SEVEN CONSULTING

Australia's Best Program Delivery Company

Peak Results, Delivered Together

Seven Consulting Change Management

TEAMWORK • TRANSPARENCY • DELIVERY

Seven Consulting - Services

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, 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

Seven Consulting – Products & Services

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, and portfolio and program reviews to assist our clients improve their program delivery. We have successfully provided these services to over 60 clients.

Delivery Tools

Seven Consulting has developed world-leading tools to assist our clients in; portfolio optimisation, delivery approach design and weekly insights into their delivery. These tools are used successfully on over $5bn of programs annually.

All of our clients are reference sites

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Our Clients

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Commonwealth Bank — Client Since 2003	Westpac — 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	agl — Client Since 2017	alintaenergy — Client Since 2018
indue — Client Since 2018			

ASX AUSTRALIAN SECURITIES EXCHANGE — Client Since 2019	THE UNIVERSITY OF SYDNEY — Client Since 2019	HUNTER WATER — Client Since 2020	Coca-Cola EUROPACIFIC PARTNERS AUSTRALIA — Client Since 2021
NSW GOVERNMENT — Client Since 2021	COURT SERVICES VICTORIA — Client Since 2022	iress — Client Since 2022	Sunnyfield disAbility Services — Client Since 2023
AustralianSuper — Client Since 2023			

Australia Post — Client Since 2024	nib Thrive — Client Since 2024	Australian Government Department of Employment and Workplace Relations — Client Since 2024	pepper money — Client Since 2024
Ingenia — Client Since 2024	Cuscal — Client Since 2024	Catholic Schools Parramatta Diocese — Client Since 2024	ABV Australian Business Volunteers — Client Since 2024
myob — Client Since 2024			

GM³ — Client Since 2024	NSW Trustee & Guardian — Client Since 2025	NSW GOVERNMENT Department of Climate Change, Energy, Environment and Water — Client Since 2025	RioTinto — Client Since 2025
adairs — Client Since 2025	Adelaide Airport — Client Since 2025	Teachers Mutual Bank — Client Since 2025	future group — Client Since 2025

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Our clients and team are our top priority

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Client Satisfaction Survey Results

Year	Satisfaction rating	Survey questions
Jan-Jun 2025	**98.69%**	**5487**
2024	99.45%	11,668
2023	99.50%	11,223
2022	99.20%	13,191
2021	99.15%	15,932
2020	98.87%	14,455
2019	99.08%	14,949

100% of our clients are reference sites

Team Satisfaction Survey Results

Survey Date	Satisfaction rating
Apr'25	**98.60%**
Oct'24	97.56%
Apr'24	97.41%
Dec'23	95.32%
Jun'23	97.66%
Dec'22	97.82%
Jun'22	98.20%

Commonwealth Bank

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

agl

"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."

alintaenergy

"Very happy with the level of organisation and governance the Seven Project/Program Managers bring to our more complex initiatives."

Woolworths *The fresh food people*

"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."

Coca-Cola EUROPACIFIC PARTNERS

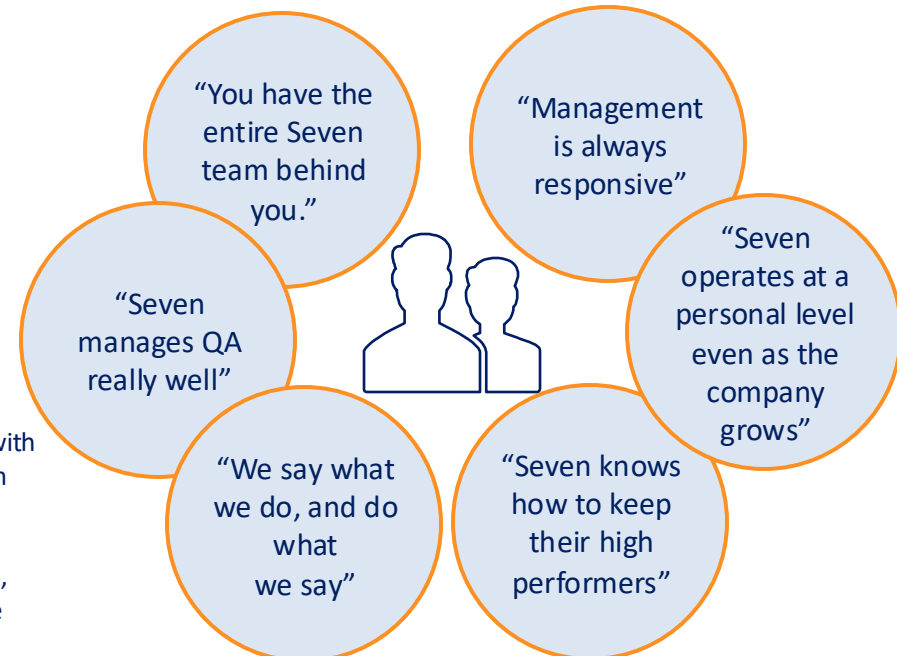"Good people and a focus on support from the central organisation when required."

