



MARCH 2020 | ISSUE 1

Road To Success

→ Crafting the Career
of your Dreams
→ The Future of
Artificial Intelligence



Published By
Society of Petroleum Engineers
Suez University Student Chapter



Our Vision

Empowering the students and graduates to compete in the national and international plenary of the challenging Oil and Gas Industry.



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SPE International

SPEI is the largest not-for-profit professional association whose members are engaged in energy resources development and production. SPE is a key resource for technical knowledge related to the oil and gas exploration and production industry, and provides services through publications, events, training courses and online resources at www.spe.org. It has more than 156,000 members in 154 countries participate in 203 section and 383 student chapters.

Our Mission

Bridging the gap between academic theories and their implementation practically as well as developing the students' full skill set, their technical knowledge and their personal skills by providing more technical courses, sessions and professional technical assistance.

SPE Suez

SPE Suez is a student chapter which represent SPE International in Suez University. It has been founded in 2004 and for 15 years, it has been fulfilling the technical and non-technical needs of Suez University students and providing its members a lot of skills enhancement and development programs. SPE offers a chance to practice many fields as Marketing, Business Development, HR, IT, and others. Along our march, we achieved a lot of prizes many times as Best Chapter in Egypt, Golden Standard and Outstanding awards. Last time was the Outstanding Award this year in Aug 2019.

About Criterion

Our masterpiece for this season, it discusses different fields in science, business and soft skills to provide you a clear vision and guide you to your suitable career. Here is our first issue in your hands, may it reach your admiration and achieve the maximum benefit.

Our Diversity

In the Technical Aspect: We provide annual many courses, competitions, internships, research school, Science Fair, technical club and mega conferences, such as: PACE "Petroleum Arabian Conference and Exhibition" and PICS "Petroleum Industry and Career Summit", in addition to our official technical magazine "ECHO"; stay tuned for its 12th edition this year.

In the Non-Technical Aspect: In order to enhance the students' personal skills, we provide our Skills Club and different non-technical events annually, in addition to launching our first non-technical mega conference this year, SPE Business Summit (SBS) that was held in 10,11&12 October.

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Suez University
Student Chapter



Ahmed Haitham
Criterion Chairperson
Chapter President

Enthusiasm A key to success

“Enthusiasm is the electricity of life. How do you get it? You act enthusiastic until you make it a habit.” - Gordon Parks -

Do you feel enthusiastic, energetic when starting something new, but after some time, you lose your enthusiasm and motivation? This can happen when practicing a self-development program, studying a new course, dieting, exercising, or doing anything else.

A simple meaning for the “enthusiasm” word is to have a keen interest. It means you demonstrate a fervency and a gladness that fills you with energy. If you approach any task without enthusiasm, the task will be laborious and boring. You will find yourself watching the clock waiting for the day to be over. You are just putting in time, bored, and truly not enjoying life. But what a difference it makes when you are energized.

Things Become Easier

You will find yourself wanting to finish the task not finish the day. If you start your day by dreading it, it will be a long day. But, if you find something you can be enthused about, it will change your entire day! Sure, there are things we all don't like doing, but rather than focusing on what we don't like, zoom on what inspires us or on the good of what you are doing. And, there is always good in everything if we just look for it.

Enthusiasm Is Contagious

When you work with enthusiastic people, you can't help but be enthusiastic yourself. Enthusiasm spreads like wild fire. Think of people you have worked with. Usually, those who show enthusiasm are fun to work with and the tasks get done faster, easier and with more fun. And, then they are those who have little enthusiasm, the task seems to take forever, while at the same time it usually brings you down.

There are a lot of attitudes among workers that can lead to a better workplace and these can be as simple as respect for others, understanding, and compromise. But, enthusiasm is one of the largest factors when linked with all the others previously mentioned. As you might understand, enthusiasm by itself can only do so much but when enthusiasm is also coupled with respect for others, or the ability to compromise in the workplace, mountains can be moved.

Volunteers to Pioneers

Remember, that's your own life, and you are responsible for it. Why succumb to laziness and negative programming? This might be difficult, and there might be obstacles on the way, but it's certainly not impossible.

Keep thinking about how happy you would be after achieving success. Visualize how your life would change, if you beat your laziness, negative thoughts and negative programming. Just keep your mind on your goal whatever it is.

“A creative and inspired community of lifelong learners that demonstrates the knowledge, skills and values for sustainable excellence”

That's our season vision we seek to achieve via continuous enthusiasm.

Here, in our SPE Family, Enthusiasm and high motivation are two important factors of all our achievements and success. Criterion is a clear example of that, it is a new project with a new vision that have been already achieved by our enthusiasm and passion, and we always seek to keep it on the crest.

Finally, I would like to thank Criterion Editorial and design Team who has spent lots of concentrated working hours to come out with this valuable and outstanding product with such a splendid quality in its first issue.

And I extend my cheerful thanks to each volunteer around the world who devoted their time and efforts for the sake of serving individuals and lead them to their success.



Trust Your Abilities

“Dictionary is the only place where success comes before work. Hard work is the price we must pay for success. I think you can accomplish anything if you are willing to pay the price”-Vince Lombardi

I preferred to start the **Criterion** Foreword with such quote that summarized all success stories in two words; **Hard Work!** Any successful character who carved his name on the stones of history, has worked hard and hard to reach that success. So, we can say that the power of Hard Work is considered the bridge on which all your needs for a successful life pass and achieve.

In fact, no one can deny that both facilities and talents are extremely remarkable factors of any success, but what I would like to say that they are not the prime movers of the roaring success stories. Indeed, the main critical ingredients of booming success are hard work combined with your passion and enthusiasm towards realizing or achieving something. Passion and hard work must be very connected together, where passion is the criterion that determines the level of hard work. Passion is what keeps stimulating us to continue running after falling and drop, or even when others try to forestall us.

Everyone should ask themselves about their purposes; what am I doing here? And what makes life worth living? When you ask yourself these questions, you need to stop for a while to think about your deep and profound motivators. In fact, you will discover that these motivators arise from a superior source; your internal values. Yes, it is your values that define your character and sense of purpose to live and work.

“Problems are not stop signs, they are guidelines”-Robert Schuller.

Make use of every bad situation you have been through. You fell? Stand up, try and try until you catch your dream and achieve your goals, and remember, “The bullet that does not kill you makes you stronger”-Friedrich Nietzsche.

As youth, we have to keep planning our career path and continue our march armed with passion, enthusiasm, curiosity, sense of purpose, and innovation as the future is always vague. We should be well prepared for what it is carrying and what it is bringing to us. We should believe in ourselves and never let tough situations set us back or quash our paths we are paving.

Now, I can say that you have to work hard in a smart way. It's the only way you can achieve what you dream about. It may not be easy to find your passion; but when you do, you cannot let it go. Follow your passion, work hard and always tell yourself, I am the person who is going to change the world.

Under our desire to help different students and graduates find their suitable career and choose their life track so as not to be shocked with the actual business life, we did our best to publish this new masterpiece in our achievements “**Criterion Magazine**”. It contains a plenary of information and experience in different careers via divide it to three sections; Business Planning, Scientific Mentality, and Soft skills in order to achieve the maximum benefit for anyone whatever his/her study field.

Criterion 1 has come out this season with a massive amount of work, search, effort and dedication. The release of this issue would not have been possible if we did not have such a competent team. Thus, I owe them a very special greeting and sense of gratefulness to all of them; editors and designers, without their passion and loyalty, this distinguished product wouldn't have been accomplished.

Finally, I remind you to make the full use of each day you pass, trust your abilities and work hard till you achieve your goals in life. Now, have a nice time with your **Criterion** copy.



Mr. James Lafferty

CEO at Fine Hygienic Holding

By/ Abdallah Sharaf

James Michael Lafferty (born June 1963) is an American businessman, motivational speaker, Business consultant, psychologist, writer, and social media influencer. He is known for his story of starting as a fitness trainer in the Procter and Gamble Company in 1984 and progressing through marketing to become CEO for P&G, Coca-Cola, and British American Tobacco till now he is the CEO of Fine Hygienic Holding. He is also a marathoner, mountain-climber and Olympic track & field coach.

So, we are now in front of a very influential character, rich in experience, rich in relationships and rich in wisdom on transforming change.

1

Firstly, we would like to know more about Mr. James (studies, degrees, career path till he reached the CEO of an international corporation as Fine Hygienic Holding).

