

# AUSTRALIAN MAJOR PROJECTS LEADERSHIP ACADEMY

*Program Overview*



# Australian Major Projects Leadership Academy (AMPLA)

## Introduction

Australia is investing in an unprecedented way in major projects including transport, social, education and justice infrastructure. This investment is driving a level of project delivery activity requiring a growing cohort of great project leaders. Leaders who play a critical role in further strengthening Australia, economically and socially. A role that has become even more complex with the advent of COVID 19 and the significant and far reaching impact this has on the wider community.

Australia is well positioned for this increase in project activity and complexity with the Australian Major Projects Leadership Academy (AMPLA). The AMPLA builds and maintains the talent needed to deliver complex infrastructure projects in Australia.

The 2019 pilot AMPLA program received strong positive feedback from participants and was externally evaluated as providing a high quality and valuable learning experience. In 2020 the program has gone national, with participants from New South Wales, Western Australia, South Australia, Queensland and Victoria, and is being delivered virtually due to Covid-19 restrictions.

Future programs incorporate the constructive feedback and experiences of both 2019 residential and 2020 virtual courses to offer an optimal blended learning model.

## Direct access to world leading research and practical insights

The AMPLA is a unique Australian executive leadership program delivered by the University of Oxford's Saïd Business School (Oxford Saïd) and Ernst & Young (EY) in partnership with Office of Projects Victoria (OPV).

- **Oxford Saïd** is a world leader in research on complex mega projects, having developed and led the UK Major Projects Leadership Academy (MPLA) for many years.
- **EY** brings extensive expertise in the field of major projects, leadership development and in-depth local knowledge of the Australian context.
- **OPV** supports the successful delivery of major infrastructure projects in Victoria and brings in-depth experience in their purpose to lead and influence excellence in project delivery to maximise value for all Victorians.

## Participant feedback on the 2020 Virtual Classrooms

"Content and delivery was excellent, enjoyed the discussions in the virtual breakout room. The pre reading work was a good introduction to the session and worked well. Topics were challenging."

"It was great to relate to an existing global crisis and how we as leaders can adopt the resilience principles."

## Participant feedback on the 2019 Program

"The AMPLA is the premier example of sharing knowledge and breaking down barriers between programs and States. This program provides a unique combination of the leading global academic research in major projects and deep delivery expertise in the Australian context."

**Rebecca Wark**  
CEO, Health Infrastructure NSW  
2019 Participant

"The AMPLA has really challenged my thinking about being a major project leader with big ideas and profound insights. As part of the program I have made lasting connections with peers, which will continue to be of great value in years to come."

