



UTS Business School

UTS School of Built Environment



KHEOPS International and interdisciplinary research consortium

INVITATION

Thursday 25th February, 2021 Webinar 10am-1pm AEST

Megaproject Leadership: The real-life stories of those who led.

Leadership lessons on Megaprojects

The webinar will be based on a two-year research study conducted by four professors (Nathalie Drouin from KHEOPS, Canada; Shankar Sankaran from UTS, Australia; Alfons van Marrewijk from Vrije University in the Netherlands; and Ralf Müller of BI Norwegian School in Oslo). The researchers analysed stories collected from 16 megaproject leaders from 10 countries compiled by 18 well-known international academics, including Dr. Daphne Freeder, Professor Stewart Clegg and Professor Shankar Sankaran from UTS.

Featured in the Webinar are megaproject leaders Grahame Campbell from Sydney and Sean Sweeney from Auckland. Using a novel narrative analysis method using time, place (relationships) and space the seminar will reveal insights into the human perspective of leadership in megaprojects that contributed to their success and present lessons learnt from the personal stories of real-life megaproject leaders.

Partners KHEOPS, UTS School of Built Environment Centre for Informatics Research and Innovation (CIRI), and UTS Business School

Seminar Time 10am-1pm AEST with a break at 11:30am -11:40am

Agenda:

- Introduction and welcome by Daphne Freeder 5mins
- Stewart Clegg to present an overview of leadership and introduce Nathalie Drouin 5-10mins
- Nathalie Drouin to talk about the book: 5-10mins
- Alfons van Marrewijk, and Ralf Müller pre-recorded videos 5-10mins each
- Live: Grahame Campbell, Sean Sweeney 10-15min presentation on their chapters or topics of their choosing within the context of megaprojects.
- Shankar Sankaran to facilitate the discussion and conclude proceedings

For information about the seminar please contact Shankar.Sankaran@uts.edu.au or Daphne.Freeder@uts.edu.au

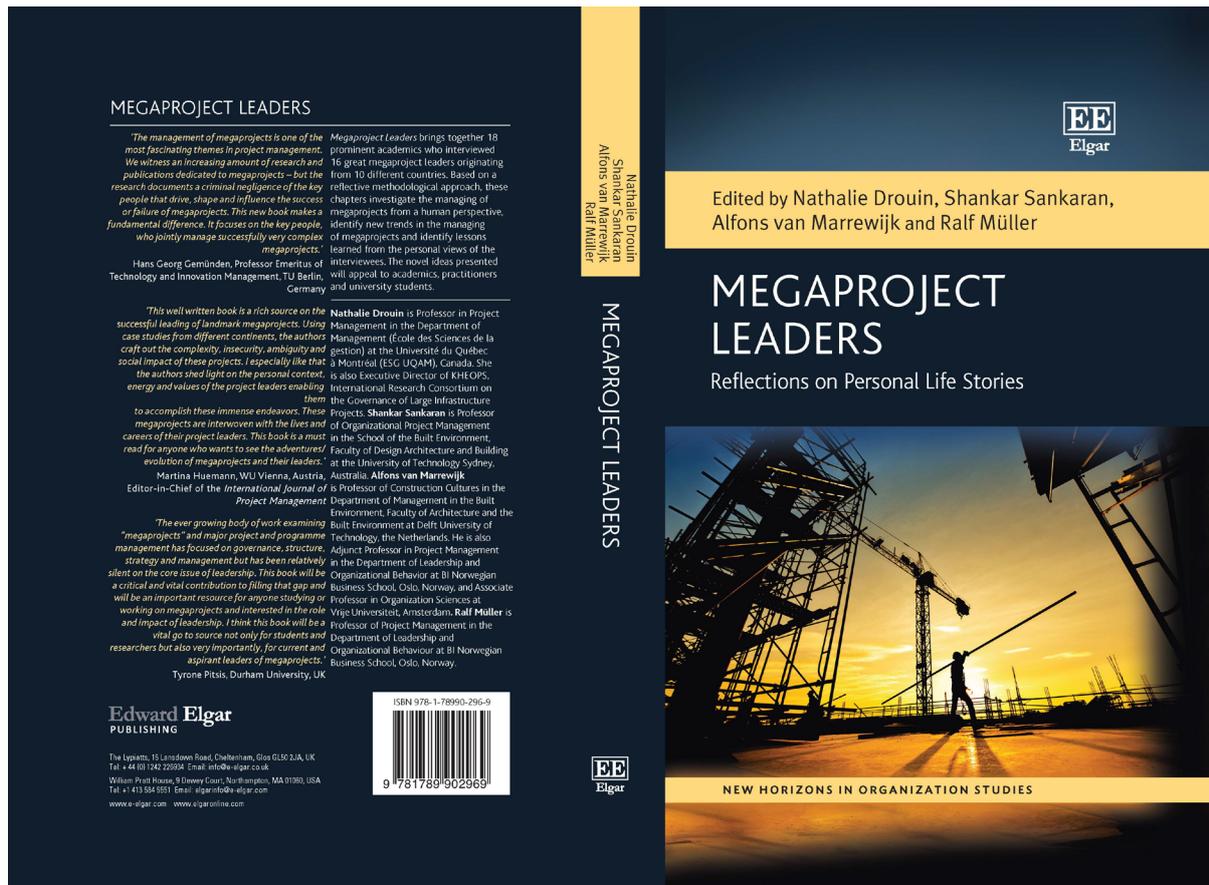
If you would like to submit any questions ahead of the seminar you are welcome to do so.

