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Dr. Roland Kupers

Personal data

Born Nov. 26, 1959, in The Hague, Netherlands

Work experience

2010 – ADVISOR COMPLEXITY, RESILIENCE, ENERGY TRANSITION

Initiator and Lead Architect – International Methane Emissions Observatory UNEP – Initiated and designed a new €100mln climate institution hosted at UNEP with support from the European Commission, Japan, Australia and global philanthropy. 2019 - 2026

Senior Science Advisor – Environmental Defense Fund. 2021 – 2025

Professor of Practice Thunderbird School of Global Management Arizona State University- Executive Master of Arts in Global Affairs & Management. 2020 - 2025

Visiting Researcher - Institute for Advanced Studies University of Amsterdam. 2018 – 2022

Visiting Professor Singapore Management University – Master of Tri-sector collaboration. 2013 - 2018

Global Methane Policy Advisor – Environmental Defense Fund. 2013 - 2020

Senior lecturer Strategy at Nijenrode University. Complexity, Strategy and Sustainability for MBA and New Board programmes. 2003 – 2019

Associate Fellow Oxford University Smith School of Enterprise and the Environment 2010 – 2017

Guest Researcher at the Potsdam Institute for Climate Impact Research – Economic policy for climate impact mitigation for EU27. 2010-2012

Associate Professor, Master of Public Affairs, Sciences Po, Paris, France – Complexity and Public Policy. 2010-2012

Research Director THNK – The Amsterdam School for Creative Leadership. 2012-2013

1999 - 2009 ROYAL DUTCH SHELL

Various positions at Shell, including:

Vice President Global LNG

- Head of LNG Business Unit. With 14% annual growth, no.1 market share and over $2 bln profit, it was one of RDS' key business units.
- As the LNG business is fundamentally a rare "network" business, where the elements are critically interdependent, the central function adds unique value and perspective.

Vice President Sustainable Development

- Group responsibility for the implementation, learning and communication of Shell's commitment to contribute to sustainable development. Budget € 50m.
- Publication of the annual sustainability report and management of the Group's Corporate Identity Programme. Relationship management with key external stakeholders, internal change management programs, new social performance discipline.
- Operationalising of $250 mln Shell Foundation, a new registered charity in 2001.

1998 SABBATICAL YEAR

- Capita Selecta in Complexity and management (ref. Santa Fe Institute)
- Organizational Learning and Transformation Management
- Lectured at Nijenrode business school, McKinsey, Monitor, KPMG etc..

1986 - 1997 AT&T

Various positions in research and management, with as final position:

Regional Managing Director Northern Europe

- As MD for AT&T Communications Services Nederland, responsibility for 80 AT&T staff and activities in the Netherlands, from six different divisions.
- Responsible for the AT&T business in the Benelux, Switzerland, Austria, Nordics and Baltic's. Shared revenue responsibility $300 million.

Degrees

PhD thesis The complexity frame for public policy and management – Nyenrode Business University - 2014

Master's Degree in Theoretical Physics and Computer Science - University of Groningen 1988

Bachelor's Degree – Physics and Philosophy - Univ of Groningen 1982

Liberal Arts - Vrije Hoge School –1978

Baccalaureat C - Lycée Français in Wash. DC, Bonn, The Hague - 1977

Languages

Fluent in English, French, German, Italian and Dutch

Books

Emergent Utopia, Roland Kupers, Princeton University Press TK

Falling in love while stuffing a zebra, Roland Kupers, Greenleaf 2025

A climate Policy Revolution – What the Science of Complexity Reveals about Saving the Planet, Roland Kupers, Harvard University Press 2020

Complexity and the Art of Public Policy: Solving Society's Problems from the Bottom-up, with David Colander, Princeton University Press 2014

The Essence of Scenarios: Learning from the Shell Experience, with Angela Wilkinson, Amsterdam University Press 2014

Turbulence – A Corporate Perspective on Collaborating for Resilience, Roland Kupers (Ed.), Amsterdam University Press 2014

Book chapters

Complexity, Culture and Bank Privitisations - In Finance and the Common Good
Roland Kupers
Amsterdam University Press (2019)

A Resilience Frame for Smart Cities – In 'Creating, analysing and Sustaining Smarter Cities: A systems Perspective (Editors: Ian Abbott-Donnelly and Harold 'Bud' Lawson
Roland Kupers and Hsi Ching Song
College Publications (2017)

