

# CV

## Ole Jonny Klakegg, MSc, PhD

Professor in Project Management

Department of Civil and Environmental Engineering,

Norwegian University of Science and Technology (NTNU)



Ole Jonny Klakegg has 29 years of experience in research, teaching and consulting within project management. He has worked in several periods at the university (Norwegian University of Science and Technology) and different consultancy companies in Norway. Currently he has a full time position as Professor at Department of Civil and Environmental Engineering, Norwegian University of Science and Technology (NTNU) and as Special Advisor at WSP Norway (20% position).

Klakegg has had key roles in six major research programs in Norway from 1993 to 2019. Today he is leader for the Construction program at Project Norway. He has experience from involvement in a large number of major projects in Norway in several sectors and industries, including building, civil engineering, transport, health, defence, organisational development and telecom/computer technology. He has 18 years' experience as middle manager and consultant in private sector.

### Qualifications:

- Management in research and development projects. Focus areas; front-end planning of major projects, decision making, project governance, project management, building process, risk management, cost estimation and contracts.
- Development and implementation of project management methods and tools. Focus areas; uncertainty analysis, risk handling, quality management, sustainability.
- Leadership and strategic processes. Klakegg has facilitated a large number of strategy development processes, uncertainty analyses, development of project objectives and quality assurance processes.
- Project manager in building and construction projects, advisor for project management teams.
- He has experience as middle manager in consultancy companies in the field of project management consulting; section manager, R&D manager, special advisor.
- Klakegg has written a substantial number of textbooks, reports and papers on issues within project management, often focused on project governance and how to handle uncertainty. He has presented his findings and research at many international conferences and published in major scientific project management journals. He has been guest editor for Administrative Sciences Journal and International Journal of Project Management.

### Current research

- Project Governance
- Project Delivery Models / Collaborative Project Procurement Methods
- Front-end Management and Decision Making
- The building process; Organization and Economics

### Education

2010: Ph.D. in Project Governance, Norwegian University of Science and Technology.

1987: M.Sc. in Construction Engineering, Norwegian University of Science and Technology.

1983: B.Sc. in Construction Engineering, Møre og Romsdal Ingeniørhøgskole.

### Professional Experience

2017-p.t.; NTNU, Department of Civil and Environmental Engineering: Professor.

2017-p.t.; WSP Norway: Special advisor (20% position).

2011-2017; NTNU, Dept. of Civil & Transport Engineering: Professor. (50% position)

2011-2017; WSP Norway: R&D Director. (50% position)

2004-2010; Norwegian University of Science and Technology (NTNU): Research Director Concept Programme.

1997-2003; Prosjekt- og teknologiledelse AS (PTL): R&D Manager, Project Manager and Section Manager.

1996-97; Prosjektstyring AS: Consultant, project - and risk management.

1992-96; Norwegian Building Research Institute: Researcher (part time)

1992-96; Norwegian University of Science and Technology: Associate professor.

1990-92; HolteProsjekt AS: Consultant, project management.

1987-90; Norwegian University of Science and Technology: Researcher.

### Scientific Publications (selection<sup>1</sup>)

Martinsuo, Miia, Klakegg, Ole Jonny and van Marrewijk, Alfons H. (2019) Editorial: Delivering value in projects and project-based business. *International Journal of Project Management*. In press.

<https://www.sciencedirect.com/science/article/pii/S0263786319300900>

Song, Haoyang; Zhu, Fangwei; Klakegg, Ole Jonny; Wang, Peng. (2018) [Relationship between contractual flexibility and contractor's cooperative behavior: The mediating effect of justice perception](#). *International Journal of Managing Projects in Business*. vol. 11 (2).

Young, Brendan; Hosseini, Ali; Klakegg, Ole Jonny; Lædre, Ola. (2018) What Makes an Alliance an Alliance – Experiences from Australian Infrastructure Projects. *Journal of Modern Project Management*. vol. 6 (1).

Zidane, Youcef J-T.; Klakegg, Ole Jonny; Andersen, Bjørn; Hussein, Bassam. (2018) [“Superfast!” managing the urgent: case study of telecommunications infrastructure project in Algeria](#). *International Journal of Managing Projects in Business*. vol. 11 (2).

Hjelmbrekke, Hallgrim; Klakegg, Ole Jonny; Lohne, Jardar. (2017) [Governing value creation in construction project: a new model](#). *International Journal of Managing Projects in Business*. vol. 10 (1).

