UNIVERSITY OF OXFORD

Saïd Business School

PROJECT STRATEGY AND GOVERNANCE OFFICE



Major Projects Leadership Programme

Programme Information

For Senior Directorate Government Officials and Construction Leaders



Hong Kong has long been recognised internationally for its formidable strengths in infrastructure development. The World Economic Forum has ranked Hong Kong among the top globally in infrastructure for more than one decade. Over the years, the HKSAR Government has been investing heavily in infrastructure. Our annual capital works expenditure will peak at US$13 billion in the next few years to meet the ever changing needs of the society, whilst maintaining sustainable economic growth in Hong Kong.

Managing this significant investment in our future is challenging yet exciting. We need to utilising our resources effectively and efficiently while upholding the high performance standard of our projects. The establishment of the Centre of Excellence for Major Project Leaders is a cornerstone for promoting professionalisation under the Construction 2.0 agenda, which not only underlines our commitment to inspire innovation and enhance leadership competencies but also drives excellence in leading infrastructure development for achieving better performance in major projects.

The Major Projects Leadership Programme that we have created with Oxford Saïd Business School is a world class leadership programme tailored for senior government officials and major project leaders in Hong Kong. I hope all talented participants will have an engaging and rewarding year, and more importantly to lead a cultural shift in project delivery for shaping a better tomorrow for Hong Kong.'

Ir LAM Sai-hung
Permanent Secretary for Development (Works), Development Bureau
Hong Kong SAR Government



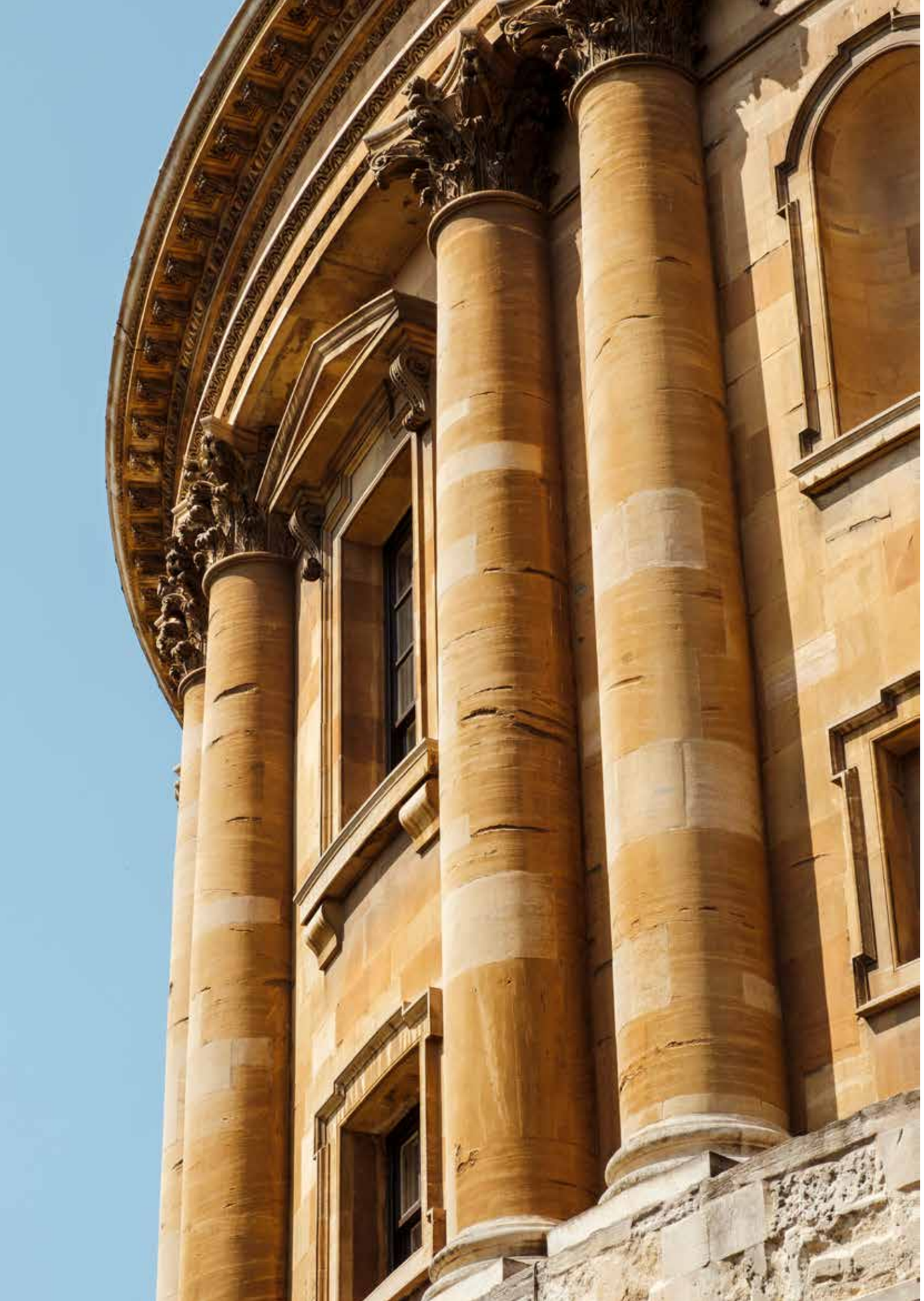
'The Major Projects Leadership Programme is a unique opportunity for project professionals working in the Hong Kong Government or any sectors to rethink, enhance and further develop their understanding of how to successfully lead major projects.

