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Summary

Seasoned professional with over 40 years of international experience, specializing in driving transformative diversity and inclusion strategies. Recognized for orchestrating inclusive growth strategies and fostering innovation by championing varied perspectives. Adept in crafting compelling marketing campaigns and establishing collaborative partnerships with global stakeholders.

Seeking consultancy roles to drive diversity-focused strategies in large international firms, leveraging expertise gained from pioneering inclusive practices and shaping resilient teams across industries. Open to collaborating with emerging talents keen on expanding their diversity and inclusion horizons.

Relevant Sectors

- BIM Services • Engineering Services • International Business • Oil & Gas • Power

Diversity Leadership and Collaborative Empowerment

Diversity Leadership and Strategic Collaboration

I have been at the forefront of pioneering inclusive growth strategies that seamlessly integrate diversity and inclusion initiatives into the fabric of organizations. My commitment lies in advocating for diversity across all echelons of multinational corporations, where a multitude of perspectives converge to yield innovative solutions. Moreover, my collaborative approach extends to emerging specialists, where I provide guidance and mentorship to nurture their understanding of diversity and inclusion.

Spearheading strategies that harmoniously integrate diversity and inclusion across multinational corporations and emerging specialists, fostering an environment of innovation and collaboration.

Talent Acquisition and Empowerment

My journey encompasses actively sourcing diverse talent for multinational corporations, amplifying underrepresented voices and catalyzing equitable change. I have meticulously designed comprehensive assessment processes that align candidates' skills with the ideals of diversity and inclusion, fulfilling industry needs. Furthermore, I have championed interview procedures that ensure an equitable evaluation process for candidates hailing from diverse backgrounds. Empowering emerging specialists is a cornerstone of my role, offering mentorship that instills an environment of inclusion and learning.

Driving the acquisition of diverse talent, ensuring an inclusive interview process, and empowering emerging specialists through mentorship and guidance.

Resource Planning for Sustainable Growth

My expertise extends to meticulously crafting resource plans that catalyze the growth of diverse workforces within multinational corporations and emerging specialists' ventures. These resource plans are deeply intertwined with financial strategies, creating a harmonious balance between stability and inclusivity. Collaborating with multinational corporations, I ensure growth strategies are seamlessly integrated with their commitment to diversity and inclusion.

Developing resource plans that support diverse workforce growth while ensuring financial stability, aligning with multinational corporations' diversity commitments.

Strategic Marketing and Global Engagement

My journey encompasses leading inclusive marketing campaigns that articulate multinational corporations' steadfast commitment to diversity. Participating in international events, I share insights and expertise on diversity and inclusion, propelling global industry presence. My efforts also extend to fostering partnerships with universities, advocating for multinational corporations as inclusive employers of choice.

Driving inclusive marketing efforts, enhancing global industry presence through insights on diversity, and nurturing partnerships with universities.

Collaborative Engagements and Mentorship

A pivotal aspect of my role is collaborating with emerging specialists, sharing knowledge and experience to enhance their grasp of diversity and inclusion. Through such collaborations, I foster partnerships between emerging specialists and multinational corporations, creating fertile ground for mutual growth and shared learning. Engaging in collaborative projects, I harness the power of diverse perspectives to uncover innovative solutions.

Facilitating collaborations between emerging specialists and multinational corporations, enriching through shared knowledge and diverse perspectives.

Inclusive Business Development and Networking

Inclusive business development strategies are my forte, aligning them seamlessly with the overarching diversity goals of multinational corporations. Collaborating with emerging specialists, I guide them in crafting business strategies that prioritize diversity and inclusion. My network of diverse professionals serves as a platform to connect emerging specialists and multinational corporations, fostering synergistic growth.

Crafting inclusive business strategies, facilitating connections between emerging specialists and multinational corporations through a diverse network.

Market Intelligence and Inclusive Strategies

With a knack for identifying opportunities for growth, I provide invaluable market insights to multinational corporations and emerging specialists alike. Collaborating with multinational corporations, I design strategies that leverage emerging markets through the lens of diversity and inclusion. I assist emerging specialists in tailoring their services to diverse client needs, ensuring inclusivity in their offerings.

Offering market insights to drive growth through diversity-focused strategies for multinational corporations and emerging specialists.

Empowerment and Education

Empowering emerging specialists with the knowledge and tools to champion diversity and inclusion within their ventures is a cornerstone of my approach. I facilitate workshops and training sessions that promote understanding and awareness among multinational corporations and emerging specialists. My guidance extends to creating inclusive organizational cultures that nurture collaboration and innovation.

Empowering emerging specialists through knowledge and workshops to lead inclusive ventures and fostering inclusive cultures.

Collaborative Growth and Global Impact

My efforts extend to collaborating with emerging specialists, facilitating partnerships that drive transformative change. Working hand in hand with multinational corporations, I forge global impact through collaborative initiatives rooted in diversity and inclusion.

Fostering collaborative partnerships for transformative change and global impact with multinational corporations and emerging specialists.

Passion for Diversity and Inclusion

Driven by an unwavering passion for diversity and inclusion, I am dedicated to fostering lasting change within multinational corporations and emerging leaders' endeavors.

Demonstrating an ardent commitment to driving change through diversity and inclusion initiatives.

