

## Personal Development Record: Philip Todd

Note: For the record of training prior to July 2000, please see the Record of Continuing Professional Development ICE 108

Items highlighted in yellow are ongoing activities.

	Activity	Activity	Activity	Activity	Activity
Title & Type of Activity	Fulham Broadway Station Development. Bridge D136 replacement Bromley by Bow. Site visits with Managing Director.	Track & Depot Accustomed Person. Certificate issued by London Underground Ltd.	MBTI Qualifying Workshop. Oxford Psychologists Press	Phoenix from the Ashes. Re-discovering the business-led railway. Sir Robert Reid Lecture. The Institute of Logistics and Transport	Influencing Strategies and Skills. Programme held at Ashridge Management College.
Technical Leader & Affiliation	Maurice Locke & Terry Drage. Infraco Sub-Surface Limited.	Acton Training School	Naomi Quenk past president of APT. Anita Woodwell	Chris Green. Chief Executive, Virgin Trains	Tony Montes Previously with Shell. Mary Kennedy/J Rabbetts
Details of Activity	Engineering inspection, discussion, project report	Lectures and discussion	Lectures, discussion, application, exercises	Lecture and discussion	Lectures, discussion, tutorials, CCTV
Dates & location	27 October 2000 London	6 November 2000 London	23-26 November 2000 4 December Oxford	13 February 2001 RIBA London	26 Feb – 2 March 2001 Ashridge
Time spent learning (and any assessment)	1 day	1 day Test passed.	5 days plus 40 hours prior to the programme. Passed exam with 91%	Sir Robert Reid Lecture	5 days plus 1 days pre-programme activity
Key Learning Points	Infraco responsibilities and liabilities with regard to third party developments adjacent to the railway	Track Safety	A psychological instrument used to codify fundamental differences between people. In-depth understanding of Type.	Make the structure work: ➤ Industry leadership ➤ Streamline organisations ➤ Professional delivery	<ul style="list-style-type: none"> <li>➤ Key success factors</li> <li>➤ Understanding self</li> <li>➤ Without authority</li> <li>➤ In groups</li> <li>➤ A persuasive case</li> <li>➤ Achieving workable compromise</li> </ul>
Key benefits	Improved engineering focus on business risks. Assist developers through the LUL requirements.	Track safety awareness	Developing: ➤ Leadership potential ➤ Effective teams ➤ Managing change ➤ Problem-solving ➤ Improved training	Example applied to Cross Country network	Able to select suitable approaches to different situations vital in role of Head of Tech Capability
How have I shared this learning ?	Revised procedures for Infrastructure Protection		Qualified to purchase and use the instrument	Paper copied to interested parties	With peers and teams.
Further development needs		See safety training matrix	Read 'In the grip' by N Quenk	Get involved with CILT	Implement the personal action plan

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity	Activity
Title & Type of Activity	A View from the Tunnel. The Andre Benard Lecture. The Institute of Logistics and Transport	Fatigue of riveted bridge girders. Paper published in <i>The Structural Engineer</i>	Finance for Non-Financial Directors. Director Development with The Institute of Directors	FIRO-B Foundation Workshop. Oxford Psychology Press.	Accident Investigation & Formal Inquiry Learning Programme
Technical Leader & Affiliation	Georges-Christian Chazot Former Group MD, Eurotunnel	Graham Bessant (received the Henry Adams Award)	Bob Earnshaw Management Development & Training	Faiza Khokhar Consultant with Sigma	Mark Goldsmith Mike McLoughlin
Details of Activity	Lecture and discussion	Discussing and authorising Technical Paper	Lectures, case studies & group activities	Foundation Workshop	Arthur D Little
Dates & location	13 March 2001 London	1 May 2001	14-16 May 2001 London	23-24 May 2001 Oxford	4-5 June 2001 Derby
Time spent learning (and any assessment)	Evening meeting	3 hours	3 days (3 hr exam 18/10/01)	2 days	3 days Passed exam with 89%
Key Learning Points	Five themes: ➤ financing the project ➤ Mass shuttling of HGVs ➤ Rail freight ➤ Safety & quality ➤ Impact on environment	See paper	The financial terms and concepts needed by all directors	How the FIRO-B questionnaire is administered, scored and interpreted.	Builds on the requirements of Railtrack Group Standard
Key benefits	Government's must assume their full responsibilities and risks on major projects. 'Milk the cow, don't kill it!'	See paper	Understand the terminology used by finance directors or accountants allowing me to contribute more effectively to boardroom discussions	How to use the instrument in individual counseling and team development.	Seven elements: ➤ Statutory duty ➤ Basic tools / models ➤ Non-verbal evidence ➤ Successful interviews ➤ Human factors ➤ Report writing ➤ Stakeholder needs
How have I shared this learning?	Paper copied to interested parties	Publication of the paper		With HR	With Head of Safety Services & team
Further development needs			Board experience	Application of the instrument. Also my PDP.	Lead investigations

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity	Activity
Title & Type of Activity	Effective Marketing Strategies in the complex organisation. Director Development with The Institute of Directors	Channel Tunnel Rail Link. Kings Cross Project. Engineering inspection.	Improving Business Performance. Director Development with The Institute of Directors	People Mean Business. Director Development with The Institute of Directors	Company Direction Programme. Examination.
Technical Leader & Affiliation	Mike West.	David Sheehy Infracore Sub-Surface Limited	Ann Simm Business Leader, Bywater	Ruth Gillespie Previously Reed Business Inf & British Airways	The Institute of Directors.
Details of Activity	Lectures, case studies & group activities	Site inspection, discussion, report	Lectures, case studies & group activities	Institute of Directors	Examination including two case studies
Dates & location	28-29 June 2001 London	22 August 2001 London	9 October 2001 London	15-16 October 2001 London	18 October '01 London
Time spent learning (and any assessment)	2 days London	1 day	1 day (3 hr exam 18/10/01)	2 days (3 hr exam 18/10/01)	2 days preparation
Key Learning Points	How marketing strategies are devised, implemented and controlled. Understand the latest tools for marketing analysis	Milk Dock Site; Hotel Curve; Pancras Road stat diversions; St Pancras forecourt.	Holistic approach to Business Excellence & its relationship to other improvement strategies.	Having the right people, with the right skills in the right jobs to ensure that business strategies are realised. Update on employment law.	The seven subjects covered in the recent 7 IoD courses. Cases: ➤ Ryanair ➤ easyJet
Key benefits	How marketing can support and fulfill the objectives of your Corporate Strategy. Are you product driven or customer/market led ?	General site appreciation and set-up; Gas & water main diversions and design; Security to/from site.	Builds on : ➤ Continuous Improvement tools ➤ Determine effective performance measures for processes and people	Re-assess our human resource strategies and practices in the light of business objectives and gain competitive advantage through people.	Ensured that the learning from the previous 7 courses was refreshed and able to be applied
How have I shared this learning?		Safety Tour note.	Shared with the Company Management System team	Passed to HR managers	Encouraged senior managers to sit exam
Further development needs	Acorn; Mosaic; Monica		This course builds on the other six Director Development courses		Gain experience needed for Chartered Director

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title & Type of Activity	Hammersmith & Circle Line track between Euston Square & Barbican. Site visit	Earls Court Station refurbishment and District Line track between Earls Court, Gloucester Road & High St Kensington. Site visit.	Interlocking Machine Room, Gloucester Road. Engineering visit.	Organising for Tomorrow. Director Development with The Institute of Directors
Technical Leader & Affiliation	George Noorden Infraco Sub-Surface Limited	George Noorden Infraco Sub-Surface Limited	John Rand Infraco Sub-Surface Limited	Bob Garratt The Judge Institute, Cambridge
Details of activity	Engineering Inspection	Engineering Inspection and report	Maintenance and repair inspection	Lectures, case studies & group activities
Dates & location	26 October 2001 London	30 November 2001 London	16 March 2002 London	12 April 2002 London
Time spent learning (and any assessment)	1 day	1 day	1 day	1 day (3 hr exam 18/10/01)
Key Learning Points	Site of broken rail which led to welding prohibition. Sub-standard geometry identified by the TRV. Resilient keys experiment. Acrylic nosing stone.	Difficulty of estimating refurbishment works on old stations. Holding works needed at Gloucester Road diamond. Triangle Sidings walkways & application of EAW.	Modes of signalling wire degradation: ➤ Insulation shrinkage ➤ Liquefaction ➤ 'Twiglet' ➤ Green spot	➤ Organisational structures & styles ➤ Organisational learning processes & link to Board performance
Key benefits	➤ Action to remove prohibition on replacing bolted joints with welds ➤ Promptness needed at removing TSRs when work complete.	Follow-up: ➤ Speed detection ➤ TSR lengths/payment ➤ PSR & transitions ➤ Completion process ➤ Design link to ACA	Task force report and agreed action plan.	➤ The role of Directors in Organisational Learning ➤ Selecting the org structure that fits your strategy
How have I shared this learning ?	SMT	Knowledge & Planning scope to include layout drawings	With Senior Management Team	Encouraged SSL Board members to attend
Further development needs		Understanding of the PPP contract	Follow up to SSL Board papers 8/8/2001 and 4/10/2001.	Read: 'The fish rots from the head' & re-read 'The learning organisation' by Bob Garratt

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity	Activity
Title & Type of Activity	Delivering Rail Safety in Changing Times. Conference organised by the IMechE Railway Division	District Line track between Aldgate East & Stepney Green. Whitechapel re-signalling project	MBTI and Stress. Workshop with OPP	New Approved Code of Practice for the CDM Regulations. Seminar with James R. Knowles	Corporate Killing & Corporate Manslaughter. Seminar with James R. Knowles
Technical Leader & Affiliation	Keynote address: Professor John Uff. Kings College London	George Noorden and Brian Dunmore. Infracore Sub-Surface Limited	Naomi Quenk	Mark Entwistle	Mark Entwistle
Details of Activity	Lectures and discussion	Engineering inspection.	Lectures, discussion and group activity	Lectures and discussion	Lectures and discussion
Dates & location	17 April 2002 London	19 April 2002 London	27 May 2002 Oxford	28 May 2002 London	28 May 2002 London
Time spent learning (and any assessment)	1 day Assessment passed	1 day	1 day Observed exercises	½ day	½ day
Key Learning Points	Railway safety case Regimes. Lessons from West Coast Route modernisation. European Standards. Approvals for new rolling stock.	Whitechapel TSRs, and the PSRs in the Working Reference Manual. Repeat Maintenance Avoidance Project. Tripcock testing process.	Understanding the 'out-of-character' self.	Experience gained since the regulations came into effect in 1995	The law applicable to death arising out of construction projects. The intended introduction of the Corporate Homicide Bill.
Key benefits	Greater appreciation of the perceptions of the bereaved and injured of Ladbroke Grove & Southall	How does the PPP Contract cover: TRV results; Simplifying track layout; St Mary's platform and potential for track re-alignment	Knowing that the 'grip' experiences are predictable, adaptive and healthy.	Practical application of the CDM Regulations	Understanding the extent of risk to which an individual may be exposed. Managing that risk.
How have I shared this learning ?	7 papers discussed with relevant general managers	Review the 'concession' process and introduce link between risk and effort.	With colleagues	Email list of pointers to the Head of Safety Services	Email to Head of Legal requesting review of current insurance arrangements
Further development needs	Look ahead not just over your shoulder	Understanding of the PPP Contract	Re-read 'In the Grip'	Obtain latest Code of Practice	Monitor progress of this legislation.

### Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity	Activity
Title & Type of Activity	A creative solution for two bridges. Evening meeting at The IstructE	Liverpool Street Station. Escalator Inspection	Neasden Depot. Tour of facilities including D-stock bogie replacement	IOSH Directing Safely. Training Course with Paramode	Alliancing in Capital Procurement. REW Group (Thames Water)
Technical Leader & Affiliation	Jorge Fontan Balestra & Tomas del Carril	Ali Akhtar L&E Inspector. Infraco Sub-Surface Limited	Doug Jeyes, Fleet Manager & John Hazell, Signal Asset Engineer. Infraco Sub-Surface Limited	Graham Bradshaw & Phil Markham. Paramode.	David Glendinning Thames water and Tony Collins MD Gleeson
Details of Activity	Evening lecture, discussion and awards	Form 45 inspection	Presentations, discussion, site visit	Lectures, discussion and group activity	Lectures, discussion and visit to Thames Water construction site.
Dates & location	6 June 2002 London	9 July 2002 London	17 July 2002 London	20 August 2002 London	11 September 2002 Reading
Time spent learning (and any assessment)	Evening	½ day	1 day	One day. Assessment passed	One day
Key Learning Points	Engineering thinking behind alternative highway bridge designs.	Escalators 1 & 2: HD-B manufactured by Otis. Escalator 3: APV manufactured by PS Escalator	Workshops; Maintenance; Engineering Offices; Bogie Project Workshop; Underfloor Wheel Lathe; Cleaning Shed	Implementation of Health & Safety management across an organisation	Alliancing and Partnership within Thames Water with worked examples: <ul style="list-style-type: none"> <li>➤ Reading Target Alliance</li> <li>➤ Trident (West) Programme Alliance</li> </ul>
Key benefits	The value gained when designers consider the operational requirements/impact of the structure during the construction phase.	Understanding the role of an L&E inspector and witnessing the routine inspection	Overview of Neasden Maintenance and Training	Moral, legal & economic reasons for promoting proactive H&S management. A refresher on good H&S management.	<ul style="list-style-type: none"> <li>➤ Benefits of Partnering</li> <li>➤ Risk and value management</li> <li>➤ Learning cycle</li> <li>➤ Culture change</li> <li>➤ Regulatory issues</li> <li>➤ Incentivising</li> </ul>
How have I shared this learning ?	With colleagues	Safety tour note	Safety tour note	Ensured all the Technical Capability management team attended.	Copy of presentations circulated
Further development needs				Delegate workbook to be inserted into personal H&S files	

