

# Project Leaders

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ISSUE 02

## INNOVATIVE STADIUMS

FIFA 2022

MAKING AN IMPACT

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## BREATHTAKING LANDSCAPES

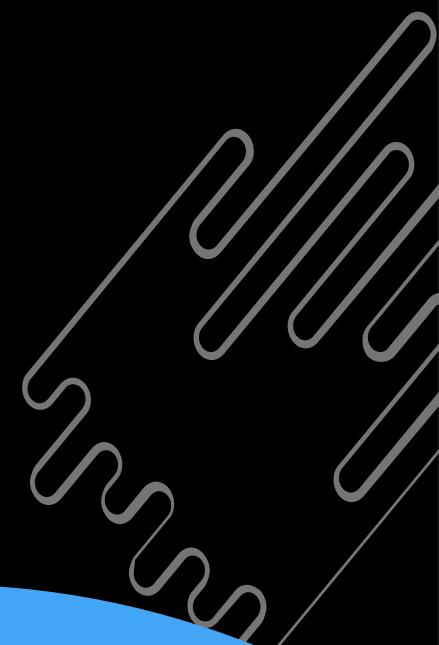
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HOW TO BETTER LEAD VIRTUAL TEAMS? Page 50

# TROJENA

FEATURING: TROJENA | FIFA 2022 STADIUMS | WOTF

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# FOREWORD



**TROJENA  
is expected  
to create  
more than  
10,000 jobs  
and add  
SAR 3bn to  
the  
kingdom's  
GDP by  
2030**

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Innovation has always been the key to create better solutions and produce new opportunities.

This month's cover showcases initiatives that are not just creative and promising in nature but are also driving the transformation in the middle east.

For all the football fans out there who can't wait to witness the FIFA World Cup 2022 happening for the first time in Qatar, it would definitely be exciting to learn some interesting facts about all the stadiums where the game is set to be played.

Do not miss the breath taking landscapes of TROJENA, the adventurous endeavour set in the mountains of NEOM- the world's first cognitive city, in the Kingdom of Saudi Arabia. Get ready for a journey through the region's mesmerizing landscapes. This alone is expected to add a whopping 3BN SAR to the country's GDP and create more than ten thousand jobs.

---

NAVEED HASAN



n.hasan@projectleadersmagazine.com



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MOUNTAINS OF NEOM - Adventure, Tourism, Fun, Nature, Technology, Wildlife & Much More

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Eight innovative stadiums where the world's largest football tournament will take place.



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TROJENA

## LIKE NOWHERE ELSE

A secluded mountain setting in NEOM, up to 2,600 meters altitude, where epic nature is juxtaposed with otherworldly cityscapes carved into an ancient scene. A unique region of year-round seasonal delights – such as skiing in winter and hiking in summer – as well as next-level hospitality and indulgence.

3 MONTHS OF WINTER  
SNOW SKIING

30 KM  
OF PLANNED SKI SLOPES

THE MOUNTAINS OF NEOM



THE  
PLACEMAKERS



People with passion  
can change our  
world and create a  
better future. The  
experts tell you how  
in this thought-  
provoking film.



# Vision & Mission

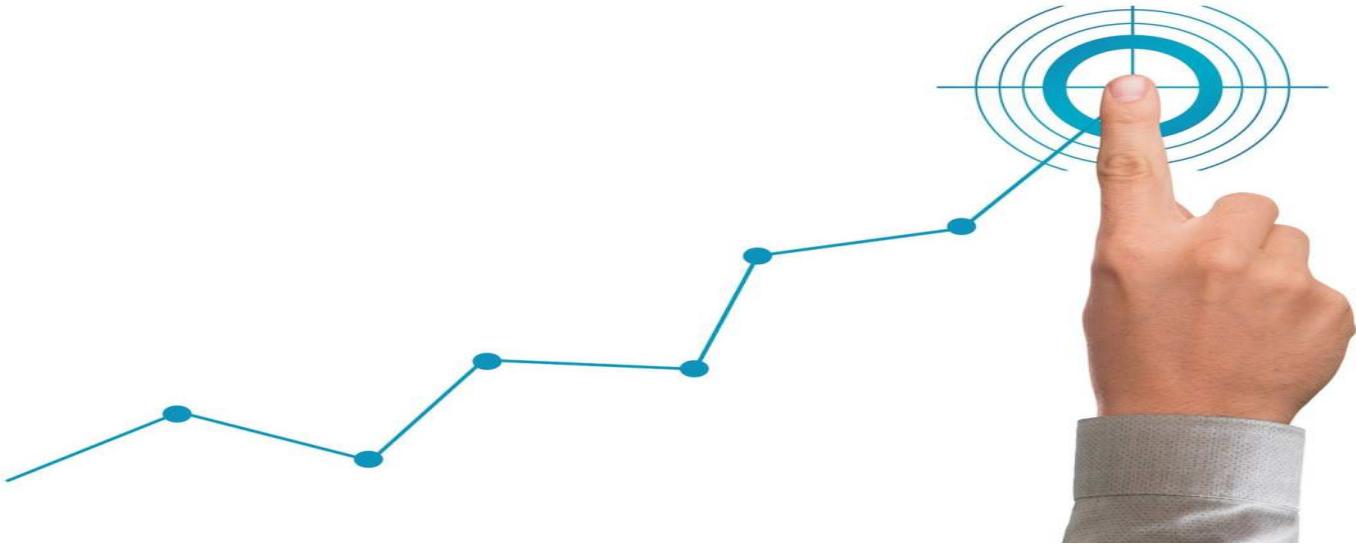
The purpose is to bring to our audience the most trusted information about organizations and personalities delivering positive transformation through significant projects that not only align with their business strategy but also add value to the society as a whole in one way or another. This could be pertaining to any industry regardless and to any place on this Globe.

During this covid-19 pandemic for instance, there were more than a single organization who joined hands in producing the vaccine in a significantly short period of time than it would normally take, leaving a huge and positive impact on each of our lives.

People are a vital part of any transformation, and this is the reason we shed light on the lives of leaders who strive to establish and build the 'people first' mindset when dealing with their teams who work hard to deliver the value.

Gone are the days when people used to nod their heads in obedience to their bosses. Today's leadership demands are very different, requiring the leaders to apply unique strategies to deal with their forces with high emotional intelligence.

Today's workforce is knowledgeable and smarter than ever, increasing demand for flexible work hours, target based tasks instead of constant monitoring, ethical leadership which will lead them by example.





## **“Great Leaders Create More Leaders**

Good leaders have vision and inspire others to help them turn vision into reality. Great leaders create more leaders, not followers. Great leaders have vision, share vision, and inspire others to create their own.”

— Roy T. Bennett, *The Light in the Heart*

# THE PRIME FOCUS



SKI VILLAGE



THE  
ULTRA LUXURY  
MANSIONS



THE VAULT



THE  
OBSERVATORY



## THE WILDLIFE RESERVE

THE BOW

LAKE

# TROJENA - MOUNTAINS OF NEOM



SAUDI ARABIA

TROJENA will be an iconic, world-class destination, blending natural and developed landscapes – and offering **unique** human-centric experiences for residents and visitors alike.