Equity Trustees

"We have been very impressed with the capability of consultants from Seven Consulting and this has significantly uplifted our project management maturity, discipline, capability and delivery across the organisation."

"You have the entire Seven team behind you."

"Management is always responsive"

"Seven manages QA really well"

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

"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 to 98+% customer satisfaction?

SEVEN CONSULTING™

People

- Over 90%+ 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.
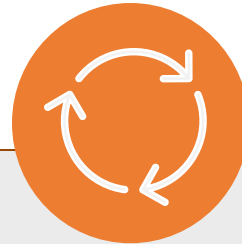
Process

- 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.

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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.

Change Management Services

End-to-End Change Management

Design, plan, deliver and embed changes as a value-adding function of a project.

✓ Change Management planning for a business case

✓ End-to-end Change Management delivery

✓ Change Readiness assessments

Change Management Review, Recommendations and Uplift

Assess change capability, maturity, delivery and functionality. Provide recommendations and a roadmap for uplift.

✓ Change Management Program Health Check

✓ Change Capability review, recommendations & uplift

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The Value of Change Management

What We Do

Apply best-in-class processes and tools to manage change proactively to realise program benefits.

Our Impact

- Reduce risk and remove obstacles for achieving business outcomes.

- Enhance the connection to and understanding of the changes.

- Measure and track leading indicators to evidence our effectiveness and ensure the program is on track to achieve program benefits.

How We Do It

- Apply psychology and organisational behaviour principles to understand stakeholder groups.

- Facilitate workshops and working groups to design effective interventions.

- Engage, communicate and coach across the business to elevate the change journey.

- Close gaps in skills and capabilities through learning activities.

- Develop new operating models and rituals that embed change.

Case Study for the Value of Change Management

vic roads

Linking Effective Change Management to Benefits Realisation

Projects deliver change.
Change should deliver business outcomes.

Change Managers strategise to achieve the desired business outcomes from initiation and business case through to go-live and benefits realisation. Effective Change Management is critical to achieve project benefits.

Proficiency, utilisation, adoption and sentiments are four factors that need to be assessed to determine if Change Management was effective and if a project is on track to achieve its benefits.

Benefits have a tangible value that should justify the investment in the project and the organisational change.