To register: [Register in advance for this webinar:](#)

https://utsmeet.zoom.us/webinar/register/WN_W7ai2pLQNmpKs3-535CiA

Book:

*Drouin, N., Sankaran, S., Van Marrewijk, A., Müller, R. (Eds.) (2020). Megaproject Leaders: Reflections on personal life stories. Edward Elgar Publishing (forthcoming December 2020)



The Speakers

Grahame Campbell

Grahame Campbell is an engineer, clarinet player, an Australian entrepreneur and project manager of major projects. He studied engineering at the University of New South Wales while also fostering a love of music, and went on to work for the NSW Railways before joining CMPS, a consultancy where he would eventually rise to become CEO. His career has traversed projects in Australia, Iraq, USA, Trinidad, Indonesia and Bangladesh. His professional experience has involved directorships at CMPS&F, Anaconda Nickel, ACEA, SWR, USC and Iluka Resources.

Stewart Clegg

Distinguished Professor Stewart Clegg is a leading international researcher recognised in a number of fields in the social sciences for his work in organisation studies and on power. Practice, power, and ethics have been pivotal to his activities in research, teaching, and management education throughout his career. His enormous impact on research and teaching as well as management practice is irrefutable. From the first edition of *Power, Rule and Domination* in 1975 to the latest edition of *Strategy Theory and Practice*, Stewart has continued to provide discerning observations on organisational practices, and his writing prowess has facilitated his observations lending their appeal to diverse audience across the world – in research, teaching and the world of business. Stewart Clegg is recognised, by a multi-method ranking, as one of the world's top-200 Management Gurus (and the only Australian) in *What's the Big Idea? Creating and Capitalizing on the Best New Management*

Thinking by Thomas H. Davenport, Laurence Prusak, and H. James Wilson (2003), Harvard: Harvard Business Review Press.

Nathalie Drouin

Nathalie Drouin is the Executive Director KHEOPS; Professor ESG UQAM; and Adjunct Professor UTS. She teaches initiation and strategic management of projects in the Graduate Project Management Programs at ESG UQAM. Her research has been funded by various research councils. The results of her work have been published in major academic journals and presented at several international conferences. She studies organizational project management, leadership issues and megaprojects. She is a member of the PMI Insight Academic Group. She is also a member of the Board of Directors of the Logistics and Transportation Metropolitan Cluster of Montreal (CARGO M) and an Audit Committee Member of Parks Canada Agency Audit Committee, Government of Canada.

With Ralf Müller and Shankar Sankaran, she won the 2019 *Walt Lipke Project Governance and Control Excellence Award* for the following paper: Müller, R., Sankaran, S., Drouin, N. (2019), A Model of Organizational Project Management and its Validation Project and Program Symposium, Vol. 2, Edition 1, 17 October pp. 5–20, as well as the 2019 *International Project Management Association IPMA Research Award* for the research work: Müller, R., Drouin, N., Sankaran, S. (2018), Balancing Person-Centric and Team-Centric Leadership in Projects. White Paper, Project Management Institute, May.

Shankar Sankaran

Shankar Sankaran, PhD, MEng, is a Professor of Organizational Project Management at the University of Technology Sydney and conducts research on megaprojects. He has published papers on megaprojects in the *International Journal of Project Management* and *The International Journal of Managing Projects in Business* and guest edited a special issue on megaprojects for the *Project Management Journal*. Shankar teaches in a Master of Project Management Course at UTS and has successfully supervised 35 doctoral students. He has published more than 150 refereed papers in international journals and conferences. Shankar is the current Vice-Chair of the Project Management Institute's Global Accreditation Centre and won an award for research excellence from the International Project Management Association in 2019 on balanced leadership in projects with Ralf Müller and Nathalie Drouin. Shankar worked in industry where he held leadership positions in a Japanese MNC and set up a global engineering Centre

Ralf Müller

Ralf Müller, DBA, is Professor of Project Management at BI Norwegian Business School, Adjunct Professor at University of Technology Sydney, and at Dalian University of Technology in China. He is Editor-in-Chief of the *Project Management Journal*[®] and a Fellow of the Project Management Institute (PMI). Ralf lectures and researches worldwide in leadership, governance, and organizational project management. His research work has appeared in more than 250 academic publications and has been acknowledged by PMI, IPMA, Emerald and other organizations with 15 awards in the last 15 years

Sean Sweeney

Sean Sweeney is currently the Chief Executive Officer at City Rail Link Ltd in New Zealand, adding to his wide-ranging CEO experience in the management consulting industry. He has extensive experience in the megaproject space and is skilled in the leadership of large capital programs, Value Engineering, Cost Management, Procurement, and Design Management. He is also a strong business development professional with a Doctor of Philosophy (PhD) focused on Construction Economics awarded from the University of Melbourne.

Alfons van Marrewijk

Alfons van Marrewijk, PhD, is Full Professor of Construction Cultures at the Department of Management in the Built Environment, Faculty of Architecture and the Built Environment of the Delft University of Technology and Adjunct Professor of Project Management at the Norwegian Business School BI Oslo. Furthermore, he is Associate Professor at the Department Organization Sciences, Vrije Universiteit, and Amsterdam. In his academic work he uses anthropological theories and methods for studying inter-organizational collaboration and cultural change in technically oriented organizations and complex megaprojects. Such an approach allows the inclusion of cultural topics, such as the everyday life of employees, temporality, change, rituals, symbols and organizational spaces. Van Marrewijk has published in journals such as *Organization Studies*, *British Journal of Management*, *Long Range Planning*, *International Journal of Project Management*, and *Project Management Journal*.