

Seven Consulting Agile Capability Overview

Australia's Best
Program Delivery Company



Official Partner
of the



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

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.



Our clients and staff are our top priority

Client Satisfaction Survey Results

Year	Satisfaction rating	Survey questions
2020	98.87%	14,455
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'20	97.90%
Jun'20	98.51%
Dec'19	98.30%
Jun '19	98.82%
Dec '18	96.44%
Jun '18	96.40%



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



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



"Very professional"
"Great consulting skills"



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



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



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.



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

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.

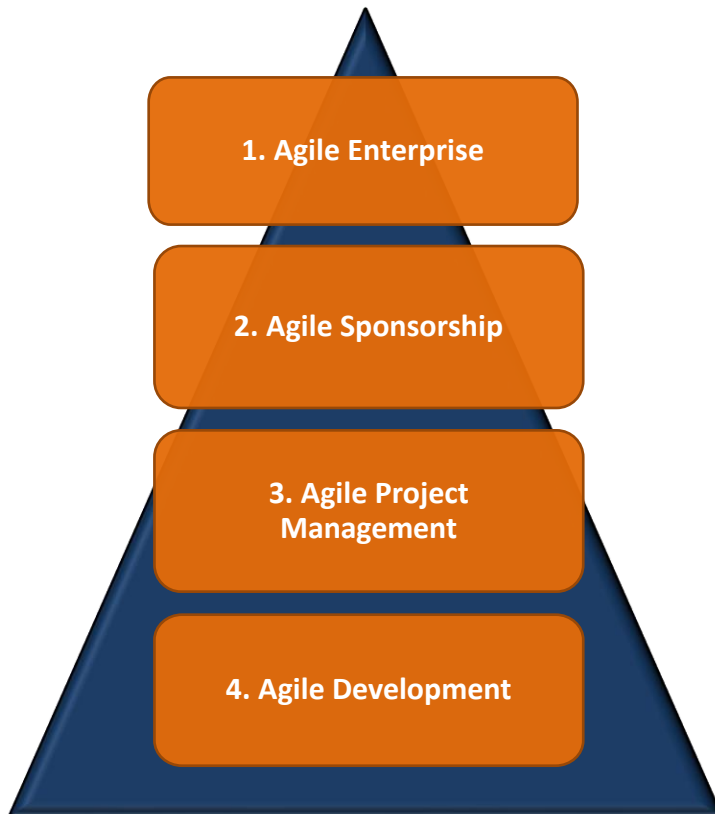


Delivery

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 (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 / Traditional
Methodology
Recommendation

Recommends
Delivery
Components

Best Operating
Principles
Recommendation



Seventh Way Tool

UPDATE RECOMMENDATIONS NOW		
TRADITIONAL PROJ MGMT		
Seven Consulting recommends that your project should adopt:		
Component	Recommendation	Status
Project Charter	Project Charter	Recommended
Project Plan	Project Plan	Recommended
Project Risk Assessment	Project Risk Assessment	Recommended
Project Communication Plan	Project Communication Plan	Recommended
Project Stakeholder Register	Project Stakeholder Register	Recommended
Project Management Plan	Project Management Plan	Recommended
Project Budget	Project Budget	Recommended
Project Quality Management Plan	Project Quality Management Plan	Recommended
Project Resource Management Plan	Project Resource Management Plan	Recommended
Project Risk Management Plan	Project Risk Management Plan	Recommended
Project Change Management Plan	Project Change Management Plan	Recommended
Project Configuration Management Plan	Project Configuration Management Plan	Recommended
Project Procurement Management Plan	Project Procurement Management Plan	Recommended
Project Security Management Plan	Project Security Management Plan	Recommended
Project Sustainability Management Plan	Project Sustainability Management Plan	Recommended
Project Compliance Management Plan	Project Compliance Management Plan	Recommended
Project Governance Management Plan	Project Governance Management Plan	Recommended
Project Performance Management Plan	Project Performance Management Plan	Recommended
Project Reporting Management Plan	Project Reporting Management Plan	Recommended
Project Training Management Plan	Project Training Management Plan	Recommended
Project Evaluation Management Plan	Project Evaluation Management Plan	Recommended
Project Closure Management Plan	Project Closure Management Plan	Recommended

Agile Dashboard



Benefits Tracking

Defects Tracking

Cost Tracking

Delivery Tracking

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 Agile 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 an organisation's vehicle to implement 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 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 to deliver value early and in quick cycles.
 - 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 at scale. (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.

