Seven Consulting
Agile Capability Overview

Australia's Best
Program Delivery Company

Official Partner of the Westfield MATILDAS

Seven Consulting - Services

1. Program Delivery

We deliver some of Australia's most complex and challenging agile, traditional and hybrid programs. We work with our clients to understand their organisational and program characteristics. These inform how we design our delivery approach to produce the best outcome for our clients. The majority of our Consultants are scaled agile (SAFe) certified and we have over $3bn of Agile and traditional Programs under direct management.

2. PMO Services

We provide PMO establishment and management, PMO analyst and scheduling services, and tools for some of the largest organisations in Australia.

3. Delivery Consulting

We provide delivery capability uplift, sponsor and project manager training, portfolio and program reviews to assist our clients improve their program delivery.

All of our clients are reference sites

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Our Clients

Seven Consulting has a proven track record delivering critical outcomes for Australian organisations across industries and domains. 100% of our clients are reference sites.

Commonwealth Bank, QBE, Healthscope, TELSTRA, AMP, ABC, Woolworths, nab, nbn Australia's broadband network, Endeavour Energy, ANZ, agl, api, SURA, ACU Australian Catholic University, THE SALVATION ARMY, THE UNIVERSITY OF SYDNEY, The a2 Milk Company, ASX, DXC.technology, Lifestyle Solutions pioneering change for good, futurefund Australia's Sovereign Wealth Fund, MACQUARIE, alintaenergy, healius, ST VINCENT'S HEALTH AUSTRALIA, indue, NSW Government Revenue, LINFOX, BNP PARIBAS, EQUIFAX, EnergyAustralia, CITY OF MELBOURNE

Our clients and staff are our top priority

Client Satisfaction Survey Results

Year	Satisfaction rating	Survey questions
2019	99.08%	14,949
2018	98.65%	15,450
2017	99.08%	9,691
2016	98.94%	10,336
2015	99.35%	5,655
2014	99.26%	3,520

100% of our clients are reference sites

Staff Satisfaction Survey Results

Survey Date	Satisfaction rating
Dec'19	98.30%
Jun '19	98.82%
Dec '18	96.44%
Jun '18	96.40%
Dec '17	97.50%
Jun '17	98.30%

ABC "It is clear that you only recruit PM's that are the best in the business"

Woolworths "No fuss, just good, honest and consistent project delivery"

alinta energy "Highly professional staff, great support from the broader organisation. Clear about what they are good at and stick to this"

nab "Very professional" "Great consulting skills"

"You have the entire Seven team behind you."

"Management is always responsive"

"Seven operates at a personal level even as the company grows"

"Seven manages QA really well"

"We say what we do, and do what we say"

"Seven knows how to keep their high performers"

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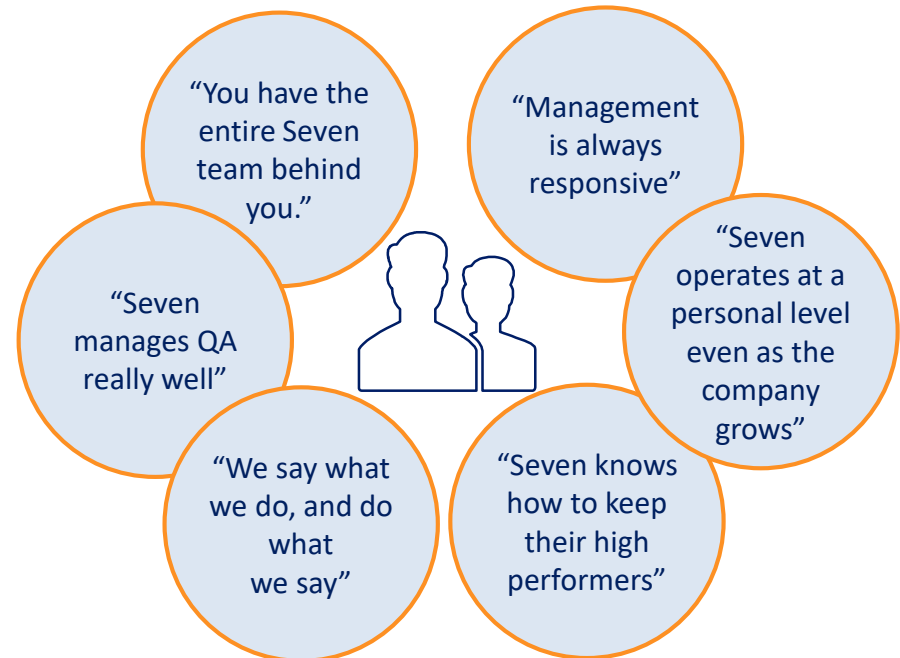
How do we get 98%+ client satisfaction?

Why all our clients are reference sites.

Hands on ownership

High staff engagement, low turnover with **no** contractors

At a minimum there is monthly Quality Assurance review of the consultant's work, done by either the Founder , Managing Director or PMO Practice Lead

Bench support available to all consultants at no cost to the client

Extensive mentoring and training support, strong IP and knowledge sharing

Holiday and sick leave cover for assignments

Strong in-house tooling to support consultants , clients and quality assurance

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How our values impact our delivery?

Teamwork

Teamwork has to be at the core because you can't deliver big projects without great teamwork – we focus on ensuring that the Seven team, the client team and vendors work seamlessly together.

Transparency

Assumptions and poor communications kill projects, whereas openness is the foundation of good relationships and reliable delivery. We remain a completely independent consultancy.

Delivery

A focus on outcomes focuses the team and grows confidence. With a confident attitude, expert personnel and effective teams we always deliver to clients high expectations.

The Integrated Agile Enterprise Framework

- Seven Consulting's Agile Project Enterprise Framework outlined below is a proven framework of integrated processes, tools and techniques focused on simpler, faster delivery & improved ongoing support of the delivered change.

- The key focus is the integration of speed of decision-making, planning and delivery of real benefits.

