

[sydney.edu.au/john-grill-centre](http://sydney.edu.au/john-grill-centre)

**Executive Leadership  
in Major Projects**

Guide for participants  
and employers

# INVEST IN PROJECT EXCELLENCE



THE UNIVERSITY OF  
**SYDNEY**

**John Grill Centre  
for Project  
Leadership**

# Developing leaders. Transforming projects. Achieving success for organisations.



“This program is transformative for leaders of major projects as it allows you to develop your self-knowledge and an inner confidence to work more effectively with your teams and stakeholders and become a high-performing leader.”

**Dr Maurizio Floris**  
Program Director

The Executive Leadership in Major Projects (ELMP) program is an immersive development experience for robust leadership of business-defining and major projects.

“ELMP program insights continue to challenge me in many varied ways. The program offered a thought provoking and innovative approach to contemporary leadership styles, strategic thinking and team dynamics through both a theoretical and practical learning approach. The program has undoubtedly equipped me with capabilities necessary to further my professional development with both immediate and long-term impact.”

**John Anderson**  
Regional Director  
NSW Public Works



# What to expect

The program provides a deep learning experience that goes beyond simply adding a few new techniques to your tool box. It aims to increase the level of your thinking and lift the impact of your leadership practice across the board. To achieve this you will be challenged to:



## Unlearn leadership

Let go of what you thought you knew about leadership. Working with exceptional leaders from the military, media, philosophy and martial arts you will analyse leadership in different domains.

Draw on a number of diagnostic instruments to become more aware of your own leadership practice. Understand what others see as your leadership effectiveness and what your team thinks of the level of trust, conflict and engagement in the team you lead.



## Rethink projects

Enrich your understanding of projects through the insights of global industry leaders, highly regarded peers and leading researchers across traditional areas of infrastructure, telecommunications, organisational transformation and more unusual projects including space mining, film and emergency response.

Explore different ways of leading projects through simulations, case studies and interactive learning strategies with project leaders who have experienced the projects you study.



## Rebuild practices

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Experiment with different ways of doing things with help and guidance from your direct manager and organisational mentor.

Reflect on your leadership practice with the support of a John Grill Centre executive coach with extensive executive and major project experience.



## Create impact

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Create individual and team development plans to lift the value delivered by projects within your remit.

Apply program learnings to a complex in-organisation project, wicked problem or adaptive challenge you face. Demonstrate organisational impact of your learnings during a program close-out meeting.

# Learning modules

The Executive Leadership in Major Projects modules apply leadership concepts to the project context – leading self, leading others and leading the project.

The four modules include:

- leadership practice
- high-performing project teams
- collaborative engagement and stakeholder alignment
- strategic mindset.

For more information:

- [sydney.edu.au/john-grill-centre](https://sydney.edu.au/john-grill-centre)

## Designed with industry

We work with a Program Advisory Committee of senior project executives from across industry and government to guide and support a high-quality and relevant program that reflects current challenges and innovative practices.



# Your learning journey

Delivered across a period of a year participants join three residential blocks, complete an in-organisation project and executive coaching.



# Outcomes



“The program offers a combination of expert instructions, coaching, case studies and, importantly, shared learning with and from the peer group.”

**Tarun Shewaram**  
Program Director,  
Westpac Group

## For participants

- Extend your network with senior project practitioners across industry and government.
- Enhance your effectiveness and make an impact by aligning stakeholders and building high-performing teams.
- Reposition yourself within your own organisation for your next leadership role.

## For organisations

- Realise benefits through participants working on projects within their own organisation.
- Deliver major projects that generate strategic and policy outcomes.
- Enrich long-term stakeholder relationships.
- Retain those professionals with the highest growth potential and signal the importance of leadership to all project professionals in your organisation.

# The impact

The program has achieved compelling outcomes for individuals and organisations. According to their sponsors, participants are more aware of and deliberate in how they lead teams and stakeholders, and are more strategic about the role of projects for their organisations.

In particular, the in-organisation project allows participants to translate their learnings into solutions and deliver substantial benefits for both the project and organisation. Here's what they say:

## Oil and gas industry participant

“These learnings helped shift my ideas on how to harness teams and tackle issues more innovatively, which has led to major cost savings for our organisation.”

## Government sector participant

“My learnings led to a significant reduction in gating and governance costs across the organisation; a better ability to monitor high-risk projects and instigate early corrective action due to standardisation of reporting; and transparency of project lifecycle to support procurement and workforce planning.”

**Improved relationships** somewhat or significantly with:



- direct reports **89%**
- peers **93%**
- other stakeholders **100%**
- direct managers **86%**



**82%** of participants agree or strongly agree that the program has helped them **reposition themselves as leaders** in their organisation.

