



Fédération Internationale des Ingénieurs-Conseils
International Federation of Consulting Engineers
Internationale Vereinigung Beratender Ingenieure
Federación Internacional de Ingenieros Consultores

**FIDIC 2006 Young Professionals
Management Training Programme**

15 November, 2005

1.11 PGB/ec

MA 18/05

TO FIDIC MEMBER ASSOCIATIONS

Ladies and Gentlemen,

I am pleased to advise Member Associations that FIDIC will again be offering consulting engineering firms from associations the opportunity to have their young professionals participate in the exciting and stimulating FIDIC Young Professionals Management Training Programme.

It is widely acknowledged that the programme provides a broad range of positive experiences for young professionals who take part. Together with the ongoing involvement in FIDIC activities and networks, it offers these future leaders enormous opportunities for personal growth, and an enhanced ability to contribute to their own companies' business success.

I urge and encourage member firms and young professionals in your country to participate in the 2005 programme.

Please find attached below, and as a separate file, the first circular for the 2005 programme that is being organized in conjunction with the FIDIC – EFCA - AHCEA 2005 International Consulting Engineering Conference (Budapest; 24 - 27 September 2006; www.fidic.org/conference/2006).

A registration form is included in the first circular (the deadline for registrations is **31 December 2005**). I kindly ask you to forward the circular to your member firms.

Full details of the programme are also online at www.fidic.org/ypmtp, where participants can register.

This letter is available on FIDIC Internal in the D &S document library at:

http://www.fidic.ch/Assoc/Document Library/MA Letters/2005/18_management_2006.pdf

with the usual D &S logon (username = dns and password = dns).

With best regards,

Enrico Vink
FIDIC Managing Director

FIDIC SECRETARIAT

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Available in the Internal D&S Documents MA Letters area at
<http://www.fidic.ch/assoc/>



YOUNG PROFESSIONALS Management Training Programme 2006

www.fidic.orgypmtp

FIDIC, the International Federation of Consulting Engineers, is again inviting young professionals to participate in the FIDIC Young Professionals Management Training Programme and subsequently to participate in the FIDIC 2006 Annual Conference in Budapest. Participants should preferably be under 35 years of age, must be fluent in English and have some prior management experience.

The 2005 team of young professionals comprised 23 participants from 17 countries (for reports of the 2005 programme, see www.fidic.org/ypmtp).

The fee for the 2006 programme is EUR 2,600 which includes all tuition materials **and** the registration fee for attending the FIDIC 2006 Conference in Budapest.

Registration

The deadline for registration for participation in the management programme is **1 January 2006**.

The starting date for the programme is 24 January 2006. The FIDIC conference takes place on 24 - 27 September 2006 in Budapest (www.fidic.org/conference/2006). The participants in the training programme have to arrive in Budapest on 21st September 2006 in order to complete the programme and prepare for their conference input.

Online registration

You can register and pay (by credit card) or arrange payment (by bank transfer or credit card on receipt of a proforma invoice) at www.fidic.org/ypmtp/reg2006. Payment must be received by 1 January 2006.

Offline registration

The registration form is included below and is available at www.fidic.org/ypmtp/reg2006. Please complete and return the form to FIDIC (fax: +41-22-799 49 01; fidic@fidic.org).

Please complete the payment details. Payment can be by credit card or by bank transfer, with or without receipt of a proforma invoice. Payment must be received by 1 January 2006.

Receipt of registration, both offline and online, will be acknowledged immediately. Confirmation of participation in the management programme will be forwarded by 6 January 2006.

Programme objectives

The programme aims to train young potential managers in leadership and management issues in the consulting business by:

- developing their understanding of special management challenges that arise in the industry;
- providing an international network of young professionals;
- developing communication skills on international management level;
- developing an understanding of different business cultures and the challenges of globalization;
- benefiting from internal and external discussions with experienced mentors;
- presenting and debating at workshops which take place during the FIDIC Annual Conference;
- becoming involved in FIDIC activities and networks.

Programme content

Training is Internet-based. Participants will exchange inputs and carry out discussions based on four cases, each illustrating a relevant business topic. This first part of the programme takes place over a six-month period prior to the conference in Budapest.