Summary of Roles

Throughout my more than 30 years in international activities, I have held diverse and impactful positions in various organizations, contributing significantly to their growth and success. Please refer to **Annex 1** for a comprehensive overview of my most significant achievements and contributions.

Independent Consulting Engagements

Owner

Diverness

November 2021 to Present

Providing Consultation in Business Management, Business Administration, Sales, and Marketing with an Emphasis on Diversity and Inclusion.

Employment History

General Manager

Crystal BIM Solutions

November 2021 to October 2022

Bucharest, Romania

Diversity and Inclusion Leadership:

- Pioneered an inclusive growth strategy for the startup 3D modeling consulting firm, specializing in Revit BIM, that integrated diversity and inclusion initiatives.
- Advocated for diversity at all levels of the organization, fostering an environment where varied perspectives contributed to innovative solutions.
- Orchestrated the expansion of the team with a focus on diversity, ensuring skill sets aligned with both sales needs and the commitment to inclusivity.
- Developed and implemented policies and practices that promoted diversity, equity, and inclusion, fostering a culture of belonging.

Talent Acquisition and Empowerment:

- Utilized online platforms such as LinkedIn and eJobs to proactively seek out diverse talent, amplifying underrepresented voices within the industry.
- Designed a comprehensive candidate assessment process, ensuring candidates' alignment with both technical requirements and the firm's dedication to diversity.
- Established transparent and inclusive interview procedures that prioritized equitable evaluation of candidates from diverse backgrounds.
- Championed an onboarding process that leveraged experienced team members to empower and mentor new talent, promoting a sense of inclusion from day one.

Resource Planning and Balanced Growth:

- Shaped a resource plan encompassing personnel, technology, and training that intentionally supported the growth and development of a diverse workforce.
- Developed a funding strategy that enabled the harmonious expansion of the team and business, ensuring financial stability while fostering inclusivity.

Marketing and Outreach:

- Spearheaded the promotion of the new business line among potential clients, both internally and externally, with a strong emphasis on inclusivity.
- Participated in specialized national and international events, leveraging the platform to share insights and expertise on diversity and inclusion.

- Cultivated an impactful online presence across diverse channels, strategically showcasing the firm's commitment to diversity and inclusion.
- Nurtured collaborative partnerships with universities in Romania and Albania, advocating for the firm's role as an inclusive employer and fostering connections with diverse future candidates.

Sales Strategy and Market Reach:

- Designed an inclusive sales strategy that aligned with the principles of diversity and inclusion, allowing the firm to effectively tap into BIM markets.
- Executed the sales strategy, expanding the firm's client base while reinforcing its reputation as a diversity-focused industry leader.

Business Strategy and Growth:

- Established a growth strategy for the organization, augmenting team size and skills in alignment with sales demands.
- Orchestrated the onboarding of new talent through meticulous sourcing, assessment, interviews, and offer processes.
- Created a collaborative team environment that encouraged seasoned employees to actively participate in the onboarding of newcomers.
- Developed a comprehensive resource plan covering staff, hardware, software, and training to ensure balanced growth and optimized cash flow.

Market Presence and Collaboration:

- Engaged in specialized events, sometimes presenting papers, to showcase expertise and reinforce the firm's industry presence.
- Established a consistent online presence to promote the new business line, effectively capturing internal and external markets.
- Fostered strong relationships with universities in Romania and Albania to promote the firm's reputation as an employer of choice.

AECOM Engineers & Constructors Romania
(Former Washington E&C Romania and URS E&C Romania)
Bucharest

October 2004 to October 2021

For 17 years, I worked within AECOM Engineers & Constructors Romania (former Washington E&C Romania and URS E&C Romania), taking on increasingly complex roles and responsibilities.

Detailed breakdown of roles

Sr. Country Director

May 2010 to October 2021

Diversity and Inclusion Leadership:

- Demonstrated commitment to diversity and inclusion by fostering an inclusive organizational culture that embraced individual differences, backgrounds, and perspectives.
- Championed diversity initiatives and programs to enhance representation, equity, and inclusion across all levels of the organization.
- Spearheaded initiatives to increase awareness of unconscious biases, promote diverse hiring practices, and encourage cross-cultural collaboration.

Strategic Leadership and Management:

- Implemented policies and decisions of the Board of Directors, ensuring effective execution of corporate strategies and objectives.
- Held overall responsibility for the management of the Romanian engineering firm, a subsidiary of Global Delivery Services (GDS), aligning its operations with the strategic directions of GDS.
- Represented the organization in front of Romanian Authorities, fostering positive relationships and compliance with local regulations.

Global Operations Management:

- Led and managed local resources, encompassing personnel, tools, and processes, to address AECOM Business Groups' worldwide engineering, construction, and support activities.
- Ensured timely and high-quality responses to global engineering, construction management, and support needs, aligning with corporate strategies.
- Coordinated cross-functional departments, including operations management, project controls, QA, safety, HR, procurement, IT&C, to facilitate seamless global operations.

Financial Management and Performance:

- Took charge of the financial performance of the office, achieving expected financial results while cultivating a motivating work environment and high retention rates.
- Developed and presented annual workload forecasts and financial budgets for approval, demonstrating fiscal responsibility and strategic alignment.
- Provided monthly workload and financial reports using the corporate KPI system, ensuring transparent and accurate financial communication.