A Complexity Lens on the Dutch Energy Transition - In 'Governing in an Interconnected Dynamic' (in dutch)
Roland Kupers
Netherlands Ministry of Economic Affairs (2017)

Is the Circle really Round? - Chapter 11 in Reflections on the Transition to a Circular Economy (in dutch)
Roland Kupers
Netherlands School for Public Policy (NSOB) (2015)

When futures lock-in the present: towards a new generation of climate scenarios
D. Mangalagiu, A. Wilkinson and R. Kupers

Reframing the Problem of Climate Change - From Zero Sum Game to Win-Win Solutions Chapter 8 - Routledge 2011

ASSESSING GREEN GROWTH: THE CASE OF EUROPE
C. Jaeger, L. Paroussos, D. Mangalagiu, R. Kupers, A. Mandel, J. Tàbara.
Reframing the Problem of Climate Change –From Zero Sum Game to Win-Win Solutions Chapter 5- Routledge 2011

Selected Papers

GREENING SCHOOLYARDS – AN URBAN RESILIENCE PERSPECTIVE
Leah Flax, Renet Korthals Altes, Roland Kupers and Brett Mons
Cities 106 (2020) 102890

THE ENERGY TRANSITION THROUGH A COMPLEXITY LENS
Peter Sloot, Roland Kupers en Bob van der Zwaan, Rijksoverheid.nl (2019)

COMPLEXITY – A BIG IDEA FOR EDUCATION?
Jane Drake, Roland Kupers and Rose Hipkins
International Schools Magazine, Spring 2017

A RESILIENCE FRAMEWORK FOR SMART CITIES
Roland Kupers, Song Hsi Ching
Civil Service College Singapore, Nov. 2016

A CASE STUDY FOR A NEW METRICS FOR ECONOMIC COMPLEXITY: THE NETHERLANDS
A. Zaccaria, M. Cristelli, R. Kupers, A. Tacchella and L. Pietronero
Journal of Economic Interaction and Coordination (2015)

THRESHOLD MODELS OF TECHNOLOGICAL TRANSITIONS
P. Zeppini, K. Frenken, R. Kupers
Environmental Innovation and Societal Transitions (Accepted – October 2013)

LIVING IN THE FUTURES: HOW SHELL'S SCENARIO PLANNING APPROACH DELIVERS BETTER LEADERSHIP
A. Wilkinson and R. Kupers
Harvard Business Review (May 2013)

HOW PLAUSIBILITY-BASED SCENARIO PRACTICES ARE GRAPPLING WITH COMPLEXITY TO APPRECIATE AND ADDRESS 21ST CENTURY CHALLENGES
Wilkinson, R. Kupers, D. Mangalagiu
Forecasting & Social Change 80 (2013) 699–710

TRANSFORMATIVE TARGETS IN SUSTAINABILITY POLICY-MAKING: THE CASE OF THE 30 PERCENT EU MITIGATION GOAL
J. D. Tabara, D. Mangalagiu, R. Kupers, C. Jaeger, A. Mandel, L. Paroussos
Journal of Environmental Planning and Management 2012, 1–12

REINTEGRATING THE SOCIAL SCIENCES
The Dahlem Group, David Colander & Roland Kupers & Thomas Lux & Casey Rothschild, 2010. Middlebury College Working Paper Series 1033, Middlebury College

CLIMATE CHANGE POLICY. POSITIVE OR NEGATIVE ECONOMIC IMPACT?
Roland Kupers, Diana Mangalagiu
European Climate Forum Working Paper, (1/2010)

WHAT ORGANISATIONAL LEADERS SHOULD KNOW ABOUT THE NEW SCIENCE OF COMPLEXITY
R. Kupers
Complexity, Wiley (2001)

A STOCHASTIC APPROACH TO LARGE SCALE CLUSTERING OF MATTER IN THE UNIVERSE
L. Pietronero, R.Kupers
Fractals in Physics, North Holland Publishing, (1986) p.319

RESILIENCE IN COMPLEX ORGANISATIONS
Roland Kupers
World Economic Forum – Global Risk Report (2018)

LEARNING FOR RESILIENCE AND COMPLEX SYSTEMS THINKING
Roland Kupers and Mark Foden
The Resilience Shift (2017)