1. Agile Enterprise

2. Agile Sponsorship

3. Agile Project Management

4. Agile Development
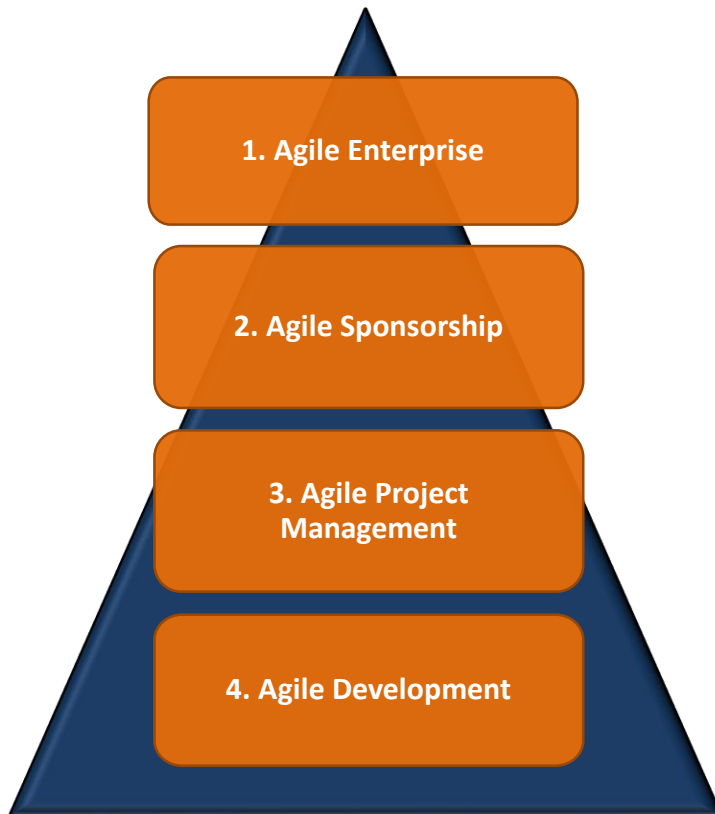
1. **Agile Enterprise** (AE) focuses on the cultural, procedural and people changes required to optimise, adopt, embed to sustain Agile models of project delivery. This includes an agile approach to strategic portfolio governance.

2. **Agile Sponsorship** (AS) requires executives to get closer to their projects, their project managers and their project teams. Single sponsors who must be flexible in making time available for face-to-face meetings and use simplified and face-to-face reporting lines. The Agile Sponsor is focused on benefits realisation.

3. **Agile Project Management** (APM) is an open, stakeholder-driven approach to project planning. While Scrum Masters and Product Owners focus on the detailed technical delivery, APM's must focus on stakeholder engagement, change management and related projects to ensure outwards as well as inwards management of the project.

4. **Agile Development** (ADM) involves a cultural as well as a procedural and technical change in how projects are planned and delivered. The coaching of project managers, business experts in how to setup and support Agile Development (Scrum, SAFe, etc.) is a critical factor for successful and sustained deployment of Agile Development Methods.

Agile Program Delivery Tools

Agile / Traditional Methodology Recommendation
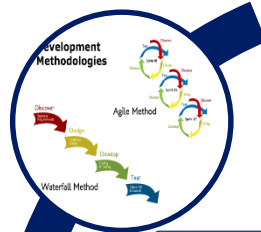
Recommends Delivery Components

Best Operating Principles Recommendation

Seventh Way Tool

Benefits Tracking

Defects Tracking

Cost Tracking

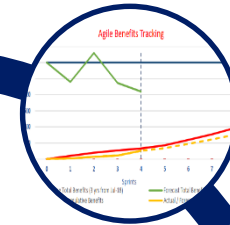Delivery Tracking

Agile Dashboard

The Seventh Way Tool provides guidance on how to tailor your program or project. It provides suggestions on agile or traditional methodology components to apply, operating practices to adopt and artefacts to prepare to deliver your program or project.
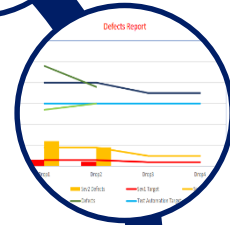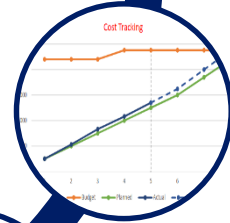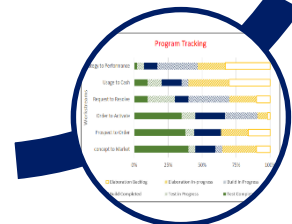
The Schedule Dashboard combines a number of reports to provide a 'Dashboard', or snapshot of agile projects progress. These include Burn-up Chart, Sprint Burn Up, Cost Tracking, Benefits Tracking and Defect Reports.

Why invest in an Agile Enterprise Framework?

- Projects are the vehicle of strategic change.

- The increasing rate of change is demanding Speed to Value from those projects

- An organization's ability to execute the *right* change *right* and realise *benefits* is becoming a critical differentiator.
  - As strategy becomes more reactive and flexible, the need for executives to be sure that all projects are aligned and remain aligned to their strategic intent is critical for survival.
  - Many IT and project organisations are hampered by bureaucratic and slow project governance and project management models that are derived from the 1980's.

- Seven Consulting can provide a proven transformative approach, not only to how projects are managed, but how projects are governed and planned in an Agile environment.
  - Agile Project Sponsorship and Agile Project Management are based on collaboration, openness, transparency, simplicity and speed as the levers of change and to harvesting value.
  - Rob Thomsett has been at the forefront of designing and deploying these methods for 15 years.
  - Seven Consulting consultants have a proven record in leading significant Agile Development projects in SAFe and Scrum
  - The Seven Consulting's Agile Enterprise Framework integrates a simple, yet powerful approach to benefits planning and realization.

Speed to Value can be achieved

Where is the Value?