Strategic Planning and Corporate Collaboration:

- Played a pivotal role in the corporate management team, contributing to the design and implementation of organizational strategies at corporate and international levels.
- Collaborated in quarterly meetings to address management topics, design medium and long-term strategies, and collectively decide on implementation tactics.
- Participated in the corporate monthly reporting process via videoconferences/telepresence, ensuring consistent communication and alignment with corporate goals.

People Development and Organizational Culture:

- Coordinated staff professional development aligned with company strategy, market specifics, and individual values, fostering an organizational culture of continuous improvement and high performance.
- Established an inclusive and innovative culture based on accountability, transparency, collaboration, and engagement, enhancing the overall performance of the team.
- Designed and coordinated a comprehensive work evaluation process, integrating QA audits, performance evaluations, and training needs assessments to optimize results and potential.

Business Development and Market Expansion:

Covered the Business Development function for the office, targeting core local and international markets such as oil & gas, power generation (including nuclear), mining, defense, and environment. Collaborated closely with Canadian colleagues specializing in Candu nuclear energy work to navigate nuclear activities, liaising with Romanian Nuclear Authorities and the Canadian Embassy.

Values Dissemination and Organizational Alignment:

Disseminated and reinforced AECOM values among staff members, promoting integrity, safety first, leadership, and other core values throughout the organization.

Deputy General Manager

October 2007 to May 2010

Business and Administrative Leadership:

- Held overall responsibility for business and administrative functions, ensuring seamless operations and alignment with organizational goals.
- Assisted projects in fulfilling administrative and financial obligations, contributing to project success and client satisfaction.
- Collaborated with the General Manager to implement the office's development strategy, driving growth and expansion.

Financial Management and Analysis:

- Prepared and meticulously analyzed budgets, cash flows, and execution plans, providing critical financial insights to guide strategic decision-making.
- Ensured accurate financial forecasting, optimizing resource allocation and contributing to the achievement of financial targets.

Project Coordination and Supervision:

- Coordinated and supervised departments under my direct purview, including Accounting & Finance, Procurement, Project Controls, and General Services.
- Fostered cross-functional collaboration to enhance operational efficiency, streamline processes, and ensure effective project management.

Leadership in General Manager's Absence:

- Stepped into the role of General Manager in their absence, demonstrating leadership and decision-making abilities to maintain operational continuity.
- Ensured effective communication, coordination, and execution of tasks during the General Manager's absence.

Director of Business Administration

November 2006 to October 2007

Contracts and Projects Coordination:

I took charge of orchestrating contracts administration, meticulously ensuring adherence to established protocols while facilitating the seamless execution of contracts. Guiding the efforts in projects administration, I streamlined project workflows, meticulously managed timelines, and strategically allocated resources, culminating in the successful and efficient delivery of projects.

In a collaborative spirit, I joined forces with the Engineering Department and Engineering Centers spanning the US landscape. Together, we anticipated and harmonized office-level workloads, ushering in elevated efficiency and enhanced productivity across operations. This role extended to becoming a cornerstone in both the short-term and long-term planning for the office, harmonizing strategies to align with the broader organizational objectives.

Business Development and Market Expansion:

Championed dynamic Business Development endeavors, placing a prominent emphasis on expanding within the private sector, driving growth, and fostering diversification. Orchestrating strategic marketing and business development initiatives, I operated in full alignment with the company's overarching strategy while extending my influence across Romania and the broader region.

Through dedicated efforts, I forged robust partnerships with clients hailing from a variety of international markets, encompassing domains such as oil & gas, power generation, mining, and defense. My commitment to cultivating and nurturing relationships spanned not only domestic grounds but also extended to the global arena, fortifying goodwill and magnifying the company's standing in the industry.

Market Intelligence and Strategy:

Delivered invaluable market insights to pinpoint burgeoning opportunities and uncharted territories for the expansion of our business endeavors. A proactive approach defined my engagement with both prospective and established clientele, allowing me to discern their anticipatory requirements for services and capital investments on a long-term scale.

Strategically assessing client demands for bids and proposals, I adeptly curated customized solutions that harmonized seamlessly with their distinct needs. My involvement extended beyond assessment, as I actively aided in the formulation, presentation, and articulation of proposals. This endeavor was enhanced by my command of effective communication strategies and persuasive techniques, positioning our offerings in the most compelling light.

Business Planning and Collaboration:

Played a pivotal role in bolstering the General Manager's efforts to craft and fine-tune the organization's intricate business blueprints, lending my expertise to the realm of strategic decision-making. My contributions enriched the formulation of strategies that steered the company towards its defined goals and objectives.

A driving force behind seamless collaboration, I cultivated symbiotic partnerships with the Washington Group's diverse Business Units and Operation Centers. This collaborative spirit transcended organizational boundaries, accentuating cross-functional synergy and propelling a harmonious flow of ideas and resources.

Business Development and Market Penetration:

Embarked on a dynamic journey of Business Development, channeling my efforts towards the private sector. My focus centered on key global markets, namely oil & gas, power generation, mining, and defense, where I strategically positioned the organization for heightened visibility and expansion.

