



Kjersti Johanne Steinskog

Kjersti Johanne Steinskog has extensive experience as executive leader and as consultant. From Business Inspirator she has supported management and boards operating in transport, health, engineering, oil & gas, electronic industry, finance, law, and university.

The most important contribution to the client work over the last seven years has been strategy and change processes, executive leadership development and development of organisation and leadership culture. Within this context she has supported chairmen and CEO's in their development of their business and organisation.

Her expert areas are strategy development processes, values based leadership development, organisation culture, team processes, performance and values development, individual counselling, and organisational change.

Kjersti Johanne Steinskog is educated from university of Oslo, Université Sorbonne (Paris) and Tavistock Institute (London).

Kjersti Johanne Steinskog has executive international experience from businesses in transport, media, telecom, pharmaceuticals, and consultancy. The companies Norwegian Railways and Telenor underwent extensive changes during the period she was employed as senior director. She was responsible for managing the organisation projects; development of a new business model and culture, brand building together with the development of values and culture to bring about competitive strength and growth, leadership development, turnaround and downsizing, development of new collective agreements, acquisitions, and integrations in Europe, US, and Asia.

Throughout her years in the pharmaceutical business Alpharma the company expanded globally, and acquisitions with strategic assessment of management and business cultures were part of her responsibilities. She was a member of the executive team and as such responsible for integrating the acquisitions in an efficient manner to securing the values and the future growth. Particular focus was on leadership and business cultures in Europe, US and Asia. The overall goal was the positioning of the company in these markets by means of solid customer focus and service, to secure the current and introduce new products. The parallel work with brand building externally as well as strengthening the culture internally was important.

She led the project to develop the strategic skills and a customer-oriented logistics function, she led R & D projects and the development of cross-functional teams with the purpose of dividing and renewing expertise at the global level.

As Managing Director of Hay Group Norway, she had overall responsibility for strategic growth and profitability, and she worked with the strategic development of the concept and methodology, recruitment and skills of the consultants for Norway and the Nordic countries. Hay Group is a global consulting company that was established more than fifty years ago, and which operates worldwide. Kjersti Johanne's main

contribution was to strengthen the company within organizational and leadership development through international customer projects in Europe and the United States.

CV - Kjersti Johanne Steinskog

Kjersti Johanne Steinskog	Mobile: + 47 91 16 58 88
Norge	e-mail: kjersti@businessinspirator.no
	www. businessinspirator.no

Key Competencies

- Goals and strategy development and implementation
- Executive Board assessment and development
- Valuation of management and culture of company acquisitions
- Organizational development with a focus on corporate culture with values-based leadership and team processes
- Restructuring processes with a focus on customers and markets, culture and values
- Change management - based on performance orientation, culture and values
- Leadership and coaching of chairmen and executive leaders
- Recruitment of senior and middle managers

Formal education

University of Oslo, 1981: MA in Nordic languages and literature

Major in Norwegian, Minor in English and French
Course in Science of Education (Pedagogic)

Paris-Sorbonne University (Paris IV), 1977

French language and literature

Tavistock Institute of London, 1987

Organisational Psychology

BI School of Management 1988 - 1990

Training in economy and leadership development

Norges Handelshøyskole (NHH), Norwegian Business School 1990 - 1991

Course in Strategy and Business Development and course in HR Management

Professional Experience

Partner and General Manager, Business Inspirator AS (Management consulting)

2010 - Present

Business areas; Inspiring Leadership Development, Business Development through improvement, change and restructuring, Goals and strategy processes, Development and implementation of the organisation values and culture, Board assessment and development, Valuation of executive management and business culture for acquisitions, Executive coaching, Strategic brand management, Project management and process management

Partner and chairman, People Unlimited AS

2005-2010

Organisation development and changes, Strategy development, Restructuring, Organisation culture development, Teambuilding, Leadership development, Executive coaching, Project leadership development, Market communication, Integration of cultures as part of acquisitions

Partner and chairman, Kjersti Steinskog AS

2004 - Present

Leadership development, organisational structures and development of business cultures
Development of global leadership and organizational culture, reorganization projects, acquisitions and integration of corporate cultures, team processes and coaching

Managing Director (CEO), Hay Group AS (Management consulting)

2001 – 2004

Responsible for the company's overall performance, market orientation, development of customer portfolio and relationship building, including the internal development of the organization and its competencies

Turned the Norwegian company into a profitable business after the first year

Worked simultaneously as a consultant with organizational and management development, as well as in sales and customer relationship building

