



roads australia

2023 Fellowship Program Handbook



SHAPING FUTURE LEADERS

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“ I have found that the conversation between mentor and mentee is a place where often wisdom emerges – not just knowledge. It is a place of learning and exploration for both myself as mentor and my mentee. The safe space of an honest, shared and sometimes vulnerable conversation can be really powerful place to enter. It takes courage and commitment from both the mentor and the mentee – but the rewards are worth the effort.

Peter Todd, Mentor 2018-2021



Introduction

The Roads Australia (RA) Fellowship Program (the Program) is a national mentoring program that pairs industry leaders (Mentors) with managers of 10 to 15 years' experience who exhibit strong leadership potential (Fellows).

The Program provides opportunities and encouragement for you – the next generation – to develop leadership skills, build strong networks and stay engaged in our industry.

About RA

RA brings industry, government and communities together to lead the evolution of Australia's roads, integrated transport and mobility networks.

RA's 150+ members include all of Australia's transport agencies, road owners, major contractors and consultants, material suppliers, service and technology providers, and other relevant industry groups.

RA strives to achieve a robust integrated transport system for people and freight that values and invests in all modes of land transport. RA upholds the principles of a safe, inclusive, sustainable, economic and socially valuable roads industry for all Australians.

RA structure





Fellowship overview

The Fellowship Program was launched in July 2014 with an inaugural intake of 22 Fellows, and is currently entering the ninth intake in 2023 with a total of 355 Fellows in the Program.

The Program runs for 12 months, with a new intake each year. Each Fellow is matched with a Mentor in their home state. Participants meet frequently over the course of the year, with the Mentors providing one-on-one career counselling and leadership development. To further support this mentoring relationship, mentoring platform [Mentorloop](#) is provided to both the Fellow and mentor over the course of the program.

The Program starts with an induction workshop and follows with multiple leadership lunches, webinars, Emerging Leaders and group networking opportunities throughout the

year. All Fellows come together for a mid-year workshop and an end-of-program dinner, and have a 'golden ticket' (free) access to RA industry events for the 12 month period in their home state.

The Program is supported by highly respected industry leaders and chaired by David Stuart-Watt, Immediate Past President of RA.

Mentors include current and former chief executives of transport agencies and major private sector infrastructure companies and senior political leaders.



Program objectives and highlights

The Fellowship Program was created for professionals with 10-15 years' experience in the industry, with the aim to:

- further develop their leadership skills
- build strong networks
- stay engaged in the industry
- inspire professional success

This followed discussion by RA board directors on the need to engage with the next generation of industry leaders and create depth within membership, as well as allowing for the industry's most senior leaders to 'give back' and stay connected.

The Program is not about technical expertise or project management skills. Through the mentoring and other activities, the Program addresses self-awareness, career development, and the ability to successfully lead projects and people.

You will also be provided the opportunity to complete a strengths profile which will help you by understanding what motivates you and why, which will help you achieve your goals and also benefit the people, teams and organisations you work with.

The Program is highly interactive and allows Fellows to individualise their goals with their mentors. There are opportunities throughout the year to learn from peers, meet guest speakers at Fellows and Emerging Leaders functions, and network across the Roads Australia membership through industry lunches and policy events.

The benefits extend far beyond the formal 12-month Program. This is about creating lasting networks: between individual mentors and Fellows, and among Fellows.

Multi-state lunches

Multi-state events are open to all fellows, past and present. They are an avenue for all fellows to come together to network and inspire their organisational leadership skills. These events are held nationally throughout the year.

Topics covered at these events may include:

- **Management vs leadership**
- **Empowerment in leadership**
- **Communication skills**
- **Motivational leadership**
- **The ability to get results**
- **Emotional intelligence in leadership - manage yourself as well as your team**
- **Creating a leadership culture**
- **The power of diversity – creating and enabling change**



Leadership topics

The Program is based on three key leadership pillars:

- **Individual leadership**
(1:1 mentoring)
- **Organisational leadership**
(leadership lunches)
- **Industry leadership**
(mid-year workshop and policy project)

Team project

As future leaders, it is important for Fellows to understand key issues and challenges faced by the industry. As part of the Program, you will deliver a project contributing to RA's policy priorities.