I studied psychology and physiology at University of Cincinnati. I was a top student. But I was not in a field with "high demand". I was a coach of youth track and field teams, mainly inner-city kids, and my role was actually to help keep them off the streets, out of trouble, and not ending up in jail. I learned more about motivating people in that job as a 19 and 20 year old, than I ever learned in a business role!

My dream in life was to teach, coach track and field, and basically make no money. I loved it. Even though there was no money, I was young and I was idealistic.

I started in 1984 at 21 years old, a fitness company that specialized in this new world of "Corporate fitness". I offered services to companies to help employees become more fit. We were pioneers at a time very few people were thinking about this. But I truly believed a healthy employee is a happy and productive employee. Corporate wellness is not "nice to have" it is a fundamental strategy.

I started my career path in P&G Company (Procter & Gamble) in the US as a Brand Assistant and eventually was promoted to Brand Manager. I then went on to Morocco as Marketing Manager; Poland as Marketing Director; CEO of Levant; CEO of Poland and Baltics; CEO of Western Europe Paper; and CEO of Philippines. I later retired after 24 years and went to Coca Cola as CEO of Nigeria, then British American Tobacco (BAT) as CEO of Philippines, and now I am CEO of Fine Hygienic Holding (FHH), the leading consumer paper company in MENA region.

2 What challenges have you faced in your journey towards any management position you hold and how have you tackled them?

I believe in serendipity. Life can and does suddenly change. And one day my path changed forever, for the better.

I had sold the large company in my hometown of Cincinnati, Procter and Gamble, a wellness program for executives. I would meet with them, test them, and they design a custom fitness and diet program. I charged a nominal \$100 for this program which consisted of maybe 10 meetings with the client over a few months period.

I was one day testing the body fat of this executive, a "Brand Manager" and he was all nervous because he was in his underwear whilst being tested! He was making small talk and he says to me, "Hey as I get to know you, I think you would be perfect in brand management. Why don't you do what I do?" I asked him, "What does a brand manager do?" He gave me an explanation and I thought it sounded exciting. So I decided to try and jump from being a contractor in teaching fitness, to a marketing leader in brand management!

That moment changed the rest of my life. Serendipity.

He helped me apply. I took tests. I was interviewed. I made it into final interviews. I thought I did well. But in those days, you go home and you WAIT for a letter in the mail. 2 weeks later it came: "Dear Jim, we loved meeting you and hearing your impressive stories. You have done so many impressive things...." This was paragraph one.

Paragraph two was, "However, after careful consideration, we have come to the conclusion you are not a strong fit for P&G; we hence wish you the best of luck in your future endeavors...."

Now, I was too naive and too foolish to know I should just "accept this". For me, I could fight for anything. So I went to the library, I looked up who was head of HR in P&G, and I fired off a nasty letter: "Dear Sir. Interviewing is not science it is art; and your artists suck at it!"

P&G was so stunned they called me back for another round of interviews. 3 new people. And lo and behold, at the end of that interview, I got the job!

3 What is the Success Criterion from your point of view?

There are many learnings in my life journey. But the most important is this—I can teach about anything in life. I can teach people how to shoot an ad. I can teach financial analysis. I can teach people to sell and to present and to write a good business document. This is easy. But I cannot teach the most important thing of all: DESIRE. Desire must come from within.

And Desire is what separates the great from the rest. Desire is what got me into P&G and gave me the career I have had. I never give up. I FIGHT. This is why I don't care what school a candidate comes from; what he or she studied; who their father is. I don't care. All I want is people with desire. People with a fire in their belly to succeed. Give me that I can train the rest.

4 Among these multiple positions you occupy in different places, could you tell us how you manage your time to keep your work flow goes ahead?

One gets better with time management with experience and time. It's all about focus. Picking the few things to work on and forgetting about the rest. There is also an element of decision making. People who struggle to decide and spend so much time debating mentally what to do always struggle with time management. It's key to focus and to make decisions and move on.

5 We would like to know your views on the own business or Start-Ups.

I started my work with large companies who would train me. Coming out of school most people are ill-equipped to run a business. You need to learn in real life. My advice to any young person is to go to the companies that will train you. P&G, Coke, FHH, J&J—learn from these masters. And then go off and put your own money at risk and try your own thing.

6 What is your opinion about Student Activities in university life generally and SPE Suez University Student Chapter specifically?

I think student activities are important like SPE. The key is to join these activities not for gaining titles and building one's CV; but to do real work and make a difference. Areas like charity and helping the community are great learning experiences and also personally fulfilling.

7 Kindly, leave your advice for senior students and fresh-graduates so as not to be shocked with the actual business life.

My advice is very simple. Awards and trophies are great, but what gets people to win is the underlying element of desire. Anything you choose to do, give it all the way 100%. Never accept and never say, "It's good enough". Good enough is neither—neither good, nor enough. The people who make it have an inner passion and desire. And this will come out in everything they do.



**fine
hygienic
holding**



Dr. Tomas Chamorro-Premuzic

is an international authority in psychological profiling, talent management, leadership development, and people analytics. He is the Chief Talent Scientist at Manpower Group, co-founder of Deeper Signals and Metaprofiling, and Professor of Business Psychology at both University College London, and Columbia University.



WHY ARE WE SO BAD AT CHOOSING THE RIGHT JOB?

What would be your perfect job? Although there are well-defined parameters around what people actually want from work, our career-related choices are not always consistent with those parameters — even when we are consciously aware of them.

Introduction

Consider that most of us want just three specific things from our jobs, namely:

- A sense of competence and mastery: acquired by being given the chance to perform above the expectation of our role, and to grow through learning opportunities that make us better.
- A sense of community or affiliation: the product of fair and respectful relationships with colleagues, and the sense that one is appreciated at work. This is why company culture is such a pivotal factor in driving satisfaction or dissatisfaction among employees.
- A sense of meaning and purpose: a feeling that we are devoted to something that matters, and that aligns with our core values and drivers.

Of course, it would be naive to assume that every person in the world has access to a career that ticks all three boxes. But, at the same time, workers everywhere are expected to attain these goals, regardless of macroeconomic circumstances, potential, and talent. As a result, most people have an innate desire to pursue a version of their perfect job, or at least improve their current role — something academics call “job crafting.”

This is not a bad thing. Optimizing your job to match your abilities and interests will likely improve how you feel and perform, something that almost seems too obvious to require scientific proof. Still, studies have been done, and unsurprisingly they show that job crafting is positively linked to employee engagement and employability, defined as the ability to get and keep desirable jobs and to remain relevant in the market throughout your career. Other research shows that job crafting enhances worker wellbeing.



"Failure Doesn't Mean You Are A Failure, It Just Means You Haven't Succeeded Yet."

Therefore, a more relevant question may be: If people are generally clear about what they want (and need) from work, why do so many of us make the wrong decision when choosing a job, particularly when we do have other choices?

Research points to a few reasons:

Money Talks – And People Listen.

As meta-analytic studies show, there is almost zero correlation between pay and job satisfaction. For example, lawyers earning \$160,000 per year are as satisfied with their jobs as nurses making \$35,000 per year. However, although money doesn't satisfy, it still motivates. We make many decisions focused on financial incentives, especially when it comes to our jobs. Even when people say that they would happily take a pay cut if they could work less, commute less, or have a more enjoyable job, they often don't actually make those choices, and prefer to stick to the higher salary.

People Are (Too) Good At Tolerating Bad Jobs.

We are probably more likely to put up with a bad job than a bad relationship. In fact, despite the popular view that people are happy with uncertainty and disinterested in long-term careers, the opposite is in fact true. When it comes to jobs and careers, it is really a case of "better the devil you know." You can put people in meaningless roles and under bad managers, and they will still be reluctant to try something else, which explains the pervasiveness of low employee engagement scores even among the most successful companies in the world.

Poor self-awareness limits smart choices.

People are generally quite inept at evaluating their own talents. Even when they do decide to "follow their passions" there is just no guarantee that they will end up doing something well, let alone that it is useful or in-demand. This means that there is not always a clear ROI to take risks and change careers. A good example is the recent influx of entrepreneurial or start-up activity. Despite the appeal of this "entrepreneurship porn" to a large number of young individuals who are excited by the idea of being their own boss and solving problems that excite them — the prospects of attaining even marginal success are low. Sure, the tiny minority that may end up creating the next Apple or Google could end up giving a great deal back to society. But for each of those success stories, there are millions of major failures. On average, people who quit traditional employment to work for themselves will end up working more to earn less and contribute less to the wider economy — when, in many cases, they may have been happier and more successful working for someone else.