The destination will house **six distinctive** development districts centered around tailored **experiences that blend** real with virtual architectural and engineering innovations. All to create a destination like **no other on earth**.

# SKI VILLAGE

Hong Kong-based **Aedas** worked on the project's ski village design, with **UN Studio** of the Netherlands designing the ski slope residences.



**S**ituated in the highest mountain range in the Kingdom's north-western region of Tabuk, the **new tourist site** will be the first key destination for **skiing** and winter sports across the GCC.

The project aims to attract **snow sports** enthusiasts from all over the world, adding a new, **thrilling** element to the already stunning USD 500 billion mega smart-city, NEOM.



10°

Celsius lower than other cities in the country, its winter temperatures drop below zero

“Trojena will redefine mountain tourism for the world by creating a place based on the principles of ecotourism, highlighting our efforts to preserve nature and enhance the community’s quality of life,”

**HRH Mohammed bin Salman,  
Saudi Crown Prince and  
Chairman of the NEOM  
Company Board of Directors**

# THE ULTRA LUXURY MANSIONS

Design by New York based **Japanese Shigeru Ban Architects**



There will be a wide range of retail, leisure and dining options offering a **unique destination** with extraordinary opportunities for residents and visitors looking for luxury, **adventure**, entertainment, liveability and **escape** from the everyday.



TROJENA,  
upon  
completion will  
also include a  
**broad range** of  
apartments,  
chalets,  
mansions,  
ultra-luxury  
and  
experiential  
hotels, wellness  
and family  
resorts.



Set to be completed by **2026**, around 7,000 people are expected to settle in Trojena and its adjacent residential districts, hoping to **attract** at least 700,000 **visitors** by 2030.

# THE VAULT

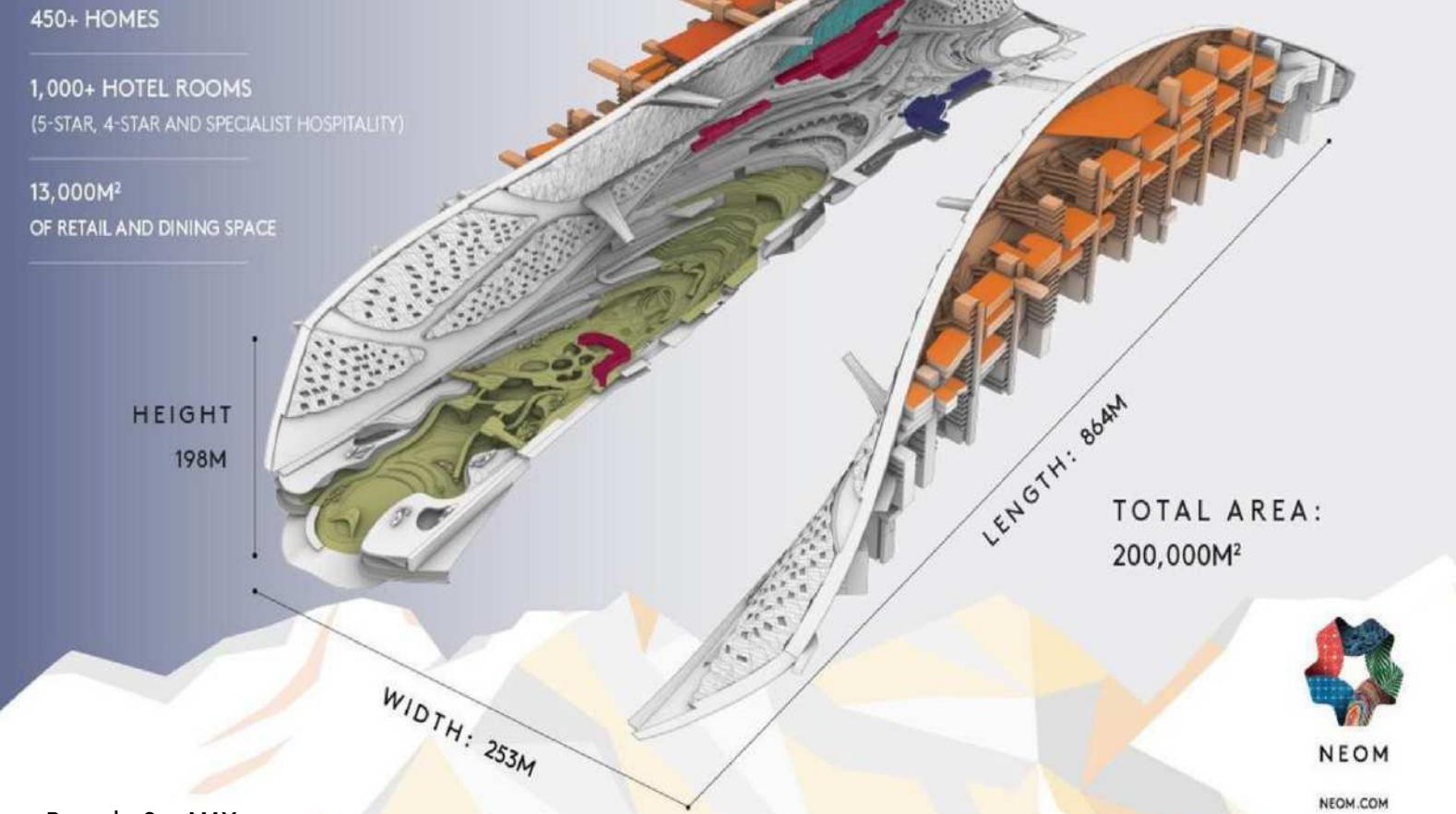


**V**ertical village within the mountain  
that merges technology,  
entertainment and hospitality facilities.

Trojena's masterplan has been created by **Germany's Lava Architecture**, which also ideated The Vault.

A PLACE BEYOND IMAGINATION

The VAULT will be an advanced technology **gateway** that will offer bespoke experiences where reality and imagination are combined in the **metaverse**.