# Who should apply

This program is for high-potential professionals who inspire projects that transform and deliver major organisational success.

We invite you to apply if you are:

- a project practitioner with at least 10 years relevant experience
- currently employed on a project or on project-related issues
- supported by an organisation sponsor
- Working in industry or government including infrastructure, resources, telecommunications, defence, technology, banking and finance.

## Pathway to Global Executive MBA

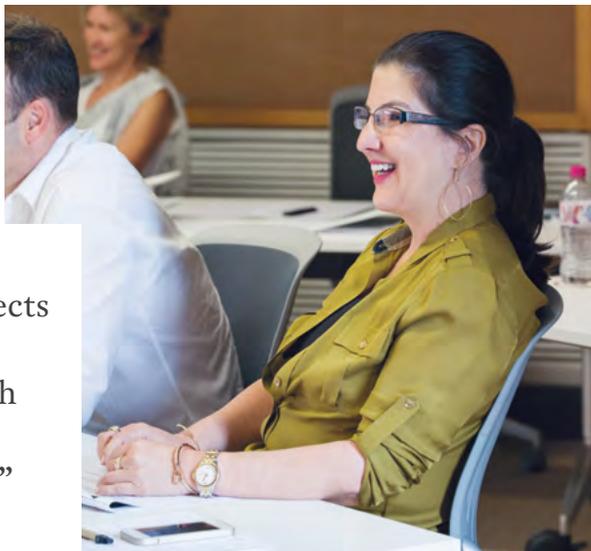
The ELMP program provides a pathway into the Global Executive MBA at the University of Sydney Business School by offering credits for two of the six units of study for the Global Executive MBA.

Our Global Executive MBA was ranked number one in Australia by the *Australian Financial Review's* BOSS magazine in 2014 and 2015.



“There is no other program that links leadership and major projects like the ELMP. It allows you to work through project issues with peers and leaders, to come to solutions for your own projects.”

**Amanda Castro**  
Project Director, Dow Chemical



“The relationship with industry and the practitioners who present is what sets this course apart.”

**Matthew White**  
Project Director, UrbanGrowth,  
NSW Government



# How to apply

## Application deadline

Online applications close on Friday 26 April 2019 at 5pm.

- [sydney.edu.au/john-grill-centre](http://sydney.edu.au/john-grill-centre)

As places are limited, we advise you to apply early.

## Cost

\$29,000 (plus GST) – includes tuition, coaching and materials.

In addition, residential and associated costs as organised by the University.

## Program dates

- **Block 1**  
4 to 16 August 2019
- **Block 2**  
10 to 15 November 2019
- **Block 3**  
16 to 21 February 2020



## Requirements

To be eligible for admission, you need to:

- have a minimum 10 years relevant professional project experience
- hold a completed bachelor's degree, graduate certificate, graduate diploma or equivalent from an institution approved by the University. This must also be at a standard accepted by the University (minimum credit average or 65 percent)
- be an employee currently working on a project or project-related issues, and be supported by an organisation sponsor.

Note: credit is not available for previous studies.

# Empowering women in leadership

## 2019 Women Leaders in Projects Scholarship

Transform your leadership capabilities through our Executive Leadership in Major Projects program. Learn from project executives and study alongside senior peers.

Apply before 1 March 2019.

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# The John Grill Centre advantage

## Major project experts

John Grill, former chief executive of resources and energy services firm WorleyParsons, is Chair of the John Grill Centre.

The centre is led by Chief Executive Marc Vogts, who has more than 30 years project experience in global companies including BHP Billiton and Rio Tinto.

### **Influential board support**

An advisory board supports the centre to develop links with industry and government in Australia and internationally. Members include leading business figures:

- John Grill AO
- Kevin McCann AM
- Dr Ken Henry AC
- Sir David Higgins
- The Hon. Nick Greiner AC
- Jim McIlvenny
- Dr Stuart McGill
- Bob Rollinson.

“Collaboration with industry, government and academia to support the success of major projects and solutions for society is imperative.”

**John Grill**  
Chair, John Grill Centre



# Why the University of Sydney?

The University of Sydney is a leading, comprehensive research and teaching community. Through critical analysis, the latest thinking and active contribution to public debate, the University helps shape Australia's national and international agenda.

## Alumni

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The University of Sydney has more than 300,000 alumni in Australia and around the world.

John Grill Centre alumni include leading project professionals from the infrastructure, oil and gas, telecommunications, construction and banking and finance sectors across Australia as well as throughout Asia, the Middle East and the United States.



To arrange an individual consultation with our Program Director, Dr Maurizio Floris, or with a member of our alumni network, please contact us:

+61 2 8627 4914  
johngrillcentre@sydney.edu.au

### **More information**

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