

Curriculum Vitae

Mr. Bjørn Zakarias Ekelund

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“Consultant of the year 2008” (Norway)

Norwegian business consultant. Psychologist (1983), Univ. of Oslo, Norway, MBA (1997), Henley Management College, London, UK. Studies in International Management (2006/7), University of Agder, Norway. He has been leading consultant organisations since 1987, at the same time doing extensive consultative work focused on interpersonal interaction, team analysis, innovation and cross-cultural challenges. Since 1993 he has been the principal owner and managing director of Human Factors AS in Norway. From 2015 he is the chairman of the board and senior consultant in the same company. He has in all years worked close with the academic and professional institutions in order to leverage the quality of his own consultancy and increase the practical relevance of academic knowledge. In his consultation business, he has used numerous academic measurements/concepts and in that way created a shared platform for academics and practitioners to create knowledge. He is most known for creating the Diversity Icebreaker – a concept that combines assessment of cognitive styles with an experiential learning seminar. Besides running his own companies, he has been lecturing at management schools in organisational psychology and international management. He has been leading professional bodies in organisational psychology in Scandinavia and as a consequence he has built an extensive network among consultants in these countries. He has published articles, books and presented his work and views on the field in different international conferences; worked with cross-cultural issues since early 90-ies and certified more than 700 consultants in the use of different psychological tests applied in analysis and development. He has been member of multiple professional and academic organizations in psychology and management. Among his clients he is known as a dedicated professional, with a passion for academic knowledge applied in an innovative way in organizations, at all times working from the perspectives of employees and customers.

Current positions

- Senior consultant and Chairman of the Board, Human Factors AS, Norway.
- Research Fellow, Centre for Global Workforce Strategy, Simon Fraser University, Canada.

Work in progress

1. Ekelund, B. Z and Pluta, P. *Diversity Icebreaker and problem solving styles*. (Data is being collected)
2. Ekelund, B. Z. and Sagiv, L. (and some PhD students from the Hebrew University, Jerusalem, Israel). *Diversity Icebreaker as a trust booster in the Middle East, experimental trials with students and inside conflict resolution organizations and their processes*.
3. Steier, F. and Ekelund, B.Z.: *Second-order cybernetics: understanding of science-practitioner model in the Diversity Icebreaker seminars*.
4. Ekelund, B.Z. “*Management of diversity with an inclusive language. I and the Other*”. For Routledge, to be published in 2019

Books

1. Ekelund, B.Z. and Pluta, P. (eds). 2015. *Diversity Icebreaker II. Further perspectives*. Oslo: Human Factors Publ.

2. Esnault, M. and Ekelund, B.Z., 2008. *Project Start-Up. No Time to Hurry*. Oslo: Human Factors Publ.
3. Ekelund, B.Z. and Langvik, E.(eds) 2008. *Diversity Icebreaker. How to manage diversity processes*. Oslo: Human Factors Publ.
4. Sivertsen, M.V., Ekelund, B.Z. and Esnault, M., 2004. *Social democratic leadership; team, leadership and projects*. Oslo. AOF.
5. Ekelund, B.Z. and Jørstad, K., 2002. *Team Climate Inventory – intervention manual*. (Danish) Danish Psychological Publication.
6. Vereide, K. and Ekelund, B.Z. 2002. *Team development for teachers in school*. (Norwegian) Oslo. Oslo kommune.