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<sup>1</sup> References I consider most relevant for Muskrat Falls are marked with a red **M** for your convenience. Some of them are based the same research.

- Hosseini, Ali; Wondimu, Paulos; Klakegg, Ole Jonny; Andersen, Bjørn; Lædre, Ola. (2017) [Project Partnering in the Construction Industry: Theory vs. Practice. \*Engineering Project Organisation Journal\*. vol. 8.](#)
- Richani, Yara Louisa; Klakegg, Ole Jonny; Lohne, Jardar. (2017) [Drivers and consequences of identity abuse in the AEC-industry. \*Procedia Computer Science\*. vol. 121.](#)
- Haddadi, Amin; Temeljotov, Alenka Salaj; Foss, Margrethe; Klakegg, Ole Jonny. (2016) [The Concept of Value for Owners and Users of Buildings- A literature study of value in different contexts. \*Procedia - Social and Behavioral Sciences\*. vol. 226.](#)
- Torp, Olav and Klakegg, Ole Jonny (2016) Challenges in Cost Estimation under Uncertainty—A Case Study of the Decommissioning of Barsebäck Nuclear Power Plant. *Administrative Sciences*. 2016, 6(4), 14. Open access: <http://www.mdpi.com/2076-3387/6/4/14>
- Klakegg, Ole Jonny and Volden, Gro Holst (2016) Governance in Public Projects: The Norwegian Case. Chapter 9, Pp129-156. In *Governance and Governability for Projects. Enablers, Practices and Consequences*. Ralf Müller (Ed) Rutledge studies in corporate governance. Rutledge 2017. **M**
- Müller, Ralf; Andersen, Erling S.; Klakegg, Ole Jonny and Volden, Gro Holst (2016) Governance institutions. Chapter 5, Pp51-66. In *Governance and Governability for Projects. Enablers, Practices and Consequences*. Ralf Müller (Ed) Rutledge studies in corporate governance. Rutledge 2017.
- Klakegg, Ole Jonny and Lichtenberg, Steen (2016) Successive Cost Estimation – Successful Budgeting of Major Projects. *Procedia - Social and Behavioral Sciences*. Volume 226, 14 July 2016, Pages 176–183. Open access: <http://www.sciencedirect.com/science/article/pii/S1877042816308631> **M**
- Klakegg, Ole Jonny; Williams, Terry and Schiferaw, Asmamaw Tadege (2016) Taming the ‘trolls’: Major public projects in the making. *International Journal of Project Management*. Volume 34, Issue 2, February 2016, Pages 282–296; <http://dx.doi.org/10.1016/j.ijproman.2015.03.008>. **M**
- Bohne, Rolf André; Klakegg, Ole Jonny and Lædre, Ola (2015) Evaluating Sustainability of Building Projects in Urban Planning. *Procedia Economics and Finance* 05/2015; 21:306-312. DOI: 10.1016/S2212-5671(15)00181-1
- Klakegg, Ole Jonny (2015) Ontology and epistemology. Chapter 5 in: *Designs, Methods and Practices for Research of Project Management*. Editor: Beverly Pasian. Gower publishing. ISBN: 978-1-4094-4880-8. April 2015.
- Klakegg, Ole Jonny (2015) In Pursuit of Relevance and Sustainability. *Open Economics and Management Journal*. ISSN: 2352-6300 — Volume 2, 2015. Suppl 1: M3, pp 10-20. DOI: [10.2174/2352630001502010010](https://doi.org/10.2174/2352630001502010010)
- Haji-Kazemi, Sara; Andersen, Bjørn and Klakegg, Ole Jonny (2015) Barriers against effective responses to early warning signs in projects. *International Journal of Project Management* 33 (2015) 1068–1083.
- Klakegg, Ole Jonny (2014) Modern construction management. Book review. (authors: Frank Harris and Ronald McCaffer with Francis Edum-Fottwe). *Construction Management and Economics*. Taylor and Francis Journals, Volume 31, Issue 12 pp. 1215-1217
- Jordanger, Ingemund and Klakegg, Ole Jonny (2014) Value Management Beyond Earned Value. *Project Perspectives 2014*, Volume XXXVI, IPMA International Project Management Association. January 2014.
- Shiferaw, Asmamaw Tadege and Klakegg, Ole Jonny (2013) Project Evaluation: Accomplishments, Shortfalls and Lessons Learned in Housing Development Projects in Ethiopia. *Journal of Management in Engineering*. ASCE, June 2013. P. 289-301.