Benefits of the project may include improved performance, reduction in costs, increased market share and more.
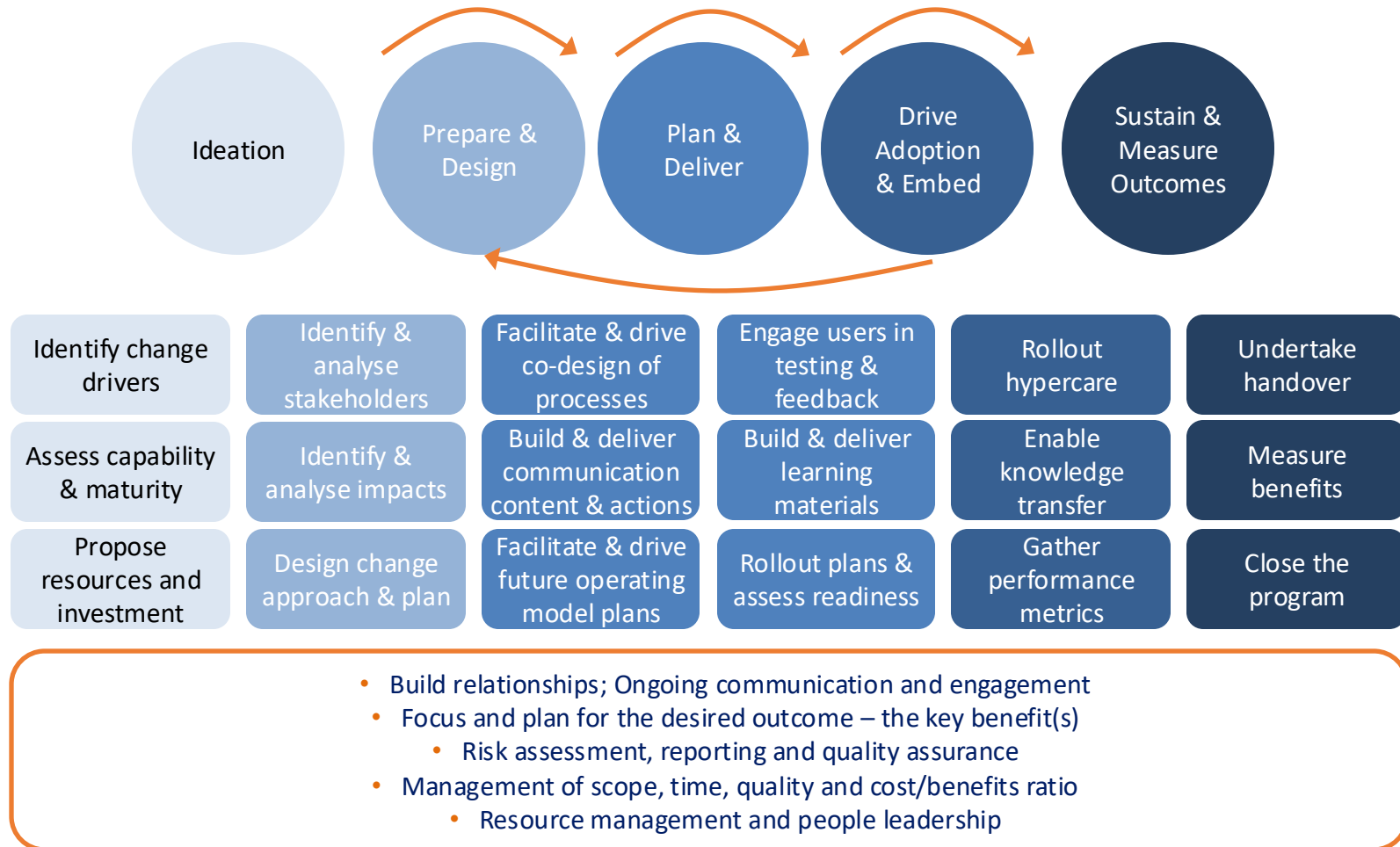
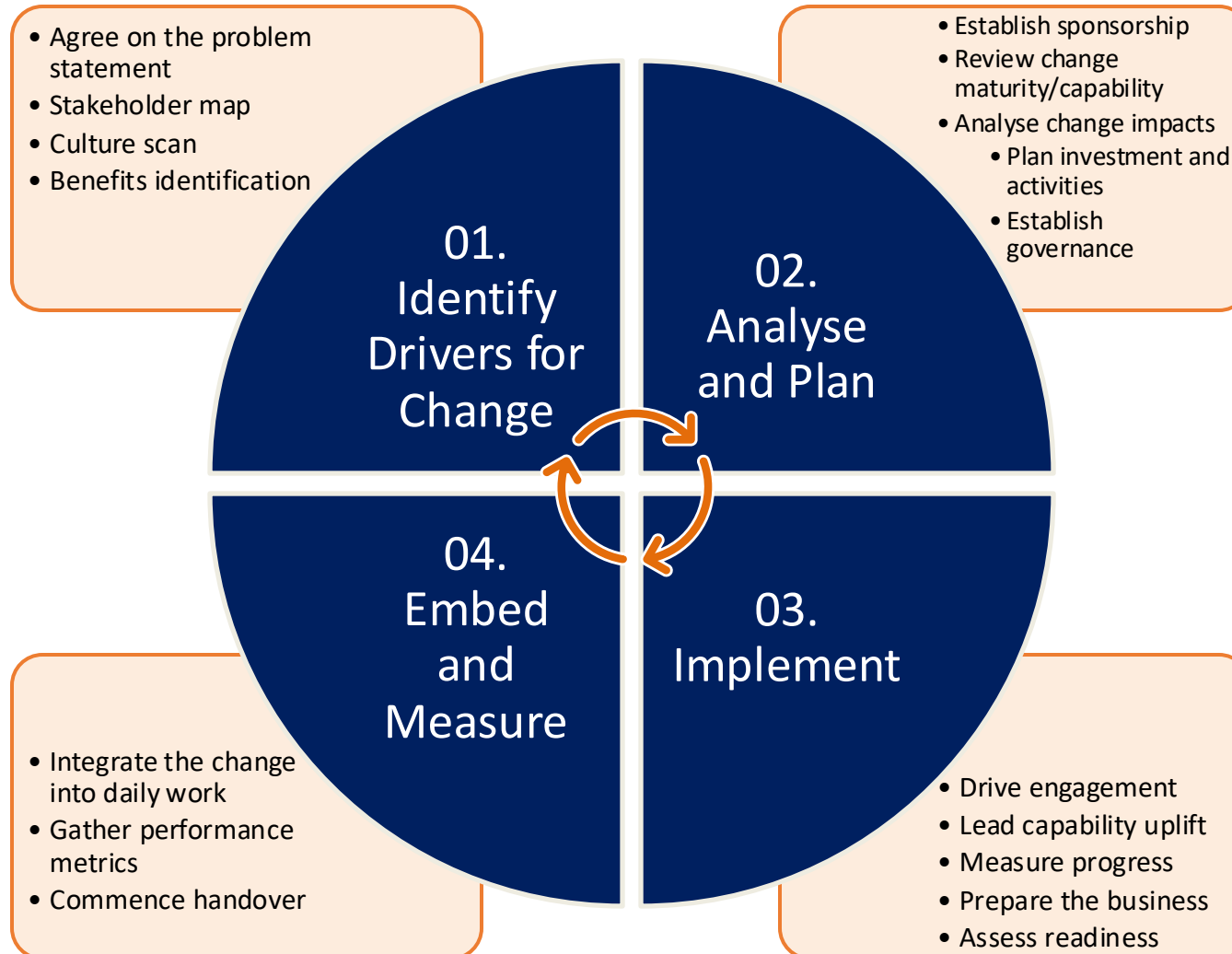## Digital Transformation | Service Delivery Reform Program