- Organizations using Seven Consulting's proven Agile Enterprise Framework have reported significant financial benefits, for example:

  - Faster decision-making, improved risk management and agile adjustment to change
    - an Australian bank used Agile sponsorship and project management to save $10m on their integration schedule;

  - Simplified Governance and Sponsor models
    – another Australian Bank saved over 50,000 hours/per year of executive time, with faster delivery

  - Faster delivery of projects and earlier realization of benefits
    – a UK Energy company restructured using Agile project management to produce an additional $7m.p.a. savings in faster and higher quality project planning;

  - Quicker planning and approval of projects
    – an Australian & NZ bank reduced the Business Case process by 77%, saving $500k per project

- Significant cultural benefits were also achieved:

  - Often today sponsors feel that their projects will not meet expectations, are poorly estimated, with a lack of transparency that results in their "being ambushed" into reactive decision-making. Seven Consulting's approach to Agile governance, sponsors and project management increased transparency, ownership, engagement and effectiveness of project sponsors and project manager Agile behaviours.

  - Seven Consulting's Integrated Agile Framework is based on a value system of openness, honesty, courage and trust and are aligned to the Agile Manifesto. Simplicity and transparency are core principles.

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1. Agile Enterprise

- Adopting Agile is as much a cultural as it is a procedural and technical journey. An Agile enterprise adopts the Agile values and behaviours at all levels.
  - It enhances the capabilities of all project stakeholders - governance bodies, sponsors, project managers, PMO's, architects, risk and change managers, etc.
  - It embeds a "right touch" of governance processes aligned to the risk profile and unique nature of Agile projects.
  - Importantly, an Agile enterprise places Agile DevOps within an agile organisational environment to ensure sustainability and optimization on project benefits. True speed to value is achieved through a top-down enterprise-wide change process.

Seven Consulting will

- Undertake an integrated assessment of current capabilities, processes/methods, tools and other support systems to determine a Roadmap for transformation to an fully Agile Enterprise;
- Design and deliver governance coaching sessions and mentoring based around the Seven Consulting Agile Enterprise Framework's suite of tools, charters and templates (e.g. Sponsor Charter, Agile Business Case, etc.).
- Will assist and simplify portfolio, program and project tracking and reporting through the deployment of the Seven Dashboard system;
- Will streamlines the speed and transparency of governance by implementing a single and accountable sponsor supported, if required, by an small Project Advisory Board;
- Will assist in designing Project Initiation processes which will enable the enterprise to "set up for success" by selecting the appropriate governance, sponsorship, development methods and team capabilities.

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Customer Experience Transformation

AGL

Enhancing AGL digital capability and platforms, and deliver an industry leading digital experience for customers

AGL invested $300 million in a Customer Experience Transformation (CXT) program that enhanced their digital capability and platforms, and deliver an industry leading digital experience for customers.

The Seven Consulting team was engaged to realign an existing Portfolio Office (Tribe Services) towards SAFe Lean Agile Portfolio Management principals as well as perform the 2IC role for the General Manager Transformation.

Seven Consulting provided Tribe Services capability to deliver core Agile lean portfolio office disciplines to deliver:
- Improved governance reporting in the following areas: Portfolio Kanban, Benefits Management and key metrics monitoring
- Portfolio Management leadership through regular informal and formal communication. Values such as Transparency and One Team Approach to delivery
- Portfolio alignment to business strategy and funding allocation based on a prioritised backlog

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7 SEVEN CONSULTING

1. Agile Enterprise – Case Studies

Seven consultant deployed the Seven Consulting Agile Enterprise Framework approach across the entire BNZ $500M strategic project portfolio. Sponsored by the C.E.O., this consult involved a complete re-design of how BNZ governed the portfolio maximising speed of decision making through a small high-powered (including C.E.O.) Governance Board supported by direct reporting by the sponsors.

Seven consultant deployed the Seven Consulting Agile Enterprise Framework approach across the entire NAB Wholesale $100M strategic project portfolio. Sponsored by the C.E.O. Wholesale, this consult involved a complete re-design of how NAB Wholesale governed the portfolio maximising speed of decision making through a small high-powered Leadership Team- level Governance Board supported by direct reporting by the sponsors. In addition, substantial coaching and mentoring was provided to assist senior executives embed the Agile culture and related behaviours.

Seven consultant worked closely with executives in drafting digital and data roadmaps to continue technology advancements and first to market initiatives. These governance initiatives lead to a number of significant and innovative projects.

Seven consulting worked closely with executives, business and IT experts in reviewing existing people capabilities and supporting project practices and tools. They developed a Roadmap of initiatives designed to increase nbn's agility. Seven were then selected to implement a number of these initiatives and did this successfully - enhancing nbn reporting metrics, induction, training and scheduling standards.

1. Agile Enterprise – Case Studies (cont.)

Seven Consulting performed a review of NSW DFSI delivery capability and made a series of recommendations for increasing the organisations delivery agility. All of these recommendations were accepted and implementation is underway.

Seven Consulting performed a review of Qantas's technology delivery capability and made a series of recommendations for increasing the organisations delivery agility. This included a business case for a transformation of their enterprise agility. The recommendations were all accepted, the business case approved and the implementation is underway.

Seven Consulting performed a review of Telstra's external client facing delivery capability and made a series of recommendations for increasing the organisations delivery agility. The recommendations were all accepted and executives assigned to implement.

Seven Consulting performed a review of Link and Superpartners delivery capability and made a series of recommendations for increasing the organisations delivery agility. The recommendations were all accepted.

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SEVEN CONSULTING

- The role of sponsors is critical to the success of projects:
  - The increasing rate of change in the world economy requires executives to become focused on anticipating and managing rather than avoiding or ignoring.
- Agile Sponsorship (AS) requires executives to get closer to their projects, their project managers and their project teams with an increased emphasis on benefits and benefits realisation:
  - Traditional project sponsorship placed executives in a reactive, static and "hands-off" state;
  - The impact of change means that Business Cases and other management information becomes dynamic, fluid and a series of "best guesses" rather than a fixed and linear projection;
  - Sponsors must be flexible in making time available for face-to-face meetings and use simplified reporting lines. The speed of adjusting to change becomes a key determinant of project success.

