



Australia's Best
Program Delivery Company

Peak Results, Delivered Together

Seven Consulting's Tools



Seven Consulting proudly supports the world-class Australian women's team, the Seven Consulting Opals, currently ranked No. 2 globally, bronze medal winners in both the FIBA Women's World Cup, and in the Paris 2024 Olympics. We also sponsor the Financy Women's Index, promoting gender financial equality in Australia.

Financy
Women's
Index



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



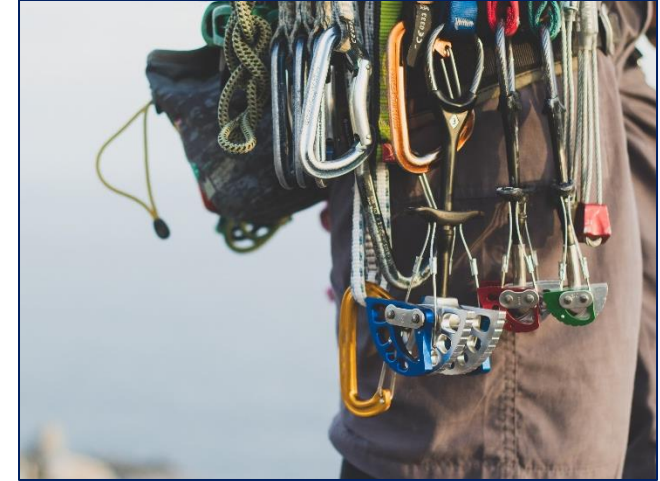
Change Management Services

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 2003	 Westpac Client Since 2009	 Woolworths Australia's fresh food people Client Since 2012	 ANZ Client Since 2012	 nab Client Since 2013	 MACQUARIE Client Since 2014	 futurefund Australia's Sovereign Wealth Fund Client Since 2015
 agl Client Since 2017	 NSW Government Communities & Justice 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	 NSW GOVERNMENT Client Since 2021
 Coca-Cola EUROPACIFIC PARTNERS AUSTRALIA Client Since 2021	 dexus Client Since 2022	 Equity Trustees Client Since 2022	 iress Client Since 2022	 pwc Client Since 2022	 Sunnyfield disAbility Services Client Since 2023	 NGM GROUP Client Since 2023
 regis aged care 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	 CHALLENGER Client Since 2024	 Cuscal Client Since 2024

Our clients and team are our top priority

Client Satisfaction Survey Results

Year	Satisfaction rating	Survey questions
Jan-Jun 2024	99.49%	6,060
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
2018	98.65%	15,450

100% of our clients are reference sites

Team Satisfaction Survey Results

Survey Date	Satisfaction rating
Oct'24	97.56%
Apr'24	97.41%
Dec'23	95.32%
Jun'23	97.66%
Dec'22	97.82%
Jun'22	98.20%
Dec'21	97.92%



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



"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."



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



"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."



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



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

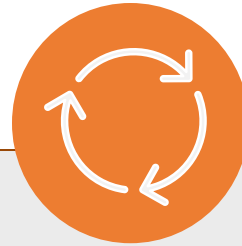


How do we get to 98+% customer satisfaction?



People

- 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.

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.

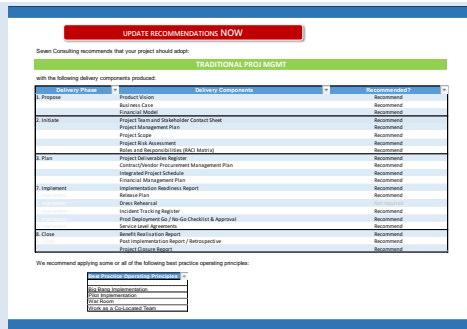


Delivery

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.

