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.

Official Partner of the **Westfield MATILDAS**

Seven Consulting - Services

1. Program Delivery

We deliver some of Australia's most complex and challenging agile, traditional and hybrid programs. We work with our clients to understand their organisational and program characteristics. These inform how we design our delivery approach to produce the best outcome for our clients. The majority of our Consultants are scaled agile (SAFe) certified and we manage Bn's of dollars of transformation program that range in size from <$1m to >$500m.

2. PMO Services

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

3. Delivery Consulting

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

All of our clients are reference sites

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Our Clients

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

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Our clients and team are our top priority

Client Satisfaction Survey Results

Year	Satisfaction rating	Survey questions
(Jan – June) 2021	99.45%	7,432
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

100% of our clients are reference sites

Team Satisfaction Survey Results

Survey Date	Satisfaction rating
Jun'21	98.40%
Dec'20	97.90%
Jun'20	98.51%
Dec'19	98.30%
Jun '19	98.82%
Dec '18	96.44%

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."

alinta energy

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

"You have the entire Seven team behind you."

"Management is always responsive"

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

"Seven manages QA really well"

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

"Seven knows how to keep their high performers"

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How do we get 98%+ client satisfaction?

Why all our clients are reference sites.

Hands-on ownership

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

At a minimum, there is a 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 including internal project training, majority of our team are SAFe certified.

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.

Our Agile journey

- 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 team 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!

Introduction to the Seventh Way

- 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?

- 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

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

Seven Way - Methodology Selector

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

Welcome John Smith

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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Ability to deliver in short cycles.

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.

Seventh Way - Methodology Selector

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

Welcome John Smith

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

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

Seven Way - Methodology Selector

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

Welcome John Smith

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?

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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7th Way - Selected Approach

Seventh Way - Defined Methodology

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

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Welcome John Smith

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

Traditional | Hybrid | Agile

77.3%
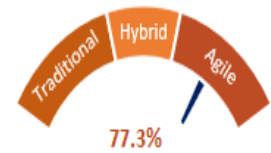
	Question	Response	Advice	Execution Risk to Go Agile	Execution Risk to Go Traditional
1.	The requirements for the project are not well known or are highly likely to change	Disagree	The agile methods supports the ability to capture and modify requirements as feedback is gathered. The feedback validates 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		

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.

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

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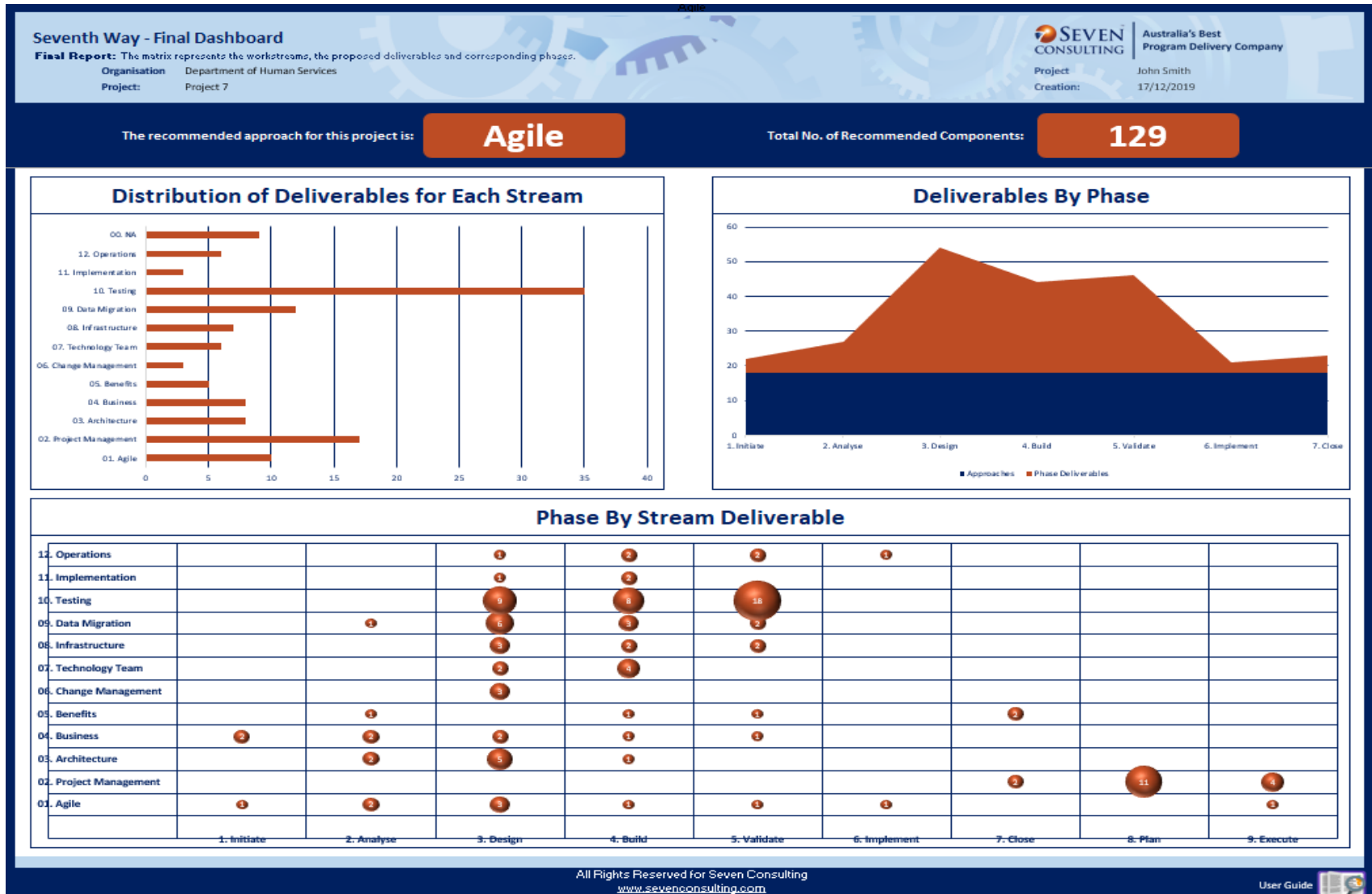
7th Way Example Output