**Dean Tighe**  
Deputy Secretary, Investment and Technology  
Victorian Department of Transport  
2019 Participant

# AMPLA 2021: a 12 month learning journey

## Improving performance of major project leaders

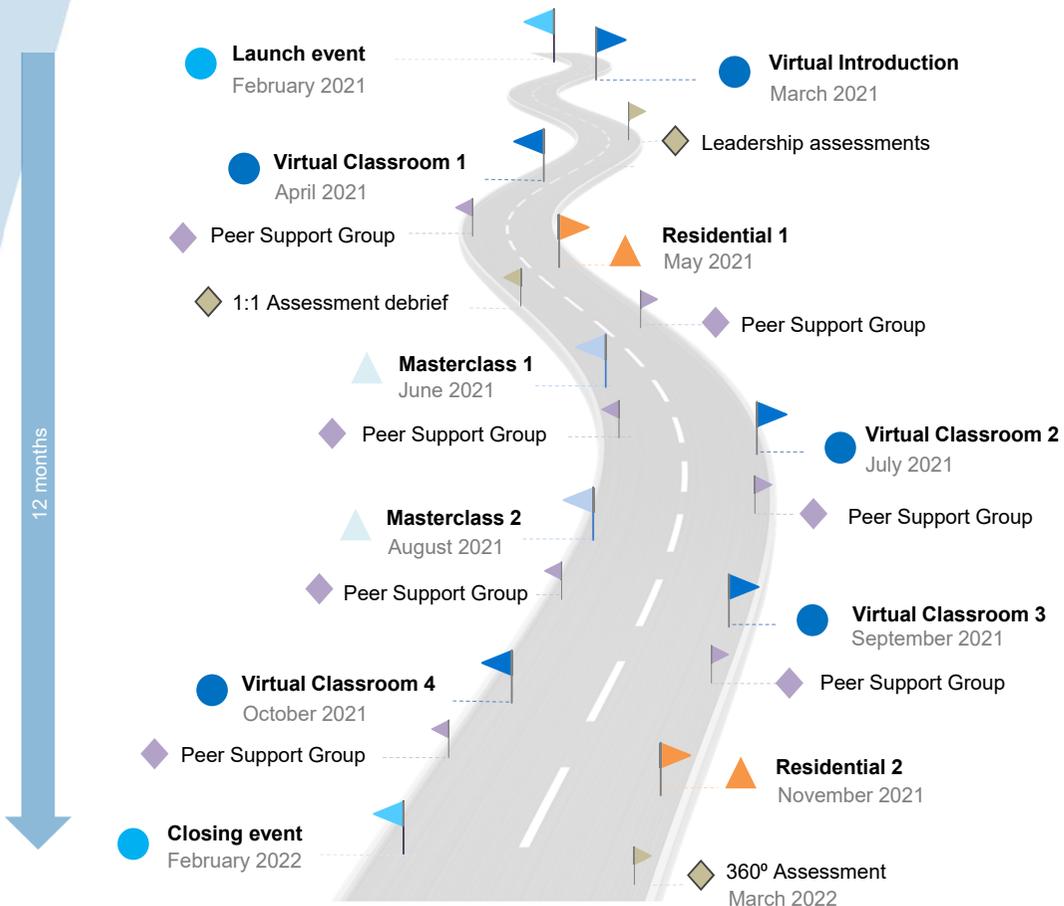
The AMPLA is an immersive blended learning experience over a 12 month period. Central to the program is the blend of virtual and residential modules, complemented with different learning elements to support transferring learning into day to day work practices.

The virtual modules enable the learning to be delivered in bite sized chunks and tailored effectively to current issues as they relate to participants Major Projects. The focus of the program is to improve performance of major project leaders and to positively impact outcomes of programs as part of the broader system.

*This world-class program will significantly strengthen executive capability to deliver projects, lifting the overall bar of project leadership in Australia*

### The learning journey for 2021:

- Apply insights gained directly in one's role as project leader, as well as work with faculty and fellow participants on aspects of the project one is leading.
- Weave together personal and technical development as a leader with one's day to day responsibilities and challenges one faces.
- Join the AMPLA alumni community to further extend both learning and network to continue the journey embarked upon.



## A significant program – manager support

The AMPLA will help lift major project leadership skills, as participants work on their day to day responsibilities. Participant organisations will support them to do so, by committing to the following.

- Provide timely release of participants
- Ensure appropriate backfill
- Recognise AMPLA activities as a non-negotiable
- Actively contribute to the learning experience
- Integrate AMPLA experience and learning into PDPs
- Agree and support participant's 'Live Challenge'

# Research based learning – An overview of the program elements

Program Elements			When	What it is
Launch Event		1.5 hours	Feb 2021	<ul style="list-style-type: none"> <li>Bringing together all participants and their managers to formally launch the start of AMPLA 2021 cohorts</li> <li>Learn about program objectives, learning journey and start Peer Support Group process</li> </ul>
Leadership Assessments		1.5 hours	Feb – Mar 2021	<ul style="list-style-type: none"> <li>First 360° data collection and Hogan Personality Inventory survey completion and debrief.</li> </ul>
		1.5 hours	Mar – Apr 2022	<ul style="list-style-type: none"> <li>Second 360° data collection, participants receive their own feedback after completion of the AMPLA</li> </ul>
Virtual Introduction		1.5 hours	Mar 2021	<ul style="list-style-type: none"> <li>Introduction to working online</li> </ul>
Virtual Classrooms		2 hours pre-work 1.5 hours class 1 Hour post work	Apr 2021	<ul style="list-style-type: none"> <li>A virtual session on Strategic Context for Project Leadership (pt 1)</li> </ul>
			Jul 2021	<ul style="list-style-type: none"> <li>A virtual session on Managing Project Complexity</li> </ul>
			Sept 2021	<ul style="list-style-type: none"> <li>A virtual session on Oxford Big Data</li> </ul>
			Oct 2021	<ul style="list-style-type: none"> <li>A virtual session on Complexity</li> </ul>
Peer Support Groups		2 hours	Ongoing	<ul style="list-style-type: none"> <li>Peer Support Groups are a critical part of the process for participants supporting each others' learning and translating the learning into your day to day leadership practice and will be supported by a team coach to set the PSGs up for success. Groups are then self-directed, meeting on a monthly basis to continue the work</li> </ul>
Residentials		4 days	May 2021	<ul style="list-style-type: none"> <li>A four day module focused on: Strategic Context for Project Leadership (pt 2), Leadership of Self, Adaptive Leadership / Public Value, Management Data Visualisations</li> </ul>
			Nov 2021	<ul style="list-style-type: none"> <li>A four day module focused on: Org Design, Resilience, Ethical Leadership, Project Purpose</li> </ul>
1:1 Assessment Debrief		1.5 hours	May 2021	<ul style="list-style-type: none"> <li>1:1 debrief of leadership assessments with an accredited EY facilitator</li> </ul>
Masterclasses		2 days	Jun 2021	<ul style="list-style-type: none"> <li>Participants presentations.</li> <li>A two day masterclass to further deepen participants knowledge and understanding in the domain of Commercial Management of Projects</li> </ul>
			Aug 2021	<ul style="list-style-type: none"> <li>A two day masterclass to further deepen participants knowledge and understanding in the domain of Assurance and Stakeholder Management</li> </ul>
Closing Event		1 day	Feb 2022	<ul style="list-style-type: none"> <li>Bringing together participants to formally close the AMPLA and celebrate progress made by participants and (organisational) benefits derived from work on live challenges and stimulate continuation of Peer Support Groups process</li> </ul>