1. Agile Enterprise

Adopting Agile is as much a “cultural shift” 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.

A typical consult by Seven Consulting will

- Undertake an integrated assessment of current capabilities, processes/methods, tools and other support systems to determine a roadmap for transformation to a 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 streamline the speed and transparency of governance by implementing a single and accountable sponsor supported, if required, by a small Project Advisory Board;
- Will assist in designing Project Initiation processes which will enable the enterprise to be “set up for success” by selecting the appropriate governance, sponsorship, development methods and team capabilities.



Customer Experience Transformation

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 delivered 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 principles as well as perform the 2IC role for the General Manager Transformation.



Seven Consulting provided Tribe Services capability to deliver core Lean Agile Portfolio Management 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

1. Agile Enterprise – Case Studies



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



Deployed the Seven Consulting Agile Enterprise Framework approach across the entire NAB Wholesale \$100M strategic project portfolio. Sponsored by the CEO Wholesale, this consult involved a complete redesign 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.



Commonwealth
Bank

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 organisation's delivery agility. All of these recommendations were accepted and implementation is underway.



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.



Seven Consulting performed a review of Qantas 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.

2. Agile Sponsorship

Projects are how organisations implement change. 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 Agile tools can assist a Sponsor to effectively undertake the Agile Sponsor role.

2. Agile Sponsorship – Case Studies



Seven Consulting experts deployed the Seven Consulting Agile Project management Framework across the entire strategic project portfolio for e.o.n., 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 redesign 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.

Transformation – Active Sponsorship

- Sponsor moves from 'passive' approval and review role to active participation where they truly own the end-to-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	<ul style="list-style-type: none">• Distributed• 'Set and Forget' approval• Report-based• Cost/deadline focus	<ul style="list-style-type: none">• Centralised• Risk-based reviews• Sponsor face-to-face• Benefits realisation focus
Sponsorship	<ul style="list-style-type: none">• Hands off• Reactive• Regular time-based reviews• Report-based	<ul style="list-style-type: none">• Clear ownership/focus• Proactive• Risk-driven reviews• Sponsors/PM face-to-face

2. Agile Sponsorship – 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

Area	Gap	Suggested mitigation
1. Strategy	• High level strategic vision and mission statement is not clearly defined and communicated across the organisation.	• Develop a clear strategic vision and mission statement, and communicate it across the organisation.
2. Organisation	• The organisation's structure is not clearly defined and communicated across the organisation.	• Develop a clear organisational structure, and communicate it across the organisation.
3. Processes	• The organisation's processes are not clearly defined and communicated across the organisation.	• Develop a clear set of processes, and communicate them across the organisation.
4. People	• The organisation's people are not clearly defined and communicated across the organisation.	• Develop a clear set of roles and responsibilities, and communicate them across the organisation.
5. Technology	• The organisation's technology is not clearly defined and communicated across the organisation.	• Develop a clear set of technology requirements, and communicate them across the organisation.

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

3 Recommendations



- 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.

2. Agile Sponsorship - 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.

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. 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 on 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.

3. Agile Project Management

Agile Project Management (APM) is an open, stakeholder-driven approach to project planning.