In order to optimize their learning process, participants are expected to establish a network in their respective companies or have a mentor for in-house discussions.

The second part takes place immediately before to the conference. Participants will come together in Budapest for three days of meetings and discussions to prepare reports and conclusions to be presented and discussed at FIDIC 2006 Annual Conference workshops.

Part 1 – the virtual part

Participants will be divided into teams of 10-15 persons.

The programme will start with a 1 - 1½ hours kick-off session in the virtual conference room where the facilitator will introduce the participants to the working process, the faculty, and the procedures. The participants then introduce themselves as professionals and as individuals.

The training is based on “cases” describing issues and problem areas. The participants present similar problem situations in their own countries, analyse the differences between countries and formulate their solutions, recommendations or whatever seems to be an appropriate following the discussions. A key point is to identify best practice and forward looking ideas.

Learning is driven by active participation and personnel involvement. Participants work in teams, learning and developing international contacts in the process. Active participation is required to obtain the full benefits.

Each case comprises three virtual meetings, one where the case is introduced by a lecturer, one for discussion and one for comments from the mentor. The case are:

- Organisation and human resources development
- Ownership structures
- Marketing of consulting services
- New technologies, cultural changes and globalisation

Each topic will be debated one-by-one by the participants over a period of 5 - 6 weeks. Participants will be encouraged to present their “own cases” as an input to the process, and to discuss the issues internally in their respective companies.

Two editors are appointed for each topic, with the other participants challenging and debating the issues raised. The goal of the process is to obtain a conclusion or a number of recommendations for each topic which become the basis for a workshop at the FIDIC conference in Budapest.

The process will be guided by the facilitator, and when the participants have reached a conclusion or made recommendations on a topic, the FIDIC Mentors will be invited to comment.

Part 2 – meeting in Budapest

The three-days session (22 - 24 September 2006) in Budapest will be used partly to debate findings and to make final adjustments for presentation and discussion at FIDIC conference workshops. The

facilitator will provide feedback to the participants. And, not least, the participants will meet face-to-face and consolidate their network.

The final session of the programme is the workshop that will be open to all conference participants for general discussion.

Summaries of cases

Case 1: Organisation and human resources development

The future will require different project delivery systems. What, therefore, are the implications for the organization of a consulting firm? Compare the traditional, the matrix and the flexible organisation structures. Discuss national differences and their relative advantages.

Discuss alternative ways of organizing a consulting firm and analyse the consequences for professional responsibility, budget control and human resource development.

More and more consulting firms draw on outside staff to supplement their own resources, with the inherent drawback that some of the know-how acquired is not available in-house for future projects. Assess the future balance between permanent and agency/freelance staff. Will engaging agency and freelance staff be a necessity or a way to increase profitability?

How is knowledge managed within a company: should it be shared with clients and – possibly – competitors. Analyse the situation and future developments.

Case 2: Ownership structures

One of the major challenges for a successful consulting firm is to establish a sustainable ownership structure. The key elements for this are:

- The need for capital;
- The need to involve key staff in the ownership;
- Rewarding all staff through sharing added value;
- Financing expansion, mergers and acquisitions;
- Securing ownership transition in connection with retirement of owners/partners.

All models have their advantages and disadvantages. Sharing wealth is easy; sharing risks and possibly losses is more problematic.

Discuss the present situation in your country and assess likely future developments. What is the ideal model, and what is the model that best motivates staff?

In the end it is all about people!

Case 3: Marketing of consulting services

There was a time when advertising your consulting services was off-limits. This may even today be the case in some countries. However, the need for marketing is recognised, and “branding” is a buzzword. Nevertheless, there is still an on-going debate how to market consulting services in an appropriate and efficient way.

Marketing approaches vary from the project-based press releases, newsletters and company brochures to branded marketing. Any self-respecting consultant dreams of having slogans such as: “Progress

through development”, “We deliver quality” or “Intelligent solutions”. A brand name is a promise. But how to fulfil the promise, and how to maintain the name?

Will image and reputation be more important than the outcomes of actual projects that have been undertaken? Will marketing effort have to be focussed on products or on identities? How do you involve and integrate your staff in marketing?