NEOM

NEOM.COM



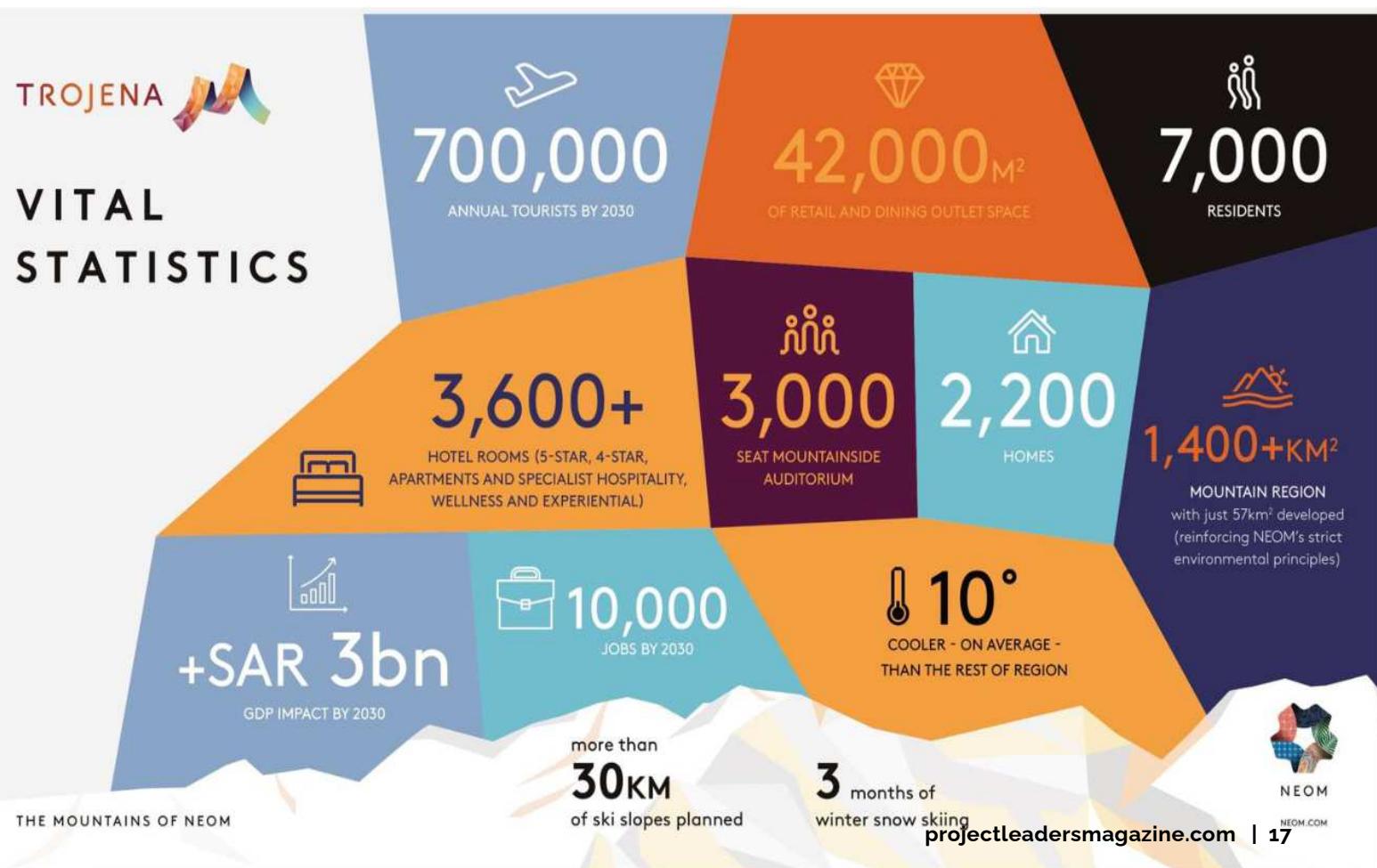
# LIKE NOWHERE ELSE

A secluded mountain setting in NEOM, up to 2,600 meters altitude, where epic nature is juxtaposed with otherworldly cityscapes carved into an ancient scene. A unique region of year-round seasonal delights – such as skiing in winter and hiking in summer – as well as next-level hospitality and indulgence.



# THE PLACEMAKERS

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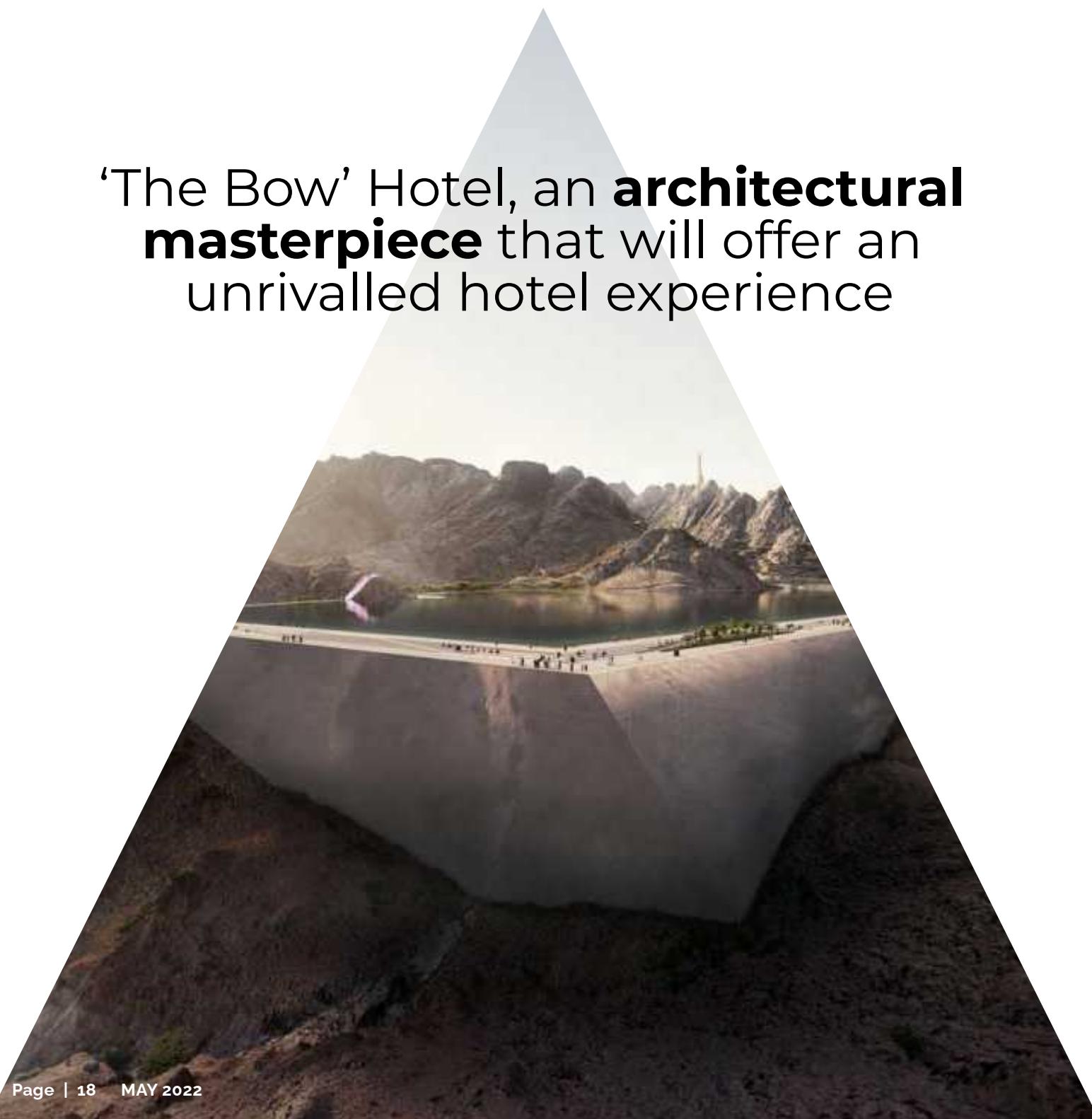


TROJENA works to provide a different and unique tourism model, combining economic and community development, and environmental sustainability – a model which develops tourist destinations in accordance with principles and practices of sustainable tourism.

The development will also include the 'Slope Residences,' which will be located near the ski slope overlooking the lake, designed to blend in with the surrounding landscape, as well as luxurious mansions with panoramic views designed to reflect the beauty of the environment.

