Seven Consulting | Australia's Best Program Delivery Company

Seven Consulting's Tools

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SEVEN CONSULTING OPALS

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 manage billions of dollars of transformation programs 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.

Commonwealth Bank	Woolworths Australia's fresh food people	AMP	nab	MACQUARIE	Colonial First State	futurefund Australia's Sovereign Wealth Fund
Client Since 2005	Client Since 2012	Client Since 2012	Client Since 2013	Client Since 2014	Client Since 2015	Client Since 2015
agl	NSW GOVERNMENT Communities & Justice	OPTUS	BNP PARIBAS	ST VINCENT'S HEALTH AUSTRALIA	ASX AUSTRALIAN SECURITIES EXCHANGE	THE UNIVERSITY OF SYDNEY
Client Since 2017	Client Since 2017	Client Since 2017	Client Since 2018	Client Since 2018	Client Since 2019	Client Since 2019
InvoCare Innovation Vocation Care	WorkSafe VICTORIAN WORKCOVER AUTHORITY	airservices	Coca-Cola EUROPACIFIC PARTNERS AUSTRALIA	NSW GOVERNMENT	COURT SERVICES VICTORIA	DIGISTOR Now create
Client Since 2020	Client Since 2020	Client Since 2020	Client Since 2021	Client Since 2021	Client Since 2022	Client Since 2022
ipSCAPE	dexus	phn EASTERN MELBOURNE An Australian Government Initiative	SUPER FUTURE	MB MARTIN BROWER	MONASH University
Client Since 2022	Client Since 2022	Client Since 2022	Client Since 2022	Client Since 2022	Client Since 2022

Our clients and team are our top priority

Client Satisfaction Survey Results

Year	Satisfaction rating	Survey questions
Jan-Jun 2022	99.67%	6,733
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

100% of our clients are reference sites

Team Satisfaction Survey Results

Survey Date	Satisfaction rating
Jun'22	98.20%
Dec'21	97.92%
Jun'21	98.40%
Dec'20	97.90%
Jun'20	98.51%
Dec'19	98.30%

futurefund
Australia's Sovereign Wealth Fund

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

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."

Commonwealth Bank

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

"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"

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.

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Seven Consulting's Tools

Seven Consulting's Project Pathfinder
Methodology Predictor
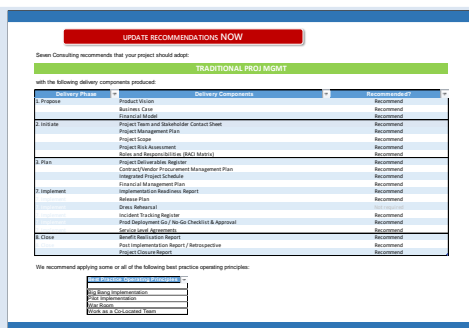
The Seven Consulting's Project Pathfinder provides guidance on how to tailor your program or project. It provides suggestions on methodology to apply, operating practices to adopt and artefacts to prepare to deliver your program or project.

Portfolio Optimisation Tool
Portfolio Planning

The Portfolio Optimisation Tool helps clients manage and prioritise their project portfolios based on a set of business priorities and deliverability constraints.

Schedule Health
Schedule Quality

The Schedule Heath Tool is designed to evaluate the quality, integrity and currency of a project schedule and suggests improvement areas.

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Schedule Dashboard
Schedule Data Snapshot
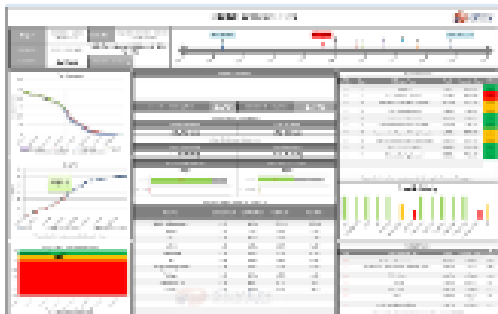
The Schedule Dashboard combines a number of reports to provide a 'Dashboard', or snapshot of project progress. These include task burndown, earned value, weekly velocity, critical path management and forecast accuracy.