Discuss a general strategy for marketing consulting services. Analyse your own marketing needs and prepare a plan for implementation.

Case 4: New technologies, cultural changes and globalisation

Consultancy is a people business. The key resource is staff and developing and changing the business means developing and changing staff resources. The introduction of new technologies involves either staff training or the hiring new staff with the required skills. If some of your present staff has to be laid off in the process, it adds to costs. It may also create a poor working environment and damage the image of the company. Training your present staff in new technologies is, on the other hand, also costly in terms of training expenses and lost production.

Development may also require cultural changes. These changes can arise from the simple process of changing the firm from delivering engineering designs to delivering solutions. In particular, responding to market needs in order to supply a broad range of technology-based intellectual services rather than being a designer of bridges, buildings and infrastructure, requires changed attitudes among staff and management alike.

In emerging economies, consulting firms are at various stages in the evolution of management practice and ownership. They are very often spearheading radically new industries in their countries. Consulting firms in developing countries, on the other hand, often face major obstacles to growth in terms of inefficiencies in project delivery, discrimination in project selection, poor technology transfer, corruption, and a lack of legal, insurance and contract support.

Globalisation has many faces. One appearance is the growth of the major firms into even larger international organisations, another appearance is the development and growth of international cooperation between many firms from different countries. Such associations may be more or less formalised. Discuss the strengths and weaknesses of the different models and discuss how to manage the development of your consulting business in a rapidly changing business environment with the challenges of globalisation lying ahead.

The FIDIC Mentor Board

Ben Novak, *Canada*
Fatma Cölasan, *Turkey*

Eigil Steen Pedersen, *Denmark*
Kunji Akinaga, *Japan*

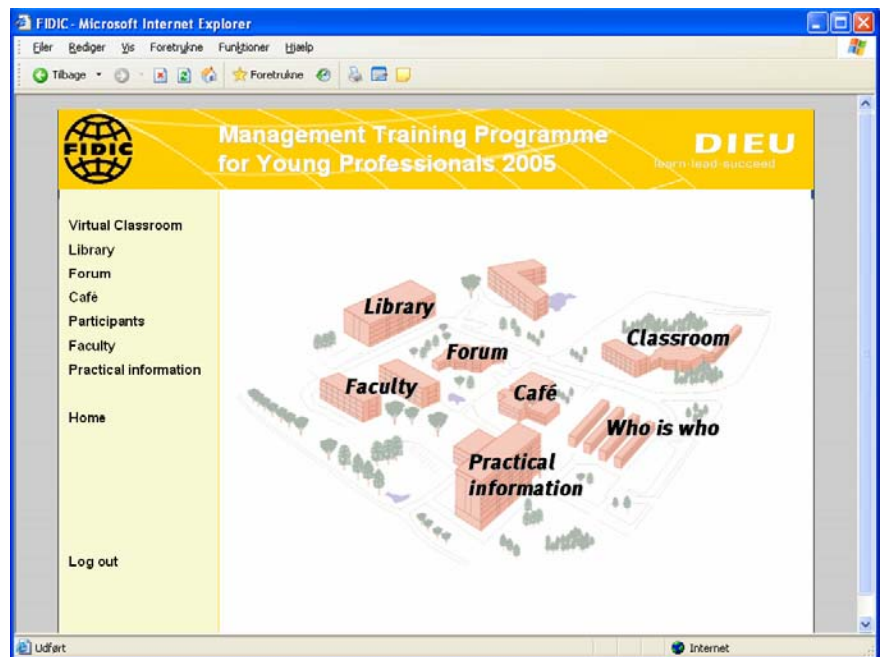
The Virtual Campus

An Internet-based virtual campus will be set up for the programme participants to accommodate electronic collaboration, dialogue, and group work. Each participant is given a password that grants access to the campus, which will be the natural focal point for finding course materials, information about the faculty and the other participants, and various administrative details.

The figure illustrates what the virtual campus main page looks like.

The virtual campus is structured in much the same way as a normal university campus, in the sense that the various activities are organised in different “buildings” or areas.

The virtual campus website is hosted on the web server belong to DIEU, the company that organizes the FIDIC Management Training Programme. The website can only be accessed by participants, the faculty, DIEU administrators, and other authorised users. The technology used for creating and managing the website is based on industry standard components (Microsoft) which ensures that users have no difficulty accessing the website no matter which operating system they use, and no matter where in the world they connect from. DIEU secures maximum server performance.