It brings together two world leading institutions – the Government of Hong Kong, a global city shaped and built through major projects, and Saïd Business School, which is at the forefront of research and teaching in this field.

At Oxford we tackle world-scale problems. Transformation of the construction sector is more urgent than ever. Increasing amounts of public spending are invested in infrastructure, while the needs of users and the ways infrastructure is provided are changing.

The Hong Kong Government has developed a transformational agenda for the future of construction. We are excited to work with the Development Bureau to help realise the ambitious Construction 2.0 agenda. The MPLP will help participants to succeed both personally and professionally, providing a platform to transform major projects in Hong Kong.'

Professor Peter Tufano
Peter Moores Dean, Saïd Business School,
University of Oxford



Overview

Programme modules

- Oxford Residential
- Master Inspirations
- Learning Enrichment
- International Alumni Network

Module themes

- Strategic mind-set
- Innovation
- Partnering
- Tactical decision making
- Opportunity cultivation

Quick facts

One year
Duration

25
Estimated class size

Oxford, London and Hong Kong
Location

10 days intensive overseas study
Oxford Residential

20 half-day sessions over a year in Hong Kong
Master Inspirations

Personal coaching, virtual learning, 360 feedback & psychometrics
Learning Enrichment

Membership of Oxford business alumni network
Learning Enrichment

Construction 2.0

Being one of the world's leading global cities, the Hong Kong construction industry has played a significant role in founding the success and long term development of Hong Kong's economy and community.

In recent years, the global construction industry is facing challenges of rising construction costs, ageing workforce and declining productivity. Hong Kong is no exception. In this respect, the Government has been implementing "Construction 2.0 – Time to Change" initiative, advocating "Innovation", "Professionalisation" and "Revitalisation", to strengthen and maintain Hong Kong's established regional leadership position in construction, whilst enhancing the Industry's sustainability and long term growth prospects.

Pillar 1: Innovation

The Vision: The development of an industry culture that embraces change, innovation and new technologies to drive forward productivity, efficiency and enhanced project delivery outcomes.

Pillar 2: Professionalisation

The Vision: Improved professionalism of the industry through step change increases in project leadership, project management, procurement capabilities and professional skills and practices within Government and the private sector, to deliver higher quality construction and build assets, combined with a first priority focus on safety, construction supervision and quality in the workplace.

Pillar 3: Revitalisation

The Vision: Reinvigorating the appeal and benefits of joining the industry to attract and nurture growing numbers of young and energetic talent to the workforce and increasing the agility at the individual, organisational and industry levels.

Centre of Excellence for Major Project Leaders

Infrastructure investment is always one of the Government major expenditures for enhancing the quality of public services, improving living environment and strengthen the resilience of communities. All these investments enhance integrated competitiveness of Hong Kong, stimulate economic growth and improve our livelihood.

In the past few years, the average annual expenditure for the public works reached the level of HK$80 billion. In the next few years, the annual capital works investment is expected to rise to over HK$100 billion, covering the public housing development, hospital redevelopment and expansion, as well as new town development and extension. It is necessary to drive the level of technical know-how, management skills and leadership competencies of project managers for achieving better project governance and cost-effectiveness of the public works.

To this end, the Financial Secretary announced in 2019-2020 Budget to establish a Centre of Excellence for Major Project Leaders (CoE) in July 2019. As the first of its kind in Asia, the CoE offers a high-level project management and leadership development programme to senior government officials and major project leaders. The aim is to equip them with a more innovative mentality and world-class leadership skills to uplift their project delivery capability and enhance project performance as a whole.