Schedule Predictor
Project End Date Predictor
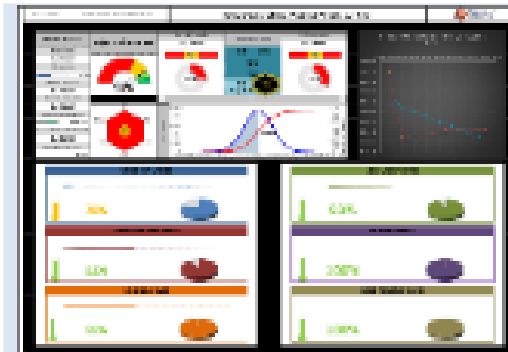
The Schedule Predictor Tool uses advanced algorithms to evaluate the precision of project forecast date and PM expectation finish date according to their actual performance. It provides a prediction trend line to Suggest improvement areas.

Risk and Issue
Risk & Issue Dashboard

The Risk and Issue Dashboard analyses the project risk and issue registers to provide a view of key metrics that include aging, cost, quantities by project phase and severity.

Seven Consulting's Project Pathfinder

Seven Consulting's Project Pathfinder provides guidance on how to tailor your program or project. It provides suggestions on methodology to apply, operating practices to adopt and artefacts to prepare to deliver your program or project.

Introduction to the Project Pathfinder

- 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 delivery approach, including dependencies, mapped to a schedule.

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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 60% 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 $1bn of Agile program annually and have delivered some of the largest and most successful Agile programs in Australia.

- Over 3/4 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!

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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 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 Project Pathfinder 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.

Seven Consulting's Project Pathfinder

4 Examples of our 28 Agile vs 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.

Importance of speed to market versus quality

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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.

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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

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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.
- Fewer and less complex tooling generally required for traditional projects.

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

Project Pathfinder - Selected Approach

Project Pathfinder - Defined Methodology

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

Organisation: <Organization>   **Project Name:** <Project Name>

Agile Suitability Score (do the project characteristics suit agile?):   **76.0%**

Agile Readiness Score (is the organisation ready to execute agile?):   **100.0%**

The recommended delivery model for this project is

Agile

Traditional / Hybrid / Agile   **87.9%**

	Question	Response	Advice	Execution Risk to Go Agile	Execution Risk to Go Traditional
1.	The requirements for the project are well known or not likely to change	Strongly Agree	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 effectiveness.		
2.	Project viability or outcomes are uncertain	Strongly Agree	Identify sub-sets of functionalities that would benefit from early feedback from the business and/or the customers. These sub-sets will be parts of the solution that are either the key or highest risk that need to be handled earliest.		
3.	The project is critical to business operations	Strongly Agree	Agile methods will be used to incrementally develop the product. However, each increment may not be deployed to end users until the entire solution is complete and has undergone the required integrated testing.		

Showing 1, 2 and 3 out of 5 items

Next Page

Overall Progress: Entry Form   Methodology Selector   Defined Methodology   Deliverable Selector   Final Dashboard   Progress of this Section:

Restart All

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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, such as:

- 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?

# Project Pathfinder - Agile / Traditional agnostic question examples

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Project Pathfinder - Example Output

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Project Pathfinder 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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Project Pathfinder Tool indicative implementation

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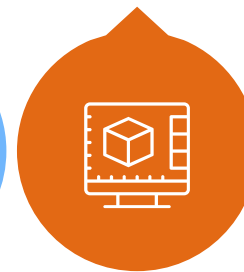
Review of your current methodologies.	Agreed and implemented improvements to the methodologies.	Project Pathfinder Tool updated to reflect your agreed situational delivery processes.	Revised delivery processes and templates.	Piloting, Training and Rollout of Project Pathfinder Tool.

Outputs

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Business Outcomes of using Project Pathfinder

- Using a consistent approach to have your project delivery customised and optimised based on its and your organisation's characteristics within your portfolio.

- Increased ability to define delivery approach far more quickly.

- Reduced level of project management oversights or omissions.

- Leading to better project outcomes.

- This can be further extended to look at how each project should fit into your portfolio governance and assurance structure.

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# Portfolio Optimisation Tool

The Portfolio Optimisation Tool helps clients manage and prioritise their project portfolios based on a set of business priorities and deliverability constraints.

