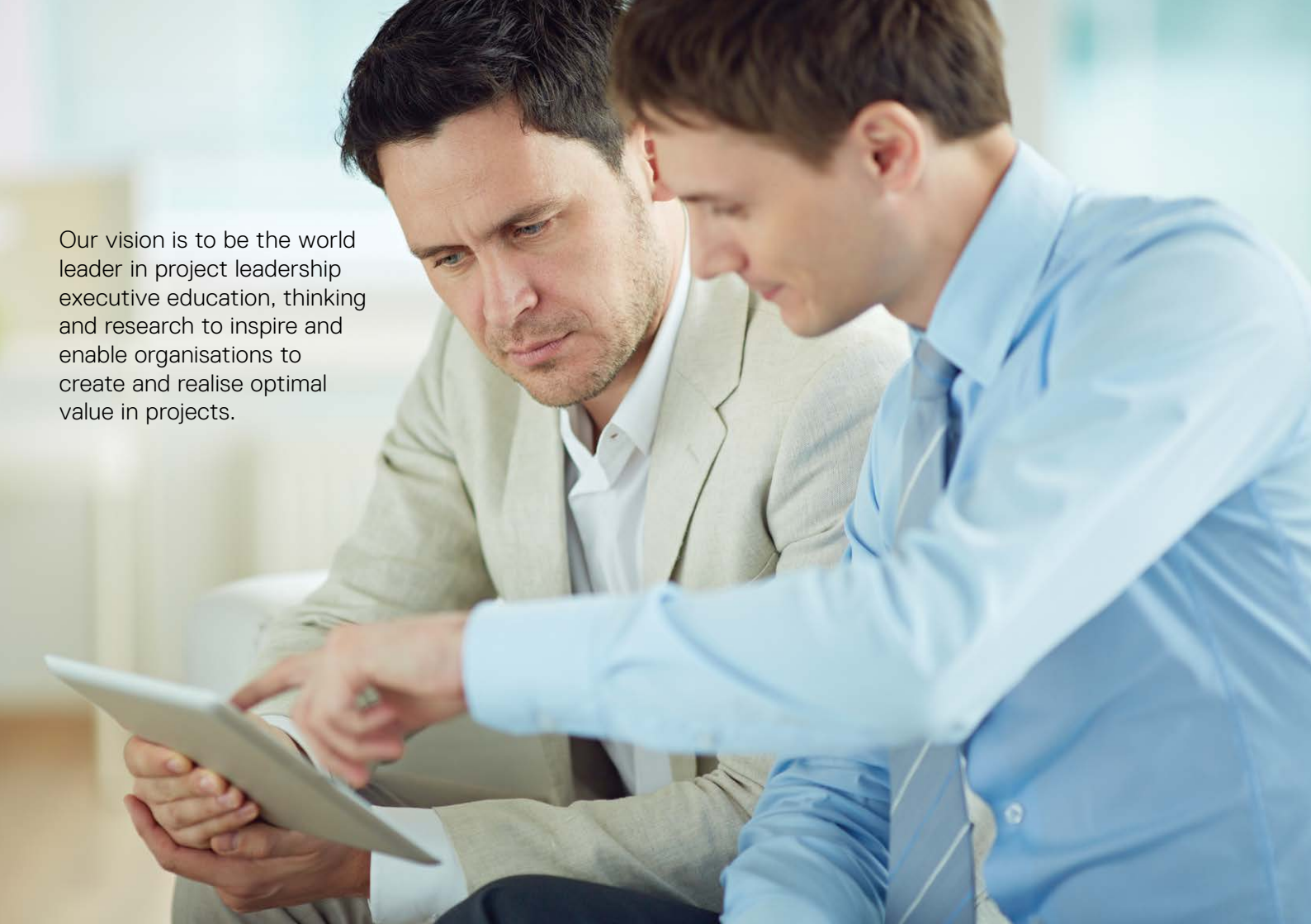




INSPIRING PROJECT
SUCCESS
JOHN GRILL CENTRE
FOR PROJECT
LEADERSHIP



THE UNIVERSITY OF
SYDNEY

A photograph of two men in business attire. The man on the left is wearing a light-colored suit jacket over a white shirt. The man on the right is wearing a light blue shirt and a blue tie. They are both looking down at a tablet computer that the man on the left is holding. The background is blurred, suggesting an office or meeting environment.