It's Hard To Know What To Expect.

Organizations spend a great deal of time marketing their jobs and careers in a highly desirable and appealing way. Job branding or company branding is an integral part of the war for talent. Look at any company website and you will see convincing statements about their commitment to diversity, innovation, corporate social responsibility, lifelong learning, and agile culture. Even trivial jobs camouflaged with sexy titles can appear quite desirable: "head prioritization ninja," "director of possibilities," "chief happiness officer," and "global identity engineer," to name just a few. Regardless of your background, expertise, and industry, a successful hiring process requires finding the right person for the right role, which means applicants must have a proper understanding of the role itself. If your expectations for a role are too far off from reality, then it will be very hard for you to make the right career move to begin with.

Conclusion

In order to land the job you really want, you need to be clear about what you are good at, what the job in question is really like, and de-emphasize financial incentives to fulfill other values and career drivers. Above all, you will probably benefit from being less resilient so you are less likely to put up with a bad job or a bad boss. The important thing to remember is that only a minority of people ever regret quitting a job. This implies that people tend to stay in jobs longer than they should. As Hippocrates famously noted, *Ars Longa, Vita Brevis*. It takes a long time to develop expertise and become skilled. Life is short — so don't be afraid to choose the path you actually want.

CRAFTING THE CAREER OF YOUR DREAMS

ERIC MACKAY, HERIOT-WATT UNIVERSITY



Eric Mackay

holds the foundation CMG chair in reactive flow simulation in the Institute of Petroleum Engineering at Heriot-Watt University. Mackay has taught reservoir simulation at Heriot-Watt University since 1990. He has over 150 publications related primarily to inorganic scale management and carbon capture and storage. Mackay was appointed SPE Distinguished Lecturer on Scale Management during 2007–2008. He holds a BSc in Physics from the University of Edinburgh and a Ph.D. in Petroleum Engineering from Heriot-Watt University.

Perhaps the first thing to realize is that your degree does not make you an expert; expertise comes through experience. Your training will expose you to concepts, which will make you think about the applications and implications of those concepts

Introduction

Rethinking and planning your career trajectory in a promising industry for someone with technical ability, a willingness to work hard, and an eye for opportunity involves several important steps.

What Do You Want from Your Job?

Job satisfaction is most likely to be achieved if your work addresses the company's objectives. This sounds obvious, but we can easily be eased into thinking the organization is there to help us achieve our objectives. It's not; in your organization, it is likely that shareholder value, national wealth, or institutional reputation will be the main currency, and you will subsequently be assessed on how you contribute to enhancing these. As well as figuring out what the drivers are for your organization, there is the trickier task of identifying your own drivers. Ensuring you have time and energy for the things in life outside of work may be critical. Location of your work, type of work, opportunities to develop could be other considerations.

Financial reward will certainly be one of the drivers. People often seek wage increases because they want to be valued as much as needing extra cash. One of the biggest frustrations for people in the workplace is the sense that their work is not properly recognized, either because we perceive someone else is taking the credit, or the contribution itself is not valued. Oftentimes, the real significance of a pay raise is the acknowledgment that the employee's work is of value to the organization.

What Does Your Employer Want from Your Job?

Work toward ensuring that you deliver in line with the top priorities of your organization and in sync with your colleagues. While working in teams, our natural tendency is to focus on the bits we think we excel at, and our attention is drawn to the things we think others are not so good at. In fact, we gravitate to do what we enjoy the most, and naturally, that ends up being what we're best at. Be honest about your deficiencies, and recognize that there are others in your team who may be rather good at the bits you don't like, or quite possibly don't even value. If you give them encouragement in working on the bit of the jigsaw puzzle



you find less interesting, you'll probably be given more freedom to get on with the bit you really enjoy.

The point is not to try to fit everyone in the team into a single mold; but to identify what the work needs are, what the range of skills required to deliver the work may be, and to respect others for their contribution to the overall skill set.

How to Achieve Job Satisfaction?

A major element of job satisfaction comes from recognition. If you have worked hard, thought hard about making sure your work is effective and accretive toward the goals of your company, and if in your dealings with others you have been honest, then you will surely derive a sense of contentment as you head home at the end of a shift. But there is that very natural and justifiable human need to receive recognition for what we do—I believe it is inbuilt.

The key is to identify the individual from whom you would like the recognition to come and what their requirements may be.

"Your Degree Does Not Make You An Expert... Expertise Comes Through Experience."

Keep Learning

There is enormous value in attending courses, conferences, and workshops. They all force you to think outside of your routine, and you get to enjoy an enormous privilege—meeting people from all over the world. Set aside a specific time every week to read articles. Acquire the self-discipline.

To read without checking your inbox or mobile phone for messages. SPE makes such resources very easy to access. Start writing based on your own work. Try developing a half-day course on your specialty. If you listen to the questions you get asked, you'll learn something every time you deliver the course.

Another Degree?

A higher degree like a Ph.D. is a marathon that requires endurance, determination, and willpower to complete. Don't start on a Ph.D. simply because you can't think what else to do next, you can't get a job, or you think it is a way to continue the student life that you have enjoyed. The right reasons for pursuing a Ph.D. should be the desire to know what the answer to a question is, simply because the question has been posed, and the desire to teach.

Decide What Your Biography Should Say in Years to Come

Finally, let me share the drivers that motivate me as an academic:

- The freedom to undertake work that interests me.
- The satisfaction of seeing someone who previously didn't have awareness or understanding of a concept now "getting it".
- The pleasure of meeting former student, perhaps after 10 or 20 years, and hearing the story of their career development since leaving university, and reflecting on the perhaps small part that their time at the university played in initiating or furthering that career.
- The satisfaction of someone agreeing with me about the usefulness of a particular piece of research that I am proposing, to the extent that they are willing to fund it.
- The sense of fulfillment when a piece of research or consultancy I've undertaken led to a change in industry practice, or even just influenced a business decision taken on one single oil or gas field.

Having read these, I'd encourage you to reflect on what you might want to state as having been your drivers in the next few decades to come.



Dr. Tamer Salah

- Bachelor of Pharmacy, Ain-shams university (Grade: Excellent With honors).
- MBA in Marketing, Arab Academy for Science and Technology. (Grade: Excellent).
- DBA (Doctorate of business administration) in Marketing & Entrepreneurship (in Progress).
- 11 years' experience in sales and marketing in multinational companies.
- Founder and Marketing Manager of a successful Business Solutions Company.
- Marketing instructor in AASTMT – Freelancer.
- Digital Marketing Consultant, Freelance Corporate Trainer.

HOW TO SET A BUSINESS PLAN?

We all as work owners or employees in a company hear about Business Plan. This term is always repeated in front of us, so we feel it is too big and unclear. Today, we collect some tips for you to understand Business Plan, be able to apply it and put its basics so you look like the maestro who organizes his company's performance.

Introduction

If you have your own business, even if you still working alone without a team of employees, you need a plan to know from where you will start, or to determine your current position and to define your target.

In brief, the Business Plan has four main Tips:

1. Introduction & company profile
2. Inputs: (external environment & internal environment)
3. Matching: between ext. & int. through suitable technique and find an alternative strategy
4. Outputs: choose the best strategy and justify

The company's main plan or business plan is for 1 year or 3 years as a maximum, but preferred to be for 1 year. You can apply it overall levels from small or large companies to the country itself.

So, why do you need a plan? When you open a new company or a project and you need a study or have a problem or need it for every 3 years to define your goal or increase your company's income. Briefly, you have a problem, and the plan is your solution.

Now, what do you need?

Introduction

You need overall information about the company which faces the problem.

Inputs

You need more inputs in detail.

There are two types of inputs:

- Internal inputs about the company itself.
- External inputs about the market, competitors and external environment.



Matching

You try to make a SWOT analysis which will enable you to know how you can make benefits from Strengths and Opportunities and overcome Weaknesses and Threats.

Outputs

Now, we made a study about the company, the problem and the solutions for the problem, and we chose the best one based on the study.

1- Introduction, Company Profile

Corporate name, vision & mission, divisions, territory, industry, products, targeted customer, competitive advantage & main challenges....Etc.

Here, we make an overview of the company, the industry it works in it and its financial statement.

2- Inputs

External Factors Analysis

Use PESTLE: political, economic, socio-cultural, technological, environmental & legal.

Here, we study all external factors and deduce threats and weaknesses.