Strategic Marketing and Collaborative Execution:

My strategic acumen came to life as I orchestrated impactful marketing and business development campaigns, meticulously aligned with the overarching company strategy. This concerted effort unfolded across Romania and the surrounding region, operating under the discerning guidance of the Washington Group International Regional Executive. Collaborating seamlessly with the BD Vice-presidents and Directors of the US-based Business Units, I harnessed collective expertise to bring forth a comprehensive approach to market penetration.

Client Relationship Cultivation:

A cornerstone of my role was nurturing enduring and mutually beneficial relationships with esteemed clients, both within Romania's borders and across the globe. This outreach extended to fostering goodwill and cementing the company's reputation as a reliable partner on a global scale.

Insightful Market Intelligence:

My commitment to market intelligence was unwavering as I explored novel horizons for business expansion. Through continual engagement with existing and potential clients, I unearthed invaluable insights that fueled the development of new business opportunities. This responsive approach also extended to gauging clients' long-term needs, aligning our services with their aspirations and capital investments.

Tailored Proposal Development:

At the intersection of strategy and execution, I meticulously evaluated clients' unique requirements, ensuring that our proposals were precisely tailored to meet their distinctive expectations. My role also encompassed the entire lifecycle of proposals, from formulation to persuasive presentations, all designed to resonate with clients' needs and aspirations.

Data Governance and Organizational Alignment:

A vigilant guardian of records and data, I diligently maintained an organized repository of business development efforts and project-related information. This conscientious approach facilitated seamless coordination with marketing and operational plans, culminating in a harmonious convergence of strategic intent and execution.

Holistic Contribution and Synergy Building:

My dedication transcended my immediate role as I actively contributed to the company's holistic business planning and development, enriching the strategic endeavors led by the General Manager. Additionally, I nurtured productive partnerships with the Washington Group's Business Units and Operation Centers, underscoring my commitment to fostering synergy within the broader organizational ecosystem.

Romelectro S.A.

January 2001 to September 2004
Bucharest

For over 4 years, I worked with Romelectro S.A., taking on increasingly complex roles and responsibilities.

Detailed breakdown of roles

Deputy Director with the Hydro Division

April to September 2004

Strategic Bid Preparation and Consortium Leadership: Crafted two compelling, EUR 125 million respectively EUR 160 million bids for two complex hydro projects, resulting in winning proposals where Romelectro led a Romanian consortium.

Innovative Project Management Manual Creation: Led the creation of a comprehensive Management Manual, providing a roadmap for project execution and ensuring precision.

Commercial Oversight and Multifaceted Negotiations: Managed project's commercial aspects, from defining works to cash flow, and conducted impactful subcontracting negotiations.

Marketing & PR Manager

March 2001 to April 2004

Strategic Planning & Business Model Innovation:

I spearheaded the pioneering of the 'Resources Integrator' framework, a paradigm-shifting business model emphasizing client-centricity. This innovative approach transformed contractor relationships, elevating project outcomes to unprecedented levels. Simultaneously, I meticulously devised and executed Romelectro's comprehensive marketing and development strategies, aligning corporate objectives with dynamic market trends.

Database System Development & Management:

Taking charge of Romelectro's inaugural database system, I collated and managed critical information on partners, stakeholders, technologies, and industry trends. This data-driven resource empowered strategic decision-making by offering comprehensive insights into suppliers, clients, financing entities, and industry dynamics.

Brand Enhancement & Visual Identity Transformation:

Leading negotiations with specialized companies, I orchestrated a comprehensive redefinition of Romelectro's public representation, culminating in a cohesive visual identity. This encompassing transformation spanned logos, stationery, web design, and promotional materials, forging a unified and contemporary brand image.

Strategic Communication & Annual Reporting:

Over consecutive years (2000-2003), I crafted insightful Annual Reports that effectively communicated the company's achievements, projects, and financial performance. These reports conveyed complex information transparently to stakeholders, enhancing corporate transparency and solidifying the company's reputation.

Project Financing & Marketing Campaigns:

Directly participating in applications for project financing from international programs (EU, USA, Canada), I secured pivotal funding for strategic initiatives. In addition, I conceptualized, proposed, and executed impactful yearly marketing and PR campaigns that bolstered engagement, lead generation, and brand recognition.

Presentation & Advertisement Leadership:

Playing an active role in designing and executing persuasive presentations and advertisements, I captivated target audiences and effectively conveyed the company's values and offerings.

Key Project Coordination & Departmental Supervision:

I led the preparation of a high-stakes commercial offer for the Tabas Project in Iran, involving a USD 1 billion thermal power plant and coal mine. Furthermore, I steered the Marketing & PR Department, ensuring seamless coordination, innovation, and alignment with the company's strategic goals.

Project Manager

January to March 2001

In my role as a Project Manager within the EU Projects Department, I assumed responsibility for overseeing projects encompassing Tacis, Access, Life, and World Bank programs. I meticulously monitored internet databases for pertinent call for papers, meticulously evaluated opportunities, and presented compelling proposals to the Management team. Upon receiving favorable responses, I adeptly formulated and prepared comprehensive applications for financing requests.

My active involvement extended to negotiations with Rambol, a distinguished Dutch company, for a collaborative project in Galati. This venture centered on the ambitious modernization of the town's water treatment station. During these negotiations, I adeptly navigated intricate discussions and strategic decisions, ensuring alignment with both organizations' goals and objectives.