Our vision is to be the world leader in project leadership executive education, thinking and research to inspire and enable organisations to create and realise optimal value in projects.

MESSAGE FROM THE CHAIR AND FOUNDER



Australia needs to effectively plan and deliver major capital and infrastructure projects across all industries and government. In doing so, current and future project and business leaders also need to look at ways they can collaborate and share best practice to lead major projects, applying lessons across all industries and government, increasing our productivity. Examining large projects in resources, construction, infrastructure and government over the last decade indicates only a few real successes. In an investment-constrained world, Australia risks losing out as a location for future capital investment and the associated economic benefits. Also, approved projects may end up costing organisations and taxpayers a lot more than they should.

To address these project leadership skills and capability gaps, the John Grill Centre for Project Leadership will deliver executive education programs for project professionals and boards that are co-designed and co-delivered with industry and government. We will stage thought leadership forums to debate the issues of large-scale projects and undertake innovation and research for real-world applications. It is important that industry, government, policy institutes and educational institutions work together to address project leadership capability gaps that Australia faces.

JOHN GRILL AO
CHAIR, JOHN GRILL CENTRE FOR PROJECT LEADERSHIP

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



I describe myself as a project professional, and have enjoyed a long and very interesting career in projects around Australia and globally, including exotic locations such as Bougainville Island PNG, Borneo, West Papua and Madagascar. Most of my career was spent with Rio Tinto and BHP Billiton where I learned my skills through the 'school of hard-knocks' – on-the-job training and mentoring by a very experienced project leadership executive (at Rio Tinto).

I have often lamented the capability gaps in project leadership and among the business executives who are responsible for governance and assurance oversight. Leading the John Grill Centre for Project Leadership provides the opportunity to bridge these capability gaps. My vision is to create an enduring centre of excellence in executive education in project leadership.

To achieve this ambitious goal, we are well supported by partnerships with the Faculty of Engineering and Information Technologies and the University of Sydney Business School. We remain committed to ongoing engagement with industry and government to ensure the construct of our proposed education offering is relevant to your needs.

MARC VOGTS

CHIEF EXECUTIVE OFFICER

JOHN GRILL CENTRE FOR PROJECT LEADERSHIP



OUR STORY

The John Grill Centre for Project Leadership at the University of Sydney was established in October 2012 with a landmark donation of \$20 million from University of Sydney alumnus John Grill, on his retirement as CEO of WorleyParsons.

John Grill is Chair of the centre and Marc Vogts has recently been appointed to lead the centre as Chief Executive Officer. He is supported by Professor Suresh Cuganesan, Deputy Chief Executive Officer, and Amar Flora, Operations Director.

We have established a board to further the centre's linkages with industry and government in Australia and internationally. Confirmed appointments include John Grill, Kevin McCann, Sir David Higgins, Dr Stuart McGill, John Mulcahy, Catherine Livingstone, the Hon. Nick Greiner, Jim McIlvenny, Professor Stephen Garton, Professor Tyrone Carlin and Professor Archie Johnston.

For more information on our leadership team, please refer to pages 16-21.

FAST FACTS

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

Being based at the University of Sydney, the John Grill Centre is able to tap into the great minds of our academic teams and work within the University's extensive infrastructure.

To help build you a picture of the University, we've put together some key facts and figures:

- Year of foundation: 1850
- Chancellor: Belinda Hutchinson AM
- Vice-Chancellor and Principal: Dr Michael Spence
- Student enrolments: 51,394*
- Academic staff: 3349*
- General staff: 4018*
- Number of alumni internationally: 270,000
- Finances (for the year ended 31 December 2012)
 - Operating revenue: \$1.7 billion
 - Operating expenses: \$1.6 billion

*Source: The University of Sydney, as at 31 March 2013



"I joined the John Grill Advisory Board so that I could contribute some of my experiences on the cultural differences of operating in different countries and between the public and private sector. The John Grill Centre will play an important role in developing the leadership of the future, particularly in the Asia Pacific region."

