



Seven Consulting PM Plug-Ins

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 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 analysis 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 team are our top priority

Client Satisfaction Survey Results

| Year | Satisfaction rating | Survey questions |
|------|---------------------|------------------|
| 2021 | 99.15% | 15,932 |
| 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 |
|-------------|---------------------|
| Dec'21 | 97.92% |
| Jun'21 | 98.40% |
| Dec'20 | 97.90% |
| Jun'20 | 98.51% |
| Dec'19 | 98.30% |
| Jun '19 | 98.82% |



“Bright and solutions focused consultants, with whom it has been a pleasure to work with.”



“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.”



“Consistent high quality of project management consultants.”
“All consultants are highly professional, and delivery focused.”



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

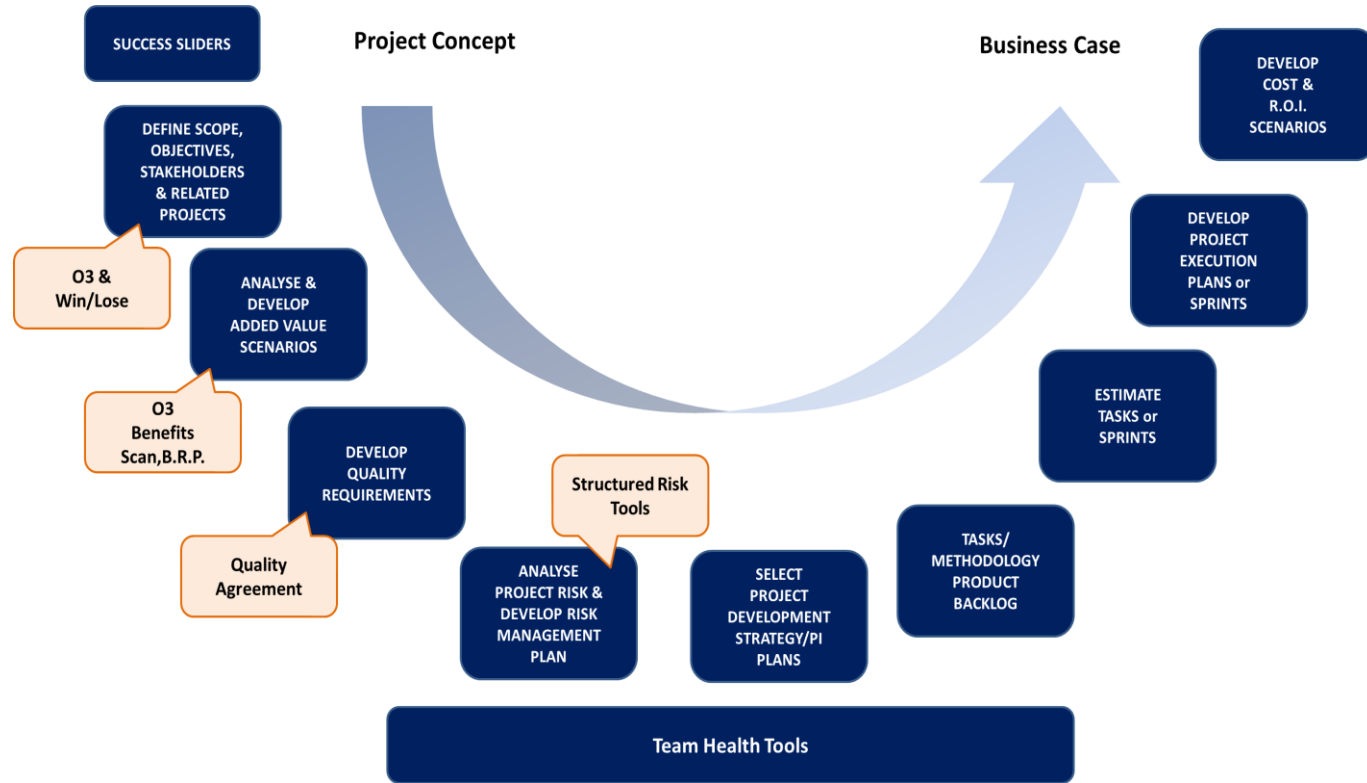
A strong emphasis on outcomes focuses the team and grows confidence. With a confident attitude, expert personnel and effective teams we always deliver to our client's high expectations.