Jointly responsible for marketing and business development in the Nordic countries

Vice President, Alpha International Pharmaceuticals Division

1999 – 2001

Responsible for the division's branding, HR, IT, HSE processes in Europe, USA and Asia, including management of the factory in Copenhagen, through a global management team

Project and development responsibilities concerning the supply chain strategy and part of its implementation

Supported the M & A processes across Europe, US and Asia

Development and implementation responsibilities for the division's top management executive development program (140 participants)

Responsible for developing Alpha global HR strategy with a new organizational structure, supporting Alpha overall business strategy in all divisions

Jointly responsible for P & L, the division's profit and market development, and member of the division executive team

Management consultant, Hay Group AS

1997 – 1999

Responsibilities for designing and implementing projects for companies within various sectors such as knowledge, service, manufacturing and oil /energy in Norway and Europe

Responsibilities for projects concerning various organizational fields such as leadership and competence development, change management and streamlining processes

Completed projects in collaboration with consultants from Scandinavia, Europe and USA with Scandinavian and European customers

Management for hire; VP in Alpharma; Design and implementation of Customer focused supply chain world wide

Vice President HR, Telenor ASA (Telecommunications)

1994 – 1997

Responsible for HR development and maintenance. Management, administration and payroll for 6500 employees, internal communications, negotiations, trade unions, leadership and competence development, structural changes, incorporation of new divisions and companies, introduction of SAP, responsible for TQM and Internal Health Services

Joint responsibility for goals and strategy development (with a total profit of NOK 11 billion in the strategic period)

Responsible for the development of individual leadership and career growth, by giving guidance to colleagues and contributing to Telenor's corporate mentor programme

Responsible for restructuring in connection with downsizing and mergers and acquisitions

Member of the executive team with overall P & L, strategic development of products and business

Participated in company executive board work, and was a board member in smaller acquired companies

Vice President HR and Organisation, Dagbladet AS (National newspaper)

1992-94

Responsible for organizational development, HR policy, internal communication and Occupational Health Service for 565 employees

Responsible for salary negotiations and agreements for journalists and graphic artists at the paper transport workers at the press, as well as the company's remaining organized. Chosen as the employer's representative at the board. Completed board evaluation processes. Initiated the establishment of the Norwegian industry women's mentoring programme, and developed it over a two year period in collaboration with Norsk Hydro (Aluminium energy & manufacturing), Storebrand ASA (insurance), NHO (The Confederation of Norwegian Enterprise) and the University in Oslo.

Appointed by NHO as judge in employment law (1994 – 1999)

Vice President Organization, NSB (The Norwegian Railway)

1987 – 1992

Developed the Norwegian Railway School's new business model and its educational curriculum

Responsible for implementing NSB's new organizational structure with a goal and strategy orientation

Responsible for a leadership development processes for senior and middle managers. Trained, developed and supervised 35 internal coaches who managed the organization development program throughout Norway

Assisted in management recruiting together with the CEO and divisional managers

Jointly responsible for organizational development of organisations of public sector, together with executives of Posten (The Norwegian Post Service), Televerket (Telecom) and Luftfartsverket (Civil Aviation Administration)

Secondary school teacher, Vice-Principal and acting Principal in various Secondary schools

1981 – 1987

Oslo Handelsgymnasium, Sinsen voksengymnas, Kristelig gymnas and Manglerud videregående skole

Taught Norwegian, English and French

Organisation and P & L responsibility at Manglerud secondary school

Overall responsibility for environment and educational standards Manglerud secondary school

Lecturer, University of Oslo

1980 – 1982

Taught foreign students in Norwegian language, literature and social science at the Summer University program

Educational supervisor, Blakstad Sykehus, (Mental hospital)

1977 - 1984

Responsible for rehabilitation and educational program for patients with mental illnesses

Participated in psychological counselling over a five year period with the chief psychologist at the hospital, and received team counselling

Executive boards

- Norwegian Handball Federation Executive Board Member 2009 - Present
- People Unlimited Chairman 2005 - 2010
- Steinskog AS Chairman 1997 - Present
- Terra Mar Executive Board Member 2007 - 2011
- Kjelsås IL Håndball Chairman 2004 - 2007
- Telenor Bedrift Executive Board Member in subsidiary companies 1994 -97
- Dagbladet AS Executive Board Member 1993 – 1995

Language skills

English – fluent

French – average

German – understanding