SIR DAVID HIGGINS
EXECUTIVE CHAIRMAN
HIGH SPEED 2, UNITED
KINGDOM

THE NEED

In Australia, the value of projects currently underway is more than \$408 billion – an all-time record. A further \$60 billion in committed projects are about to commence. In addition, many organisations are investing in projects that will transform their technological and organisational capabilities. The successful delivery of these projects is critical for business and economic success in the future.

While projects become ever larger and more complex, the overall track record of delivery indicates there is significant room for improvement. A major study of more than 300 megaprojects by industry firm Independent Project Analysis indicated that as many as 65 percent of these projects failed to meet their objectives.

Large-scale and technology-driven projects place extensive demands on governance and leadership. Huge cost overruns and extensive project delays are often caused by:

- a failure to ask the right questions of strategic fit, risk and return
- deficiencies in leadership practices, collaborative engagement and strategic and design thinking.

Executive education that complements practical experience, shares lessons learned and incorporates the latest thinking in project planning and delivery is vital if Australia is to turn around its major project performance and position itself as a location for future capital investment.

Source: Business Council of Australia, Securing Investment in Australia's Future, Report of the Project Costs Task Force

“Supporting our future leaders is a critical element for building a better Australia. The John Grill Centre, through its work with industry and government, is well placed to develop our leaders of tomorrow. High calibre project leaders will always be in demand to support a wide range of Australian projects, including in the banking and finance and IT sectors.”

GAIL KELLY
MANAGING DIRECTOR AND
CHIEF EXECUTIVE OFFICER
WESTPAC



OUR COLLABORATION

Ours is a collaborative model. We are working actively with industry and government to offer cutting-edge executive education, customised in-company programs, thought leadership and innovative research that will improve major project success.

This collaboration will span a range of industry and government sectors including infrastructure, energy, aviation, mining, telecommunications, defence, technology, banking and finance.

We have met with more than 70 organisations in the past year to understand their challenges and requirements for improving project delivery, so we can fill this project leadership skills gap. Our consultations identified common themes, which highlighted a need for experiential executive education focused on:

- better oversight and governance over project plans and schedules to correct for optimism bias and narrow considerations of risk
- collaborative engagement with internal and external stakeholders including government, the workforce and the broader community
- leadership practices that communicate strategy effectively and develop the specialist skills and capabilities of individual project team members.

Co-design and co-delivery of the program with industry and government is key to its success. The centre has established a Program Advisory Committee comprised of individuals experienced in major project leadership. It will draw on their expertise and professional networks to guide and support the development of the centre's executive education programs.

Organisations represented include Bechtel, BHP, Department of Infrastructure and Regional Development, Esso Australia, GE Australia and NZ, Jacobs, Lend Lease, Telstra, Tiger Airways, UrbanGrowth NSW, Westpac and Woodside.

“It is in Australia's national interest to ensure we have a workforce with the expertise, knowledge and skills to deliver the kinds of large-scale projects our country needs. The John Grill Centre for Project Leadership – a unique collaboration between industry and the University of Sydney – will ensure our nation has the strategic leaders it requires to compete successfully in the global economy.”

DAVID THODEY
CHIEF EXECUTIVE OFFICER,
TELSTRA



EXECUTIVE LEADERSHIP IN MAJOR PROJECTS (ELMP) PROGRAM

The challenges of major projects are unique: meeting stakeholder demands, developing a high-performing team and creating a unifying culture while managing the innumerable risks require exceptional project leaders.

CREATING DYNAMIC LEADERS

The ELMP program develops project leadership capability and capacity to produce project leaders who are:

- **Inspirational:** self-aware and authentic, engaging in leadership practices to build high-performing teams
- **Strategic:** strategically and commercially astute, applying critical and innovative thinking to design and deliver projects that optimise value and mitigate risk
- **Collaborative:** excel at collaborating with others, leading diverse internal and external stakeholders through challenging project situations
- **Agile:** adaptive and flexible, capable of preserving and delivering project value through changing circumstances.