Summary of the Portfolio Optimisation Tool
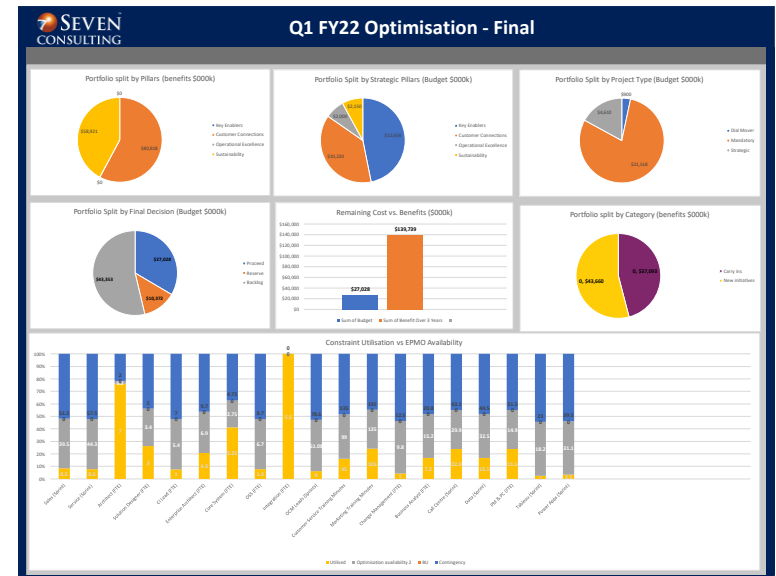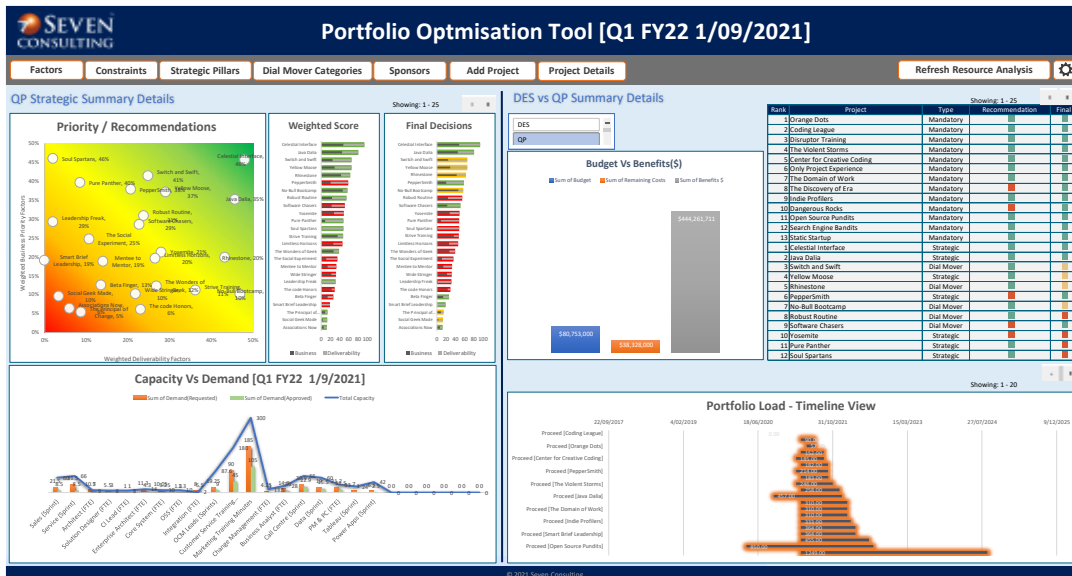
The Portfolio Optimisation Tool helps clients manage and prioritise their project portfolios based on a set of business priorities and deliverability constraints.

Key features of the Portfolio Optimisation Tool include:

- Capture business and deliverability factors, constraints and strategic pillars used for determining prioritization
- Collect key project information used for prioritization including dependency with other projects
- Provide recommendation on project prioritization according to alignment to organisational objectives with an overlay of available capacity
- Provide summary dashboard for leadership view on project ranking and business versus deliverability factors.
- Allows executives to override prioritization recommendation and reflect group's final prioritization but showing loss of benefits and resource gaps.

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Portfolio Optimisation Process

Agree project prioritisation criteria

Score each project against the prioritisation criteria

Understand any hard dependencies between projects

Agree conversion rate for soft benefits where we want them to be considered.