The virtual classroom - web-conferencing system

The FIDIC 2006 Young Professional s Management Training Programme makes use of an online web-conferencing system that allows all users to take part in lectures and engage in online discussions using their computer and Internet connection.

The system that will be used for the 2005 programme is based an advanced web-conference system that incorporates voice-over-IP and supports web cameras.

Programme participants are thus expected to have access to a good quality and reliable Internet connection (56Kbs minimum), and have a personal e-mail address.

[The virtual classroom](#)

One of the most important areas of the virtual campus is the “virtual classroom”. This is where the links to the web-conference system are found.

[Library](#)

Next to the classroom is the “Library” which contains extra course materials, e.g., case materials, and other literature. This is also where the final papers are posted, so participants will need to visit the library from time to time to download materials.

[Forum](#)

The central area of the virtual campus is the “forum” because dialogue and collaboration between participants and the faculty is going to take place virtually in the forum. Everybody involved can post messages, answer questions and work together on projects in the forum. The forum is divided into several groups so as to divide discussions into different themes.

The forum is intelligent in the sense that it sends out notifications to all users of a forum when a new message is posted. Notifications are sent to the e-mail address the participant has provided, and the message will contain a link which leads directly to a new message in the forum. This helps in reminding everybody to visit the virtual campus at regular intervals.

Café

The virtual campus also contains a “café” where participants can share information, pictures, weblinks, etc. This part of the campus is not mediated by DIEU or the faculty – it is the participants’ own social area where they can more or less act freely.

Participants

The “participants” area contains curriculum vitae of each participant giving all the important information about the participant’s background and experience, and including a photograph. The participants will themselves be responsible for entering their bio-data, and they will be able to update this data along the way, should the need occur.

Faculty

The “faculty” area of the virtual campus contains the curriculum vitae for facilitators and members of the Mentor Board.

Practical information

Finally, an area containing all sorts of practical information relevant to the programme is provided in the “practical information” area. For example, information about the programme, contact persons at DIEU and FIDIC, information about travel arrangements to the conference in Budapest, etc.

Programme organisers

The training programme is tailor-made for and supplied to the consulting industry by DIEU, the Danish Leadership Institute (www.dieu.com). DIEU is Denmark's largest private provider of open courses and company specific programmes in the areas of leadership training, management development, excellence and quality management, IT competence development, and personal and professional development.

The FIDIC 2006 Young Professionals Management Training Programme is managed and operated by FIDIC, the International Federation of Consulting Engineers, based in Geneva, Switzerland. FIDIC represents the business interests of suppliers of technology based intellectual services for the built and natural environment on behalf of over 70 national Member Associations representing some one million professionals working in 54,000 firms worldwide.

Further information

Programme content and course details

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Tel: +45 (-) 48 48 08 96 – Fax: +45 (-) 48 47 65 75 – sf@sf-consult.dk
[Registration and general information](#)

Sylvia Frossati, Event Manager, FIDIC
World Trade Center 2, Geneva Airport, Box 311, CH-1215 Geneva, Switzerland
Tel: +41-22-799 49 00 – Fax: +41-22-799 49 01 – fidic@fidic.org – www.fidic.org



Registration Form

Please return this form to FIDIC: fax: +41 22 799 49 01; fidic@fidic.org

The deadline for registration for participation in the management programme is **1 January 2006**.

Registration includes the registration fee for the FIDIC 2006 Annual Conference. Payment must be received by **20 January 2006**. The starting date for the programme is 15 February 2006. The FIDIC 2006 Annual Conference takes place on 24 - 28 September 2005 in Beijing, www.fidic.org/conference/2006, with the young professionals arriving in Budapest on 21 September 2006 in order to complete the programme.

Online registration: register and pay (by credit card) or arrange payment (by bank transfer or credit card on receipt of a proforma invoice) at www.fidic.org/ypmtp/reg2006.

Offline registration: this offline registration form is also available at www.fidic.org/ypmtp/reg2006.

Please complete registration and payment details. Receipt of registration will be acknowledged immediately.