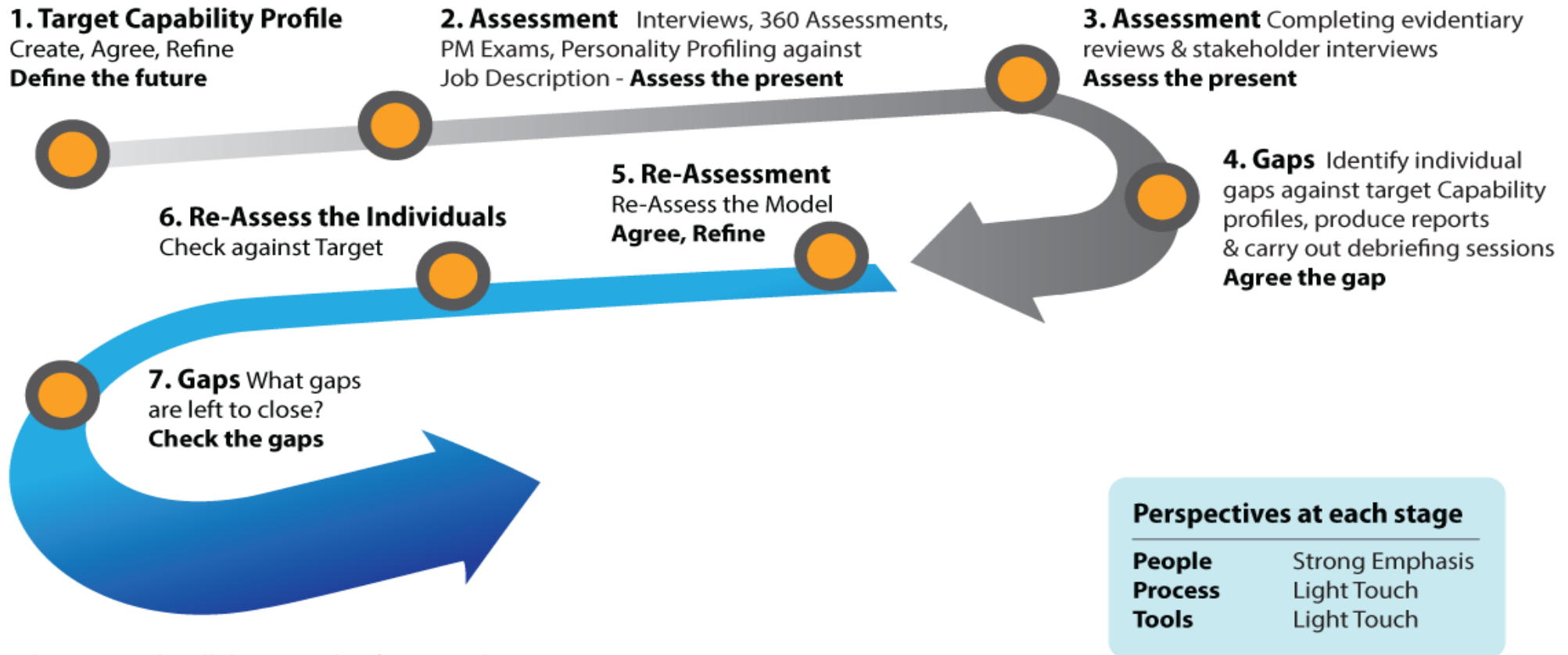
- Using techniques such as RAPid Planning (RAP) sessions, critical stakeholders, including the Agile Sponsor, are fully involved in the planning and execution of the project.
- Coupled with the organisation's choice Agile Development Methodologies (ADM), the delivery of projects is more transparent, 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 suite of tools, charters and templates (e.g. Sponsor Charter, Project Manager Charter, Agile Business Case, etc.)

Individual Agile PM Capability Uplift Roadmap



- > 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

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.

CBA



Transforming the commercial lending experience for its customers and employees



Setup in 2017 Project Bell is a marque initiative as part of CBA's growth strategy, sponsored by the Group Executive of Business Banking. Its vision is to transform the commercial lending experience for its customers and employees.



