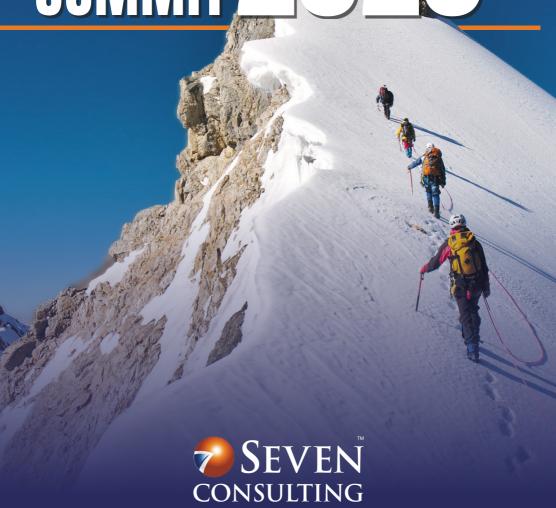
# SEVEN CONSULTING DELIVERY 2020 SUMMIT 2020



Australia's Best Program Delivery Company



Australia's Best Program Delivery Company

Founded in 2002.
We have over \$3B of programs under management with over 30 clients.

Welcome to our inaugural delivery summit.

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### **Our Clients**

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















































































### Client Satisfaction Survey Results

Year	Satisfaction rating
2019	99.08%
2018	98.65%
2017	99.08%
2016	98.94%
2015	99.35%
2014	99.26%

Percentages reflect the overall percent of positive responses from clients.



### What our clients say about us...

### Woolworths (6)



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



"Professional organisation with strong contribution to any project it is involved in"

### WABC

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



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



"Engagements with Seven Consulting have been positive and resulted in focused outcomes"



"They provide the skills and experiences as advertised. They deliver professionally. They take feedback as an opportunity to improve."

### **MORNING AGENDA**

TIME	TOPIC	
08:00AM	Coffee and Breakfast	
08:45AM	Welcome, Introduction by Chair – Hugh Harley (Seven Consulting)	
08:55AM	Introduction to Seven Consulting - Declan Boylan (Seven Consulting)	
09:00AM	Keynote 1: Replacing CHESS with Distributed Ledger Technology: A case of non-trivial industry change - Cliff Richards (ASX) and Rob Creek (Seven Consulting)	
09:40AM	Panel 1 - Best Delivery Tips - Declan Boylan (Chair, Seven Consulting); Jacqui Visch (AMP), Paul Bernard (Former Equifax), Tanya Graham (Alinta Energy), Tim Kelly (Woolworths Group)	
10:25AM	Break /Coffee	
10:45AM	Keynote 2: Business Transformation case study - Craig Lauchlan (NAB Wealth)	
11:25AM	Panel 2 - Business Transformations - Gareth James (Chair, Seven Consulting), Patrick O'Doherty (IRD NZ), Craig Lauchlan (NAB Wealth), Malcolm Pascoe (Former SAI Global, Sydney Trains)	
12:10PM	Lunch and Foosball with the Matildas - Alanna Kennedy and Karly Roestbakken	

### **AFTERNOON AGENDA**

TIME	TOPIC	
01:00PM	Breakouts: Benefits Framework (Room 1) - Rob Thomsett (Seven Consulting) Agile PMOs (Room 2) - Louise Ford (Seven Consulting) Seventh Way Tool: program delivery strategy in 30 minutes or less (Room 3) - Declan Boylan (Seven Consulting) Transforming an Entire Country – A Public Sector case study (Room 4) - Dianne Saker (IRD NZ) Mission Impossible – A Survival Guide to Project Recovery (Room 5) - Chris Baker (NAB)	
01:50PM	Matildas Welcome - Alanna Kennedy and Karly Roestbakken (in person); Tameka Yallop and Elise Kellond-Knight (via video)	
02:05PM	Keynote 3: Transforming CBA Business Lending via Agilty @ Scale - Karen Last (CBA)	
02:45PM	Break /Coffee	
03:05PM	Keynote 4: Enterprise Agile - Richard Heeley (Macquarie Bank)	
03:45PM	Panel 3 - Agile 20 Years In? - Hugh Harley (Chair, Seven Consulting), Richard Heeley (Macquarie Bank), Bob Hennessy (Lendlease), Rinku Razdan (Seven Consulting)	
04:30PM	Keynote 5: The new science of teams - Rob Thomsett (Seven Consulting)	
05:10PM	Closing thoughts - Hugh Harley (Seven Consulting)	
05:15PM	Drinks and Networking	
06:45PM	Close	



### **Morning Sessions**

### 08:00AM - Coffee and Breakfast

### 08:45AM - Welcome, Introduction by Chair



### Hugh Harley - Seven Consulting, Strategic Advisor

Hugh Harley is Strategic Advisor at Seven Consulting, where he draws on three decades of corporate experience to help the Seven team be Australia's best program delivery company. Hugh has held executive and non-executive roles in the public and private sectors, including Commonwealth Bank, ING Bank Australia, and PwC, both in Australia and Asia.