Family Name:				
First Name:				
Organization:				
Address:				
Country:				
Email:				
Telephone:				
Fax:				
Payment method:	On receipt of invoice	<input type="checkbox"/> Yes <input type="checkbox"/> No		
	Immediately by credit card	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Payment by credit card	I authorise FIDIC to debit Euro 2600.- from the following credit card:			
	Cardholder name:			
	Cardholder address:			
	Card number:		Expires:	
	Signature (not for email):			



YOUNG PROFESSIONALS Management Training Programme 2005

www.fidic.org/mt/ypmt

FIDIC, the International Federation of Consulting Engineers, is inviting young professionals to participate in the FIDIC 2005 Management Training Programme and subsequently to participate in the FIDIC 2005 Annual Conference in Beijing. Participants should preferably be under 35 years of age, must be fluent in English and have some prior management experience.

The 2004 team of young professionals comprised 16 participants from 10 countries. The acknowledgement from a participant given below confirms that the 2004 programme was very successful.

The fee for the 2005 programme is EUR 2,600 which includes all tuition materials **and** the registration fee for attending the FIDIC 2005 Annual Conference in Beijing.

Registration

The deadline for registration for participation in the management programme is **1 January 2005**.

The starting date for the programme is 15 February 2005. The FIDIC conference takes place on 4 - 8 September 2005 in Beijing (www.fidic.org/conference/2005), with the young professionals having to arrive in Beijing on 1 September 2004 in order to complete the programme and prepare for the conference.

Online registration

You can register and pay (by credit card) or arrange payment (by bank transfer or credit card on receipt of a proforma invoice) at www.fidic.org/mt/ypmt/reg2005. Payment must be received by 20 January 2005.

Offline registration

The registration form is included below and is available at www.fidic.org/mt/ypmt/reg2005. Please complete and return the form to FIDIC (fax: +41-22-799 49 01; fidic@fidic.org).

Please complete the payment details. Payment can be by credit card or by bank transfer, with or without receipt of a proforma invoice. Payment must be received by 20 January 2005.

Receipt of registration, both offline and online, will be acknowledged immediately. Confirmation of participation in the management programme will be forwarded by 20 January 2005.

Objectives

The programme aims to train young potential managers in leadership and management issues in the consulting business by:

- challenging their understanding of special challenges that arise in the industry;
- providing an international network of young professionals;
- developing an understanding of different business cultures;
- benefiting from internal and external discussions with experienced mentors;
- presenting and debating at workshops which take place during the FIDIC Annual Conference
- becoming involved in FIDIC activities and networks.

Programme content

Training is Internet-based. Participants will exchange inputs and carry out discussions based on four cases, each illustrating a relevant business topic. This first part of the programme takes place over a six-month period prior to the conference in Beijing.

In order to optimize their learning process, participants are expected to establish a network in their respective companies or arrange for a mentor for in-house discussions.

Immediately before to the Conference, participants come together in Beijing for two days of meetings and discussions to prepare reports and conclusions to be presented and discussed at FIDIC 2005 Annual Conference workshops.

Part 1 – the virtual part

The programme will start with a 1 – 1½ hours kick-off session in the virtual conference room where the facilitator will introduce the participants to the working process and the four topics, which are:

- Organisation and human resources development
- Ownership structures
- Marketing of consulting services
- New technologies, cultural changes and globalisation

Each topic will be debated in sequence by the participants over a period of 5 – 6 weeks. Participants will be encouraged to present their “own cases” as an input to the process, and to discuss the issues internally in their respective companies.

Two editors appointed for each topic, with the other participants challenging and debating the issues raised. The goal of the process is to obtain a conclusion or a number of recommendations for each topic which can eventually be proposed as the basis for a workshop at the FIDIC conference in Beijing. The process will be guided by the facilitator, and when the participants have reached a conclusion or made recommendations on a topic, the FIDIC Mentor Board will be invited to comment.

Part 2 – meeting in Beijing

The two-day session (2-3 September 2005) in Beijing will be used partly to debate findings and to make final adjustments for presentation and discussion at FIDIC conference workshops. These workshops will be open to all participants at the conference.