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity	Activity
Title & Type of Activity	Accident Investigation/ Formal Inquiry. Training course with Arthur D Little	Disaster Special: Kansas City 1981 Death by Design	Partnering – Evolution or Revolution. RCEA & ICE Management Board Joint Meeting	A new vision for National Railways. Report. The Institute of Logistics & Transport	Lift inspection. Hammersmith Station Lift 2 and Earls Court Station Lifts 3 & 4.
Technical Leader & Affiliation	Mike McLoughlin Catalis Rail Training	BBC Learning	Alaisdair Cathcart Howard Lees Bechtel	Michael Woods, AEA Technology. Strategic Rail Forum.	Russell Rowland. L&E Senior Field Engineer
Details of Activity	Lectures, discussion, case studies, group activity	Video hired from the ICE Library	Lecture and discussion	Member of the Think Tank, within the Strategic Rail Forum	Night inspection, discussion and report
Dates & location	19 September 2002 Derby.	September 2002 London	26 September 2002 London	27 September 2002 London	24 October 2002. London
Time spent learning (and any assessment)	2 days (and 4 hours preparatory reading)	2 hours	Evening	1 day	1 day
Key Learning Points	To lead formal investigations or chair formal inquiries. ➤ Rickerscote ➤ Dent Head	Hyatt Regency Hotel where over 100 people died following a walkway collapse.	Lessons learned from CTRL, Contract 430 – Ashford	The role of the railways and the key strategic decisions which face the industry	Hammersmith: Bennie Hydraulic Lift 1994. Earls Court: Wadsworth, Otis semi auto 50 person traction lifts '82
Key benefits	Four units: ➤ Facilitating Formal Meetings ➤ Stakeholder conflicts ➤ Investigation plan ➤ Prioritizing evidence	The importance of detailing, change control in engineering design and Risk Analysis.	Practical example for Trans4m Civil/Stations 2002 Alliance	Provoke debate	Illustrate variations in different types of lift installation and understand common faults
How have I shared this learning ?	With the Technical Capability Management team and the Head of Safety Services	Encouraged ownership of quality within the team	Encourage Graduate trainees to prepare essay	<b>Published in the ILT Journal. Volume 4 No. 8 October 2002</b>	Safety tour note
Further development needs	Lead formal investigation once per year	See the KX video in the same BBC series	Obtain copy of slides : Howard.lees@byzak.co.uk		

## Personal Development Record: Philip Todd

	Activity	Activity	Activity
Title & Type of Activity	Kings Cross Redevelopment Project. Engineering inspection.	Safety is Everyone's Responsibility. SSL Safety Conference	Piloting business with Safety and Confidence. Breakfast seminar
Technical Leader & Affiliation	David Sheehy, Chris Field - Deputy Construction Manager. Infraco Sub-Surface Limited	Hugh Sumner, Ian Edgeley, Frank McCarthy & Jack Evans Infraco Sub-Surface Limited	Captain John Willats Ex-BA pilot (Touchstone Renard)
Details of Activity	Site inspection, discussion, report	Presentations, debate, Q&A, Safety on the Track video	Presentation and discussion
Dates & location	12 November 2002 London	15 November 2002 IEE, London	20 November 2002. London
Time spent learning (And any assessment)	1/2 day	½ day	2 hours
Key Learning Points	Northern Ticket Hall: Piling & Porte Cochere dismantling. Western Ticket Hall: Excavation of the forecourt of St Pancras Chambers, replacement roof of eastbound Met & Circle line tunnel & steel framework to new ticket hall. Tube Ticket Hall: Heavy "H" frame around the Thameslink tunnel ready for the lowering of the top (with OHL).	Safety Management and the PPP. •Principles •Safety management system key elements •Leadership and governance •Major accident risk assessment & control •PPP design for safety –Objectives –Architecture –Myths exploded	Changes in safety, engineering and customer management in the airline industry
Key benefits	General site inspection: <ul style="list-style-type: none"> <li>• Water bar in basement slab</li> <li>• Target CTRL access to St Pancras station 1/8/03</li> <li>• ARUP design &amp; detailing</li> <li>• Working hours</li> </ul>	Safety Rep ownership of the SSL Safety Improvement Programme. Sharing awareness of: <ul style="list-style-type: none"> <li>• CIRAS</li> <li>• Parsons Green Depot</li> <li>• LUL Track Safety</li> </ul>	Developing a 'no-blame' safety culture. Error management. Crew Resource Management. 'Managing the Mundane'
How have I shared this learning?	Safety Tour note.	HR have posted the resources from the conference on the Intranet	With the Safety and Assurance Teams in BCV and SSL
Further development needs			



## Personal Development Record: Philip Todd

	Activity	Activity	Activity
Title & Type of Activity	Funding Our Future. Railway Professional Network Annual Lecture. IEE.	Disaster Special: King's Cross 1987 Beneath the Flames	<i>Track Accustomed Course London Underground</i>
Technical Leader & Affiliation	Bob Kiley, Commissioner Transport for London	BBC Learning	Mark Ihionvien & Brian Barnett. Acton LUL
Details of Activity	Lecture and discussion	Video hired from the ICE Library	Lectures, Q&A and track walk
Dates & location	4 December 2002 IEE London	December 2002 London	16/12/2002 and 22/02/2007 London
Time spent learning (And any assessment)	Evening lecture	2 hours	1 day Test passed.
Key Learning Points	London's population expected to increase by 700,000 (the size of Leeds) by 2016. Concern at shortage of funding for: ➤ Services ➤ Infrastructure maintenance ➤ Planned projects	Underground Station fire at 19.30hrs 18 November where 31 people died: ➤ Management failings ➤ Interface: emergency services & stn operators ➤ Maintenance cost cutting ➤ 'Smoulderings' becoming the accepted norm	1. Regulations 2. Track environment 3. Protection 4. Depots 5. Accident & injury 6. Protection in Engineering Hours 7. Video: 'It'll never Happen'
Key benefits	Condition and costing of main roads: maintenance vs renewal. The role of the New York City Partnership. Lessons from the rebuilding of the Metropolitan Transport Authority, New York	Safety is our top priority. Outstanding recommendations of Fennel Report being implemented as part of current KX project.	Certificated by LUL to be aware of the need for protection when on the track and must be accompanied when on the track by someone certificated to at least Protection Master
How have I shared this learning?	With colleagues who attended	Promote routine training of all management in Safety Risk analysis & Co Risk Profile	On site at White City
Further development needs		Obtain the Fennel Report & details of the 2002 H&S fine of LUL	Certification expires 2009

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title & Type of Activity	Delivering Engineering Excellence for Britain's Railways. Annual Sir Robert Reid Lecture. The Institute of Logistics and Transport	King's Cross St Pancras Underground Station Redevelopment. Lecture with the British Tunnelling Society	Metronet BCV Board Safety Workshop	Visit to the design and Production Facilities at Derby. Bombardier Transportation
Technical Leader & Affiliation	Mr John Armit CBE Chief Executive Network Rail	Roger Cox, Infracore SSL Chris Dulake, Ove Arup	Du Pont	Keith Rands Vice President, Bombardier
Details of Activity	Lecture and discussion	Presentation and discussion	Workshop, discussion, case studies	Presentations, tour and discussion
Dates & location	5 <sup>th</sup> February 2003 RIBA, London	20 February 2003 The Institution of Civil Engineers	16 & 18 July 2003	28 August 2003
Time spent learning (And any assessment)	Evening	Evening	Two days	One day
Key Learning Points	Performance KPIs Aligned incentives How is Network Rail different from Railtrack	Role of station as an interchange hub. 55,000 passengers during morning peak. Developments to needed to support 82,000 people.	Responsibility Accountability Authority. Du Pont's Leadership model for safety Behavioural Safety	Design studio – metro hub Production facilities
Key benefits	Engineering Excellence	Design and construction plans for the deep tube connections	Adopt no rituals which are empty	Appreciation of capability
How have I shared this learning?		Funded the presentation		Established necessary PM arrangements
Further development needs				

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title & Type of Activity	London City Prestige Lecture. Institute of Financial Services and The Association for Project Management	Leadership Programme	Leading Change for Senior Managers. Insight into Action. Chair and main Speaker	92 Tube Stock Overhaul. Safety Tour Ruislip Depot
Technical Leader & Affiliation	Rod Hoare MBE CE Metronet	Michael Jarrett and Stefan Loukomitis Center for Management Development. London Business School	TMI Facilitation	Saleem Mohammad Project manager, Metronet
Details of Activity	Lecture and discussion	Programme of analysis, lectures, workshops and development	Lectures, discussion, workshops	Tour and presentation/discussion
Dates & location	23 October 2003	25-30 April 2004 25-26 May 2004 LBS, London	3-4 <sup>th</sup> June 2004 Camden Lock, London	8 October 2004 Ruislip, London
Time spent learning (And any assessment)	Evening	7 days	Two days	½ day
Key Learning Points	Winning the PPP bid Metronet spending plans	Strategic thinking Organisational Capability Leadership development High performance team skills Managing Conflict	Use of a personal 'Soap Box': Keep our promises Look after the money Great place to work	92TS Under-frame 92TS Doors
Key benefits		Managing the Supply Chain 360 degree Synergistic Problem Solving Model NEO Personality Inventory Learning Style Inventory The Profilor Feedback Report	Culture change The Metronet Way	Establish milestones visible to all project staff
How have I shared this learning?	Contributed to the slides	Business process assignments	Developing 25 senior managers	Shared with other programmes
Further development needs				

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity	Activity
Title & Type of Activity	The Future Perfect? Railway strategies for the 21 <sup>st</sup> Century. Annual Sir Robert Reid Lecture. The Institute of Logistics and Transport.	Annual Chartered Director Conference	A Brighter Future for Britain's Railways. Annual Sir Robert Reid Lecture. The Chartered Institute of Logistics and Transport.	Engineering Tall Buildings. Conference	Maximising Value Annual Chartered Director Conference
Technical Leader & Affiliation	Mr Adrian Lyons CBE Director General, The Railway Forum	Andrew Wilson COO Institute of Directors	Mr Moir Lockhead OBE CE First Group Plc	David Glover Director Arup	Andrew Wilson COO Institute of Directors
Details of Activity	Lecture and discussion	Lectures, discussion, workshops, dinner	Lecture	Lectures, discussion	Lectures, discussion, workshops, dinner
Dates & location	24 February 2005 RIBA, London	13 <sup>th</sup> June 2005 IoD, London	21st February 2006 London	14 <sup>th</sup> September 2006 Earls Court, London	2 <sup>nd</sup> October 2006 IoD, London
Time spent learning	Evening	One day and evening	Evening	One day	One day and evening
Key Learning Points	Business Case strategies The 5 pillars National versus regional	What investors expect from Directors. Attracting and maintaining capital. The enterprise/third sector.	End of Railtrack Treasury guidelines Restructuring the industry	The future of tall buildings Shard of Glass Combating strong winds Burj Dubai Willis Building Fire engineering Seismic design Economics of tall buildings	Financial Reporting Council British Venture Capital Association British Chamber of Commerce Coaching Role of the Non-executive Director Company Law Reform
Key benefits	See past the short term problems and establish the 'palace of progress'	Meeting Sir Digby Jones and hearing his views on the future of the CBI	Evaluation of the railway industry past, present and future.	Greater London Authority Strategic Plan. Strategic fit with the developing Multiplex Corporate Strategy	Meeting Jane Clayton concerning NXD development needs. Understanding my position regarding MPX governance.
How have I shared this learning?	Business Plans			With tall Buildings team within Multiplex	
Further development needs					

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title & Type of Activity	Central Line White City Underground Sidings. Testing, Commissioning and Bringing into Use of a new railway facility	TGV – 25 Years On and Still Developing. Annual Sir Robert Reid Lecture. The Institute of Logistics and Transport.	Multiplex Strategic Plan. Produce Business Development Strategy	Taking-Over of a new railway facility (transfer of maintenance responsibilities)
Technical Leader & Affiliation	Eddie Goddard LUL	Mr Guillaume Pepy CEO SNCF Group Chairman Eurostar	Martin Tidd MD, Multiplex Constructions (UK) Ltd	
Details of Activity undertaken by individual	Directed the two week programme	Attended lecture	Part of executive team contributing to the workshops and use of various strategic tools	Briefings, team development, directed the programme.
Dates & location	3-17 January 2007 White City, London	8 <sup>th</sup> February 2007 London	June 2006 to February 2007 London	Jan-April 2007 Shepherds Bush, London
Time spent learning (And any assessment)	Two weeks	Evening	Considerable	Jan-April 2007
Key Learning Points	Application to HMRI under Section 4.4a of the Rail and Other Transport Systems (Approval of Works, Plant and Equipment) Regulations 1994.	25 <sup>th</sup> anniversary of the TGV TGV network history European High Speed future	UK market position UK market projections Key target customers Risk Strategy SWOT	Duty of Care Operational Strategy O&M manuals Benefits of the WWW Human Factors Spares strategy Local Authority Planning
Key benefits	Effective processes for bringing a new railway into operation	High Speed railway opportunities in Europe. How does the TGV model work	Production of Business Plan. Refocus business on internal developments.	Transfer of the maintenance obligations without impact on operations
How have I shared this learning?	The Multiplex team. <b>Presented an evening lecture at the Permanent way Institute on 12 September 2007</b>	Richard Wilson Prof Head Train Systems, Metronet	Within the Business Plan and to the Multiplex staff	The Westfield team
Further development needs	Monitor the changing law for acceptance of new infrastructure	Set up High Speed learning folder		

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title & Type of Activity	Armada. Programme Management - still essential today. Play.	Start Your Business Week by Week Pearson Prentice Hall 2005 Book.	Selling your business for its maximum value. Seminar.	Negotiate or Irritate. Institute of Directors. Lecture.
Technical Leader & Affiliation	Mike Nichols. The Nichols Group	Steve Parks The Red Group The Institute of Entrepreneurs	Brian Shepherd BCMS	Malcolm Smith LBS and Speak First
Details of Activity undertaken by individual	Observation and discussion	Set up a new company. Weekly actions and interactive web site	Attended lectures and discussion	Attended lecture and discussion
Dates & location	16 May 2007 Haberdasher's Hall, London	April - September 2007	11 <sup>th</sup> September 2007 London	8 <sup>th</sup> October 2007 IoD, London
Time spent learning (And any assessment)	evening	6 months	One day	Evening
Key Learning Points	It takes all types	You are flying a kite Listen to advice Be sure of your own mind	Nobody buys a company's history Avoid passivity Purchaser motives Bidder competition Selling the future	Its just a game! Win-Win Best deal = longest conversations Walk away point Trade down I'll find a way for you not to pay Watch your opening position
Key benefits	Team networks	How to plan and launch your successful business	Think your buying the past, consider the present, only pay for the future	Operate where you can build relationships with mutual results
How have I shared this learning?	Start-up company	Like minded soles	With a SME looking to sell	Start-up company
Further development needs		Visit their web site regularly <i>Flyingstartups.com</i>		Influencing triggers