Earlier career background

Finance and Commercial Manager <i>Georum International S.A.</i>	1997 to 2000 <i>Bucharest</i>
General Manager <i>Molavi-Romelectro Partnership</i>	1994 to 2004 <i>Tehran-Iran</i>
Chief Accountant <i>Molavi-Romelectro Partnership</i>	1987 to 1994 <i>Tehran-Iran</i>
Accountant <i>Molavi-Romelectro Partnership</i>	1984 to 1987 <i>Tehran-Iran</i>
Accountant <i>Hidroconstructia Slatina</i>	1980 to 1984 <i>Slatina</i>

Academic Qualifications

- Bachelor of Economics, Faculty for Economics, Craiova University, Craiova (1976–1980). Graduating Average Mark: 9.61 out of 10.00.

Specialization Courses

- Quality Financing and Management.
- Business to Business Marketing Strategy.
- Industrial Marketing.
- Primavera Project Planner for the Enterprise.
- Leaders Forum.
- LORE Proposing to Win Process – Trainer Formation.

Technical Skills

- Database Management: Proficient in designing, developing, and managing databases to collate critical business information, enabling data-driven decision-making and strategic insights.
- Online Platforms: Adept at utilizing online platforms such as LinkedIn and eJobs to source diverse talent and expand the organization's digital presence for outreach and networking.
- Presentation Tools: Skilled in using presentation tools to create compelling visual content that effectively communicates complex information and resonates with diverse target audiences.

- **Data Analysis Tools:** Proficient in using data analysis tools to evaluate budgets, financial reports, and project performance, supporting informed financial decision-making.
- **Project Management Software:** Experienced in utilizing project management software like Primavera Project Planner for efficient project planning, execution, and resource allocation.
- **Microsoft Office Suite:** Proficient in using Microsoft Office applications, including Word, Excel, and PowerPoint, for various tasks such as document creation, data analysis, and presentations.
- **Market Research:** Skilled in conducting market research using online databases to gather insights into industry trends, client needs, and potential business opportunities.
- **Data-driven Decision-Making:** Adept at leveraging data analysis tools and techniques to make informed decisions, enhancing resource allocation, and optimizing business strategies.
- **Online Marketing:** Skilled in utilizing online channels to promote the firm's diversity and inclusion initiatives, reaching a diverse audience and strengthening the brand's online reputation.
- **Business Development Tools:** Experienced in utilizing tools for business development, including proposal preparation, strategic planning, and lead generation, to foster growth in diverse markets.

Languages

- English C1 • French B2 • Farsi B1

- **Driver's License** Category B

Member of (current or former)

- AMCHAM • British-Romanian Chamber of Commerce • Petroleum Club • OSAC Romania

Community Engagement and Philanthropic Initiatives

Commencing in 2003, I initially served as a consultant and subsequently offered pro bono assistance to 'Children in Distress' (CID), a distinguished British Charity dedicated to the well-being of Romanian children with special needs. My contributions encompassed aiding CID in accessing European and Romanian funding by meticulously preparing applications and participating in competitive tenders for pivotal social projects. Additionally, I played a pivotal role in orchestrating and ongoingly support fundraising campaigns to sustain their noble cause.

In 2004, I assumed a significant role as a co-founder of the 'Association for Actions Against Social Exclusion,' a non-profit organization ardently advocating for the rights of individuals vulnerable to isolation due to factors such as inadequate education, poverty, illness, sexual orientation, and religious beliefs. Through this endeavor, I actively participated in driving positive societal change and inclusivity.

Since 2010, I have proudly sponsored World Vision, lending my support to WV Romania's impactful programs aimed at empowering children in rural areas with enhanced educational opportunities. This commitment reflects my dedication to fostering equitable access to education and better prospects for these young minds.

Commencing in 2015, I took on the role of a private sponsor for the Regina Maria Charity Organization. In this capacity, I played an instrumental role in establishing and managing free-of-charge medical clinics, effectively addressing the healthcare needs of marginalized individuals within Romania.

Furthering my philanthropic endeavors, I embarked on a journey as a private sponsor for "Plantăm fapte bune în România!" starting in 2017. This Romanian charity holds a focused mission of reforestation, harnessing the power of volunteers to create positive environmental impact across the nation.

Annex 1

Most significant achievements and contributions

Business segment/ Industry: BIM Services

Period: 2021 to 2022

Business context:

Crystal BIM Solutions is a specialized consulting firm within the Crystal System Group, focusing on Building Information Modeling (BIM) with Revit as its primary platform. Although established some years ago, the company had previously encountered limited business traction. In November 2021, I assumed the responsibility of restructuring and advancing the company's operations. Upon assuming leadership, the team comprised two members in Romania and one in Albania, though the latter became inactive shortly thereafter. Additionally, one team member in Romania also departed soon after my tenure commenced. Notably, the demand for BIM services in Romania remained subdued due to regulatory gaps and a lack of awareness. Consequently, the company's potential client base primarily existed overseas.

Contribution:

As the newly appointed General Manager of the company, stepping into a market with limited familiarity, I encountered an array of challenges from the outset. It became evident that our pathway to success hinged on leveraging Albania as a pivotal component in shaping our team dynamics. While Albania had proven significant in other ventures within the Group, its potential in the realm of BIM remained untapped. Upon taking the helm, Crystal BIM Solutions lacked established internal procedures and organizational guidelines.

