Leif Knutsen
leif@simula.no
+47 9100 5458

Leif is a PhD student within EDOS (Effective Digitalisation of Public Sector) at SimulaMet.

His field of interest is leadership in digital transformation.

Leif's professional background is as a management consultant to government and commercial organisations in the United States and Scandinavia. He has an MBA from Columbia University Graduate School of Business and a B.Sc. from San Francisco State University, in addition to numerous professional certifications. He is also a part-time graduate student at the Norwegian Institute of Philology, working slowly toward a master's degree in classical languages.

Education

1988   **Columbia University Graduate School of Business**, Master of Business Administration /Finance. Dean's list. Papers in «Econometric forecasting models for mortgage prepayments»; and «Online banking solutions for the consumer market», topics that turned out to be prescient for later developments.

1985   **San Francisco State University**, Bachelor of Science Computer information systems/Business administration. *Magna cum laude*

1980   **Stabekk gymnas**, Examen artium, natural sciences (traditional)

Språk   Native proficiency in Norwegian and English
Advanced (C1) German

Professional Certifications:
- SAFe Program Consultant v5
- Prince2 Practitioner @ Prince2 Agile
- MSP (Registered Practitioner)
- ITIL (Foundation)
- TOGAF (Certified, nivå 2)
- MoP (Foundation)
- IT4IT
- P3M3
- Certified Scrum Master/Product Owner
- APMG Change Management Registered Practitioner

Developed and delivered courses within:

- Structured communication ("Minto method")
- Methodical problem-solving (McKinsey, Viant, Devoteam)
- Analytical methods (Viant)
- Architectural design and planning (Viant)
- Consultative sales (Viant)

Professional courses:

- Design sprint boot camp (Løpe)
- Design thinking boot camp (The Design Gym)
- Quantitative Methods in Systems Engineering (MITProfessionalX, Cambridge)
- Model-Based Systems Engineering (MITProfessionalX, Cambridge)
- Models in Engineering (MITProfessionalX, Cambridge)
- Architecture of Complex Systems (MITProfessionalX, Cambridge)
- Internet of Things (MITProfessionalX, Cambridge)
- Skills Framework for the Information Age
- Prosjekt- og programledelse (McKinsey, Accenture, Viant),
- Sales management (Accenture, Viant)
- Power awareness (McKinsey)
- Communication skills (McKinsey, Accenture)

Technology, methods, and management practices I have been responsible for building:

- Risk management
- Information architecture
- Information security
- Information management
- Enterprise architecture
- Test data management
- Content management
- Knowledge management
- Business intelligence
- Office automation
- Network infrastructure
- Balanced scorecard
- Information engineering (James Martin)
- Role based access control,
- Experience design

Selected client engagements

10/2015 – 12/2020: Innovation Norway, INChange program

Advisor, project manager, design – played role in initiating, formulating, planning, implementing and learning from efforts to improve:

- Agile methods
- New service model for the organisation
- Launch of The Explorer at the 2018 Innovation Speech
- Digital workspaces for customers, consultants, government agencies, etc.
- Migration to cloud-based services

- Technical service management
- Governance of IT investments)
- Various other topics, including archiving, security, economic models, etc

07/2014 – 09/2015: DNB, MoveIT infrastructure migration

Managed portfolio of solutions ("Single point of contact") for migration, including "basic operations" and "application operations" to HCL (Green Mountain). Required detailed analysis from the operating environment up to functional dependencies and planning for "big bang" migration events. Portfolio was the largest and most complex in the MoveIT program.

01/2010 – 01/2014: DNB, IT investment portfolio, program office ("IT for IT")

Provided support for «professionalization of IT», including IT strategy, integration with business, digital business innovation, enterprise architecture, economic models, outsourcing, test data management, governance and risk management, identity and access management, etc.

06/2009 – 08/2014: Devoteam Consulting (previously daVinci)

Senior principal: Professional development, business development, «dean» for daVinci Academy, etc.

01.2007 – 03.2009: Société Générale Global and Investment Banking (New York)

Confidential program to act on audits of cash management services, managed program with USD 25 million budget.

03.2006 – 08.2008: Detica (tidligere m.a.partners) (New York)

Senior principal

Led research on IT solutions for advanced investment management, covered 60 hedge funds and prime brokers.

Previous experience

05/2006-06/2006: MRU Holdings, New York
Vice president/COO, start-up with VC-funding, established procedures and processes.

1/2005-5/2006: Bank of America Securities, New York
Senior vice president, risk technology

8/2003-12/2004: Pfizer Pharmaceuticals Medical Affairs, New York
Implemented monitoring system for post-approval evidence-based research on biosynthetic human growth hormone.

1998-2002: Viant, New York
Led strategy discipline, managed client engagements for consulting firm one year into startup until it was shut down. Clients included financial institutions, media companies, pharmaceutical companies, and health management organizations

1995-1997: Accenture (den gangen Andersen Consulting), New York
Senior manager, Information and Technology Strategy

1991-1995: McKinsey & Company (Firm office), New York
   Director, information architecture
   Part of leadership team to build new IT organization.

1988-1991: McKinsey & Company (Scandinavian office), Oslo
   Engagement manager

Other

- Grew up in Canada, Austria, and Norway – most of my professional career has been in the United States
- Wide range of finterests, including cooking, history, media criticism, photography, genealogy, and other things that pique my curiosity from time to time
- I am a proud dad for very different twins