WHAT TO EXPECT

The program runs for six weeks and comprises three face-to-face, two-week residential blocks plus an in-organisation project. The program is run across a period of one year with a small group of 20-25 project peers.

Major project experts will walk you through their experiences and the valuable lessons learned. You will explore a range of national and international case studies examining issues particular to major projects.

To embed your learning, we offer coaching and mentoring by project practitioners throughout. Action plans and personalised assessments will support your leadership transformation.

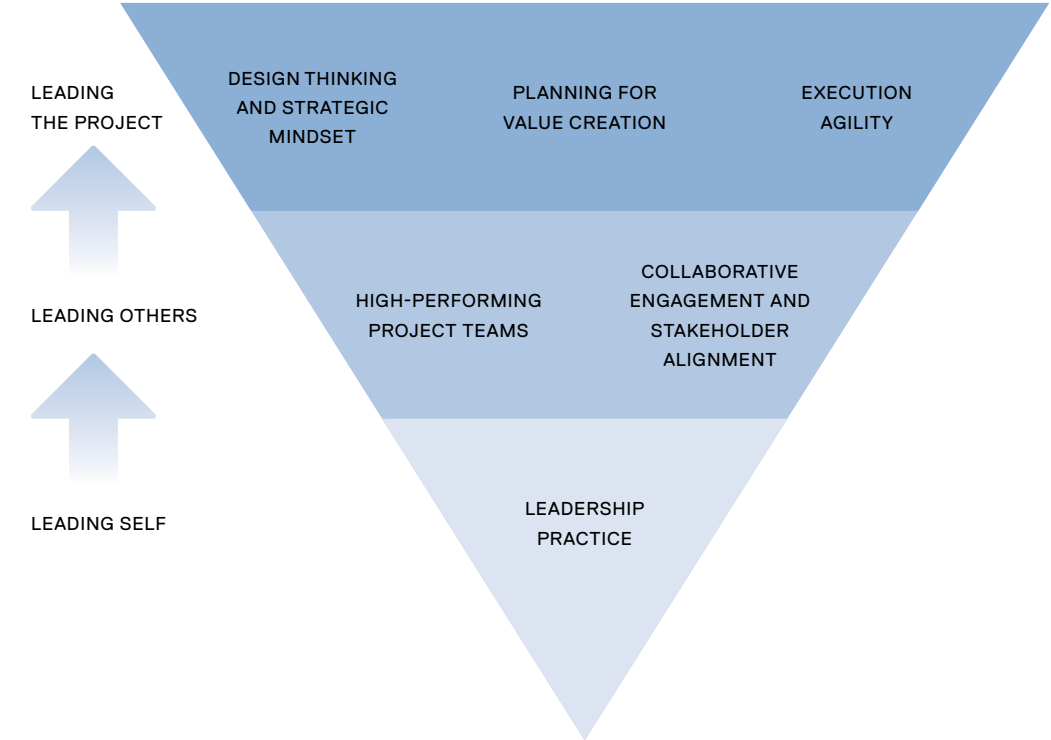
WHO SHOULD ATTEND

Project professionals who are managing high-impact projects across a range of industry and government sectors including infrastructure, energy, mining, aviation, telecommunications, defence, technology, banking and finance.

These high-potential individuals are on track to be the future leaders, creating and inspiring major project and organisational success.

LEADERSHIP FOCUS

The ELMP program units apply leadership concepts to the project context – leading self, leading others and leading the project.





For project sponsors and governance committees including business executives, chief financial officers and boards of directors, our programs will focus on:

- ensuring alignment between strategy, policy and critical projects
- identifying the key project risks that threaten organisational viability and continuity
- developing supportive environments for project success.

These courses will be delivered in short, one- to two-day programs.

“From my experience, the success of a project is determined in large part by the experience and understanding of the executive sponsoring the project. Successful projects rely on the owner’s team and contractors executing their respective roles well.”