Use Porter Five Competitive Forces:

Those are the external factors directly on the company and its stakeholders, it is called "Task Environment".

Customers, Distributors, Suppliers, Competitors & Lenders.

We study them to measure the size of competition in this market and the possibility of entering new competitors and the possibility of entering the company in this market or not.

Internal Factors Analysis

Here, we study every part of the company in detail to conclude Strengths and weaknesses.

A. Financial Analysis

Calculate all Financial ratios also profitability, cost of capital, financial stability, availability of capital. This is a full financial study. If it is a company, it needs a financial expert to set it, but if it is a small project, you can make it by yourself.

B. Marketing

We will make our marketing plan and it will be parallel with the business plan as both depend on each other.

C. Production/Operation

Here, we study what concerns production in case of a production company and operations in case of a services company, and also we conclude weaknesses and strengths.

D. Management/HR

planning, organizing, Motivating, staffing, controlling.

3- Phase Matching

Now we have:

- Opportunities & threats from external env. Analysis.
- Strengths & weaknesses from internal env. Analysis.

Now, we do matching with one or more tools. The most popular tool is SWOT matrix or TWOS.

Also, we may use different tools like BCG MATRIX, SPACE MATRIX ... etc, but SWOT & TOWS Analysis will be sufficient.

4- Conclusion:

The most important phase as we make all of the above for it to reach the best strategy for the company and it won't be out of 4 types of strategies management.

A. Integration Strategies (forward-backward, Horizontal)

It means to expand your company by integration with another company, it may be your distributor, your supplier or your competitor.

B. Intensive Strategies (Market Penetration, Market Development, Product Development)

It means to strengthen your position and incomes by entering a new market, to expand your current market or to develop your product.

C. Diversification Strategies (related-unrelated)

To enter a new market even if it isn't related to your field, like Caterpillar Company which has a branch of equipment and a branch of clothes although not related to each other.

D. Defensive Strategies (retrenchment-Divestiture-Liquidation)

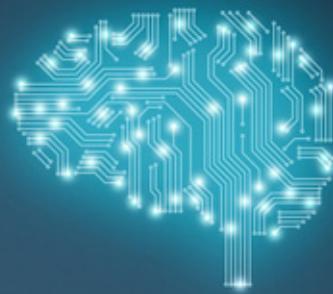
Here, you need to reduce your company's size by canceling sections, reduce expenses and labor, or sell the company permanently.

Every type of those has conditions to use it and not to be selected randomly. Your choice based on the company's financial, management statement and the market position. Each result has the best strategic management, which is suitable for it. As an example, if the company's financial position isn't good, it's the best for it to use the Defensive Strategy, not Integration Strategy.

In the end, I will manage to have a clear objective that the whole company is seeking to. Hence, each department in the company contributes to achieve this target whatever that department specialty; Marketing, HR, Business Development, Sales, IT, Finance, Development, Quality Management...etc.

**Jeff Dean**

Head of artificial intelligence at google. He joined google in 1999, completed a ph.D. in computer science at the university of washington in 1996, and he has worked on a number of prominent projects in large-scale data processing and machine learning.



THE FUTURE OF ARTIFICIAL INTELLIGENCE



In a technique called “Reinforcement Learning”, you have a set of actions you can take and try to predict what actions make the most sense. As you proceed, you begin to get a sense of whether the set of actions you took was a good idea or not.

Introduction

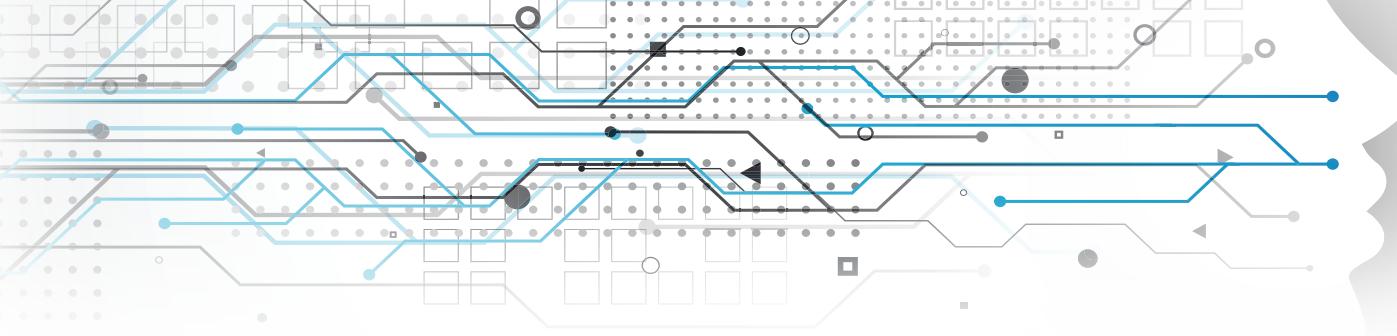
The rate of progress in the field of artificial intelligence is one of the most hotly contested aspects of the ongoing boom in teaching computers and robots how to see the world, make sense of it, and eventually perform complex tasks both in the physical realm and the virtual one. And just how fast the industry is moving, and to what end, is typically measured not just by actual product advancements and research milestones, but also by the prognostications and voiced concerns of AI leaders, futurists, academics, economists, and policymakers. AI is going to change the world — but how and when are still open questions.

Here in this article, we can know more about some of the major advances, and concerns, facing current artificial intelligence research, and how it interfaces with human society.

The Field Of Machine Learning Has Made A Lot Of Progress So, Where Do We See It Going Now?

The fact that computer vision and these language-related tasks are becoming more successful means that computers can now perceive the world around them much better than they could before, and that has implications beyond the boundaries of computer science.

We've seen significant developments in deep learning—essentially, a rebranding of artificial neural networks. These have been around for 30 or 40 years as a way of describing abstract ways of learning from interesting inputs and outputs. But now, it turns out that deep learning is useful for all kinds of problems in the fields of computer vision, speech recognition, language understanding, and language translation.



Now, all of a sudden, we can overcome many of the grand challenges in the fields of design and engineering by means of machine learning. Questions like "How can we make health care better for people?" or "How can we develop or rework urban infrastructure?" are adjustable to machine learning. As an example, self-driving vehicles are going to be a big factor in rethinking how cities should be designed because they're going to be very different from cars that we drive.

Machine Learning Was Built On The Model Of Showing Computer Lots Of Examples Until It Figures Out The Connections. Are There Other Mechanisms Now?

Most successful kinds of machine learning are of that form: Collect a large data set of inputs and outputs that you care about. It might be a bunch of pictures, and each picture is labeled with "that's a truck", "that's a pigeon", "that's a particular kind of monkey". Through exposure to many examples like that, the system can learn to generalize to a completely new picture, now it can say: "Well, that picture is also a truck". That process is called "supervised machine learning".

But other kinds of machine learning are also making significant steps. In a technique called "Reinforcement Learning", you have a set of actions you can take and try to predict what actions make the most sense. As you proceed, you begin to get a sense of whether the set of actions you took was a good idea or not.

How Can Data Sets And Algorithms Be Made Less Prone To Unconscious Bias?

Bias in machine learning algorithms is a big problem which we need to be aware of, and there's an active area of research about how we can make these systems in automated ways be less biased. One of the issues is that sometimes the data

you're training on are biased; These are data from the real world.

Or you may have collected a data set that doesn't match the distribution of data that you trained the model on. For example, if you trained the model on photos of North American weddings, and then started trying to recognize Indian weddings, the distribution of the data sets and the imagery you might see are quite different. So, collecting data sets, that have the right distributional properties for the problem you care about, is an important skill that you should apply for machine learning.

There are also techniques where you can logarithmically adjust machine learning models in such a way that all other things be equal, so you'll have an equal chance of obtaining a certain kind of outcome.

What Is Your Take On Privacy In The Age Of Machine Learning?

As people take advantage of many new online services out there, they create data about how those services are being used. And often companies use those data to improve their services, such as understanding that when people watch this kind of videos, they may also be interested in that kind. Or when they mistype this word and correct it later, maybe we can learn a spelling correction system that helps all users based on the behavior of how people do spelling corrections.

I believe that people should have control over whether those data are collected, and if they are, people should have the ability to delete them to take effect in a timely manner as people update their machine learning systems.

Are There Ways Machine Learning Can Help People Break Out Of Silos?