Summary of cases

Case 1: Organisation and human resources development

The traditional consulting organisation is based on a department structure, split up according to disciplines. Project teams are traditionally assembled by drawing upon resources from different departments. Project managers will often come from a specific technical division, and the whole project may be anchored as regards management and budget control in this division.

- | | |
|-------|--|
| Issue | The future will require different project delivery systems. What, therefore, are the implications for the organization of a consulting firm? |
| Task | Discuss alternative ways of organizing a consulting firm and analyse the consequences for professional responsibility, budget control and human resource development. |
| Issue | More and more consulting firms draw on outside staff to supplement their own resources, with the inherent drawback that some of the know-how acquired is not available in-house for future projects. |
| Task | Assess the future balance between permanent and agency/freelance staff. Will engaging agency and freelance staff be a necessity or a way to increase profitability? |
| Issue | How is knowledge managed within a company: should it be shared with clients and – possibly – competitors. |
| Task: | Analyse the situation and future developments. |

Case 2: Ownership structures

One of the major challenges for a successful consulting firm is to establish a sustainable ownership structure. The key elements for this are:

- The need for capital
- The need to involve key staff in the ownership
- Rewarding all staff through sharing added value
- Financing expansion, mergers and acquisition
- Securing ownership transition in connection with retirement of owners/partners.

Issue All models have their advantages and disadvantages. Sharing wealth is easy; sharing risks and possibly losses is more problematic.

Task Discuss the present situation in your country and assess likely future developments. What is the ideal model, and what is the model that best motivates staff? It is all about people!

Case 3: Marketing of consulting services

There was a time when advertising your consulting services was off-limits. This may even be the case today in some countries. However, the need for marketing is recognised, and “branding” is a buzz word. Nevertheless, there is still an on-going debate how to market consulting services in an appropriate and efficient way.

Marketing approaches vary from the project-based press releases, newsletters and company brochures to branded marketing. Any self-respecting consultant dreams of having slogans such as: “Progress through development”, “We deliver quality” or “Intelligent solutions”. A brand name is a promise. But how to fulfil the promise, and how to maintain the name?

Issues Will image and reputation be more important than the outcomes of actual projects that have been undertaken? Will marketing effort have to be focussed on products or on identities? How do you involve and integrate your staff in marketing?

Tasks Discuss a general strategy for marketing consulting services. Analyse your own marketing needs and prepare a plan for implementation.

Case 4: New technologies, cultural changes and globalisation

Consultancy is a people business. The key resource is staff and developing and changing the business means developing and changing staff resources. The introduction of new technologies involves either staff training or the hiring new staff with the required skills. If some of your present staff has to be laid off in the process, it adds to costs. It may also create a poor working environment and damage the image of the company. Training your present staff in new technologies is, on the other hand, also costly in terms of training expenses and lost production.

Development may also require cultural changes. These changes can arise from the simple process of changing the firm from delivering engineering designs to delivering solutions. In particular, responding to market needs in order to supply a broad range of technology-based intellectual services rather than being a designer of bridges, buildings and infrastructure, requires changed attitudes among staff and management alike.

Issues: In emerging economies, consulting firms are at various stages in the evolution of management practice and ownership. They are very often spearheading radically new industries in their countries. Consulting firms in developing countries, on the other hand, often face major obstacles to growth in terms of inefficiencies in project delivery, discrimination in project selection, poor technology transfer, corruption, and a lack of legal, insurance and contract support.

Task: Discuss how to manage the development of your consulting business in a rapidly changing business environment with the challenges of globalisation lying ahead.