The Fellowship project is designed to simulate a situation that you may face in future roles as industry leaders. As you move in to positions of influence, you may be expected to research ideas or concepts, make decisions quickly, collaborate with peers and colleagues from other business areas or organisations, operate outside your technical area of expertise without a fully defined scope, publish papers and/or present to key stakeholders.

The project seeks to help prepare you for these types of challenges and build the necessary skills to develop a collective response, and communicate a convincing argument to key stakeholders to gather support for action.

In addition, the project aims to strengthen the relationship between Fellows and the RA Policy Streams. Keeping abreast of industry-wide

Policy issues underpins all of the work we do, and allows our members to stay at the forefront of our collective challenges.

The research topic for the project will be discussed and set at the mid-year workshop, with the final report and presentation delivered at the end of the year workshop.

Key dates

The Program formally brings Fellows together three times a year:

- **Induction workshop**
State based, November 2022
- **Mid-year workshop**
Sydney, 10-11 May 2023
- **RA Transport Summit**
Sydney, 27 April 2023
- **End-of-year workshop**
TBC, November 2023



Future Leaders Stream and Committee

In 2016 the inaugural Fellowship Committee was established to guide activities of the Fellowship Chapter, including to:

- provide governance over the RA Fellowship Program and the RA Fellowship network
- lead activities which deliver on the objectives of the RA Fellowship network and develop the next generation of leaders for Australia's transport industry
- provide advice to the RA board on the RA Fellowship network or any other matters relevant to its mission

Future Leaders Committee priorities

Building on a strong foundation, the Committee has identified areas to improve performance on the key Program objectives, as well as some additional priorities, including:

- Leadership development
- Policy chapter engagement
- Emerging road and transport professionals (Emerging Leaders Program)
- Diversity
- Communication and engagement

RA key contacts

- Nicki Lever
Executive – Programs & Events
nicki@roads.org.au
- Thao Nguyen
Manager – Membership & Office
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The Committee comprises



Jill Boag

Chair
Project Director, Gamuda (VIC)
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Stuart Cook

Deputy Chair
Transport Lead, BG&E (QLD)
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David Stuart-Watt

RA Board Immediate Past President
Stream Chair
Client Director Transport ANZWSP
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Anna Andrews

Immediate Past Chair
Executive Director Customer
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Thilanka Silva

Future Leaders Committee
Associate | Highways Business
Leader WA, Arup
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Getting started

To maximise the benefits of The Program and your mentoring relationship, it is important to organise a meeting with your Mentor as early as possible. An informal catch-up before the holiday period or early next year will help establish a rapport and ensure you hit the ground running early in 2023.

You will be responsible for contacting your Mentor to arrange these meetings. Past Fellows and mentors have found it useful at the start of the Program to schedule meetings at regular intervals.

Establishing context for your mentoring

The key to a successful mentoring relationship is to establish the right context in which to have the conversations.

Time

Ideally allow at least an hour for each conversation and, if possible, a bit more for the initial sessions as it may take some time to get to the important issues.

While there are no hard and fast rules, we suggest that initially you try and meet at least monthly. This will help develop the relationship more rapidly than more infrequent meetings.

A survey of past Fellows and mentors indicates that more than 80 per cent met monthly and found that this worked well. 10 per cent met quarterly – in these circumstances, while mentors felt this was sufficient, Fellows would have liked to meet more frequently.

Getting together earlier in the day can be more productive, as later in the day participants can become caught up in the daily work mindset and may find it harder to be open to different perspectives.



Place

Mentoring conversations will benefit from choosing a neutral environment. This might be away from the office altogether or simply in a meeting room away from your desk. It is important that the conversation can be uninterrupted and private.

Touching base over the telephone or by email also has its place. Often if a meeting has to be cancelled, a simple email or telephone call can maintain momentum and keep things on track

Agenda

If there is no set agenda, you should mention if you have specific issues you would like to discuss, to ensure they don't get missed if time runs out. You could try using the 'rule of three'. In addition, follow-up on items from the previous meeting. This will help reinforce commitment and accountability.

Mindset

Mentoring conversations require a different mindset than most (purely task-focused) conversations. Allow time before the meeting to read through previous notes or reflect on, for example, any issues that you have in relation to your leadership challenges and development goals.