CENTRE OF EXCELLENCE FOR MAJOR PROJECT LEADERS



Honorary President
Mr Paul CHAN Mo-po, GBM, GBS, MH, JP
Financial Secretary



Chairman
Mr Michael WONG Wai-lun, JP
Secretary for Development



Superintendent
Mr LAM Sai-hung, JP
Permanent Secretary for Development (Works)



Honorary President
Mr HON Chi-keung, GBS, JP
Ex- Permanent Secretary for Development (Works)

PROJECT STRATEGY AND GOVERNANCE OFFICE

CoE Administration
Project Strategy and Governance Office

What is the Major Projects Leadership Programme?



'The Major Projects Leadership Programme is the flagship development programme for project leaders. It aims to support the transformation of the Hong Kong construction industry by emphasising an innovative mindset and world-class leadership skills.

It builds on the strong track record of Oxford's MSc in Major Programme Management, the UK Cabinet Office Major Projects Leadership Academy, Australia's Victoria Office of Projects's Major Projects Leadership Academy, and other similar programmes for public and private sector organisations.

We are drawing together the capabilities of the Hong Kong Government and Oxford Saïd, which allows participants to benefit from cutting edge research, academic rigour and practical approaches to manage large-scale, complex, transformational major projects.'

Bent Flyvbjerg
BT Professor and Chair of Major Programme Management, and course leader of the MPLP

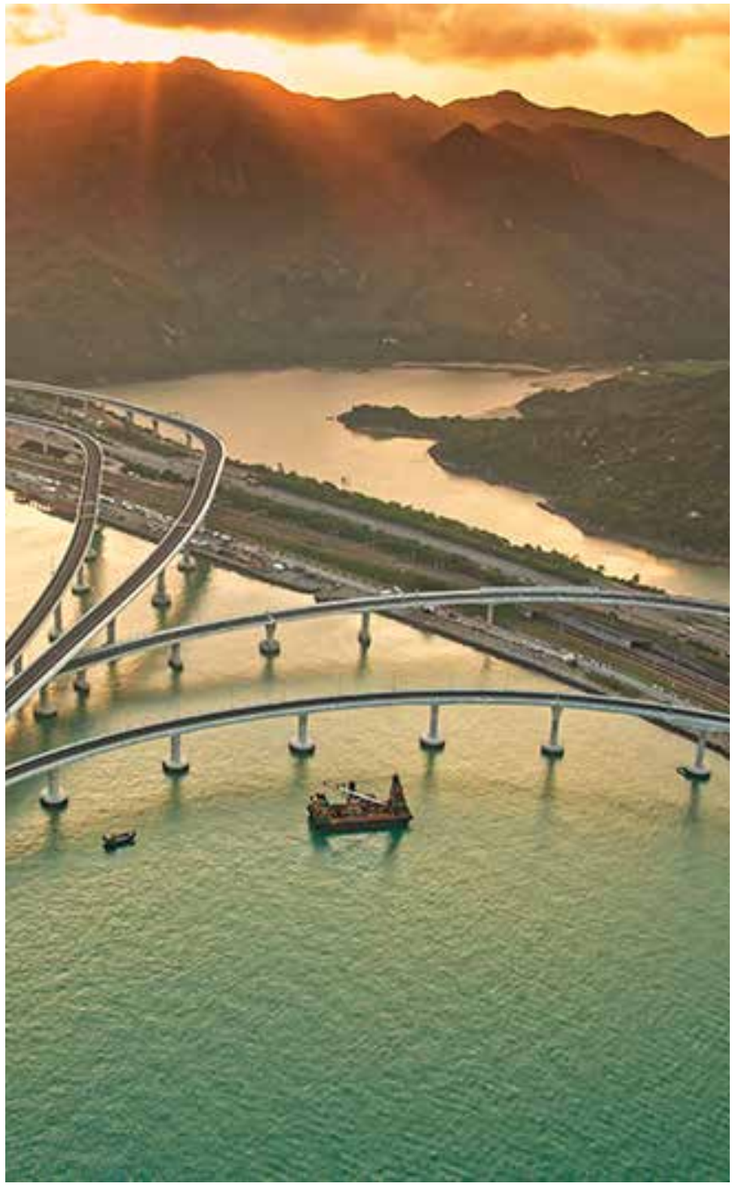


'The 12-month journey of the Major Projects Leadership Programme includes international classes at Oxford, local classes and masterclasses in Hong Kong, virtual learning, and is supported by coaching. We have designed a system that not only equips participants with the latest thinking and world-class leadership skills but also supports them in bringing those new insights back into their projects.