### 09:00AM - Keynote 1: Replacing CHESS with Distributed Ledger Technology: A case of non-trivial industry change

A lot has been said and written about the ASX's project to replace CHESS (Clearing House Electronic Subregister System) utilising Distributed Ledger Technology (DLT) aka. Blockchain, but the technology choices are just the beginning when making significant changes to key market infrastructure. Cliff Richards and Rob Creek will discuss the ASX's journey to date including the benefits and pitfalls associated with utilising DLT, as well as outlining some of the key learnings that can be leveraged by other initiatives.

### Cliff Richards - ASX, Executive General Manager - Equity Post Trade

Cliff is the Executive General Manager – Equity Post Trade at ASX. He is currently leading the Australian Securities Exchange's project to bring distributed ledger technology i.e. blockchain to Australia's markets. Cliff has extensive delivery experience in his former roles as Head of Digital-Self Directed Wealth.



### Rob Creek - Seven Consulting, Program Director

Rob is a PMI PMP Certified Program Director with 25+ years of experience in implementing successful business and IT change across multiple industries. Rob's expertise is in managing teams to successfully deliver transformational change. He has a proven track record of successful delivery of large complex programs.

### 09:40AM - Panel 1 - Best Delivery Tips

Covering a range of topics across program management, our Project Delivery panel discusses their lifetime best delivery tips for program success. From commencement to completion, they will share their insights, lessons learned and what they wished they had known from the start.



### Declan Boylan - Seven Consulting, Founder

Declan Boylan founded Seven Consulting in 2002. Seven Consulting now deliver approximately \$3B of programs annually to 40 major organisations. Seven Consulting has achieved over 98% customer satisfaction and over 95% staff satisfaction every year. Declan has personally delivered over 30 programs, including Netbank for CBA.



### **Morning Sessions**

### Jacqui Visch - AMP, Director Technology Services and Cyber

A passionate technology leader in the adoption and implementation of new ways of working and cultural transformations. Through approaches such as Scaled Agile, Customer Centred Design, DevOps, Lean, Shift Left and Servant Leadership practices, Jacqui has reduced cycle time by 90%, cost reduction by 70% and created pipelines of customer defined offerings.





### **Paul Bernard -** Former Equifax, Executive General Manager, Transformation

Paul is an experienced Delivery executive and is the former Executive General Manager, Transformation at Equifax. Paul has both set up and transformed large project and program portfolios and has full project life cycle management experience with large scale programs and agile portfolios (~\$50M+).

### Tanya Graham - Alinta Energy, Chief Transformation Officer

Tanya is currently the CTO at Alinta Energy, overseeing an enterprise wide transformation to scale up the business to meet ambitious growth targets whilst also meeting evolving regulatory requirements and intense market competition. Prior to Alinta, Tanya developed the digital and data strategy for Austrade as their Chief Digital Officer.





### Tim Kelly - Woolworths, Group General Manager - CIO Office

Tim heads up the Office of the CIO for Woolworths Group with accountability for Architecture, Planning, PMO and Commercial Management. He previously lead the architecture teams in Woolworths and in Vodafone. He was the lead architect on Vodafone's multi year core systems replacement project.

### 10:25AM - Break / Coffee

### 10:45AM - Keynote 2: Business Transformation case study

What is transformation? Is this term being overused and are organisations able to distinguish between transformational change and good targeted delivery? How should we distinguish between the two for investment and what commitments do organisations need to make when it is true transformation they are seeking? Craig will explore these concepts using real examples of significant organisation transformation.



### Craig Lauchlan - NAB Wealth, General Manager, Wealth Separation

Craig is passionate about designing and delivering transformational change for organisations and customers and is currently the General Manager for Wealth Separation at MLC. Previously he has held roles as General Manager of Customer Experience Transformation at AGL and General Manager of Enterprise Portfolio Services at CBA.



### **Morning Sessions**

### 11:25AM - Panel 2 - Business Transformations

Transformation in discussion. What are the key elements required to make good decisions on ambition, scope and desired outcomes? To achieve true transformation change what are the ingredients that are needed and how can this be managed in a structured way? The panel will explore the need for great sponsorship and what this looks like as well as the critical need to be aligned around clear outcome statements.