Training material for Diversity Icebreaker follow up

1. Ekelund, B.Z. 2018. *Diversity Icebreaker and leadership*. Oslo: Human Factors Publ.(Norwegian and English)
2. Ekelund, B.Z. and Moe, T. 2016. *Diversity Icebreaker. Innovation*. Oslo: Human Factors Publ. (Norwegian and English)
3. Ekelund, B.Z. and Rydningen, M. 2008. *Diversity Icebreaker. Personal Workbook*. Oslo: Human Factors Publ. (Translated into 6 languages)

Articles and book chapters

1. Kaiser, S., Ekelund, B. Z., Patras, J., and Martinussen, M. 2016. Psychometric Properties of the Norwegian Short Version of the Team Climate Inventory (TCI). *Scandinavian Journal of Organizational Psychology*, 8, 18-28.
2. Ekelund, B.Z and Moe, T. 2014. Teamleadership in community childcare (Norwegian) in: Kvello, Ø. and Moe, T. *Barnevernsledelse*. Oslo, Gyldendal.
3. Ekelund, B. Z. and Pluta, P. 2013. Diversity Icebreaker - Training of Flexible Diversity Management. In S. A. Witkowski, and M. Stor (Eds.), *Sukces w zarządzaniu kadrami. Elastyczność w zarządzaniu kapitałem ludzkim. Tom 2. Problemy zarządczo-psychologiczne* (Vol. 2, pp. 273-280). Wrocław: Wydawnictwo Uniwersytetu Ekonomicznego we Wrocławiu.
4. Thomas. D.C, Ekelund, B.Z. et al. 2012. Development of the Cultural Intelligence Assessment, *Advances of Global Leadership* Vol.7.
5. Samuelsen, R, Løvland, J., Søfting, E., and Ekelund, B.Z. 2010. A research and development program on international tourism in North-Norway. Three publications in Norwegian: *Experience based value creation, an explorative tool development and organisational learning*, NF Report 1001/2010.; *A leadership manual for tourist industry organizational learning*; Ekelund, B.Z. and Mokastet Pemzec, A.B. 2010: *How to meet international tourists, a guide book for first line service in tourist industry*.
6. Ekelund, B.Z. 2010. Team assessment and feedback - a way of developing shared perceptions of team processes. *EFPSA journal / summer school documentation*.
7. Ekelund, B.Z. 2010. Diversity Icebreaker in conflict management. *EFPSA journal / summer school documentation*.
8. Thomas, D.C., Fitzsimmons, S.R., Ravlin, E.C., Au, K., Ekelund, B.Z. and Barzantny, C. 2010. *Psychological Contracts across Cultures. Perceptions and Responses to Violations*. *Organization Studies*, No 31, pp. 1437 – 58.
9. Eckert, R., Ekelund, B.Z., Gentry, W.A and Dawson, J. 2010. Rating Discrepancy in 360-Degree Feedback “I don’t see me like you see me, but is that a problem?” *European Journal of Work and Organizational Psychology*.

