SEVEN CONSULTING™

Australia's Best Program Delivery Company

Welcome to Seventh Way Tool

A unique tool to assist you with the right project management approach.

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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

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

Australia's Best Program Delivery Company

Our clients and staff are our top priority

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Client Satisfaction Survey Results

Year	Satisfaction rating	Survey questions
Jan-Jun 2020	99.36%	6,562
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
Jun'20	98.51%
Dec'19	98.30%
Jun '19	98.82%
Dec '18	96.44%
Jun '18	96.40%
Dec '17	97.50%

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"

nab

"Very professional"
"Great consulting skills"

AMP

"Seven have gone above and beyond to make this implementation a success. With short notice their consultants jumped in and made a significant impact."

alintaenergy

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

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How do we get 98%+ client satisfaction?

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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.

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Our Agile journey

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- In 2002, Seven Consulting undertook 0 Agile projects.
- By 2010, that number had increased to 10% to 20% of our portfolio.
- Now over 40% of our projects are Agile-based.
- This aligns with the market growth of Agile adoption in Australia IT projects.
- Through these engagements, Seven Consulting has found strengths in both methods.
- We manage about $1b of Agile program annually and have delivered some of the largest and most successful Agile programs in Australia.
- Over 2/3 of our staff is scaled agile (SAFe) qualified.
- We have two qualified SAFe trainers internally.
- However we still believe that not all programs should be delivered using Agile methodology.
- This tool helps ascertain quickly the correct delivery approach on the spectrum of Traditional to Agile.
- Use the best tool for the job!

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Introduction to the Seventh Way

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- Over the last three years, we have developed a tool that, helps us within 30 minutes to create the following for any project:
  - Agree the optimized project delivery approach, Agile, Traditional (waterfall) or Blended.
  - Where the recommended approach is a blended approach, detail the customised blend.
  - Understand the residual risks and mitigations for that approach.
  - Specify the deliverables required for delivery many of which are agnostic to the Agile or Traditional approach.
  - Detail the deliverables by phase and stream.
  - Provide templates for each of the deliverables.
  - Produce a detailed schedule including mapped dependencies.

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Background

There is no single best way to deliver a program.

From our experience of delivering billions of dollars of programs each year for some of Australia's largest organisations, we believe that different approaches are required to deliver different projects.

- This is for two sets of reasons, firstly the projects themselves are all different. Compliance and innovation projects have different characteristics.
- Secondly, organisations (technically, capability-wise and culturally) are also different.

We believe that these two sets of characteristics that influence how the programs should be delivered.

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What does work?

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- Assessing the organizational and project characteristics to work out the best way to deliver is the work of skilled and experienced Program Managers.
- While we don't believe in one approach, we do have a bias towards agile where sensible.
- We have spent two years codifying our collective 1000's of years of experience to allow this analysis to be done within 30 minutes.
- In addition, this Seventh Way Tool will provide an overview of the delivery streams, phases and dependencies.
- Finally, the tool links the deliverables to templates and supporting documents, as well as creating a starting schedule based on the delivery approach.
- This tool is of best value for each of the following to assess or build delivery approach per project.
  - Portfolio Managers
  - ePMO or ITPMO Managers
  - Risk and Assurance Stakeholders and Program Reviewers
  - Project Managers stepping into larger or different roles
- We use this tool across our whole technology change portfolio with over 25 client organisations.

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Example Agile v Traditional Project and Organisational Characteristics

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Importance of speed to market versus quality

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Agile

- Speed, speed, speed.
- What does this work best for?
  - New products.
  - New campaigns.
  - Market testing.
  - Non-core Systems.

Traditional

- Quality, quality, quality.
- What does this work best for?
  - Looking after people's money, medical applications, payroll etc.
  - Implementing core systems.
  - Implementing systems that impact on people's safety.
  - Best where once you release you can't rollback.

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Importance of speed to market versus quality

Welcome John Smith

Seventh Way - Methodology Selector

Step 2: Complete this questionnaire to find the methodology which best suits your project.

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Organisation: Department of Human Services **Project Name:** Project 7

8 Speed to market or speed to value are critical

- (●) Strongly Agree
- ( ) Agree
- ( ) Neutral
- ( ) Disagree
- ( ) Strongly Disagree

Category: Project Benefits

Guidance:

Agile methods are well suited to development of new products or services and market testing new ideas, where speed to market may be critical to the success of the initiative. Direct collaboration with customers and end users combined with short sprints results in greater speed and alignment of delivered features to user needs, albeit in feature increments.