LEIGH CLIFFORD
CHAIRMAN, QANTAS
AND BECHTEL AUSTRALIA
PTY LTD



THOUGHT LEADERSHIP AND INNOVATIVE RESEARCH



The centre will foster leadership networks designed to contribute to the global public policy debate.

Our thought leadership events will draw together leaders and prominent strategists from academia, industry and government. These forums will include discussions on current thinking, gaps and performance trends. Their solutions-based focus will enable us to make the transition from technical expertise to broad strategic excellence in project leadership.

We plan to convert the output from the forums into reports that can be used to inform and influence key business decision makers and policy makers at state and federal levels.

INNOVATIVE RESEARCH

The centre aims to develop partnerships in research to solve problems relating to large-scale projects. We will partner with the brightest minds across the academic world and industry, to ensure outputs from innovative research are relevant to real-world applications.

CUSTOMISED PROGRAMS



We work closely with industry and government to understand their unique project leadership needs. Our custom programs provide a learning experience that focuses on identifying critical major project issues and formulating solutions that deliver value for your senior executives and your organisation.

If you are interested in a customised program for your organisation, please contact our centre management to discuss:

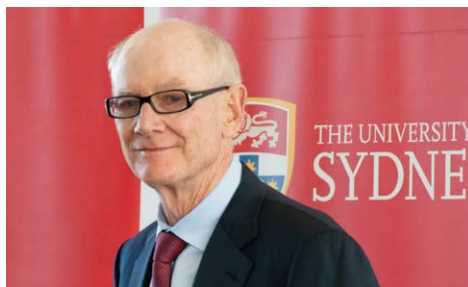
John Grill Centre for Project Leadership

T +61 2 9036 9072

E johngrillcentre@sydney.edu.au

OUR PEOPLE CENTRE MANAGEMENT

Our people have a passion for the success of major projects and are business and academic leaders in their fields. They have representation across infrastructure, energy, aviation, resources, government, technology, academia, banking and finance.



JOHN GRILL AO, CHAIR

John Grill is the Chair of the centre and Chairman of the Board of international resources and energy company WorleyParsons.

His influence on Australian society was acknowledged in the 2014 round of Australia Day Honours with the receipt of an Officer in the Order of Australia award. He was named Engineers Australia Professional Engineer of the Year in 2006 and awarded an honorary doctorate by the University of Sydney in 2010 in recognition of his contribution to the engineering profession.

He is the Chairman of the National Precincts Board and is also on the board of Neuroscience Research Australia.



MARC VOGTS, CHIEF EXECUTIVE OFFICER

Marc Vogts commenced as Chief Executive Officer of the centre in August 2013. Marc has extensive experience as a project executive, leading major resources projects globally while creating and sustaining a unifying culture across all teams. He is a passionate advocate for excellence in project leadership, strategy, risk and complex stakeholder management.

In Marc's most recent role with BHP Billiton as Vice President, Projects Uranium CSG, he was appointed to lead one of the largest projects globally in the mining sector, the expansion of the Olympic Dam Mine in South Australia.

Previously, Marc held positions of vice president and project director in leading large-scale projects with BHP Billiton and Rio Tinto.

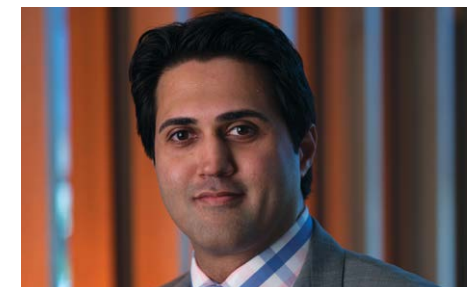


PROFESSOR SURESH CUGANESAN, DEPUTY CHIEF EXECUTIVE OFFICER

Suresh Cuganesan is Deputy Chief Executive Officer of the centre and also a Professor at the University of Sydney Business School, in Organisational Control and Performance.

He specialises in strategy execution and performance measurement. He has advised and consulted for CEOs and organisations operating in financial services, energy, law enforcement, transport, government, recruitment, energy and sport. He also conducts corporate and executive training courses for leading Australian and international organisations.

Professor Cuganesan has held previous academic leadership positions including Associate Dean of Research at Macquarie Graduate School of Management and the Foundation Director of the Centre for Enterprise Performance at Swinburne University of Technology.



