

# Curriculum Vitae

<b>Personal information</b>	
First name / Surname	<b>Hege Brende</b>
Address	Dronningens Gate 14 NO - 7011 Trondheim Norway
Telephone	+47 907 47 989
E-mail	<a href="mailto:hege.brende@ntnu.no">hege.brende@ntnu.no</a> <a href="mailto:hege@konsoll.com">hege@konsoll.com</a>
Nationality	Norwegian
Date of birth	10 February 1973
Gender	Female
<b>Occupational field</b>	
<b>R&amp;D strategy and management</b>	
<b>Work experience</b>	
Dates	2016 - current
Occupation / position	Centre Director
Employer	Norwegian Research Centre for Hydropower Technology, HydroCen, NTNU
Type of business / sector	Academic and scientific research, innovation, technology
Main activities and responsibilities	Operational and strategic management and leadership. The centre is a part of the FME-scheme financed by the Research Council of Norway. The centre has a total budget of ~400 Mnok over eight years. HydroCen encompass more than 50 industrial partners and R&D-partners, and the centre's mandate is to secure and advance value creation and innovation for the Norwegian hydropower industry, both nationally and internationally. The Centre Director secure and manage scientific progress, deliveries and outcomes, report to external and internal partners and secure the centre's strategic position and impact within its strategic goals and ambitions.
Dates	2015 - current
Occupation / position	Executive Manager
Employer	The Norwegian Hydropower Centre (Norsk Vannkraftsenter, NVKS), NTNU
Type of business / sector	Higher education & science, business and innovation
Main activities and responsibilities	Set to lead the new national centre for advancement of hydropower technology. The centre is a collaboration between industry, research/education and government: Energy Norway, NTNU, and NVE are main contracting partners. The centre's mandate is to secure competence and support research within the technical disciplines for the Norwegian hydropower industry. The Executive Manager secure strategic industrial relations, facilitate collaboration between academia, industry and government, and optimise processes through better coordination and decision-making.
Dates	2012 - 2014
Occupation / position	Strategic Adviser Renewable Energy
Employer	Norwegian Institute for Nature Research – NINA
Type of business / sector	Scientific research institute
Main activities and responsibilities	Brought in to lead NINA's cross-disciplinary portfolio within renewable energy: hydropower, wind-power, transmission/grid and related socio-economic issues. Special mandate for maintaining strategic industrial relations, facilitate cross-disciplinary collaboration, secure coordination and strategic planning across departments and expert groups. Reporting directly to CEO.

Dates	2012 - 2014
Occupation / position	Vice Director, Centre Management Team
Name of project	Centre for Environmental Design of Renewable Energy - CEDREN
Type of business / sector	National scientific research centre for The Research Council of Norway
Main activities and responsibilities	Vice Director in CEDREN's management team with special responsibility for innovation and strategic planning. The Research Council of Norway established CEDREN as one of 11 Centres for Environment-friendly Energy Research. The CEDREN portfolio covers ~250 MNOK over eight years. CEDREN's three main research-partners, NINA, SINTEF Energy & NTNU comprises a unique cross-disciplinary approach, integrating technology, ecology and society.
Dates	2010 - 2012
Occupation / position	R&D Programme Manager
Employer	Statkraft, Innovation
Type of business / sector	Renewable energy production, hydropower
Main activities and responsibilities	R&D strategy and portfolio management for Statkraft's largest R&D program; the <i>Future Hydro Power Programme</i> with a framework of 100 MNOK over 4 years, encompassing both national and international projects. This required portfolio analyses, strategic planning, innovation advisory and targeted external collaboration with research organisations and universities.
Dates	2008 - 2010
Occupation / position	Head of Innovation Projects / Senior Adviser, Innovation
Employer	Statkraft, Innovation and Growth
Type of business / sector	Renewable energy production
Main activities and responsibilities	Responsible for Statkraft's innovation project portfolio: Innovation management, project design and advisory across the whole corporation.
Dates	2007 - 2008
Occupation / position	Partner & CEO
Employer	TRD Innovation Lab
Type of business / sector	Management consultancy
Main activities and responsibilities	Innovation process management and strategy, with specialisation on early-phase project design and user-driven innovation. I established this company with two other partners. A larger consultancy company in Norway later acquired it.
Dates	2004 - 2007
Occupation / position	General Manager / Special Adviser
Employer	Norwegian University of Science and Technology (NTNU), CreativityLAB
Type of business / sector	R&D knowledge transfer / commercialisation
Main activities and responsibilities	Management, project design, commercialisation of R&D outcomes
Dates	1999 - 2004
Occupation / position	Head of Department for Graphic Design
Employer	Norwegian School of Creative Studies
Type of business / sector	Education and consultancy
Main activities and responsibilities	Responsible for >200 students per year and a staff of lecturers. Annual planning and execution of curriculum, quality control, administration and evaluation of students and staff. Development of new concepts, services and standards for commercial implementation.

