

# NEWSLETTER

YOUNG PROFESSIONALS FORUM  
INTERNATIONAL FEDERATION OF CONSULTING ENGINEERS

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## Chairperson's message



**Michele Kruger**  
South Africa

### A View of Delhi and a Great Year Ahead

Those who attended the FIDIC Conference in Delhi this year will hopefully agree with me that it was inspiring to meet so many like-minded young professionals from around the world. We had an event filled program for Young Professionals which was well attended and delegates participated with great enthusiasm – thank you all who attended the events!

The YPFSC hosted a successful business forum, looking at the key issue of succession management in consulting firms. Not surprisingly, with the ageing of industry leaders becoming a more significant issue, the question of identifying and nurturing future leaders becomes all the more important, especially when addressing innovation as a core strategy in maintaining company competitiveness. As an introduction, various case studies were presented from around the world. Other issues discussed included succession planning in family owned businesses, succession planning in developing countries, how senior leaders can best assist YPs in advancing in their companies, what qualities are senior leaders looking for, and what does a YP value in a company causing them to stay with the organization. Overall, the conclusion was that there needs to be a passion and commitment shown from both senior management as well as YPs, with open communication and strong mentoring being highlighted.

Other YP activities at the conference included:

- An informal "Mix and Meet" where the Steering Committee introduced themselves and the conference YP activities,
- A meeting with the FIDIC Executive Committee, where EC explained their role within FIDIC and open discussion led to encouragement by the EC about Young Professional's future in consulting, especially regarding the worldwide recession and how it too will pass,
- A YP technical tour of the Delhi Metro, including a trip on the Metro to "Old Delhi", and
- A social evening that was filled with sumptuous Indian food, wonderful company and enthusiastic dancing!

I'm greatly honored to take up the position of the new Chairperson of the FIDIC YPF Steering Committee, and I'm very lucky to have a fantastic team who always enthusiastically contribute to the work we do. Thanks to all those Steering Committee members who helped to make Delhi a success and for your help over the past year. For those leaving the committee, I thank you for your valued contributions and wish you success in your future endeavors. Welcome to the committee new members Manoochehr Azizi from Iran, Tomoyuki Kitano from Japan, Salih Burak Akat from Turkey and Hisham S Ghellali from Lybia. We are all looking forward to working with you and making the next year a great success!

Please remember to send us articles about Young Professional Groups in your country so that we can publish it in our next newsletter – and enjoy this one!

**Dr. Michele Kruger**  
FIDIC YPFSC Chair

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**Selena Wilson**  
Canada

## FIDIC 2010 New Delhi Conference

The 2010 FIDIC Annual Conference was held in New Delhi, India from September 19 to 22. This year's theme was *Managing Innovation The Way Forward*, and the conference explored many facets associated with innovation in the consulting industry over the course of three days: Day 1 – Delivering Innovation in Projects, Day 2 – Project Sustainability, and Day 3 – Processes of Innovation. The program consisted of Plenary, business, and workshop sessions, a young professionals program and networking activities for delegates.

## Young Professionals Forum Steering Committee (YPFSC)

The FIDIC Young Professionals Forum Steering Committee planned a successful YP program at this year's conference. 2009-2010 Chair and Vice Chair Nader Shokoufi and Michele Kruger were in attendance along with Prashant Kapila – Conference Planning Subcommittee Chair, Selena Wilson – Newspaper and Website Subcommittee Chair, and Tian Feng - member at large to provide leadership and conference planning for YP events. This year marked the first publication of the YPFSC Activity Report which was distributed in all delegate's kit bags. The report summarized the activities and progress from six Young Professional Groups around the globe including Iran, Canada, South Africa, Turkey, Japan, and China.

With over one hundred Young Professional Delegates participating at this year's conference, the FIDIC YP Conference program was a lively and engaging! YPs attended a wide variety of specialized activities which included a YP meet and greet at the Meridian Hotel, YP Open Form on succession planning, the Future Leaders Workshop, and YP Technical Tour of the New Delhi Metro, and YP social evening.