Many products have more of a focus on recommendations than on breadth of sampling. It's very easy for machine

learning to operate so that if you like this sort of thing, they just recommend more of that thing. I think there is an opportunity in the algorithms to encourage diversity of the things that people are exposed to. And it's definitely something that we think about at the product level. We want to expose people to the ideas they might find thought-provoking, as opposed to things that completely agree with their current thinking.

Even Though Machines Are Now Training Themselves, Machine Learning Programs Are Still Created By Human Beings. Do We Place An Emphasis On Having A Diversity Of People From Various Backgrounds And Cultures On Our Team To Ensure That We Produce More Powerful Research?

Yes, absolutely. Computer science and machine learning are creating really interesting new products and applications in the world which are affecting billions of people. So you want those services to be created by the breadth of people that use them. It's important to find talented people all over the world with all kinds of different backgrounds to help create new kinds of machine learning algorithms, new kinds of approaches, and new kinds of products.

As an example of that, on June 2018, we announced our first research lab in Africa, in Accra, Ghana. I'm really excited to have that. The field of machine learning in the African continent has been growing very quickly, as there's a lot of interest there, and a great many researchers, young students, and young practitioners. I went to Cape Town, South Africa, to participate in Deep Learning Indaba 2018 with about 500 people from 40 Spanish countries around Africa all coming together to hear a series of lectures and that was a fantastic experience.

ECHO))))))

ECHO

is an international student petroleum magazine published annually by SPE Suez University Students Chapter since 2009. ECHO magazine is one of the few printed magazines representing SPE student chapters all over +250 countries. Our magazine contains Interviews with some important figures in petroleum industry and several articles about different new technologies, researches, innovations and case studies in the petroleum industry. Stay tuned to capture your copy of ECHO 12 in the start of February ISA.



SBS

"SPE Business Summit" is the mega non-technical conference we launch for the first time in collaboration with SPE Future this season, with more than 60 speakers, 5 panel discussions, 13 workshops, 26 mentoring circles, 3 competitions and more and more in a wide range of different careers as Marketing, Sales, HR, Freelancing, Language development, IT, entrepreneurship Photography ...etc.

So that, you have a clear vision to face your obstacles and choose your right career.



Technical Club

It is a great project organized by our technical segment. Several sessions are presented in it by our university caliber students in technical aspect, these sessions are about different topics in the petroleum industry like: Field Development Plan (FDP), Well Intervention, Well Logging, Fishing, Hydraulic Fracturing, Well Control ...etc. It's held along the whole season and contains several competitions with remarkable rewards.

**SPE S
Mega P**

Research School

SPE SUEZ
RESEARCH SCHOOL
2020

A -3months school in which offline and online sessions are conducted for university students about the basics of research, research ethics and present an idea in the field of petroleum and mining engineering at the end of the school, and the one who would present the best idea would be rewarded with a training in Kuwait Energy Egypt company.

PACE



"Petroleum Arabian Conference and Exhibition" is one of the greatest annual events in the Oil and Gas Industry (3-day conference) organized by three SPE Student Chapters; AUC, Cairo and Suez to give a strong push and guidance for your career as a Petroleum Engineer. It is a conference with diverse and exciting activities, starting with a Panel Discussion gathering a panel of CEOs and Top Managers in the Oil and Gas Industry. Also, other activities like Technical Competition, Sessions and an Exhibition. It's held annually in AUC at the mid of March.

Skills Club



Believing in the critical role of business skills in today's professional world, SPE Suez University Student Chapter launched its comprehensive developmental project (Skills Club) with the help of its caliber leaders' experiences to prepare students for their future professional careers. The project is held along the season and consisted of several programs and workshops discussing various skills such as Successful Interviewing, CV Writing, Graphic Design, Professional English, Public Speaking, LinkedIn, Freelancing ...etc.

SUEZ
projects

CURRENT AND FUTURE IOT THREATS

ERIC MACKAY, HERIOT-WATT UNIVERSITY



Ryan Orsi

is Director of Product Management at WatchGuard, a global leader in network security, providing products and services to more than 75,000 customers worldwide. Ryan leads the secure Wi-Fi solutions for WatchGuard. He has experience bringing disruptive wireless products to the WLAN, IoT, medical, and consumer wearable markets.

The Internet of Things transforms every corner of life: the home, the office, city streets and beyond. IoT products give us greater control over door locks, lights, appliances, and more.

Introduction

Enhancing the security of IoT devices is challenging for several reasons. A lack of awareness among consumers and businesses is also a major obstacle to security, with the convenience and cost-saving benefits of IoT tech appearing to outweigh the potential risks of data breaches or device hacking.

The difference between IoT and Wi-Fi:

IoT and Wi-Fi connections are not the same. The reality is that a few Wi-Fi connected devices do not comprise an IoT infrastructure, a Wi-Fi connection is just a piece or subset of an IoT system. In short, the true Internet of Things is far more than handful devices, vehicles or equipment connected over Wi-Fi.

The Relationship Between IoT And Wi-Fi:

Today, most IoT devices fall into two categories: General IoT and industrial IoT (or IoT).

- The first consists mostly of consumer devices like cameras, watches, thermostats and more.
- The second includes items as electric, gas and water meter devices that attach to the home or business and transmit data back to industrial systems or utility.

As you probably know, the IoT market is growing fast. As a matter of fact, according to Bain, by 2020 IoT annual revenue will reach 470 Billion Dollars. That is a huge growth and it is putting a lot of pressure on manufacturers to produce these devices quickly ; delivering low-cost connectivity for buyers.

But remember the old saying, "You can get something fast, cheap or good. Pick two." As IoT manufacturers race to get new products to market, they're also overlooking the major security concerns associated with these new devices — which means these products are fast and cheap, but often not good from a security standpoint. When you combine the security vulnerabilities of IoT devices and

**"Let'S Go Invent
Tomorrow Instead Of
Worrying About What
Happened Yesterday."**

-Steve Jobs



Wi-Fi, these transformative technologies begin to look a lot scarier.

Don't believe me? Let's dive into some IoT vulnerabilities, first by looking at the main attack vectors:

- Network Services – IoT devices are connected to the network for a reason: to provide remote access. Unfortunately, when users set up these services, security usually isn't top-of-mind. This means a user's network could be vulnerable.
- Man-in-the-Middle (MiTM) Attack – IoT devices are not actively managed, allowing hackers to launch MiTM attacks in relative obscurity over either wired or wireless networks.
- Cloud-based IoT – Most IoT devices have a cloud-based application that helps to manage the device. When these cloud services have poor security, they're a prime target for hackers.

What Is A Real-World Example Of One Of These Attacks?

In September/October of 2016, the Mirai botnet emerged. It took down Brian Krebs' website, Netflix, Twitter and more. It exploited IP cameras, DVRs, and other common household routers by scanning open ports connected to the Internet and then trying 61 common user name and password combinations that were found in manufacturer user guides.

And once they gained access, hackers had control of these devices and used them to launch the world's largest DDOS attack against cloud DNS host Dyn. This caused the aforementioned sites to crash. The attack came from more than 160 countries, showing just how vulnerable IoT devices are across the globe.

MiTM attacks are often used to gain

access to Wi-Fi networks, and once in, hackers can search for vulnerable IoT devices and plant back-door malware that will give them access to a network from anywhere in the world.

These Little Computers Are Just As Vulnerable As Dvrs And Webcams. Or, What About Point Of Sale (POS) Systems?

More and more businesses are running payment-processing systems across a Wi-Fi-connected tablet. These tablets can be compromised using MiTM attacks and malware, resulting in stolen payment card information or worse.

If the lack of security on the majority of these devices isn't scary enough, imagine them all connecting to a massive, city-wide public hotspot. That's what is happening today and it's called Municipal Wi-Fi, which is designed to allow all devices within range to connect to an open, unsecured Wi-Fi network.

The ability to deploy these large municipal networks is opening the door for companies like Google, Facebook and Microsoft to work with the Internet Governance Forum to create a new initiative called "Connecting The Next Billion," which is designed to offer developing nations access to Internet services.

The IoT Growth Potential With These Networks In Place Is Staggering. How Do We Fix The IoT Security Problem?

Consumers, vendors, and manufacturers all need to care about securing IoT devices. Meaning if you join an unsecured open Wi-Fi network with your device, there's a chance you're vulnerable to an attack.

Because There Is A Lack Of Motivation To Secure IoT Devices, Government Regulations May Be The Fastest Way To Get Manufacturers To Prioritize Security By Design.