Seven Consulting will

- Design and deliver sponsor coaching sessions and mentoring based around the Seven Consulting Agile Framework suite of tools, charters and templates (e.g. Sponsor Charter, Agile Business Case, etc.).
  - Rather than explain *what* a sponsor should do these sessions show *how* simple yet Agile tools can assist a Sponsor to effectively undertake the Agile Sponsor role.

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2. Agile Sponsorship – Case Studies

Seven Consulting experts deployed the Seven Consulting Agile Project management Framework across the entire strategic project portfolio for e.on., one of the three largest electricity corporations in the U.K. and one of the largest in the EU. Sponsored by e.o.n. (UK) governed, sponsored, managed and developed projects.

In partnership with a UK-based Agile consultancy integrated Agile Project Framework with agile development. Seven consultants trained, coached and mentored sponsors, project and change managers. In addition, the Seven Consultant provided direct quality assurance to key projects.

Seven consultant deployed the Seven Consulting Agile Framework approach across the entire NAB $1 Billion/pa strategic project portfolio. This consult involved a complete re-design of how NAB sponsored, managed and developed projects.

In partnership with another consultancy group integrated Agile Project Framework with Agile Development. Seven consultants trained, coached and mentored all sponsors, project and change managers.

Seven Consulting undertook an intensive investigation and review of Future Funds Project Delivery capability including in-house as well as out-sourced resources. Seven Consulting developed an integrated Project Framework that reflected the agile culture of Future Fund and which included:

The integration of sponsorship and project management with Agile Development; The design and delivery of Agile Sponsor coaching and mentoring on key projects; Direct support to Future Fund sponsors in facilitating Agile planning sessions.

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Transformation – Active Sponsorship

- Sponsor moves from 'passive' approval and review role to active participation where they truly own the end-end business change to realise benefits from project investment.
- Sponsors need to dedicate an agreed portion of their week to the project.
- Remove Steering Committees with Sponsor solely responsible. Use Project Advisory Boards model where peers could provide advice but not approval.
- Move governance from time-driven (monthly) to risk-based reviews (as required).
- Clearly define roles and responsibilities and education on expectations of roles.
- Use Rapid Planning session with sponsors to fast track planning and business case development.

Category	From	To
Governance	• Distributed • 'Set and Forget' approval • Report Based • Cost/deadline focus	• Centralised • Risk based reviews • Sponsor face to face • Benefits realisation focus
Sponsorship	• Hands off • Reactive • Regular time based reviews • Report based	• Clear ownership/focus • Proactive • Risk-driven reviews • Sponsors/PM face to face

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Sponsor – Assessment

Seven Consulting has developed a proven process to assess Project Sponsors' capability and identify gaps where capability improvement is required.

1 Interviews / Surveys / Observations

- Project Stakeholders and potential sponsors will be interviewed
- Survey distributed to project stakeholders based on high level sponsor performance criteria:
  - Take accountability of the project
  - Support the project manager
  - Support the project

2 Review / Gap Analysis

- Document the "gaps" between the current and desired state utilising the GAPPS sponsor framework as best practices.
- Prioritize areas of importance

3 Conclusions
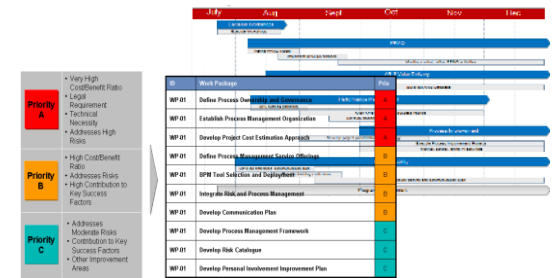
- The assessment results and aspirations identified by the client will be used to develop recommendations and roadmaps.
- The overall conclusions will state the required actions to enable a progression towards the desired state

Sponsor: Improve through coaching

While most executives understand *what* the sponsor role involves few are given any support in understanding *how* to undertake this critical role. This briefing concentrates on a set of simple and practical tools proven to assist sponsors in gaining and retaining control of their projects. Given experience of senior management, this briefing has been designed as a series of tutorials.

1. The new project sponsor process – simple and transparent

This tutorial covers the various project contracts required by senior management for managing complex projects - and overviews the project management process based on Agile values. It focuses on the Business Case, benefits and related plans. It provides a check-list for sponsors on project health.

2. Sponsorship – doing the right project right

This tutorial explores the role of senior business managers in managing projects. This tutorial also examines senior managers' role in the critical issues of defining project success and managing project stakeholders or service providers. It also explores the role of stakeholders in benefits realisation.

3. Benefits Realisation/Added Value

This tutorial concentrates on tools and techniques for developing accurate and measurable project objectives/outcomes and the relationship between objectives and benefits. It also presents the critical executives roles and powerful tools for managing benefits realisation and ensuring added value from their project investment.

4. Quality Requirements

This tutorial concentrates on powerful techniques for modeling quality expectations or requirements. It also considers the impact on quality expectations on other project management issues such as estimation and risk. Senior management must define their quality expectations as part of managing the project.

5. Project Risk Assessment and Management

This tutorial examines the various approaches to project risk analysis, assessment and management. It also explores risk reporting, risk mitigation models and risk management plans and the role of senior management in project and benefit realisation risk mitigation and management.

6. Project Estimation Tips

This tutorial summarises the various estimation techniques available for projects. It explores practical tips for sponsors in improving estimation and examines the impact on estimates of quality, risk, skills and strategy.

7. Tracking and reporting

This tutorial summarises the various project reports that should be available for senior management. It also covers the critical issues of change control within the project development life cycle. It also takes a holistic view on tracking benefits, costs, risks and other key project information.

Flexible and agile delivery options

The Sponsor Coaching structure is designed to be flexible given the pressures on executives time.