10. Ekelund, B. Z. 2009. Cultural Perspectives on Team Consultation in Scandinavia: Experiences and Reflections. *Scandinavian journal of Organisational Psychology*, No 2, pp 31-40.
11. Ekelund, B.Z. 2009. Managing diversity in teams (Norwegian). In Fyhn, H. *Kreativ tverrfaglighet, teori og praksis*. Oslo: Tapir forlag, pp 182 – 205.
12. Ekelund, B.Z. 2009. Mapping of team qualities in project leadership teams with TeamReflector (Norwegian). *Prosjektledelse*, No 1, pp 8-9.
13. Thomas, D.C, Ekelund, B.Z et al. 2008. Cultural Intelligence: Domain and Assessment. *International Journal of Cross Cultural Management*, Vol. 8, No. 2, pp 123-143.
14. Gentry, W.A., Hannum, K.M, de Jong, A. and Ekelund, B.Z. September 2007. A Study of the Discrepancy between Self- and Observer-Ratings on Managerial Derailment Characteristics in Selected European Countries. *The European Journal of Work and Organizational Psychology*.
15. Ekelund, B.Z 2006: Hvordan få til positiv kjemi mellom folk i prosjektteam (Norwegian). *Prosjektledelse*, No 2.
16. Esnault, M., and Ekelund, B. Z. 2006. *Teambuilding in project start-ups*. Oslo: Gyldendal, (A co-written chapter on interaction in project teams.).
17. Smith, P.B. and Peterson, M. et al incl. Bjørn Z. Ekelund 2005. Demographic Effects on the Use of Vertical Sources of Guidance by Managers in Widely Differing Cultural Contexts. *International Journal of Cross Cultural Management*, Vol. 5, No. 1, 5-26.
18. Ekelund, B.Z. and Aske, A. 2005. Executive commentary: The construction of Social Identities in Mergers and Acquisitions. In Stahl, G.K. and Mendenhall, M.E. (Ed): *Mergers and Acquisitions. Managing culture and human resources*. California: Stanford University Press.
19. Maznevski. M.L and Ekelund, B.Z. 2004. Cultural dimensions in action: Democratic elections in post-war Bosnia. *Organisational Theory and Practice; Scandinavian Journal of Organisational Psychology*, No 1.
20. Mathisen, G.E. and Ekelund, B.Z. December 2004. Team Climate Inventory (TCI) – a measure of innovation in groups and teams. *Journal of the Norwegian Psychological Association*.
21. Canney-Davison, S. and Ekelund, B.Z. 2004. Team processes in global teams. In: Lane, H., Mendenhall, M., Maznevski, M. L., and McNett, J. (eds.) *Handbook of Global Management. A Guide to Managing Complexity*. pp 227-249, Blackwell Publishing.
22. Smith, P.B., Andersen, J.A., Ekelund, B.Z., Graversen, G., and Ropo, A. 2003. In Search of Nordic Management Styles. *Scandinavian Journal of Management*. Vol. 19, pp 491-507.
23. Hua, W., Whitener, E.M., Maznevski, M.L., Sæbø, S.R. and Ekelund, B.Z. 2003. *Testing the Cultural Boundaries of a Model of Trust: Subordinate-Manager Relationships in China, Norway and the United States*. University of California, Los Angeles. UCLA international eScholarship Repository: <http://repositories.cdlib.org/asia/eslicme/chntrans07/>
24. Ekelund, B.Z. 2003. *Ouverture Internationale: Contraintes et opportunités: Une expérience de développement de programme international de formation*. University in Lyon.
25. Smith, P., Peterson, M.P., Schwartz, S.H., Ekelund, B.Z. et al. 2002. Cultural values, sources of guidance and their relevance to managerial behaviour: a 47-nations study. *Journal of Cross-cultural psychology*.
26. DiStefano, J. and Ekelund, B.Z. 2002. Management Across Cultures. A model for Bridging the Differences. In: M. Fladmark, Donhead (eds.) *Heritage and Identity*, pp 289-394.
27. Ekelund, B.Z., Jørstad, K. and Maznevski, M. September 2000. Business Development of the Team Climate Inventory. *European Journal of Work and Organisational Psychology*, pp 9-18.
28. Nordvik, H., Berg, A. and Ekelund, B.Z. 2000, 16PF5 development in Norway, *Journal of the Norwegian Psychological Association*, 31 (5), pp 437-447.

29. Ekelund, B.Z. (as one of the 11 members of Task Force contributing to this article) 1999. On professional education of work and organisational psychology in Europe. *European Journal of Work and Organisational Psychology*, pp 455-486.
30. Ekelund, B.Z., Duckert, F., Bjørn, E. and Sortland, N 1996. Qualification for leadership in the professional study of psychology at universities. (in Norwegian) *Journal of the Norwegian Psychological Association*, Vol. 33, No 5, pp 416-423.
31. Ekelund, B. Z. 1997. Interaction between academy and practice. *EAWOP Newsletter; ENOP conference in Paris*.
32. Ekelund, B.Z., Døschner, H. and Taylor, R. 1996: TCI-presentation. *Norwegian Journal of Organisational Psychology*. (Norwegian).
33. Ekelund, B.Z. 1993. Presentation of journals in organisational psychology and management (Norwegian) *Journal of Organisational Psychology*.
34. Haggag, A., Ekelund, B.Z. Lingjærde, O., and Gøtestam K. G.: February 1990. Seasonal mood variation: an epidemiological study in Northern Norway *Acta Psychiatr Scand*. 81(2): pp 141-5.