VicRoads was preparing for a $21.5M transformation to their service offering, whereby the organisation was optimising current online transactions and developing new transactions on their website as an improved digital service offering. The goal was to see an increase in customer completion of transactions online with a focus on developing staff to proactively redirect customers to self-serve online.

Our Senior Change Manager undertook a review of the metrics to understand how this change would help VicRoads realise the intended benefits. A Change Impact Assessment was completed to identify the appropriate interventions needed in an Engagement Plan that would uplift staff capability and encourage behaviour change in the Centres. Diverse support materials (e.g. printed cards and QR codes leading to materials in multiple languages) were created and used by Centre staff because standard channels would not work *in the field*. Performance and service measures were put in place to track the effectiveness of the Change Management interventions, which were evidenced by centre concierges re-directing customers to self-serve online, which was captured by the reduced number of tickets per centre. Online transactions continued to trend upward.

VicRoads Operations has taken the Change Management strategies we implemented into BAU processes including the new structures for communicating and engaging staff, new ways of training staff and greater understanding of managing change resistance.

End-to-End Change Management Framework

Ideation	Prepare & Design	Plan & Deliver	Drive Adoption & Embed	Sustain & Measure Outcomes
Identify change drivers	Identify & analyse stakeholders	Facilitate & drive co-design of processes	Engage users in testing & feedback	Rollout hypercare	Undertake handover
Assess capability & maturity	Identify & analyse impacts	Build & deliver communication content & actions	Build & deliver learning materials	Enable knowledge transfer	Measure benefits
Propose resources and investment	Design change approach & plan	Facilitate & drive future operating model plans	Rollout plans & assess readiness	Gather performance metrics	Close the program

- Build relationships; Ongoing communication and engagement
- Focus and plan for the desired outcome – the key benefit(s)
- Risk assessment, reporting and quality assurance
- Management of scope, time, quality and cost/benefits ratio
- Resource management and people leadership

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Change Management Approach

- Agree on the problem statement
- Stakeholder map
- Culture scan
- Benefits identification

- Establish sponsorship
- Review change maturity/capability
- Analyse change impacts
  - Plan investment and activities
  - Establish governance

01. Identify Drivers for Change

02. Analyse and Plan

04. Embed and Measure

03. Implement

- Integrate the change into daily work
- Gather performance metrics
- Commence handover

- Drive engagement
- Lead capability uplift
- Measure progress
- Prepare the business
- Assess readiness

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Engage a Change Management Practitioner Early

- Within the context of program delivery, a Change Management practitioner provides value early, typically at the business case (pre-project) phase, which positively shapes the scope, budget and resourcing decisions, the program schedule and overall quality.

- Some of the ways a Change Management practitioner does this:
  - Interview stakeholders to understand what the changes will mean for them and the way they work, as well as to understand the change maturity of the business. This helps to size the effort required to provide accurate resourcing and planning estimates that ensure the project is set up appropriately from the start.
  - Scan for other programs with similar stakeholders and delivery timeframes to propose an approach and schedule that allows the change to be absorbed by the business.
  - Clarify the drivers behind the change and the desired business outcomes so as to identify the metrics or data needed to prove the outcome is achieved. This may need to be built into the solution and be accounted for in budgeting and scheduling.
  - Understand the end users' (or impacted groups') needs from the start to inform the design, testing and launch of the solution so that change is more easily adopted.

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Obstacles and Solutions to Effective Change

Obstacles

- Inactive executive sponsorship
- Lack of clarity of the vision
- Toxic culture or politics
- Limited consultation
- Active and passive resistance
- Organisation is not change mature
- Little structure or governance applied around the change process

Solutions

- Endorsed sponsor contract and engagement plan
- Agree on drivers and outcomes
- Identify impact and set clear expectations for what's needed
- Engage end users in the solution design
- Build understanding, capability and capacity around change
- Introduce and/or uplift change capability
- Apply proven change management methods and practices

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Our Experience

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Data Platform Transformation

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CommonwealthBank

Change Management Planning and Self-Serve Materials for Leader-Led Change

This initiative will (1) modernise data platforms by migrating to a cloud-based platform to uplift automation and scaling to reduce complexity and duplication; (2) transition to data platform as-a-service to create end-to-end ownership and innovation; (3) enhance the current operating model through a data marketplace enabling Group-wide self-service.

Our Senior Change Manager (SCM) developed and handed-over the program-level Change Management Plan to CBA's Change Lead. While the program prepared to commence, our SCM subsequently led end-to-end Change Management for the low impact *Mission Alloy* stream, which included the delivery of a Business Unit Transition Toolkit for self-serve plans, handouts, talking points, FAQs and more to support leader-led management of the changes.

Introducing self-serve Change Management was positively received by Business Bank Technology, Retail Technology, Institutional Banking & Markets, Technology & Operations Corporate Services, and Bank West.