Determine demand for each constraint from all the projects

Determine capacity for each constraint

Identify any significant capacity constraints

Rank projects based on prioritisation criteria and benefits

Optimise the portfolio based on prioritisation criteria, benefits and constraints

Prepare final list of prioritised projects and recommend which projects should proceed

Conduct executive review and obtain approval.

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Key capabilities of the Portfolio Optimisation Tool

- provides a base set of business priority factors and deliverability factors which can be customised for each organisation

- includes draft weightings of each factor which can be adjusted for each organisation

- provides an input form to capture the key characteristics of a project

- calculates a weighted score for each project based on the business priority and deliverability factors

- produces a ranking of projects based upon their weighted scores

- provides a summary dashboard of project's business priority vs deliverability

- assists in calculating the revised capacity of the organisation based on a set of constraints

- assists in aligning the revised portfolio with the revised capacity

- captures management decisions regarding project priorities discussed in prioritisation sessions

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Sample Project prioritisation factors

For each project, the project related factors to be considered during the project prioritisation include:

Business Factors (fixed, cannot be deleted)	Deliverability Factors
• Speed to value • Benefits over remaining costs • Allignment to IT Roadmap.	• Delivery risk (0%-100%) • Benefit Risk (0%-100%) • Support Risk (0%-100%) • Peak Resource Requirements (FTE) • # of Programs it is dependent on

Additional business and delivery factors can be added for each client environment. Seven Consulting will work with our clients to configure the tool for your environment, projects, factors and constraints.

The following slides provide some examples of the data captured in the Portfolio Optimisation Tool and some of the graphs/reports it produces.

Capturing factors and constraints

Prioritisation Factors

Lists the factors that should be used to prioritise projects.
Each factor can be weighted to reflect its relative importance..

Portfolio Constraints

Lists the constraining factors that may prevent successful delivery of your projects.

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Capturing the key characteristics of each project