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title & Type of Activity	St Pancras Station. Opening of new CTRL	Flood Risk Management in the Thames Estuary. Evening Lecture ICE London Exec	Strategic Rail Forum Committee. The Chartered Institute of Logistics and Transport	The Jelly Effect. How to make communication stick. Capstone 2007. Book
Technical Leader & Affiliation	Mike Glover Arup	Owen Tarrant Environmental Agency	Michael Woods Head of Operations Research Rail Safety and Standards Board	Andy Bounds
Details of Activity undertaken by individual	Site tour	Attended lecture and discussion	Committee member	Reading and development tasks from each chapter
Dates & location	8 <sup>th</sup> November 2007 London	6 December 2007 IMechE London	Various throughout 2007	NA
Time spent learning (And any assessment)	afternoon	evening	One day in total	December 2007
Key Learning Points	Security Retail demands on infrastructure. Baggage handling	The current and future flood risk in the Thames Estuary given the drivers of climate and socio-economic change acting on the flood system in London.	Government Transport Committee – CILT evidence to their inquiry into the Rail White Paper (High Level Output Statement to 2014) July 2007	More relevance and a lot less jelly The Afters Networking How to sell more Referrals Presentations
Key benefits	Refurbishment	Thames Estuary 2100 project	Influencing the strategic direction of rail in the UK	Communication
How have I shared this learning?	Fluor developments team	Phil Austen Touchstone Renard	Colleagues	Start-up company
Further development needs				

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title & Type of Activity	Dublin Metro North. Technical Integration Group within the Cathró consortium.	East London Line presentation. The Institution of Civil Engineers.	Tunnel Strategy for Strabag. Workshop.	CrossRail Project briefing
Technical Leader & Affiliation	Directors with Arup and Mott MacDonald	Brian Hyland, Scott Wilson. David Collings, Benaim.	Gerhard Robeller, Zueblin	Douglas Oakervee
Details of Activity undertaken by individual	Chair monthly workshops for Fluor	Attended lecture and discussion	Attended workshop and advised on potential strategic options	Attended lecture and discussion
Dates & location	June 2007 to May 2008 Dublin, Schiphol, London	14 January 2008 ICE, London	17 January 2008 Frankfurt	24 January 2008. The Institution of Civil Engineers, London
Time spent learning (And any assessment)	Two days per month for 12 months	Evening	Two days	Evening
Key Learning Points	Lead Design Teaming Agreement. System Engineering. Work Breakdown Structure. Document Management System.	Track structure interaction. Trailer trestle system. Flexibility for operational changes. Track slab system. Approvals and Assurance beware.	Market supply and demand. Lead times for TBM. Ground risk.	Planning for mega projects
Key benefits	Assisted Cathró in successfully pre-qualifying as one of four Infrastructure Candidates to bid the PPP project	Understanding of design issues Strong leadership Collaborative organisation Excellent Planning and Control	Developed strategy to be adopted by the Board	Background to opportunities.
How have I shared this learning?	With the consortia members.	Fluor developments. Briefed David Pepper, Director at McKenzie Martyn Partnership Ltd.	Civil JV Board	
Further development needs				



## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title & Type of Activity	From Potential to Performance. Fluor Infrastructure Conference.	History of the Institution of Civil Engineers. Lecture.	The Future of our Railways. IoD and Chartered Management Institute.	Strategic Railway Forum Committee. The Chartered Institute of Logistics and Transport.
Technical Leader & Affiliation	Pat Flaherty David Gedney Fluor		Prof. Roderick Smith ScD FREng. Imperial College London	David Sexton. Department for Transport
Details of Activity undertaken by individual	Participated in conference	Attended lecture and tour	Attended lecture and discussion	
Dates & location	1-3 February 2008. Austin, Texas.	21 February 2008. London	25 February 2008. Stationers' Hall, London	27 February 2008. Old sessions House, London
Time spent learning (And any assessment)	3 days	Evening	Evening	Afternoon
Key Learning Points	Infrastructure Business Line Current execution challenges Market opportunities Keeping the promise SH130 Toll Road Project	Learn from the history around you	Britain has the fastest growing railway service in Europe. Arguments for a high speed railway.	The government's Rolling Stock Plan; Steps to delivering the additional capacity required on the UK Railways 2009 to 2014.
Key benefits	Character driven safety culture Meeting global Infrastructure team Fluor processes		Improving capacity.	Contribute to government plans and understanding prior to publication.
How have I shared this learning?	With the Fluor team in Ireland		Attended with Jeremy Drew	Feedback to government
Further development needs				

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title & Type of Activity	Can you walk the talk? Workshop. Institute of Directors	Alignment Workshop. Cathró consortium	Value Engineering Workshop. Dublin Metro North	Concept Design Freeze conference – Dublin Metro North
Technical Leader & Affiliation	Richard Newman and Christian Billett. UK Body Talk	Vicki Nixon	Colin Stewart Director Arup	Chris Lawrence Arup
Details of Activity undertaken by individual	Attend lecture and discussion	Participant and team leader	Co-chaired workshop	Chairman
Dates & location	17 March 2008. London	4-5 June 2008 Portmarnock, Ireland	6 June 2008 Dublin, Ireland	8 July 2008 Portmarnock, Ireland
Time spent learning (And any assessment)	Evening	Two days	1 day	1 day
Key Learning Points	The key 6 areas of Body Language. The 5 P's of a dynamic Voice.	Feedback results of pre-alignment survey; Increase alignment; Achieve a common understanding of the Cathró organisational roles.	Value created by asset, process, location, resources. An open creative mind.	Establishing the design baseline
Key benefits	Gaining confidence, charisma and authority for greater success	Developed realistic action plans	Improved value for money for the railway scheme	Design teams across Europe measured against common framework
How have I shared this learning?	Presentations and general demeanour	Contributed to 'Strategy to Win'	With the Cathró board	Strategy to Win
Further development needs	'A brave man is not he who does not feel afraid, but he who conquers that fear' Nelson Mandela	Understanding of cultural differences between consortia members.		

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title & Type of Activity	Railway Safety Commission and their role within Ireland	Dublin Fire Brigade Meeting	Tunnelling and Deep Foundations. Workshop	Transport in Dublin. Lecture arranged by the Society for Chartered Surveyors
Technical Leader & Affiliation	John Welsby Commissioner Railway safety Commission	Tom Keeper Pel Frishman	Thomas Voigt Zueblin	Ger Hannon Railway Procurement Agency
Details of Activity undertaken by individual	Led Cathró submission and Q&A session	Led Cathró presentations and Q&A	Chaired workshop	Attended lecture
Dates & location	15 July 2008 Dublin, Ireland	26-27 August 2008 Dublin, Ireland	28-29 August 2008 Stuttgart	11 September 2008 Dublin, Ireland
Time spent learning (And any assessment)	1 day	½ day	2 days	Evening
Key Learning Points	New guidelines will be issued by RSC over coming weeks. DMN falls between light and heavy rail requirements and is a new system for the RSC.	Role and responsibilities of the Dublin Fire Brigade. Fire and Life Safety strategy. Fire Certification required prior to commencement of construction under building regulations.	Geotechnical Interpretive Report. Risks. Additional GI required. Adopt 'Recommendations for OH&S on underground worksites' STUVA	Transport 21. Integrated transport.
Key benefits	RPA have not submitted any DMN documents to the RSC for concept approval due to limited resources.	Applicability of Building Regulations process to this type of infrastructure	Strategy agreed which will provide value for money	The importance of integration to the business of Dublin transport
How have I shared this learning?	With Cathró	With Cathró	Within Cathró	Within Cathró
Further development needs				

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title & Type of Activity	Executive Management: Delivering the Promise	Risk Management Framework	The Effective Director – building individual and board success. Published 2008	Cathró EPC Board. Chairman
Technical Leader & Affiliation	Alan L Boekmann Chairman & CEO Fluor	Mark Stevens Fluor	Neville Bain	Hans Dekker Michael Dedieu Fluor
Details of Activity undertaken by individual	Conference attendance and workshop participation	Presented the EPC submission to executive team	Read book	Chair the Board
Dates & location	16-18 September 2008. Carlsbad, California, US	17-19 December 2008 London	2008	April 2008 to February 2009. Dublin, Ireland
Time spent learning (And any assessment)	3 days	3 days		Monthly board meetings.
Key Learning Points	Flawless execution: military aviation; Preparation is the key to flexibility; Task saturation results in channelled attention leading to errors; No place for single stars	Likelihood x Severity. Event driven contingency. Cost estimate contingency. Standard Risk List.	Committees of the board Building effectiveness People advantage Ethics	Chairing the board formed from four shareholders: Fluor BAM Strabag Siemens.
Key benefits	Establish and renew valued relationships	Understanding of tools used within Fluor	Refresher following IoD Director Development training	4 companies with 4 different cultures, each with different requirements.
How have I shared this learning?	Implemented flawless execution process in DMN team: plan, brief, execute, debrief, win.	Mitigator software Bulletins	Governance proposals within DMN	With the board
Further development needs	Fluor Project management processes and language			

## Personal Development Record: Philip Todd

	Activity	Activity	Activity
Title. Type of Activity.	Building Transport Infrastructure Conference. Supported by Engineers Ireland and the CILT	The Day After Tomorrow – where next for banks. Lecture	Overview of Operating System Requirements (OSR), Online training
Technical Leader & Affiliation	Transport Minister: Noel Dempsey TD Director Main Contracting CIF: Don O’Sullivan	Colm Kelly, Partner PricewaterhouseCoopers at IoD seminar	QA001 Fluor, Knowledge on Line
Details of Activity undertaken by individual	Conference attendance.	Attended lecture and discussion	Completed course and test
Dates & location	25 February 2009 Dublin, Ireland	27 February 2009 Dublin, Ireland	2 April 2009 Dublin
Time spent learning (And any assessment)	One day	Breakfast meeting	1 hour
Key Learning Points	Ireland €4bn 2009 investment. Timeframes. Government Strategies. Lessons learnt with LUAS.	Liquidity crisis and how it is unfolding. Role of regulator. Risk profiling.	Fluor’s Quality Management System is the OSR. Business Line’s implement their Operating System Implementation Plan (OSIP). Values: Safety, Integrity, Teamwork and Excellence.
Key benefits	Building Ireland’s Rail network. Government commitment to T21. Cutting off investment was a mistake in the last downturn. Public Sector considerations.	The basic rule of a storm: ‘imbalance corrected’. Scale of de-leveraging. Global realignment towards East. Conflicts introduced by bringing the government into the tent.	Vision: pre-eminent leader ... Objectives: Customers benchmark for dependability .... Philosophy: A passion to build
How have I shared this learning?	DMN strategy to win	DMN – PPP potential	Implemented use of the check-lists on DMN.
Further development needs			

## Personal Development Record: Philip Todd

	Activity	Activity	Activity
Title & Type of Activity	Code of Business Conduct & Ethics. Online training	Business Case for Global Workforce Diversity and Inclusion. Online training.	Abu Dhabi Rail Transit Program Management pre-qualification.
Technical Leader & Affiliation	Skillssoft Fluor	Skillssoft Fluor	Bob Prieto Executive Vice President, Fluor
Details of Activity undertaken by individual	Completed course and test	Completed course and test	Established supply chain and led the proposal
Dates & location	6 April 2009 Dublin	6 April 2009 Dublin	10 April to 4 May 2009 Dublin, Ireland and Greenville, US
Time spent learning (And any assessment)	1 hour	1/2 hour	Allow one week
Key Learning Points	Honesty and trust	Differences do not mean disagreements	A planned investment including: Metro – 57 stations and 131 kilometers of two-way track including 72 kilometers in tunnel. Tram – 340 kilometers of two-way track. High Speed Regional Railway – 590 kilometers of routes - some operates at 400 kilometers/hour.
Key benefits	Ethics certification		Bringing together Fluor with Arup, PBS&J, Lee+Elliott and DeltaRail to bid for the provision of program management consulting services.
How have I shared this learning?	Annual reminder to all Fluor staff		Submission of proposal to central database TOPS and led a 'lessons learnt session with all involved.
Further development needs. Takeaway quote.			Read 'Strategic Program management' CMAA 2008 Bob Prieto

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title & Type of Activity	Project Execution Team Roles and Responsibilities. Online Training	Project Execution: Baseline Centric Execution. Online Training	Risk Management Process. Online Training	HSE Management System Overview. Online Training
Technical Leader & Affiliation	PE100 Knowledge on Line Fluor	PE101 Knowledge on Line Fluor	Skillssoft Fluor	Skillssoft Fluor
Details of Activity undertaken by individual	Completed course and tests	Completed course and test	Completed course and test	Completed course and test
Dates & location	2 - 7 April 2009 Dublin	8 April 2009 Dublin	8 April 2009 Dublin	17 April 2009 Dublin
Time spent learning (And any assessment)	Total of two days plus tests	1 hour plus test	1 hour plus test	1 hour plus test
Key Learning Points	Key functions Key deliverables of each function Major tools used by each function Main forms of contract Project profitability measures	Concept of 'execution certainty'. Baseline centric philosophy. The 7 Baseline centric documents. Funding of changes.	Business Risk Management Framework	
Key benefits	Project Activity Model. 7 phases of Project Lifecycle.	Scope of Work Project Execution Plan Main contract Management schedule Estimate BRMF Commercial baseline (as sold price)	Project Manager: informed pessimism not uninformed optimism.	Policy -> Principles -> Practices -> Plans & Procedures -> Office/Engineering/Execution
How have I shared this learning?	Introduced coaching arrangement within the Dublin office	DMN: Defining, aligning, refining, executing	Shared the risk bulletins available on KoL.	Introduced coaching arrangement within the Dublin office
Further development needs				

