



roadsaustralia

2022 Fellowship Program Induction & Workshop



Contents

Introduction	3	2022 Fellows	12
About RA		2022 Mentors	15
Roads Australia structure	4	Appendices	17
Fellowship overview	5	Objectives	
Program objectives and highlights		Issue presentation format	
Leadership topics		Meeting preparation	
Team project		Issue presentation format	
Key dates		Agenda for the one to one	
Future Leaders stream and committee			
Getting started	9		
Key to mentoring success			
Practical tips			
Preparing for your mentoring discussion			
Questions to ask yourself			
Recommended follow-up material			

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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.

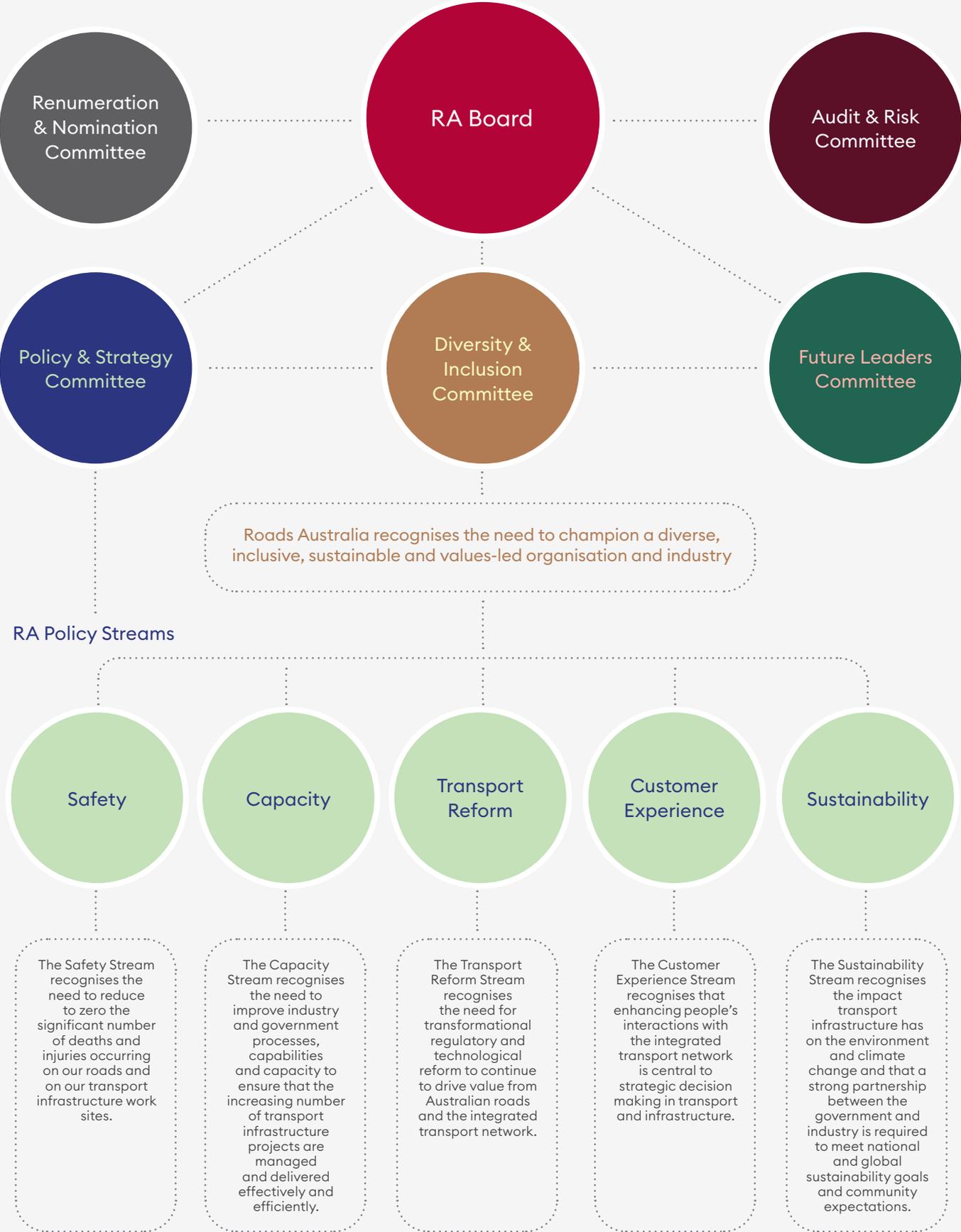
About RA

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

Roads Australia'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.