Traditional methods may be better suited where timelines are not as critical and where a significant volume of features is required before the solution is able to be used.

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Overall Progress: Entry Form | Methodology Selector | Defined Methodology | Component Selector | Final Dashboard

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Ability to deliver in short cycles.

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Agile

- Can deliver partial business benefits quicker.
- Get feedback from customers quickly.
- Refine and improve outputs for later cycles.
- How a child learns to walk.

Traditional

- Best suited to majority of functionality being released in one go; e.g. a payroll program, GST introduction, currency change.

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Ability to deliver in short cycles.

Welcome John Smith

Seventh Way - Methodology Selector

Step 2: Complete this questionnaire to find the methodology which best suits your project.

SEVEN CONSULTING | Australia's Best Program Delivery Company

Organisation: Department of Human Services **Project Name:** Project 7

10 The tested deliverables can be implemented in short cycles

- ○ Strongly Agree
- ◉ Agree
- ○ Neutral
- ○ Disagree
- ○ Strongly Disagree

Category: Delivery Approach

Guidance:

Agile methods seek to deliver working solution features in short cycles. This enables early feedback to influence future delivery cycles and can result in earlier business benefits. Key to this approach is the ability to dissect the total solution into the Minimal Viable Product (MVP) which can then be expanded and enhanced over time.
Traditional methods are better suited to solutions where there are a large number of features needed to satisfy MVP. This means that small sets of feature cannot be delivered independently and the critical mass of functionality required to enable business value is significant. An example may be a data centre relocation where there are many interdependent elements that impact the initial implementation.

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A knowledgeable Product Owner is appropriately assigned to the project

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Agile

- A product owner is essential to work with the team and be available to provide quick decisions.
- On large programs, you may need multiple product owners covering different areas with one overall decision maker.
- On small projects, a part time product owner that is available daily would likely suffice.

Traditional

- Reviews can be done in larger blocks although the time this takes clearly creates time delays versus agile.
- Can suffer from management by committee.
- There may be some advantages in seeing the end-to-end requirements, design etc.

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A knowledgeable Product Owner is appropriately assigned to the project

Welcome John Smith

Seventh Way - Methodology Selector

Step 2: Complete this questionnaire to find the methodology which best suits your project.

SEVEN CONSULTING — Australia's Best Program Delivery Company

Organisation: Department of Human Services **Project Name:** Project 7

13 A knowledgeable and empowered Product Owner (Member of agile team responsible for defining stories and prioritizing the team backlogs) exists and is assigned to the project

- (●) Strongly Agree
- ( ) Agree
- ( ) Neutral
- ( ) Disagree
- ( ) Strongly Disagree

Category: Flow of Knowledge

Guidance:

It is essential to the success of agile methods that an appropriate Product Owner be assigned to the project. The Product Owner must be knowledgeable in the project vision and product domain and be empowered to take decisions on prioritisation and acceptance of features.

Traditional methods generally use group forums for deliverable review and approval and steering committees for decision making. These mechanisms are inadequate to support the demands of agile for rapid decision making and resolution of blockers.

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Are the tools (environments, processes and data) for continuous development, testing and deployment in place?

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Agile

- Hard to move to continuous development, testing and release if the supporting elements are not in place for this.
- Many companies need time to put these in place before they can run true agile programs.
- The need for proper environment and tooling is especially true at scale and for non digital and highly integrated systems.

Traditional

- Simpler for traditional projects as they have more time in parallel with requirements, design and build, to put these items in place where they don't exist (to the extent they need them and they will need less.)

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Are the tools (environments, processes and data) for continuous development, testing and deployment in place?

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Seventh Way - Methodology Selector

Step 2: Complete this questionnaire to find the methodology which best suits your project.

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Organisation: Department of Human Services **Project Name:** Project 7

22 The development tools necessary for continuous software integration are in place

- ○ Strongly Agree
- ○ Agree
- ◉ Neutral
- ○ Disagree
- ○ Strongly Disagree

Category: Presence of Enablers

Guidance:

Agile methods utilise short duration sprints to deliver working outputs (software) for implementation or feedback. Productivity is paramount and is best enabled using a continuous integration approach. This approach requires specific tools and development practices which must be fully available early in the project.