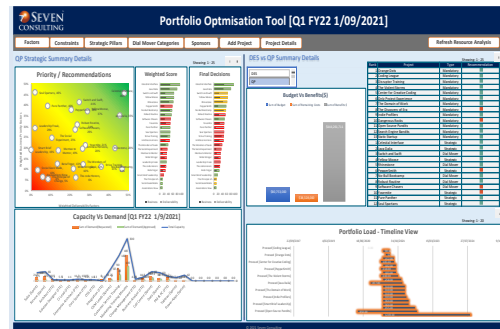
Seven Consulting's Tools

Seven Consulting's Project Pathfinder Methodology Predictor



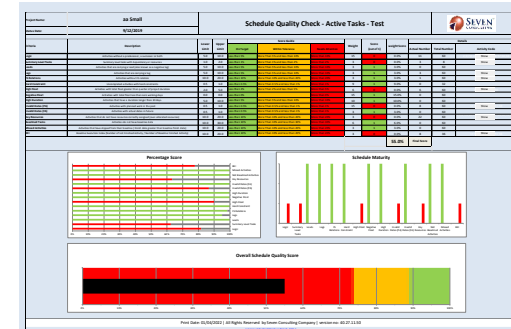
The Seven Consulting Project Pathfinder tool provides guidance on how to tailor your program or project. It provides suggestions on methodology to apply, operating practices to adopt and artefacts to prepare to deliver your program or project.

Portfolio Optimisation Tool Portfolio Planning



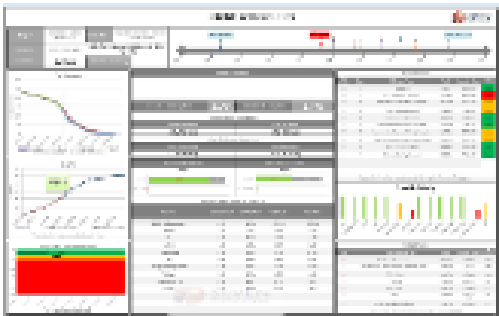
The Portfolio Optimisation Tool helps clients manage and prioritise their project portfolios based on a set of business priorities and deliverability constraints.

Schedule Health Schedule Quality



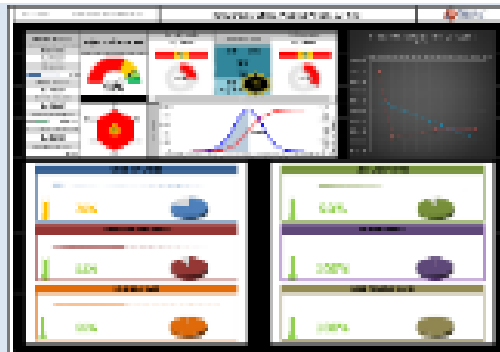
The Schedule Health Tool is designed to evaluate the quality, integrity and currency of a project schedule and suggests improvement areas.

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 Pathfinder implementation

OPTUS

As part of a broader ePMO Setup engagement, we implemented the **Pathfinder Tool** to kick off projects **the right way**



While Optus had transformed most of their projects' delivery to an agile way of working, there are still some key projects that need to be delivered in a traditional or hybrid manner. The problem was: how can we objectively decide the **right delivery** approach and the areas we need to **focus** on?



Seven Consulting, using their extensive expertise in agile and traditional project delivery methods, implemented the **Pathfinder** tool to ascertain the right delivery approach that considers the **organisational** and **project characteristics** to design the delivery approach and kick off the project **with confidence**.



Optus ePMO uses the **Pathfinder** tool to recommend the optimised delivery approach, define the initial set of risks and appropriate mitigations, outline the required deliverables, and produce a skeleton schedule with streams and dependencies to build a proper timeline. This is to **maximise** the opportunity for **success**.



Seven Consulting's Project Pathfinder

Seven Consulting's Project Pathfinder tool 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.