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title. Type of Activity.	Change Management – managing the baseline. Online Skillssoft Training.	Project Management Bootcamp. Lectures and group exercises. PM220	Defining Global Workforce Diversity and Inclusion. Online Skillssoft Training.	Metro North Dublin (DMN). Lecture
Technical Leader & Affiliation	PE105 Knowledge on Line	Al Gasper - Risk Willie Reinders – Project Controls Jose Herrero – Global Excellence	Karen Vari Fluor	Rob Leach of RPA. NAWIC with Arup Consulting Engineers
Details of Activity undertaken by individual	Completed course and test	Completed course and test Preparation of PEP and Commercial Execution Plan	Undertook course and test	Lecture attendance
Dates & location	17 April 2009 Dublin	20 - 24 April 2009 Greenville, South Carolina, US	25 May 2009 Dublin, Ireland	27 May 2009. Dublin, Ireland
Time spent learning (And any assessment)	2 hours plus test	5 days plus submissions	One hour plus test	Evening
Key Learning Points	Sources and types of change. Fluor’s change management process.	Project Leadership v Management. Operating System Requirements. Baseline metrics. Flour’s integrated framework. Contingency & escalation. Status, analysis & forecasting. Reporting (PSR and PMAR)	Leverage differences: Color, gender, age, sexual orientation, ethnicity, mental and physical characteristics and abilities	Economic corridor Spatial planning Regeneration opportunities Employment Key transport nodes Dart Underground PPP St Stephen’s Green redesign
Key benefits	Focus on: accuracy, consistency, timeliness & teamwork	Project Management Roadmap. Delegate contributions.	Welcomed and valued. Four layers of diversity: personality, internal, external & organisational	Building on success of Luas. Separate contractors for each rail package.
How have I shared this learning?	Introduced coaching arrangement within the Dublin office	Introduced coaching arrangement within the Dublin office	Contribute to fullest potential in support of business objectives	Investigate geographical ‘interface’ areas. Promote membership of NAWIC
Further development needs. Takeaway quote.		Risk management tools. Pertmaster. Complete PSR monthly report.	‘What sets worlds in motion is the interplay of differences, their attractions and repulsions’ Octavio Paz, Mexico	DMN PPP works commence Q1 2011



## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title. Type of Activity.	Dubai Metro Site tour – operator perspective	Middle East Rail Projects 2009. Conference	Where next for banks? Part 2. Lecture	Entering the Ecological Age: the engineer’s role. Evening Lecture.
Technical Leader & Affiliation	Paul Anderson MD Dubai Metro, Serco	Clients across the UAE and key suppliers including Siemens, Serco and Ashurst.	Colm Kelly, Partner PricewaterhouseCoopers at IoD seminar	Peter Head OBE Director of Arup Brunel International Lecture, ICE
Details of Activity undertaken by individual	Site tour, meeting staff and discussion	Lecture attendance and group discussion	Attended lecture and discussion	Attended lecture and discussion
Dates & location	10 October 2009 Dubai	11-13 October 2009 Abu Dhabi	19 November 2009 Dublin	19 January 2010 ADWEA HQ, Abu Dhabi
Time spent learning (And any assessment)	1 day	3 days	Breakfast seminar	Evening
Key Learning Points	The 52.1km (32.5-mile) Red Line has 29 stations. The driverless, fully automated trains are fully air- conditioned. The trains offer standard 'silver' class, a women and children only section plus a first-class 'gold' section (a carriage for VIPs). 90 sec headway.	National Transport Authority role across the UAE; AD Strategic Transport Master Plan; Financing Rail Projects	Liquidity crisis and how it is unfolding. Developing role of regulators. Risk profiling.	Outlined the challenges facing us, as society has to address the problems caused by climate change and a burgeoning world population.
Key benefits	9 September 2009, Dubai inaugurated the first urban metro network in the Gulf's Arab states. Progressive opening. Rolling stock is supplied by Kinki Sharyo.	Increased understanding of the projected significant investment in infrastructure in the Mena region	The basic rule of a storm: 'imbalance corrected'. Scale of de-leveraging. Global realignment towards East. Conflicts introduced by bringing the government into the tent.	Review of the major changes required in the development of infrastructure, policy and the role of the engineer, to enable climate change issues to be tackled in urban and rural areas, in both developing and developed countries.
How have I shared this learning?	Lessons learnt session arranged with Abu Dhabi Department of Transport	Informed Fluor I&I Business Plan	PPP in Europe strategy	Abu Dhabi Strategic Transport Master Plan – sustainability and environmental impact
Further development needs. Takeaway quote.				

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title. Type of Activity.	Burj Khalifa Site tour	A Tale of Two Cities, and of Climate Change. Lecture.	Mega Urban Transportation Projects (MUTPS). Lecture.	Infrastructure Public Private Partnership. Conference.
Technical Leader & Affiliation	Neil Woodcock Strategic Commissioning Manager Samsung-Besix-Arabtec JV	David Holland Professor New York University Abu Dhabi	Harry Dimitriou Professor New York University Abu Dhabi	Jeffery Barratt Global Head of Projects Norton Rose
Details of Activity undertaken by individual	Lift to 160 <sup>th</sup> floor, then walked. Meeting staff and inspecting works	Attended lecture	Attended lecture	Attended lectures, contributed to debate, proof read lecture material
Dates & location	4 February 2010 Dubai	11 April 2010 Abu Dhabi	20 April 2010 Abu Dhabi	16-17 May 2010 Dubai
Time spent learning (And any assessment)	Half day	Evening	Evening	Two days
Key Learning Points	World's tallest building at 828m (2,716ft). £925m building's achievements, include the highest occupied floor in the world – at 160 storeys – and the highest swimming pool 260m in the air on floor 76.	Future sea level projections in New York and Abu Dhabi. Warmer planet = fact. Sea level rise = theory. Greenland and Antarctica Ice Sheets over land with ice 1km thick.	Findings of an international study of ten MUTPS into the forces that mould them. Tests of success: 1. Objectives 2. Sustainable development visions 3. context: risk, uncertainty & complexity 4. multi-criteria frameworks	Refinancing PPP projects; The right legislative and contract frameworks; Mitigating risks linked to PPP.
Key benefits	Wind dynamics. Logistics with a peak of c12,000 workers on site.	Basic earth science processes; Risks to sea levels rising.	Relates to: political will, leadership and use of public money.	Accelerating delivery within a PPP framework
How have I shared this learning?	City centre construction methodology	Risk register for below ground works in Abu Dhabi.	Business case team developing the transport investments in AD.	Peer review of DoT Business Case guidelines
Further development needs. Takeaway quote.	"I am the heart of the city and its people, the marker that defines Emaar's ambition and Dubai's shining dream."	Have deep waters always been warm? What changed in 1987?	'Project success can only be judged in knowledge of context'	The benefits of PPP: fixed scope and time ..... discuss

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title. Type of Activity.	The worlds first Personal Rapid Transit (PRT).	Metro Feasibility Study. Abu Dhabi	Middle East Leaders in Rail	Executive Leadership Program including Firo B, Myers-Briggs Type Indicator and 360 feedback
Technical Leader & Affiliation	Mike Elliott Project Director, ISA, Lloyds Register <a href="http://www.lr.org">www.lr.org</a>	Abdelgader El Shabani Department of Transport (DoT)	Joss Dare Ashurst LLP <a href="http://www.ashurst.com">www.ashurst.com</a>	Sara King Centre for Creative Leadership <a href="http://www.ccl.org">www.ccl.org</a>
Details of Activity undertaken by individual	Inspection. Safety certification for bringing into passenger service	Project Director within PMC. Chaired Metro Steering Committee	Presentation and debate	Program participation including role plays, mentoring and assessment
Dates & location	27 April 2010 Masdar City, Abu Dhabi	Jan 2010 to September 2011 Abu Dhabi	28 September 2010 Abu Dhabi, UAE	24-29 October 2010 Texas, USA
Time spent learning (And any assessment)	One day	Bi-weekly committee meeting	evening	Six days. Two business simulations
Key Learning Points	Masdar City will be the world's first carbon neutral, zero-waste to landfill, car-free city powered entirely by alternative energy sources.	Alternative Analysis; USA FTA process; Transport Model development; Urban Planning; Feasibility Study; Concept Design.	Funding Infrastructure Projects in the Middle East	Assessed competencies: Strategic Agility Decision Making Innovation Global Mindset Customer Focus
Key benefits	There will be no fossil fuel cars within Masdar City. The city will use a Personal Rapid Transit system (PRT).	Business case for a new Metro within Abu Dhabi	Differing perspectives from Client, Consultant, Funder, Banker, Sponsor	Increasing effectiveness. What to: Retain Leave behind Develop/enhance.
How have I shared this learning?	Role of: Independent Safety Assessment (ISA) Independent Health Assessment (IHA)	With Fluor Infrastructure division		Applied with the current PMC team in Abu Dhabi. Follow-up with Fluor Accountable Partner.
Further development needs. Takeaway quote.	'The FROG (Free Ranging On Grid) technology creates intelligent vehicles'			What you need to do now as a leader to meet Fluor's business challenges

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title. Type of Activity.	DoT/JORSA Railway Forum. Japan Overseas Rolling Stock Association and Abu Dhabi Department of Transport <a href="http://www.jorsa.or.jp">www.jorsa.or.jp</a>	Sowwah Square Project. Construction Project.	Abu Dhabi Department of Transport and Fluor Program Management Executive. Alignment workshop	Peer review of North Island Transportation Master Plan
Technical Leader & Affiliation	Ministry of Economy, T&I, Japan. Mitsubishi. Kinki Sharyo.	Randy Miller Project Director, Fluor	Phil Todd	Prof Derek Scrafton University of South Australia
Details of Activity undertaken by individual	Forum of lectures and discussion	Site inspection and project briefing.	Led the workshop	Workshop participation
Dates & location	3 February 2011 Abu Dhabi	23 March 2011 Sowwah Island, Abu Dhabi	22 July 2010 Abu Dhabi	9-11 January 2011 Abu Dhabi
Time spent learning (And any assessment)	Half day	Half day	Half day	One day
Key Learning Points	Japanese railways and their global strategy	The new Central Business District of Abu Dhabi.	Alignment process: Mod 1: Project goals Mod 2: Roles & Responsibilities Mod 3: Critical success factors Mod 4: Barriers to success	Population predictions Supply and demand risks
Key benefits	Advanced Transportation System Financing	Scope: 4 commercial towers 6000T Stock Exchange GEA 530K m <sup>2</sup> Enabling infrastructure	Highly interactive exchange of ideas and expectations. From 'me' to 'our'. Common language: Goals, needs, facts, concepts and issues.	Sensitivity of population figures used in infrastructure investment decisions
How have I shared this learning?	With colleagues across the DoT	Fluor sales	With both Client and Supplier	Risk manager within the program
Further development needs. Takeaway quote.	Explore interoperability examples	Regular exchange of best practice between projects		

## Personal Development Record: Philip Todd

	Activity	Activity
Title. Type of Activity.	The Science of Sad Sounds. Lecture	Transport Planning Coordination Committee.
Technical Leader & Affiliation	David Huron, Distinguished Professor, School of Music and Centre for Cognitive Science, Ohio State University	Bader Al Qamzi Integrated Planning, Department of Transport Abu Dhabi
Details of Activity undertaken by individual	Attended lecture	Committee member
Dates & location	13 February 2011 New York University Abu Dhabi	December 2010 to January 2011
Time spent learning (And any assessment)	Evening	Four meetings
Key Learning Points	This presentation summarized a series of scientific studies that address four questions: What is it about sounds that make them sound "sad"? Does nominally sad music actually make listeners feel sad, and if so, how? Why do people enjoy music that may make them feel sad? What are the cultural and personal factors that influence how a person experiences nominally sad music?	Matters to be agreed: Population 2030; Travel Demand Management (TDM); Existing & Committed (E+C); Model assumptions; Mode capacities; Land use assumptions.
Key benefits	Greater understanding of signals (innate) and cues (learned). Grief = signal = intended to cause a change in observer. Sadness = a cue	Investment case for Public Transport
How have I shared this learning?	With friends and business colleagues	Cascaded as necessary
Further development needs. Takeaway quote.	Understand effect of prolactin and endorphins	

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title. Type of Activity.	Palm Jumeirah Monorail.	UITP Mobility & City Transport Exhibition.	Doing Business in Qatar. Master class	Qatar Railways Company Industry Awareness Event
Technical Leader & Affiliation	Robert Thrower. General Manager Serco Middle East	Mohammed Obaid Al Mulla CEO RTA Dubai	Jason Majid Managing Associate Simmons & Simmons	Geoff Mee Deputy CEO QRC
Details of Activity undertaken by individual	Presentation and inspection	Lectures and Workshops. Decision Maker's Summit	Class participation	Briefing and Q&A
Dates & location	12 April 2011	12 April 2011 Dubai, United Arab Emirates	6 June 2011 Dubai, United Arab Emirates	16-18 May 2011
Time spent learning (And any assessment)	2 hours	One day	One day	Half day
Key Learning Points	First Monorail in Middle East. Opened April 2009.	Mega Public Transport projects in the MENA region. Policy Integration. Hybrid Vehicles.	Legal and Regulatory Framework; Choosing the right business vehicle; Seeking the right local or international partner.	Metro (4 lines) Long Distance Rail West Bay People Mover Lusail LRT
Key benefits	The Palm Jumeirah Monorail uses <a href="#">Hitachi Monorail</a> straddle-type technology. The line has a capacity of 40,000 passengers per day, with trains running every three minutes during peak hours and every 15 to 20 minutes during off-peak hours.	Thoughts on doubling Public Transport market share world-wide	What you need to know to set up in business in Qatar	Construction Logistics Time line 2022 Football World Cup Procurement Strategy Design & Build Packages
How have I shared this learning?	With the PMC team	Established 'Transport Planning' Knowledge Forum within Fluor's Knowledge on Line system	Fluor commercial team	Fluor sales
Further development needs. Takeaway quote.				