Traditional methods can also benefit from continuous integration techniques, however, there is generally time available whilst requirements and design phases are underway to establish the required tools and practices.

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7th Way - Selected Approach

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Seventh Way - Defined Methodology

Step 2 Result: Delivery Model - determine most appropriate delivery model (agile, traditional, or hybrid)

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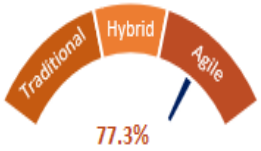
Organisation: Department of Human Services **Project Name:** Project 7

Agile Suitability Score (do the project characteristics suit agile?): 80.8%

Agile Readiness Score (is the organisation ready to execute agile?): 73.5%

The recommended delivery model for this project is

Agile



	Question	Response	Advice
1.	The requirements for the project are not well known or are highly likely to change	Disagree	The agile methods supports the ability to capture and modify requirements as feedback is gathered. The feedback validates the features necessary to achieve the business outcomes. Not requiring this limits Agile's
2.	There are more requirements than can or should be delivered (nice-to-have requirements)	Strongly Disagree	The less flexible scope will not fully utilise the strengths of the Agile approach.
3.	The stakeholders are willing to work in an iterative way	Disagree	Agile methods generally support iterative processes with a dependency on stakeholder engagement for successful execution. If stakeholders are not willing to work in an iterative way the agile approach will be challenged

Execution Risk to Go Agile | Execution Risk to Go Traditional

Showing 1, 2 and 3 out of 4 items

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Agile v Traditional agnostic decisions

Not every delivery decision is resolved by working out whether we should deliver via an agile, traditional or blended approach.

There is a second series of questions to be considered:

- Do we need to do a parallel run?
- Do we need to test operability of the new system?
- Do we need to do performance, DR/BCP, or Security testing?
- Do we need to perform a dress rehearsal?
- Do we need to do a pilot?

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7th Way - Agile / Traditional agnostic question examples.

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Welcome John Smith

Seventh Way - Component Selector

Step 3: Complete this questionnaire to find out deliverables required according to the selected approach of your project.

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Organisation: Department of Human Services **Project Name:** Project 7 **Recommended Approach:** Agile

Architecture

1. Is the new system critical to business operations within 24 hours of an outage? (●) Yes ( ) No
2. Is Disaster Recovery and Business Continuity Plan critical for new /changed systems? ( ) Yes (●) No
3. Is the project impacting a mission critical application environment? (●) Yes ( ) No
4. Is there high impact to operations? ( ) Yes (●) No
5. Is a proof of concept an option? (●) Yes ( ) No
6. Are there adequate and appropriate resources to support a proof of concept? (●) Yes ( ) No
7. Will the time line allow for running a proof of concept? (●) Yes ( ) No
8. Is there sufficient budget to support running a proof of concept? ( ) Yes (●) No