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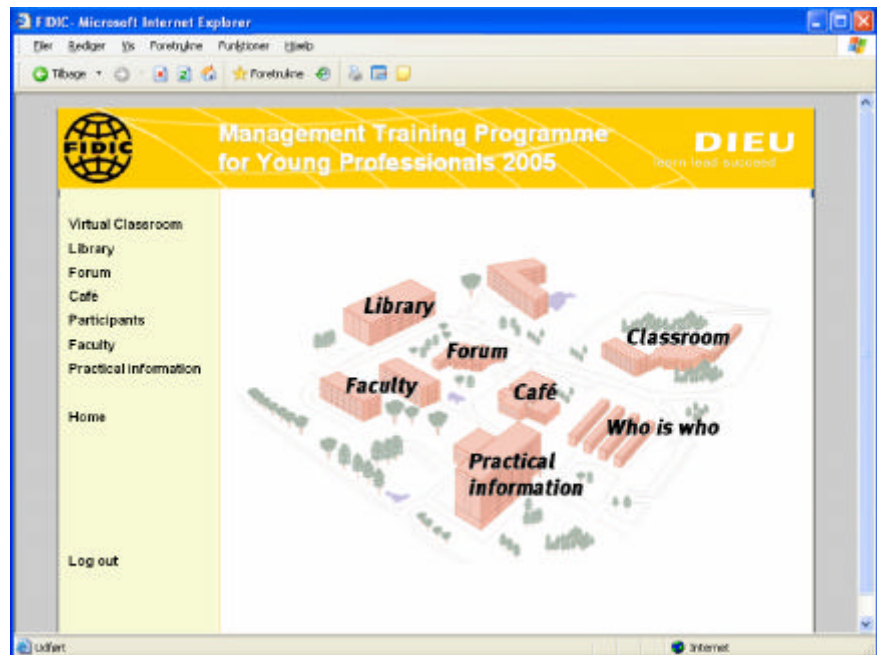
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Further information

Programme content and course details

Steen Frederiksen, FIDIC Coordinator

Rønnevej 13, DK-3480 Fredensborg, Denmark

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Registration and general information

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9 November 2004

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F.R.I
Rønnevej 13
Sørup, 3480
Fredensborg, Denmark

Attention: Steen Frederiksen

FIDIC YOUNG PROFESSIONALS MANAGEMENT FORUM 2004

LONDON

SYDNEY

MELBOURNE

CANBERRA

BRISBANE

PERTH

AUCKLAND

WELLINGTON

KUALA LUMPUR

The Management Training Forum for Young Professionals was an initiative undertaken by FIDIC to offer participants an opportunity to exchange and challenge ideas about consulting engineering. The forum consisted of sixteen participants across nine countries, namely Australia, Denmark, Germany, Italy, Japan, Netherlands, South Korea, Turkey and United Kingdom. This forum was truly international providing each participant the opportunity to share their local experiences and cultural differences.

What distinguished this training programme from any other was that all the work was performed in virtual environment over the Internet. None of the participants had met before the program started and were only introduced via a teleconference and exchanged comments and ideas over the Internet, on a purpose designed discussion forum.

Seven months of discussion culminated in the final presentation of the Management Forum at the annual FIDIC General Meeting, where thirteen of the sixteen participants met for the first time. In front of some four hundred delegates four of the participants presented the results of their seven month experience.

This Management Program provided a rare opportunity to participate in a truly international education forum crossing all country and cultural boundaries. The forum covered aspects of management, organisation & HR development, company ownership structures, marketing of Consulting Services and the impact of new technologies, cultural changes and globalisation on the Consulting Industry.

We would recommend this program for future participants.

NORMAN DISNEY & YOUNG



Peter Koulos
Associate



Registration Form

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Registration includes the registration fee for the FIDIC 2005 Annual Conference. Payment must be received by **20 January 2005**. The starting date for the programme is 15 February 2005. The FIDIC 2005 Annual Conference takes place on 4 – 8 September 2005 in Beijing, www.fidic.org/conference/2005, with the young professionals arriving in Beijing on 1 September 2004 in order to complete the programme.

Online registration: register and pay (by credit card) or arrange payment (by bank transfer or credit card on receipt of a proforma invoice) at www.fidic.org/mt/ypmt/reg2005.

Offline registration: this offline registration form is also available at www.fidic.org/mt/ypmt/reg2005.

Please complete registration and payment details. Receipt of registration will be acknowledged immediately.

Family Name:			
First Name:			
Organization:			
Address:			
Country:			
Email:			
Telephone:			
Fax:			
Payment method:	On receipt of invoice	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Immediately by credit card	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Payment by credit card	I authorise FIDIC to debit Euro 2600.- from the following credit card:		
	Cardholder name:		
	Cardholder address:		
	Card number:		Expires: <input type="text"/>
	Signature (not for email)		