## THE BOW

'The Bow' Hotel, an **architectural masterpiece** that will offer an unrivalled hotel experience



It will be developed according to architectural specifications that consider environmental sustainability, preservation of all living organisms and nature. The region is characterized by clean air, beautiful landscapes and climatic diversity, where temperatures drop below zero in winter, while the average temperature throughout the year remains 10 degrees Celsius lower than other cities across the region.

THE PRIME FOCUS

TROJENA will act as a major catalyst for economic growth and diversification in Saudi Arabia. In line with Vision 2030's goals, it will create more than 10,000 jobs and add SAR 3 billion to the Kingdom's GDP by 2030.

## THE LAKE

Stunning **man-made** freshwater lake

Australia's  
**Bureau  
Proberts**  
worked on  
the lake



# ADVANCED TECHNOLOGY OBSERVATORY



**London-based Zaha Hadid Architects** worked on other design elements including an advanced technology observatory planned as part of Trojena.



THE PRIME FOCUS

TROJENA



Trojena is located **50 kilometres from the Gulf of Aqaba coast** and includes a mountain range with the country's highest peaks at about **2,600 metres above sea level.**

**Preserving  
Nature**

**Protecting  
Environment**



**Creating  
Destinations**

**Enhancing  
Quality of Life**

## THE WILDLIFE RESERVE

"Trojena will redefine mountain **tourism for the world** by creating a place based on the principles of ecotourism, highlighting Kingdom's **efforts to preserve nature** and enhance the community's quality of life, which is **aligned with the goals** of the kingdom's Vision 2030.

It also confirms our commitment to be part of the global effort to **protect the environment.**"

Trojena will be an important addition to tourism in the region, a **unique example** of how Saudi Arabia is creating destinations based on its geographical and environmental **diversity.**

All construction activity will adhere to NEOM's commitment to **minimize disruption** to the local ecology and ensure long-term sustainability.

Trojena is expected to create more than **10,000 jobs** and add **SAR3bn** to the kingdom's **GDP** by 2030.



THE PRIME FOCUS

# THE PERFECT ESCAPE



**Trojena** is set for  
completion by 2026

# FIFA World Cup

# Qatar 2022™





# SUSTAINABLE STADIUMS

# 8

**WRITTEN BY:**  
YASER ABDUL SATTAR

**PRODUCED BY:**  
NAVEED HASAN

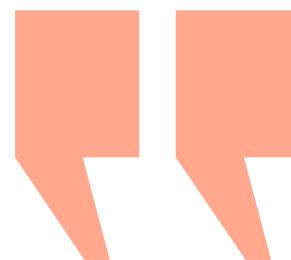
# HOW QATAR IS PREPARING

The FIFA World Cup Qatar 2022™ is scheduled to take place in Qatar from 21 November to 18 December 2022. It is going to be the first time the world's biggest football tournament will be hosted in the Middle East and one of the most compact tournaments ever, meaning fans can watch up to two live matches per day.

All of the FIFA World Cup™ stadiums in Qatar are less than an hour's travel time from one another. Fans could start their day in the south, cheering on their favorite team in Al Janoub Stadium in Al Wakrah City in the afternoon, and head north to soak up the atmosphere at Al Bayt Stadium in Al Khor City later that day for the evening fixture.

The impact of this tournament will be felt around the world and across generations. Most of the venues will feature modular designs that allow up to 50% of the venue seating to be dismantled and donated to football projects around the globe, helping spur the game's worldwide development. The areas surrounding Qatar's FIFA World Cup™ stadiums will become focal points for their communities. The precincts will enjoy high-quality sporting facilities, hospitals, parks, schools, transport links, shopping centers, and places of worship.

## LEGACY



When we bid to host the F turn our backs on the ch creativity and determin challenges into the stre make

Through programs like Generation Amazing (corporate social responsibility), Challenge 22 (supporting regional innovators), Workers' Welfare (ensuring the safety and security of workers on Supreme Committee for Delivery & Legacy's projects), and initiatives such as Community Engagement and Josoor Institute (career development), Qatar is harnessing the power of football and the FIFA World Cup™ to stimulate human, social, economic, and environmental development in communities across Qatar, the region, and Asia.

## SOCIAL DEVELOPMENT

# FOR FIFA WORLD CUP 2022

FIFA World Cup, we did not challenges we faced. Using action, **we turned those strengths** that allowed us to history.

---

HE Sheikh Mohammed Bin Hamad Al Thani  
Managing Director at Supreme Committee  
for Delivery & Legacy,

This tournament's planning is based on the idea that generations to come should find our shared planet greener and more equitable. Every venue will be accessible to visitors with disabilities, with priority parking, wheelchair ramps, and accessible seating. The venues also follow green building practices, such as water conservation, carbon management, environmental protection, urban connectivity, biodiversity, and more.

## SUSTAINABILITY & ACCESSIBILITY

In December 2010, Qatar made history by winning the right to host the FIFA World Cup 2022™ and became the first Middle Eastern country to do so. In the years since, the country has used this opportunity to not only work on developing an exceptional experience for the fans, but also to create a lasting legacy for Qatar, the Middle East, Asia, and the world.

Advanced cooling technologies will ensure that fans, players, officials, and spectators inside the stadiums are kept cool year-round, whatever the weather conditions outside. New metro and rail links, as well as shaded walkways, will make matchday journeys smooth, comfortable, and environmentally friendly. Families and groups of fans arriving from around the world will experience a secure, human-centered tournament that both celebrates and exemplifies the hospitality for which Qatar and the region are known.