Portfolio Optimisation Tool - Sample Dashboard

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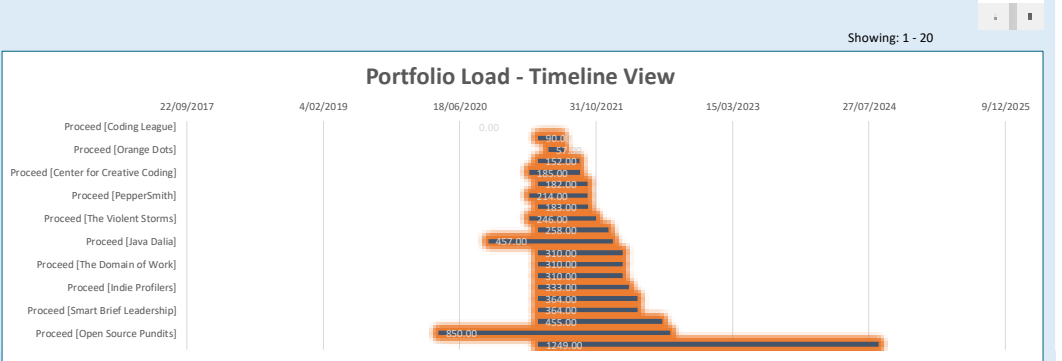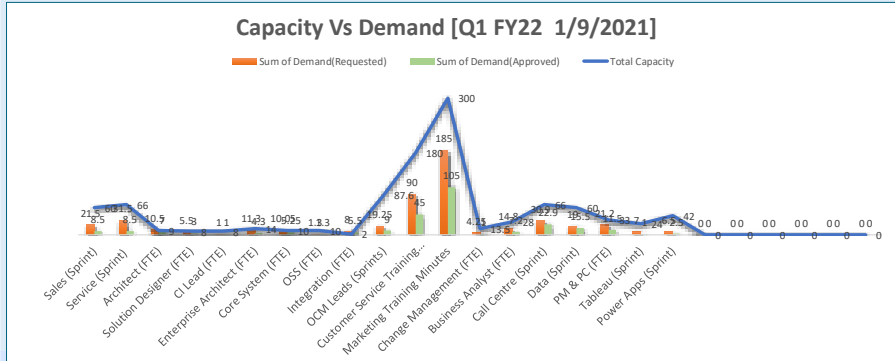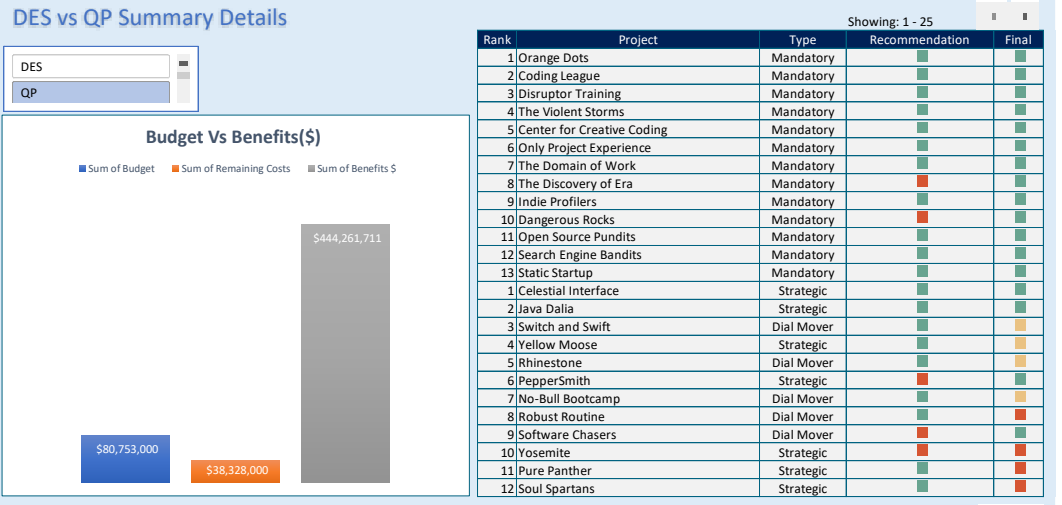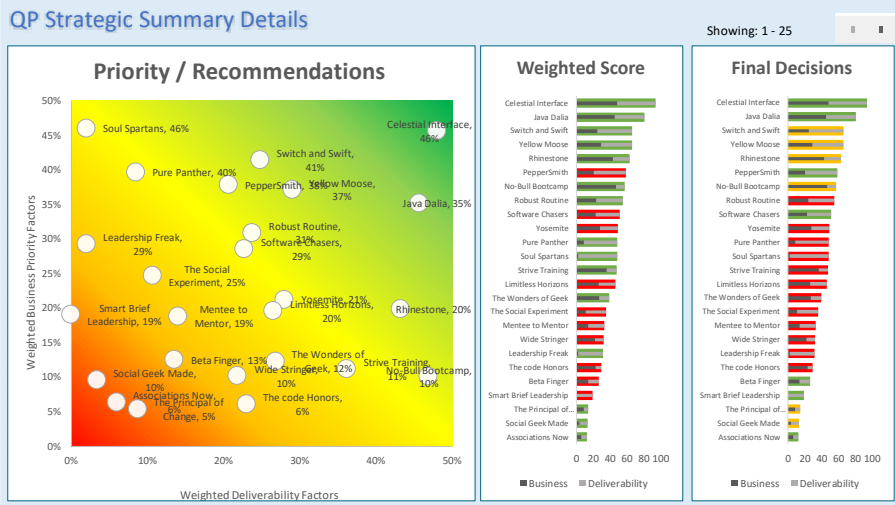
Portfolio Optimisation Tool - Sample Report
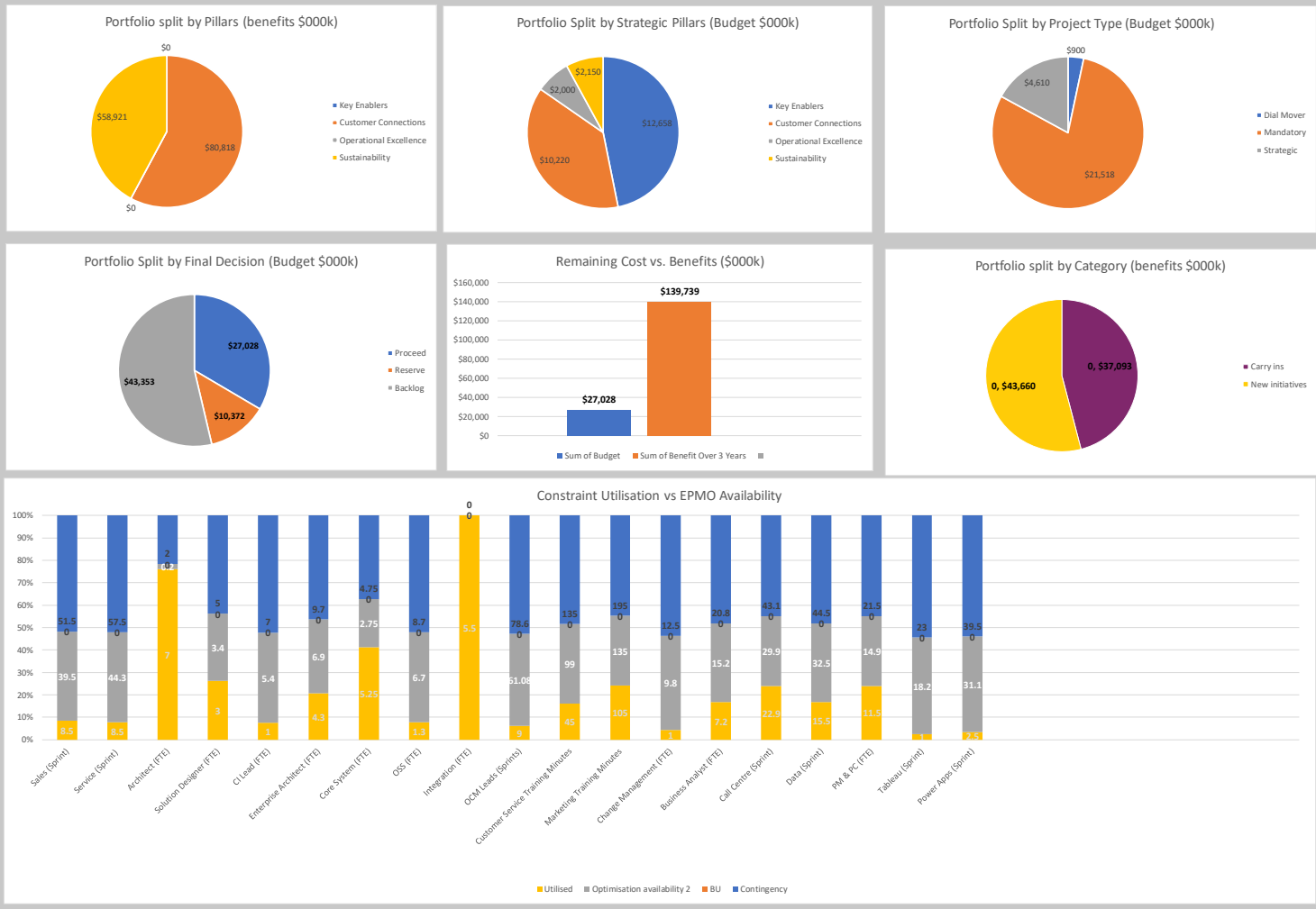
Expected Outcomes from the Portfolio Review