## Conference Highlights

### *Sunday, September 19*

The conference program kicked off Sunday evening at Henri's Bar on the top level of Hotel Le Meridien with a YP informal meet and greet before the Welcome Reception. Incoming Chair Michele Kruger gave all YPs an informal welcome speech introducing the Steering Committee members and gave a brief overview about what role the YPFSC has within FIDIC, planning the YP conference events, and an itinerary of YP activities for the conference.



### Young professional delegates at Welcome Reception

From Left to Right: Joel Mc Alister and Selena Wilson (Canada), Meggyn Visser and Michele Kruger (South Africa), Nader Shokoufi and Manoochehr Azizi (Iran)



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*Monday, September 20*

The Monday morning business session opened with the first Conference Plenary Session *Delivering Innovation in Projects* chaired by FIDIC President Gregs Thomopoulos from Stanley Consultants USA. Chris Cole from WSP UK discussed affordable innovation issues. He noted that innovation must go beyond design, and it is most effective if done in the project planning phase. He also talked about the importance of engaging talented young professionals in the process, thinking outside the box, and considering the use of professionals outside of the engineering realm for successful innovative projects. Harrie Noy from Arcadis in the Neatherlands discussed Managing innovation to make a difference. He noted that the economy was still uncertain though it is gradually recovering, and infrastructure development has been directly impacted by the lack of government funding.

Following the plenary session, three business seminars took place after lunch to discuss: *1-Drivers of Innovation, 2-R&D to Underpin Innovation, and 3-Innovation in Project Finance*. One of the themes discussed during these sessions included how climate change is a key external driver of innovation. The increasing social consciousness and public awareness about climate change is creating a new demand from the private sector. Large corporations are recognizing the consumer demand for a more sustainable product, and they are responding to these demands much quicker than governments. Barriers of innovation include the traditional cost oriented approach, lack of documentation to support engineering, closed minds, and the fear of failure.

On Monday afternoon, the Young Professional's Open Forum was attended by a large turnout of both YPs and senior delegates. This year's theme was succession planning: five presenters from South Africa, USA, Japan, Iran, and India presented their own perspectives on the subject. The presentations were followed by a workshop component where delegates broke into small groups to discuss various questions that the YPFSC prepared for the session. More details about the Open Forum can be found in Tomoyuki Kitanos' article in this Newsletter.

*Tuesday, September 21*

The Tuesday morning Plenary session focused on *Project Sustainability*. Chaired by Kiran Kapila from ICT India, past FIDIC President John Boyd from Golder Associates Canada discussed the progress FIDIC has made on the Project Sustainability Management (PSM) Guidelines established in 2004. He talked about the need to simplify the original 65 indicators in project sustainability to six major issues dealt with in the guidelines: water, energy, materials, environment, health and safety, and human rights. There is a new urgency to adopt sustainable strategies for all projects because the client can no longer be the main focus, and all stakeholders, including many indirect stakeholders must be satisfied.

Following the plenary session, the morning business sessions discussed *4- Challenge of Climate Change, 5 - Inclusive Development, and 6 - Framework for Project Innovation*. During business session *4- Challenges of Climate Change*, there was an overall consensus that climate change is a real issue and it is getting worse. Consulting engineers must play a major role in providing solutions to this problem, and it was noted that there is a challenge in educating clients in the worthwhile up-front investment. Action was called for FIDIC to assist the community of consulting engineers in educating clients, both public and private, about the advantages of innovative design and technologies.



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Tuesday afternoon's sessions included the Future Leader's Workshop. This event showcases a presentation from the graduating class of the Young Professional Management Training Program 2010 (YPMTP10) on what they have learned during the program and their perspective on the future of the consulting industry. The collaborative speech tackled important issues such as sustainability, the public's image of consulting, and growing demands for innovation. For more information about the YPMTP10 program, see YPMTP10 participant and YPFSC member Manoochehr Azizi's article in this Newsletter.



Following the Future Leader's Workshop was the YP technical tour. YP delegates headed to the Delhi Metro Station Patel Chowk where they were met by Museum Curator Mr. N.D Khanna to explore the Metro museum before riding the train to the Chowri Basaar Station in Old Delhi. The busy day ended with the YP social event at a local restaurant where YPs could relax and kick off their heels for some fun!