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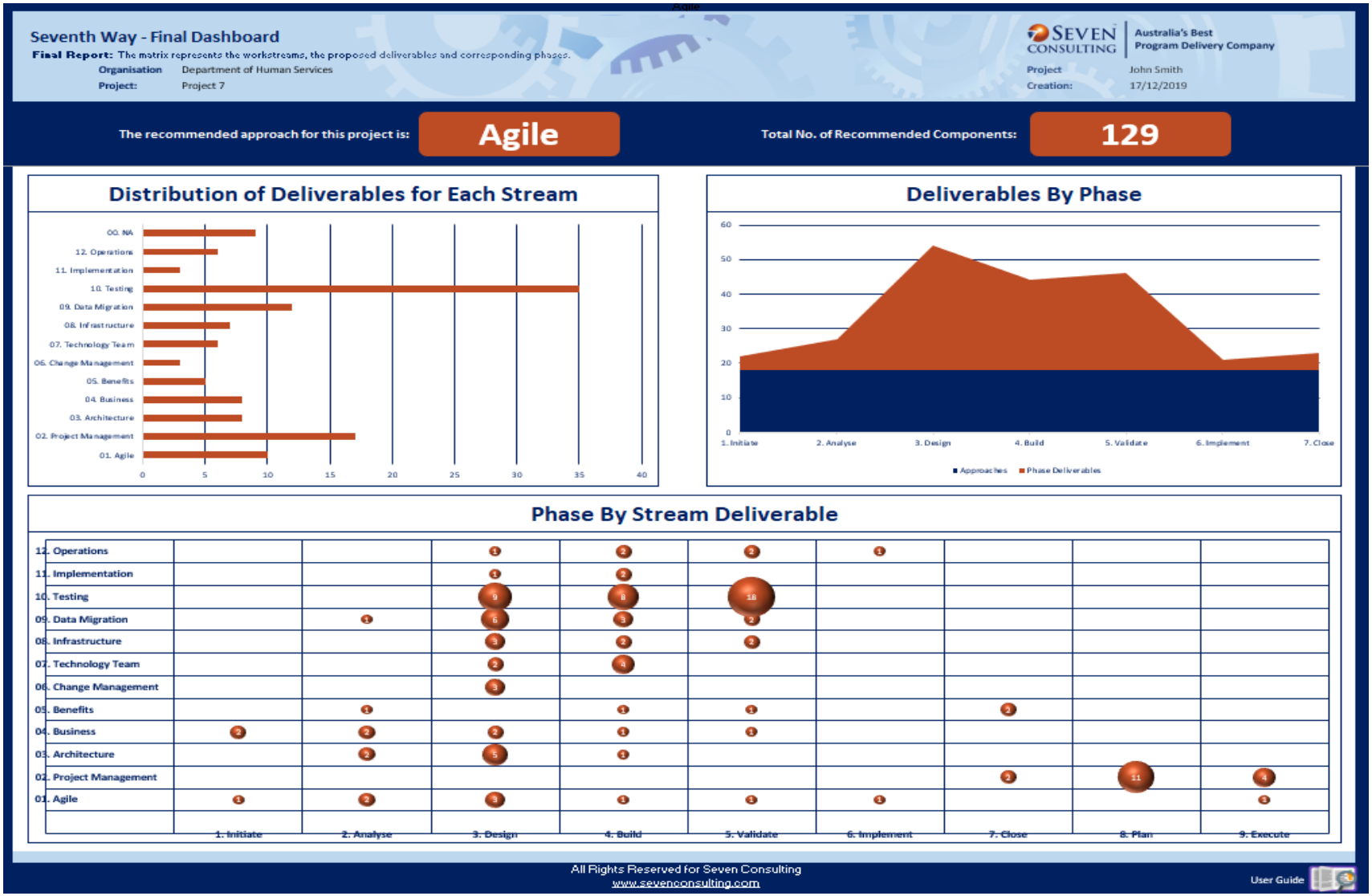
7th Way Example Output



7th Way Example Output

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Component Library

Lists suggested deliverables and activities by phase and stream

Seventh Way - Component Library

The library provides a description for each component, as well as template links where applicable

Transfer To MSP | Agile | SEVEN CONSULTING — Australia's Best Program Delivery Company

Organisation: Department of Health
Project: Project 7
Project Manager: John Smith
Creation: 25/02/2020

Phase: 1. Initiate; 2. Analyse; 3. Design; 4. Build; 5. Validate; 6. Implement; 7. Close; 8. Plan; 9. Execute

Stream: 01. Agile; 02. Project Man...; 03. Architecture; 04. Business; 05. Benefits; 06. Change Ma...; 07. Technology ...; 08. Infrastructure; 09. Data Migrat...; 10. Testing; 11. Implement...; 12. Operations

Project Comp...: Agile Build; Agile Implement; Agile Story Board; Agile Story Map; Agile Test; Architecture (Pr...; BCP Strategy; BCP Test Prepar...; Benefits Actual ...; Benefits Forecа...; Benefits Realis...; Benefits Realis...