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title. Type of Activity.	Qatar Transport Conference	Fluor Executive Management Conference	LRT/Tram Feasibility Study. Abu Dhabi	Strategic Program Management (SPM). Tender
Technical Leader & Affiliation	Abdulla Al Subaie Managing Director Qatar Railways Company	David Seaton CEO, Fluor Corporation Tarun Khanna Jorge Paulo Lemann, Professor Harvard Business School	Ahmad Al Akras Department of Transport (DoT)	Bob Prieto SVP Fluor
Details of Activity undertaken by individual	Plenary Sessions and Panel Discussions	Conference participation	Project Director within PMC. Chaired LRT Steering Committee	Led proposal and presentation
Dates & location	7-8 June 2011 Doha, Qatar	6-9 September 2011 San Antonio, USA	August 2010 to September 2011 Abu Dhabi	May/June 2011 Abu Dhabi
Time spent learning (And any assessment)	One day	Two days	Bi-weekly committee meeting	Two months
Key Learning Points	Planning for a multi-modal transport system designed to meet Qatar's long term growth; Key Funding Issues, Innovative Project Finance Strategies and Ownership Models.	Laying the foundation to double company size; Purpose & Vision; Core Values; Guiding Principles;	Alternative Analysis; USA FTA process; UK New Starts process; Transport Model development; Feasibility Study; Concept Design.	SPM compared to PMC compared to PMCM. Qatar Railways Company \$35bn railway program for football world cup in 2022.
Key benefits	Rail scope \$32bn Road scope \$25bn Governance arrangements	One, team, world, Fluor. Fluor's strategic framework.	Business case for a new LRT within Abu Dhabi; Phasing of new railway system.	Built proposal team, recruited start-up team, and successful presentation to Client. Focus on the money.
How have I shared this learning?	Ashghal's road program and QRC's rail program shared with interested parties	Mentoring with Peter Knollmeyer, Fluor Nuclear.	With Fluor Infrastructure division	Fluor sales
Further development needs. Takeaway quote.		Winning in Emerging Markets: A Roadmap for Strategy and Execution, published by Harvard Business Press		Focus on the commercial proposal

## Personal Development Record: Philip Todd

	Activity	Activity	Activity
Title. Type of Activity.	Going Global. Lecture.	The Art of Possibility, Lecture	Philanthropic Team Building
Technical Leader & Affiliation	Jason Jennings Business Thought Leader <a href="http://www.jason-jennings.com/">www.jason-jennings.com/</a>	Benjamin Zander Conductor, Teacher, Speaker. <a href="http://benjaminzander.com/">http://benjaminzander.com/</a>	Lain Hensley, Jonathan Willen Odyssey Teams Inc <a href="http://odysseyteams.com/odyssey-teams/helping-hands-program">http://odysseyteams.com/odyssey-teams/helping-hands-program</a>
Details of Activity undertaken by individual	Attended lecture	Participated in lecture	Participated in making prosthetic hand
Dates & location	8 September 2011 San Antonio, USA	8 September 2011 San Antonio, USA	9 September 2011 San Antonio, USA
Time spent learning (And any assessment)	2 hours	2 hours	4 hours
Key Learning Points	<ol style="list-style-type: none"> <li>1. A cause. A noble purpose</li> <li>2. Master the art of letting go</li> <li>3. Think and Act like the owner</li> <li>4. Stewards</li> </ol>	Downward spirals or Possibility; Choose: resignation, anger or possibility; You can only see what you have a category for; A vision has to be for everyone	Helping Hands™ is about changing lives. It's about accessing the potential of your hands, heads and hearts to build a better team, a better organization and a better world. The Helping Hands process teaches your group to model true collaboration, commitment and quality - born from a deeper sense of connection to your products, your colleagues and customers.
Key benefits	It's not the big who eat the small; it's the fast that eat the slow.	Awaken possibility in self and others	A developmental process that connects to who you are, where you are going and how you'll get there.
How have I shared this learning?	Know what distinguishes you.	Inspired	Shared impact of landmine victims
Further development needs. Takeaway quote.	Why do you do what you do?	<i>'In the presence of possibility there are shining eyes'</i>	The five whys. Why is that important to you?



## Personal Development Record: Philip Todd

	Activity	Activity	Activity
Title. Type of Activity.	The View from Somewhere: Discourse in the Humanities	US Trade Delegation: Transportation Infrastructure Mission	DoT-MLTM Joint Seminar: 'Metropolitan and Metro'
Technical Leader & Affiliation	Philip Weinstein, Alexander Griswold Cummins Professor of English Literature, Swarthmore College. Hosted by: New York University AD	Francisco J Sanchez, Undersecretary of Commerce for International Trade, USA	Mr Jang, Young-Soo, Director General of Urban Railway of MLTM, Republic of Korea
Details of Activity undertaken by individual	Attended lecture and discussion	Briefings	Presentation and chairing Panel discussions
Dates & location	27 October 2011 Abu Dhabi	1 November 2011 Abu Dhabi	2 November 2011 Abu Dhabi
Time spent learning (And any assessment)	Evening	Evening	One day
Key Learning Points	What is the role of the "I" in cultural commentary? This talk centred on the pertinence- embattled, non-innocent, and indispensable-of subjective perspective when thinking and writing about literature. As opposed to science's rigorous search for "the view from nowhere," literary discourse remains (rightly) tethered to "the view from somewhere."	Trade mission effectiveness; Role of US Embassy in Abu Dhabi.	Korean railways: Planning Urban Railways; Construction technologies; Railway Operations; Next-generation train and manufacturing technologies; Korea Railroad Research Institute.
Key benefits	Being and Seeing <i>in time</i> . Open to bias and limitation.	Opportunities for US business in Qatar and the UAE	Foster cooperative relations between UAE and Korea
How have I shared this learning?	The poles of <i>enchantment</i> and <i>critique</i> .	With Fluor sales lead	Across DoT and within Fluor on KoL
Further development needs. Takeaway quote.	Remain curious and unrestricted		KORAIL green rail growth strategy

## Personal Development Record: Philip Todd

	Activity	Activity	Activity
Title. Type of Activity.	The Energy Report 2011 (100% renewable energy by 2050) & UAE's Ecological Footprint. Workshop.	Corporate Social Responsibility (CSR). Workshop.	3 <sup>rd</sup> UITP MENA Congress & Showcase
Technical Leader & Affiliation	Tamara Withers, World Wildlife Fund (WWF). Jean-Philippe Denruyter Manager Renewable Energy Policy – WWF	Malin Ripa Director of CSR Volvo Group	Khalid Hashim, Executive Director Surface Transport, Department of Transport, Abu Dhabi Alain Flausch, UITP Secretary General.
Details of Activity undertaken by individual	Lecture and discussion	Stakeholder dialogue	Lectures and Discussion
Dates & location	12 January 2012 Abu Dhabi	12 January 2012 Abu Dhabi	26-28 March 2012 Abu Dhabi
Time spent learning (And any assessment)	Half day	Half day	Two days
Key Learning Points	<p><b>Why 100% Renewable Energy?</b></p> <p><b>1. Climate</b> - at least 80% less Greenhouse Gas globally by 2050</p> <p><b>2. Conventional oil/gas scarcity</b> - we need “4 times Saudi Arabia + Russia for 2030”</p> <p><b>3. Threats of unconventional fuels</b> - CTL, GTL, deep water oil, shale gas, tar sands - more impacts than just carbon</p> <p><b>4. Nuclear development</b></p> <p><b>5. Equity</b> - 1.4/2.7 billion people lack access to electricity/safe cooking energy</p>	<p>Corporate Social Responsibility (CSR) for Volvo Group means to be a good corporate citizen.</p> <p>It is about taking social, ethical, economic and environmental responsibility for our business within our sphere of influence and control risk in these areas.</p>	<p>8G - Generational Strategies:</p> <ol style="list-style-type: none"> <li>1. Knowledge Transfer</li> <li>2. Regulation</li> <li>3. Enabling Technologies</li> <li>4. Marketing</li> <li>5. Funding</li> <li>6. Urban Planning</li> <li>7. Planning and Operational Standards</li> <li>8. Public Engagement</li> </ol>
Key benefits	Heroes of the UAE Sustainability indicators	Shared value Trustworthiness Profitability	Vision of doubling Public Transport share by 2025
How have I shared this learning?	Ecological Footprint	With Total Quality Lead on AD DoT program	Applied to Abu Dhabi Public Transport Program – execution strategies
Further development needs. Takeaway quote.	<i>What to do with 100,000 tonnes toxic waste for 10,000 years?</i>	EHS under EAD in AD? Bus guidelines to Volvo? M Porter: Creating shared value	Mass transit needs micro transit! Saeed Al Hameli, General Manager Bus Transportation Office

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title. Type of Activity.	How Non-Arab Muslims View the Arab World. Lecture	Perception: Art and Illusion from Ibn Al-Haytham to the Present Day. Lecture	Asset Management – Developing Professionals and the Built Environment. MENA Convention	Leaders in Rail Meeting. Public Transport Developments in Abu Dhabi.
Technical Leader & Affiliation	Dr James Zogby Professor of Social Research and Public Policy, NYUAD	Professor Brian Rogers Pembroke College, University of Oxford	Richard Coackley, President of The Institution of Civil Engineers, UK	Hosted by Joss Dare, Partner, Ashurst.
Details of Activity undertaken by individual	Attended lecture	Attended lecture and discussion	Host, presentations and discussion	After Dinner Speaker.
Dates & location	12 September 2012 Abu Dhabi	30 September 2012 Abu Dhabi	16 October 2012 Abu Dhabi	16 October 2012 Abu Dhabi
Time spent learning (And any assessment)	Evening	Evening	Half day	Evening
Key Learning Points	During June 2012, his team interviewed almost 5,000 adults from five Muslim countries (Senegal, Iran, Pakistan, Malaysia, and Turkey)	Affordance: seeing what we can use; looking for meaning. Errors occur in: sensation, recognition and inference. Induced visual motion.	Department of Transport HR development plans.	Demand and Supply for Public Transport.
Key benefits	At least two-thirds of Iranians, Pakistanis, and Malaysians believe that all Muslim countries should be equal. More than three-quarters in Senegal and Turkey believe that one Muslim country should lead the Muslim world.	Perception is a process for extracting information, not reproducing an image. Theories of perception: direct (automatic) indirect (inference -> illusions)	Development programs. Remote lecture capability. Professionalism in MENA.	Market perceptions versus reality. Scope and scale of the investment planned for Abu Dhabi.
How have I shared this learning?	With Client management	Art and science	With Clients and PMC team	Presented and led the discussion
Further development needs. Takeaway quote.	<i>Direct experience with the Arab World or with Arabs, as people, significantly improves overall positive attitudes toward Arabs and Arab countries.</i>	‘There is more to perception than meets the eye’	Promote ICE in Abu Dhabi.	Bend it don’t break it.

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title. Type of Activity.	Building Sustainability into the Middle East. Construction Week. Conference.	Innovation & Adaptation. Celebration of British innovation.	Abu Dhabi Strategic Tunnel Enhancement Program (STEP). Site visit to STEP 03.	Institution of Civil Engineers UAE Committee
Technical Leader & Affiliation	Michael Stott Abu Dhabi Urban Planning Council	Katie Maggs, Curator of Medicine, Science Museum, London	Massimo Franceschi Technical Manager, Impregilo S.p.A	Mark Jamieson, CEng. FICE ICE UAE Country Representative
Details of Activity undertaken by individual	Attended conference. Q&A	Attended lecture	Site visit 95 meters deep and 4 km underground	Learned Events Advisor
Dates & location	31 <sup>st</sup> October 2012 Abu Dhabi	31 <sup>st</sup> October 2012 Abu Dhabi	14 <sup>th</sup> November 2012 Abu Dhabi	November 2012 to DATE Dubai and Abu Dhabi
Time spent learning (And any assessment)	Half day	Evening	Half day	Monthly committee meeting
Key Learning Points	UPC Complete Sustainable Communities; TDIC Sustainability Practices. Rating the rating systems.	F1 technology applications from medicine to architecture and from military hardware to aerospace.	40km long wastewater tunnel; EPB/Hydraulic Drives TBM in operation.	Review all professional lecture materials and approve subject and content for learned events
Key benefits	UPC Plan Capital 2030. Sustainability Goals for AD.	Discover how F1 technology is shaping our future. The number of developments on a F1 car between each race.	Program Governance	Working directly with senior executives who are leaders in their respective disciplines
How have I shared this learning?	With the Architects and Urban Planning Team in PMC	Continuous improvement applied to team approach	Consider web site format for DoT projects	With learned institutions
Further development needs. Takeaway quote.	<i>Which aspect of sustainability is going to make the biggest cost and energy difference?</i>		<a href="http://www.adsscstep.com/">http://www.adsscstep.com/</a>	Always learning

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title. Type of Activity.	The Director's Role in Leading the Organisation. Institute of Directors Course.	Annual Chartered Directors' Seminar	Edinburgh Tram - lessons learnt. Lecture	The future of program management. PMC Leaders event.
Technical Leader & Affiliation	Ruth Gillespie Management Development Consultant with IoD	Ian Dormer Chairman and Managing Director Institute of Directors	David Fox Head of Transport Turner & Townsend	Bob Prieto Global head of program management, Fluor Corporation
Details of Activity undertaken by individual	Course participation	Attended seminar	Hosted lecture & Q&A	Hosted and contributed
Dates & location	6-7 December 2012 London, UK	11 December 2012 London, UK	31 January 2013 Abu Dhabi, UAE	6 February 2013 Abu Dhabi, UAE
Time spent learning (And any assessment)	Two days (14 hours)	One day	One hour	Evening
Key Learning Points	A practical approach to leading people through strategy implementation in organisations	Richard George, LOCOG – collaboration not coalition, take responsibility, total commitment at all levels to a single purpose	<ul style="list-style-type: none"> <li>■ Initial Project Review - Principal Findings</li> <li>■ Key strategic risks and mitigation measures</li> <li>■ Replacing Client organisation</li> </ul>	Program Governance Program Oversight Program Problem Checklist
Key benefits	How to align and engage resources and stakeholders in the change process, including decision making and conflict	Dame Mary Perkins, Co-founder of Specsavers – the global market; Ian Malcolm, MD ElringKlinger – driving change while steering an overseas board; Celia Coates, entrepreneur – From brainwave to business; Murray Eldridge – Board evaluation	Lessons: Novated principal designer; Relationships broke down; Payment stream halted; Enabling works contract not tied to final design; Route clearance failed; Contractor stopped the project	Think strategic. Awareness of the common problems on poor performing programs.
How have I shared this learning?	At the Client Business Improvement Forum in Abu Dhabi	Connection and credibility	Highlights presented to Department of Transport in Abu Dhabi	Involved the PMC leadership team
Further development needs. Takeaway quote.	<i>Investigate</i> <a href="http://www.blessingwhite.com/home.asp">http://www.blessingwhite.com/home.asp</a> <i>The engagement model for employees and organisations</i>	Avoid businesses where competitors can operate from a garage		Keep an eye outside the box. Read 'The Giga Factor' by Bob Prieto.