While not all manufacturers and vendors today may have the incentive to build secure IoT devices, organizations offering Wi-Fi can take matters into their own hands to help ensure consumer safety. If you're delivering Wi-Fi to customers, employees or partners, consider these five tips:

1. Deploy a new Wireless Intrusion Prevention System (WIPS) that can easily isolate rogue APs and stop MiTM attacks in real-time.
2. Use Wi-Fi network segmentation to separate guest and private networks.
3. Use policies to segment IoT devices like web-cameras, thermostats, and others away from guest and private networks.
4. Use a Unified Threat Management (UTM) appliance to secure the traffic as it traverses each network segment.
5. If you're not an expert in network management or security, hire a managed security service provider (MSSP) to handle the burden.

Our future is dependent on the choices we make about our own security today. And, right now, most people are satisfied to buy IoT devices that lack proper security. Either the market demands better security or hackers continue to exploit vulnerabilities in IoT, costing the industry dearly.

As a company, take the necessary steps to deliver secure Wi-Fi for your customers and employees. As IoT continues to grow, having secure Wi-Fi will be vital to keep them safe. And, as a consumer, take a stand. Tell IoT manufacturers that you want better security. If we don't take our own security seriously, then neither will they.



Lily Ray

is SEO Director at Path Interactive, a holistic digital marketing agency in New York City. Lily started her SEO career in NYC, and has since served as SEO Director at two agencies, leading the SEO campaigns for dozens of major brands, with a focus on retail, e-commerce, b2b and business service clients. She is an industry speaker & enjoys providing thought leadership on all things SEO.

SEO



FAQ, HOW TO, AND Q&A:

USING NEW SCHEMA TYPES TO CREATE INTERACTIVE RICH RESULTS (SEO)

Search engine optimization (SEO) is the process of increasing the quality and quantity of website traffic by increasing the visibility of a website or a web page to users of a web search engine. Structured data (Schema markup) is a powerful tool SEOs can use to efficiently deliver the most important information on our web pages to search engines and improve a website's SEO performance by helping search engines to gain a better understanding of its content.

Introduction

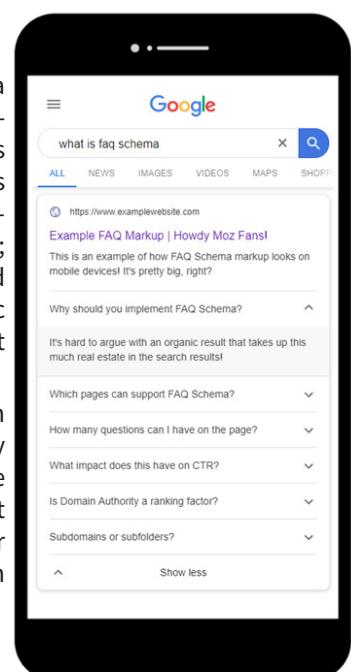
Reaching the top of the search results takes a lot of hard work and a solid SEO strategy. When done correctly, search engine optimization can help your business attract more leads and sales, which results in more revenue.

Three new Schema types worth focusing on are FAQ, HowTo, and Q&A Schema, all of which present great opportunities to improve organic search traffic with eye-catching, real estate-grabbing listing features. By strategically implementing these Schema types across eligible page content, marketers can dramatically increase their pages' visibility in the search results for targeted keywords - especially on mobile devices.

FAQ Schema

According to Google, FAQ Schema can be used on any page that contains a list of questions and answers on any particular topic. That means FAQ Schema doesn't have to be reserved only for company FAQ pages; you can create a "frequently asked questions" resource on any topic and use the Schema to indicate that the content is structured as a FAQ.

Marking up your FAQ content can create rich results that absolutely dominate the SERP, with the potential to take up a huge amount of vertical space compared to other listings. See the below example on mobile:



Like all Schema, the FAQ content must be a 100 percent match to the content displayed on the page. Google also requires that the content marked up with FAQ Schema is not used for advertising purposes.

Impacts On Click-Through Rate

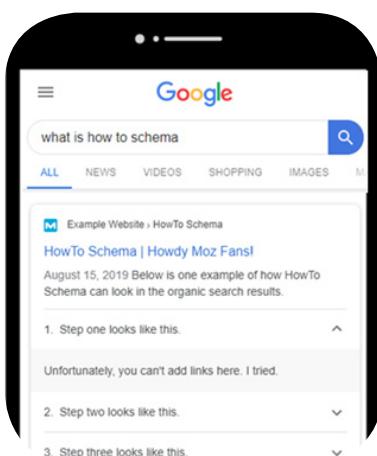
There is some risk involved with implementing this Schema: if the content is too informational in nature, it can create a situation where users get the answers they need entirely within the search results.

The fact that Google supports links and other HTML within the answers is the single most exciting feature of FAQ Schema. Look for opportunities within your FAQ answers to link to other relevant pages on your site, and you can utilize FAQ Schema to drive organic users to more than one page on your website.

How To Schema :

HowTo Schema is another new Schema type that can be used to enhance articles containing instructions on “how to” do something. Like FAQ Schema, Google lays out certain content requirements about what can and can’t be marked up with HowTo Schema, including:

- Not marking up offensive, violent or explicit content.
- The entire content of each “step” must be marked up.
- Not using HowTo markup to advertise a product.
- Including relevant images, as well as materials and tools used to complete the task.
- HowTo should not be used for Recipes, which have their own Schema.



Unfortunately, unlike FAQ Schema, the text included within each HowTo step is not linkable.

How To Has Two Visual Layouts:

How to Tie a Tie
Example.com > fashion > neckwear

The four-in-hand knot is a great look for any occasion. From formal suits to casual jacket and tie affairs, it's a simple way to quickly look great. Once you have mastered the knot you can tie it in just a minute, so it's also great when you're in a pinch too.

1. Make one end about your neck...
2. Cross the short end over the...
3. Cro your t

One layout includes image thumbnails for each step in the process. With this layout, users can click on each step and be taken directly to that step on your page.

The second HowTo layout uses accordions to display the steps.

One added benefit of HowTo Schema is its voice search potential: properly marked up HowTo content is eligible to be read aloud by Google Assistant devices. When voice searchers ask their Google Assistants for help with a task that is best answered with a “how to” guide, content marked up with HowTo Schema will be more likely to be read aloud as the answer.

Like FAQ Schema, HowTo markup presents pros and cons for marketers. Given that the rich result takes up so much space in the SERP, it’s a great way to make your listing stand out compared to competing results.

Q&A Schema

Q&A Schema is another new Schema type used for pages that contain a question and a way for users to submit answers to that question. The Q&A Schema should be applied only on pages that

How do I remove a cable that is stuck in a USB port ...
Example.com > questions

Nov 28, 2012 · 4 answers

I inserted the plug from my USB cable that came with my phone into a USB hub. When I tried to unplug the cable, it seemed impossible ...

Top answer · 2 votes
I had a similar issue recently with my phone. The cable wouldn't come out, so I grabbed my utility multi-tool ... [More](#)

0 votes
I used an eyelash better grip on the sticking out [More](#)

have one question as the main focus on the page — not a variety of different questions. Q&A Schema is great for forums or other online message boards where users can ask a question and the community can submit answers, such as the Moz Q&A Forum.

Blending Schema types

Another exciting new development with these new Schema types is the opportunity to blend multiple types of Schema that generate rich results on the same page. FAQ Schema in particular works as a great supplement to other Schema types, such as Product or Professional Service, which can generate stars, review counts, or other attributes in the SERP.

If it makes sense for your content, it may be worth testing adding FAQ or HowTo markup to pages that already have other Schema types that generate rich results. It’s possible that Google will display multiple rich result types at once for certain queries, or it could change the rich appearance of your listing depending on the query.

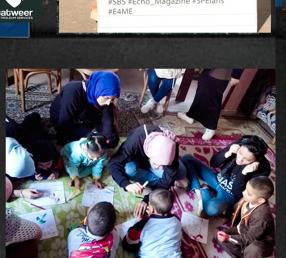
Risks involved with implementing Schema

It would be irresponsible to write about using Schema without including a warning about the potential risks involved. For one, Google maintains specific criteria about how Schema should be used, and misusing the markup can result in a structured data manual action. A common way this occurs is when the JSON-LD code includes information that is not visible for users on the page.

Secondly, it can be tempting to implement Schema markup without thoroughly thinking through the impact it can have on the click-through-rate of the page. It is possible that Schema markup can result in such a positive user experience within the SERP, that it can actually cause a decline in click-through-rate and less traffic to your site (as users get all the information they need within the search results). These considerations require that marketers think strategically about whether and how to implement Schema to ensure they are not only complying with Google’s guidelines but also using Schema in a way that will provide meaningful results for their websites.