### *Wednesday, September 22*

Plenary Session 3 – *Process in Innovation* was chaired by Pablo Bueno Tomás from Typsa, Spain. Peter Chan from Scott Wilson Hong Kong provided some insight to how his corporation creates a working environment that promotes innovation. Some examples included providing a no blame culture, recognizing innovation achievements through company awards, and managing innovation like managing a business (ie. make it a top priority). It was noted that the capacity of an organisation to innovate is ultimately limited by the capacity of its staff to innovate.

The final three business sessions followed Wednesday morning with *7-Tools of Innovation*, *8-Managing Knowledge*, and *9- Risks & Rewards*. Examples for tools of innovation included a life-cycle carbon sustainability decision model in which the model attempts to minimize life-cycle CO2 and maximize sustainability through various inputs within project complexities. The knowledge management approach to build core capabilities in an organization should be able to identify core competencies, gather knowledge required, organize and store knowledge, and distribute and share knowledge with others. The risk and reward of innovation is an opportunity for the consulting industry to raise the industry profile, show leadership in solving global challenges, to make an idea reality, and to share knowledge.

The final day of conference activities closed with FIDIC's final conference report, the General Assembly Meeting, and the Gala Dinner at the Leela Kempinski Hotel. The above summary provides some brief insight to the conference events and business sessions. More detailed information from all presentations can be found on line at:

<http://www1.fidic.org/conference/2010/talks/>

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## FRI YP – Young Professionals

### The Danish YPs

Like many of the different Member Association young professional groups, the main concept of the FRI YPG (FRI – The Danish Association of Consulting Engineers) is to have a strong voice in the consulting engineering community. Another important part of that goal is to create and maintain a network between young consultants in Denmark. The group was started in 2005 and after five years, the YPG now organizes a wide range of activities.

### The Network

The foundation of FRI YP's work is the network created through four annual events. The network is a place where YP's can share and discuss their experiences from working as consultants and perhaps receive feedback from other YP's. We have had great success with inviting a speaker to the meeting, which has presented a different angle or approach to how things are "usually" done in the engineering business. The input then stirs up and provokes a debate among the audience.

The FRI network is maintained through our webpage and Facebook site where information relevant to the network is uploaded.



**Thomas Jensen**  
Denmark



The Steering group of FRI YPG on a trip to a sea windmill park in 2009

### Attracting young people to science and engineering

An unfortunate trend in today's society is universities experiencing a downward curve in applications for science and engineering. Combining this issue with a forecast predicting a considerable lack of engineers the coming years, it is of great interest to FRI to awake the interest for science and engineering in young people. FRI YP has participated in a number of initiatives and ongoing projects including:

- Future City

As described in the Newsletter from August 2010, Future City is an interactive teaching resource where students work as consulting engineers. FRI YP helped start the project and later one of our members was invited to participate on the jury during the nationwide

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competition, City slam, marking the end of the first season in 2009.

- Guidelines for Trainees

Because of a recent change in the educational system in Denmark, it has become important to give a good impression of how it is to work as a consulting engineer at an early age. At Denmark schools (corresponding to a combined primary and middle school) many students undertake one week as a trainee at a company. We feel that it is a good opportunity and very important that the student leave with a good impression. The trainee period is usually at the age of 14. In order to encourage companies, the FRI YP steering committee has prepared a small guide which can help companies give an example of how such a week is prepared, organised and rounded off. The guide is currently undergoing the final editorial process and soon the FRI's main organisation will help distribute the guide among the members.



Close to 200 young consultants (under 40 years) join in an event with a former Danish Navy soldier in October 2010. The event was planned by the FRI YP

For more information about FRI YP initiatives and activities, check out our website and Facebook page at:

<http://www.facebook.com/#%21/group.php?gid=48799247303> or  
<http://www.frinet.dk/fri/fri---young-professionals.aspx>

Contact information for contributors:

**Klaus Bangshøj**

Rambøll A/S

Hannemanns Allé 53, 2300 København S, Denmark

**M:** + 45 51 61 62 37 **E-mail:** [kb@ramboll.dk](mailto:kb@ramboll.dk)

**Thomas Jensen**

Orbicon | Leif Hansen A/S

Ringstedvej 20, 4000 Roskilde, Denmark

**T:** + 45 46 30 03 37 **M:** + 45 21 28 67 07 **E-mail:** [thje@orbicon.dk](mailto:thje@orbicon.dk)



**Tomoyuki Kitano**  
Japan

## **FIDIC Young Professionals Open Forum, New Delhi 2010**

The Young Professional Open Forum (YPF) was held in New Delhi, India on the 20<sup>th</sup> of September, 2010 in front of a large audience of Young Professional and senior delegates. The forum consisted of five presenters from South Africa, the United States, Iran, Japan and India speaking about the Young Professional's perspective on succession planning. Each presentation provided unique perspectives about succession planning relating to different corporate structures, and the differences between developing countries and developed countries. The following provides a brief overview of the five presentations. Individual slide presentations with more detail can be found at:  
<http://www1.fidic.org/conference/2010/talks/>.

### **1. Importance of Succession Planning, What YP's want!!**

Throughout the presentation by Dr. Michele Kruger, both the importance of succession planning and its anticipated effectiveness was shared. Issues highlighted by South African YPs was the desire for strong mentorship, retaining older engineers past retiring age to help with skills transfer, inclusion of YPs during meetings from a young age, exposure to business networks, and exposure to company strategy.

### **2. Do Your Job Well!!!**

The case study of succession planning at Stanley Consultants was introduced by Mr. Richard Stump, previous YPFSC Chair. In order to develop their Young Professionals, Stanley Consultants has incorporated several bench strength planning initiatives such as giving positions of increasing responsibility, giving opportunities to attend external training, mentoring programs (both formal and informal), and involvement in external organizations. Mr. Stump also provided advice for YPs preparing for leadership which included obtaining higher education to compliment your desired position, seek responsibility within your work, seek mentorship within the company, and most importantly "Do Your Job Well" for whatever work you perform.

### **3. Iranian Society of Consulting Engineers (ISCE) Case Study**

Ms. Mandana Cont presented a Succession Planning Case Study of behalf of ISCE YPs. After the revolution in Iran, a very large generation gap has developed. In response to this issue, the ISCE developed a questionnaire for companies regarding succession planning. The most important YP retention facts reported were the opportunities to develop the capacity to enhance YP professional abilities, appreciation of new ideas, and having responsibilities that match YP's skills and salary. Also, an operation detail for the family business was introduced and high averaged succession planning was shown. Facts with more influence on Succession Planning and several notes for the open discussion was introduced such as the size of the company, the numbers of young managers in the company, stability of economy, having young family members among the managers and giving company shares to young managers.

### **4. Avoid becoming DONUTS engineer...**

Mr. Tomoyuki Kitano spoke as the representative of the Association of Japanese Consulting Engineers (AJCE) and introduced two programs as a part of succession planning by the AJCE MA. The current challenges include increasing complexity of issue with limited time,



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enormous information but less opportunity at site, and generation communication gaps. The Japanese traditional way, which YPs learn know-how through the silent instruction by senior with looking at what they are doing seems impractical. All of these industry issues pose risk of developing Donut engineers!

The Technical Development (TD) program and its follow up program have systematically improved the situation. At the age of 30, years Young Professionals are approached, and experienced senior mentors are tasked to help develop the YP's action plan to satisfy their career development. After five years of the TD program, the same mentor shall monitor their progress and keep motivating them to accomplish their plan. As another example, the Technical Coaching Program was introduced as well. Based on the YPs goals, senior staff advise the way to accomplish and apply on the job training and off the job training with periodical monitoring system. As the next step, the introduction of the example for the successor through these two programs shall realize the workability and value of the above samples.

## 5. YP perspectives to Succession Planning

Ms. Atasi Das from India noted that YPs want to bridge the gap between YP and seniors and develop a learning system with effective mentoring and on-the-job training. What was interesting was the different Hierarchical Ladder between Asian organization structures and those of Western countries. Typically, western countries develop leadership quicker than Asian organizations. It was noted that the new generation would like these traditions to change to provide leadership opportunities sooner.