It is critical for projects to have strong foundations and for stakeholders to have a common understanding of the scope, quality requirements, cost, time, benefits and team parameters in the very early stages of a project. It is also critical that the risk and stakeholder environments are examined and well understood.

Seven Consulting's Thought Leader Rob Thomsett has created a set of tools that can be leveraged either as part of a RAPpid Planning (or RAP) process or individually to ensure that these foundations are in place.

These tools have been successfully leveraged across our clients including, Woolworths, CBUS, Energy Australia, NAB, Future Fund, AMP and many more to vastly improve clarity and delivery outcomes from the start of the project.

These tools are outlined in this pack and the links to videos are provided.



Visit this link for more information
<https://www.sevenconsulting.com/pm-plug-ins-video-series/>

Rob Thomsett's Background



Rob's passion is to enable people within organisations to work in a more agile fashion to assist their organisation in achieving strategic goals faster and more effectively.

Rob has 45+ years of experience in project and change management. He specializes in innovative people-centric and agile models of project management and executive sponsorship. He is acknowledged as a thought leader and a highly-effective executive coach.

His pragmatic and transparent approach to project governance, benefits realization and agile sponsorship and project management has been adopted by NAB across all bank project portfolios. Elements of this approach have been adopted by CBA, Future Fund and other leading international organisations.

Rob has several published books on project management, including **People & Project Management** (Prentice-Hall, NY, 1981), **Third Wave Project Management** (Prentice Hall, NY 1993), **Radical Project Management** (Prentice-Hall, NY, 2002), **The Agile Project Manager's Toolkit** (Apple iBook, 2013), **The Agile Sponsor** (Seven Consulting, 2015), and **The Real Benefits Management Workbook** (Seven Consulting, 2016)

Over many years, Rob has developed a set of tools to assist sponsors and project managers deal with the diversity of views from stakeholders and from within their teams. The tools were designed as a set of "lenses" to bring the differing views out, to encourage "fierce" conversations and to provide a common focus for those discussions.

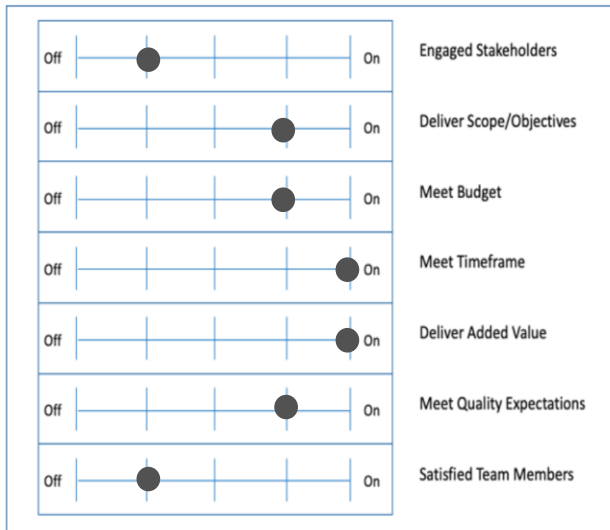
They have been proven to bring alignment from stakeholders and teams to critical project management concerns such as scope, objectives, benefits, quality and risk at the initial planning stages. They also assist in the on-going management of change throughout the project. They should be considered as Plug-Ins designed to supplement your core PM skills and techniques not to replace them.

- PM Plug-In: Tool Set 1** – O3 and Benefits (basic),
- PM Plug-In: Tool Set 2** – Sliders, Stakeholder Scan, Win/Lose.
- PM Plug-In: Tool Set 3** – Quality Agreement, Risk Tool.

PM Plug-In: Tool Set 4– RAP (Rapid Planning) Facilitation.

Project Success Sliders - O3 Tool

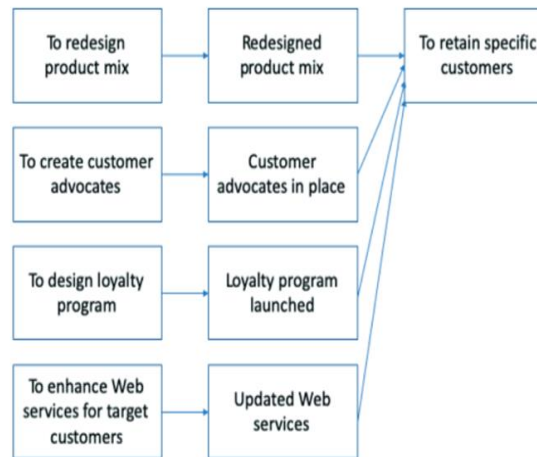
Project Success Sliders



Project Success Sliders go beyond the traditional Scope, Time, Budget & Quality view of success. Using the WOL approach they define project success in 7 dimensions. Each project will have a unique setting for success as determined by the project Sponsor before the project starts and is monitored and reported during the project.