Suez U Student





Cher Hale

is a director at Cher Hale Creative. She puts her nine years of PR and marketing experience to use supporting her growing roster of preeminent voices in women's leadership, social enterprise, and wellness.

Prior to founding Cher Hale Creative PR in 2016, she worked with influential online business owners as a digital marketing specialist.



9 REASONS YOU'RE HITTING LANGUAGE LEARNING WALLS

& HOW TO BREAK THROUGH THEM TO FINALLY BECOME FLUENT

Introduction

It is the feeling of stagnation, like sitting around and waiting for something to happen because you know you've been putting in the work.

That's what happens when you feel a huge rush of demotivation because you are really tired of studying this language every single day and not seeing much of a return for it.

So what makes the difference? I had the same question as I was learning Italian and Chinese Mandarin, and all of my questions were clearly answered the minute I finished reading the most incredible study from Cambridge University.

So, here are the nine ways that you are hitting walls in your language project (whether you realize it or not), and more importantly, how you can break through each one of them to become fluent.

There's a common problem for many learners who focus on rules and proper writing, but who don't practice their speech: They can't understand native speakers and they choke during real conversations. We don't want that to happen to you.

1- My Vocabulary Is Too Basic To Hold A Conversation

The problem: Your vocabulary is made up of surface language.

What do I mean by "surface language?"

I mean that you're stocked up with basic language, like "That is a chair," without being able to make deeper distinctions, such as "That is a dining room table chair," or "That is a rocking chair," or "That is a recliner." You know the words for basic things, but you can't distinguish between finer shades of meaning.

Your Fix

Play a game in your everyday life where you get in the habit of describing what's around in your target language in exact detail.



2- When I Learn A New Vocabulary Word, I Still Do Not Understand It When A Native Uses It

The problem: You can't distinguish between the multiple meanings of one word.

There's a fancy word called polysemy, and that's the difference between multiple meanings of one word. In the Cambridge paper, Richards references the word "head" and describes how in English it can mean many things—from the head of a person to the head of a pin to the head of an organization.

Your Fix

Learn words in chunks so you have a better idea of how a vocabulary word is functioning in context.

3- I Can't Speak Fluently, Even Though I Understand The Language When I Hear It

The problem: You might understand more complex grammar tenses, but you are not using them.

You might be conversational and able to hold your own, but you are not fully aware of how to use the more complex grammar tenses that are necessary for more in-depth expression.

Your Fix

Focus on mastering more complex grammar tenses by being conscious of them in your target language's clips, movies, songs, and articles.

Have "shower conversations" with yourself with an intention to use those tenses.

4- I Do Not Know How To Stop Making The Same Mistake Over And Over Again

The problem: You are continuing to make errors that you learned as a beginner but that were never corrected.

When you start learning a new language, especially as an autodidact, or someone who learns on their own, there is so much new information to digest. Moreover, this can result in many mistakes that become "fossilized" over time.

Your Fix

Start taking one-on-one or one-on-two lessons with a native teacher.

Be very clear with him/her that you would like to be corrected as soon as you make the mistake or as soon as you finish a sentence.

As you take care of your bigger mistakes, you can ask the teacher to focus on the small errors, too.

5- I Can Understand The Language, But I Just Can't Speak It

The problem: You've spent your time practicing reading and listening to the target language, but you're not confident in speaking.

As Benny says, you have to speak from day one.

If you avoid speaking, you are avoiding the entire point of learning the language.

Your Fix

So the first step is to be more conscious of how specific vocabulary is used when you're listening and speaking and then actually reproducing that language in situations where you're forced to speak.

6- The Language I Am Learning Has Too Many Words That All Mean The Same Thing

The problem: You can't tell the difference between verbs that have seemingly identical meanings.

Knowing differences in vocabulary, not knowing distinctions between verbs can make your target language sound elementary.

Your Fix

Go on a synonym adventure. When reading books, note verbs that are similar but different in context. Make note of these and make it a goal of yours to use them in conversation.

7- I Want To Sound Smoother, More Native And More Eloquent

The problem: You don't have an arsenal of proverbs, idioms or phrases at your disposal.

It's likely that in your native language

you have a lot of proverbs, idioms, and phrases that you use each day to make your conversation more colorful and easier to understand. Your target language will probably have these too, and it's in your best interest to learn them so you can sound more like a native and continue progressing.

Your Fix

Learn a few idioms, phrases or proverbs every day. Pepper them into your "shower conversations" and check in with native speakers to determine their relevance and in what context you should use them.

8- I Learned A New Language In School, And I Just Don't Sound Like A Native Speaker

The problem: You always sound like you are addressing the Queen of England in your target language.

A common problem most students from university face is that they have learned an academic version of their target language. So when they open their mouths in that country or with any native speaker, they might sound cold.

Your Fix

Learning the everyday idioms, phrases, and proverbs will definitely help.

If it's appropriate in your target language, try to be less formal in situations among peers.

Watch more shows and movies, try to see how people of certain relationships interact with each other.

9- I've Been Learning A Language For Years, But I'm Not Getting Anywhere

The problem: You're not comparing yourself to native speakers to see where you stack up.

Usually, I'm not a fan of playing the comparison game, but when it comes to language learning, studies have shown that it's a great tool, which rapidly shortens your learning curve.

Your Fix

Find a native speaker that you can practice with.

So, there you have it. Nine brick walls; nine language-learning jackhammers. Which language walls do you think you're hitting right now, and which ones are you going to focus on first? What has worked for you to break through them?

10 WAYS TO IMPROVE YOUR MANAGEMENT SKILLS

BY FLAVILLA FONGANG

Communicating well and often, saying “thank you”, and making work fun are just a few things managers can do to ease into the leadership role.



Flavilla Fongang

is the managing director of 3 Colours Rule, a branding and corporate training consultancy that helps companies transform managers into leaders and build influential brands. The company has worked with Suzuki, London Chamber of Commerce, NHS, Pandora, House of Fraser, and more.

Introduction

On a large scale, in the old management format, subordinates were paid to execute and not to think. We know this structure doesn't work, especially if you have talented employees. To be a great manager, you must have an extensive set of skills – from planning and delegation to communication and motivation. Because the skill set is so wide, it's tempting to build skills in the areas of management that you're already comfortable with. But, for your long-term success, it's wise to analyze your skills in all areas of management – and then to challenge yourself to improve in all of these areas.

1- Define Your Vision And Broadcast It.

In order to engage your team to deliver the best of their abilities, you need to have a clear vision of your company's reason to be. What is the purpose of your company? What impact do you want to have and on whom? How do you want to change the world? These are the questions you need to answer and broadcast to your team before they can engage.

Make sure your vision is clear and concise.

Tips:

- Have a meeting and share your vision.
- Send an e-mail after your meeting.
- Write your vision and post it in places where everyone can see it on a regular basis.

2- Get Personal To Get Engagement.

Defining your vision is great, but it is not enough to engage your team to commit to it. Do you know what your team wants? Do you know what motivates them? If you don't, you will need to find out.

When you find out it, you can transmit to them the possibilities that will trigger their engagement to your vision.

When you connect your vision to the possibilities, your employees' level of engagement will be far more meaningful and powerful.

Tips:

- Organize a brainstorming meeting and also one-on-one meetings.
- Connect possibilities to their desires.
- Engage your team by asking for their input and to share their ideas.
- Make them feel part of your journey to success.

3. Recognize The Power Of Influence Through Personal Branding.

Good personal branding gives you the power of influence. If you are great at what you do and you look skilled at that part, people won't doubt you. Have a clear vision of the image you and your team want to project, and communicate this to them.

Tips:

- Set a clear company dress code to ensure consistency across the team.
- If you want to project passion and creativity, wear colors such as red, bright blues, and yellow.

If you want to project trust and authority, wear black, blue, and grey.

4. Maintain Great Communication.

Totally, the secret to great communication is to communicate well and often.

"Well" entails creating a culture in which your employees can share common goals and work with you to meet them. This boosts their engagement (spirit energy). "Often" entails having regular meetings or catch-ups; they don't have to be long and tedious.

Tips:

- Use verbal communication to engage your team.
- Use written communication to reinforce your vision, your goals, and their possibilities

5. Understand The Power Of Gratitude.

Have you ever worked in a company where the salary or the job was not that amazing, but you stayed because you simply loved your manager?

