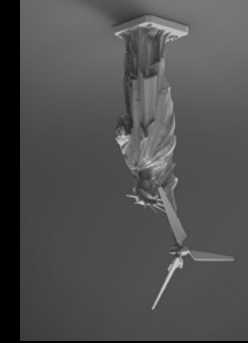
• **improbable**
AN ART THINKING EXPERIENCE

improbable@escp.eu



Vernissage, Improbable seminar, La Bellevilloise, Paris, France, 2025

Fin Beginning



End Début