International conference presentations

1. Israel Organizational Behavior Conference 3rd January 2018. Tel-Aviv, Israel: Arieli, S., Rubel-Lifshitz, T. Elster, A, Sagiv, L and Ekelund, B.Z.: *Psychological Safety, Group Diversity and Creativity*.
2. Nordic Intercultural Communication, Conference 23. Nov. 2017. Jyväskylä, Finland. Ekelund, B.Z. and Pluta P.: *Reframing Others in Colors of Mastery*.
3. Academy of Management 8th August 2017, Atlanta. USA. *Nordic perspectives on Humanistic Management*.
4. «Inspiring Learning Life». Conference 13. April 2016, Sundvolden, Norway. Ekelund, B.Z. and Steier, F. University of South Florida. *From Dialogue to Trialogue promoting Systemic Learning and Innovation*.
5. African Academy of Management, 8th January 2016. Nairobi. Canney Davison, S., Ekelund, B. Z. Gjerde, S. Boodhun, V., Guttormsgard, I., Malde, Y.S., Handeland, A. Dahlmann, O. P., Gyan, K.A. , Dybwad, A. Johnston, K., Fjell, K. and Lane, H. *Trainer experiences applying Diversity Icebreaker in 15 African countries*.
6. Academy of Management 8th August 2015, Vancouver. Professional Development Workshop Vinkenburg, C.J., Ekelund, B. Z. and Romani, L.: *Writing (and talking) differently about diversity: Addressing the normalization of othering*.
7. European Association of Work and Organisational Psychology (EAWOP), 23rd May 2015, Oslo. Symposium. Ekelund, B.Z., Moe, T., Ekelund, S.M. and Winje, T. *A language perspective of Diversity Icebreaker*.
8. SIETAR Europe conference in Tallinn, 20. Sept 2013. *Diversity Icebreaker applied in conflict management from Norway, through the Balkans to the Middle East*.
9. Democracy and Diversity in Higher Education. Buskerud University College, 13. March 2013. Paper written in cooperation with Rossi, A., Van Egmond, M., Orgeret, K., Pluta, P. and Ekelund, B.Z.: *Promoting democratic practice through 'Diversity Icebreaker' in multicultural student groups*.
10. IWOT: 16th International Workshop on Team working, Trondheim, 6, sept 2012: *Post-postmodern perspectives on Scandinavian teamwork practice. Lessons from playing with different paradigms*.
11. SIETAR Europe conference, Krakow, 23. Sept 2011. Ekelund, B.Z., Mokastet Pemzec, A.B. and Crestani, M.A. *Diversity Icebreaker in international contexts*.