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

Roads Australia structure





Fellowship overview

The Fellowship Program was launched in July 2014 with an inaugural intake of 22 Fellows, and is currently entering the eight intake in 2022 with a total of 275 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.

The Program starts with an induction workshop and follows with multiple leadership lunches, webinars, Emerging Leaders and group mentoring 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 all RA industry events for the 12 month period.

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

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 Roads Australia 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.

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.

Multistate videoconference lunches

In addition to the above, leadership lunches are held to bring together all Fellows in their respective states.

The multi-state videoconference lunches are open to all Fellows, past and present, and are an avenue for all Fellows to come together to network and inspire their organisational leadership skills. Each lunch is hosted in a different state. Fellows attend a local host and connect via videoconference while enjoying discussion and lunch with their local fellows.

As identified by past and present Fellows, the topics addressed at these leadership sessions will be based on:

- **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 Roads Australia'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 2021
- **Mid-year workshop**
Sydney, April 2022
- **RA Transport Summit**
Melbourne, May 2022
- **End-of-year workshop**
Melbourne, November 2022



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

The committee comprises

- **Jill Boag**, Chair, Project Director, CPB Contractors (VIC Based)
- **Stuart Cook**, Civil / Transport Lead - QLD, BG&E (QLD Based)
- **Verity Turner**, Environment, Planning and Compliance Manager, M4-M5 Link, Transurban | WestConnex (NSW BASED)
- **Richard Robinson**, Engineering Manager – Transport Sector Lead Australia, McConnell Dowell Constructors (Aust) (VIC Based)
- **Elena Macaulay**, Services Director, Plenary (VIC Based)
- **Anna Andrews**, Immediate Past Chair, Executive Director Customer Coordination & Service Delivery, Transport for NSW (NSW Based)



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 2022.

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. 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 https://www.ted.com/talks/brene_brown_on_vulnerability