As the most important practices for family run business, mentoring and education system are recommended, involving bench strength in strategic planning sessions, demonstrating appreciation and commitment, and inducing strategic mix of "buying" and "building" talents for board run business were discussed.

## Summary of the Panel Discussion

With the large number of both YPs and senior delegates, an open discussion was held after the presentations to discuss the following topics:

- 1) What do you as a YP value in your company, and what makes you want to stay with a company in the long term?
- 2) How should firms in developing economies deal with issues of succession planning?
- 3) What do you as leaders of the company look for in potential future leaders of the company?
- 4) How should we deal with succession planning according to the size of fields/organizations?

The audience divided themselves into four groups and was assigned one of the four questions to discuss and present back to the delegates at the end of the session.

## Future Outlook

After hearing about succession planning issues from various parts of the world and discussing these issues between YPs and senior delegates, it was clear that YPs universally want stonger mentorship and guided opportunities within the industry. There are large generation



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gaps that require stronger integration and attention between YPs and senior leaders of the company. Young Professionals appreciate being recognized for their achievements and being provided with insight to the inner workings of company.

Leaders of companies look for team players, loyalty, the ability to deliver and innovate when identifying potential future leaders of their organization.

As a further step, we need to share the successes of Succession Planning within the consulting industry, so that more people can benefit from them.

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## The Infrastructure Development Challenge

Infrastructure is a key investment that directly influences standards of living, access to amenities and the growth potential of the area, region or country involved. This article introduces some of the aspects that affect infrastructure investment, looks at various challenges associated with the development of infrastructure, and identifies some mechanisms of achieving the required investment.

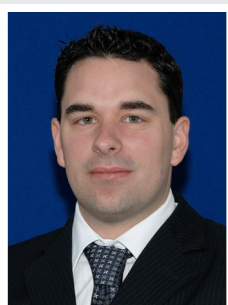
### Background

The FIDIC 2009 conference identified a key role for engineers and consultants to help guide and advise governments, politicians and policy makers on infrastructure development. This advice is needed at local, regional, national, and international levels and young engineers and consultants need to help contribute now so that they can develop and take a leading role in the future.

There have been many reports produced recently on the scale of the global infrastructure investment that is needed to maintain current standards of living and facilitate future growth throughout the world. The estimates of the Organisation for Economic Cooperation and Development (OECD) combined with similar estimates from non OECD countries indicate a figure of \$35 trillion to \$40 trillion of investment is needed worldwide over the next 20 years.

Given the scale of this investment, studies, such as the Eddington Report (Eddington Transport Study - The case for action: Sir Rod Eddington's advice to Government, HMSO, 2006 <http://www.thepep.org/ClearingHouse/docfiles/Eddington.Transport.Study%20-%20Rod.pdf>) in the UK have identified the significant benefit infrastructure investment returns to the respective country; up to a factor of 10, where investment of 1 billion would generate 10 billion of economic activity. Projected benefits such as this have undoubtedly helped influence various countries to accelerate infrastructure investment in 2009/2010 to respond to the economic downturn and help stimulate their respective economies.

There are some commentators who are praising this investment in infrastructure but challenge the effectiveness in where this development is targeted. One of the key challenges is integrating the infrastructure development across sectors such as road, rail, water, waste and flood protection so that investment in one sector is not made redundant by deficiencies in another. The challenge also differs according to individual countries; developed markets such as the US and the UK require infrastructure replacement whereas emerging markets such as Brazil, India and China require the development of essential infrastructure across many sectors to satisfy the growth requirements of their respective economies.



**Warren Bradley**  
UK



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Historic deficiencies in maintenance during times of recession or more general cost cutting can lead to the accelerated degradation of assets such as roads and buildings. Management of the new and existing infrastructure assets is a key challenge to ensure money for investments is well spent and excessive future liabilities are avoided. The consequences of failure to invest, maintain and understand residual life in infrastructure can lead to failures such as the Interstate 35W Mississippi River Bridge collapse which took place in Minneapolis, US in 2007. Asset management is therefore a key challenge, particularly for developed markets where historical construction records of as-built structures and their associated designs have not been comprehensively recorded in a readily accessible form.