Key to mentoring success

(as suggested by previous fellows and mentors)

- Be open and honest
- Both parties feel comfortable

- Balance between formality of the program and informality in meetings
- Absolute trust
- Being challenged
- The ability to share experiences rather than mentors simply telling Fellows what to do
- Sincere commitment
- The ability to adjust your outlook and be less direct
- Clearly outline your leadership regime and corporate environment
- Enjoy the relationship
- Address any issues or incompatibilities immediately
- Challenge each other's thinking
- Your interest is in each other, not where you work/have worked
- Mentors – give feedback in a way that Fellows are not going to get from anybody else
- Set ground rules and know the boundaries/limitations
- Understand what each other's expectations of the relationship

Practical tips

- Take time to build trust and develop the relationship
- Share key experiences that have shaped leadership practices
- Make notes to better be able to follow up on commitments and plans
- Always have a next meeting scheduled
- Regularly reflect on how the process is going, and expect to adapt the process along the way



Preparing for your mentoring discussion

The more you prepare for the mentoring session, the more value you will get from the conversation.

The following are some points to consider in developing items to discuss and a few regular things to follow up:

1. What is the most important thing to discuss today? (personal and/or business)
2. What are the major concerns you have at the moment? (personal and/or business)
3. What are the key decisions you will have to make in the next 30-60 days? (personal and/or business)
4. What progress have you made with your strategic plan/desired outcomes?
 - Business
 - Leadership/management
 - Personal business
 - Personal life
5. Issues/opportunities/problems you would like to discuss taking to the group at the next meeting?
6. Regular follow up items:
 - Challenges/goals for the month, from last meeting
 - Personal action summary
 - Personal goals
 - Challenges/goals for the next month

Questions to ask yourself

- What have I learnt since last mentoring session?
- The most important decision I must make in the next 30-60 days is...
- One or two of the best things that have happened in the past month?
- One or two things that could have been better this past month?
- Specific people problems I have had this month include...
- Projects that I am working on which I would like to discuss ...
- Opportunities I am presently evaluating...
- The area I most need to improve right now in my company is...
- Other concerns I am having are...
- My most urgent issue is...
- My most important issue is...

Recommended follow-up material

Fierce Conversations: Achieving Success at Work and in Life One Conversation at a Time by Susan Scott

Life Launch: A Passionate Guide to the Rest of Your Life by Frederic M. Hudson, Pamela D. McLean & Hudson M. Frederic

Dr Brené Brown – The Power of Vulnerability TED Talk

Five questions every mentor must ask

25 great questions to ask your mentor

4 ways to make an impact on your mentees

List of 2023 Fellows

2023 Mentors

Ken Kanofski	Chief Executive	Ken Kanofski Advisory
Richard Boggon	Director, Integrated Infrastructure - Capital Projects	PwC Australia
Scott Olsen	Executive Director, Asset Management Branch	Fredon Industries Pty Ltd
Jim Frith	Managing Director Australia	McConnell Dowell
Shalendra Ranasinghe	Chief Commercial Officer APAC Middle East	Webuild Group
Graeme Laughton	Managing Director/Owner	GRL Consulting
Andrew Head	Chief Executive Officer	WestConnex Transurban
Rob Monaci	Non Executive Director	Georgiou Group
John Hardwick	Executive Director, Asset Management Branch	TfNSW
Pamela Henderson	Executive Director Technical Services	TfNSW
Amanda Yeates	Head office is Brisbane	SunCentral Maroochydore
Gill Miles	RA board director	
Graeme Newton	Chief Executive Officer	Cross River Rail Delivery Authority
Craig Smith	National General Manager - Commercial and Risk	BMD Constructions
Mark Fairweather	Managing Director	HDR
Jason Spears	Managing Director	CPB Contractors
Jennifer Grace	Executive Director (Maritime Assets and Infrastructure)	TMR
Christophe Kowalczyk	Contractor Relationship Executive	WSP
Greg Steele	Global President - Mobility	Arcadis Australia Pacific
Ged Silva		
Ben Stapleton	Joint Managing Director	WGA
Tony Braxton-Smith		
Norm Mcilfratrick		Keystone Tasmania
Fiona Adamson	Chief, Metro Surface Transport	DoT
Andy Duncan	Market Leader Transport	GHD
Jim Waller	Chief Operating Officer	North East Link Project
Bede Noonan	CEO & Managing Director	Acciona Geotech Group Services
Jim Appleby	Chief Operating Officer	Hiway Group
Sergio Cinerari	Former COO Downer Former Board Member	Downer Infrastructure
Andy Hunter	Director - Delivery	Laing O'Rourke

