

eye - Contact

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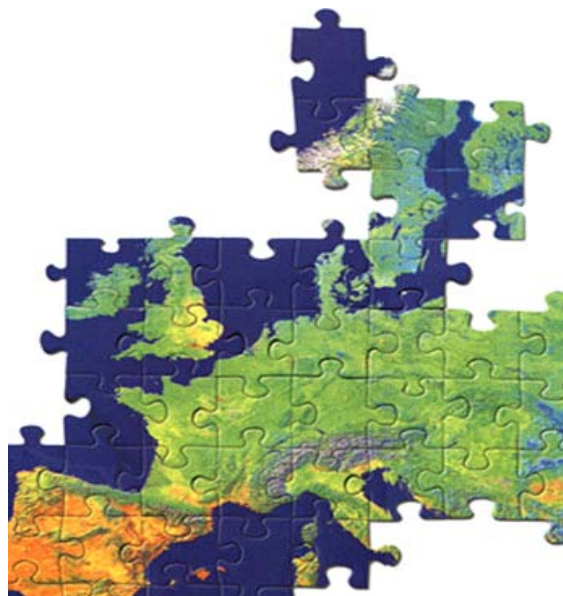
The Journal of the European Young Engineers

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Insight EYE

EYE - Leading the Way!

The EYE's burgeoning reputation for developing the business skills of the Continent's brightest young engineers was further boosted at the recent EYE Conference in London. Dennis Beard's seminar on Leadership was excellent – worth €120 on its own! It started by taking leadership (as opposed to management) back to the fundamentals of human behaviour, emotions and motivation, and finished with 20 simple things that should and should not be done if one is to be a successful leader.

What is leadership?

Everyone is different, but we can all be leaders. So what is the one thing that all leaders have in common, if everyone is different? The answer is simple: *followers*. Leaders inspire people to follow them through their personal power and influence.

There are different types of leadership: Political Leadership (put the President in front of a TV camera and they're off); Military Leadership (even easier, make someone a Brigadier, they issue instructions and those that do not obey are locked up, or worse!); and Workplace Leadership. The latter is most difficult – you are not President and you cannot go around locking people up.

In this context, Dennis describes leadership as "*using a form of personal power to influence the attitudes and behaviour of people, to achieve what we want, without offering material rewards, or using organisational command authority*".

Hence to lead we must motivate people to do things without giving them pay rises or big bonuses or forcing them with the threat of punishment.

Leaders must "*create an image in the minds of the team of what must be achieved, why it must be achieved, the values and priorities involved, the details of how the team will be judged and the importance of success to the team, the business and the customer*". Or in other words, clearly explaining why is it being done and what are the consequences of doing it well, and of not doing it properly?

They must influence people so that they want to do something.

But what makes people want to do things?

There are only 2 reasons why people do things; to obtain a reward, or to avoid a punishment. There are no other reasons.

Dennis points out that "*punishment (threats) only work for a short period, and we cannot develop powerful relations by continually punishing people, but we can offer continual rewards. Our definition of leadership excluded material rewards, and in any case material*

rewards do not, on their own, produce long term motivation. We therefore need a non-material reward for people."

So, what reward can we give? To know this we must go to the very heart of the Human psyche. What do people want from life above all else? We know the answer because we suffer it ourselves: *to feel important and be considered important by others.*

This means we must base our approach around supporting the ego and building self esteem and dignity. We must be professional, show goodwill and mutual respect, be credible, sincere and honest; and we must involve and encourage people.

This sounds simple – almost too good to be true! But it is a simple idea that takes great skill, thought and patience to implement.

Dennis gave us many examples of the right and the wrong way to approach different situations to illustrate this.

Here is one: - You might say to someone that, "*The service from your section is not acceptable!*" You have influenced them but not in a desirable way. You have made them defensive and they will focus on defending themselves and possibly attacking you – maybe behind your back so that you cannot defend yourself. How might you have said it differently? You could say "*I think the service from your section would be more effective if*" etc. Or "*Can I seek your advice on an idea I have to improve our effectiveness?*" You are involving them, asking them for their help in improving themselves! And they will admire you for it!

A selection from the 20 key tips

These are select tips from the 20 dos and 20 don'ts of effective leadership.

Support the ego...