- Prioritised view of the project portfolio – projects will have been prioritised based on a set of weighted criteria agreed with stakeholders

- Decisions will have been made on which projects should be started, stopped or deferred

- Updated view on the delivery capacity of the organisation to deliver projects in the current environment

- Increased management confidence that the organisation is spending its funding on the right projects in the current environment

- An ongoing framework which can be reviewed on a regular basis to confirm that funding and resourcing is still be allocated to the most important projects

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Portfolio Optimisation Tool - indicative implementation

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Activities

Understand and agree weighted priorities and constraints.	Understand and agree current and potential projects, associated delivery requirements and alignment to organizational priorities.	Updating tool to reflect organizational priorities.	Hold initial review meeting.	Issue draft portfolio report and review with key stakeholders.	**Final Report.** Issue final report for sign-off. Give notice to projects to proceed

Week 1 | **Week 2** | **Week 3** | **Week 4** | **Week 5** | **Week 6** | **Week 7** | **Week 8**
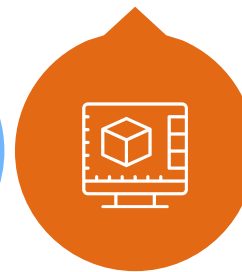
List weighted decision-making factors.	List of current projects, their plans and risks.	Updated tool and initial weighted project score.	Hold initial review meeting.	Draft Portfolio Delivery Report.	Final Portfolio Delivery Report.