## HOSPITALITY

MAKING AN IMPACT

# AL BAYT STADIUM

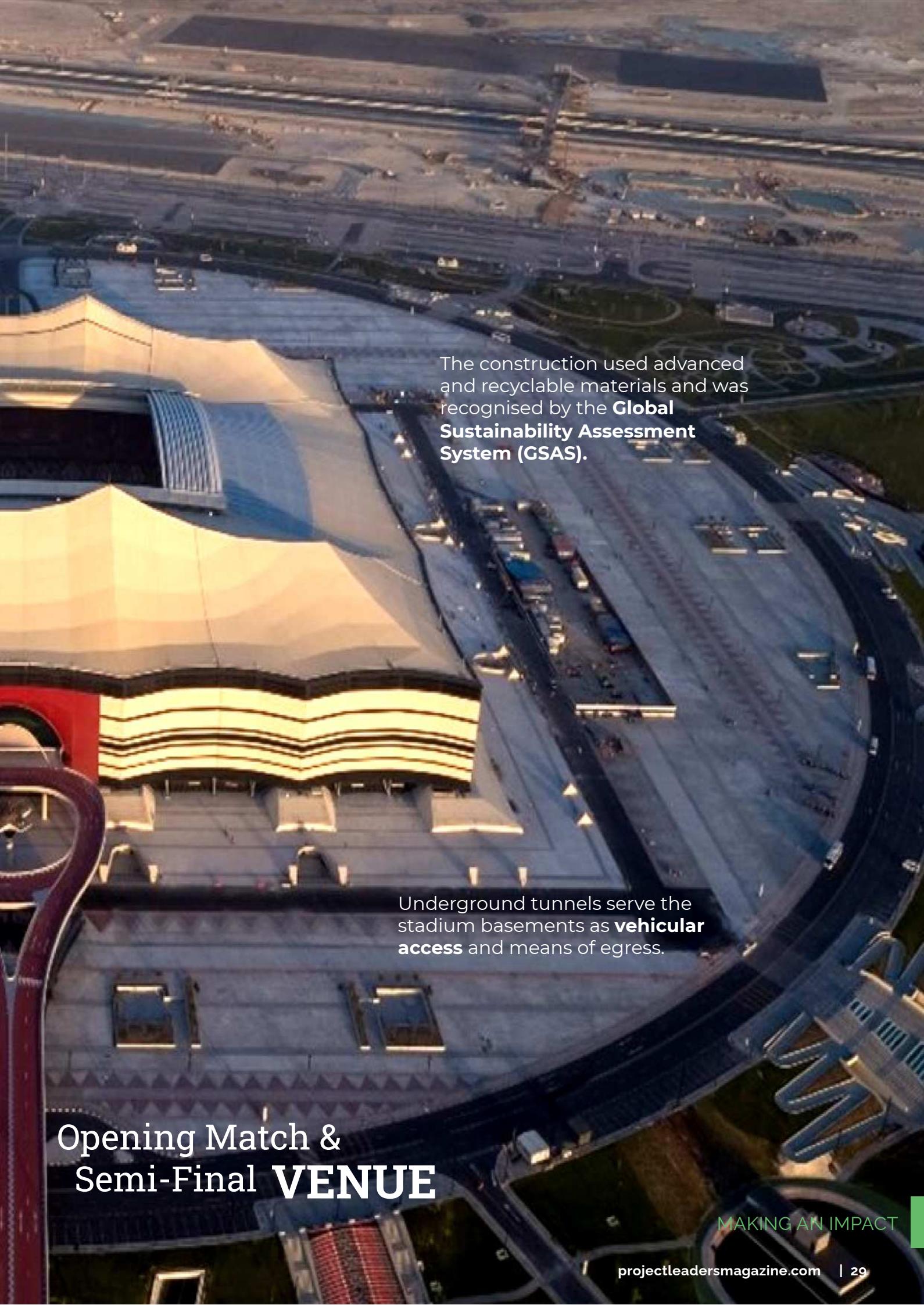
Designed by **Dar Al-Handasah**

Structurally, the Al Bayt Stadium consists of two separate entities: **the bowl** and **the tent**.

**The bowl** houses three basements, a ground floor, three upper floors, and separate seating areas.

**The tent**, has dimensions of 372.5 m × 310 m tent, and it covers the stadium itself along with the exhibition area.

## SEATING 60K CAPACITY



The construction used advanced and recyclable materials and was recognised by the **Global Sustainability Assessment System (GSAS)**.

Underground tunnels serve the stadium basements as **vehicular access** and means of egress.

## Opening Match & Semi-Final **VENUE**

MAKING AN IMPACT

# An Oasis Style Centrepiece of FIF

The tent's structure consists of tensile fabric connected to steel cables and steel trusses with concrete piers, **equally spaced** at the periphery of the tent, serving as anchor blocks for the tent's tieback cables.

To ensure spectator comfort at all times, Dar designed an **energy-efficient** district cooling plant with a total capacity of 55,000 TR and comprising centrifugal water-cooled chillers, glycol chillers, ice storage tanks, and thermal energy storage facilities.

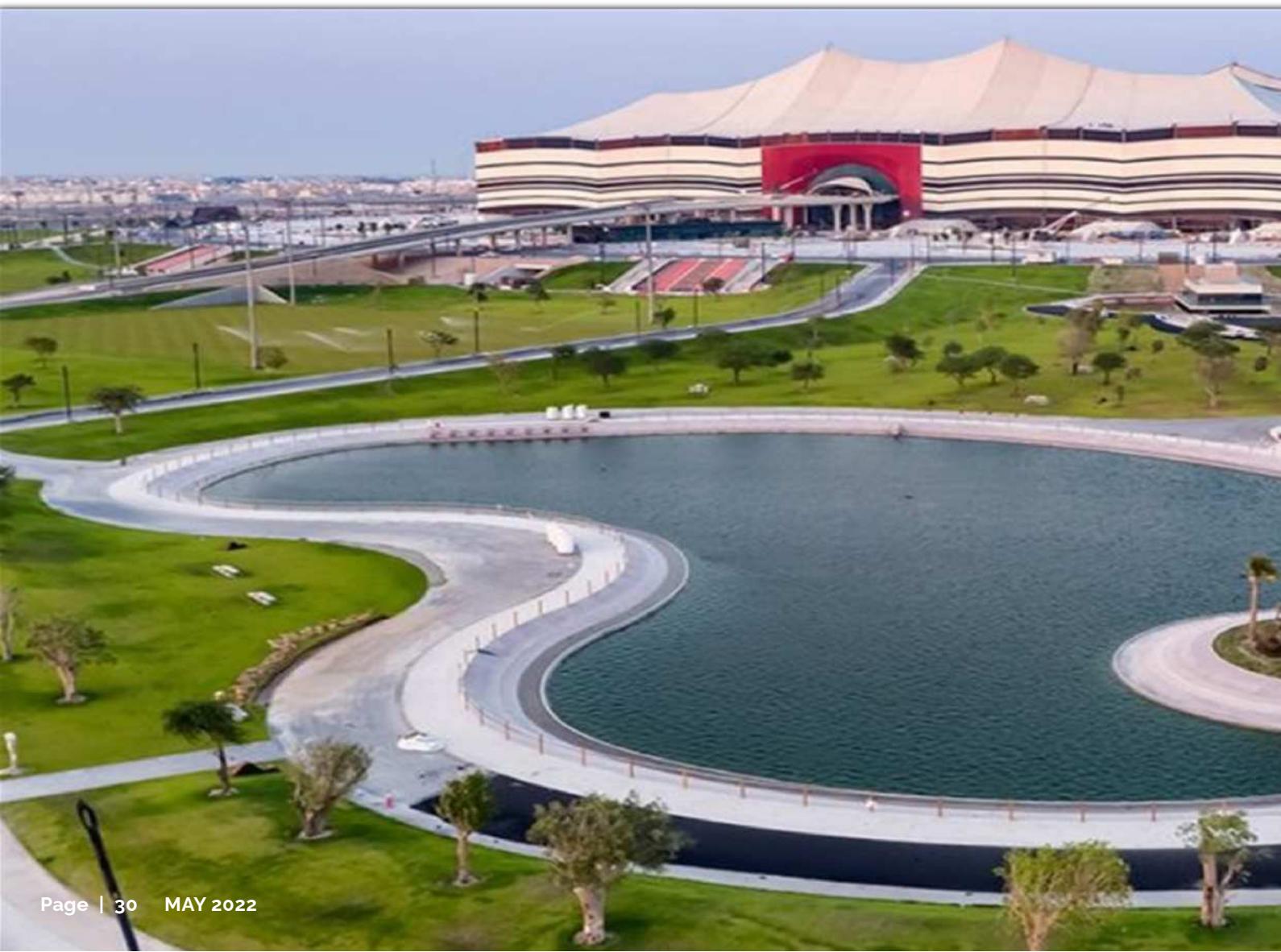
Moreover, Dar's team used computational fluid dynamics to ensure **effective measures against fire** and smoke and to optimise air distribution and comfort levels.