- Ask advice – even sometimes when you don't need it!
- Thank people who help you – and make sure you explain why their help was so useful.
- Always give people a way out in discussions (they must always be able to save face).
- Consult people affected by your actions.
- Listen – and pay attention.
- Show respect – always!
- Give a reason when saying no.
- Be receptive to ideas; encourage discussion and contributions from others.
- Give time to people – especially if you don't like them!

Avoid attacking the ego...

- Never directly, confrontationally, criticise anyone.
- Don't attack people.
- Don't force people to back down or lose face in front of others.
- Don't openly contradict.

- Don't be flippant, arrogant or sarcastic.
- Don't boast, be superior or make yourself look good at others' expense.

So when do you start becoming a leader?

When you realise that if people don't do what you want it's because what you did was not right. Ask yourself, what am I doing wrong, how can I change?

Remember - people only do things that they want to do. As a leader you have to make other people want to do the things that you want them to do!

Jim Bell, ACE, UK

Results of the last Task Force Meeting in September

The Task Force at work ...



... and after work.



The last Task Force meeting took place in Brussels (3.9.-5.9.) and covered in addition to the preparation of the conferences the following topics. The complete minutes are available on www.e-y-e.org (<http://www.e-y-e.org/TF20040903.pdf>).

Upcoming Conferences

The organisation of the **conferences after Strasbourg** has been a hot topic at the council meeting in London. Since then significant progress has been made:

- The **EYE Conference in spring 2005 will be held in Cardiff, Wales**. Direct communication between the Welsh Electronic Forum (WEF) and EYE (Roger and Penny) has been established and they are very keen to organise the conference. Roger and Jörg have met the CEO of the WEF and the people in charge of the conference on October 6 in Cardiff to give a detailed briefing; Penny has been invited to attend but can't come due to earlier commitments.
- The subsequent conference in **autumn 2005 will be held in Belgium** and will be organised by KVIV. Nico, the new EYE co-ordinator and future council member is the potential candidate for organising that conference. First impression is a very promising one: a large number of people involved with a very good background regarding the organisation of large events.
- **Bulgaria has volunteered to host the EYE Conference in spring 2006**. Roger and Jörg have met the President of FNTS and the people in charge of the conference on October 15 in Sofia to give a detailed briefing. They will take part in the upcoming conferences.
- **IDA will be asked to run the autumn 2006 conference**.
- A **CD-ROM containing the guidebook, the available planning tools and documentations of the past conferences** (The Hague 2002 – London 2004), the relevant council minutes and other documents have been compiled and handed over to the conference organisers of Strasbourg, Wales, Belgium and Bulgaria.

Potential new members: Switzerland

Following a discussion with Andreas Hugi, Secretary General of the Swiss engineering association (Swiss Engineering STV) a **delegation of the STV will take part in the Strasbourg conference**. They will be invited to present their organisation at the council meeting and are likely to apply for membership. They will be equally invited to join the workshop on Thursday for member organisations (see below). As the STV is currently structuring their student's and young engineer's activities they expect input from the EYE members on that topic.

Review EYE Action Plan

The EYE Task Force has been established at the Council Meeting in Helsinki in November 2000 to ensure continuous progress on EYE topics independent from the EYE activities. After four years of work and 15 months after drafting the EYE Action Plan it was time to evaluate

the current way of working. Therefore it was announced at the Council Meeting in London that the EYE Task Force would review their activities and the Action Plan during the summer and would present a draft for future activities in Strasbourg (see minutes for details).

Co-operations with FEANI and WFEO

EYE and its activities have received some acknowledgement in the near past, as FEANI and WFEO have independently asked for intensifying their co-operation with EYE.

- The FEANI board has decided to intensify the contact with young European Engineers, for instance finding opportunities to collaborate with organizations like EYE (European Young Engineers). As a first step there will be a meeting between FEANI (President, Vice-President and Secretary General) and EYE (Roger, Peter and Jörg) at the next possible occasion. Jörg meets the FEANI Secretary General Philippe Wauters on September 7 to prepare the meeting.
- The WFEO is currently examining the foundation of YEI (Young Engineers International) and has expressed interest to co-operate with EYE, especially with regard to the EYE Information System and the EYE web site. Channelled by the CEO of the VDI, himself a board member of the WFEO, their President has been asked to contact EYE directly (Roger and Jörg). Roger and Jörg will follow up on that actively if nothing happens until mid September.