Phase	Stream	Project Components	Description	Link
1. Initiate				
	01. Agile	Product Vision	The product vision is the overarching goal you are aiming for, the reason for creating the product. It provides a continued purpose in an ever-changing world, acts as the product's true north, provides motivation when the going gets tough, and facilitates effective collaboration	NA
	04. Business	High Level Business Requirement Docs	A sub-set of overall requirements management, high level statements of the goals, objectives, and outcomes that describe why a project/change has been initiated. They can apply to the whole of an enterprise, a business area, or a specific initiative.	Link to KR
		Project Scope	Scope statements may take many forms depending on the type of project being implemented and the nature of the organisation. The scope statement details the project deliverables and describes the major objectives. The objectives should include measurable success criteria for the project.	Link to KR
2. Analyse				
	01. Agile	Agile Story Map	A user story map arranges user stories into a useful model to help understand the functionality of the system, identify holes and omissions in a backlog, and effectively plan holistic releases that deliver value to users and business with each release	NA
		Product Backlog	In Agile, the Product Backlog is simply a list of all things that needs to be done within the project. It replaces the traditional requirements specification artefacts. These items can have a technical nature or can be user-centric e.g. in the form of user stories.	
	03. Architecture	Architecture (Project)	High-level design (HLD) explains the architecture that would be used for developing a software product. The architecture diagram provides an overview of an entire system, identifying the main components that would be developed for the product and their interfaces. The HLD uses possibly nontechnical to mildly technical terms that should be understandable to the administrators of the system. In contrast, low-level design further exposes the logical detailed design of each of these elements for programmers.	Link to KR
		High Level Design	A high level document/s defining the design of the solution. Normally undertaken in after high level requirements.	NA
	04. Business	Business Requirements Document	A Business Requirements Document (BRD) is a formal contract between the project and the customer for a product. The emphasis in a BRD is on what is required, rather than on how to achieved. It contains the business requirements of business users such as customers, employees and can describe As-is process in order to define a target To-be process.	
		Service Level Objectives	A service level objective (SLO) is a key element of a service level agreement (SLA) between a service provider and a customer. SLOs are agreed as a means of measuring the performance of the Service Provider and are outlined as a way of avoiding disputes between the two parties based on misunderstanding. This document provides the Service level requirements and objectives for new solution.	NA
	05. Benefits	Business Case	A business case captures the reasoning for initiating a project or task. It is often presented in a well-structured written document, but may also sometimes come in the form of a short verbal argument or presentation. The logic of the business case is that, whenever resources such as money or effort are consumed, they should be in support of a specific business need. A compelling business case adequately captures both the quantifiable and non-quantifiable characteristics of a proposed project. Business case depends on business attitude and business volume.	Link to KR
	09. Data Migration	Data Migration Plan	Data migration plan details the process of moving data from one location to another, one format to another, or one application to another.	NA

Seventh Way - Methodology Advice

Advice is available in areas where the program / project does not meet the requirements of the selected method

Agile | SEVEN CONSULTING — Australia's Program

Organisation: Department of Human Services
Project: Project 7
Project Manager: John Smit
Creation: 17/12/20

QID	Question	Response	Advice
1	The scope of the project is able to be changed once it has begun	Agree	
2	The requirements for the project are not well known or are highly likely to change	Disagree	The agile methods supports the ability to capture and modif feedback is gathered. The feedback validates the features n the business outcomes. Not requiring this limits Agile's effe
3	There are more requirements than can or should be delivered (nice-to-have requirements)	Strongly Disagree	The less flexible scope will not fully utilise the strengths o
4	Project viability or outcomes are uncertain	Strongly Agree	
5	The project is not critical to business operations.	Agree	
6	Flexibility is required to adapt to changing market conditions	Agree	
7	The effort required to complete the project cannot be easily estimated	Strongly Agree	
8	Speed to market or speed to value are critical	Strongly Agree	
9	The stakeholders are willing to work in an iterative way	Disagree	Agile methods generally support iterative processes with a c stakeholder engagement for successful execution. If stakeho to work in an iterative way the agile approach will be challe the other characteristics support Agile, the statekholder eng needs to be fixed to be effective.
10	The tested deliverables can be implemented in short cycles	Agree	
11	Rapid, iterative delivery of functionality / features is more important than implementing a feature-rich product	Strongly Agree	
12	The risk of breaking existing working system or business process functionality is low	Strongly Agree	
13	A knowledgeable and empowered Product Owner (Member of agile team responsible for defining stories and prioritizing the team backlogs) exists and is assigned to the project	Strongly Agree	
14	The Product Owner can devote sufficient time to the project	Neutral	
15	It is easy to access the end users / customers	Agree	
16	The team's experience aligns to projects with high rates of change, i.e. adaptable, independent thinking	Agree	
17	If Agile is adopted, the team and stakeholders have access to a qualified and experienced Agile Coach or Scrum Master	Agree	
18	The team is able to co-locate	Strongly Agree	
19	Team size within the project is small to medium (<15 team members)	Neutral	
20	On this or similar programs in this organisation delivery teams are stable	Agree	
21	The delivery team can be empowered, is flexible and able to self-manage	Strongly Agree	
22	The development tools necessary for continuous software integration are in place	Neutral	
23	Automated testing tools are in place	Disagree	Consider schedulin be missing. Alternatively, le estab
24	The operational capability exists to support multiple rapid deployments	Strongly Agree	
25	This project only requires changes to one application or platform?	Strong	
26	How many Integration points does the project have?		
	Project delivery is not impacted by other programs of work operating in the same spac		
	teams can work in an agile manner		