- It can be conducted as a formal workshop session for up to 10 executives in a one-day or intensive ½ day format for 3 to 5 people. If required, it can also be offered as a ½ day one-on-one Coaching session for selected individuals

- Mentoring for sponsors following attendance at the Coaching is also available.

3. Agile Project Management

- Agile Project Management (APM) is an open, stakeholder-driven approach to project planning.
  - Using techniques such as RApid Planning (RAP) sessions, critical stakeholders, including the Agile Sponsor, are fully involved in the planning and execution of the project.
  - Coupled with the organisation's choice Agile Development Methodologies (ADM), the delivery of projects is more transparent, easier to track and more prepared for the everyday reality of constant change.
  - APM uses face-to-face reporting and minimises static reporting models. Risk is a key determinant of the level and degree of governance. Benefits planning and realization is fully integrated in the planning, monitoring and tracking of projects.
- Training, mentoring and transferring of skills to in-house Agile Project Management Coaches role is critical. It involves pro-active mentoring, coaching and support of the Agile methods.

Seven Consulting will

- For Project Managers and other relevant experts e.g. Change Management design and deliver Agile Project Management Master classes, Deep-Dives and over the shoulder coaching and mentoring
- All training is based around the Seven Consulting Agile Framework ag suite of tools, charters and templates (e.g. Sponsor Charter, Project Manager Charter, Agile Business Case, etc.)

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3. Agile Project Management – Case Studies

nab

Agile Lead and Program Manager for NAB Wealth Customer Remediation Initiative (CRI). As part of CRI, led Agile Transformation through Wealth Advice, business and technology. Worked closely with business to develop strategy for identifying customers impacted due to poor financial advice. This lead to investment into data analytics utilising IBM Watson for propensity modelling to identify customers impacted against key risk indicators. Led a team of 50 resources ($10m) including multiple vendors to drive delivery of data analytics platform effectively showcasing 'Agile principles' against changing regulatory requirements/scope.

Westpac

Agile Lead and Program Director for Westpac's Digital, Marketing, and Consumer initiative consisting of 80 FTE ($38m). Led Agile transformation within a large team to deliver online home landing platform, first to market. Worked closely with multiple product owners to drive backlog prioritisation whilst training teams on effective sprint delivery and measuring through burn charts.

Introduced test automation which led to significant reduction of testing effort. Introduced and trained multiple teams in effective use of Agile Tools – these were rolled out enterprise wide. Successful buy in from senior stakeholders in embedding Á Agile as the mindset for all future digital and online programs.

Seven consultants managed multiple agile software development projects at Fiserv to include Westpac OTP which had 15 different SCRUM teams. The consultant also managed the creation of an acquisition and card servicing platform for a new credit card product using agile methods (SCRUM) and created the Digital Channels Project Delivery Framework which mapped Agile/Scrum methodology to an existing phase gate structure.

3. Agile Project Management – Case Studies (cont.)

Working across various portfolios, the Seven consultant successfully established and implemented Agile Project Management and Delivery blended with existing waterfall into the SDLC and project management practices in CGU. It encompassed the training and ongoing support for staff across business and IT departments.

Seven consultants developed a DevOps support model utilising Cloud/Infrastructure as a Service (IaaS) and Platform as a Service (PaaS) concepts to support Telstra's Big Data environment with multiple agile Big Data projects running Kanban.

The Seven consultant produced the Big Data Support RFP focused on proactive management that would blend well with DevOps; it wasn't the traditional IT support model, managed the vendor responses and drove the evaluation leading to contract negotiation and finalisation.

Seven consultant as Program Manager for Customer Engagement Program – CEP ('The Brain') a high priority, confidential, strategic initiative to centralise banks data analytics platform to allow consistent exchange and display of information through distribution channels. Deployed a successful proof of concept within a short period to provide strategic confidence into the program to all senior stakeholders. Successfully rolled out phase 1 pilot to 3 regions. Team size 80 FTE ($120m)

Program Manager for Commonwealth Bank's Cardless Cash Program developing the business case and delivering a large complex multilayer integration program (ATM to mobile) within 8 weeks. The program was delivered ahead of schedule, under budget and show cased effective agile techniques including MVP, continuous deployment, self-sufficient teams and burn charts. Team size 40 FTE ($7m).

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4. Agile Development

- Agile Development involves a cultural as well as a procedural and technical change in how projects are planned and delivered .
    - The Seven Agile Framework can integrate with all major Agile Development Methods (ADM) such as Scrum and SAFe;
    - Coupled with the organisation's choice Agile Development Methods (ADM), the delivery of projects is more transparent, easier to track and more prepared for the everyday reality of constant
    - Training, mentoring and transferring of skills to in-house Agile Project Management Coaches and PMO roles is critical. It involves pro-active mentoring, coaching and support of the Agile methods.

Seven Consulting will;

- For Project Managers design and deliver shoulder coaching and mentoring for integrating ADM with Agile Governance and Agile Sponsorship.
- All Agile Development PM coaching is based around the Seven Consulting Agile Framework ag suite of tools, charters and templates (e.g. Sponsor Charter, Project Manager Charter, Agile Business Case, etc.)

4. Agile Development – Case Studies

Westpac

The Seven Consultant developed strategy and executed Agile Transformation for Digital and online. The consultant also worked closely with a team of Agile coaches to implement Safe (release trains for portfolio). While undertaking this assignment, the Seven consultant also mentored and coached medium to large teams in Agile practices converting them into high performing teams.

nab

The Seven Consultant successfully delivered a global credit origination, approval and fulfilment project within NAB Wholesale that improved credit decisions and reduced operational risk. This was an 18 month, 30+ staff, agile project with multiple releases. The Seven Consultant delivered coaching and mentoring to the entire project team in technical delivery, agile principles, and project control practices. Due to the success of the project, the Seven Consultant's role was expanded to drive the adoption of Agile into NAB Wholesale to support its delivery portfolio which included training and mentoring for project managers, executive staff and steering committee / PCB members.