## Higher Education

Period	2003 – 2006
Title of qualification	<b>Master of Knowledge Management (Executive MA)</b>
Educational institution	Copenhagen Business School – CBS
Principal subjects covered	Two principal subjects: Strategy & Change and Knowledge- & Innovation management. In-depth studies: Organisational theory, leadership practices, strategic management, intellectual capital and knowledge management, creativity and change processes.
Period	1994 – 1999
Title of qualification	<b>Cand.mag.</b>
Educational institution	Norwegian University of Science and Technology (NTNU), Faculty for Architecture and Fine Art
Principal subjects covered	Specialisation in multimedia and digital tools: computer graphics, video production, image processing, photography and digital installations. Including contemporary art history and concepts.

Executive Manager, Norwegian Hydropower Centre, NVKS: Brought in to lead and build the newly established centre on behalf of a unified hydropower industry. Key achievements in two first quarters were recruitment of all the main suppliers (Andritz, Voith, Alstom, Rainpower), additionally recruiting six new members from production, consultancy and education. Also securing financing for new projects worth >70 mnok, and securing NTNU's strategic position as owner and host for the centre and future large initiatives within hydropower technology. HydroCen was acknowledged funding and formally established in January 2017 with a gross budget of >400 mill. NOK over eight years.

Strategic advisory and coordination in NINA: Recruited to supply NINA with cross-sectorial capacity and competence on industrial relations and innovation management within hydropower and renewable energy. I developed close strategic relations with SINTEF Energy and worked actively with research groups at NTNU within hydropower and renewable energy to secure business towards the industrial sector. I had regular contact with stakeholders in the Research Council and have deep knowledge on the FME-model as national policy instrument to promote strategic research priorities. I was engaged in the CIENS centre in Oslo as expertise on research-based innovation, and worked extensively with activities on strategic relations and future opportunities in NINA.

Implementation of innovation management in CEDREN: Responsible for the centre's innovation objectives and operative leader for the Committee for Innovation and Implementation. This includes responsibility for both strategic planning and operative execution: extensive collaboration with researchers and industry partners on issues of dissemination and implementation of results.

Development of Statkraft's innovation system: I was a driving force to design an optimized innovation system, to develop innovation tools and to secure implementation into the corporate management system and the organisation. The work is summarised in *The Innovation Handbook*, of which I was executive editor (on request).

Increasing corporate innovation capability in Statkraft: I was responsible for development of innovation competence and -projects across the whole corporation and established a unique competence program in order to achieve explicit strategic goals. Full report on achievements is found in the *Innovation Agent Programme Report 2009-2010* (on request)

Implementation of R&D portfolio system in Statkraft: The Hydro Power Programme was pilot for testing and development of a new R&D management system in Statkraft targeting individual project assessment and value-creation of R&D investments. We developed a methodology and structure to cover several dimensions for quality, effect and return-on-investment. The system solution was implemented in integration with the corporate management system.