Our measure of success for the Major Projects Leadership Programme is whether at the end of the 12 months the participants have taken individual and collective actions to really shift the needle towards Construction 2.0'.

Alexander Budzier
Fellow in Management Practice and Associated Course Leader of the Major Projects Leadership Programme

Who is the Major Projects Leadership Programme for?



The MPLP provides a platform for participants to work on implementing the Construction 2.0 agenda on their projects and supports Hong Kong's major project leaders through strengthening their skills and capabilities, providing peer support and professional coaching.

The MPLP is designed for government directorate officers and construction leaders working at senior management level in public authorities, as well as others from the private sector that are closely connected with the planning and delivery of major projects in Hong Kong.

The aim on each cohort is to have a diverse range of project leaders to create greater collaboration, develop partnerships and establish a more innovative and resilient culture within both government and industry.

Voices of the class



'It was a wonderful learning experience in the Oxford Residential Module of the Major Projects Leadership Programme. This Module provided us with advanced theories on project leadership by speakers of high calibre and equipped us with the strategic mindset, and knowledge in driving innovation and partnering as well as making tactical decision, and enabled us to share valuable experience and insight of the UK major project leaders. The module is valuable for developing leaders for delivery of the various major infrastructure projects in Hong Kong in the years to come.'

CL Wong
Director, Water Supplies Department



'This leadership programme gave me a great opportunity to broaden my thinking on the strategic challenges of mega projects and how we can apply different leadership principles to tackle them. The interaction among participants served as a stimulus for us to work out possible approaches and solutions to real-world problems. It has given us tremendous inspiration and insights on how to deliver infrastructure projects on time, within budget and with exceeding benefits.'

Alfred Sit
Director, Electrical and Mechanical Services Department



'We spent a week in Oxford and 3 days in London, and the experience was unique and rewarding. The course was intensive and exciting. It has been tailored made for us, HK administrators for infrastructure projects, with topics embracing global perspectives and UK experience, with contact hours from academics, practitioners, professionals and civil servants, covering leadership theories, site visits and case studies.'

Mrs Sylvia Lam
Director, Architectural Services Department

Programme leads



Professor Bent Flyvbjerg
Bent Flyvbjerg is the first BT Professor and inaugural Chair of Major Programme Management at Saïd Business School. Bent serves as advisor and consultant to government and business, including the US and UK governments and several Fortune 500 companies. He has worked on some of the largest projects in the world, on all aspects from front-end planning, delivery, and rescue of failing projects. Bent is the most cited scholar in the world in megaproject management, and among the most cited in social science methodology. Bent has received numerous honours and awards, including Harvard Business Review's 'Ideas Watch' for the most important new idea to follow and the Project Management Institute's and Project Management Journal's 'Paper of the Year Award.' Bent's research has been covered by Science, The New York Times, The New Yorker, The Wall Street Journal, The Economist, The Financial Times, China Daily, The BBC, CNN, Charlie Rose, and many other media.



Dr Alexander Budzier
Alexander Budzier is a researcher and programme director at Saïd Business School, University of Oxford, where he works in Major Programme Management. He teaches on the MSc for Major Programme Management, the MBA programme, the MPLA, as well as other leadership programmes for senior executives.

Alexander co-leads the Value of Projects workstream of Project X. Project X is the Infrastructure and Project Authority's collaborative research platform that brings together practitioners, academics, and professional bodies to improve project delivery across government. In addition, he is working on research projects with a focus on the role and importance of high impact, rare events on megaprojects; successful partnering between the public and private sector; and successful management of change in digital transformations.