Dar also designed the infrastructure utility networks and systems serving the stadium.

These include the various low-current, ELV, ICT, security, and audio-visual systems as well as a subsurface drainage system, to protect against groundwater rise, and a comprehensive **solid waste management system**.

Dar also provided performance specifications for a rotating biological contractor **wastewater treatment** plant with a capacity of 1,000 m<sup>3</sup>/day.

To optimise the stadium's accessibility, Dar conducted a **traffic impact assessment** and a parking demand and management study for the FIFA World Cup Qatar 2022™ opening and finale.



# A World Cup Qatar 2022™

The study estimated that the majority of spectators will be served by public transport such as the **metro, dedicated buses, and taxis** with only a small percentage using private vehicles.

These studies informed recommendations for public transport and highway networks and were also used to design the **parking facilities** for cars, buses, vans, and other vehicles in addition to the **circular roads** connecting these facilities.

A park-and-ride-based approach to spectator parking was also put forward, in order to meet the objectives of the **Green Qatar 2022 vision**.



The Al Bayt Stadium is inspired by and **named after the historic bayt al sha'ar tents** traditionally used in Qatar and across the region.

Dar provided the detailed design of this 60,000-capacity landmark stadium, **incorporating best practices** for circulation, security, convenience of operation, sustainable construction, maintenance, and future fitness.

MAKING AN IMPACT

# AL JANOUB STADIUM

Designed by **Zaha Hadid Architects**  
**(ZHA) & Aecom**

2

The facades of the stadium are slanted outwards, tapered in elevation and reminiscent of dhow's sail.

**SEATING 40K  
CAPACITY**



The stadium has an operable roof designed by Schlaich Bergermann Partner and a cooling system powered by solar harvesting.

The stadium's roof design is an abstraction of the hulls of dhows turned upside down and huddled together to provide shade and shelter.

## Group & Quarter-Final Matches **VENUE**

MAKING AN IMPACT





The stadium's opaque roof and wall areas are expressed as pleated cross sections **inspired by** motifs and Arabic calligraphy, adding texture to the outer shell and emphasizing the stadium's **unique geometry**.

The external cladding materials are **deliberately selected** from a limited palette of materials and choice of colours.

The colour scheme for the external building envelope **dovetails** with its geometric forms and reinforces the articulation of the outer skins.

The stadium sits on a **large landscaped** podium that takes visitors from the grade to the entry level main entry concourse located at the middle of the seating bowl's tiers.

Al Janoub  
Stadium will be a  
**memorable**  
**venue and**  
**destination** 2022  
FIFA World Cup  
Qatar and  
afterwards.

Learn More

MAKING AN IMPACT

# AL RAYYAN STADIUM

Designed by **Pattern Architects**  
**& Aecom**



The patterns represent  
the importance of family  
in Qatari culture.

The façade of Al Rayyan  
is formed from seven panels  
representing different  
Qatari culture. The patterns  
blend together seamlessly  
telling the story of the nation.

## SEATING 40K CAPACITY



n Stadium  
patterns,  
aspects of  
terns  
ssly to tell

## Round of 16 **VENUE**

A shield pattern, which weaves together all of the others, represents loyalty, unity and perseverance – key elements of any successful football team.

MAKING AN IMPACT

# AL THUMAMA STADIUM

Designed by **Arab Engineering  
Bureau (AEB) & Aecom**

Al Thumama stadium, inspired by the traditional Ghafiya, a woven cap which forms an important part of the traditional dress of the area, is a magnificent ode to the culture, history and symbolism of the area.

**SEATING 40K  
CAPACITY**

An aerial night photograph of the Al Thumama Stadium. The stadium's distinctive white, perforated, dome-shaped roof is brightly lit from within, creating a glowing pattern of light and shadow. The surrounding urban area is also visible, with numerous smaller lights from buildings and roads.

Al Thumama Stadium is named after the area in which it is located, which, in turn, took its name from a tree that grows locally.

## Quarter-Final **VENUE**

MAKING AN IMPACT

# EDUCATION CITY STADIUM



Designed by **Fenwick Iribarren Architects**

## SEATING 40K CAPACITY

Education City Stadium has a design that draws on the rich history of Islamic architecture, blending it with striking modernity.

It is part of the large Education City complex which consists of multiple university campuses, other educational facilities, parks, museums, and office buildings.



## Quarter-Final **VENUE**

Education City Stadium, also known as Qatar Foundation Stadium, is Education City Stadium is designed to reflect a diamond in the desert.

The facade features triangles that form complex, diamond-esque geometrical patterns, appearing to change color with the sun's movement across the sky.