WWW/EYE Information System

The Council in London has decided to follow the proposal of the Task Force to implement a new web site based on a dynamic concept. The structure and layout of the draft (see screen shot in annex) have been reviewed and changes need to be done for some elements (use of the current logo without any changes, the puzzle should be used as a graphic element for a transitional period, within the navigation an additional topic "working groups" should be added, the news topic with special emphasis (picture plus headline) needs to be exchangeable, web polls should be foreseen). Furthermore the complete integration of the web site and the EYE Information System will be evaluated and if possible be done at the same time as the re-launch of the web site.

Folder

The Council in London has decided to follow the proposal of the Task Force to produce a folder. Three different layouts have been prepared by a designer. All Task Force members agree to choose proposal two with minor

changes. These changes concern mainly the choice of photos. The folder should be available in Strasbourg (for the delegate packages as well as for the member workshop).

Jörg Niehoff

EYE Family

Young KIVI-NIRIA: Partners for life!

With the merger between the two Dutch engineering associations well on its way, the young national boards of KIVI and Niria are planning the future together. During the last months a merging commission achieved to define the common goals and structure. From October 23rd the new young member board will go in function. The Young KIVI-NIRIA board will consist of 4 members of both Young KIVI and Young Niria. Due to the age of the members we expect a reduction with 2 members within the next year. Most of the other members will be replaced during a three year period making room for a fresh young member board without the split history.

Young KIVI-NIRIA will focus on the following points:

- Continuity of the current Young Member activities.
- Member retaining and Member recruitment.
- Communication and PR.
- Maintaining contact with the regions to enable the flow of "older" members.
- Creating better contact to students throughout their education.

The members of the Young board will take part in commissions of the national board like Membership recruitment, International affairs, and Communication & PR.

Before the merger KIVI and Niria both had their own age limit for young members. From January 2005 all members under 30 years will be automatically member of Young KIVI-NIRIA.

The position of Young KIVI-NIRIA within EYE will stay the same. However the representation in the council will be reduce to one voting member.

Counting on a good cooperation now and in the future!!

Peter van Hattum

The intersection of K VIV and EYE

Being a member of an engineering association, at least one technical term needed to be mentioned in this article. Let's now focus on the 2 other words in the title and introduce the K VIV members you'll meet the upcoming year during EYE activities. And as most of you know,

K VIV is the Royal Flemish Association of Engineers.

At the last EYE conference in London, Inge Nelissen has been elected as EYE Task Force member. In that position she will surely be able to use her EYE-experience (last year she was a Council Member). Besides her involvement in EYE, she got the European 'fever' during a project on autoimmune diseases at the University of Oxford in 2001. In daily life, Inge recently started to work as a post-doc researcher at Vito (Flemish Institute for Technological Research) in the field of immunotoxicology. It's especially the collaborations with various partners in scientific EU projects that made her choose for this job.

Meanwhile, I got elected in the board of Young K VIV as the EYE-responsible (and by consequence as Council member). But who am I? After graduating in Aalborg (Denmark), I decided to move back to my old university in Brussels for a PhD-project in the field of GSM localisation. But more importantly, during those 5 years of studying I have been an active member of BEST (Board of European Students of Technology). It's there that I have become a Europe-enthusiast and that I have understood the added value of a network like EYE. Currently I'm still involved in BEST, but only as a trainer (mainly soft skills, like presentation/facilitation techniques, project management, etc...). And now, I'm looking forward to hear more about you, which will probably happen when we meet each other in Strasbourg in November.

To finish, let me tell you that the intersection of K VIV and EYE is bigger than the two of us: the whole board of Young K VIV is actually quite fond of EYE. If you attended the conference in London, you could already see the enthusiasm of our delegation. And during the fall of 2005 you'll see what a motivated team can do for EYE. But for more information on the Belgian EYE conference, you'll have to wait until a next issue of eye-contact...

Nico Deblauwe – nico@deblauwe.be

The art of communication

"You cannot not communicate. Everything you say and do or don't say and don't do sends a message to others."