Aware of the rising competition by new disruptors, and constrained by the current process which can take up to 68 days for approving a small business loan, CBA decided to design and build a new platform underpinned by a revised credit risk assessment model, to not only improve the process for its employees, but to offer a seamless and omnichannel experience to its small business customers and reducing the approval time to 2 days (for existing customers), with the vision to grow market share.



The 3-year program (\$100Mil) has grown to over 150 people across various streams (business, technology systems, data science, risk, models, operations being the main ones) and has faced its share of challenges in scaling agility and eliminating silos across the various streams, in its initial year. As the Program Director I have joined the initiative with the charter to get it back on track and drive it forward in line with the vision set by the bank's leadership team. First phase (\$33m) recovered and delivered in Nov 2018. Currently delivering second phase (\$44m).

3. Agile Project Management – Case Studies



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 led 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.



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) (CEP was known as '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, multilayered integration program (ATM to mobile) within 8 weeks. The program was delivered ahead of schedule, under budget and showcased effective agile techniques including MVP, continuous deployment, self-sufficient teams and burn charts. Team size 40 FTE (\$7m).



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 at CGU. It encompassed the training and ongoing support for staff across business and IT departments.

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



Our Seven Consultant performed, at various times, both the Product Manager and Release Train Engineer role for a \$85m Payments focused delivery Release Train. Our engagement included driving business and technical uplift focused on achieving the objectivities as committed at Program Increment events. This multi-year engagement included the construction of reporting and governance structures catering for a lack of Agile maturity and understanding. As the organisation evolved and priorities were changed, the Consultant then successfully collapsed multiple trains into a single entity while maintaining in flight delivery schedules.



Agile Advisor (Program Director), Tribe Central Director (PMO Director) and Tribe Services Consultant for NAB Home Lending Portfolio (HLEX). Seven consultants worked with the NAB HLEX Portfolio Team in establishing Tribe Central across the portfolio, scale up from current pilot stage and to deliver outcomes using a scaled agile approach to support the targeted scaled delivery state. Our team analysed the portfolio of works, key risks and issues, resource capability and loading, learnings from the Agile pilots and found 4 major areas for improvement: Governance and Reporting, Delivery Visibility vs Commitment, Flow of Works and Financial Management. A roadmap was established to implement key operating processes, project dashboard and financial reporting, backlog prioritisation, consolidated Jira board for progress tracking and metrics reporting and high level roles/responsibilities for the future state Agile Delivery Model. Furthermore, our team developed and implemented PI planning framework and led the team through the first Quarterly PI planning workshop.



Our Seven Consultant performed the role of Release Manager on the key deployment of a Core Banking replacement program. This activity was focused on the fortnightly agile production releases of a new Home loan and Transaction account system. Our engagement included driving business and technical delivery concentrated on achieving milestones to allow the creation of a base for eventual data migration.

Additionally our Consultant assisted in the transformation of hybrid agile and waterfall delivery teams into a fully functional Agile Release Train while maintaining delivery timelines.

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 of Agile Development Methods (ADM), the delivery of projects is more transparent, easier to track and more prepared for the everyday reality of constant change
- 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 to 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