ECONOMIC COMPLEXITY
Luciano Pietronero, Masud Cader, Andrea Gabrielli, Matthieu Cristelli, Roland Kupers, Emanuele Pugliese, Andrea Tacchella, Andrea Zaccaria,
Università La Sapienza – World Bank Group (June 2017)

THE OTHER KNOB: TACKLING METHANE EMISSIONS
Roland Kupers
Veolia Institute contribution to COP21 (2015)

ENABLING BUSINESS DECISIONS THAT INTEGRATE NATURAL CAPITAL – LEARNING FROM A COMPLEX SYSTEMS PERSPECTIVE
Roland Kupers, Mark Gough, Martin Lok, Filipa Saldanha, Richard Spencer
Institute of Chartered Accountants of England and Wales (2015)

A NEW GROWTH PATH FOR EUROPE
C. Jaeger, L. Paroussos, D. Mangalagiu, R. Kupers, D. Tàbara and A. Mandel
German Federal Ministry for Environment, Nature Conservation and Nuclear Safety, European Climate Forum (2011)

THE OXFORD SCENARIOS: BEYOND THE FINANCIAL CRISIS
B.S. Flowers, R. Kupers, R., D. Mangalagiu, R. Ramirez, J. Ravetz, J., J. Selsky, C. Wasden, A. Wilkinson
Institute for Science, Innovation and Society – University of Oxford (2010)

RE|SOURCE 2050 FLOURISHING FROM PROSPERITY: FASTER AND FURTHER
Wilkinson, B.S. Flowers (editor), W. Thomas, N. Davis, A. Litovsky, R. Kupers, J. Hudson, and F .Thompson.
Smith School of Enterprise and the Environment, University of Oxford (2012)

Videos

RESILIENCE ENGINEERING EDUCATION
Roland Kupers, Mark Foden
The Resilience Shift, 2017

RESILIENCE AND COMPLEXITY ARE CONNECTED - AN INTRODUCTION TO RESILIENCE
Roland Kupers, Mark Foden and Mark Hainge
Rockefeller Foundation 100 Resilient Cities, 2017

Selected speeches

COMPLEXITY IN PRACTICE: FIVE POLICY EXAMPLES
Netherland America Foundation
New York City, November 15th, 2017

COMPLEXITY AND RESILIENCE IN CITIES
Future Resilient Systems programme - Singapore-ETH Centre,
Singapore, October 13th, 2017

APPRENDRE LA RESILIENCE AVEC LE JEU NEXUS
Villes et territoires résilient - Les colloques de Cerisy
Cerisy la Salle, July 26th, 2017

RESILIENCE GARAGE - FOUR TASTER SESSIONS WITH SEOUL, GLASGOW, PANAMA CITY AND DALLAS
100RC Global Resilience Summit
New York City, July 26th, 2017

A RESILIENT APPROACH TO INNOVATION
COTEC annual meeting
Porto, May 15th, 2017

RESILIENCE AND RISK MANAGEMENT - A PRACTICAL TOOL

International Risk Governance Council
IASS Potsdam, March 16th, 2017

REDUCING METHANE EMISSIONS FROM THE OIL AND GAS INDUSTRY
COP22 and the Climate and Clear Air Coalition
Marrakech, November 16th, 2016

MEXICO CITY RESILIENCE GARAGE
Rockefeller Foundation 100 Resilient Cities
Laboratorio para la ciudad, Mexico City, April 19-22, 2016

MITIGATING METHANE EMISSIONS
COP21 and the Veolia Institute
Le Bourget Paris, December 8th, 2015

NATURE AND THE ART OF POLICY MAKING
World Forum on Natural Capital
Edinburgh, November 23rd, 2015

SUSTAINABILITY – NARRATIVES AND POLICY
OECD - Complexity of the Economy: Research and Policy Implications
Paris, October 26th, 2015

TOWARDS AN ADAPTIVE GOVERNMENT
Ministry of Internal Affairs and Kingdom Relations
Amersfoort, August 31st, 2015

COMPLEXITY, ETHICS AND ABNAMRO
The Hague Symposium on Ethics & Finance
Senate Chamber - The Hague, April 15th, 2015

ENERGIEWENDE: INCREMENTAL CHANGE OR SYSTEM TRANSITION?
A joint event of the Hertie School of Governance and TU-Campus EUREF
Berlin, November 14th, 2014

COMPLEXITY AND THE ART OF PUBLIC POLICY
Harvard Kennedy School
Cambridge, MA, September 16th, 2014