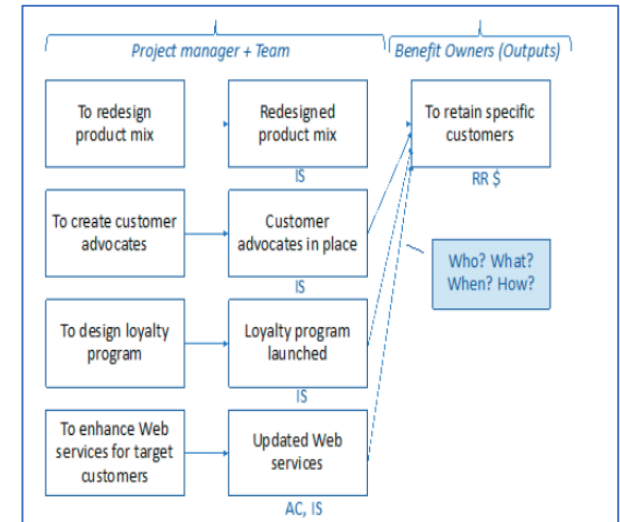
O3 – Objectives, Outputs, Outcomes

Objectives → Outputs → Outcomes



All projects are about Outcomes and associated benefits. Project managers and teams must plan, analyse, design and deliver Outputs that directly lead to the benefits. The O3 model provides simple, yet powerful, view of how the overall project must be structured before, during and after delivery.

Benefit Scans & Benefits Realisation



The O3 tool provides the basis for a Benefits Scan and Benefits Realisation Planning. All Outputs and Outcomes have an associated benefits.

Benefits Planning and Benefits Realisation are clarified by asking the simple questions. This identifies Benefit Owners and associated actions they need to take.

Visit this link for more information
<https://www.sevenconsulting.com/pm-plug-ins-video-series/>

Stakeholder Engagement

Stakeholder scan

| Stakeholder name / role | Impact (C: Critical, E: Essential IP: Interested Party) | Comments |
|-----------------------------|--|--|
| Mary Jones | C | Sponsor |
| John Smith | C | CIO |
| Head of Customer Engagement | C | Customer Engagement are the key Benefit Owners |
| Mary Kim | E | CFO |
| Edwin Loo | E | Architecture Group |
| Julie Jones | C | Change Management is critical |
| Ameila Thomson, HR Lead | IP | Needs to be kept informed |

This tool enables a simple “triage” approach to determining the importance of various stakeholders. It also informs on communication strategies.

Related Project scan

| Related Project name | Impact C: Critical / E: Essential | Relationship Type (Organisation Impact, Shared Resources, Data, Function/process, Policy, Technology) |
|----------------------|---|---|
| Project Gandalf | C | Data, Shared Resources |
| Project Amazon | C | Technology |
| Project Gaga | E | Function/Process |
| | | |
| | | |
| | | |
| | | |

Organisation Impact: Projects implementing in same business area at or around the same time
 Shared Resources: Projects sharing the same person
 Data: Projects linked by dependency upon data
 Function/Process: Projects linked by a dependency on new process or business function
 Policy: Projects linked by a dependency on new policy creation
 Technology: Projects linked by a dependency on new technology provision

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Managing stakeholders

The Win/Lose tool

| Organisation/People Impact | | | |
|----------------------------|---|---|--------------------------------|
| Critical Stakeholder | Win (on success) | Loss (on success) | Mitigation Actions |
| Customer Engagement Team | More products to retain customers | More complex product mix could increase difficulty in communication | Clear process manuals |
| | | Job complexity could increase | Increase training and coaching |
| | Customer loyalty could increase retention | Increase in skill level could challenge some team members | |
| | | | |

A simple but very powerful way of understanding the win/loss dynamic associated with your project is to carefully complete the Win/Lose tool from the perspective of at least all critical stakeholders.