Agile Enterprise Strategy

As part of the Agile Enterprise Framework approach, Seven Consulting would work with our client to develop a vision which would guide the Agile Enterprise transformation strategy.

The transformation strategy would start to look something like the below – the workshops would result in key outcomes, and what the inputs to those outcomes would be. We would then be able to stipulate what the results for the business would be.

Agile Enterprise Outcomes:

Increased Speed to Value	**+**	Improved Delivery Efficiency	**+**	Increased Return on Investment

Transformation Outputs to delivery Strategy Outcomes:

Output 1	Output 1	Output 1	Output 1
Output 1	Output 1	Output 1	Output 1
Output 1	Output 1	Output 1	Output 1
Output 1	Output 1	Output 1	Output 1

Speed to Market 20%↑

Project Delivery Costs 15%↓

Project ROI 15%↑

Project NPS >7

Our Approach

Seven Consulting can provide a view of best practice in Agile Enterprise elements - Agile Sponsorship, Project Management and Project Delivery to executives and their senior delivery experts. This is based on an initial evaluation and developing an integrated value proposition.

A sample approach is:

	Week1	Week2	Week3	Week4
Project Manager	Roadmap			
	Program Structure			
	Stakeholders Map			
	Business Case			
	Facilitating Workshops/ Document workshops output			
PM Coach (X 2)	Workshop1- 4hrs	Workshop2- 4hrs	Workshop3- 4hrs	Workshop4- 4hrs

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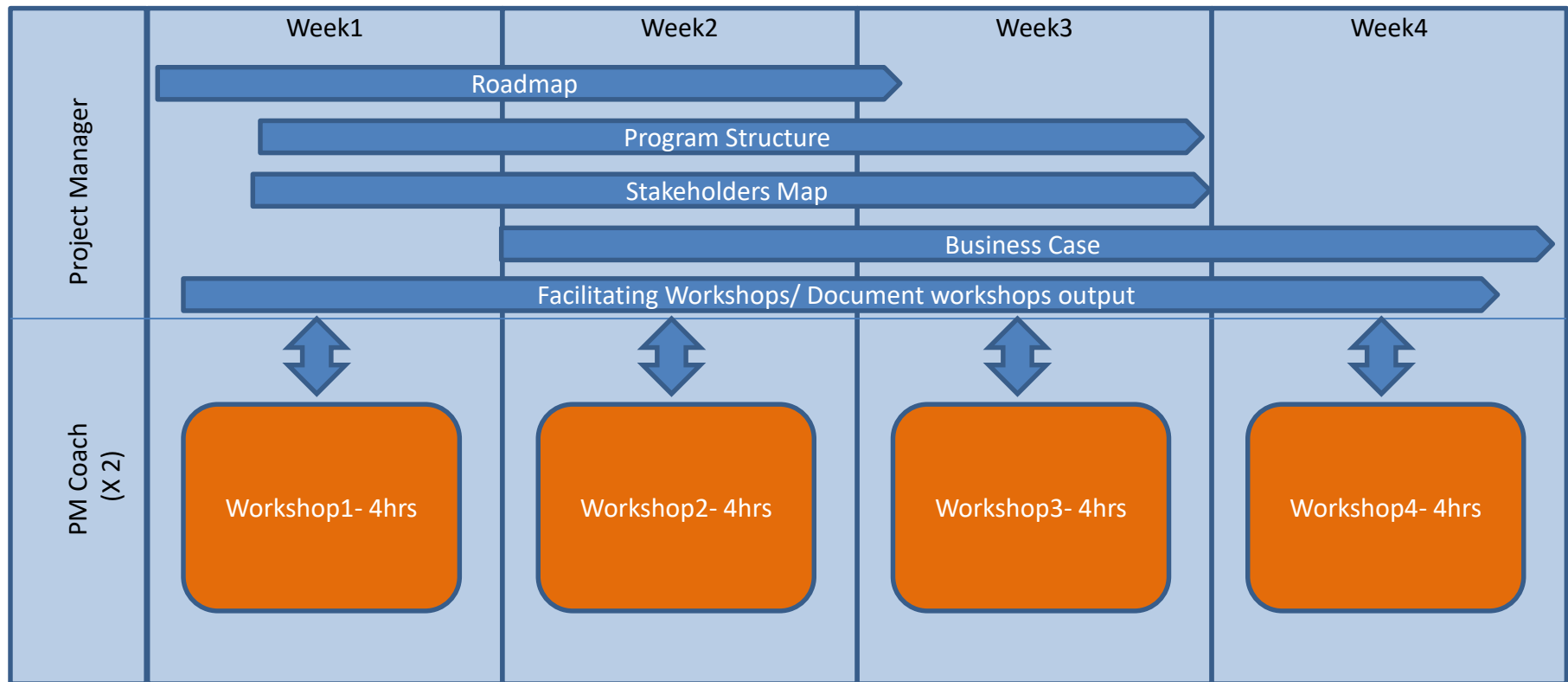
Deliverables

As part of an Agile Enterprise assignment, a number of deliverables would be produced, socialised and approved by the project sponsor, such as:

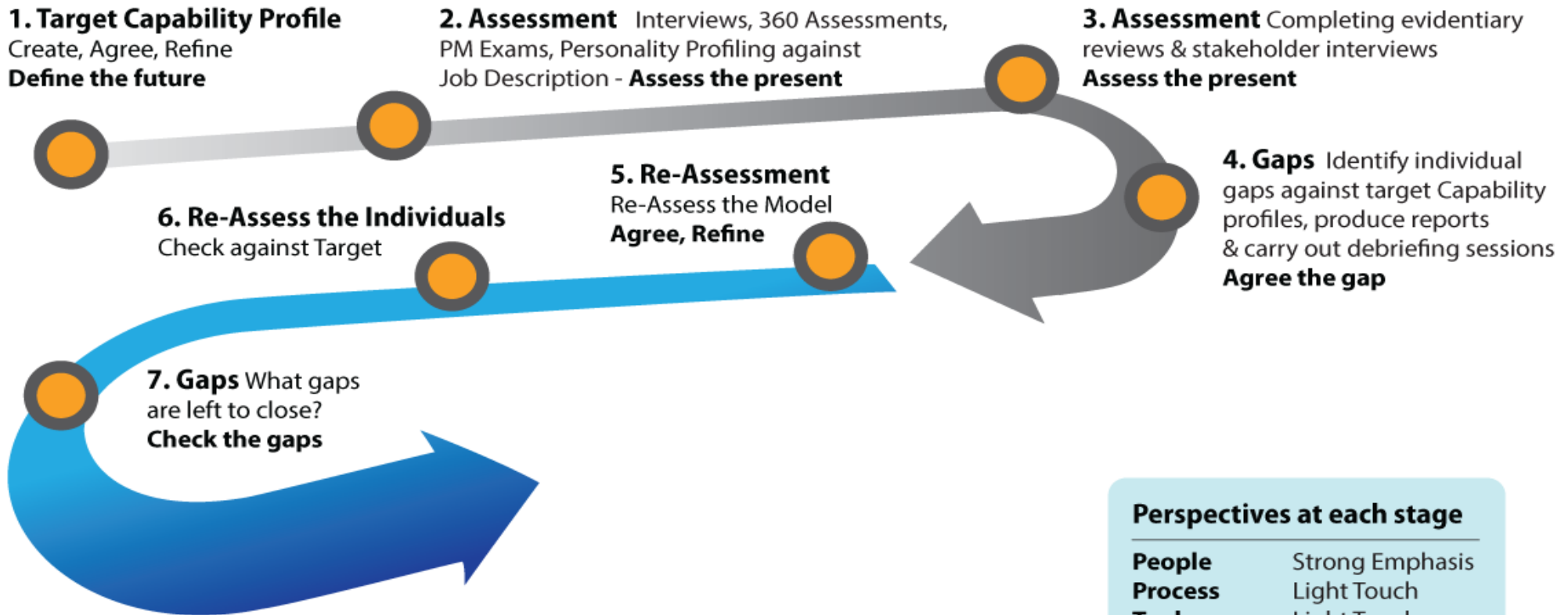| Deliverable	Description
Roadmap	High level timeline that illustrates how the journey from As-Is state to Target Agile state will unfold. It contains high level deliverables, major milestones, and their indicative timing
Program Structure/ Agile Governance Model	Defines the Agile governance structure that needs to be in place in order to ensure successful transformation. It outlines decision making structure, management methodology, risk and issue management forum, reporting cycles, etc.
Stakeholder Map	Comprehensive list of the stakeholders that will be impacted by this initiative. It outlines how their expectation should be captured, managed and responded to during the transformation process
Workshops (Outcome)	Four workshops (once a week), run by Declan Boylan (Seven's Managing Director) and/or Rob Thomsett (author of *The Agile Project Manager Tool Kit* and *Agile Sponsorship*), to provide a view of best practices in Agile Project Management/ Program Delivery to client project delivery audience.
Business Case	Provides a view of the end-state benefits to the business; and the cost, duration, and risk of achieving them; to be approved by senior executives

Individual Agile PM Capability Uplift Roadmap

1. Target Capability Profile
Create, Agree, Refine
Define the future

2. Assessment Interviews, 360 Assessments, PM Exams, Personality Profiling against Job Description - **Assess the present**

3. Assessment Completing evidentiary reviews & stakeholder interviews
Assess the present

4. Gaps Identify individual gaps against target Capability profiles, produce reports & carry out debriefing sessions
Agree the gap

5. Re-Assessment
Re-Assess the Model
Agree, Refine

6. Re-Assess the Individuals
Check against Target

7. Gaps What gaps are left to close?
Check the gaps

Perspectives at each stage

People	Strong Emphasis
Process	Light Touch
Tools	Light Touch

> This approach will drive a cycle of continual improvement

> Targets can be raised in subsequent years

> Clusters of Excellence and Concern will be identified

> A continual cycle of gap analysis, assessing and reassessing performance will enable refinement of the underlying Capability Model

> This proposal delivers up to step number 4. This is then fed into the individuals development plans & re-assessments carried out when required

Individual Agile PM Capability Uplift

Seven Consulting has developed a proven process to assess individual Project Managers' capability and identify gaps where Project Management capability building to be capable in Agile DevOps is required.

- Project Manager Individual Capability uplift
  - The development of an organisation Target Capability Profile, based on best practice
  - The execution of Individual Assessments covering both a Project Manager's Agile knowledge and ability to execute
    - via a Project Manager's personal profile against a Job Description, a Project Management capability exam and an evidential review of recent delivery to assess how well this knowledge is applied
- The Agile PM Capability Uplift would be performed in 7 stages as outlined on the following page, however stages 5,6 and 7 can be carried out at a later date as part of a Program of Continuous Improvement

> The enhancing of Sponsor and Governance body members Agile ability is generally achieved through one-on-one coaching and mentoring.

A selection of our Agile Experts

Rob Thomsett
Thought Leader

Achievements:

- Development, training and support of the initial Project Management framework for the Australian Federal Government during the 1970's.
- Consulting and implementing a relationship and values-driven model of project management and sponsorship in many international organisations including the top Australian banks.
- Fellow of the Australian Computer Society in recognition of his education and advocacy for emphasising the central point that project management was really the management of creative people working to improve business value.
- Consulting Director on the first Tax Modernisation Program in the late 1980's, a $1bn program.
- Consulting with NAB Group as it implements his Agile approach to executive sponsorship, benefits realisation, project management and governance across a $1bn/year project portfolio.

Rinku Razdan
Program Manager

Achievements:

- Program Director for Westpac's Digital, Marketing, and CCC initiative. Led a large team to delivery online home landing platform, first to market.
- For Comm Bank, Program Manager for Customer Engagement Program – CEP ('The Brain'); Finalised Business Case for approval by CBA Board. Established an effective governance structure aligned to agile operating model. Mentored effective agile methodology to all workstreams with buy in from all stakeholders.
- Program Manager for Comm Bank's Cardless Cash Program developing the business case and drove the finance model for the bank's highest priority strategic project through to benefits realisation.
- Program Manager for the delivery of CBA / Bankwest ATM Integration program, leading the strategic alignment between CBA ATM Refresh and Bankwest ATM Replacement.