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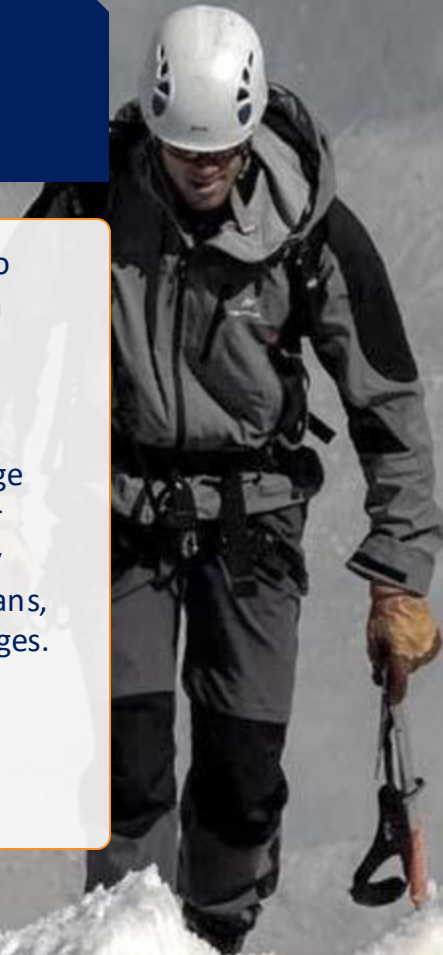
Change Management inputs to inform a Business Case

ASX AUSTRALIAN SECURITIES EXCHANGE

Change Management analysis and strategy for a highly sensitive and complex Business Case

Australian Securities Exchange (ASX) undertook a significant business case development process in 2023 for a marquee multi-year, multi-million-dollar platform change that would have wide-reaching impacts for the market.

Our Change Management (CM) team shaped the early thinking and CM input for the business case with in-depth consultation with over 15 business groups to understand and analyse the planned changes across people, process, technology and customer lenses. This was used to complete a detailed Change Canvas and Impact Analysis for each business group. Those formed the basis for a Change Strategy and Approach with proposed resourcing, associated cost estimates and a 12-month CM activity plan. All deliverables underwent a rigorous assurance process with minimal findings before being included in the business case.

Our CM team successfully facilitated the stakeholder engagement and internal communications for the business case sign-off, which occurred at the end of 2023. Our Change Manager is now preparing for Releases 1 (2026) and 2 (2029).

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Digital Transformation
(Digital Driver's Licence Program)

Change Management for Statewide roll out of Victoria's new Digital Drivers Licence

After an initial pilot of the new Digital Driver's Licence (DDL), VicRoads was preparing for a statewide launch of the DDL to full licence holders. There was a layer of complexity due to a state-managed project with two product delivery providers, of which VicRoads was one. Effective Change Management was required to create a customer support model between the two organisations, and to ensure the Operations teams at VicRoads were adequately prepared for the rollout.

Seven's Senior Change Manager joined the Change Management team to analyse data from the pilot to calculate resource requirements for the statewide rollout and to unpack key customer queries that informed the approach to close learning gaps. The team created an addendum to the pilot Change Strategy, Learning Plan and Change Impact Assessments to prepare VicRoads for a successful rollout.

The Change Management team was instrumental in ensuring lessons learned from the pilot were utilised to mitigate risks for the statewide rollout. Through staff engagement, unknown reputational risks were identified with executive management taking action to eliminate risks prior to the launch.

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Sustainable Change Plan

Business case development and change sustainability planning to expand the pilot of a social impact program nationally

Alinta Energy required a business case for a **$6 million** investment in their Community Development Initiative. The Energy Saver Program aims to reduce Alinta's hardship customers' energy bills through more efficient appliances. The business case sought approval to expand the appliance offering and operate nationally.

To accomplish this, the Seven Consulting team collaborated with stakeholders and facilitated workshops to develop the business case, process documentation and a Change Sustainability Plan. The business case used analytical methods to establish an efficient future-state workflow and provide recommendations for the project's next phase. This included weighted scorecards to select partners for the program and a staggered national rollout to mitigate operational strain. The Change Sustainability Plan focused on embedding long-term changes across Alinta Energy's operations while incorporating stakeholder insights, feedback and human-centred design principles.

Seven's Change Manager successfully presented the business case to the executive leadership team, detailing the recommendations on the target operating model, performance measures for continuous improvement, partnerships, resourcing and embedding customer insights into the program through human-centred design. The business case was endorsed for investment and will begin expanding in 2024.