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title. Type of Activity.	Design & Build of a 16 track underground railway. Lecture	Railway Project Management & Systems Engineering. Lecture – Learned Event	Abu Dhabi Department of Transport, Procurement Strategy for Metro and LRT projects. Industry Project Launch.	Value Engineering – Metro railway investment. Workshop.
Technical Leader & Affiliation	Philip Todd Fluor	Dr Bill Whitmore Fluor Mideast Ltd	Philip Todd Fluor	Mike Jefferyes Director, Value & Risk Management Davis Langdon
Details of Activity undertaken by individual	Presented lecture	Hosted lecture with ICE and Professional Chartered Engineers	Hosted, presented and chaired Q&A	Contributed to working sessions
Dates & location	7 February 2013 Abu Dhabi, UAE	5&12 March 2013 Dubai and Abu Dhabi	30 March & 1 <sup>st</sup> April 2013 Abu Dhabi UAE	27/28 February 2013 Abu Dhabi, UAE
Time spent learning (And any assessment)	Evening	Evening	Four sessions over two days. Allow 4 hours	Two days. (Allow one hour)
Key Learning Points	H&C Line bridge slide From open cut to tunnel Central Line Control Centre Cut and cover infrastructure Automated railway systems	Systems Engineering What is a system? What is systems engineering? Requirements Assurance Transverse Engineering Critical considerations	Contracting Strategy: Design & Build/FIDIC DBOM/FIDIC Early works packages Metro 18Km, 12 stations LRT 40 Km, 95 stops	SMART Diagram - Simple Multi-Attribute Rating Technique
Key benefits	Captured and documented key learning from a GBP 1.6bn project in central London	Application of railway engineering to executive management	Attendance: 265 companies 405 participants	Merge two stations: Saraya & Energy Centre. Side vs Centre platforms.
How have I shared this learning?	Highlights presented to Department of Transport in Abu Dhabi	ICE membership in UAE	With the railway industry	With project team
Further development needs. Takeaway quote.	<i>Attitude: apply possession management to the air space</i>		Government funded	Agenda must fit the time afforded

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title. Type of Activity.	Team development through type dynamics. Workshop.	Dutch High Speed Railway development. Lecture – Learned Event	Railway Sector Mission with The Right Honourable Simon Burns MP	The role and responsibility of the Engineer under standard form of contracts. Lecture – Learned Event
Technical Leader & Affiliation	Sharan Gohel Innovative HR Solutions	Dago Beek Engineering Management Lead Fluor Mideast Ltd	Ms Nabila Saleh Trade & Investment Officer UK Trade & Investment	<b>Jonathan Collier</b> Senior Associate Construction Advisory & Disputes, Pinsent Masons LLP
Details of Activity undertaken by individual	Presentations and working sessions	Hosted lecture with ICE and Professional Chartered Engineers	Presentation and hosted debate	Hosted lecture with the Institution of Civil Engineers
Dates & location	29 May 2013 Abu Dhabi, UAE	4 June 2013 Abu Dhabi, UAE	10 June 2013 Abu Dhabi, UAE	25 June 2013 Abu Dhabi, UAE
Time spent learning (And any assessment)	One day	Evening	One hour	Evening
Key Learning Points	MBTI: Order of functions by type; Type and Teams; Team strengths and weaknesses; Type dynamics in action	<ul style="list-style-type: none"> <li>• What is a High Speed Line?</li> <li>• PPP Contract</li> <li>• Contractual Relationships</li> <li>• Design, construction &amp; maintenance</li> <li>• Embedded track</li> <li>• Power supply</li> <li>• Signaling</li> <li>• Communications</li> <li>• Testing and Commissioning</li> </ul>	The future of public transport in Abu Dhabi; Planning for new railway lines in the middle east; Designing rapid transit Metro; Designing street running LRT/Tram.	Three (ostensibly) fundamental changes to the role of the engineer: -engineer acts as an agent of the employer at all times (sub-clause 3.1); -engineer removed as the single-point of responsibility for dispute resolution and replaced it with a Dispute Adjudication Board (DAB) (clause 20.2); -the traditional requirement of impartiality from the engineer in his role as certifier has given way to the making of a fair determination (sub-clause 3.5).
Key benefits	PMC team is weak in INF and does not have any SF's;	<b><i>Amsterdam – Paris in 3 hours !</i></b>	Organisation arrangements and technology exchange	FIDIC suite of contracts will be used on the procurement of the Metro and LRT in Abu Dhabi
How have I shared this learning?	With the leadership team on the DoT PMC program		Exchange between UK DoT and Abu Dhabi DoT.	With the contracts managers within Fluor
Further development needs. Takeaway quote.	<i>There are no SF's in your team! Beware.</i>		We do not want your planning process	Impartiality is not impartial

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title. Type of Activity.	Talent Development Forum.	Infracon – Keep Building. Conference	Construction Engineering: Building talent and resources. Lecture	San Francisco-Oakland Bay Bridge. Site visit
Technical Leader & Affiliation	Glenn Lutz Operations Director, Fluor	Steve Dobbs Group President, Infrastructure, Fluor	Bob Tatum Obayashi Professor of Engineering, Stanford University	Herb Morgan SVP, I&I, Fluor
Details of Activity undertaken by individual	Participation as a forum member representing Fluor I&I	Conference speaker and attendee	Attended lecture	Site visit days prior to opening
Dates & location	18 July 2013 Abu Dhabi, UAE	15-17 August 2013 San Francisco, USA	16 August 2013 San Francisco, USA	17 August 2013 San Francisco, USA
Time spent learning (And any assessment)	3 hours	Two days (Allow 4 hours)	Evening lecture	Three hours
Key Learning Points	The performance and potential matrix: 9 box model. Pitfalls: The Confirmation bias; The Halo effect; The Horns effect; Anchoring; lack of assessment data	Track record to be contractor of choice; Depth of offerings to capture additional revenue streams.	Resources to provide world class execution; Relationships with Clients & Partners	Longest single-tower, self- anchored suspension bridge in the world (625 metres). Constructed on a temporary support structure prior to loading main suspension cable.
Key benefits	Overall Development; Support Strategic Objectives; Accelerate development of high potentials; Provide greater visibility for employees from all business lines represented in the region and increase development opportunities	Performance and execution challenges; Market strategy and growth opportunities; How to stay ahead of the competition.		American Bridge/Fluor joint venture. Lifeline criteria (150 year design life). Barge-mounted, sheer leg crane. Procurement, supply and placement of steel and concrete.
How have I shared this learning?	With the PMC leadership team in Abu Dhabi DoT	With the PMC team in Abu Dhabi		PMC team
Further development needs. Takeaway quote.				



## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title. Type of Activity.	Design & Build best practice. Learned event	Transit Oriented Development – Westfield London. Lecture	Developing a public transport system in a car society. Lecture	Procurement & Contract Packaging – Metro and LRT projects. Workshop
Technical Leader & Affiliation	Dr. Ghassan Ziadat, <b>Director - Infrastructure, Atkins UAE</b>	Philip Todd Program Director, Fluor	Philip Todd Program Director, Fluor	Jeremy Lambert Project Director, Fluor
Details of Activity undertaken by individual	Hosted lecture with the Institution of Civil Engineers	Presented lecture to the UAE Society of Engineers & ICE	Presented lecture to Lambda Aloha International society	Contributed to workshop
Dates & location	27 August 2013 Abu Dhabi, UAE	28 August 2013 Dubai, UAE	4 September 2013 Abu Dhabi, UAE	12/19 September 2013 Abu Dhabi, UAE
Time spent learning (And any assessment)	Evening	Evening	One hour	Two days (allow 4 hours)
Key Learning Points	The Design and Build approach is becoming increasingly popular for procurement of Infrastructure Projects in the Middle East Region.	Transit Oriented Developments require vision and committed investors in the face of conflicting engineering and public transport demands. Rewards and pitfalls are substantial.	Transport demand Transport planning Incentives Technologies available Cost benefit	Risk descriptions Procurement strategy roadmap 3 Step filtration and Analysis of Options – Federal Transit Administration USA Guidebook
Key benefits	The advantages and pitfalls of this approach were discussed and the important considerations in achieving successful delivery with this approach were outlined, backed up with recent case studies on Projects executed by Atkins	<b><i>The design &amp; construction of a new underground railway facility and shopping mall to rival Oxford Street in Central London</i></b>	Reduce congestion & enhance mobility; Enhance safety & security; Provide high quality & reliable transport services; Enable an effective & efficient transport sector for the growth of the AD economy; Build a collaborative, results orientated organisation.	Expression of interest Pre-qualification questionnaire Pre-qualification criteria Packages vs Contracts
How have I shared this learning?	With the ICE	With the ICE and SOR		With Abu Dhabi Department of Transport
Further development needs. Takeaway quote.				

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title. Type of Activity.	International Approaches to Business Excellence. Conference	Excellence to super excellence – digital business challenges. Lecture	European Foundation for Quality Management. Lecture	ICE Fellows UAE Forum. Launch Event.
Technical Leader & Affiliation	Dr James Harrington CEO, Harrington Institute, USA.	Prof Mohamed Zairi Chairman of European Centre for best practice management, UK	Marc Ambland, CEO European Foundation for Quality Management (EFQM)	Philip Todd Executive Technical Director Fluor
Details of Activity undertaken by individual	Attended workshop	Attended lecture	Attended lecture	Hosted event and led presentations and discussion
Dates & location	23/24 September 2013 Abu Dhabi, UAE	24 September 2013 Abu Dhabi, UAE	23 September 2013 Abu Dhabi, UAE	26 October 2013 Dubai, UAE
Time spent learning (And any assessment)	Two days (allow 3 hours)	One hour	One hour	Evening
Key Learning Points	History and future of Quality; Developing and sustaining a national approach to business excellence;	Passive to proactive customers. Mass production-> mass customisation-> individualisation. Product economy, service economy, knowledge economy, etc.	EFQM excellence model 2013. Nine elements. RADAR logic is a dynamic assessment framework: <ul style="list-style-type: none"> <li>• Required RESULTS;</li> <li>• Plan &amp; develop APPROACHES;</li> <li>• DEPLOY approaches;</li> <li>• ASSESS &amp; REFINE.</li> </ul>	GCC Mini Summit ICE regional strategy.  <b><i>Further evening events held quarterly.</i></b>
Key benefits	EFQM application examples. Grieving, denial, absorb, believe, act.	Customer satisfaction is out, customer value in the customers space = emotional experience, is in.	Fundamental concepts of excellence.	ICE Country representatives
How have I shared this learning?	Seek to secure accreditation on IPTN program		Deploy RADAR with current Client's	ICE Fellows network
Further development needs. Takeaway quote.	<b><i>The Case For Ubiquitous Leadership- Mike Myatt, Forbes</i></b>	<i>The journey to excellence. The Sheikh Khalifa Excellence Award</i>		Set up LinkedIn group

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title. Type of Activity.	Board of Directors effectiveness in the GCC region. Seminar arranged by the AD Center for Corporate Governance (a subsidiary of AD Chamber)	The Arab spring – success or failure? 9 <sup>th</sup> Arabian Business Forum with Tony Blair.	The future of marketing. 9 <sup>th</sup> Arabian Business Forum.	The essence of risk management for board members. Seminar arranged by the AD Center for Corporate Governance
Technical Leader & Affiliation	Nathalie Potvin, Executive Director, GCC Board of Directors Institute (BDI), UAE	Shaikh Mohamed A.J. Althani, Economy & Trade minister for Qatar. Dr Habib Almula, Chairman, Baker & McKenzie Habib Al Mulla	John Antoniadis, CEO, Starcom MediaVest Group MENA. Andrew Neil, BBC Kelvin MacKenzie, Former editor, The Sun	Jan Bladwin, COO, Dubai Financial Services Authority
Details of Activity undertaken by individual	Attended seminar	Attended forum	Attended forum	Attended seminar
Dates & location	29 October 2013 Abu Dhabi, UAE	12 November 2013 Dubai, UAE	12 November 2013 Dubai, UAE	20 November 2013 Abu Dhabi, UAE
Time spent learning (And any assessment)	Half day	Half day	Half day	Half day
Key Learning Points	Board effectiveness; Evolution of corporate governance; BDI empirical research from GCC region on board success, processes and protocols.	Unemployment time bomb where majority aged 20-24 years with: Time, energy & poverty; True test of democracy is how the majority treats the minority;	Three trends in media marketing: Rise of Millennial Generation; Transaction to inspirational; Topics/conversations trending.	The fundamentals of risk management; Linking risk management to share price & shareholder value; Balancing risk appetite & cost of controls.
Key benefits	Key considerations and benefits for creating effective boards in the SME sector	AD gov strategies on employment.	The digital future. Millennials are multi-taskers, self-broadcasters and TV is not their first screen.	Risk Management framework; Defining the board's initial risk appetite; What if analysis.
How have I shared this learning?	Promoted membership of BDI	Read: The Arab spring & Gulf states: Time to embrace change.	Reviewed marketing budgets	
Further development needs. Takeaway quote.	<b>Watch:</b> <a href="http://gccbdi.org/programs/videos/abdullah-al-issa-effective-board-dynamics">http://gccbdi.org/programs/videos/abdullah-al-issa-effective-board-dynamics</a>	<i>Politics is about making decisions; but when you decide, you divide</i>	Join instagram	

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title. Type of Activity.	Annual Chartered Director Seminar	IT Governance Reinforces Good Corporate Governance. Seminar arranged by the AD Center for Corporate Governance	International Standards. ICE Learned Event	Tomorrows Infrastructure. Lecture.
Technical Leader & Affiliation	Ian Dormer, Chairman, Institute of Directors (IoD), London, UK. Graeme Leach, IoD Chief Economist & Director of Policy.	Azhar Zia-ur-Rehman IT Governance Consultant	Roger Etchells Equas	Sir John Armit, CBE FICE Chairman of the London Olympic Delivery Authority
Details of Activity undertaken by individual	Workshops	Attended seminar	Guided development of presentation	Attended lecture
Dates & location	9 December 2013 IoD, London, UK	18 December 2013 Abu Dhabi, UAE	14 February 2014 Abu Dhabi, UAE	13 March 2014 Abu Dhabi, UAE
Time spent learning (And any assessment)	One day	Half day	Evening	Evening
Key Learning Points	Refresh of chartered director body of knowledge using case studies.	How to implement IT governance.	FIDIC encourages; ICE CPD	Seven key lessons – see slides in personal library.
Key benefits	The Director, The Board & Leadership; The Director's Role in strategy & decision making; Finance, Audit, Risk & Decision making.	IT governance consists of the leadership, organizational structures and processes that ensure that the enterprise's IT supports the organization's strategies and objectives.	<input type="checkbox"/> What are ISO Standards? <input type="checkbox"/> Why should you adopt them? <input type="checkbox"/> Principles behind ISO Standards <input type="checkbox"/> Implementation steps	12 Commandments: <ul style="list-style-type: none"> <li>• Why, What, How</li> <li>• Time, cost or quality</li> <li>• Budget</li> <li>• Governance</li> <li>• Client leadership</li> <li>• End user involvement</li> <li>• Front end expenditure</li> <li>• Collaboration</li> <li>• Personalities</li> <li>• Set high standards</li> <li>• Stage gate reviews</li> <li>• Short term objectives and celebrate success</li> </ul>
How have I shared this learning?		Slides shared with IT.	With ICE members	
Further development needs. Takeaway quote.	<i>Check section 1.7.2 of co's act re. stakeholders</i>		<a href="http://fidic.org/node/768#">http://fidic.org/node/768#</a>	<a href="http://learninglegacy.independent.gov.uk/">/learninglegacy.independent.gov.uk/</a>

