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# What do I do?

- Architect in File Intelligence team in M365 Core
- Individual contributor
- The team is providing insights about files in Office 365 (SharePoint, Exchange, Teams) to ease sharing, discovering and re-finding information in an organization





Why didn't I end up in academia?

- My career is a series of “random choices”.
- There was no plan. At each junction, I just followed the path that looked most interesting.

# CV

- 1982-1987 IDI, Siv.Ing
  - 1987-1989 IDI, Researcher
  - 1989-1995 IDI, Dr.Ing
  - 1993-1997 Telenor Research
  - 1997-2002 Clustra
  - 2002-2004 Sun Microsystems
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- 2004-2008 FAST
  - 2008-today Microsoft
  - 2009-2013 NTNU, Adjunct Professor

Where  
did it go  
wrong?

pros and cons of working outside the  
university setting -- what has  
been beneficial and challenging for you?

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# University or outside

- There is no either-or. For several there are many opportunities for maintaining contact with the university and continuing doing research.
- During my career I have advised or co-advised more than 10 PhD students and more MSc's than I can count. I have led the NTNU part of an NFR sponsored project.

# PhD's in Microsoft Development Center Norway

- We have PhDs in Computer Science, Software Engineering, Cybernetics, Physics, Math
- 4 out of 17 developers at the Trondheim office have a PhD
- Most starts at the same level as MSc's.
- Often becomes managers or technical experts
- Some doesn't thrive and leaves soon

- Pros
  - Impact
  - Collaboration across a large organization
  - Funding
- Cons
  - Sense of urgency
  - Re-orgs every 2-4 years
  - Late evening calls
- There is probably larger differences between different positions within the industry or university than between industry or university