

**Speaker 1: Rafael Ramírez**  
**Fellow in Strategic Management, Saïd Business School, Oxford University,**  
**United Kingdom**

**Rafael Ramírez** is James Martin Senior Research Fellow in Futures at the University of Oxford Institute for Science, Innovation and Society, and Fellow in Strategy at the Saïd Business School and Green-Templeton College, also at the University of Oxford. He was the first Chairman of the World Economic Forum's global council on strategic foresight, which he today co-chairs. Rafael holds a PhD in Social Systems Science from the Wharton School of the University of Pennsylvania, where he wrote his dissertation on Organizational Aesthetics - a field to which he has contributed several articles and one book. He holds a Masters in Environmental Studies from York University, an MA (Oxon.), a BSc in Geography and the IB from Atlantic College. Rafael was a full tenured Professor of Management in HEC-Paris until 2009, was Visiting Professor of Scenarios and Corporate Strategy at Shell International from 2000 to 2003, and has held positions with Normann Partners, which he co-founded with several colleagues, including the late Richard Normann with whom Rafael worked for 18 years, co-authoring a book and several articles on designing interactive strategy; the Management and Behavioural Science Centre of the Wharton School, the York University Action Learning Group in Toronto, the Centre de Sociologie des Organisations, CNRS, in Paris; and Frontier College in Toronto, where he co-founded and ran Canada's first literacy programme for injured workers. Rafael is the author of numerous scientific and management publications, including his 6th book, "Planning in Turbulent Times - new methods for applying scenarios", co-edited with J. Selsky & K van der Heijden (Earthscan, 2008 - second edition in 2010). Rafael is fluent in 3 languages, has 30 years worth of experience with scenarios and search conferences, and has worked in over 20 countries. He is co-founder of the 'Coaching & Consulting for Change' MSc programme jointly offered by HEC & Oxford, of the Oxford Scenarios Programme, and of the Oxford Futures Forum.