Seventh Way - Component Selector

Below are the responses to the Component Selector Questions

Agile | SEVEN CONSULTING — Australia's Best Program Delivery Company

Organisation: Department of Health
Project: Project 7
Project Manager: John Smith
Creation: 25/02/2020

Group	Area	Question	Response
G0010	Agile	01. Is the solution highly complex?	No
		02. Do the requirements require prioritisation for delivery?	Yes
G0020	Architecture	01. Is the new system critical to business operations within 24 hours of an outage?	Yes
		02. Is Disaster Recovery and Business Continuity Plan critical for new /changed systems?	Yes
		03. Is the project impacting a mission critical application environment?	Yes
		04. Is there high impact to operations?	No
		05. Is a proof of concept an option?	Yes
		06. Are there adequate and appropriate resources to support a proof of concept?	No
		07. Will the time line allow for running a proof of concept?	Yes
		08. Is there sufficient budget to support running a proof of concept?	No
G0030	Business	01. Is there a need to formalise service levels regarding any new environments being delivered?	Yes
		02. From an application perspective, is an improved and optimal end user experience important?	Yes
G0040	Change Management	01. Are individual business roles impacted by the change?	Yes
		02. Does the project cause business process change?	Yes
		03. Is end user training required?	Yes
		04. Is there material business impact?	No
		05. Are there changes to the future operating model?	Yes
G0050	Infrastructure	01. Is physical infrastructure required?	No
		02. Are there material changes to data structure?	No
		03. Is the project building or updating infrastructure?	No
G0060	Testing	01. Are there performance requirements?	Yes
		02. Are service levels linked to penalties?	No
		03. Is non functional performance critical?	Yes
		04. Is there more than one application being changed?	Yes
		06. Does the system have users?	Yes
		07. Do any of the planned changes have a user impact?	Yes
G0070	Testing	03. Is the project changing an existing platform?	No
		04. Could a new or changed system pose a security threat?	Yes
G0080	Implementation	01. Is running a pilot an option?	
		02. Are there adequate and appropriate resources to support a pilot?	
		03. Will the time line allow for running a pilot?	
		04. Is there sufficient budget to support running a pilot implem	
		05. Is there a material risk to customers in a big bang a	
		06. Is it possible to deploy the solution increme	
		07. Will the time line allow for running	
		08. Is there sufficient budget to	
	lementation	01. Are there data	

Component Selector

Lists the responses to the Component questions for reference

Methodology Advice

Lists the responses to the Methodology questions and displays advice as appropriate

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Tool Outputs within 30 minutes

1. Recommended delivery approach for your program.
2. The risks with that approach and suggested mitigants.
3. Deliverables by phase and workstream
4. Automatically created schedule including dependencies.

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Tool implementation steps and median durations

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Activities

Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8
Understand and review current delivery methodology	Recommend and agree any changes around deliverables and descriptions		Updating tool to reflect agreed approaches	Add new or revised Templates to intranet	Test tool on sample set of projects	**Rollout.** Mostly spent organizing rollout meetings.	

Review of your current methodologies.	Agreed and implemented improvements to the methodologies.	Seventh Way Tool updated to reflect your agreed situational delivery processes.	Revised delivery processes and templates.	Piloting, Training and Rollout of Seventh Way Tool.

Outputs

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Business Outcomes of using Seventh Way

1. Using a consistent approach to have your project delivery customised and optimised based on its and your organisation's characteristics within your portfolio.
2. Increased ability to define delivery approach far more quickly.
3. Reduced level of project management oversights or omissions.
4. Leading to better project outcomes.
5. This can be further extended to look at how each project should fit into your portfolio governance and assurance structure.

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Seventh Way Licence Costings

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Number of users	Monthly cost	Estimated cost per user per month	Annual Coaching Pack	Email support	Access to monthly Master Classes
1-5	$ 2,500	$ 833	10 hours	y	y
6-20	$ 5,000	$ 385	20 hours	y	y
21-50	$ 10,000	$ 281	30 hours	y	y
51-200	$ 20,000	$ 159	50 hours	y	y
201+	$ 30,000	$ 100	100 hours	y	y

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