John Woods

Whatever business you are in as an engineer, there is no business without good communication. Whether you want to announce or present something, supply information, or interchange ideas, there is always a message that needs to be transmitted, either written or orally. This interchange of information, which is the essence of communication, is only efficient if it's based upon a good relationship between the sender and the receiver. This means that the messenger continuously observes his partner's emotions and adjusts his message accordingly. Only few people,

who are said to possess emotional intelligence skills, are gifted with the art to do so properly.

When an emotional intelligent person communicates, she (he) tunes her (his) words to the emotional condition of her (his) conversation partner, meanwhile checking his state against a kind of database in order to classify it. Such a database is made up of impressions, emotions and behaviours that people pick up from others whom they communicate with. In fact, by communicating everybody is able to make his own intuitive database, which in turn allows him to further improve his state of the art. But whenever required, specialised tools exist to analyse one's personality, such as Myers-Briggs Type Indicator® (MBTI®), which may help to stimulate emotional intelligence.

Generally, engineers have got a strong analytical mind and are technical specialists. As a consequence, they are considered to be geniuses on their island, because they communicate mainly in technical slang and attach too much attention to the content of their message. They forget that the success by which the content of their message is put across, is mostly determined by emotions. Many engineers are thus lacking emotional intelligence, but beside that, they are also lacking other crucial communication skills. This observation caused Young K VIV to organise the "C-Dagen" (Communication Days) biyearly, during which professional trainers offer techniques for better communication.

This year, the "C-Dagen" are held on October 23rd in Gent and November 6th in Leuven. As in previous editions, the programme is again exciting, potentially drawing the attention of about 300 young engineers who are eager to communicate. For more information: www.kviv.be/jongeren/

Hilde Vanneste and Inge Nelissen

EYE Opener

Working In China – An Addicting Therapy Against Low Blood Pressure

As a consultant, one normally takes the Rolex off a customer's wrist in order to tell him the time, and then charges him the price of an even nicer Swiss watch. At least that was what I knew from my university and quite a lot of projects in Europe. While working for a German-Chinese automotive joint venture company in the Middle Kingdom however, I found that there were at least nine watches at the General Manager's wrist (not to mention his deputies' wrists), each one showing a completely different time and at least eight being fake. China is a

huge and great country, at least as diverse as Europe. Since nobody here would pretend to be an expert on Europe, I have to point out that everything I write in this article is just based on my private as well as professional experience at one specific company: When one doesn't like a pizza at a certain pizzeria in the very north of Sweden, it doesn't mean that Italians cannot make proper pizza either. Nevertheless, when your company is desperately looking for a Mr. China, I would not mind charging them for pretending to be one.

At first sight, the chaos at the company seemed to be still observable. The management was partly German, the factory and office building were new and clean and all employees arrived in the morning on time and they always seemed to be very busy – except after 17:15 when some people (of course not all) even managed to interrupt very important phone calls to go home on time. Since I had to develop and implement a software tool for material procurement and provision as an interim solution in the run up to a full SAP implementation, quite quickly I became interested in what those guys were doing all day in their offices and started to ask questions to find out which Rolex showed the right time:

Q: „What do you normally do, A or B? “ - A: „Yes. “

Q: „Yes??? OK, let me repeat my question: When you receive an order, would you normally process it in way A or in way B? “ - A: „I don't know. “

Q: „Isn't it part of your daily work? “ - A: „Yes, it is. “

Q: „Why don't you know? - A: „I am new here. “

Q: „How long have you been working at this position? “ - A: „Two years. “

After a couple of months, this employee turned out to have well maintained Excel-files on a private hard disk with all the necessary information I asked for during the process analysis. He just was not able or not willing to understand me because of my continental European English.

After a lot of efforts, I still didn't have the complete picture. Every time I scratched some surface paint, big clouds of chaos came out, and quickly, I even was not able to see the observable chaos through the dense chaos fog anymore.

The Chinese I met were very practical. They managed to survive in this kind of environment just by ignoring problems and concentrating on their own business. Trying to improve something often means implicitly criticising the manager in charge; the boss would lose his face and therefore maybe cut one's Spring Festival bonus and next year's promotion, for many Chinese employees the only things they really care about. Furthermore, relationship networks in China tend to be very complicated so that one never knows who will be affected when something is changed. For all these reasons, it is from their personal point of view often really the best to leave things the old way.