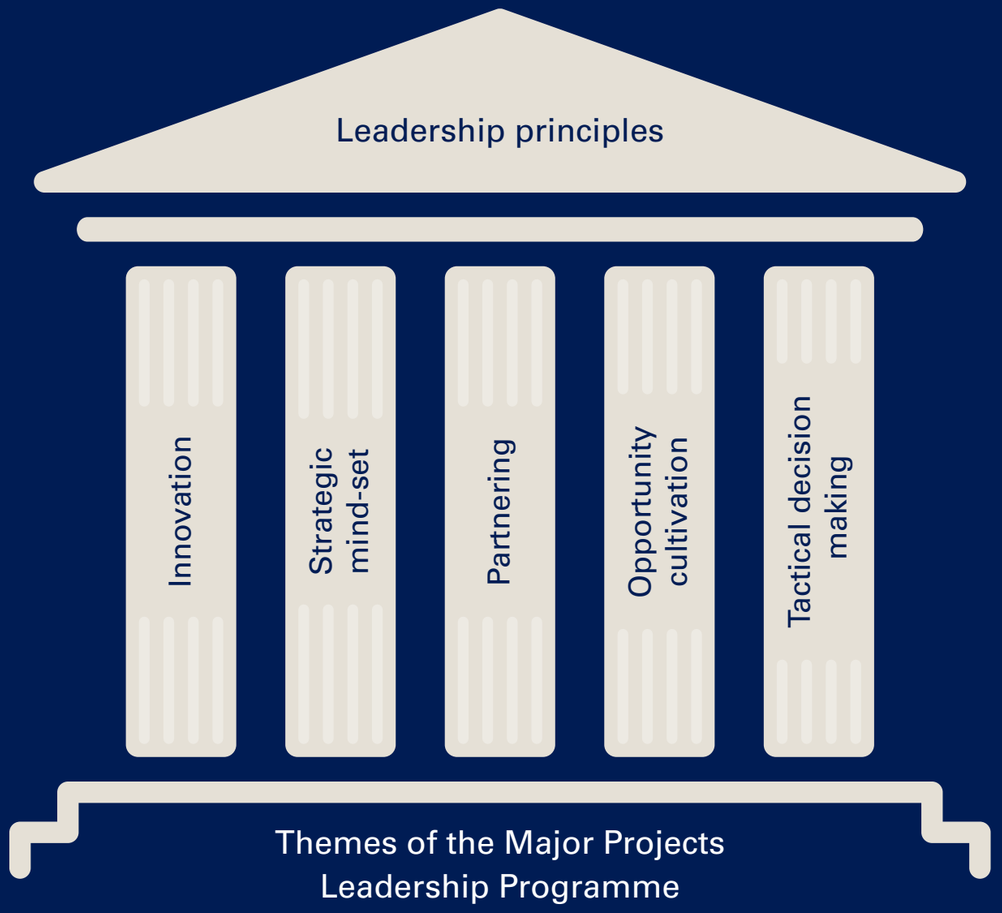


Leasil Burrow
Leasil Burrow is an Associate Fellow at Saïd Business School, University of Oxford. She is an experienced senior leader with strategic and commercial leadership expertise spanning twenty years in a Global FTSE 100 telecommunications and service organisation. Leasil has also held a variety of legal and commercial roles in oil & gas, telecommunications and public sectors, leading large and diverse teams.

Leasil has worked closely with nine cohorts of the MPLA in the UK as a coach and action learning set facilitator. She is Programme Director for the UK's Infrastructure and Projects Authority's EU Exit Leadership Programme and Orchestrating Major Projects, the leadership development programme for Director Generals across the UK Civil Service. She also chairs the MPLA assessment panel.

Programme Modules and Themes

Oxford Residential
The MPLP consists of a five-day residential in Oxford followed by three days of UK site visits. Each day contains a mix of lectures, case studies and break-out sessions. The final session of each day is reserved to work on the group projects.



Each day in Oxford focuses on one of the themes to distil the key leadership principles necessary to transform the construction industry.

Innovation
Creating a forward thinking industry environment that supports and encourages the adoption of innovation and technology across the major project lifestyle.

Strategic mind-set
Developing a strategic mind-set based around the development of tailored, commercially viable solutions for each project that balence the objectives and needs of stakeholders, Government and the private sector.

Partnering
Fostering a greater culture of partnership within the civil service and with the private sector.

Opportunity cultivation
Encouraging a project team cultire that is based on cultivating and realising maxiumum opportunites whilst mangaing key project risks, rather that seeking to avoid risks.

Tactical decision making
Fostering a leadership approach that is focused on the bigger picture when challeneges are experienced. This includes having the presence of mind to make tactical adjustments to implementation project plans and standard precedures.

Participants will also visit and learn from best-in-class public and private sector organisations and practitioners from the UK. The first two cohorts of the MPLP engaged with a number of major project leaders including the Infrastructure and Projects Authority, the Institute of Chartered Engineers, Battersea Power Station, Highways England, Thames Tideway, Crossrail, Network Rail, Ørsted, and the UK Parliament.

'The MPLP is a powerful combination of the latest academic research and the practical expertise of running major projects. By visiting projects such as Heathrow Expansion and Crossrail, participants are given invaluable access to the realities of mega project management, and the lessons that are being learnt and applied.'