Component Library
Lists suggested deliverables and activities by phase and stream

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

Component Selector
Lists the responses to the Component questions for reference

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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

Activities

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.

Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8

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.

Seven Way Licence Costings

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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PROJECT 7

Our projects so far:

Seven Consulting regularly gives back to the wider community, supporting our team and their families in voluntary projects to assist those who find themselves in need of help.

2007
Villawood Detention Centre (Sydney)

2008
South Australian Detention Centre (Sydney)

2011
Cambodian School Build (Sydney)

2012
Barnardos Kingston House (Sydney)

2013
Youth off the Streets (Sydney)

2015
- Jesuit Refugee House – Blaiket (Syd)
- Hanover Crisis Centre (Melb)

2019
- Avalon Centre (Melbourne)
- Dignity.org.au (Sydney)
- Bahay San Jose –House with No Steps Foundation (Manila)

2018
- Erin's Place (Sydney)
- Concordia Childrens Services (Manila)
- Mad Women Foundation (Melb)

2017
- Launch Housing (Melbourne)
- Cerebral Palsy Foundation (MNL)

2016
Marian Villa (Sydney)

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2020 – DONATION DRIVE

In 2020, Seven Consulting continued to acknowledge the importance of fostering a community presence. Despite the restrictions brought on by the COVID-19 pandemic, the Project 7 initiative was able to provide help to those community causes that needed it most. Although physical volunteering was no longer an option due to health concerns, Project 7 gave back to the community, by donating $104,000 across 29 charities, enabling these organisations to create real change in the lives of those who need it most. In 2021, Project 7 will once again be providing the team at Seven the opportunity to volunteer their own time to the community.

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Seven Consulting is a proud sponsor of Australia's National Football side, the Westfield Matildas

We are extremely proud to be official sponsors of Australia's best team. The Westfield Matildas are now ranked 7th in the world and were finalists in the Asian Cup.
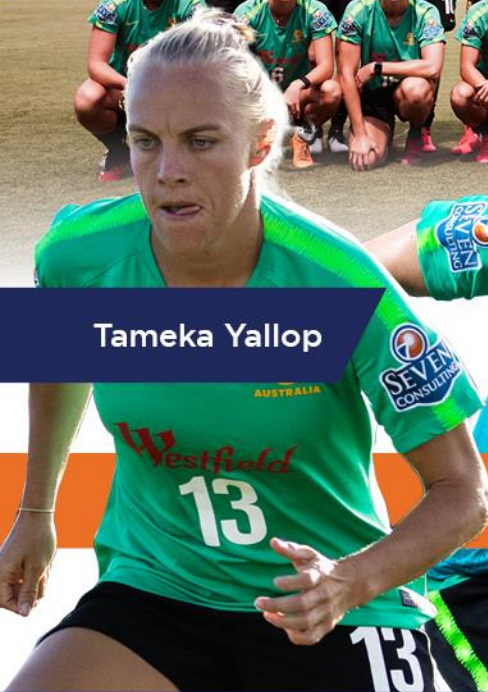
We are also providing paid internships for a number of the team *(Tameka Yallop, and Elise Kellond-Knight,)* to support their post sporting careers.

Tameka Yallop

Elise Kellond-Knight

CONGRATULATIONS

Seven Consulting looks forward to the Westfield Matildas welcoming the football world to Australia.

Football Federation Australia together with New Zealand Football successfully brought home the bid for Australia and New Zealand to host the FIFA Women's World Cup in 2023.

We cannot wait to watch the Westfield Matildas get to play against the best teams in the world Down Under.

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Award Winning Company

WOOLWORTHS GROUP

Woolworths Group IT
Exceptional Services Award
Winner 2018

6x BRW. AWARDS **fäst 100**