Now, think about the best managers you ever had the chance to work with. What did they have in common? Gratitude.

People often underestimate the power of gratitude. Saying "Thank you" or "Well done" to an employee who successfully completed a task is a powerful motivator—even better than money.

Tip:

- Make it a habit to say, "Thank you."

6- Make Work More Fun.

When you enjoy working for the company and/or the people you work with, you are most likely to stay. However, it's important to find the right balance so employees can stay engaged with your vision. If your team enjoy themselves,



and what they do, they will be more motivated to move mountains with you.

Tip:

- Lighten up! Have a laugh at work and encourage your team to enjoy themselves. We all have to go to work each day, but there's no reason it shouldn't be enjoyable.

7- Learn How To Make Your Top-Performing Employees Stay.

Every year, thousands of companies lose their most talented employees to their competitors. The cost of recruiting talented employees is high. So how can you make them stay?

Tips:

- Pay them what they deserve; this is the most common and basic issue you can resolve. Look at the salary offer on the market and what your competitors offer for this job. Be as competitive as possible.
- Challenge them. Successful employees are successful because they always like to do more by pushing themselves. So give them new challenges to push their limits.
- Communicate a clear company vision. Top-performing employees want to feel that they're making a difference in the company as a whole. If they can't see the benefits of their contributions, you won't retain them.

8- Handle Toxic Employees.

Tips:

- Schedule one-on-one meetings to identify the source of their discontent. This will allow you to find out if the source of their behavior is personal or professional.
- Schedule one-on-one meetings with the other members of your team to evaluate the situation from a different angle. Ask them open, honest, and direct questions.

- Use the information you gather to develop the best plan of action.
- Arrange a meeting with the employees concerned to set limits on their behavior. If it is a personal matter, provide useful advice to help them resolve their personal issues. If it is a professional matter, evaluate and agree together how this can be resolved.
- Follow up regularly until the problem is completely resolved.
- The last option might be to let them go.

9- Admit Your Mistakes.

A true leader always has humility. It can make you a better manager and it brings you closer to the people. By earning the respect of your team, you build your strength and their loyalty to you. Admitting your mistakes also makes you a stronger leader. Why? Like anyone, you make mistakes, but you move forward either by coming up with solutions or asking your team for suggestions. Admitting your mistakes shows strength of character and influences your team members to do the same.

Tip:

- Lead by example; don't cover up mistakes. Simply admit when you are wrong and act on it.

10. Learn how to manage former co-workers.

Tips:

- Arrange a group meeting and one-to-one meetings to start reshaping your relationship. Discuss how your role and responsibilities have changed and how it will benefit them, too.
- Empower your team. Let them know you are open to ideas and input.
- Stay yourself. Your role is different, but don't try to be someone you are not. If they liked you before your role changed, use it to maintain good relationships with your team, diffuse tense situations, and improve productivity.



Linda Swindling

From the courtroom to the boardroom, Linda Swindling, JD, CSP, is a recognized authority on negotiations, workplace issues and persuasive communication, a television expert and a former employment attorney.



WALK, TALK & NEGOTIATE LIKE A PRO!

How to be a professional negotiator?

As a professional speaker and an entrepreneur, good negotiation skills are critical. When talking to clients and speaking to audiences, it's up to you to set the stage for a future relationship and more business. After spending thousands of hours with CEOs, it is clear that chief decision-makers think differently when on the threshold of making decisions.

Introduction

Negotiation is a fundamental element in the social life of organizations. Whether you are aware of it or not, you negotiate for resources and attention. Research in social psychology and behavioral economics has uncovered key principles that can help you become a better negotiator. Although the science of negotiation has developed rapidly in the last two decades, aspects of negotiation are an art.

Many speakers say they have something great to offer but they just can't negotiate well. These are some of the traits of good negotiators:

- Confident, yet approachable and warm.
- Knowledgeable, yet willing to learn.
- Prepared, yet flexible.
- Motivated, yet empathetic.
- Big-picture focused, yet mindful of details.

Do these qualities sound familiar? They should. They describe a majority of professional speakers. Here are ways chief decision-makers think and what you can do to improve your negotiation outcomes overall.



Don't Be A Roomba

Believe or not, one of my favorite anniversary gifts from my husband was a vacuum cleaner. This clever, self-automated robot device is called a Roomba®.

When we installed hardwood floors, there was one-quarter inch height difference where the wood met the tile floor. Like the top of the stairs, the Roomba would back away when it got close to the threshold. The Roomba couldn't distinguish between a one-quarter inch adjustment and a 20-foot fall!

Does that happen to you when you are negotiating? Are you afraid to tell a potential client your fee for fear it will be too high and they won't hire you? This is a mistake I made early in my speaking career. When people inquired about my fee, I would ask, "What is your speaker budget for this event?" This question implies that my fee might be negotiable and I avoided the question.

Even if you have ways to negotiate your fee to accommodate your client's budget amount, they need to know what your fee is. The client still needs to hear your value in the marketplace to quantify your value.

Ask Questions

CEOs know the power of questions. Top-level decision-makers continuously make decisions, and questions help them funnel the truly important matters, such as:

- **What do i want?**

This question clarifies your position so that you can communicate it effectively to others. It is one of the first questions that most decision-makers ask. Know what constitutes a "win" for you.

- **Why?**

What are good business reasons for considering this opportunity?

CEOs listen for ideas that can increase market share, retain people, increase profit, enhance the bottom line and offer other beneficial outcomes.

- **Is It Worth It?**

This may be the most valuable question you can ask CEOs. Is this course of action worth your time and effort? Is this the right thing to do, right now?

- Assist the other side in "selling" the deal to others.

Once you have answered these questions, separate the essential from the desires and figure out what will make the arrangement work for all parties.

Ask Outrageously!

One of the main reasons people do not achieve a successful outcome is that they don't ask for what they want. CEOs make outrageous requests all the time and get increased outcomes as a result.

If asking for what you want makes you nervous, start by making small "safe" requests. For example, ask for a recommendation or request the names and contact information for all attendees, or seek another night's stay at a great location. What is the worst that can happen? You might hear "no" or "not at this time." However, you'll be surprised at how many times people will say "yes."

Make Decisions

When possible, try to offer two or three options. Allow yourself the time to ask the right questions and get them answered before you invest money or time. Many speakers learn the details after they booked with clients, or find they cannot get out of a business relationship that is not delivering what was promised. In many negotiations, the devil truly is in the details.

Commit Resources

After your questions have been answered to your satisfaction, then you can commit your time, talent, energy and finances. Smart negotiators record their agreement in writing. Clear up any misunderstandings before they can become deal breakers later.

Don't sign anything until you understand all of the language in what you are signing.

To know how to best commit your resources as a speaker, keep the following in mind:

- Realize the other side's limits.
- Identify where approval is needed.
- Don't flaunt a favorable power imbalance.

Bulletproof Your Position

Develop a contingency plan to prevent negotiations from getting derailed. Successful CEOs always have a back-up plan. What's the worst-case scenario and how would you handle it? What is the other party's worst-case scenario? Write down the percentage of likelihood that either scenario could occur.

Knowing your BATNA (best alternative to negotiated agreement) gives you power.

Adjust Course

In a coaching session, a CEO named "Bob" revealed some gut-wrenching information about having to lay off 30 percent of his workforce. As an empathic negotiator, I immediately assumed "Bob" would need consoling. Wrong! His response was, "I had to adjust course. I simply don't have the luxury of second-guessing or beating myself up. The rest of the people in this company need me to move forward."

Speakers often settle for less than they want in a negotiation because adjusting their course seems time consuming, difficult or risky. Or they suffer from "analysis paralysis," which may cost critical timing. Make the best-negotiated decision you can at the time. Later, review what worked, what didn't and move on.

Give Yourself A Break

Stop worrying about leaving something on the table or missing out on a better deal. Prepare as well as you can under the circumstances and ask. It's true that with more time or more information, you might reach a better outcome. However, more time and delays might cause a deal to fall apart. Also, the other party might go elsewhere or find information to use against you.





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Company Profile

BUILDERS started operation in 2015 as a Consultation Services & Training company. **BUILDERS** works to serve the energy sector in general and focuses its efforts on developing companies operating in the fields of petroleum, solar energy and electronics, as well as provide development campaigns, Management Consultation and Staff Training for company operating in these sectors, as well as development of factories and production lines for small and medium projects to prepare it for ISO accreditation.

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