### **Gareth James -** Seven Consulting, Managing Director

Gareth has lead significant business transformation with responsibility for budgets upwards of \$500m USD, teams of 1000+ across global footprints and has successfully delivered outcomes across 48 countries. He excels in developing and championing transformational change including the redesign of operating models, service delivery models and the associated organisational change management activities.

### **Patrick O'Doherty** - IRD NZ, Enterprise Architecture & Design Lead, Business Transformation

Patrick is the Enterprise Architecture & Design Lead – Business Transformation at Inland Revenue NZ. He has significant business and technology solutions delivery experience, in Government and Global Retail organisations and is adept at leading and developing large teams of technology professionals, both in house and outsourced.





### Craig Lauchlan - NAB Wealth, General Manager, Wealth Separation

Craig is passionate about designing and delivering transformational change for organisations and customers and is currently the General Manager for Wealth Separation at MLC. Previously he has held roles as General Manager of Customer Experience Transformation at AGL and General Manager of Enterprise Portfolio Services at CBA.

### Malcolm Pascoe - Former SAI Global, Sydney Trains - CIO

Malcom is an experienced director of large digital transformation programs and is the current interim CTO at Fleet Leasing. He has strong technology leadership experience across a range of industries including previous roles as Interim CIO within the energy sector, Group CIO at SAI Global and CIO of Sydney Trains.



### 12:10PM Lunch and Foosball with the Matildas Alanna Kennedy and Karly Roestbakken



### 01:00PM Breakouts

### **Benefits Framework (Room 1)**

The challenge of planning, delivering and realising benefits from projects has been problematic for many decades. Disruption, cost-constraints and competitive pressure has forced some leading organisations to implement Benefit Management frameworks and policies. In this Breakout session, Rob will overview the different models being proposed and used and overview Seven Consulting's tested and proven framework for real benefits realisation.



### Rob Thomsett - Seven Consulting, Thought Leader

Rob has over 40 years of experience working with industry and commercial leaders and is generally acknowledged as the pioneer of modern project management in Australia. Rob has directed, developed, trained and supported numerous number of programs including the initial Project Management framework for the Australian Federal Government and the first Tax Modernisation Program. Rob has also published and is the author of 5 books, including Radical Project Management and The Real Benefits Workbook.

### Agile PMOs (Room 2)

There are some people in the agile community who might say there is no role for a PMO in an agile and lean environment, however, in our experience at Seven Consulting, this is definitely not the case. In order to be effective in an agile organisation, the PMO has to change its focus from methodology-driven project execution to value-driven business outcomes. In this Breakout Session, Louise will present how a value driven agile PMO can help to bring order to the often chaotic project environment and ensure the agile delivery teams work in ways that maximises value and minimises risk for your organisation.

### Louise Ford - Seven Consulting, PMO Practice Lead

Louise is the Seven Consulting PMO Practice Lead, where she uses her 20 years of experience in project and PMO management to support, develop and assure the quality of delivery for Seven's PMO Team. Louise specialises in the implementation of transformation programs and has worked with a variety of organisational cultures in complex multi-vendor environments.



### Seventh Way Tool, program delivery strategy in 30 minutes or less (Room 3)

We don't believe that there is one best way to deliver all projects, but believe that depending on the project and organisational characteristics, the delivery approach should change. The Seventh Way is a unique tool to help you determine the project management approach for your program. The tool will suggest the optimised delivery approach, outline the residual risks and mitigations for the best approach, specify the deliverables by phase and provide a detailed delivery schedule with dependencies, all in 30 minutes or less! This is how we design and validate our delivery approaches.



### **Declan Boylan -** Seven Consulting, Founder

Declan Boylan founded Seven Consulting in 2002. Seven Consulting now deliver approximately \$3B of programs annually to 40 major organisations. Seven Consulting has achieved over 98% customer satisfaction and over 95% staff satisfaction every year. Declan has personally delivered over 30 programs, including Netbank for CBA.



### 01:00PM Breakouts

### Public Sector Transformations – New Zealand's Inland Revenue Case Study: What Can Be Learnt From The Change Management Of An Entire Country? (Room 4)

The Inland Revenue NZ has witnessed a complete restructure, bringing their operations into the modern day. The result of this huge transformation initiative, involving 6000 people and impacting a population of 4.8 million, saw streamlined processes replace 30 years of technology and a way of working which was seen to be effective. Here Dianne discusses the planning, considerations and execution of transformation on a major scale and difficulties faced along the way.