12. Academy of Management Annual meeting, San Antonio. Texas. 12. August 2011. Ekelund, B.Z., Rossi, A. L. and von Egmond: *Use of Diversity Icebreaker and Learning Styles in Multicultural Teaching Settings*. Professional Development Workshop.
13. International Association for Cross-Cultural Psychology, Istanbul. 2. July 2011. Ekelund, B.Z., Rossi, A. L. and von Egmond. *Use of Diversity Icebreaker and Learning Styles in Multicultural Teaching Settings*.
14. ACM International Conference on Intercultural Collaboration, 19 August 2010, Copenhagen. Invited Key Note Speech: *Diversity Icebreaker in international communication*.
15. ECER conference in Helsinki (ECER: European Educational Research Association): 26. August 2010. Ekelund, B.Z., Rossi, A. L. and von Egmond, M. *Use of Diversity Icebreaker and Learning Styles in Multicultural Teaching Settings*.
16. 58th Annual conference of the Serbian Psychological Association, Zlator (Serbia), May 2010: *The descriptive, functional and beautiful qualities of Diversity Icebreaker. Research challenges in three different perspectives*.
17. EFPSA Summer school., 18. July 2010. Blagoevgrad, Bulgaria. *Team assessment and feedback - a way of developing shared perceptions of team processes*,
18. South Eastern European Regional Psychology Conference: 1. Nov 2009. Sofia, Bulgaria. Ekelund, B.Z. Davcheva, L. and Iversen, J.V. *Diversity Icebreaker: Developing shared understanding of cooperation*.
19. Dialogin. The Delta International Academy Conference. 18 Sept 2009: York, UK. The Second York Associates. *Social construction of interpersonal categories*.
20. The 11th European Congress of Psychology, 10. July 2009. Oslo, Norway: *Diversity Icebreaker: An individual psychological test applied for collective reflection and deliberative dialogs in groups and organizations*.
21. SIOP: Society for Industrial and Organizational Psychology, 4. April 2009. New Orleans, USA, Rothausen. T.J. and Ekelund, B.Z. *Construct Validity and Comparison of Two Psychological Type Models. Diversity Icebreaker compared with MBTI*.
22. Academy of Management annual conference 9 august 2008. California, USA: Ekelund, B.Z. and Maznevski. M.L. *Diversity Training: Are We on the Right Track?*
23. Academy of International Business, 3-5 July 2008. Milano, Italy. Ekelund, B.Z, Shneor, R. and Gehrke, B. *Diversity Icebreaker in cross-cultural training*.
24. Academy of Management annual conference, 7. August 2007. Philadelphia, USA. "Doing OD in an alien world". "Diversity Icebreaker: Social Construction of Team Roles as a Tool for Managing Diversity." "Corporate Social Responsibility and Values Based Management in a Multinational Company."
25. Global Forum, IGB consortium. 21. February 2007. Tokyo, Japan. *Diversity Management in Multinational Companies*.
26. IWOT: 10th International Workshop on Team working. Trondheim, Norway. Langvik, E. and Ekelund, B.Z. 2006. *Managing diversity: How to heterogenize teams in order to create self- and team knowledge*.
27. London, UK, SIETAR (Society for Intercultural Training and Research) conference 9. September 2006. *Team Roles as Diversity Icebreaker*.
28. Atlanta, USA. Academy of Management Annual conference, 13. August 2006. *Diversity Icebreaker applied in International Management teaching*.
29. International Workshop "Corporate Social Responsibility" University of Bremen, Institute Technology and Education (ITB), 18th May 2006. Bremen. *Differences in Corporate Social Responsibility measurements across cultures*.
30. ADERSE conference on CSR, University of Lyon, Academy of Management, presentation 18. Oct 2005. Lyon. *Social construction of teams following structured feedback in Scandinavia*.
31. Academy of Management Annual Conference 9 August 2005. Hawaii, Ekelund, B.Z., Berg, K.Ø. and Mathisen, Ø. *Development of a Global Employee Survey*.

32. International Organizations Network Annual conference, 25. February 2005. Århus. *Dark Side of Scandinavian Management*.
33. EGOS-conference. 5 July 2003. Copenhagen, Denmark. Ekelund, B.Z. Risling, A. and Kristensen, H. *Development of cultural specific competence in management and organisational consultation in Scandinavia*.
34. Psykologdagarna. 1. April 2003. Stockholm. Sweden. *Scandinavian Work- and Management Culture. Implications for training of consultants*.
35. University citizenship: Progress, modernization, exemplarity. 22. October 2002. Lyon, University of Lyon. *Interaction between academy and practice*.
36. Heritage and Identity convention. Sandefjord, Norway, 15. September 2001. DiStefano, J. and Ekelund, B.Z. *The M.B.I. Model of Managing Differences Effectively*
37. IRIC conference, Tilburg, Netherlands, 29. April 2001. Maznevski, M. and Ekelund, B.Z. *Cultural dimensions in action: Democratic elections in post-war Bosnia*.
38. Academy of Management Annual conference. 4 august 1999. Chicago, USA, Whitener, E, Maznevski, M, Sæbø, S.R. and Ekelund, B.Z. *Testing the cultural boundaries of a model of trust: Subordinate-Manager relationships in Norway and the United States*.
39. ENOP conference: Paris, France, 3 may 1997. *Interaction between academy and practice*.