This screenshot shows the 'Deliverable Selector' step of the Project Pathfinder tool. The interface includes a progress bar at the top with five steps: 1. Project Label, 2. Methodology Selector, 3. Defined Methodology, 4. Deliverable Selector (active), and 5. Final Dashboard. Below the progress bar, there are four main sections: 'Recommended Approach' with an 'Agile' button, 'Selected Approach' with an 'Agile' button, a circular gauge showing 'Hybrid' at 73.4%, and 'No. of Recommended Deliverables' with a '70' button. A 'Deliverable Library' table is displayed below, showing a list of deliverables with their phases, streams, and descriptions.

Phase	Stream	Deliverable	Description
1. Initiate	01. Agile	Product Vision / Concept Paper	The product vision is the overarching goal you are aiming for, the reason for creating the product. It provides a continued purpose in an ever-changing world, acts as the product's true north, provides motivation when the going gets tough, and facilitates effective collaboration.
	04. Business	High Level Business Requirements	A sub-set of overall requirements management, high level statements of the goals, objectives, and outcomes that describe why a project/change has been initiated. They can apply to the whole of an enterprise, a business area, or a specific initiative.
2. Analyse	04. Business	Project Scope	Scope statements may take many forms depending on the type of project being implemented and the nature of the organisation. The scope statement details the project deliverables and describes the major objectives. The objectives should include measurable success criteria for the project.
	01. Agile	Product Backlog	In Agile, the Product Backlog is simply a list of all things that needs to be done within the project. It replaces the traditional requirements specification artefacts. These items can have a technical nature or can be user-centric e.g. in the form of user stories.
	01. Agile	Agile Story Map	A user story map arranges user stories into a useful model to help understand the functionality of the system, identify holes and omissions in a backlog, and effectively plan holistic releases that deliver value to users and business with each release.
03. Architecture		Architecture (Project)	High-level design (HLD) explains the architecture that would be used for developing a software product. The architecture diagram provides an overview of an entire system, identifying the main components that would be developed for the product and their interfaces. The HLD uses possibly nontechnical to mildly technical terms that should be understandable to the

This screenshot shows the 'Final Dashboard' step of the Project Pathfinder tool. The interface includes the same progress bar at the top. Below it, there are four main sections: 'Recommended Approach' with an 'Agile' button, 'Selected Approach' with an 'Agile' button, a circular gauge showing 'Hybrid' at 73.4%, and 'No. of Recommended Deliverables' with a '70' button. A 'Deliverable Library' table is displayed below, showing a list of deliverables with their phases, streams, and descriptions. A 'By Phase and Stream' view is selected, showing a grid of deliverables across phases and streams.

Phase	Stream	Deliverable	Description
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- 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 optimised 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.

- 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 Australian IT projects.
- Through these engagements, Seven Consulting has found strengths in both methods.
- We manage around \$1bn of agile programs 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!

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.

What does work?

- Assessing the organisational 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 thousands of years of experience to allow this analysis to be done within 30 minutes.
- In addition, the 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

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

 Project Pathfinder 

1 Project Label 2 Methodology Selector 3 Defined Methodology 4 Deliverable Selector 5 Final Dashboard

Organization: Seven Consulting Project Name: Project Pathfinder Manager: SevenConsulting

8 / 30

Q8 Speed to market or speed to value are critical

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Category: Project Benefits

Guidance:

Agile methods are well suited to development of new products or services and market testing new ideas, where speed to market may be critical to the success of the initiative. Direct collaboration with customers and end users combined with short sprints results in greater speed and alignment of delivered features to user needs, albeit in feature increments. Traditional methods may be better suited where timelines are not as critical and where a significant volume of features is required before the solution is able to be used.

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.

Ability to deliver in short cycles.

 Project Pathfinder Home Help Chat

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8 / 30

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Disagree

Strongly Disagree

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Restart Back Next

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.

