



Australia's Best  
Program Delivery Company

*Partnering to deliver the change needed for a better future*

# Rob Thomsett's RAPid Planning processes



Major Sponsor of the



CommBank  
**MATILDAS**



SEVEN CONSULTING  
**OPALS**

TEAMWORK • TRANSPARENCY • DELIVERY



## 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.



## PMO Services

We provide PMO establishment and management, PMO analysis and scheduling services, and tools for some of the largest organisations in Australia. This can range from scheduling services, to running the PMO for \$1.5bn programs, to ePMO management.

**All of our clients are reference sites**



## Change Management Services

We provide program change management, adding value from the start of an initiative through to realising benefits. We also support the integration of change management at an enterprise level to improve portfolio performance.



## Delivery Consulting

We provide delivery capability uplift, sponsor and project manager training, portfolio and program reviews to assist our clients improve their program delivery. We have successfully provided these services to over 50 clients.



## Delivery Tools

Seven Consulting has designed and developed world leading tools to assist our clients optimise their portfolio, design their delivery approach and provide deep weekly delivery insights. These tools are used successfully on over \$5bn of Programs annually.

**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 Client Since 2005	 vodafone Client Since 2009	 Woolworths Australia's fresh food people Client Since 2012	 nab Client Since 2013	 MACQUARIE Client Since 2014	 futurefund Australia's Sovereign Wealth Fund Client Since 2015	 Colonial First State Client Since 2015	 agl Client Since 2017
 OPTUS Client Since 2017	 alintaenergy Client Since 2018	 BNP PARIBAS Client Since 2018	 indue Client Since 2018	 ST VINCENT'S HEALTH AUSTRALIA UNDER THE STEWARDSHIP OF NABU ANDEN-READ INVESTMENTS Client Since 2018	 ASX AUSTRALIAN SECURITIES EXCHANGE Client Since 2019	 Healthscope Client Since 2019	 CITY OF MELBOURNE Client Since 2019
 THE UNIVERSITY OF SYDNEY Client Since 2019	 AUSTRALIAN INSTITUTE of COMPANY DIRECTORS Client Since 2020	 InvoCare Innovation Vocation Care Client Since 2020	 Coca-Cola EUROPACIFIC PARTNERS — AUSTRALIA — Client Since 2021	 CSR Client Since 2021	 MELBOURNE GIRLS GRAMMAR AN ANGLICAN SCHOOL Client Since 2021	 NSW GOVERNMENT Client Since 2021	 dexus Client Since 2022
 Equity Trustees Client Since 2022	 SUPER FUTURE Client Since 2022	 iress Client Since 2022	 AEMO AUSTRALIAN ENERGY MARKET OPERATOR Client Since 2023	 COINVEST LONG SERVICE LEAVE Client Since 2023	 vic roads Client Since 2022	 Greater Bank Client Since 2023	

# Our clients and team are our top priority

## Client Satisfaction Survey Results

Year	Satisfaction rating	Survey questions
Jan-Jun 2023	99.31%	6,206
2022	99.20%	13,191
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

100% of our clients are reference sites

## Team Satisfaction Survey Results

Survey Date	Satisfaction rating
Jun'23	97.66%
Dec'22	97.82%
Jun'22	98.20%
Dec'21	97.92%
Jun'21	98.40%
Dec'20	97.90%



"The team from Seven has integrated effectively with IVC and shows they understand the business."



"Seven is one of the most prestigious consultancies in Australia and most of the Seven Consultants I have come across at my current and previous organisation prove that."



"Strong program delivery capability with the flexibility to scale up and down quickly to meet program and business needs. Look to continue to bring the best of the Seven ecosystem to clients to demonstrate the value-add."



"Good people and a focus on support from the central organisation when required."



alintaenergy

"Very happy with the level of organisation and governance the Seven project/program managers bring to our more complex initiatives."