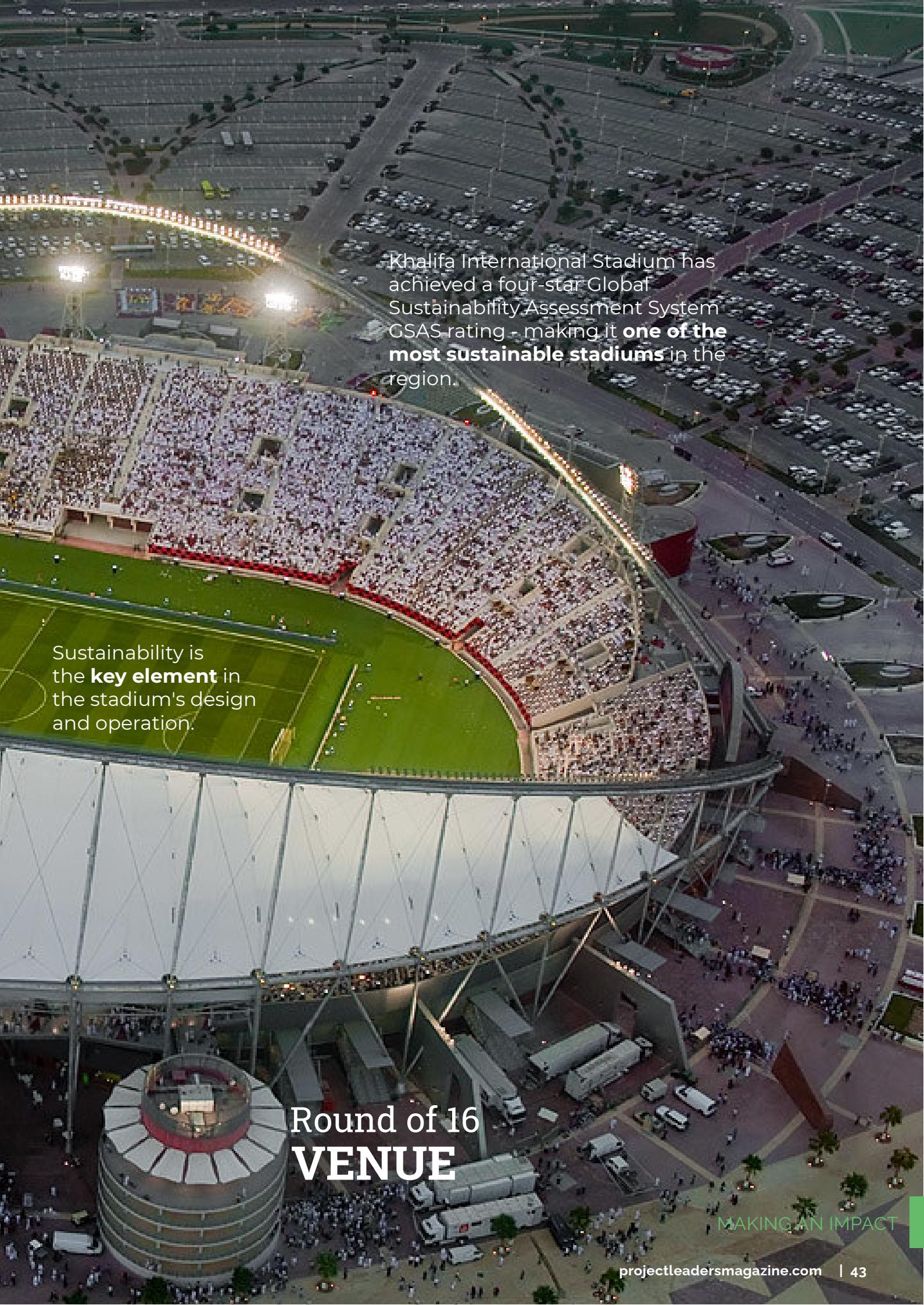
MAKING AN IMPACT

# KHALIFA INTERNATIONAL STADIUM

Designed(Renovation) by  
Dar Al-Handasah

© Dar Al-Handasah

SEATING 40K CAPACITY



Khalifa International Stadium has achieved a four-star Global Sustainability Assessment System GSAS rating - making it **one of the most sustainable stadiums** in the region.

Sustainability is the **key element** in the stadium's design and operation.

## Round of 16 **VENUE**

MAKING AN IMPACT

# LUSAIL STADIUM

Designed by AFL  
Architects

SEATING 80K  
CAPACITY

The largest stadium,  
and centrepiece venue, for the



The optimised design will provide a **world-class** spectator experience, luxurious VVIP and VIP hospitality facilities, and an **unforgettable atmosphere** deserved of the first ever FIFA World Cup™ to be hosted in the Arab world and only the **second** in Asia.

## Final Match **VENUE**

# 2022 FIFA World Cup Qatar™

MAKING AN IMPACT

# 5th Largest Future St

Elegant muted **gold exterior façade** with over 4m high panels, crowned by a roof manufactured from carefully chosen materials letting in just the right amount of sunlight to sustain the first-rate playing surface, represents the **leading edge** in engineering and construction techniques.

One of the **largest coordinated BIM models** at the time challenged the project teams to find better, more efficient protocols for its management, eventually leading to coordination solutions that were presented in international academic papers.

The fully coordinated design draws from the strengths of AFL Architects' diverse teams and the experience of **stadium experts** across 10 countries, who performed a full creative and technical review of the original iconic concept.

The subsequent precinct overlay commission for FIFA presents the main zone allocation and spatial relationship between each component in **the masterplan** as well as infrastructure, crowd modelling, security, logistics and workforce.

Utilising all of these components, the output design provided an efficient solution that not only allows for an effective and functioning overlay, but also the best possible **spectator experience**.

The circular plaza and podium around the stadium is designed as a permanent space. The spectators plaza to the east, and the surrounding areas within the precinct boundary are temporary in order to accommodate the **tournament needs**.

The **legacy design** integrates the future plans for the plaza as well as the wider masterplan to initiate a strong dialogue with the city of the future.



# stadium In The World



MAKING AN IMPACT

# RAS ABU ABOUD STADIUM

Designed by **fenwickiribarren**

This FIFA World Cup Qatar 2022™ venue is **constructed using certified shipping containers** and modular steel elements, echoing the nearby port and Doha's long maritime history.

3

Add heading

SEATING 40K  
CAPACITY

# STADIUM

## 974

974 is the international dialling code for Qatar, as well as **the exact number of shipping containers** used in construction.

Round of 16  
**VENUE**

After the World Cup the site will be converted into a retail space and large public park.

MAKING AN IMPACT



# WORKFORCE O

A photograph of a diverse group of young adults, both men and women, standing in a circle and looking down at their smartphones. The scene is set against a dark, neutral background. The lighting is dramatic, highlighting the screens of the phones and the expressions of the individuals.

# OF THE FUTURE

**WRITTEN & PRODUCED BY:**  
NAVEED HASAN

# Stretching Beyond The Boundaries

## Different Dimension

When we talk about ‘workforce of the future’, first thing that might cross your mind may be the automation or artificial intelligence that’s changing the daily operations and impacting the workplaces. That said, the dimension that we will be presenting here is slightly different.

Our primary focus will be ‘People’ – the non-detachable part of any organization that if neglected will impact the organizational goals directly or indirectly. Technology will remain the driving factor, however ‘workforce of the future’ is getting smarter over time and more knowledgeable than it used to be few years ago.

Major organizations have already begun getting to the nerve of this and changing the way the ‘People’ are lead, adapting approaches that were even applicable before the covid-19 pandemic but never put into practice at the same wavelength.



# How To Better Lead Virtual Teams?

Last month we had shed some light on the 'demand for flexibility' implying that more and more people seeking to join the workforce are looking for greater flexibility at their potential workplaces and therefore opting to become freelancers rather than a fixed full-time job.

In the same context this month we will talk about leading virtual teams and some of the most important factors that enable success in this context.

## • ALIGNMENT

First and foremost it is imperative to **align expectations**, especially in a virtual set-up where teams stay distant full-time with no physical interaction at all.

It would not be incorrect to mention that most of the times assumptions are the cause for failure.



A good leader always sets clear expectations and appreciates feedback to ensure alignment.

This will keep the team members on the same page and enhance their ability to better deliver in line with the client's expectations.

The outcome of this technique will help in keeping the teams motivated, which in turn adds value to the business and produces better results.