Nevertheless, as a goal-oriented (that is at least something I pretend to be) laowai I still wanted to push my project to a good end. Therefore, I came up with a well structured concept and developed a lot of sophisticated algorithms for production planning and control and hired some student-programmers from a Chinese top university. (However it later turned out that implementing controlling algorithms in a quite obvious way was a big mistake: many Chinese employees dislike the possibility of their work being evaluated by objective standards even more than labour union member and civil servants in Europe. Therefore, they will do everything possible to avoid the usage of such software) Now, the real fun could start.

In the first months, everything went amazingly smoothly. The programmers made constantly progress though they seemed to have difficulties to think systematically and to link knowledge from different fields, but since I had some experience with the Chinese education system in which every activity that is not related to passing the university entrance examination is to be avoided, I had already split the tasks as much as possible to meet their lazy intellectual attitude. Once, a Chinese acquaintance told me proudly that she had taken away all her son's favourite Chinese history books since those had nothing to do with the high school examination that he would have to take five years later.

In software engineering, it is commonly known that one has to attack the risks in one's software project actively, otherwise the risks will actively attack one. For that reason, I paid an awful lot of attention to fix the requirements as quickly as possible but I did not take the incredible stubbornness and under qualification of some Chinese managers into account: One could spend days on discussing the need for something obvious as, let us say, a proper demand forecasting procedure but only two minutes after those extensive meetings, one had to explain again –to the same people- why it was necessary to improve and monitor the forecasting process. Within minutes, basic project requirements with big organisational implications were changed completely by an unaware management. After a couple of months, the student programmers, who underestimated the amount of work, began to hide themselves, so that I had to start to catch them –literally– by calling their friends, relatives and class mates from the early morning to the very late evening and by frequently threatening them with informing their university advisors. After about one month playing cat and mouse, those student-programmers were replaced but I had to start all over with a new, this time very professional and partly foreign programming team. Certainly, in the mean time a lot of requirements were changed again by the management which caused an awful lot of additional work and big chances of process improvement that I had been pointing at very frequently were simply ignored.

Though the management of my consulting project in China turned out to be a really excellent therapy against

low blood pressure, the Middle Kingdom is an addictively interesting country to which I would like to return as quickly as possible. Caption: Not only the subway seems to be over-crowded...

Brian Sieben
Sieben.brian@vdi.de

Caption: Not only the subway seems to be over-crowded...

Another way to experience another country

I think that most people once in their lives have the dream of living in another country. How would it be like to experience another country, to live within another culture?

There are different ways to make this come into reality. Some choose to study; some travel around and yet other gets a job abroad. My way of doing it can probably best be prepared to getting a job abroad – I had the opportunity to try to live as a professional volleyball-player.

This opportunity came to me after 4 years of studies at the Technical University of Denmark. I got an offer to be a professional volleyball-player from a club in Germany. “Wow, I said to myself, what a great opportunity to make some new experiences”. There were still one year left before I would graduate, but I thought that I could finish my study after the year in Germany, if I did not like to be there. After this decision I went to Germany, where I signed a contract for one season. This was the beginning of eight fruitful months.

There were a lot of challenges. The mentality in Germany was not so different, from the one I knew in Denmark, but in the team there were players from six different countries. It was really interesting to meet all these people, and learn about how they normally live in their countries. Sometimes the cultural differences could force some problems, but if you go for the proverb “ There are no problems, only challenges” you learn a lot.

The level in practice was much higher than the one I was used to. A normal week was practice with ball in the gym 7 times and 2 times in the weight room and almost matches in every week all over Germany. Furthermore, all the conversation was in German, which in the beginning were quite challenging for me and some of my teammates. This required a lot of energy in the beginning of my stay.

However, on the luxurious side, a lot of practical issues that you normally have to take care about when you are moving to a foreign country, such as opening a bank account, make sure that your insurances are appropriate and inform the police, that you will be a citizen for the next 8 months was all taken care of by the club.