Commonwealth Bank

"Every Seven consulting person I have ever worked with has been very good at what they do."

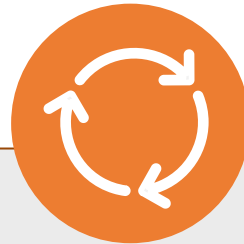


# How do we get to 98+% customer satisfaction?



## People

- 100% permanent workforce, tested extensively through a robust recruitment process.
- High employee engagement.
- Hands on owners that have delivered major programs.
- Training allowances and internal learning sessions.
- Comprehensive mentoring.
- 95% SAFe® qualified and internal trainers.



## Process

- Regular structured quality assurance of all assignments.
- Weekly review of all assignments' status.
- Industry leading Customer Satisfaction and NPS management.
- Bench support available at no cost to client.
- Holidays and illness cover for clients.



## Tools

- Dedicated project tools team.
- Program Delivery approach designed with Pathfinder.
- Delivery approach risks defined with Pathfinder.
- Schedule integrity measured with Healthcheck tool.
- Project reporting with dashboards and scorecards.
- Portfolio optimisation tool.

**All our clients are reference sites.**

# 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.

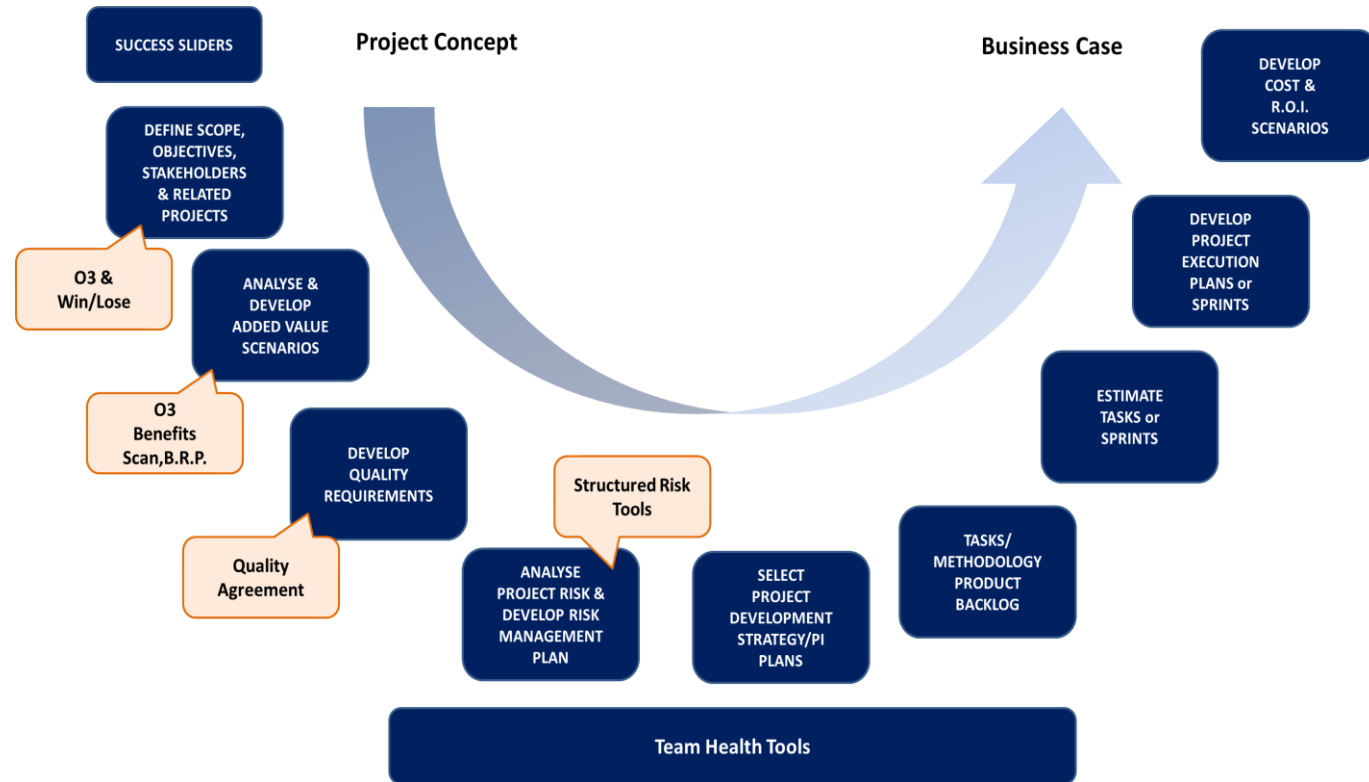
# Rob Thomsett's RAPid Planning processes