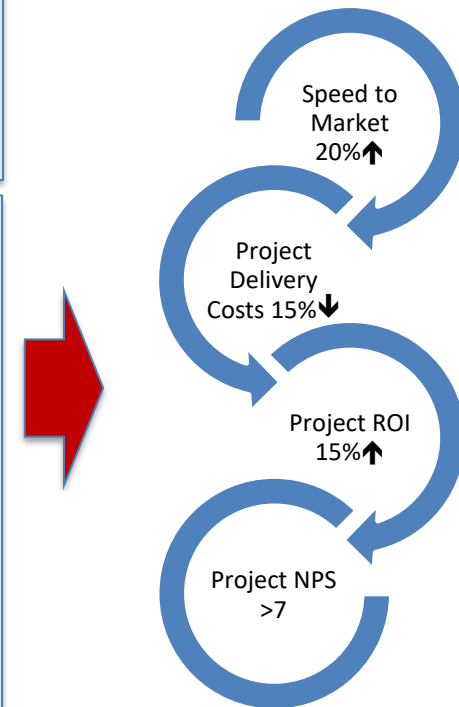
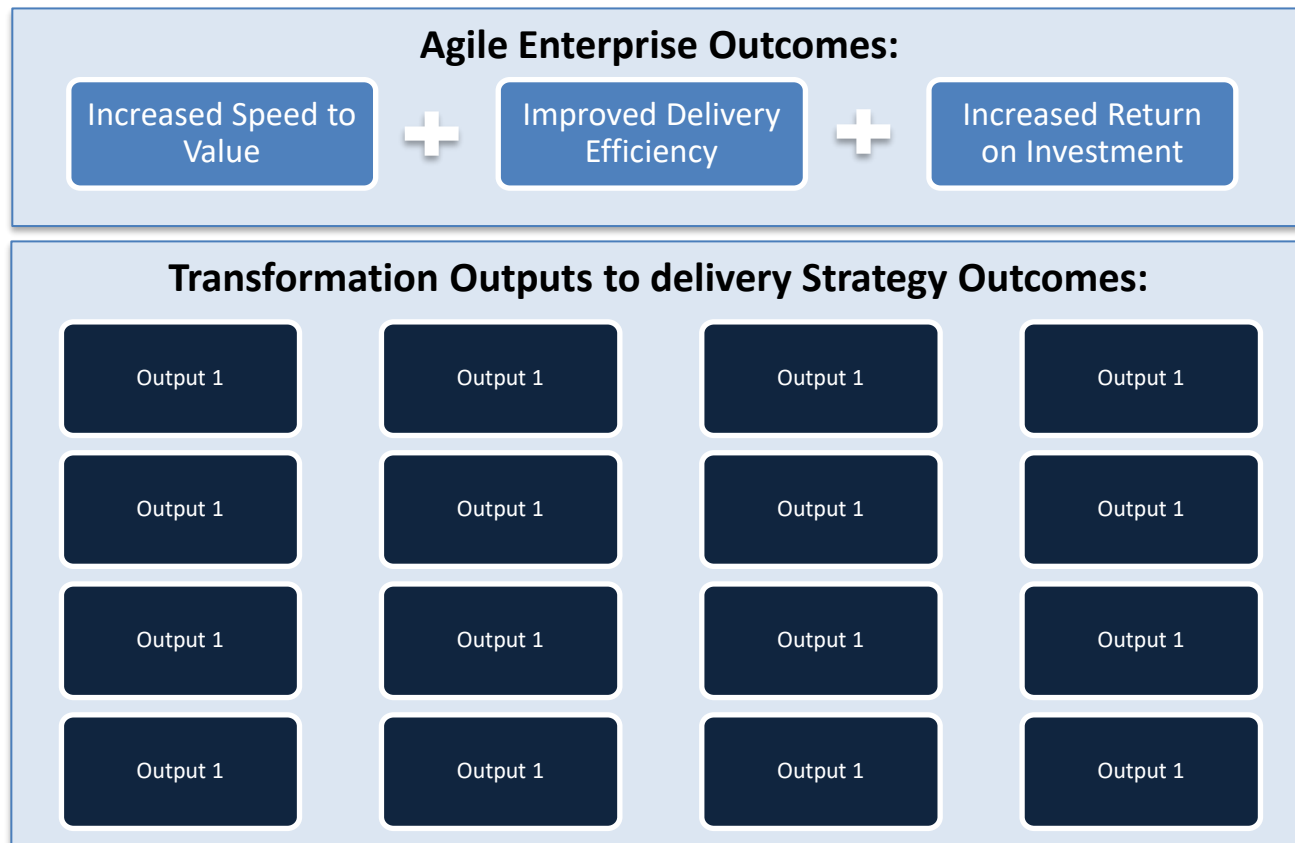


The Seven consultant successfully delivered a global credit origination, approval and fulfilment project within NAB Wholesale that improved credit decisions and reduced operational risk. This was an 18 month, 30+ staff, agile project with multiple releases. The Seven Consultant delivered coaching and 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.