### **Dianne Saker -** IRD NZ, Org and Customer Change Director

Dianne is one of the leading change management practitioners in Australia and the Asia Pacific region. Her experience includes 13 years with Accenture, where she was an associate partner, and an additional 18 years leading and delivering large scale transformational change for industry and for government. Dianne is well known for her deep expertise in mergers and acquisitions, integrations and enterprise-wide organisational change. Dianne currently holds a number of Board and Advisory roles.

### Mission Impossible – A Survival Guide to Project Recovery (Room 5)

At some stage every project professional will be offered the "opportunity" to lead the recovery of a high profile troubled project. This can be a minefield for the most experienced project manager to navigate, with unrealistic expectations and lack of understanding of the root causes that led to the project needing recovery in the first place. Chris will share some of the tips and tricks he has picked up over the years to successfully transverse these challenging projects.

### Chris Baker - NAB, GM Regulatory, Change and Remediation

Chris is a career project manager with over 23 years experience in all aspects of project and program delivery across multiple industries including defence, transport, telecommunications and finance. Chris has worked in PMOs, Portfolio Management, Program Delivery and has led the recovery of numerous troubled programs. Chris has been with NAB / MLC for 12 years and is currently the General Manager – Regulatory, Change and Remediation.







### 02:05PM - Keynote 3: Transforming CBA Business Lending via Agile @ Scale

Aligning delivery and the business is key to delivering ongoing and sustained capability. This keynote will examine some of the challenges which existed on CBA's journey to implement world class lending capability in business banking. Karen will talk to the key changes that were made to ensure the delivery teams were fully enabled to deliver ongoing value throughout the journey and to ensure all key stakeholder groups were brought on the journey.



### Karen Last - CBA, GM Business, Lending Transformation

Karen has over 20 years of banking and transformation leadership. Karen's career at Commonwealth Bank has spanned across business and retail banking, and is a specialist in the design and delivery of long-term strategic change. In Karen's current role as the General Manager of Project Bell, she has led the transformation of simple business lending using agile delivery practices to deliver same day lending decisions.

### 02:45PM - Break / Coffee

### 03:05PM - Keynote 4: Enterprise Agile

Richard Heeley, Head of Technology at Macquarie BFS, shares Macquarie's journey towards being an agile organisation, and the how and why Macquarie have embraced better ways of working. You'll hear what agile means at Macquarie, what has been key to its success and what they've learnt. Whether you're starting down your own agile journey, or looking to up your agile game, we're sure you'll enjoy hearing from one of the industry's finest agile organisations.



### Richard Heeley - Macquarie BFS, Chief Information Officer

Richard is the CIO Head of Technology for the Macquarie Banking and Financial Services (BFS). Richard joined Macquarie in 2014 and leads the BFS Technology team in Corporate Operations Group (COG) and is responsible for the management and operation of technology services for BFS- the primary relationship manager for Macquarie's retail client base. #EnterpriseAgile and #DevOps is the business-wide operating model and culture which has introduced big changes in how the team thinks, acts and approaches work every day.



### 03:45PM - Panel 3 - Agile 20 Years In?

This panel reflects on agile's ascent over the past few decades. What are the lessons? Has it fulfilled its promise? Is it "agile or waterfall", or "agile and waterfall"? Where to from here?



### **Hugh Harley -** Seven Consulting, Strategic Advisor

Hugh Harley is Strategic Advisor at Seven Consulting, where he draws on three decades of corporate experience to help the Seven team be Australia's best program delivery company. Hugh has held executive and non-executive roles in the public and private sectors, including Commonwealth Bank, ING Bank Australia, and PwC, both in Australia and Asia.

### Richard Heeley - Macquarie BFS, Chief Information Officer

Richard is the CIO Head of Technology for the Macquarie Banking and Financial Services (BFS). Richard joined Macquarie in 2014 and leads the BFS Technology team in Corporate Operations Group (COG) and is responsible for the management and operation of technology services for BFS- the primary relationship manager for Macquarie's retail client base. #EnterpriseAgile and #DevOps is the business-wide operating model and culture which has introduced big changes in how the team thinks, acts and approaches work every day.





### Bob Hennessy - Lendlease, Group CIO

Bob is a senior executive who has been associated with technology enabled business change for 40 years. He is the Group CIO at Lendlease and has held roles as CIO, COO and CEO across 5 Industries over the last 23 years. Bob's experience as an executive in tough industrial sectors and volatile business conditions have given him a rare combination of rich experiences which are invaluable for companies on the cusp of significant change.