A knowledgeable Product Owner is appropriately assigned to the project

 Project Pathfinder Home Help Chat

1 Project Label 2 Methodology Selector 3 Defined Methodology 4 Deliverable Selector 5 Final Dashboard

Organization: Seven Consulting Project Name: Project Pathfinder Manager: SevenConsulting

16 / 30

Q16 A knowledgeable and empowered Product Owner (Member of agile team responsible for defining stories and prioritizing the team backlogs) exists and could be assigned

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Category: Flow of Knowledge

Guidance:

It is essential to the success of agile methods that an appropriate Product Owner be assigned to the project. The Product Owner must be knowledgeable in the project vision and product domain and be empowered to take decisions on prioritisation and acceptance of features. Traditional methods generally use group forums for deliverable review and approval and steering committees for decision making. These mechanisms are inadequate to support the demands of agile for rapid decision making and resolution of blockers.

Restart Back Next

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.

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

 Project Pathfinder Home Help Chat

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1 Project Label 2 Methodology Selector 3 Defined Methodology 4 Deliverable Selector 5 Final Dashboard

Organization: Seven Consulting Project Name: Project Pathfinder Manager: SevenConsulting

25 / 30

Q25 The development tools necessary for continuous software integration are in place

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Category: Presence of Enablers

Guidance:

Agile methods utilise short duration sprints to deliver working outputs (software) for implementation or feedback. Productivity is paramount and is best enabled using a continuous integration approach. This approach requires specific tools and development practices which must be fully available early in the project. Traditional methods can also benefit from continuous integration techniques, however, there is generally time available whilst requirements and design phases are underway to establish the required tools and practices.

Restart Back Next

Project Pathfinder - Selected Approach



SEVEN CONSULTING Project Pathfinder
Home Help Chat

1 Project Label
2 Methodology Selector
3 Defined Methodology
4 Deliverable Selector
5 Final Dashboard

Organization: Seven Consulting Project Name: Project Pathfinder Manager: SevenConsulting

Recommended Approach

Agile

73.4%

Agile Readiness Score: 78.1%

Agile Suitability Score: 69.2%

Risks to go Agile Risks to go Traditional Risks to go Hybrid 3 item(s)

Question	Response	Advice
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.
The risk of breaking existing working system or business process functionality is low	Strongly Disagree	Agile methods do not necessarily require that feature increments are implemented to production as they are developed. It is possible to use sprints to develop features which are then "batched up" to create a deployable release. In this context, an appropriate Product Owner and access to users/customers remains important.
Project delivery is impacted by other programs of work operating in the same space	Agree	Consider use of Scrum of Scrums approach to cross-team communications. Project team can structure planning & iterations to support dependency development. Conduct interface design as required (in Business Case, Iteration 0 or later)

Restart

Back

Start Deliverable Selector

Project Pathfinder - Selected Approach



SEVEN CONSULTING Project Pathfinder
Home Help Info

1 Project Label
2 Methodology Selector
3 Defined Methodology
4 Deliverable Selector
5 Final Dashboard

Organization: Seven Consulting Project Name: Project Pathfinder Manager: SevenConsulting

Recommended Approach

Agile

73.4%

Agile Readiness Score: 78.1%

Agile Suitability Score: 69.2%

Risks to go Agile Risks to go Traditional Risks to go Hybrid 25 item(s)

Question	Response	Advice
The scope of the project is able to be changed once it has begun	Strongly Agree	Traditional planning tends to prefer stable scope. If scope materially varies this triggers assessments and replanning which adds overhead. This overhead could cause a reluctance to replan which could cause missed opportunities to deliver additional value as opportunities arise
The requirements for the project are well known or not likely to change	Strongly Disagree	Traditionally planned projects are best set to deliver a fixed scope and there is little opportunity to expand and include "nice to have" requirements without increasing cost or time.
There are more requirements than can or should be delivered (nice-to-have requirements)	Strongly Agree	Traditionally planned projects set to deliver a set scope and there is little opportunity to expand and include "nice to have" requirements without increasing cost or time
The project is critical to business operations	Strongly Disagree	
Scope flexibility is required to adapt to changing market conditions	Strongly Agree	The more stable the context the more appropriate a traditional approach becomes. Changed conditions in a traditional project usually trigger re-planning and re-work, though this can be partially mitigated by adopting a rolling wave approach
The effort required to complete the project can be easily estimated	Strongly Disagree	A small scale proof of concept or pilot project can be used to validate assumptions and increase accuracy of estimates but this can increase the overall timelines
Speed to market or speed to value are critical	Strongly Agree	Traditional approaches prioritise complete solutions over speed to delivery so may not suit where time is a driving factor or market conditions require significant changes to scope and approach. Consider breaking into releases.
This project only requires changes to one application or platform?	Agree	