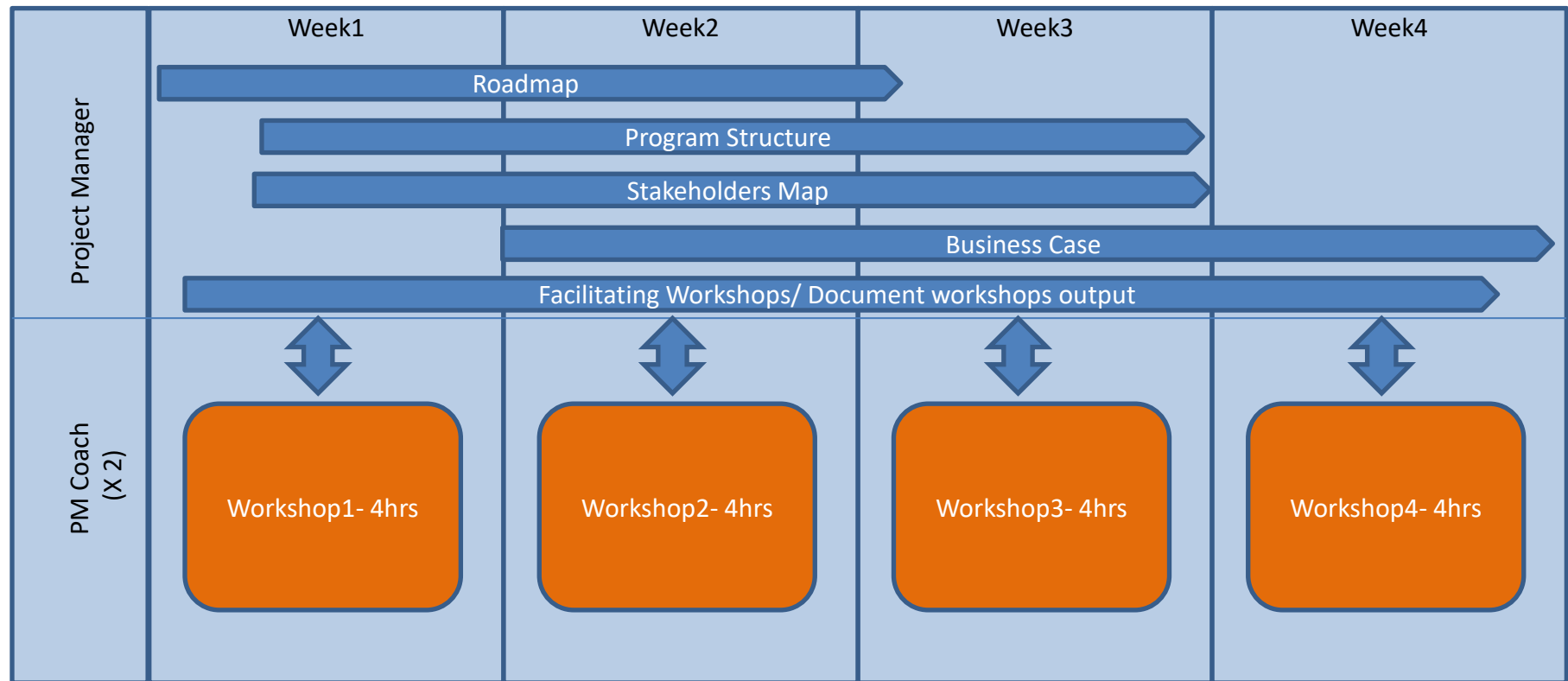
The transformation strategy would start to look something like the below – the workshops would result in key outcomes, and what the inputs to those outcomes would be. We would then be able to stipulate what the results for the business would be.



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:



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 <i>The Agile Project Manager Tool Kit</i> and <i>Agile Sponsorship</i>), 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

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.

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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