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 RAPid 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.

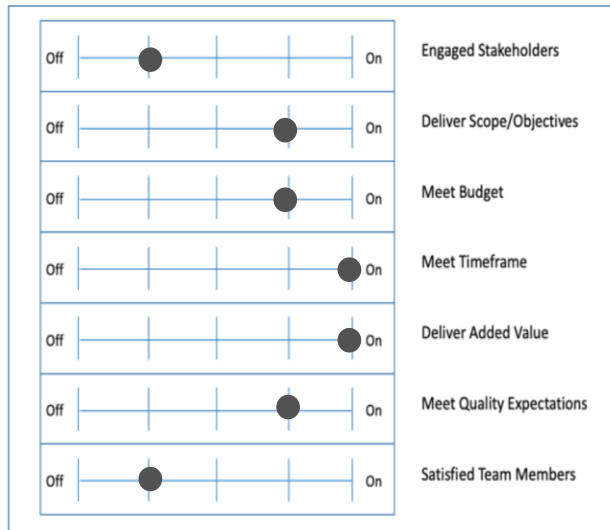
**PM Plug-In: Tool Set 3** – Quality Agreement, Risk Tool.

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

# O3 Tools Outputs

## Project Success Sliders - O3 Tool

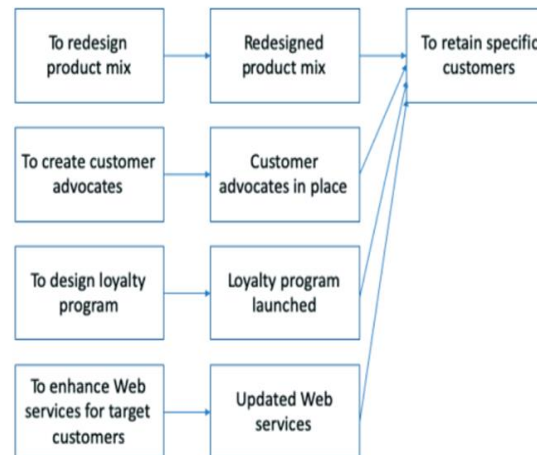
### Project Success Sliders



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.