Andrew Wolstenholme
Former Project Director of Heathrow's Terminal 5 and CEO of Crossrail

Learning Enrichment

Supported by personal coaching, 360 feedback and psychometrics

During the 12-month programme participants are required to put their learning into practice. Participants are supported in their organisational experiments and in their personal development by at least three sessions with professional coaches. World-class coaches from the University of Oxford work with each participant to enhance their personal development based on feedback from a leadership self-assessment and 360-degree feedback.

Master Inspirations

Master inspirations are the final building block of the MPLP. Throughout the programme participants attend masterclasses that are held by Oxford faculty or distinguished speakers in Hong Kong, where they have additional opportunities to learn from international experts as well as from world-famous case studies and renowned experts in the field. A number of shorter sessions leveraging the experience of major projects leaders in Hong Kong will also allow participants to learn from and network with key leaders in the region.

The first part of the master inspirations focuses on the levers of systemic change and setting up resilient projects, programmes, and portfolios. Participants explore enhancements to the design of temporary organisations to ensure that they are resilient - an organisational characteristic that is important when innovating, cultivating, exploiting opportunities, and managing change.

The second part of the master inspirations is the final module, which also marks the completion of the programme. Participants engage with case studies to consolidate the ideas and learning and consider how to drive the future transformation of the construction industry once they have finished the programme.

On the final day participants share how they have applied the ideas, insights, and approaches from the programme and what they have learned from applying these to their own major projects. The MPLP concludes with a completion celebration.

International Alumni Network

After completing the MPLP participants become part of Oxford's international alumni network with alumni from the Major Projects Leadership Academies in the UK and Australia.



The Oxford experience

For centuries, the University of Oxford has been teaching some of the greatest minds and gifted men and women in the world, including 28 British Prime Ministers, at least 30 international leaders, 50 Nobel Prize winners, and 120 Olympic medal winners. Some of these include John Locke, Adam Smith, Percy Bysshe Shelley, Lewis Carroll, Oscar Wilde, J. R. Tolkien, Indira Gandhi, Baroness Margaret Thatcher, Bill Clinton, Rupert Murdoch, Rowan Atkinson (Mr Bean), and Hugh Grant. Oxford also has more published writers per square mile than anywhere else in the world.

Today the University of Oxford is comprised of thirty-nine colleges and six permanent private halls, founded between 1249 and 1996, whose architectural grandeur, together with that of the university's libraries and museums, gives the city its unique character. Dubbed the city of 'dreaming spires', it draws many visitors from all over the world, contributing to the lively, multicultural atmosphere. Great care has been taken to preserve the ancient walls and buildings and to care for the parks, the gardens, and the two rivers running through the city, the Cherwell and the Isis or Thames.

Oxford's teaching and research is consistently in the top rank nationally and internationally, and is at the forefront of medical, scientific, and technological achievement. Amongst the university's old members are many widely influential scientists, including Stephen Hawking, Richard Dawkins, Nobel prize-winner Anthony James Leggett, and Tim Berners Lee, inventor of the World Wide Web.

Participants on the Major Projects Leadership Programme are immersed in the scholarly environment of Oxford. During the programme we experience the wonder and charm of Oxford, including having dinner at a renowned Oxford College, visiting the Bodleian – the world's oldest library, and engaging in famous Oxford pastimes such as punting on the Cherwell River.







'My participation attending the MPLP at Saïd Business School as part of the first cohort from Hong Kong, was an exhilarating experience. I was both honoured and enthusiastic to join the programme. It lived up to my high expectations, and the construction industry is in dire need of change. I found the visiting specialists and experts in the field of leadership fascinating and mind-blowing.'

Jeremy Stowe
Chief Projects Officer, West Kowloon Cultural District Authority



'The programme allowed me to consider the broader perspective of the construction industry in HK and challenged me to think more strategically and beyond my day to day management duties. I felt a good balance was achieved between theory and practice, and appreciated the intention of bringing in speakers from different expert fields to broaden knowledge and learning from a non-construction context (e.g. NASA and police security). The SAID leadership is commended for attracting the calibre speakers that were not only highly respected, experienced and erudite, but were also captivating and engaging when speaking.'

Andrew Wong
Chief Project Manager, Hospital Authority



'It was a refreshing experience for me to return to school and to attend the MPLP in UK. Oxford is a reputable academic place which provides a scenic, leisure and learning environment for me. Through the sharing of various case studies, I learnt a lot in common which help to improve the performance of my project delivery. The programme modules have been well-structured to illustrate the theories and practical knowledge, with discussions in the classroom and site visits to actual projects.'