Outputs
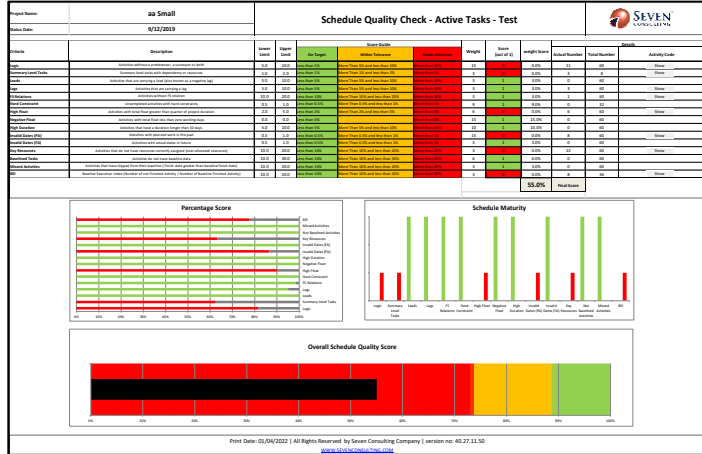
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Other Seven Consulting Tools

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Other Seven Consulting Delivery Tools

Health Check Tool

Schedule Dashboard

The Schedule Heath Tool is designed to evaluate the quality, integrity and currency of a project schedule and suggests improvement areas.

Key features include:

- Health check
- Schedule maturity
- Overall schedule quality score

The Schedule Dashboard combines a number of reports to provide a 'Dashboard', or snapshot of Agile projects progress.

Key features include:

- Weekly velocity
- Earned Value
- Task burndown
- Effort Tracking

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Other Seven Consulting Delivery Tools

Schedule Predictor

The Schedule Predictor Tool uses advanced algorithms to evaluate the precision of project forecast date and PM expectation finish date according to their actual performance. It provides a prediction trend line to suggest improvement areas.

Key features include:

- Project confidence level
- Critical path analysis
- Cumulative probability

Risk and Issues Dashboard
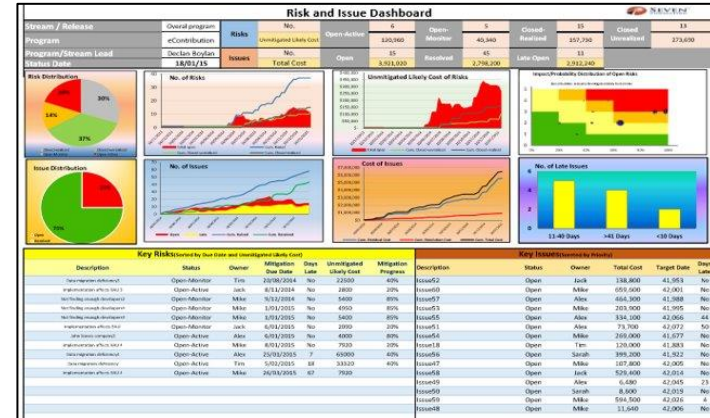
The Risk and Issue Dashboard analyses the project risk and issue registers to provide a view of key metrics that include aging, cost, quantities by project phase and severity.

Key features include:

- Issue tracking by status, cumulative issues over time, number of late issues, estimated cost of issues
- Risk tracking by status, cumulative risks over time, likely cost of unmitigated risks, impact/probability distribution of open risks

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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
Barnardo's 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 Children's 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 where able to participate in multiple mini projects this year to see our Project 7 commitment through.

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Seven Consulting is a proud sponsor of Australia's National Football side, the CommBank Matildas and Australia's Women's Basketball team, the Seven Consulting Opals

We are extremely proud to be official sponsors of Australia's best teams. The CommBank Matildas and the Seven Consulting Opals.

We are also providing paid internships for a number of the Matildas **(Tameka Yallop, and Elise Kellond-Knight),** to support their post-sporting careers.

CONGRATULATIONS

Seven Consulting looks forward to both the CommBank Matildas welcoming the world to Australia and the Seven Consulting Opals for winning Bronze in the FIBA Women's World Cup 2022

Tameka Yallop

Elise Kellond-Knight

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Australia's Best Program Delivery Company

Award Winning Company

Woolworths — *The fresh food people*
Woolworths Group IT Exceptional Services Award
Winner 2018

6x BRW. AWARDS — BRW. fäst 100