COMPLEXITY AND THE ART OF PUBLIC POLICY - with Eric Beinhocker, INET
Blavatnik School of Government and the Smith School of Enterprise and the Environment
Oxford, May 8th, 2014

A GREEN GROWTH PATH FOR EUROPE
7th European Conference on Sustainable Cities and Towns, April 2013
Vienna, January 2013

UNE NOUVELLE VOIE DE CROISSANCE POUR L'EUROPE
Comité Scientifique et Industriel dese TABLES RONDES DE L'ARBOIS, Aix-en-Provence, April 2013

CROISSANCE VERTE: LES ALLEMANDS SAVENT-ILS QUELQUECHOSE QUE NOUS NE SAVONS PAS?
Office Cheroufiens des Phosphates
Paris, December 2012

ECONOMIC MODELS AND GLOBAL CHALLENGES
BEPA, the Bureau of European Policy Advisors, European Commission, Brussels, October 2011

LEARNING WITH FUTURES (with Angela Wilkinson)
WRR - Scientific Council for Government Policy
The Hague, June 2010

THE OXFORD SCENARIOS: BEYOND THE FINANCIAL CRISIS
Cambridge Sustainability Programme,
Cambridge, May 2010

THE ENERGY AND ENVIRONMENT POLICY PROCESS
GSD BIG STEP conference
Brussels, April 2010

HOW DO COMPANIES MAKE DECISIONS UNDER UNCERTAINTY
Certain or uncertain: an adventure around uncertainty and science - Netherlands Royal Academy of Science (KNAW)
Amsterdam, April 2008

THE FUTURE OF ENERGY – SHELL SCENARIOS
Honours Class Erasmus University Economics Faculty
Rotterdam, December 2006

THE CRITICAL ROLE OF GLOBAL CORPORATIONS – HOW DOES GLOBAL BUSINESS IMPACT SOCIETY? Dräger Foundation – VII Zavikon Conference,
Dresden, Feb 2003

SCENARIOS FOR PROTECTED AREAS
International Union for the Conservation of Nature
Gland – April 2003

"THE EARTH SUMMIT LISTENED TO THE VOICES OF BIG BUSINESS, NOT THE NEEDS OF THE PLANET"
Oxford Union
Oxford, October 2002

A CORPORATE PERSPECTIVE ON SUSTAINABLE DEVELOPMENT
World Summit on Sustainable Development (WSSD)</td></tr>
Johannesburg, September 2002

CORPORATE SOCIAL RESPONSIBILITY
ACDE Christian Employers
Buenos Aires, May 2002

Recognition

2024 Rockefeller Foundation Bellagio Residency

Governance

- UNEP'S INTERNATIONAL METHANE EMISSIONS OBSERVATORY – Board member. 2021 -
- DE GIDS – Literary magazine - Board member. 2018 -
- ENVIRONMENTAL DEFENSE FUND EUROPE – Board member. 2018 - 2025
- TOMOKO MUKAIYAMA FOUNDATION – Cultural foundation - Board member. 2017- 2026
- NEW ECONOMICS METRICS – fintech company – Managing Director. 2015 - 2021
- MIGRANT NATION – global migration – Board member. 2020 -2024
- HESTER VAN EEGHEN BV (design company) – Director. 1988 - 2023
- NETHERLANDS ORGANISATION FOR SCIENTIFIC RESEARCH (NWO). Advisory Board Complexity – 2011-2018
- LEAD INTERNATIONAL - Chairman of the board of Trustees. 2010-2014
- GLOBAL SYSTEM DYNAMICS & POLICY - Advisory Board. 2010-2012
- SHELL GAS AND POWER INT'L BV - Managing Director. 2005-2010
- ERASMUS UNIVERSITY ROTTERDAM - Member Business Advisory Council IBEB. 2005-2007
- STICHTING BEELDENDE KUNST (art foundation) -Board member. 1998-2005
- ROYAL DUTCH/SHELL GROUP COMMITTEES - Secretary of Sustainable Development, Brand and reputation, Social Investment. 2001-2003
- SHELL SERVICE INTERNATIONAL - Executive Committee. 1999-2001
- AT&T COMMUNICATIONS SERVICES BV - Managing Director. 1995-1997

Other interests

- Carpentry, yoga, sculpture, literature, theater, ski-trekking, reading The Economist