## Live Challenge

Underpinning the AMPLA journey is the Live Challenge. This is an individual and personalised challenge chosen the participant and their manager, that addresses a very relevant challenge they face in their day job, and something that will deliver a real business benefit by the completion of the program. The Live Challenge is developed at the commencement of the program and will help to focus their learning throughout the journey.

# A world class team

## AMPLA Faculty

Throughout the AMPLA program, you will be working with a team of up to 20 leading academics and practitioners in the field of major project leadership. To give you an impression, some of the members of the AMPLA faculty are:



**Dr Atif Ansar**

*Programme Director, Saïd Business School, University of Oxford*

Fellow of Keble College, Atif Ansar is the Programme Director of the MSc in Major Programme Management (MMPM) at Saïd Business School. The MMPM is a two-year, part-time, course that attracts senior executives from around the world who lead major programmes across various arenas: large scale infrastructure, major ICT, business change, urban development, defence equipment, big science, or major events etc. Atif's research focuses on delivering major infrastructure and integrated real estate programmes cheaper, faster, and with greater sensitivity to the needs of end users. Atif's research with colleagues has been widely profiled in the media.



**Dr Eleanor Murray**

*Fellow, Saïd Business School, University of Oxford*

Eleanor is a Fellow in Management Practice at Saïd Business School, University of Oxford. Her areas of expertise include the emerging field of organisational and systems resilience, with a focus on identifying, enhancing and sustaining the capacity and capabilities of organisations and systems in conditions of uncertainty. Her research examines how resilience can be understood, assessed and applied in a range of sectors and countries.



**Paolo Quattrone**

*Associate Fellow, Saïd Business School, University of Oxford*

Paolo is an Associate Fellow at Saïd Business School, University of Oxford, Professor and Chair of Accounting, Governance and Social Innovation at the University of Edinburgh Business School and Co-Director of the Centre for Accounting and Society. Paolo teaches, consults, and researches in the area of major programme management, where he is developing a series of impact case studies on reporting, governance and leadership practices to address issues of risk and uncertainty in complex organisations. A truly international scholar, Paolo has conducted research and taught at the universities of Catania, Kyoto, Madrid Carlos III, Manchester, Oxford, Palermo, Siena, Stanford and Luigi Bocconi of Milan.



**Sonia Sharp**

*Former Public Sector Senior Executive, Partner, EY*

Sonia brings 17 years' experience as a senior executive in the public sector, with a proven track record in performance turnaround and managing transformational change in large, complex organisations and systems in Australia and the United Kingdom.



**Loretta Hudson**

*Major Projects Assurance Leader, Partner, EY*

Loretta has over 15 years combined international industry and consulting experience in major infrastructure sectors. Across public and private sectors and transport specifically, Loretta has advised executives and Boards on matters relating to program controls, governance, assurance, stakeholder management, and productivity.