Restart
Back
Start Deliverable Selector

Project Pathfinder - Selected Approach



SEVEN CONSULTING Project Pathfinder
Home Help

1 Project Label
2 Methodology Selector
3 Defined Methodology
4 Deliverable Selector
5 Final Dashboard

Organization: Seven Consulting Project Name: Project Pathfinder Manager: SevenConsulting

Recommended Approach

Agile

Agile Readiness Score: 78.1%

Agile Suitability Score: 69.2%

Risks to go Agile Risks to go Traditional Risks to go Hybrid 13 item(s)

Question	Response	Advice
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.
Speed to market or speed to value are critical	Strongly Agree	Work with the Product Owner to identify subsets or groups of functionality self-sufficient for representing an idea to be tested in the market. Explore frequent deployment of these sub-sets and using the internal feedback loop for review of the requirements if necessary.
This project only requires changes to one application or platform?	Agree	Early sprints may require "steel-thread" approach to validate integration and transaction paths and identify issues. Consider use of Scrum of Scrums approach to cross-team communications. Project team can structure planning & iterations to support dependency development. Conduct interface design as required (in Business Case, Iteration 0 or later)
How many Integration points does the project have?	1	Early sprints may require "steel-thread" approach to validate integration and transaction paths and identify issues. Consider use of Scrum of Scrums approach to cross-team communications. Project team can structure planning & iterations to support dependency development. Conduct interface design as required (in Business Case, Iteration 0 or later)
Project delivery is impacted by other programs of work operating in the same space	Agree	Consider use of Scrum of Scrums approach to cross-team communications. Project team can structure planning & iterations to support dependency development. Conduct interface design as required (in Business Case, Iteration 0 or later)
The stakeholders are willing to work in an iterative way	Agree	Hybrid methods generally support iterative processes with a dependency on stakeholder engagement for successful execution. If stakeholders are not willing to work in an iterative way the hybrid approach will be challenged. However, if the other characteristics support Hybrid, the stakeholder engagement issue needs to be fixed to be effective.
A knowledgeable and empowered Product Owner (Member of agile team responsible for definina stories and prioritizing the team backloos) exists and	Stronglv Agree	Appointment of a knowledgeable and empowered Product Owner is critical to the success of projects. Consider educating the sponsor in the hybrid approach and

Restart

Back

Start Deliverable Selector

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

SEVEN CONSULTING Project Pathfinder

1 Project Label 2 Methodology Selector 3 Defined Methodology 4 Deliverable Selector 5 Final Dashboard

Organization: Seven Consulting Project Name: Project Pathfinder Manager: SevenConsulting

Project Name: Project Pathfinder

Project Manager: SevenConsulting

Recommended Approach: Agile

Selected Approach: Agile

Architecture

2 / 8

01. Is the new system critical to business operations within 24 hours of an outage? NO YES

02. Is Disaster Recovery and Business Continuity Plan critical for new /changed systems? NO YES

03. Is the project impacting a mission critical application environment? NO YES

04. Is there high impact to operations? NO YES

05. Is a proof of concept an option? NO YES

└ 05.a Are there adequate and appropriate resources to support a proof of concept? NO YES

└ 05.b Will the time line allow for running a proof of concept? NO YES

└ 05.c Is there sufficient budget to support running a proof of concept? NO YES

Restart Restart Current Step Back Next

Project Pathfinder - Example Output



SEVEN CONSULTING Project Pathfinder
Home Help Chat

1 Project Label
2 Methodology Selector
3 Defined Methodology
4 Deliverable Selector
5 Final Dashboard

Organization: Seven Consulting Project Name: Project Pathfinder Manager: SevenConsulting

