



Arden Brummell is Managing Director of **S2S**, a consulting firm that helps organizations have **important conversations** by providing scenario, strategy and facilitation services

Arden has over 30 years experience in strategic management, corporate development and academic research. His particular focus is on scenario planning facilitation to promote organizational learning and strategic business development.

Arden spent 5 years as a university professor in urban economic geography before joining Shell Canada in 1981. He participated on the original scenario development team at Shell Canada and later became head of scenario and strategic studies. Twice, he was seconded to London, England to join Royal Dutch/Shell's Group Planning department where he was part of the global scenario teams, led studies on the future of the then Soviet Union, Africa and Latin America, and helped implement an intensive learning workshop process to help senior management teams understand and implement strategic decisions.

In 1995, Arden established *Decision Futures Inc.* and in 1996 founded *Global Business Network Canada*. In 2005, Arden joined Greg MacGillivray in establishing Scenarios to Strategy Inc. Arden has worked with a variety of large and small companies, government departments and non-profit organizations helping them in focusing their strategic priorities and understanding change. He has delivered scenario and strategic planning projects for Edmonton Airports, The Alberta Nonprofit Voluntary Sector Initiative, Alberta Environment, Ontario College of Art and Design, Emera Inc., NAIT, Arch Coal, Alberta Economic Development, SaskEnergy, United Way of the Lower Mainland, City of Calgary, Alberta Energy, The National Energy Board, Ashland Chemicals, Placer Dome, EPCOR Utilities, Rio Tinto, Correctional Service of Canada, McGraw-Hill Ryerson, Suncor Energy, Enbridge Pipelines, Industry Canada, Ralston Purina and The Los Angeles Times. Arden is a frequent speaker to groups on future trends and scenarios including Certified Management Accountants of Alberta, The Conference Board of Canada, The Banff Centre for Management and the Strategic Leadership Forum.

Arden has a Bachelor of Arts Degree from Queen's University and a Master of Arts Degree and a Ph.D. from McMaster University. He is a former Director of The Strategic Leadership Forum, a member of The World Future Society, Past Chair of Volunteer Calgary and Leadership Calgary, Director of The Alliance for Capitalizing on Change and Past President of Pinebrook Golf and Country Club.