Alex Massie
Program Director

Achievements:

- Program Director of the Digital Core component of the Digital Transformation of Telstra Enterprise, made up of over 500 people across Australia and India. Introduced quarterly releases into the program and managed 4 releases into production. The program budget was in excess of $200m per annum and had over 1,000 people working on it and was one of the largest Agile program's in Australia.
- Program Director of Latitude's Transformation Program. With a team of over 200 people, oversaw the RFP (Request For Proposal) processes for 4 separate RFPs across customer experience, personal loans, collections and the digital front end. Established the Transformation PMO, status reporting, budget management, issues/risks management.
- Program Director of the Link / Superpartners Transition Program managing a team of approximately 200 people migrating the systems and data of 5 major super funds (ie MTAA Super, HESTA, Hostplus, Cbus and AustralianSuper). This is one of the largest superannuation programs in Australian history. Project personnel were located in Melbourne, Sydney and Bangalore. Established the Transformation PMO, status reporting, budget management, schedule management and issues/risks management.

Australia's Best Program Delivery Company

A selection of our Agile Experts

Nevil Cope
PMO Director

Achievements:

- Successfully managed the multi-year, multi-entity Core Finance Platform Program for CBA
- ERP Program & Portfolio Director (CBA), responsible for delivering
- the vendor-side engagement (project rescue) for an enterprise-wide HR system upgrade
- guiding the business through the smooth transition to 'Business as Usual' state.
- restructuring the project-side PMO and rationalising the end-to-end solution delivery processes.
- Provided program management for a multi-year insurance remediation program (Superpartners)
- Established a PMO for Macquarie Capital Securities, Hong Kong, including the design and implementation of new operational business models coupled with a Portfolio Management dashboard.

Michael Bryant
Program Director

Achievements:

- Program Manager of multi-disciplinary teams (150+ resources) across several technology platforms and business groups for the Implementation of Medibank's transformation Program, replacing current legacy systems with SAP's Health Insurance package. This involved a transformation of their Digital channel for customer services using Agile delivery.
- Release Manager for the delivery of NBN Operational Support Systems Integrated Release 6, 7 and 9 to production. Led delivery team of 150+ personnel across NBN Co, IBM and sub-contractor suppliers. Implemented extensive risk analysis and management during design phase of a release to protect delivery of business benefits to Production.
- Project Director for the transition of National Australia Bank Day 1 voucher processing operation from NAB systems and premises to the vendors with a Project Budget of $25M.

Paul Kirschner
Program Director

Achievements:

- As Program Director at Telstra, Paul led the Request To Resolve value chain in the B2B Digitisation program that transitioned to a new Service Now assurance platform for all of Telstra's Enterprise customers. The program Paul led consisted of 120 resources in scrum teams working in scaled agile to deliver on Telstra's T22 strategic targets.
- For Transurban Group managed consolidation of the Enterprise Data Model ETL from multiple source systems into the Data Warehouse. Also facilitated iterative cycles of BI cube report development with users and developers.
- Led the PMO for the NAB MAMBO project ($87m), including project governance and quality, preparing and integrating program schedule of multiple work streams, providing forecasting and budget tracking information, managing scope through a formal change management process, and ensuring compliance with NAB procedures.

A selection of our Agile Experts

David Johnson
Program Director

Achievements:

- As Transformation Lead for NBN Co Limited David lead the Project that successfully combined two Agile Release Trains into one operating Agile train while maintaining in-flight delivery commitments, dealing with significant Change Management issues combined with positively completing Program Increment Planning for the new Train.

- As Program Director and Coach for NBN Co Limited, David ran an Agile Release Train (ART) tasked with delivering a key Finance Program with scope aimed at enabling data accuracy, controls and assurance across payments at scale. As well as delivery responsibilities the role included lead accountability for synchronizing the ART outcomes into the Corporate PMO Function.

- As Capability Lead for Macquarie Bank, David successfully completed the final waterfall delivery for the Core Banking replacement program while leading the team establishing the Release Train that continued further delivery based off Agile methodology.

Mark Currie
Program Director

Achievements:

- At Rest Industry Super, managed the $26 million StrongerSuper program that included 150,000 employers ranging from small retailers to some of Australia's largest retail employers (Woolworths, Coles, Myers, etc.)

- Managed various large Transition and Transformation programs with key clients:-NAB Transition & Transformation program – $32 million large Services Transition program.

- Westpac Legacy Mainframe Network Decommission & Replacement Program

- CBA Network Services Transition program

- Perpetual IT Transformation program - $12 million Transformation program to transform an in-sourced model to a completely outsourced model with Fujitsu, including relocation of both Data Centres.

- Qantas IT Program Delivery Services outsourcing program to IBM

Paul Murphy
Program Manager

Achievements:

- As Program Manager at Linfox, Paul led the recovery of two troubled projects successfully. Paul managed to fully digitize Linfox maintenance, moving traditional paper-based operations onto a Tablet and SAP solution. Paul also implemented a capability and mentoring program to uplift project delivery standards and governance.

- As Program Manager at Telstra Health Paul led the successful development, testing and implementation of the final solution for the National Cancer Screening Register to ensure continuity of critical health services in a very high-profile, high pressure stakeholder landscape. Under Paul's leadership, this Program of national significance when externally audited, not only specifically called out Paul's contribution, but also recognized the Program as being in the best shape it had been in to date. Paul also assisted to shape the future approach to ensure ongoing success.

- As Project Manager at NAB, Paul led the NAB Assist Core System Replacement Program for the implementation of Tallyman software, to support NAB collections for all unsecured lending products. This release represented 65% of the NAB collections volume in a Program of works exceeding $70m.

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