Over a span of 8 months, a transformational shift took place – four team members were brought on board in Albania and Kosovo, with a considerable waiting list, while the Romanian team expanded to seven members. I was profoundly impressed by the caliber of skills and dedication displayed by our Albanian and Kosovar colleagues, which made working alongside them an enriching experience. In Romania, we encountered a vibrant pool of young, resourceful professionals eager to make their mark. This younger generation's enthusiasm was an unexpected revelation, and I endeavored to foster effective communication to facilitate their professional and personal growth.

The apex of our endeavors materialized through the involvement in the Extremely Large Telescope (ELT) Project, a European Union-funded initiative in Chile, wherein we operated as a subcontractor to Cimolai, the project's builder. Our pivotal role encompassed the creation of a 3D model for a highly intricate chamber of the telescope. This endeavor marked the initial phase of our aspiration to extend the model to encapsulate the entire telescope. Remarkably, the Romanian-Albanian-Kosovar team demonstrated remarkable success in collaborating remotely, seamlessly managing this intricate task.

Another feather in Crystal BIM Solutions' cap was a project with an undisclosed international entity embarking on the establishment of an engineering organization in Romania for global deployment. The culmination of our collaboration coincided with the nurturing of a dynamic six-member team, symbolizing an ever-growing triumph.

As my tenure with Crystal BIM Solutions concluded, it was evident that the trajectory we had embarked upon held immense potential for sustained growth and accomplishment.

Business Segment/ Industry: International Business

Period: from 1984 to Present

Business context:

Across the spectrum of international organizations, regardless of their size, profit orientation, or non-profit nature, a common challenge emerges when bridging the gap between individuals from diverse cultural

backgrounds. While diversity brings forth a tapestry of perspectives spanning social, cultural, ethnic, religious, and economic realms, it also presents an invaluable opportunity for these organizations to unearth optimal solutions for intricate challenges. The true potential of diversity is realized when it's coupled with inclusion, a combination that catalyzes innovation, effective communication, heightened engagement, exuberance, and enduring sustainability.

Contribution:

Throughout my 40+ year career, I've been fortunate to encounter a multitude of circumstances that have continually challenged me to find innovative solutions. These experiences have not only shaped my personal journey but also the trajectories of those around me and the organizations I've been a part of. Among the inevitable missteps and learning curves, with guidance from both peers and superiors, I've honed a set of principles that have consistently propelled me towards success:

Unwavering Positivity: Maintaining a positive outlook, regardless of the challenges, has been a cornerstone of my approach.

Energy: I've cultivated a habit of continually energizing myself, ensuring a wellspring of motivation and enthusiasm.

Peak Performance, always: Whether at the peak or the trough, I strive to give my absolute best, contributing to excellence in every situation.

Authentic Alignment: Walking the talk and embodying my beliefs has fostered authenticity in my leadership journey.

Agile Adaptation: I've embraced flexibility and reinvention, enabling me to navigate change while staying true to my values.

Facilitator of Growth: As a leader, I've evolved into a facilitator, fostering growth and empowerment in those around me.

Cultivating Potential: One of my passions is aiding individuals in discovering their latent potential, helping them become their finest selves.

Wholehearted Engagement: Immersing myself in processes without expectations of reward, I've dedicated myself to contributing to the greater good.

Celebrating Diversity: Embracing diversity as a unique strength, I've harnessed it to differentiate myself and enhance organizational excellence.

These guiding principles have been my compass in navigating the dynamic landscape of professional and personal growth, shaping not only my journey but also the lives I've touched and the organizations I've had the privilege to serve.

Business segment/ Industry: Engineering Services

Period: 2020 to 2021

Business context:

The global pandemic of 2020 cast its shadow over our corporation and office, much like its impact on countless others. Our experience was marked by three distinct challenges:

Firstly, our valued clients had to make difficult choices, trimming investments and implementing anti-COVID measures, inevitably impacting their engagement with us.

Secondly, our corporation itself encountered the headwinds of reduced business activities, a consequence of the broader economic slowdown.

Lastly, the pandemic had a profound effect on our staff and their families. They faced the vulnerability brought about by the disease, compounded by financial strains caused by widespread dismissals.

Navigating these multifaceted challenges required a collective spirit of resilience and adaptability, as we worked to uphold our commitments, support our clients, and safeguard the well-being of our team members.

Contribution:

Similar to the challenges posed by past economic crises, the specter of the pandemic demanded a focused and comprehensive response. At that juncture, I held a leadership position within the office,

rendering me accountable not only for the business's trajectory but also for the well-being of our personnel.

The onset of the pandemic, around March-April 2020, prompted swift action. With over a hundred individuals comprising our workforce and mounting concerns amidst the uncertainty, we swiftly devised a plan. Collaborating closely across various departments, including Operations, HR, IT, Procurement, Project Controls, and Finance, we orchestrated a seamless transition. Within a mere 48 hours, our entire workforce seamlessly transitioned from office-based work to fully remote work, a transition made without any disruption to client commitments.