Innovation management consultancy within the Statkraft corporation: I worked as an internal consultant on innovation management across the company in Norway and internationally, and experienced an increasing demand for the services during the period. Over the two last years I was commissioned on six larger projects and several stand-alone assignments, and performed and facilitated over 25 workshops, work-meetings and collaboration sessions within these projects, mainly in relation to the division Power Generation in Statkraft Energi.

#### **Earlier achievements (excerpt from assignments):**

Leadership and management: As Head of Department at Norwegian School of Creative Studies I oversaw >200 hundred students and teachers per year and had responsibility for learning quality and growth of the department. This included recruitment and management of students, staff and lecturers, allocation and follow up on budgets, negotiation and contraction of suppliers, advisory and examination of students, incl. assessments and exams. During my period, there were a substantial growth in the number of students and the range of subjects offered and the customer satisfaction increased. I was commissioned by the same educational institution to develop and secure approval for a new vocational education programme by NOKUT (Norwegian Agency for Quality Assurance in Education). Prosjektdesign AS in Oslo later acquired rights to the programme.

Innovation and entrepreneurship: I was recruited for a semi-commercial innovation-project at NTNU (the CreativityLAB). The project was a knowledge-transfer initiative in NTNU focusing on methodology and training on creativity, innovation and entrepreneurship. I acted as general manager, adviser and market liaison. The project committed to a certain profit share of the annual turnover. During an 18 months period we successively increased the annual commercial revenue from 20 to 60 percent (reducing the need for funding). When the project finished two partners and I established a new company on the project's knowledge pool through NTNU's Technology Transfer Office (TTO).

	<p><u>Entrepreneurship and business</u>: I have engaged myself as an entrepreneur twice and have practical experience with business modelling. I am also very engaged in framework issues concerning the interface between business, research and innovation; how do we succeed with value creation on a functional scale.</p>
Organisational skills and competences	<p>I have worked closely with and within knowledge-intensive organisations of very different nature over the span of my career; universities &amp; education, research institutions, start-ups, industry, associations, and I have extensive competence and experience on strategic planning and high-complexity issues. I personally apply a network-model in order to gain traction and success in my work, and utilize my access to networks-of-expertise in order to facilitate legitimacy and commitment to the objectives at hand.</p> <p>My specialisation is <i>strategy and management related to innovation and R&amp;D</i>. It is thus independent of specific disciplines/sectors, although I have substantial knowledge on renewable energy and hydropower from the last seven years. My first university degree was on media technology and my later master thesis focused on leadership and innovation. My work experience is from leadership and management on mid- and top-level. I have a very diverse knowledge-basis and can identify challenges and opportunities across separate fields, technologies and models in order to pull out synergies and consolidate interests and objectives.</p> <p>As responsible for an objective, I believe it is crucial to engage and understand different levels in an organisation, system or project; I have always engaged with operative field personnel, with scientific researchers and with executive managers and top-management in order to secure the process and hence the outcome. This has given me important insight and ability to consolidate interests, be productive and deliver results.</p>
Social skills and competences	<p>I am skilled in working in cross-disciplinary projects and networks, have a talent for facilitating collaboration, and pull out synergies.</p> <p>In personal assessment tests and team-tests, I am consistently profiled as analytical, assertive and driven. Experience has taught me to apply this with consideration for people, processes and objectives. People frequently refer to me as energetic, engaging and a good communicator. I have very high tolerance for stress, work structured and I am able to both motivate and correct.</p>
Computer skills and competences	<p>Broad experience and skills on MS Office, Apple and Adobe portfolios. Have earlier worked with graphic design software on an operational level and have a low threshold for acquiring new skills within digital platforms.</p> <p>Language:  Norwegian – mother tongue  English – fluently, orally/written  Swedish &amp; Danish – very good understanding, orally/written  French, Italian, Latin – some understanding</p>
Private and social preferences	<p>Like to read and follow tech-industries, media and science news on a regular basis  Engaged in Girl Geek Dinner in Trondheim (and previously Oslo)  Love sailing and spend most of the snow-free season onboard own boat  Have diving and microlight aircraft as hobbies</p>