AMAR FLORA, OPERATIONS DIRECTOR

Amar Flora is the Operations Director for the centre. Previously Amar also held the role of General Manager, Financial Services at the University of Sydney.

Amar has worked in banking, finance, IT and telecommunications in Sydney and New York. His experience covers strategy, operations and risk; program management and process improvement; product development and commercialisation; managing boards and serving as the secretariat; and marketing and business development.

Amar has worked with Telstra, Commonwealth Bank and Ameriprise Financial (AMP) on major enterprise and change projects.

Our board will further the centre's linkages with industry and government in Australia and internationally.



KEVIN McCANN AM

Kevin McCann is the Chairman of Macquarie Group Ltd and Macquarie Bank Ltd.

He is also a director of the United States Studies Centre at the University of Sydney, a director of Evans and Partners Pty Ltd and a director of Sydney Institute of Marine Science.

He is Chairman of the National Library of Australia Foundation, a member of the European Australian Business Council, the Corporate Governance Committee of the Australian Institute of Company Directors, and the Evans and Partners Advisory Board.



SIR DAVID HIGGINS

Sir David Higgins is Executive Chairman of High Speed Two (HS2), the biggest infrastructure project currently underway in the UK. Until recently he was Chief Executive of Network Rail, which owns and runs the British rail infrastructure.

Sir David is a former chief executive of Lend Lease and former chief executive of the London 2012 Summer Olympics Delivery Authority.



CATHERINE LIVINGSTONE AO

Catherine Livingstone is Chairman of Telstra Corporation Ltd and a director of WorleyParsons Limited.

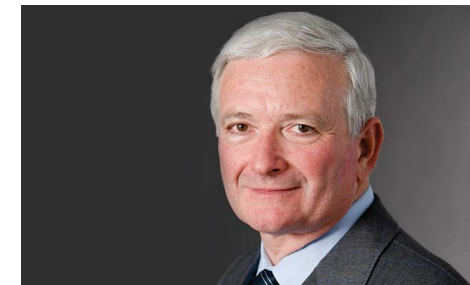
Catherine is President, Business Council of Australia, the Australian Museum Trust and a director of the George Institute and Saluda Medical Pty Ltd.



JOHN MULCAHY

John Mulcahy is Chairman of Coffey International, Director of Mirvac Limited, Campbell Brothers Limited and GWA Holdings Limited.

He is also a Guardian of the Future Fund of Australia.



THE HON. NICK GREINER AC

Nick Greiner is Chairman of Bradken, QBE Australia/Asia-Pacific and Accolade Wines, and Deputy Chairman of CHAMP Private Equity.

He was Premier and Treasurer of New South Wales from 1988–92.

**DR STUART MCGILL**

Dr Stuart McGill is a governor of the Committee for Economic Development of Australia (CEDA), a board member of the Warren Centre for Advanced Engineering at the University of Sydney, and a council member of the Chemical and Biomolecular Engineering Foundation at the University.

**JIM MCIIVENNY**

Jim McIlvenny is a senior vice president of the Dow Chemical Company and Chairman of the Dow Sadara Project Office. He also sits on the Board of Directors for Sadara Chemical Company as Deputy Chairman and is Chairman of Sadara's Project Execution Committee.

**PROFESSOR STEPHEN GARTON**

Professor Stephen Garton was appointed as the Provost and Deputy Vice-Chancellor of the University of Sydney in August 2009.

**PROFESSOR TYRONE CARLIN**

Professor Tyrone Carlin is Deputy Vice-Chancellor (Registrar) of the University of Sydney, and Professor of Financial Reporting and Regulation at the University's Business School. He is a director of Teachers Mutual Bank and CPA Australia, and Chair of Sydney Talent.

**PROFESSOR ARCHIE JOHNSTON**

Professor Archie Johnston was appointed Dean of the Faculty of Engineering and Information Technologies in 2009. He is Chair of the Education Forum of the Australian Academy of Technological Sciences and Engineering.



sydney.edu.au/john-grill-centre