Amidst this monumental shift, our dedicated team members proved their adaptability and efficiency by embracing new work procedures, IT protocols, data security measures, and QA processes. I personally addressed each department, ensuring alignment and offering reassurance that by adhering to safety protocols both personally and professionally, we could collectively navigate this challenging period. True to that promise, our united efforts bore fruit – over 90% of our team remained steadfast, demonstrating remarkable resilience during this trying period.

Business Segment/ Industry: Engineering Services

Period: 2008 to 2011

Business context:

The 2008 crisis cast a formidable shadow across the landscape, affecting not only our global corporation but also our modest presence in Romania. Crisis situations invariably awaken a powerful imperative: survival. As a modest entity within a larger corporate family, relying solely on externally-generated solutions isn't always viable. We recognized that proactive measures were essential.

In the face of this crisis, URS Romania confronted substantial challenges, witnessing a dramatic contraction in staff numbers, from 160 to a leaner 50. Despite the odds, we emerged triumphant, demonstrating our capacity to weather the storm and safeguard our continuity.

Contribution:

In 2007, I assumed the role of Deputy General Manager, a pivotal juncture defined by a two-fold challenge: steering a troubled project in Qatar and navigating the tumultuous waters of the international crisis. My mission crystallized into a dual directive: to address project shortcomings adeptly while safeguarding the office's integrity. My conviction in the office's value to the Corporate, particularly during times of crisis, underpinned my strategic approach.

A comprehensive three-pronged plan guided my actions: upholding unwavering quality, optimizing costs for the Romanian operation's viability, and nurturing the collective morale of colleagues, all of whom harbored legitimate concerns about the office's future and their job security. Elevating quality standards entailed a proactive approach, which encompassed multifaceted training initiatives spanning work procedures, communication, change management, leadership, bias awareness, diversity and inclusion, and more. Significantly, our internal clients' feedback profoundly influenced these training efforts, serving as a compass for continuous improvement.

The synergy of yearly performance assessments, rigorous QA procedures, and targeted training programs emerged as a potent toolkit. Yearly performance evaluations not only gauged professional competence but also illuminated individual training requisites for personal growth. Concurrently, QA procedures unveiled operational inefficiencies, while the alignment of training initiatives rectified these identified gaps. Cost-efficiency was achieved through a judicious blend of incentives offered by the Romanian Government and a united front within my management team, orchestrating cost structure harmonization with revenues. This diligent collaboration yielded a remarkable 40% cost reduction without compromising safety or colleague well-being.

Leveraging the government's technical unemployment facility, a revolving group of 20%-25% of our staff engaged in skill enhancement through self-directed training while being compensated. Fostering an interconnected spirit among all colleagues, whether on-site or remotely, was imperative. To this end, a periodic communication stream was curated, disseminating information on office activities, business prospects, and Corporate-wide initiatives to navigate the crisis together.

Business Segment/ Industry: Engineering Services

Period: 2006 to 2008

Business context:

After a substantial period of rejuvenation, innovation, and strategic realignment, Washington E&C Romania, an engineering entity intricately linked to global project endeavors, stood poised for transformative shifts. These changes were meticulously calibrated to eradicate vulnerabilities, amplify existing strengths, navigate potential pitfalls, and harness emerging prospects. This transition phase was underpinned by a concerted effort to leverage the unique diversity inherent within our office, setting it apart from the broader corporation. This strategic decision proved pivotal, rapidly expanding the office's headcount by a factor of three, all while steadfastly maintaining our hallmark standards of quality and productivity.

Contribution:

In my capacity as the Director of Business Administration, I played an integral role in every facet of the transformational journey, channeling my economics acumen, business development background, and diversity insights to drive meaningful contributions. My approach transcended conventional boundaries as I consistently sought unconventional perspectives, generating novel ideas that challenged the status quo. With a steadfast commitment to innovation, I proactively proposed and secured the necessary resources and budgets to implement forward-thinking solutions. This collective effort culminated in Washington E&C Romania achieving heightened levels of success and bolstering its esteemed reputation within the expansive 100,000-member Corporation, spanning global horizons.

Business Segment/ Industry: Oil & Gas

Period: 2004 to 2007

Business context:

Following a successful bid by OMV-Petrom for the construction of a \$109 million gasoil desulphurization unit at the Brazi Refinery, the largest refinery in Romania, Fluor sought a local engineering collaborator. After meticulous evaluation of available options, Fluor chose to partner with Washington Group International, Romania Branch, through a competitive selection process. This collaboration led to the signing of a substantial \$4 million contract, where our organization undertook the responsibility of executing 90% of the project's engineering tasks across various disciplines. Additionally, our team played a pivotal role in overseeing a significant portion of site supervision, contributing to the project's overall success.

Contribution:

In my role as the BD Manager for the Romanian Branch of the American Corporation, I spearheaded the comprehensive proposal process, resulting in a successful bid acquisition. Subsequently, I played a pivotal role in contract negotiation and finalization. Throughout the project's lifecycle, I maintained a crucial liaison role with the client, Fluor, ensuring seamless communication, alignment, and successful project execution.

Business Segment/ Industry: Oil & Gas

Period: 2005

Business context:

During a pivotal juncture, following a series of previous turnaround challenges, OMV embarked on a transformative approach for their refinery turnaround. In a strategic move, OMV-Petrom selected Washington Group International Romania Branch through a competitive international bidding process. This decision marked a departure from historical difficulties in adhering to schedules and budgets. With an all-Romanian Project Controls team and an American Superintendent from our office, an intensive four-month planning phase was followed by an impeccably executed 30-day implementation period.