Quality Agreement

| Attribute | Mandatory/Not Mandatory | Comments |
|-------------------------------|-------------------------|---|
| Conformity | M | |
| Usability / understandability | M | Given the complexity of the products, ease of understanding is critical |
| Efficiency | M | |
| Maintainability | M | |
| Reusability | | |
| Flexibility | | |
| Reliability / accuracy | M | Customer data accuracy is critical |
| Portability | | |
| Auditability / security | M | |
| Job impact | | |

| | |
|------------------------------------|--|
| • Conformity or completeness - | The degree to which the product or service must meet the functional and technical requirements. Does it do what it is supposed to? |
| • Usability or understandability - | The ease of use and understanding of the new product or service. How easy is it for people to understand its purpose and use? |
| • Efficiency - | The degree to which the product or service must be efficient in its operation. How quickly can it operate? |
| • Maintainability - | The ease with which the product or service can be maintained as delivered by the team. How long does it take to correct errors and get the product working again? |
| • Flexibility or adaptability - | The ease with which the product or service can be changed or enhanced. How expensive is it and how long does it take to add new features? |
| • Reliability or accuracy - | The degree of errors and non-operation that can be tolerated by people using the new service or product. How long can you be without the product working? Can errors and work-arounds be tolerated? |
| • Reusability - | The amount of product components that need to be reused by other products. How much of it can be "recycled" into other uses? |
| • Portability - | The need for the product or service to operate in different operating environments or geographic regions taking into account the differences between these areas. Do you need it to conform to multiple country rules and governance? Does the software have to run on Macs and PCs? |
| • Auditability/security - | The ease with which the product or service can be audited and made secure from illegal access or fraud. What are the risks you need to design for? |
| • Job impact - | The degree to which the product or service can or cannot disrupt the existing working and social patterns of the clients or people who use the product. Do people have to adjust to the product or are you going to adjust the product for people? |

The Quality Agreement provides a simple tool to explore "what quality means" for the Sponsor and stakeholders.

The tool also informs both Quality Management and Quality Control processes required during the project.

The Quality Agreement is aligned to recent ISO standards.

Team Health Tools

Team Cohesiveness Tool

| CHARACTERISTIC | POOR | SOMEWHAT | AVERAGE | GOOD | EXCELLENT |
|----------------------------------|------|----------|---------|------|-----------|
| Clear, elevating Goal | | | ● | | |
| Results-driven structure | | ● | | | |
| Competent team members | | | | ● | |
| Unified commitment | | | ● | | |
| Collaborative climate | | ● | | | |
| Standards for excellence | | ● | | | |
| External recognition and support | | | ● | | |
| Principled Leadership | | | | ● | |

Communication Effectiveness Tool

| CHARACTERISTIC | RARELY | SOMETIMES | AVERAGE | ABOVE AVERAGE | ALWAYS |
|---------------------------------|--------|-----------|---------|---------------|--------|
| Listening to each other | | | ● | | |
| Use of Active Listening | | ● | | | |
| Acknowledgment and building | | | | ● | |
| Open-ness and honesty | | | ● | | |
| Avoidance of judgement | | ● | | | |
| Looking for points of agreement | | | ● | | |
| Avoidance of re-litigation | | | | ● | |

Seven Consulting has developed a number of simple tools designed to assist project managers in diagnosing team health, identifying team behaviours that could be enhanced and for building better teams.

Business Case Acceleration



Implementing PM Plug-Ins to accelerate and improve Business Cases



CBUS Chief Information Technology Officer required a major re-set of a complex organisational merger project. The project was time-constrained and required intensive re-planning.



Seven Consulting drove a series of intensive Rapid Planning sessions (RAP) with the key Executive Leadership team in CBUS. Using the Objective-Output-Outcome (O3) tool, the associated Benefits Scan and Benefits Realisation, the Stakeholder and Related Project and the Quality Agreement.



These workshops effectively re-planned the project, aligned all critical stakeholders and were extremely well-received by the CBUS ELT. The Seven Consulting RAP process and associated PM Plug-Ins have been successfully deployed across 3 major CBUS projects and following a request from the C.I.T.O. are being integrated into the CBUS Project Management approach. The quality of CBUS Business Cases has improved together with greater stakeholder alignment and agreement.

Enhanced Stakeholder Collaboration



Enabling Woolworths to embed PM Plug-Ins inot EPMO increasing stakeholder engagement in planning



Woolworths' CIO and EPMO required an uplift in engagement of critical business stakeholders in the planning and development of major project Business Cases.