**Marc Stears**

*Associate Fellow, Saïd Business School, University of Oxford*

Marc was Professor of Political Theory, and Fellow at University College, Oxford. He is one of very few academics in the social sciences to have held tenured positions at both Oxford and Cambridge, having previously been Fellow in Politics at Emmanuel College, Cambridge.



**Darrin Grimsey**

*Procurement and PPP Leader, Partner, EY*

Darrin is a leading adviser on infrastructure projects in Australia and specialises in the delivery of infrastructure projects including commercial, strategic and financial advice, project structuring, risk identification and contract negotiations. He is published on the PPP contracting and procurement process.



**Lynn Crawford**

*Change Leader and Leadership Development Coach*

Professor Lynn Crawford is the Director of the Project Management Program at The University of Sydney, Australia, Visiting Professor at Cranfield University, School of Management (UK) and Honorary Adjunct Professor at Bond University.

## AMPLA Program Directors

Throughout the AMPLA program the Program Directors will ensure that the red thread of the learning is pulled through to help participants connect the residential work to their live challenges, the work in PSGs and ultimately transfer the learning to their day to day leadership of their programs. The AMPLA Program Directors are:



**Matthew Conisbee**

*Client Director, Saïd Business School, University of Oxford*

Matthew joined Oxford Saïd in 2012 and currently works as a Client Director in the Custom Executive Education arm of the school. He has a particular focus on working closely with governments and large corporates in delivering complex, major public value programs. Currently he works closely with the UK government, state governments in Australia, as well as the Hong Kong SAR government. Prior to this, Matthew was responsible for the commercial expansion of the School's Executive Degree portfolio, including its Executive MBA.



**Nicholas Conigrave**

*Senior Manager, EY*

Nicholas is a seasoned Advisor and business leader with over 30 years experience across three sectors and four countries. In the last 15 years he has worked with a variety of private and public sector organisations in Australia and Asia Pacific, helping leaders to improve their organisation performance. He takes a systemic view to solving problems, co-constructing solutions with clients that lead to sustainable change and performance improvement. He melds his expertise in adult development, organisation development, business and marketing to work collaboratively with a wide range of stakeholders to deliver measurable outcomes for EY's clients.



**Graeme Findlay**

*Associate Fellow, Saïd Business School, University of Oxford*

Graeme builds on deep practical experience in operational management and Major Project delivery for some of the world's largest companies with academic study of the social sciences and the practice of leadership development. Graeme has over 25 years of experience at executive level with BP, BG Group and Origin Energy. He has undertaken roles as diverse as Project Director on multi-billion dollar energy projects, General Manager for an oil refinery, General Manager of the Project Management Office for an LNG mega-project development, and Project Director for a country entry M&A project.

# Learning Spaces

As part of the AMPLA environment participants will benefit from different learning spaces across the residential venues, virtual environment and Peer Support Group (PSG) environment. This mix provides optimal opportunity for learning, in combination with the professional and personal demands on the lives of the participants. These learning spaces also play an important role in the development of networks and social connections among the major project leaders and AMPLA alumni.

## Residential workshops

The Residential modules of the AMPLA will be held at two locations; Aitkin Hill in Victoria and Q Station in NSW.

	Location	
Residential Module 1	Aitkin Hill, Victoria	 
Residential Module 2	Q Station, NSW	

The residential workshops provide an opportunity to work closely with faculty members from OSBS and EY, giving them access to global leading thinkers and practitioners in Major Project Leadership. These workshops are immersive and provide the opportunity for participants to challenge themselves and their colleagues to address wicked, adaptive challenges they face in their roles. A key outcome of the Residential Workshops is the building of relationships that strengthen the networks within the Government Infrastructure system to support optimising public value.

## Virtual environment

The virtual environment utilises a range of different learning modalities to optimise the participants engagement with key frames directly relevant to their role and context. The flexibility of this delivery method enables us to adapt the curriculum to meet the needs of the participants given the immediate and longer term challenges they are facing (i.e. COVID 19 development; the implications of recession etc.).

## PSG environment

The Peer Support Groups (PSG) are another critical aspect of the learning environment. The PSGs are facilitated by faculty to build the participants' skills in using Action Learning, as a process to support one another in the resolution of the live challenge over the 12 months of the program and beyond. The social setting and mutual support in the PSGs are seen by AMPLA participants as key contributor to the success of the program.

## A dedicated AMPLA Support Team

AMPLA participants benefit from a dedicated Support Team throughout the course of the program. For a seamless learning experience they can get in touch at any time via email or phone.



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