



*It is not the strongest of the species that survives, nor the most intelligent. It is the one that is the most adaptable to change.*

- Charles Darwin

### **Shirin Elahi – N Vision Learning Senior Partner Profile**

Shirin is a scenario architect. She uses scenarios methodology to help organizations make sense of complex global risk. This understanding enables organizations to adapt to unexpected change.

While most people assume that tomorrow will look like today, this is unlikely to be the case. Here, the emphasis is on examining uncertainty and looking for current faint signals that indicate the possibility of unanticipated change in the future. This process enables organizations to develop a framework with which to better address the issues which they have identified as impacting upon their future.

Shirin has worked on numerous international scenarios projects. She runs her own consultancy, Scenarios Architecture Ltd. and is also a Senior Partner of N Vision Learning Solutions. She has worked and researched risk subjects as diverse as risk and society, AIDS in Africa, uninsured losses from natural hazards, the future of the intellectual property system and the impacts of the financial system, so bringing her work an unparalleled breadth of experience. Her clients include EDF, European Patent Office (EPO), Lloyds TSB, Shell International Ltd, TSUNAMI initiative, UK Health and Safety Executive and UNAIDS.

Shirin originally trained and worked internationally as an architect before obtaining her masters degree in Environmental Psychology. Her interests led her to specialize in risk, scientific uncertainty and trust – key elements of scenario building. She has interviewed hundreds of global experts in their fields, facilitated numerous workshops and lectured on the use of scenarios in management at the Said Business Centre, Oxford University and HEC, Paris, on natural hazards at the International Institute for Applied Systems Analysis (IIASA), Laxenburg and Benfield Greig Hazard Research Centre, UCL, London, on risk at the Ministry of Science and Technology, Moscow and World Economic Forum, Geneva and on intellectual property at the Center for Nanotechnology in Society, Arizona State University. She has published widely on risk, management of uncertainty and change.

Shirin grew up in South Africa in a multicultural background. She now lives in London with her two daughters, both university students. Her personal interests are varied, and include all the creative arts - theatre, classical music, opera and salsa as well as skiing and outward bound activities in the bush.