Simon Wong
Chief Project Development Officer, Hong Kong Science and Technology Parks Corporation

Oxford Business Alumni Network

All participants completing the MPLP programme are eligible to join the Oxford Business Alumni (OBA) Network.

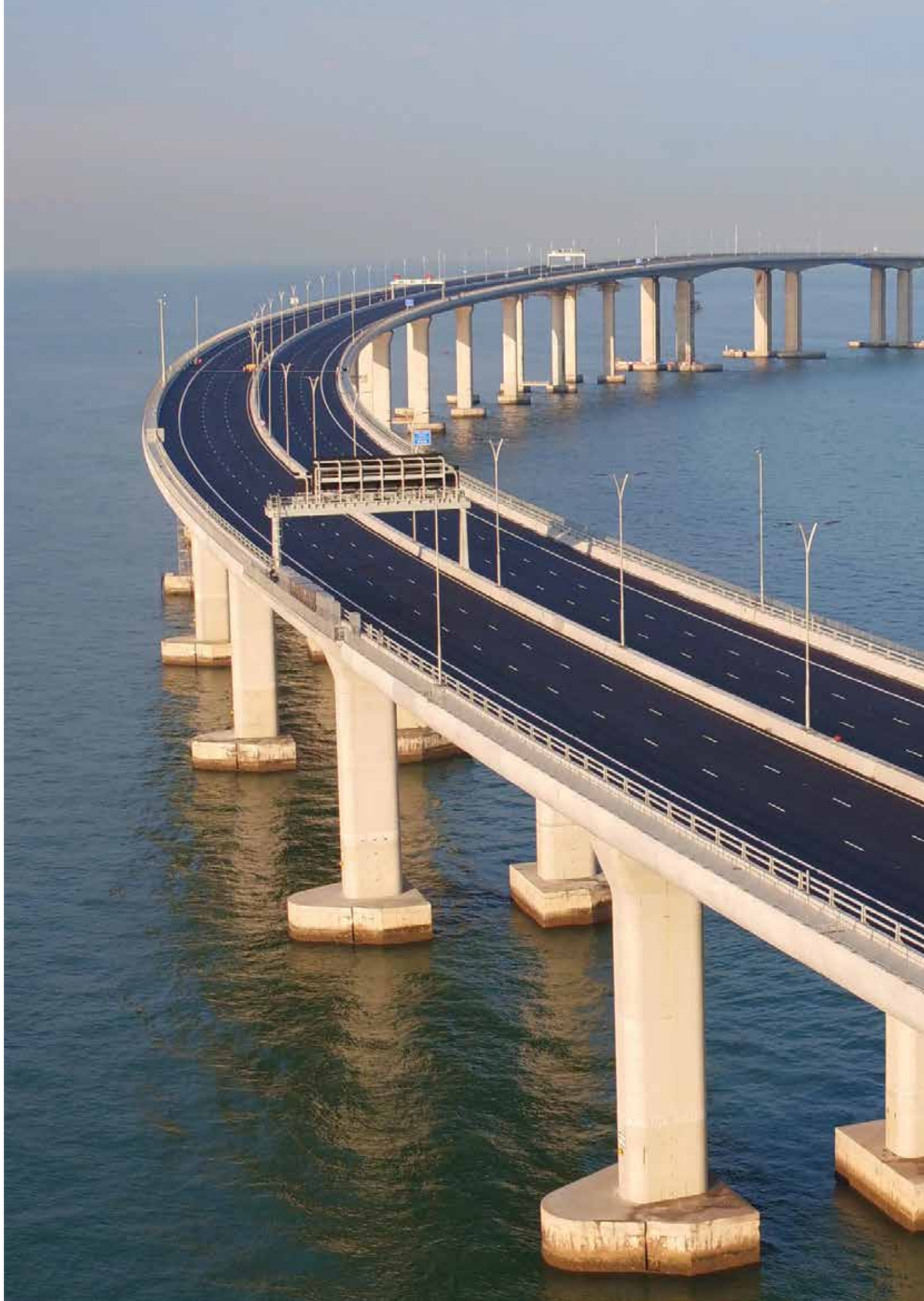
The OBA is Saïd Business School's official global business alumni network. Launched in 1998, it brings together individuals who share a common interest in business, ensuring an active network of emotionally and intellectually engaged members.