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Change Management Review

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CITY OF MELBOURNE

Review, assess and report on Change Management, as well as provide recommendations to enhance Change Management across the EPMO

City of Melbourne's Technology, Innovation and Data division delivers 40 projects with an annual spend of $20M. The maturity of the EPMO was low, and the Change Management function was spread thin with limited consistency and impact on benefits realisation.

Seven Consulting reviewed artefacts, interviewed key members of the division, reviewed active change projects, and identified opportunities to uplift the Change Management capability.

The recommendation was to integrate the Change Management function across seven themes of the EPMO. The primary areas of uplift pertained to establishing a community of practice, creating a Change Director role to lead the function, managing frontline capacity in portfolio planning, measurement throughout projects, updated frameworks for traditional and Agile methods, and alignment to new ways of working.

*This work was undertaken as part of a broader EPMO review.

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Change Management Health Check

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regis | aged care

Change Management Health Check Review of HR Transformation Program

Regis was delivering a substantial HR platform transformation focussing on payroll and rostering to enable greater digitalisation, modernisation and cost optimisation. The program was part way through its delivery when Seven Consulting was asked to undertake an independent in-flight Health Check and make recommendations to ensure successful delivery of agreed outcomes. The scope of work included a review of the Change Management planning and activities.

To execute the review, our Senior Change Manager used our CM Health Check tool that focussed on evaluating three aspects of managing change: planning, artefacts and culture. The exercise included a review of change methodology, artefacts, activities and insights into the project. A series of one-on-one interviews were conducted with key stakeholders, sponsors and the existing Change team. An extensive review of available artefacts was conducted to determine quality and appropriateness.

A report with strengths and recommendations were presented to the project Steering Committee, sponsors and the Change Management team at the end of the review. The recommendations were included in the list of action items prepared by the wider Seven Project Review team for implementation by Regis' project team.

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New Operating Model and Organisational Structure

Elanor Investors Group

Change Management planning and workshop facilitation to augment HR's efforts

Elanor Investors Group was preparing to initiate an organisational change to deliver consistency and efficiency through a new shared cross-sector resource pool, new operation model and restructure. The goal was to align the structure to the multi-pronged strategy for business growth and nurturing a high performing culture.

Our Senior Change Manager (SCM) worked with the Head of HR and executive stakeholders to understand the changes and their drivers. Stakeholder interviews and workshops were conducted to identify the type and level of change impact. This informed the development of the Change Management Plan that was delivered to HR. Following initial announcements and in preparation for the transition, our Change team facilitated seven workshops on the new operating model, process improvement and team building.

The Change Management Plan was endorsed by Elanor's Executive Management Committee (EMC). The facilitated workshops achieved the goal of creating team readiness for the transition with 11 out of 11 critical readiness areas met. Working groups were established to maintain and sustain the ongoing internal change efforts needed to achieve top priorities of the new teams and realise the benefits of the new operating model and structure.

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Change Management for Data Migration Program

CommonwealthBank

Driving business and change readiness for CBA's largest data migration, replatforming Omnia to AWS Cloud

Commonwealth Bank of Australia (CBA) initiated the largest data migration in its history — and in the southern hemisphere — moving over 55 petabytes of data and 60,000+ pipelines from on-premise infrastructure to the AWS Cloud. This foundational shift was essential to support the bank's AI strategy and improve the speed and quality of data-driven decision-making. The program had widespread impact across data teams in all business units, including Retail, Business Banking, Risk, and Financial Services. A phased approach, with several smaller early releases, helped establish trust and momentum with stakeholders ahead of the major migration activities.

Seven's Change Manager led the Organisational Change Management (OCM) stream, partnering with CBA's internal change team to ensure business readiness across all impacted business units. The team delivered a comprehensive change strategy including stakeholder analysis, impact assessments, communication and engagement plans, and facilitated business unit-specific readiness sessions, leadership engagement, and tech domain all-hands forums.