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title. Type of Activity.	The role of ICE Fellows within the institution. ICE Fellows UAE Forum.	Seminar: UAE and International Dispute Resolution - Strategies for Success	Executing major international design projects. Lecture and debate.	Adaptive Challenge. Group Leadership Development Programme.
Technical Leader & Affiliation	Sir John Armit, CBE FICE International VP ICE	Adrian Cole King & Spalding	Steve Mostyn Saïd Business School University of Oxford	Richard Pascale Saïd Business School University of Oxford
Details of Activity undertaken by individual	Hosted event.	Attended breakfast seminar with Q&A	Presenter and hosted debate	Course participant
Dates & location	14 March 2014 Dubai, UAE	12 May 2014 Abu Dhabi, UAE	9 July 2014 Oxford Union, UK	9-11 July 2014 Saïd Business School, Oxford
Time spent learning (And any assessment)	Evening	2 hours	Evening	One day
Key Learning Points	ICE international strategy. The Institution of Civil Engineers is embarking on an ambitious worldwide initiative called Shaping the World which will see an exciting programme of work launched.	Arbitration Agreement; The Terms of Reference; Enforcement; Dispute Adjudication Boards; Concurrent delay.	Business transformation. What is the adaptive challenge Atkins must embrace to be successful in delivering major design projects to international Clients.	Seeing real progress as a continuum of adaptive challenges. Innovation for commercial success. Inspirational Leadership
Key benefits	Through this work, we aim to harness the creativity, energy, and dedication of today's and tomorrow's civil engineers, business leaders and Governments to work together to help address the global infrastructure challenges such as sustainability, energy consumption and climate change.	Avoid statements of public policy in UAE; <i>Noble Denton Middle East and Another v Noble Denton International Limited</i> [2010] EWHC 2574. Jackson reforms in UK – how litigation is both funded and managed see: <a href="http://www.dwf.co.uk/news/legal-updates/the-jackson-reforms">http://www.dwf.co.uk/news/legal-updates/the-jackson-reforms</a>	Audience provided sounding board for problem statements and proposed solutions.	Exchange of ideas with the organisations executive leadership
How have I shared this learning?	Reposted ICE video on LinkedIn. <a href="http://shapingtheworld.org.uk/">http://shapingtheworld.org.uk/</a>	PMC Commercial Team	Critical Success Factors shared in MPU Plan 2015	MPU Plan 2015 published
Further development needs. Takeaway quote.	Set up LinkedIn group for ICE in the middle east.	Dubai International Financial Centre scope?	Client project focus or a slow death	Understand the adaptive challenge in every situation

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title. Type of Activity.	Using Enterprise Social Networking for Effective Corporate Governance. Seminar arranged by the AD Center for Corporate Governance	Shaping the world together. Presentation and Q&A.	Rail Leaders dinner debate.	Major project baseline – controlling design from inception to completion. Workshop.
Technical Leader & Affiliation	Azhar Zia-ur-Rehman IT Governance Consultant	Michael Kohn Founder and CEO Stickyworld	Joss Dare, head of Middle East at Ashurst.	Julian Hill Managing Director (Rail), Atkins MiddleEast
Details of Activity undertaken by individual	Attended seminar	Hosted seminar at Atkins Office	Debate with business leaders	Presentation and led the workshop
Dates & location	9 September 2014 Abu Dhabi, UAE	2 October 2014 Dubai, UAE	21 October 2014 Dubai, UAE	5 November 2014 Dubai, UAE
Time spent learning (And any assessment)	Two hours	One hour	Evening	Two hours
Key Learning Points	Implementing enterprise social networking involves much more than the acquisition and implementation of technology - it requires a paradigm shift in the governance process.	Stickyworld technology. Virtual spaces to interact	Confidential	Reasons why projects succeed or fail.
Key benefits	Dimensions of enterprise social networking and the reasons behind the success or otherwise	Application to design development, construction and operations and maintenance.	Discuss the issues and challenges of today's Middle East rail industry amongst senior industry professionals	Management actions to ensure success.
How have I shared this learning?	Discussed with CIO	Arranged seminar in Atkins Dubai office		Across the Atkins MiddleEast business.
Further development needs. Takeaway quote.	<a href="http://www.adccg.ae">www.adccg.ae</a>	<a href="http://www.stickyworld.com">www.stickyworld.com</a>	<a href="http://www.ashurst.com">www.ashurst.com</a>	

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity	Activity
Title. Type of Activity.	King Abdulaziz International Airport Project. Management review.	Doha Metro Project. Lessons Learnt on Red Line to be applied to Gold Line. Workshop	Uwe Krueger Lecture design and engineering interdependencies and the implications to the built environment	MPU Plan 2015. Published plan and presented to Group Executive Leadership.	Miller Heiman LAMP workshop (Gold Sheet). Training.
Technical Leader & Affiliation	Myles Finger Regional Director F+G	Gerard Gaughan and Bob Wann, Project Directors for Atkins	Prof Dr Uwe Krueger, Atkins' chief executive officer	Prof Dr Uwe Krueger, Atkins' chief executive officer	Samer Daher, Senior Partner Millerheiman
Details of Activity undertaken by individual	Site visit and management review.	Led the workshop	Attended lecture	Presented the plan	Attended the training
Dates & location	10 November 2014 Jeddah, Kingdom of Saudi Arabia.	23 November 2014 Doha, Qatar	24 November 2014 Heriot Watt University (Academic City) Dubai	3 December 2014 London, UK	15 December 2014 Abu Dhabi
Time spent learning (And any assessment)	Half day	One day	Evening	Two weeks	One day
Key Learning Points	Design for Saudi Binladin Group. Lessons learnt. Upstream opportunities.	See lessons learnt report from the workshop	2050 the world is expected to become home to nine billion people, up from the current seven billion. Systems thinking for cities.	Win work we would otherwise not win; Deliver as-sold objectives; Build our project management community.	Application of the Miller Heiman Large Account Management process (LAMP) - Gold Sheet!
Key benefits	Lessons learnt findings observed on site	Gold Line design delivery improvements	Meeting the challenges of the 21st century requires a new kind of design and engineering.	Steps on the journey to win and deliver more complex and larger projects.	Targeted Customer focus
How have I shared this learning?	MPU Plan 2015	With the Gold Line project management team	With colleagues	MPU Plan 2015	With colleagues on major project pursuits
Further development needs. Takeaway quote.	<a href="http://www.airport-world.com/news/general-news/2680-jeddah-s-king-abdulaziz-international-airport-takes-shape.html">http://www.airport-world.com/news/general-news/2680-jeddah-s-king-abdulaziz-international-airport-takes-shape.html</a>	<a href="http://www.qr.com.qa">http://www.qr.com.qa</a>	<a href="http://www.atkinsglobal.co.uk/en-GB/media-centre/news-releases/2014/nov/2014-11-25">http://www.atkinsglobal.co.uk/en-GB/media-centre/news-releases/2014/nov/2014-11-25</a>	Doing more of what we have done before, will not take us where we want to go.	<a href="http://www.millerheiman.com/">http://www.millerheiman.com/</a>

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title. Type of Activity.	Visionary Thinking – change management. Leadership training.	Next Project Better. RapidStart workshop.	Collectively we are stronger. 10 <sup>th</sup> Brunel International Lecture Series	What is the definitive strategy and structure for Atkins programme management? Workshops
Technical Leader & Affiliation	Dawn L. Roe Executive Education New York University (Abu Dhabi)	Gary Wilson Flux	Duncan Gibb Stronger Christchurch Infrastructure Rebuild Team.	Philip Todd Atkins
Details of Activity undertaken by individual	Lecturer – presenting and led full day.	The role of Dragon	Hosted lecture	Arranged and chaired three workshops with executives from across the world
Dates & location	19 January 2015 Abu Dhabi, UAE	8-10 February 2015 Dubai, UAE	18 February 2015 Dubai, UAE	March – May 2015 Video conference
Time spent learning (And any assessment)	One day	Two evenings	Evening	9 hours
Key Learning Points	List the drivers for change. Identify the dynamics of rapidly growing and changing organizations and how they adapt readily to optimize performance.	A RapidStart is an intensive two day event that focuses on innovating: fast	Massive horizontal infrastructure challenges created by the earthquakes that struck Christchurch, New Zealand in 2010 and 2011.	Existing Clients and pursuits Service offerings Current strategy Risks and opportunities
Key benefits	Be sure that you understand what is changing. Inform and coach employees through the change. Model the behaviours you want to see. Address resistance on an individual level.	Build tangibles to validate ideas; Develop more agile and innovative thinking in the team	Post-disaster collaborative recovery model. Innovative forms of collaborative thinking and action are required to mitigate, prepare for and respond to crisis	What value do we add in the eyes of our customer? What conflict results from undertaking the service? What is our USP? How should we organise ourselves to most effectively win and deliver programme management services?
How have I shared this learning?	With NYU Abu Dhabi	Deliver Work Steering Group	ICE members	Atkins Group Leadership
Further development needs. Takeaway quote.	the premium on organization's being able to change is growing ever more significant	<a href="http://fluxx.uk.com/">http://fluxx.uk.com/</a>	<a href="http://strongerchristchurch.govt.nz">http://strongerchristchurch.govt. nz</a>	



## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title. Type of Activity.	Development of corporate governance codes and regulations: Emerging challenges for board members and executives. Seminar arranged by the AD Center for Corporate Governance	Business Lunch gathering for ICE members	ICE Fellows Dinner under the Chatham House Rule	Shaping the world's Cities A new question for engineers! ICE Spearing Lecture Tour
Technical Leader & Affiliation	Alissa Amico Organization for Economic Co-operation and Development (OECD).	Philip Parham, British Ambassador to UAE and Keith Clarke CBE	Keith Clarke CBE, Vice President, Institution of Civil Engineers & Vice Chair of Future Cities, Catapult	Keith Clarke CBE, Vice President, Institution of Civil Engineers & Vice Chair of Future Cities, Catapult
Details of Activity undertaken by individual	Attended lecture and discussion	Discussion on Civil Infrastructure opportunities in the UAE	Hosted event and led presentations and discussion	Hosted lecture
Dates & location	20 April 2015 Abu Dhabi	31 <sup>st</sup> May 2015 Ambassador's residence Abu Dhabi, UAE	1 <sup>st</sup> June 2015 Abu Dhabi, UAE	2 <sup>nd</sup> June 2015 Dubai, UAE
Time spent learning (And any assessment)	Two hours	One hour	Evening	Evening
Key Learning Points	Changes in the UAE and other Arab countries. New challenges boards and executives will need to consider going forward not only to comply with their legal obligations, but also to attract investors and remain competitive in the global market place.	4 or 2 degree world.	The role of the ICE on future cities and societies – think system solutions. Conflict with typical funding patterns for infrastructure.	Engineers' role in defining and designing urban infrastructure systems
Key benefits	Regulatory enforcement, listing requirements, attracting institutional investors, investor relations discussed.	Engaged like-minded engineers to grow business and deliver a positive impact to the communities we serve	How the ICE operates and plans for 2016/17	Anticipated US\$30 trillion will be spent on urban infrastructure globally in the next ten years.
How have I shared this learning?		ICE members and guests		ICE members and guests
Further development needs. Takeaway quote.	<a href="http://www.oecd.org/unitedkingdom/">http://www.oecd.org/unitedkingdom/</a>	Secure Learned Event speakers		

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title. Type of Activity.	King Abdul Aziz Road (£2bn) project. Design delivery process. Workshop – project review.	Roles & responsibilities within the business senior leadership team - concerning major design projects. Workshop.	Assurance required that the contract process is being administered effectively. Workshop.	Atkins North America Major Projects Board.
Technical Leader & Affiliation	Ruban Muruganandan Director (Middle East), Atkins	Philip Todd Group MD (Major Projects), Atkins	John Gould, Group Commercial Director, Atkins	Joe Boyer CEO of Atkins North America.
Details of Activity undertaken by individual	Led workshop	Led workshop	Led workshop	Member of the Board
Dates & location	22 <sup>nd</sup> June 2015 Jeddah, Kingdom of Saudi Arabia	23 <sup>rd</sup> June 2015 Dubai, UAE	8 <sup>th</sup> July 2015 Epsom, UK	28 <sup>th</sup> August 2015 to DATE Video conference
Time spent learning (And any assessment)	One day	Two hours	Two hours	Two hours per month
Key Learning Points	King Abdul Aziz Road project plays a crucial role in the future development of Makkah with humanitarian, health, social, economic, environmental and security implications.	Using tools such as RACI to clarify roles and responsibilities	Contract. Briefing out the contract process. Techniques for monitoring the effectiveness of contract administration.	Project pursuits, reviews and approvals.
Key benefits	Introducing Atkins Major Project Baseline Process - application within the proposed project design team. Proven delivery of design to meet Client requirements	Each Director can articulate each other's responsibilities regarding major projects	Roles and responsibilities inside the project team and within the business functions.	Strategy around alternative delivery (current pursuits, projects underway, FY17 planning and general teaming)
How have I shared this learning?	With the proposed project design team and their management	With the Atkins Middle East leadership team	With Finance Directors across Atkins	With Board members
Further development needs. Takeaway quote.	<a href="http://www.theworldfolio.com/news/king-abdul-aziz-road-saudi-arabia-makkah-n1292/1292/">http://www.theworldfolio.com/news/king-abdul-aziz-road-saudi-arabia-makkah-n1292/1292/</a>	Follow-up workshop scheduled for 9 <sup>th</sup> September 2015	See meeting action notes.	