Education

- 2006/7 PhD introduction program in Global Management and Research Methods, University of Agder, Dept. of Economics, 60 ECTS points
- 1997 Master of Business Administration (MBA), Henley Management College/Brunel University, London, UK
- 1989 Certified specialist in clinical psychology, NPF
- 1979-83 Professional study in psychology, University of Oslo
- 1977 Psychology – 1 year introduction (*grunnfag*), University in Oslo
- 1976 Examen philisophicum, University in Oslo
- 1976 Examen artium, Larvik

Work

- 2015- Senior consultant and Chairman of the Board, Human Factors AS, Oslo
- 1996 - 2014 Managing Director, Human Factors AS, Oslo
- 1993 - 96 Managing Director, Human Factors AS (Norway), Tromsø - Tønsberg - Larvik
- 1991 - 92 Consultant, OPI-Nord AS, Tromsø
- 1988 Managing Director, 91 OPI-Nord AS, Tromsø
- 1987 Psychiatric out-door clinic for children, Tromsø
- 1987 Senior lecturer University of Tromsø
- 1984 - 1986 Psychologist, Åsgård Mental Hospital, Tromsø

Memberships

- NPF, Norwegian Psychological Association
- NOS, Norwegian Society for Organisational Psychology (leader 1995-1998 and 2001-2002)

- AoM, Academy of Management
- ION, International Organizations Network
- SIETAR, Society for Intercultural Education, Training And Research

Academic and professional contributions

Norwegian School of Management

- 2000 - 2001 – Started the Postgraduate Management Program in Knowledge Management for psychologists in Scandinavia. Part of Master of Management.
- Different courses presenting experiences from the professional field of work and organisational psychology

Economic College of Harstad

- 2000 - 03 – Appointed to give a yearly 80 hours course in Cross Cultural Management to students who specialise in international trade.
- 1988 - 1992 – Courses in project management, work and organisational psychology and in mental health treatment in psychiatric wards.

University of Tromsø

- 1993-1997 – Giving courses in leadership, conflict management, project management and team-work
- 1993-1995 – Responsible for planning and organising the last year in the professional study of psychology. Covering the different fields of psychology: social, community, work and organisational, cross-cultural and research methodology as well as recruiting the responsible academic personnel
- 1987 (spring semester) – full time senior lecturer: teaching psychiatry, learning theory, work and organisational psychology, research methodology
- 1985-1991 – co-ordinating introductory lessons in psychiatry for practitioners

Test Development

- 2005-7: Development of an assessment of Cultural Intelligence with David C. Thomas et al, Simon Fraser University, Vancouver, Canada.
- 2004: Development of a tool for Cross Professional work, TSS
- 1997-2005: Development of Diversity Icebreaker
- 2003-5 Developed TPI+Leaderfeedback (Team Performance Inventory) reduced version 2007: TeamReflector
- 2001 - Presented the first certification on Global Personality Inventory (GPI) in co-operation with Per Tillman, PDI.
- 2000 - Started, together with Kandidata Online, Stockholm, the implementation of various tests in Norway: Emotional Intelligence (BarOn EQ-i) and Wonderlic Performance test.
- 1999 - Member of the consortium that developed Cultural Perspectives Questionnaire from version 4 to version 8 (CPQ, Maznevski, DiStefano). Responsible for world wide commercial distribution of this concept.
- 1995-7 - Project manager for the implementation of 16PF5 (Cattell) in Norway.
- Since 1995 - Member of the consortium for implementation and distribution of TCI, (AndersonandWest) in Norway.