- Klakegg, Ole Jonny and Shannon David (2013) Board of Directors' responsibility for construction projects. *7<sup>th</sup> Nordic Conference on Construction Economics and Organisation*. 12.-14. June 2013. Proceedings p. 257-268. Available at <http://www.ntnu.no/7nordic>
- Hjelmbrekke Hallgrim and Klakegg, Ole Jonny (2013) The new common ground: understanding value. *7<sup>th</sup> Nordic Conference on Construction Economics and Organisation*. 12.-14. June 2013. Proceedings p. 269-281. Available at <http://www.ntnu.no/7nordic>
- Shiferaw, Asmamaw Tadege; Klakegg, Ole Jonny and Haavaldsen, Tore (2012) Governance of Public Investment Project in Ethiopia. *Project Management Journal*, August 2012, Vol 43, No. 4, 52-69.
- Shiferaw, Asmamaw Tadege and Klakegg, Ole Jonny (2012) Linking Policies to Projects: The Key to Identifying the Right Public Investment Projects. *Project Management Journal*, August 2012, Vol. 43, No. 4, 14-26.
- Klakegg, Ole Jonny (2012) Art and Practice of Managing Projects. Book review. (author: Albert Hamilton). *Construction Management and Economics*, Taylor and Francis Journals, vol. 30 (7), pages 596-598, July.
- Williams, T., Klakegg, O.J., Walker, D, Andersen, B. and Magnussen, O.M. (2012) Identifying and acting on Early Warning Signs in Complex Projects. *Project Management Journal*. Vol. 43, No. 2, p. 37-53. April 2012. **M**
- Klakegg, O.J, and Haavaldsen, T. (2011) Governance of major public investment projects: in pursuit of relevance and sustainability, *International Journal of Managing Projects in Business*, 2011. Vol. 4 Iss: 1, pp.157 – 167.
- Klakegg, O.J., Williams, T., Walker, D., Andersen, B. and Magnussen, O.M. (2010) *Early Warning Signs in Complex Projects*. Project Management Institute. Newton Square, PA, USA. November 2010. ISBN13: 978-1-935589-18-1. **M**
- Klakegg, O.J., Torp, O. and Austeng, K. (2010) Good and Simple: A dilemma in Analytical Processes? *International Journal of Managing Projects in Business*. Vol. 3, No. 3, 2010. pp. 402-421.
- Klakegg, O.J. and Olsson, N.O.E. (2010) *An empirical illustration of public project ownership*. International Journal of Project Organisation and Management, Vol. 2, No. 1, 2010. Pp. 16 – 39. **M**
- Klakegg, O.J. (2010) *Governance of Major Public Investment Projects. In pursuit of Relevance and Sustainability*. Doctoral thesis at NTNU, 2010; 15. ISBN 978-82-471-1985-3 (printed) ISBN 978-82-471-1986-0 (electronic). Available at: <http://ntnu.diva-portal.org/smash/record.jsf?pid=diva2%3A294404&dswid=9714> **M**
- Williams, T., Klakegg, O.J., Magnussen, O.M. and Glasspool, H. (2010) An investigation of governance frameworks for public projects in Norway and the UK. *International Journal of Project Management* 28 (2010) 40-50. **M**
- Klakegg, O.J. (2009) Pursuing relevance and sustainability: improvement strategies for major public projects. *International Journal of Managing Projects in Business*. Vol. 2, No. 4, 2009. pp. 499-518. **M**
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- Klakegg, O.J, and Haavaldsen, T. (2009) Complex Projects: Evaluation Criteria for Front-end Governance. *Projects and Profits*. The ICFAI University Press. February 2009. pp. 40 -51. Reference # 17M-2009-02-07-01.

Klakegg, O.J., Williams, T., Magnussen, O.M. and Glasspool, H. (2008) Governance Frameworks for Public Project Development and Estimation. *Project Management Journal*, vol. 39 Supplement, S27-S42, © PMI. 2008. **M**

Lædre, O., Austeng, K., Haugen, T. and Klakegg O.J. (2006) Procurement Routes in Public Building and Construction Projects. *Journal of Construction Engineering and Management* © ASCE, July 2006 s. 689 – 696.

In addition approximately 25 popular articles, 25 papers and presentations in international conferences and 50 presentations in national conferences over the last 5 years.