Membership in the OBA Network offers Executive Education participants a lifelong connection with Saïd Business School and the University of Oxford. The benefits you will receive as a member include:

- **Access to OBA Network members:** Contact OBA Network members via the exclusive OBA Directory. Search for members based on geographic location, company, or industry sector to establish new business contacts, corporate connections, or networking opportunities
- **High profile events in Oxford**: Invitations to attend high profile events at Saïd Business School such as the Distinguished Speaker seminars
- **International events:** Invitations to attend high profile events being held throughout the world in support of the Saïd Business School and the University of Oxford, such as the India Business Forum and China Business Forum
- **Join geographic-based OBA chapters and industry-based OBA groups:** Invitations to attend alumni-led events, such as black-tie dinners, debates, guest speaker events, networking opportunities and informal drinks receptions
- **Lifetime email account and forwarding facility:** Receive a personalised @oxfordbusinessalumni.org or @oba.co.uk email account, which can forward to a designated personal email address
- **Insider news from the OBA Network:** Receive the monthly eNewsletter from the Saïd Business School Alumni Relations Office
- **Discounts on Executive Education Open Programmes:** Receive a 15% discount on selected Executive Education Open Programmes.

On completion of the MPLP participants will receive an invitation by email to join the OBA, giving full instructions on how to apply. Please note - participants will need to wait for this invitation as it will confirm the personal alumni card number which participants will be asked to provide when applying for membership. In the meantime, should you wish to learn more about the OBA, you can visit its website: **www.oxfordbusinessalumni.org**

MPLP alumni will also have their own events and there will be occasions to network with MPLA participants from the UK Cabinet Office and participants on the Office of Projects Victoria MPLA of Australia. In addition, MPLP graduates may be invited to speak on other programmes regarding their MPLP experience, the type of project and programme they are leading, and an opportunity to share knowledge and learning.



Saïd Business School
Saïd Business School at the University of Oxford blends the best of new and old. We are a vibrant and innovative business school, but deeply embedded in an 800-year-old world-class university. We create programmes and ideas that have global impact. We educate people for successful business careers, and as a community seek to tackle world-scale problems. We deliver cutting-edge programmes and ground-breaking research that transform individuals, organisations, business practice, and society. We seek to be a world-class business school community, embedded in a world-class university, tackling world-scale problems.

Executive Education at Saïd Business School
Executive education at Saïd Business School draws on thought leadership from the entire resource base of the University of Oxford, as well as the Business School, to offer executive development that both inspires individuals and creates significant business impact. Our approach to executive learning is modelled on Oxford's long tradition of individual tutorials, debate, and critical thinking. We offer a global perspective, a high level of custom focus based on an 800-year tradition of leadership development, and a team of faculty dedicated to excellence in executive education. Ambitious leaders and organisations benefit from the challenge of working with world experts to mine rich insights into the complex realities of global management, and to envisage and anticipate the future. Saïd Business School's custom programmes lead to lasting change at both the organisational and individual level.

For more information, see:
www.sbs.oxford.edu/custom

Works Branch of the Development Bureau
The Works Branch of the Development Bureau is responsible for formulating public works policies and co-ordinating and monitoring the implementation of public works projects. It also takes charge of policy matters concerning the increase of land supply through reclamation outside Victoria Harbour, rock cavern and underground space development, the development of Lantau, the transformation of Kowloon East (comprising the former industrial areas of Kwun Tong and Kowloon Bay and the Kai Tak Development Area) into another core business district to support Hong Kong's economic development, construction safety, slope safety, lift and escalator safety, water supply, flood prevention, management of construction contractors and consultants as well as promotion of professional services, construction manpower resources, workers' registration. The Works Branch also provides policy guidance to government departments on greening, landscape and tree management and is responsible for the government's heritage conservation work. It seeks to strike a balance between development and conservation to ensure that all our development will be sustainable and our built heritage is suitably conserved for the enjoyment of our present and future generations.

Project Strategy and Governance Office
The Project Strategy and Governance Office (PSGO) is a dedicated and multi-disciplinary office under the Development Bureau of the HKSAR Government for overseeing the delivery of Capital Works Programme, implementing strategies and strengthening capabilities in cost surveillance and project governance. The major initiatives of PSGO are:

a. Strengthening the existing gateway process for cost management;
b. Enhancing project delivery capability;
c. Leading strategic developments to enhance cost effectiveness; and
d. Enhancing collaboration with international counterparts and local industry stakeholders.

For more information, see:
www.psgo.gov.hk

Saïd Business School
University of Oxford
Park End Street
Oxford, OX1 1HP
United Kingdom

www.sbs.oxford.edu

All information is correct at the time of going to press. Please check our website for the most up-to-date information.

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