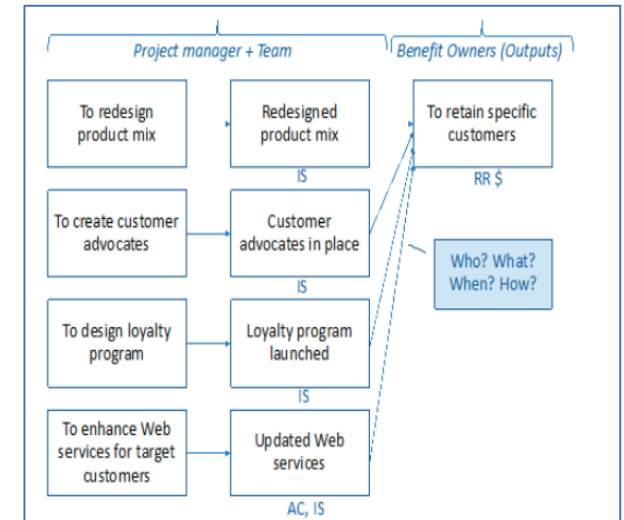
### O3 – Objectives, Outputs, Outcomes

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/>

# O3 Tools Outputs

## 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

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

## 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		

• <b>Conformity or completeness</b> -	The degree to which the product or service must meet the functional and technical requirements. Does it do what it is supposed to?
• <b>Usability or understandability</b> -	The ease of use and understanding of the new product or service. How easy is it for people to understand its purpose and use?
• <b>Efficiency</b> -	The degree to which the product or service must be efficient in its operation. How quickly can it operate?
• <b>Maintainability</b> -	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?
• <b>Flexibility or adaptability</b> -	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?
• <b>Reliability or accuracy</b> -	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?
• <b>Reusability</b> -	The amount of product components that need to be reused by other products. How much of it can be "recycled" into other uses?
• <b>Portability</b> -	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?
• <b>Auditability/security</b> -	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?
• <b>Job impact</b> -	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

## 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**



**Rob Creek**  
Program Director

## 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**



# Improve Project Success Rates with Pathfinder

1. Follow a consistent approach to customise and optimise project delivery based each project's and organisation's key characteristics.
2. Reduce the level of project management oversights or omissions.
3. Identify delivery approach risks and mitigants.
4. Create a draft schedule in MS project or JIRA with streams, phases, deliverables, tasks and dependencies.
5. Enable better project outcomes.
6. All in 30 minutes or less.



Visit us for more information:

<https://www.sevenconsulting.com/project-pathfinder/>

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

### 2022

- M.A.D. Woman (Melbourne) *The pencil case challenge*
- Bahay ni Maria and Tahanan ng Pagmamahal (Manila)





# SEVEN CONSULTING DELIVERY SUMMIT



The purpose of the Seven Consulting annual Delivery Summit is to share our clients' best practice in program and project delivery. It also serves as a celebration of success and a thank you, training and networking opportunity for our clients and their selected delivery leads.

## Some of the Delivery Summit Speakers include:

**Richard Heeley**, CIO – Head of Technology, Macquarie BFS; **Jacqui Visch**, Chief Technology and Data Officer, AMP; **Tanya Graham** Alinta Energy – Chief Transformation Officer; **Bob Hennessy** Lendlease Group CIO; **Malcolm Pascoe** Former SAI Global, Sydney Trains – CIO; **Owen Eaton**, Business Transformation & Strategy Executive, NAB; **Bob McKinnon**, Co-Founder & Director, Mirin Digital; **Mel Parks**, Chief Transformation Officer, QBE; **Clive Dickens**, VP Product Development, TV and Content, OPTUS; **Dr. Catriona Wallace**, CEO, Ethical AI Advisory; **Mirella Robinson**, CITO – Chief Information; Technology Officer, CBUS; **Nicole Pelchen**, Chief Technology Officer, Link Group; **Seth Holmes**, Chief Transformation, Government Relations & Corporate Services, VicRoads; **Sarah Rees-Williams**, Executive Director, Macquarie Bank; **Nikki Watts**, Division Director, Macquarie Group; **Abdullah Khan**, Former Director, Group Technology, AMP

The 2023 Seven Consulting Delivery Summit received an **NPS of 73**.

## Some of our Delivery Summit Supporting Organisations



Visit us for more information:

[www.sevenconsulting.com/seven-consulting-delivery-summit](http://www.sevenconsulting.com/seven-consulting-delivery-summit)



# 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 the CommBank Matildas welcoming the world to Australia and a congratulations to the Seven Consulting Opals for winning Bronze in the FIBA Women's World Cup 2022



**Tameka Yallop**

**Elise  
Kellond-Knight**







**Australia's Best Program Delivery Company**

*Partnering to deliver the change needed for a better future*

### **Award Winning Company**

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



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[www.sevenconsulting.com](http://www.sevenconsulting.com)