Seven Consulting conducted a series pilots as a “proof of concept” of RAP sessions which embed the Objective-Output-Outcome (O3) tool, the Success Sliders, the Stakeholder and Related Project and Quality Agreement PM Plug-Ins integrated into the Rapid Planning approach (RAP). These pilots were positively received by senior Woolworths executives.



Given that the RAP process dramatically increased stakeholder buy-in and significantly reduced time to create approved Business Cases, Seven Consulting PM Plug-Ins and the RAP process are now embedded in the Woolworths EPMO practices and approaches. Project planning, Business Case development and critical stakeholder engagement have all been enhanced through use of the PM Plug-Ins. In addition, Seven Consulting also up-skilled EPMO and key project managers in the Plug-Ins and RAP process to ensure on-going adoption throughout Woolworths significant project portfolio.

Benefits Management Uplift



Using PM Plug-Ins as the basis for an Enterprise Benefits Management Framework



Deputy Vice-Chancellor and C.O.O. required a full Benefits Management Framework across \$250 million p.a. project portfolio



Seven Consulting built and piloted an ACU Benefits Management Framework using the Objective-Output-Outcome (O3) tool, the associated Benefits Scan and Benefits Realisation Plan. The O3 enabled the integration of Benefits Analysis and Planning into the A.C.U. Business Case, Project Management Framework and Project Prioritisation process. In addition, the Stakeholder and related Project Plug-Ins were also included in the BMF.



Following evidence that the BMF greatly increased stakeholder and sponsor buy-in, the integrated BMF approach to setting scope and objectives based on the O3 Plug-In has been successfully deployed across the A.C.U. Project Portfolio. This enabled clear planning, tracking, reporting of benefits status throughout the delivery cycle and facilitated benefits realization reporting.

Examples of Seven Consulting practitioners



Paul Kirschner
Program Director



Rob Creek
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.
- As Program Manager, MS Dynamics 365 CRM Replacement for Link Group, delivered the first client fund’s pilot to MS Dynamics 365 and a delivery roadmap for rollout to remaining funds. The program consisted of transitioning to a new CRM system, establishing a new solution architecture for Link Group in the MS Azure / O365 cloud as well as a business service and support model underpinning the new CRM product.
- As Program Manager, Transition Program for Link Group, delivered the technology uplift and infrastructure for all 5 industry fund transitions from Superpartners to AAS. The transitions were the largest in Australian Superannuation history, migrating over 5 million members’ data (financial and non-financial), people, processes and systems for MTAA Super, Hesta, Hostplus, Cbus and AustralianSuper totaling over \$200 Billion funds under management from Superpartners to the Link owned Australian Administration Services (AAS).
- 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.
- **Thomsett Plug-Ins Practitioner: Tools Set 1, 2, 3, 4, and 5**

Achievements:

- Program Director for Woolworths Petrol working to develop a standalone IT capability including a TSA for the sale of the business to Euro Garage
- Program Director for the 1Store deployment program upgrading the POS, ticketing and inventory management systems in all 3478 stores across the 7 retail banners within the Woolworths Group.
- Managed and implemented the commercial launch of an \$8B new telecommunication start-up / joint venture in the Asian market – Project Fun. The program team won the FY16 CEO Award.
- Designed and ran two key programs – Program Teal and ServicePLUS. These were important strategic initiatives with budgets in excess of \$50M to improve efficiencies for the business. Deployed SAP ERP functionality to capture sales, delivery, and billing information.
- **Thomsett Plug-Ins Practitioner: Tools Set 1**

Our projects so far:

2007
Villawood Detention Centre
(Sydney)

2008
South Australian Detention Centre
(Sydney)

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.

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)



2020 – DONATION DRIVE

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.



2021 – Mini Project 7

In 2021, 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. Seven Consulting team members across three cities were able to participate in multiple mini projects this year to see our Project 7 commitment through.

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

We are extremely proud to be official sponsors of Australia's best team. The Commonwealth Bank Matildas are now ranked 12th 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 Commonwealth Bank Matildas welcoming the football world to Australia.

Football 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 Commonwealth Bank Matildas get to play against the best teams in the world Down Under.



Australia's Best Program Delivery Company

is a proud sponsor of the





Australia's Best Program Delivery Company

Award Winning Company

WOOLWORTHS GROUP

Woolworths Group IT
Exceptional Services Award
Winner 2018



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