### Rinku Razdan - Seven Consulting, Program Manager

Rinku is a leader and skilled Agile Program Manager with a proven record of successful deployment in various medium to large scale programs. Her successful delivery record is complimented by her ability to convert and lead high performing self-organised teams. She has significant experience in banking and finance, technology (specialises in digital and data transformation), innovation, productivity and lean start-ups.





### 04:30PM - Keynote 5: The new science of teams

The wide-spread adoption of agile development has brought the role of teams into a sharper focus especially self-directing teams as a core agile element. However, for most organisations, the focus of agile tends to be on ceremonies such as stand-ups, retrospective, program increment planning etc. which ignores the more difficult question of how to build and maintain an effective high-performing team. In this keynote, Rob will present best of breed findings from decades of research into high-performing teams and offer some practical tips for super-charging your agile and traditional teams. Building teams is not a "soft" but harder problem but the pay-off is really significant.

### Rob Thomsett - Seven Consulting, Thought Leader

Rob has over 40 years of experience working with industry and commercial leaders and is generally acknowledged as the pioneer of modern project management in Australia. Rob has directed, developed, trained and supported numerous number of programs including the initial Project Management framework for the Australian Federal Government and the first Tax Modernisation Program. Rob has also published and is the author of 5 books, including Radical Project Management and The Real Benefits Workbook.



05:10PM - Final Thoughts

05:15PM - Drinks and Networking 06:45PM - Close



### **Seven Consulting – Values**



### **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**

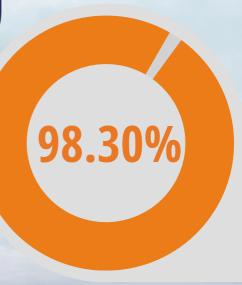
Assumptions and poor communications kill projects, whereas openness is the foundation of good relationships and reliable delivery. We remain a completely independent consultancy.



### **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.

### DEG. 2019 STAFF SURVEY RESULTS



	THE RESERVE		
見いる	Survey Date	Satisfaction rating	
	Dec 2019	98.30%	
-	Jun 2019	98.82%	
	Dec 2018	96.44%	
	Jun 2018	96.40%	
	Dec 2017	97.50%	
	Jun 2017	98.30%	

Seven Consulting conducts an anonymous six-monthly Staff Satisfaction Survey as part of its process to continuously improve and become a better company.

Percentages reflect the overall percent of positive responses from Seven Consulting staff.

Our staff satisfaction has been over 95% for every survey since 2014.





Over the last three years, we have developed a tool that helps us, in 30 minutes or less, to create the following for any project:

- Agree the optimised 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 dependencies.









## PATHWAYS FOR WOMEN

Creating Pathways for Women in Project and Program delivery is a series that Seven Consulting are running to empower, educate, inform, and support women coming into the Program Delivery workforce and to encourage women as they build their career.

Pathways covers a diverse range of topics such as:

- How to Have a Career and a Family, Panel Discussion
- Discrimination in the Workplace and How to Deal With It
- Seven Secrets of Project Management
- Building a Career Plan Panel Discussion
- Scaling Agile
- Stakeholder Management
- Power and Influence
- Leaning In
- Building A Great Team
- Benefits Management
- Change Management

The series encourages networking, the sharing of ideas and the promotion of inclusivity and equality.

We would like to acknowledge the support of our guest speakers, Debbie Taylor-Executive General Manager for Technology Design & Delivery (NBN), Lee Ward - Partner (IBM), Jody Weir-Head of Agility (The Iconic), Alicia Aitken-Head of Investment Management and Delivery (ANZ), Tanya Graham-Enterprise Program Director (Alinta Energy), Jenni Smith-Member of the People & Culture Committee (University of Sydney), Hanlie Botha-Program Manager (Ausgrid), Jacqui Visch-Director Tech Services (ANZ), Kathleen McKay-Executive Director, Customer Service-Finance & Debt (NSW Department of Customer Service), Connie McKeage - CEO (OneVue), Kylie De Courtney - Managing Director (NSW Telco Authority), Jackie Ross-Retail Change Lead (Alinta Energy) and Tanya Chesher-Change Lead Regulatory Reporting (CBA) whom all ensured to facilitate vibrant, dynamic and engaging sessions.

For more information please contact berna.akdeniz@sevenconsulting.com



### **Australia's Best Program Delivery Company**

### **Delivery Summit 2020 Supporting Clients**





















### THANK YOU FOR YOUR ATTENDANCE.







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