The endeavor involved crafting a comprehensive Work Breakdown Structure for the turnaround, a meticulous undertaking evidenced by the creation of a groundbreaking 20,000-line spreadsheet – at the time, the most extensive of its kind in Romania. This approach defied prior inconsistencies, leading to a precise 30-day completion of the refinery turnaround, in alignment with the meticulously devised plan.

The successful execution held significant financial implications, as each day's delay previously incurred costs of \$1 million for Petrom-OMV.

Contribution:

In my capacity as the BD Manager for the Romanian Branch of the American Corporation, I assumed a multifaceted role that encompassed orchestrating the proposal, securing the bid victory, formalizing contract agreements, and serving as a dedicated liaison with our esteemed client, Fluor. Throughout the project's lifecycle, I remained closely engaged, ensuring seamless communication and collaboration.

Business Segment/ Industry: Power

Period: 2003 to 2004

Business context:

A consortium led by Romelectro, uniting five specialized Romanian companies with expertise spanning dam and power plant construction, emerged victorious in an international bidding process securing a substantial EUR160 million projects. This ambitious initiative was set to unfold on the Jiu River, Romania, encompassing the construction of a dam, a 6.9 km penstock, a 24.5 MW power plant, a secondary 12.5 km penstock, and an additional 40.5 MW power plant. The project's commencement in 2004 propelled it to 90% completion by 2017; however, it regrettably faced suspension due to environmental considerations.

Contribution:

In my capacity as Deputy Director for Romelectro Hydro Division, I played a pivotal role in the establishment of the consortium, assuming the mantle of leading the proposing endeavor. Subsequently securing victory in the bid, I assumed the role of Project Manager within Romelectro, the consortium's leader, overseeing the project's execution.

Business Segment/ Industry: Power

Period: 2002 to 2003

Business context:

A consortium led by Romelectro, comprising five Romanian companies with specialized expertise in dam and power plant construction, emerged victorious in a rigorous international bidding process to secure a \$125 million project. This significant endeavor was earmarked for the Olt River in Romania, positioned 3.5 km upstream from its confluence with the Danube River. The project encompassed the development of a 28 MW power plant and a sophisticated pumping system designed to facilitate water transfer from downstream to upstream during turbine downtime.

Contribution:

As Deputy Director of Romelectro's Hydro Division, I played a pivotal role in orchestrating the formation of the Consortium. Subsequently, I assumed the leadership of the proposing endeavor, spearheading the comprehensive efforts to secure the project.

Business Segment/ Industry: Power

Period: 1984 to 2004

Business context:

The historic Shah Abbas Dam near Saveh, Iran, dating back 400-500 years to the Safavid Dynasty, underwent a transformative evolution. The legacy of the past gave way to a modern \$120 million concrete structure, known as Al-Ghadir Dam, masterfully designed by ISPH engineers from Romania. This monumental endeavor was realized through a collaborative Iranian-Romanian Partnership, specifically the Molavi-Romelectro partnership. The new dam, spanning 265 meters in length and towering 128 meters in height, boasts a unique double arch shape that remarkably required no steel reinforcement. Accompanying the dam is a 15 MW hydro power plant, seamlessly integrated into the landscape. The core objective of the dam was to establish a water reservoir catering to irrigation needs. In the peak of activity, the construction site teemed with over 1000 individuals, forming a diverse and international workforce including Persians, Kurds, Azeris, Afghans, Armenians, and Romanians.

Contribution:

I embarked on a remarkable journey within the Partnership, ascending from the role of a junior accountant to assume the pivotal positions of CFO and eventually General Manager. My trajectory began as a junior accountant, where I actively contributed to the establishment of an integrated accounting reporting system, harmonizing practices across Iran and Romania. In this capacity, I meticulously processed an extensive volume of primary documents, often in Farsi, accumulated over the initial two years of the project. This diligent effort facilitated a robust and consistent reporting process that endured throughout the project's lifecycle.

Stepping into the role of CFO, I orchestrated and supervised the entire finance and accounting spectrum throughout the project's duration. My responsibilities extended to managing interactions with crucial stakeholders such as the Client (TRWB), the Ministry of Energy, local banks, and Customs. I adeptly navigated monthly work statement submissions, facilitated currency transfers to Romania, and skillfully administered various financial instruments like letters of guarantee for performance, downpayments, and temporary imports.

Progressing to the position of General Manager, I assumed an elevated leadership role, acting as the foremost representative of the Partnership and Romelectro. My engagement spanned interactions with Local Authorities, culminating in the issuance of the Final Work Statement upon project completion. Facilitating the return of temporarily imported equipment to Romania, releasing letters of guarantee, and securing the transfer of Romanian dues through legal avenues also fell under my purview. Simultaneously, I took on the mantle of representing Romania and Romelectro at biennial Romanian-Iranian commercial summits, hosted alternately in Tehran and Bucharest. My efforts in seeking new opportunities for Romelectro in Iran were highlighted by a pivotal endeavor—an ambitious \$1 billion coal-fired power plant near Tabas, Iran. Spearheading the respective commercial and technical proposal for this initiative marked a significant milestone in my professional journey.