There are various mechanisms of funding infrastructure development: from traditional government funding based on taxation to private sector investment driven by markets and a variety of different combinations of public/private investment. The influence of grants and funding from institutions such as the World Bank can also be a key source of funding and help enable projects to be developed that would otherwise not have secured the required levels of public or private sector support.

Traditional government funding can be the most straightforward, but in these economic conditions the number of governments with funds available or with the ability to borrow money at low rates from the financial markets has dramatically reduced.

Market driven investment by the private sector relies on there being suitable private sector companies with the financial backing and experience to take on the projects and that the projects can deliver a suitable level of investment return. One challenge for development by the private sector can be the framework of approvals and permissions that are needed to implement the project. If these are too onerous or time consuming, the private sector may well choose alternative locations to invest.

## **Private/Public Partnerships**

One area where there is significant potential is development by the partnership of the private and public sector. Innovative ways of combining potential future revenues from users, subsidies and availability payments, reductions in future tax payments and the sharing or insuring of various risks can be used to make a project viable over a longer term period. Private Public Partnerships (PPP) and Private Finance Initiative (PFI) projects are key examples of these but there are others such as the privatisation of utilities that have combined private sector involvement with government regulation to create regulated monopolies that can allow private investment to flourish.

One key challenge with these partnerships is defining roles and responsibilities clearly not just for the construction of the infrastructure but also for the required period of operation. The legal drafting of project documents can become very complicated and there is a key requirement to build in flexibility and mechanisms for implementing and compensating for changes needed. There needs to be careful thought given to how things could change in the future, particularly where technology is involved.

Another key challenge with these partnerships can be how the project or investment in infrastructure is controlled or monitored and there are many examples where public sector organisations and individuals have struggled to release control of projects. Intervention based on traditional ways of approaching matters can stifle innovation and improvements in delivering and operating infrastructure.



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## Future Challenges

As an illustration of strategy with regard to private and public sector partnerships, the UK Government has indicated that £200 billion of investment in the UK required over the next 5 years is to be funded with at least a 75% contribution from the private sector. To achieve this strategy, it will be vital that the government creates the right conditions for investment. It is also important that wherever possible, strategies are considered over a longer time period than purely the political cycle. Short, medium and long term strategies are needed, and an example of this is the development of energy infrastructure. Although nuclear infrastructure may be seen as a low carbon form of energy and the preferred approach, the timescales of implementation of this may need other energy infrastructure to be implemented in the short and medium term to ensure continuity of energy supply to meet demands.

A wider challenge may also be to take a step back and consider; is the planned growth or demand really needed? Can people's habits be altered so that they use less energy or water to reduce future demand, or will technology improve efficiencies to reduce demand?

Another consideration is the whole life costs of infrastructure development. Construction, operation and maintenance over the period of its design life and any extended life, and decommissioning of infrastructure needs to be considered so that a strategic view can be taken. This is not necessarily easy when there is only limited funding available and a rising demand that needs to be satisfied.

These are all issues that engineers and consultants must consider and it is important that we younger members of the profession grasp these issues and properly advise clients, governments, and other professionals to help ensure infrastructure investment is wisely targeted and effectively implemented. The FIDIC Young Professions Forum would like to engage the YP community in a discussion forum about this topic on our website where we can share views and experience and collectively raise our knowledge, ability, and help ensure a sustainable and viable future for the industry.

Please join us in our discussion forum at:

<http://ypf.fidic.ch/forum/Pages/Discussion.aspx>

### FIDIC Young Professionals Management Training Program

The International Federation of Consulting Engineers (FIDIC) organizes and conducts a Young Professionals Management Training Program (YPMTP) on an annual basis. The objective of this YPMTP is to engage young potential managers in an analysis of key management and business practice issues for consulting firms. YPMTP consists of two phases as follows:

- Phase 1 is a seven months web-based training period. The YPMTP participants are divided into teams based on time-zones during this phase.
- Phase 2 consists of three days of workshops immediately before the annual FIDIC Conference for all participants combined at the conference venue, culminating in final reports and conclusions to be presented at the conference during the Future Leaders Workshop.