After eight months in Germany, I decided to extend my “adventure” for one year more before I would go back at the university and finish my studies. Next stop was

Switzerland, more precisely Basel, where I stayed for 10 months. The stay was a little different from the one in Germany, where I only played volleyball. One of my most valuable lessons learnt was, that I needed to have some intellectual challenges – it is OK to read books, go shopping and sightseeing and socializing for a few months, but everything has its limitations. This time I would like play volleyball on a high level and if possible combine it with my education, as a civil engineer.

I was really looking forward to work in a foreign country. It was, of course, a little bit tough in the beginning, because all the terms were in German, and not in English as I was used to at the university. Back at the university I had mainly worked with road construction and concrete, but in this company they asked if I could work with dimensioning water reservoirs. “Ohh, I thought, this is not one of my specialities”, but I knew a little bit about it, and after 9 months I knew a lot of it.

Summarizing pros and cons of a stay abroad, I find that this can only be recommended. It does not really matter what the reasons for going abroad are, as long as you start out with an open mind.

Lene Gertsen

EYE Liner

Albert Einstein Riddle

Are you in the top 2% of intelligent people? Solve the riddle and find out. There are no tricks, just logic.

In a street there are 5 houses painted 5 different colours. In each house lives a person of a different nationality. The 5 homeowners each drinks a different beverage, smokes a different brand of cigarettes and keeps a different pet.

The question: Who owns the fish?

Hints:

1. The Brit lives in a red house
2. The Swede has a dog
3. The Dane drinks tea
4. The Green house is on the left of the White house
5. The owner of the Green house drinks coffee
6. The person who smokes Pall Mall has birds
7. The owner of the Yellow house smokes Dunhill's
8. The man living in the centre house drinks milk
9. The Norwegian lives in the first house
10. The man who smokes Blends lives next to the one who has cats
11. The man who has horses lives next to the man who smokes Dunhill's
12. The man who smokes Blue Master drinks beer

- 13. The German smokes Prince
- 14. The Norwegian lives next to the blue house
- 15. The man who smokes Blends has a neighbour who drinks water

Albert Einstein wrote this riddle in the early 20th century. He said that 98% of the population would not be able to solve it.

EYE Forecast

The next EYE conferences



The upcoming conference – only three weeks away - will take place on the 19. – 21. November 2004 in Strasbourg, France.

The schedule for the following conferences is the following:

- **Spring 2005: Cardiff, Wales**
- **Autumn 2005: Belgium**
- **Spring 2006: Sofia, Bulgaria**















Imprint

The eye-contact is compiled by the EYE Task Force and puts together articles about EYE activities like the EYE-conferences, the member organizations as well as about EU activities relevant for young engineers. The circulation of eye-contact is strongly encouraged.

EYE at the VDI Office Brussels

Jörg Niehoff
 31, rue du Commerce
 B-1000 Bruxelles
 Phone : +32/2/500.89.65
 Fax : +32/2/511.33.67
 E-Mail : eye.office@e-y-e.org
 Internet : www.e-y-e.org

Our Member Organisations

	ACE Association of Consulting Engineers (United Kingdom) www.acenet.co.uk
	ANEIL Association Nationale des Etudiants Ingénieurs Luxembourgeois (Luxembourg) www.aneil.lu
	BNEI Bureau National des Elèves Ingénieurs (France) www.bnei.org
	FNTS Federation of the Scientific - Technical Unions (Bulgaria) www.fnts-bg.org
	Future Net (United Kingdom) http://www.scenta.co.uk/community/kcHome.cfm?kcid=6
	FWI France Femmes Ingenieurs (France) www.femmes-ingenieurs.org
	IDA Ingeniorföreningen i Danmark (Denmark) www.ida.dk
	IEI Institution of Engineers of Ireland (Ireland) www.iei.ie
	IL Insinööriliitto (Finland) www.insinööriliitto.fi
	Kivi-NIRIA (The Netherlands) : www.kiviniria.nl
	KLV Koninklijke Landbouwkundige Vereniging (The Netherlands) www.klv.nl
	KVIV Koninklijke Vlaamse Ingenieursvereniging (Belgium) www.kviv.be
	MTESZ Muszaki es Termesztudományi Egyesületek Szövetsége (Hungary) www.mtesz.hu
	VDI The Association of Engineers (Germany) www.vdi.de
	VIK Vlaamse Ingenieurskamer (Belgium) www.vik.be