The structured change approach helped build trust, align business units, and secure business unit sign-off for the migration. Regular pulse checks showed significant improvement in stakeholder awareness of the program's objectives, impacts, and post-migration support. This foundation contributed to a smooth transition and enabled CBA to accelerate its data and AI strategy.

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Improve Project Success Rates with Pathfinder

1. Follow a consistent approach to customising and optimising project delivery based on 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/

PROJECT 7

Seven Consulting has been giving back to the wider community since 2007, by 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 (Sydney)
• Hanover Crisis Centre (Melbourne)

2016
Marian Villa (Sydney)

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 throughout the year to fulfill our Project 7 commitment.

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.

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)
• M.A.D. Woman Foundation (Melbourne)

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

2022 – Mini Project 7
• M.A.D. Woman (Melbourne)
  The pencil case challenge
• Bahay ni Maria and Tahanan ng Pagmamahal (Manila)

2023 – Mini Project 7
Sydney & Melbourne
• Clean Up Australia
• HeartKids
• M.A.D. Woman
Sydney
• Balmoral Burn
• Monika's Rescue
• Pocket City Farms
Manila
• Solar Hope
• JCI Batangas Caballero

2024
Sydney
• Northern Beaches Women's Shelter
Melbourne
• Community Housing Limited
Manila
• Habitat for Humanity Philippines
• Tanging Yaman Foundation Inc.

2025
Sydney (CatholicCare)
As part of Project 7 2025, our Sydney team partnered with CatholicCare Services to enhance their Disability Services warehouse, improving accessibility and creating a more welcoming space.

Australia's Best Program Delivery Company

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

Some of the Delivery Summit Speakers include:

John Hunt - CIO & Managing Director of Group Enablement, Woolworths Group; **Jeya Shan** - Director Strategic Projects, CLP Power Hong Kong Limited; **Mick O'Brien** - Managing Director, EQT; **Darren Abbruzzese** - CIO Business Banking and Group Digital, NAB; **Glenn Waterson** - GM Retail Transformation, AGL; **Victoria Jones** - Head of Lending Transformation, ANZ; **Jane Harford** - Former Director of IT, Melbourne Girls Grammar; **Cindy Vandecasteele** - Former General Manager Customer Engagement, Alinta Energy; **Cameron McLean** - Former Chief Technology & Data Officer, GMHBA; **Margaret Wilde** - Program Director, NAB; **Geraldine Chin Moody** - Non-Executive Director & Chair Advisory Board, Directors Australia; **Alice Kunek** – Australian Professional Basketball Player, Seven Consulting Opals; **Kristy Wallace** – Australian Professional Basketball Player, Seven Consulting Opals

We have achieved an average NPS of 68 across our 6 Delivery Summits

Our Delivery Summit Supporting Organisations

AMP · nab · Inland Revenue Te Tari Taake · alinta energy · ASX · Lendlease · Woolworths The fresh food people · BLACKMORES GROUP

CommonwealthBank · MACQUARIE · FOOTBALL AUSTRALIA · QBE · OPTUS · AUB GROUP · Woolworths Group · NSW Government · the greate Group

MLC · ERICSSON · Bendigo and Adelaide Bank · agl · ANZ · cbus · Colonial First State · Ethical AI · futurefund · Financy Women's Index · ashurst

LINK Group · Mirin Digital. · vicroads · InvoCare Innovation Vacation Care · BASKETBALL AUSTRALIA · indue · The a2 Milk Company · BASKETBALL NSW · THE UNIVERSITY OF SYDNEY

CLP 中電 · SEVEN CONSULTING OPALS · Directors Australia Board Performance Specialists

Visit us for more information: www.sevenconsulting.com/seven-consulting-delivery-summit

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SEVEN CONSULTING OPALS

Following on from being the first dedicated sponsor of the Matildas, we continue to support world-class Australian women's teams with the Seven Consulting Opals, currently ranked No.2 in the world and Olympics world bronze medal winners.

We are extremely proud to be official sponsors of the Australian Women's National Basketball team, the Seven Consulting Opals.

Seven Consulting is a proud naming rights partner of the Australian Women's National Basketball team, the Seven Consulting Opals.

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