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title. Type of Activity.	Heads of Professional Project Management Forum. (Across Atkins 18,000 staff)	Leaders in construction summit	Qatar. General Engineering Consultancy (GEC) Services. Roles & Responsibilities. Workshop	Shaping the future of transportation – through project delivery. Workshop.
Technical Leader & Affiliation	Philip Todd Atkins	Allan Wael, CEO - Arcadis Middle East and arranged by Construction Week Online.	Philip Todd Atkins	Steve Novis Project Delivery Director Atkins
Details of Activity undertaken by individual	Set up and facilitate monthly forum	Attended conference	Led workshop	Delivered presentation and attended workshop
Dates & location	26 <sup>th</sup> August 2015 to DATE Video conference	7 <sup>th</sup> September 2015 Dubai, UAE	4 <sup>th</sup> October 2015 Doha, Qatar	6-7 October 2015 Bedford, UK
Time spent learning (And any assessment)	One hour per month	Two hours	One day	Half day
Key Learning Points	Link investment in training to external accreditation bodies: Association of Project Management (APM) and Project Management Institute (PMI).	Oil price volatility and the impact on liquidity in the construction market. Mergers and acquisitions – adapting to change. Brand management and development.	QR400m Framework Contract. Ashghal (Public Works Authority of Qatar, “PWA”). Full design and engineering service for Local Roads and Drainage Projects	Knowledge sharing carousel: Commercial Engineering management Project controls Bidding Governance
Key benefits	Oversee capability in Project Management (PM) across the Group; facilitate growth of our PM capability, develop a cross-business PM community, provide thought leadership within the PM field and promote our PM capability both internally and externally.	Attracting accomplished leaders to drive expansion. The future of making buildings and infrastructure.	Priority projects. Lockup reduction strategy. Contract addendum. RACI chart published.	Personal mastery, autonomy and purpose – Gareth Ford. Lean Construction – latest developments with Nick Manby-Clarke
How have I shared this learning?	With the 2,500 project management community across the Atkins group	With colleagues	With executive management	With MPU team
Further development needs. Takeaway quote.		<a href="http://www.constructionweekonline.com/conferences/leaders-uae/">http://www.constructionweekonline.com/conferences/leaders-uae/</a>		Publish library of materials

## Personal Development Record: Philip Todd

	Activity	Activity	Activity
Title. Type of Activity.	Abu Dhabi Sewerage Services Company “ Flush With Success”. Learned Event.	The role of the ICE committee in the UAE. Dinner debate.	How can engineering enhance city resilience? Learned Event.
Technical Leader & Affiliation	Alan Thompson, Managing Director. Abu Dhabi Sewerage Services Company	David Balmforth ICE President	Jamila El Mir Arup
Details of Activity undertaken by individual	Attended lecture	Lively debate	Attended lecture
Dates & location	20 October 2015 Abu Dhabi, UAE	23 October 2015 Dubai, UAE	17 <sup>th</sup> November 2015 Dubai, UAE
Time spent learning (And any assessment)	Evening	Evening	Evening
Key Learning Points	Overpumping reduced Emergency tankering ceased Sewer cleaning regularised Major augmentation complete New treatment plants complete 2011 STEP commissioning Q2 2016	ICE support to international members	100 RC and the 4 City Dimensions -Health & Wellbeing -Economy & Society -Infrastructure & Environment -Leadership & Strategy Closing the loop
Key benefits	Recycled water Capacity Growth Smarter operation Emergency management Quality control Tariffs	The future of Learned Events. Promoting the ICE Fellowship.	“Urban Resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt and grow no matter what kinds of chronic stresses and acute shocks they experience.” 100 Resilient Cities, a framework by Rockefeller Foundation.
How have I shared this learning?	ICE membership	ICE Fellows in UAE	More than 60% of the area projected to be urban in 2030 has yet to be built..
Further development needs. Takeaway quote.	<a href="http://www.adssc.ae">http://www.adssc.ae</a>	Set up LinkedIn Group	Reflective, robust, redundant, resourceful, flexible, inclusive & integrated

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title. Type of Activity.	Project Neon, Las Vegas. Lead designer. Design Kick-off	Executive Leadership – Creating Value. Training.	Executive Leadership – Negotiating Skills. Training.	Doha Metro - Gold Line. Lead Designer & MEP. Baseline self-assessment.
Technical Leader & Affiliation	Angelo A. Spata, P.E. Atkins North America	Prof Ian Goldin Director Oxford Martin School University of Oxford	Prof Owen Darbishire Saïd Business School University of Oxford	Philip Todd Atkins
Details of Activity undertaken by individual	Supported project team	Attended training	Attended training	Coached management in new self-assessment process.
Dates & location	20 November 2015 Las Vegas, USA	30 Nov to 2 <sup>nd</sup> December 2015 Oxford, UK	3 <sup>rd</sup> December 2015 Oxford, UK	12 <sup>th</sup> January 2016 Doha, Qatar
Time spent learning (And any assessment)	One day	Two days	One day	Half day
Key Learning Points	2 HOV lanes in each direction 3.7 miles of freeway reconstruction 28 bridges Charleston Interchange ATM/ITS to Silverado (9 miles) Conversion Express Lanes to HOV	Mega trends. Intelligent mobility - Catapult	Strategy & Tactics Perspective taking Empathy Control	10 underground stations and 16km of twin bore tunnels. JV led by Aktor and comprising Larsen and Toubro, YapiMerkezi, STFA and Al Jaber Engineering.
Key benefits	Design-builder selection criteria. Technical evaluation. Schedule Win strategy Innovations and optimizations LDs and incentives Expectations	Immunity to change – Jeff Lawrence. New rules for new games – Gordon Hewitt. Creating value propositions – Alan South	Negotiation into practice. Anchoring effect. Never think others have the same analysis.	Project baseline self-assessment. Reduce congestion and pollution while offering sustainable, attractive and fast public transportation.
How have I shared this learning?		Major project value proposition – developed for Atkins	Atkins commercial directors	With Deliver Work Process Director and colleagues
Further development needs. Takeaway quote.	<a href="http://www.ndotprojectneon.com/project_overview.html">http://www.ndotprojectneon.com/project_overview.html</a>	“What’s the pressure in the system that’s gets someone to act the way they do?” Robert Keagan – The Mouse Trap	Getting Past Yes - Negotiating as if implementation mattered by Danny Ertel	<a href="http://www.qr.com.qa">http://www.qr.com.qa</a>

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title. Type of Activity.	Royal Atlantis Hotel – The Palm Dubai, UAE. Project review.	M4 CAN (Corridor Around Newport) Lead Design Joint Venture. Project review.	Cardiff Re-Signalling Scheme – design, management & implementation. Project review	Network Chair annual conference
Technical Leader & Affiliation	Michael Jensen Project Director Faithful+Gould	Nick Bebb   AAJV Design Director Atkins Arup Joint Venture	Conor Linnell, Practice Director (transportation) Atkins	Neil Thomas, Group Technical and QSSE Director. Atkins
Details of Activity undertaken by individual	Led management review of project management arrangements	Led workshop with design project team leads	Led workshop with design project team leads	Attended annual gathering of the 9# Atkins Network Chairs
Dates & location	19 <sup>th</sup> January 2016 Dubai, UAE	16 <sup>th</sup> February 2016 Newport, Wales	16 <sup>th</sup> February 2016 Newport, Wales	18 <sup>th</sup> February 2016 London, UK
Time spent learning (And any assessment)	Half day	Half day	Half day	Half day
Key Learning Points	Atlantis the Palm Limited is the developer of an iconic ‘5-star plus’ Luxury Resort Hotel Destination. 785 key hotel. 250 luxury units Dolphin Stadium. Reverse Osmosis (RO) Plant and seawater intake/outfall	Atkins/Arup Joint Venture. 14 miles / 23 km Dual 3 Motorway 2 Major terminal junctions, 2 intermediate junctions anticipated Requires 2 crossings of South Wales to London Mainline and other NR Freight Lines Several crossings of existing side road network Large cable-stay bridge to cross River Usk ~500m span	Signalling + Power & Distribution scope: 192 route miles Over 900 train detection sections 8-number new interlockings 3-number new control desks Over 100,000 metres of cabling 100+ stage works. 107# FSP power supply points Points heating SPAS system	Team of teams. How to share best practice across the globe. Growing a professional community. HPPMs and PM champions. Personal manifestos. Yammer deployment.
Key benefits	Procurement strategy. Incentive alignment of the parties. Stakeholder management. Projects controls.	Joint venture agreement. Design management in a JV situation. Trial application of the Atkins major project baseline process.	Key supply chain relationships Risk Management Configuration Change control	Review of the purpose of Network Chairs and recent successes. Role of the networks in driving learning and sharing experience.
How have I shared this learning?	F+G executive management	Atkins UK project management	Atkins UK delivery Director and project management team	With the Heads of Professional Project Management
Further development needs. Takeaway quote.				

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title. Type of Activity.	Bespoke designs for landscape projects. Learned Event.	Institution of Structural Engineers. Meeting.	Who gets a fridge – the role of engineers and climate change? Learned Event	Early days in the UAE oil search. Lecture
Technical Leader & Affiliation	William Colfer Kent.	Alan Crossman. President of IStructE	Keith Clarke CBE, Vice President, Institution of Civil Engineers & Vice Chair of Future Cities, Catapult	David Heard OBE CBE. Dubai Natural History Group
Details of Activity undertaken by individual	Hosted event	Hosted event	Chaired event	Attended lecture
Dates & location	23 <sup>rd</sup> February 2016 Abu Dhabi, UAE	1 <sup>st</sup> March 2016 Dubai, UAE	2 <sup>nd</sup> March 2016 Dubai, UAE	6 <sup>th</sup> March 2016 Dubai, UAE
Time spent learning	None claimed	One hour	Evening	Evening
Key Learning Points	<ul style="list-style-type: none"> <li>• Manholes/access covers - why gas rams started to fail and why mechanical struts were brought into the design to solve the problem. Discussion on load testing and EN124 standards.</li> <li>• In Ground Power Units &amp; their evolution now into In Ground Grey Water Outlets and Clean water Inlets</li> </ul>	Sharing of respective institutions activities and plans in the UAE.	<ol style="list-style-type: none"> <li>1. What is a Heat Island? <a href="http://www.metoffice.gov.uk/media/pdf/8/m/MO_PUP_in_sert_HEALTH.web.pdf">http://www.metoffice.gov.uk/media/pdf/8/m/MO_PUP_in_sert_HEALTH.web.pdf</a></li> <li>2. Recommended Book - Tim Harford "Adapt" - discussing permission to fail <a href="http://timharford.com/books/adapt/">http://timharford.com/books/adapt/</a></li> <li>3. Tim's ICE Presidential Lecture - <a href="http://www.tunneltalk.com/images/ICE-President/2010-Presidential-Address.pdf">http://www.tunneltalk.com/images/ICE-President/2010-Presidential-Address.pdf</a></li> <li>4. Construct/Disrupt Events - Bridging the gap between construction and the tech industry - <a href="https://basestone.io/constructdisrupt/">https://basestone.io/constructdisrupt/</a></li> <li>5. Keith's article in the NCE that drew the angry letters - <a href="http://www.newcivilengineer.com/latest/ice-news/comment-leading-the-climate-change/10001738.article">http://www.newcivilengineer.com/latest/ice-news/comment-leading-the-climate-change/10001738.article</a></li> </ol>	Abu Dhabi Petroleum Company (ADPC) from 1963. 50 years of living and working in Abu Dhabi. From Pearls to Oil'. How the Oil Industry came to the UAE. Motivate Dubai, 2011
Key benefits	Manhole covers, in ground power units	Deepening of our collaborative activities	Adapt (if you are lucky) Mitigate (if we are brave)	A profound affection for local people and the local environment
How have I shared this?	ICE members	ICE Committee	ICE members and guests	
Further development needs. Takeaway quote.			Tim Chapman from Arup article in NCE - <a href="http://www.newcivilengineer.com/ice-report-time-to-get-serious-about-co2/8622870.fullarticle">http://www.newcivilengineer.com/ice-report-time-to-get-serious-about-co2/8622870.fullarticle</a> - OPEX v's CAPEX	

## Personal Development Record: Philip Todd

	Activity	Activity	Activity	Activity
Title. Type of Activity.	Project Management Consulting In Saudi Arabia. Workshop	Purple Line P3 Project. Maryland Transit Authority Design kick-off workshop.	Soil reinforcement. Learned Event	
Technical Leader & Affiliation	Donald Lawson CEO, F+G Scott Campbell, Linklaters	Mitch Lester Project Director Fluor	Jayakrishnan P.V. Maccaferri Middle East	
Details of Activity undertaken by individual	Facilitated workshop.	Attended kick-off Led training workshop	Co-hosted event	
Dates & location	16 <sup>th</sup> March 2016 Doha, Qatar	21-24 March 2015 Washington, USA	29 <sup>th</sup> March 2016 Dubai, UAE	
Time spent learning (And any assessment)	Half day	One day	Evening	
Key Learning Points	<input type="checkbox"/> Saudi Capital Projects Market (\$ 90 billion average yearly spending on Capital Projects in Saudi Arabia) <input type="checkbox"/> PMC National Champion Opportunity <input type="checkbox"/> Success Factors <input type="checkbox"/> Key Business Principles	Design-Builder – PLTC - US\$2.2Bn Fluor, Lane & Traylor Brothers. Scope: 16.2 miles 21 Stations: 17 at-grade, 2 elevated, 2 underground 2 Tunnels 2 Yards/Depots 1500v TPS with 8 TPSS	Concepts Codes & Guidelines Applications Design & Construction	
Key benefits	<input type="checkbox"/> Capture underpenetrated market share <input type="checkbox"/> Improve project delivery <input type="checkbox"/> Increase Saudization <input type="checkbox"/> Increase localization of talents and market know-how <input type="checkbox"/> Enhance market competitiveness among PMCs	Governance arrangements Mobilisation plan Recruitment plan Project Execution Plan Baseline review	32m high nearly vertical Maccaferri ParaMesh retaining wall for Al Jais Mountain Road Project, Ras Al Khaima, UAE	
How have I shared this learning?	F+G leadership	Feedback to project team Feedback to executive oversight	ICE members and guests	
Further development needs. Takeaway quote.	See actions arising from workshop		Reduced material and construction costs	



## Personal Development Record: Philip Todd

### Notes

1. IoD annual cycle is from 26 June. Annual submission.