Fellows

NSW



Braydon Ames
NSW Civil Lead
Tonkin



Robbie Kerr
Design Manager
Turnbull Engineering



Laura Baxter
Team Lead -
Flooding and Drainage
BG&E



Nuno Muralha
Major Projects Executive
WSP



Lynette Curry
Associate Technical
Director
Arcadis



Claudia Prior
Senior Engineer
Arup



Brianna Dorrough
Estimator
Ward Civil



Uma Ranjan
Construction Manager
Lendlease Services



Maryia Haworth
Principal Policy Officer
iNSW



Viraj Sahasrabuddhe
General Manager
Commercial
Colas

Fellows

NSW



Dean Simmonds
Director Network
Management West
Transport for NSW



Chloe Williams
Technical Director
Roads
Aurecon



Danielle Turrin
Senior Project Engineer
Acciona



Donny Yap
Pre-Contracts Manager
Ventia



Jill von Wolfersdorf
Manager NSW
Operations
Transurban

Fellows

SA



Tracie Hanson
Technical Director
Mott MacDonald



Ross Mannering
Transport Leader -
Tasmania
pitts&sherry

Fellows

TAS

Fellows

QLD



Damien Assink
Professional Services
Team Leader
Transmax



Kristy Lankester
Project Communications
Manager
Seymour Whyte



Christopher Bassa
Project Delivery Advisor
Ranbury



Kenneth Leister
Project Manager
Laing O'Rourke



Alannah Bolster
Senior Associate
Civil Engineer
Jacobs



Melissa Perkins
Manager (Data,
Solutions & Insight)
TMR



Ryan Jones
Project Manager
CPB

Fellows

VIC



Jane Ada
Associate Director
AECOM



Catherine Marr
Senior Estimating
Manager
John Holland



Glen Chrzanowski
Principal Engineer /
Team Leader
SMEC



Jason Miles
Associate Civil
Structural Engineer
Beca



Nick Eddy
Senior Project Manager
BildGroup



David Miller
Principal Structures
Engineer - Asset
Management
HDR



Jessica Franklin
Civil Engineering
Advisor
MRPV



Linda Palmer
Senior Manager Planning
Department of Transport
(VIC)



Astrid Hagqvist
Senior Project Manager
TSA



Rosemary Rice
Construction Manager
McConnell Dowell

Fellows

VIC



Liz Tinlin
BGL - Bridges
GHD



Emilija Trajkovska
Senior Associate
Bamser

Fellows

WA



Steve Butchart
Operations Manager
Downer



Rowan Wiltshire
Divisional Manager -
Metro
Fulton Hogan



Gillian Lindsay
Project Controls
Manager
Clough

Appendices

Objectives

- To maximise the value of the one-on-one time with the Mentor
- To identify important issues for discussion

What I have learnt since last one-to-one in respect of:

The most important decision I must make in the next 30-60 days is:

Specific people problems I have had this month include:

Projects that I am working on which I would like to discuss in this one-on-one:

Opportunities I am presently evaluating are:

The area I most need to improve right now in my company is:

Other concerns I am having are:

My most urgent issue is:

Appendices

Issue presentation format

TEC member:

Meeting date:

TEC group:

Dollar value of issue:

One or two sentences that get to the heart of the issue

The issue is:

Effect on dollars, people, products, services, customers, vendors, family, timing, future, etc.

It is significant because:

What I really want to happen

My ideal outcome is:

Short bullet points that identify:

- how, when, where, why it started
- who are the players
- the forces at work
- today's status
- future impact

Relevant background information:

All of the various actions I could take

My options are:

The preferred option above that I plan to pursue at this stage

Direction I am headed:

Options I am missing

On right track?

What would you do differently and why?

Should I do nothing?

Help I want from the group:

Significant events

Highlights

One or two of the best things that have happened in the last month

1.

2.

Red flags

One or two of the best things that have happened in the last month

1.

2.

Lowlights

One or two things that could have been better this last month

1.

2.

Actions

What are the top three actions I must/will take over the next month?

1.

2.

Issues/topics challenges

One or two things that would benefit from discussion

1.

2.

Appendices

Issue presentation format

Name:		Date:
What projects are you currently working on? 1. 2. 3.		What isn't working right yet in your organisation?
What is the largest long-term opportunity facing your company?		What could you be doing about it this month?
What's the most important decision you're facing?		What's keeping you from making it?
Who are your direct reports 1. 2. 3. 4. 5. 6.	Effectiveness this month (1-5) 1. 2. 3. 4. 5. 6.	How are you doing against your desired outcomes? Business: • • • Leadership/management: • • • Personal business: • • • Personal life: • • •
What commitments did you make at last month's one-to-one?		What did you take away from last month's speaker/exec session?
What single thing could you do this month to bring the most value to your company?		What is the most important thing we should be discussing/dialoguing about at this month's 121?

Appendices

Agenda for the one-to-one

The more you prepare for the one-to-one the more value you will get from the meeting. The following are some points to consider in developing items for discussion and a few regular things that I would like to follow up with you.

1. What is the most important thing to discuss today (personal and/or professional)?

2. What are the major concerns I have at the moment? (personal and/or professional)?

3. What are the key decisions I will have to make in the next 30-60 days? (personal and/or business)

4. What progress have I made with my strategic plan?

5. Issues/opportunities/problems I 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 – top ten measures
- Challenges/goals for the next month – how are we doing as a group/how to improve?



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