- 2003 Consulting ASE, London, in the development of Team Climate Inventory (TCI).

International consultation experiences

- 2017: Use of Diversity Icebreaker in the Middle East. Academic and peace movement participants.
- 2014: Team development in the emergency support systems, Istanbul, Turkey
- 2014. International student culture with a focus on diversity, learning styles and Cultural Intelligence, Lille, France.
- 2013 – Application of Diversity Icebreaker in the Middle East conflict with Konrad Adenauer Stiftung and 3 Peace Organisations.
- 2013 Cross-cultural integration and company culture development workshops in Germany, Sweden and Denmark.
- 2008-10. Aker Solutions Global Management Program for Senior/Junior project leaders. 4 programs of 10 days
- Cross-cultural project work. 2 days training module delivered for Metier International clients in 2006 – 2009, 15 seminars
- 2005 Cross Cultural Kick off, Global SAP support team FMC Energy, Kongsberg, Norway
- 2004-2006 Talent Program for Statoil North Europe: Global Professionals in Statoil
- 2004 Cross Cultural Kick off project team Global IT team; Aker – Kværner, Oslo, Norway
- 2004 Cross Cultural Training, Rome, Italy Procter and Gamble World Quality Team
- 2003 Cross-cultural Training. Hot Topics for managers. EADS München, Germany.
- 2002-3 Consultation for SAS Stockholm (Scandinavian Airline System). Top Management.
- 2002 Cross-cultural Training for 60 managers in Ablestik, National Stark, California, USA.
- 2000 – 2002. Building up and implementing the certification structure and Team Climate Inventory in Denmark.
- 2001 Cross Cultural Training for the Organisation "Doctors without Borders" MSF (Human Factors Norway responsible for half of this organisation cross cultural training programs)
- 2001, Madrid - Management training of managers in Norsk Hydro Europe.
- 1999 - Member of International Organizations Network (ION): around 50 persons who promote research, education and consultation concerning cross-cultural organizational behaviour. The organisation is seated at the University of Virginia, McIntire Business School, USA.
- 1998-2000 - Development of Management module at Scandinavian Business Schools on behalf of the Norwegian and Swedish Psychological Associations.
- 1999 - Nordic management training in SAP.
- 1999 - Professional Development in Cross cultural management training as well as general management training in Bosnia's elections on behalf of OSCE Vienna.(The organisation for security and co-operations in Europe.)
- 1998 - Integration of European plants of Norsk Hydro Extrusion Group, 1998
- 1997- Harare, Zimbabwe, Training of consultants in Team-analysis and development.
- 1993 - Co-operation within Human Factors AS in relation to United Kingdom and Russia.

Professional innovations

- 2003 and onwards; a focus on research and application of Diversity Icebreaker.
- 2002 - Establishing Scandinavian Organisational Psychology (on behalf of NOS).
- 2001 - As the leader of Norwegian Society for Organisational Psychology - formally responsible for editing "Organisational Theory and Practise, Scandinavian Journal of Management".
- 2000 - Starting the first Post Graduate Management Education for psychologists in Scandinavia at management schools in Oslo, Copenhagen and Stockholm. The program is a part of an education that might lead to a formal degree in Master of Management.
- 2000 - Starting Multicultural Management Solutions AS for global markets.
- 1993/6 - Starting and still leading Human Factors AS in Norway.
- 1987 - Leading the first consultant company in organisational psychology in North-Norway.

- Creating an overview of institutions for long-term treatment of schizophrenic patients in Norway, fostering the establishing of a network. Presented in an unpublished article: 15 wards for long-term schizophrenic treatment in Norway. (Ekelund, 1987)
- 1987 - Taking part in the first initiatives towards a full professional psychology education at the University of Tromsø, Norway.
- 1987 - Tromsø, Norway. Arranging the first seminars for groups of family-members of schizophrenic patients based upon the psycho-educative approach.