Mentors

David Moran	Director Infrastructure	HATCH
Benita Husband	Chief Executive Officer	pitt&sherry
Duncan Elliott	Chief Executive Officer	North East Link Project
David Clements	Program Director Major Projects Victoria	Transurban
Boyd Merrett	Chief Operating Officer	John Holland
Kevin Doherty	Group Director, Transport & Infrastructure	Beca
John Galvin	Executive Vice President - APAC	Clough
Belinda Stopic	A/Executive Director Infrastructure Delivery	WA Major Transport Infrastructure
Peter Bennett	CEO & MD	Clough
Brett Gliddon	GM Transport Services	Waka Kotahi

“ As I reflect upon my experience from the fellowship program, the one-on-one sessions with my mentor were a clear standout that helped me develop my leadership skills further while also finding a work-life balance. The trust and bond you build with your mentor helps drive the conversation to identify strengths and weaknesses that you may never know existed. This realisation is critical for making key decisions in your work and personal life.

Thilanka Silva, Fellow 2021, Associate | Highways Business Leader WA, Arup

Mentoring agreement

This agreement exists to set your mentoring relationship up for success.

Document the who, how, why, and what of your mentoring plan early so you can get down to enjoying the reciprocal and potentially career-changing relationship with a new connection.

The full agreement and the fields are optional, but we recommend defining what success looks like upfront, so you can keep moving towards it together.

THE ADMIN

Frequency of communication

How often do you commit to communicate? (e.g. fortnightly, monthly, quarterly)

Type of communication

Are you keen to always catch-up in person? How can you best use Mentorloop to manage online communications? Which communications apps do you prefer to use?

Recording of communication

Who is in charge of sharing notes & next steps after each catch-up? (We recommend the mentee drives the agenda, but every relationship is different.) Who will update statuses in Mentorloop?

First meeting checklist for mentees

A few things to check off before, during, and after your first meeting to make sure you're off to a good start.

BEFORE YOUR FIRST MEETING

PERUSE YOUR MENTOR'S DIGITAL PROFESSIONAL PROFILE

Check out their LinkedIn profile, and if they have it, their other social media accounts or blog.

SEND THEM A SHORT BIO OR INTRO

Give them a bit of background on your career, where you want to go, and how you're hoping they can help you get there.

CONSIDER YOUR GOALS

Although you can ask your mentor for help in setting goals, it's helpful to give this a think before you meet.

HELP THEM HELP YOU

Consider your needs and be open with your mentor about them; help your mentor support you better.

WHO, WHAT, WHEN, WHERE, HOW

Think about when and how often you want to touch base - through video call? At the local cafe?

How to be a great mentee



SET CLEAR GOALS

Tip: Use the Mentorloop Goal-Setting Framework and communicate your goals with your mentor.



BE OPEN ABOUT YOUR NEEDS

Give your mentor a clear view of where you need support, as well as your expectations and aspirations. mentor.



PREPARE AN AGENDA FOR MEETINGS

Your mentor won't be able to give meaningful insight or feedback if your goals for your meetings aren't clear.



DEVELOP TRUST

Don't ask for a job or other overreaching favours. Your mentor is there as a trusted advisor.



AVOID BEING DEFENSIVE

Leave your ego at the door and recognise that your mentor's constructive feedback is ultimately for your benefit.



BE AVAILABLE AND RESPONSIVE

Share your availability for catch-ups and check-ins. It's good to initiate the conversation around scheduling chats.



OWN YOUR LEARNING JOURNEY

Set yourself tasks, listen to podcasts, take courses, etc., and if your mentor suggests resources, make sure to check them out!



LEARN AND HAVE FUN

Don't treat the experience like a chore. This should be an engaging, enriching, and fruitful experience!

To learn more about how to foster a productive mentoring relationship, check out Mentorloop's eBook: [The 10 Qualities and Habits of Highly Effective Mentors](#) (Tip: It's not just for mentors)



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