## • ENGAGEMENT

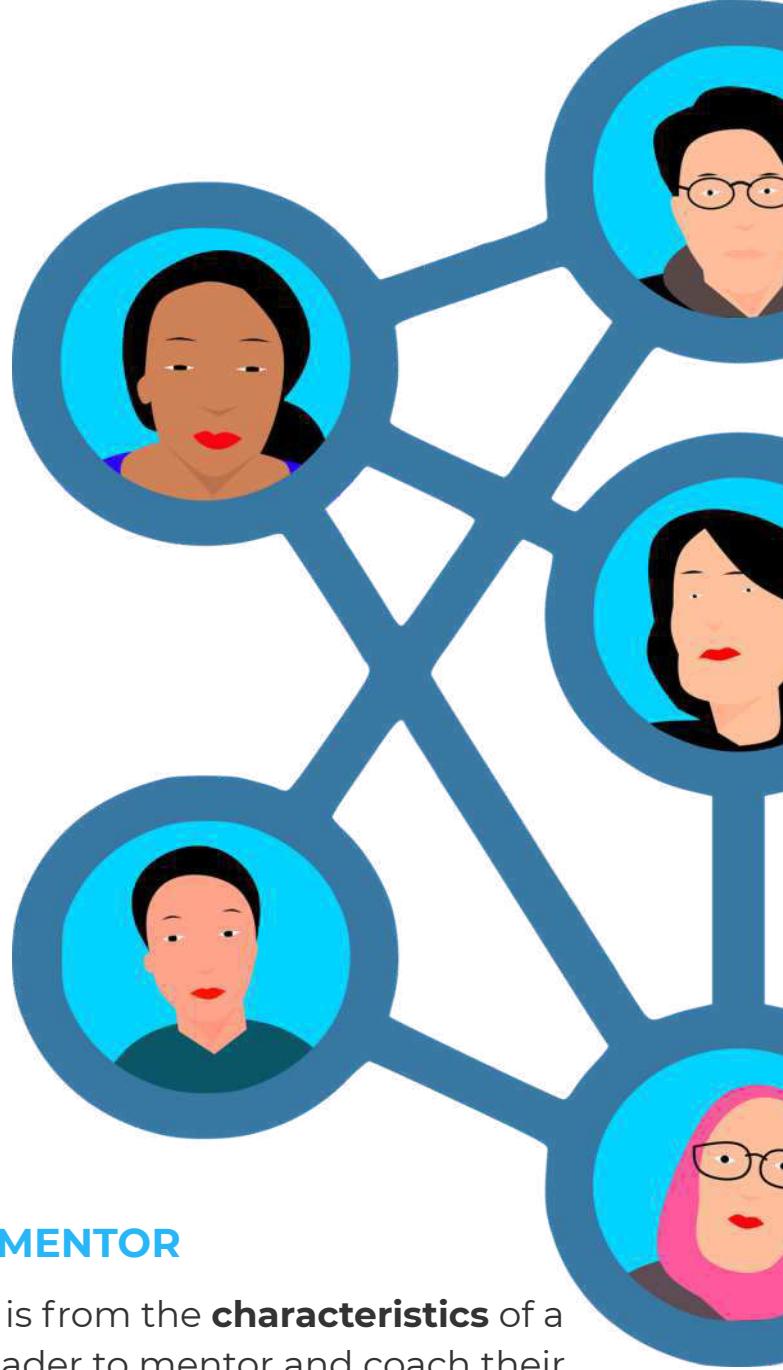
Virtual teams work more efficiently and satisfactorily when the **expectations** are set for the medium, frequency, and suitable timing of communication.

For instance conducting daily stand-up meetings for status reporting and highlighting any bottlenecks, but in case of **urgency** direct or instant messaging is encouraged.

Ensure that **best practices** are established for peer to peer communication as well as escalation channels are known to all, so the team members are aware of whom to reach out as and when needed.

This may look very simple but requires time, discipline and **consistency**.

Remember that a leader is also a **change maker** and the aforementioned tips will equip you with necessary skills to navigate through murky waters of change.

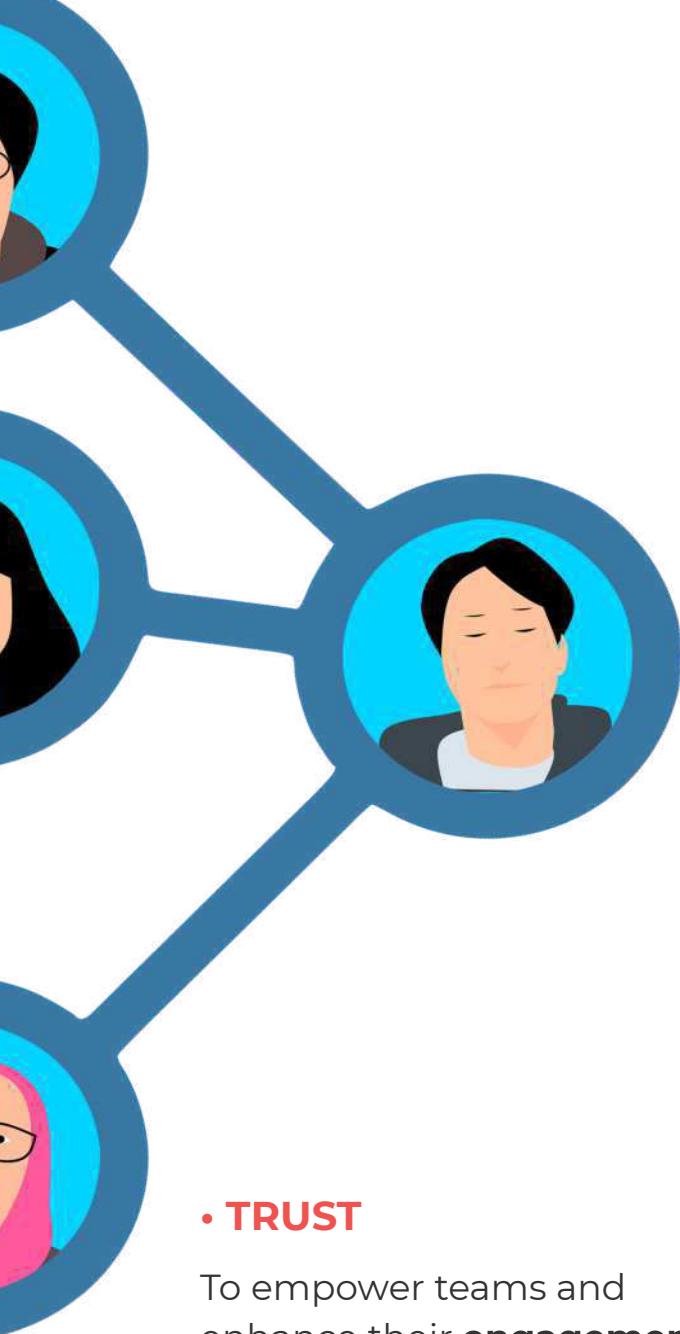


## • MENTOR

It is from the **characteristics** of a leader to mentor and coach their teams.

You may think of it being optional but given the responsibility to **navigate** through complexities it is worthy to exert our efforts in developing our teams – and ourselves.

This implies we must wear both the hats - that of a mentor as well as a learner, as the situation demands.



## • EMPATHY

In the context of leading teams in a virtual environment, leaders must **acknowledge** that stress could be developed due to lack of physical presence,. They must listen to employees' consternation and worries, and **empathize** with their struggles.

A good leader practices and increases his/her **emotional intelligence** skills, putting themselves in others shoes to comprehend their situation.

This will enhance your ability to **respond** to conflicts rather than reacting to such situations. As they say "Keep Calm and Don't Panic"

## • TRUST

To empower teams and enhance their **engagement**, it is a widely known best practice to focus on outcomes rather than tasks.

Ensure the goals are clearly defined and **desired results** are well communicated, then trust the team members to get the job done.

Of-course as a leader it is your job to facilitate the required training and resources then it is for the team member to plan how he or she wishes to **Perform** his job.

This will enhance their creativity and create a sense of **ownership**. It is pretty challenging to micro-manage your team, however it must be avoided in any case.

# Project Leaders magazine



**To do great things is difficult, but to command great things is more difficult.**

*Monthly Motivation*

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