FIDIC YPMTP participants are typically young professionals from the consulting industry who are 30 - 35 years of age, fluent in English and have prior management experience.

Participants must have relatively convenient access to internet facilities, notably the eFIDIC training platform that provides bulletin boards, discussions forums and multimedia content. Interactive teleconferencing sessions use the BT LiveMeeting web conferencing platform.

#### YPMTP10

The YPMTP10 started on the 8<sup>th</sup> of February 2010, and the web-based training period continued until the 9<sup>th</sup> of August 2010 and was finalized from the 15<sup>th</sup> to 19<sup>th</sup> of September with three days of workshops before the FIDIC annual conference, which took place in New-Delhi, India from 20<sup>th</sup> to 22<sup>nd</sup> Sep. 2010.



**Manoochehr Azizi**  
Iran



The Mentors appointed by FIDIC for YPMTP 2010 were Ben Novak (Canada), Dick Kell (Australia) and Bayo Adeola (Nigeria). The Facilitator was Steen Frederiksen (SF-Consult, Denmark). Peter Boswell (FIDIC) was responsible for program management and the eFIDIC platform, assisted by Sylvia Fossati (FIDIC).

There were 51 participants from 23 countries in this year's YPMTP from all around the world. All participants were divided into three teams based on time-zones. During Phase 1, three case studies were discussed and work shopped by the teams. In addition, web-

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The three case studies discussed during Phase 1 included:

1. Firm Organization and Human Resources Development
  - Organizing a consulting firm
  - Administration and organization of activities
  - Human resources management
  
2. Business Development Framework
  - Business Development
  - Financial management
  - Client relationship and communications
  - Risk Management
  
3. Business Development Instruments
  - Sustainable development
  - Quality management
  - Business Integrity Management
  - FIDIC Client/Consultant Model Service Agreement (the White Book)

During the four-day workshops, all participants and mentors discussed more on the topics from 9am to 5pm, and finally summarized all three cases, then all participants prepared a summary from all that they learned. The final reports and conclusions were presented at the “Future Leaders Workshop” seminar. In this presentation, the participants, as future leaders, presented to others what they think, imagine, and hope for the future of their professions.



All participants received their certificates from Gregs Thomopoulos, the president of FIDIC, and Steen Frederiksen, the YPMTF Facilitator.

### YPMTF11

YPMTF11 registration is available now. For this year, the Fee is Euro 2400 - including full participation to the FIDIC 2011 Tunis Conference.

More information about the YPMTF11 can be obtained at:

<http://ypf.fidic.ch/training/Pages/default.aspx>



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**Communications  
Chairperson  
FIDIC YPF Steering  
Committee**



**Michele Kruger  
South Africa**

## HOW TO BECOME PART OF THE FIDIC YPF GROUP

Become part of this young dynamic group of people and receive updates, newsletters and information on upcoming events, such as FIDIC conferences and training opportunities.

International YPF Groups: find out what the YPs in your country are doing and how to connect with them! Please register on the YPF homepage listed below.

Once we have your details this way, we will send you our newsletter and other info as it comes up. Please remember to keep your details updated!

For general information about us and FIDIC, go to:

<http://www1.fidic.org/resources/young/default.asp>

For more information or if you need help to connect, contact me at:  
[fidicypforum@gmail.com](mailto:fidicypforum@gmail.com)

**Michele Kruger  
Communications Chairperson  
FIDIC YPF Steering Committee**

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## Starting your own YPF in your country

If you liked what you saw of the FIDIC YPF and YPFs across the world, why not start your own. This is best achieved through your country's Member Association (MA) of FIDIC. However, if no such association exists, or your MA does not want to have their own YPF, you can contact us to find out how to start your own YPF. Through FIDIC we may have some contact to make it easier or help partner it with you. All you need is your enthusiasm for Engineering! From there you decide what it is that you want your YPF to represent. What is your focus? Is it training Young Professionals? Is it getting the youth interested in Engineering? Is it just socializing with your peers? Or is it all of the above? As the FIDIC YPF, we will do all we can to support your new endeavor!

**Contact us at: [fidicypforum@gmail.com](mailto:fidicypforum@gmail.com)**