Recommended Approach

Agile

Selected Approach

Agile

No. of Recommended Deliverables

70

Dashboard
Deliverable Library
Method Advice
Deliverable Selector Response

By Phase and Stream
By Phase
By Stream

Phase	1. Initiate	2. Analyse	3. Design	4. Build	5. Validate	6. Implement	7. Close	8. Plan	9. Execute
12. Operations			1	3	2	1			
11. Implementation			1	1					
10. Testing			3	2	5				
09. Data Migration									
08. Infrastructure			1	2					
07. Technology Team			2	4					
06. Change Management			1						
05. Benefits		1		1	1		2		
04. Business	2	1	1	1	1				
03. Architecture		2	3	1					
02. Project Management							2	9	3
01. Agile	1	2	3	1	1	1			1

Transfer Tasks
Export

Project Pathfinder Example Output

Component Library

Lists suggested deliverables and activities by phase and stream

Organization: Seven Consulting | Project Name: Project Pathfinder | Manager: SevenConsulting

Recommended Approach: Agile | Selected Approach: Agile | No. of Recommended Deliverables: 70

Phase: 1. Initiate, 2. Analyse | Stream: 01. Agile, 04. Business, 03. Architecture

Phase	Stream	Deliverable	Description
1. Initiate	01. Agile	Product Vision / Concept Paper	The product vision is the overarching goal you are aiming for, the reason for creating the product. It provides a continued purpose in an ever-changing world, acts as the product's true north, provides motivation when the going gets tough, and facilitates effective collaboration
	04. Business	High Level Business Requirements	A sub-set of overall requirements management, high level statements of the goals, objectives, and outcomes that describe why a project/change has been initiated. They can apply to the whole of an enterprise, a business area, or a specific initiative.
	04. Business	Project Scope	Scope statements may take many forms depending on the type of project being implemented and the nature of the organisation. The scope statement details the project deliverables and describes the major objectives. The objectives should include measurable success criteria for the project.
2. Analyse	01. Agile	Product Backlog	In Agile, the Product Backlog is simply a list of all things that need to be done within the project. It replaces the traditional requirements specification artefacts. These items can have a technical nature or can be user-centric e.g. in the form of user stories.
	01. Agile	Agile Story Map	A user story map arranges user stories into a useful model to help understand the functionality of the system, identify holes and omissions in a backlog, and effectively plan holistic releases that deliver value to users and business with each release
03. Architecture		Architecture (Project)	High-level design (HLD) explains the architecture that would be used for developing a software product. The architecture diagram provides an overview of an entire system, identifying the main components that would be developed for the product and their interfaces. The HLD uses possibly nontechnical to mildly technical terms that should be understandable to the

Organization: Seven Consulting | Project Name: Project Pathfinder

Recommended Approach: Agile | Selected Approach: Agile

Phase: 1. Initiate, 2. Analyse | Stream: 01. Agile, 04. Business, 03. Architecture

QID	Question	Response	Risks to go Agile	Risks to go Traditional
Q1	The scope of the project is able to be changed once it has begun	Strongly Agree		Traditional planning tends to prefer stable scope. If scope materially varies this triggers assessments and replanning which adds overhead. This overhead could cause a reluctance to replan which could cause missed opportunities to deliver additional value as opportunities arise
Q2	The requirements for the project are well known or not likely to change	Strongly Disagree		Traditionally planned and there is little opportunity to change requirements without significant cost
Q3	There are more requirements than can or should be delivered (nice-to-have requirements)	Strongly Agree		Traditionally planned and there is little opportunity to change requirements without significant cost
Q4	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.	
Q5	The project is critical to business operations	Strongly Disagree		

Methodology Advice

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

Organization: Seven Consulting | Project Name: Project Pathfinder | Manager: SevenConsulting

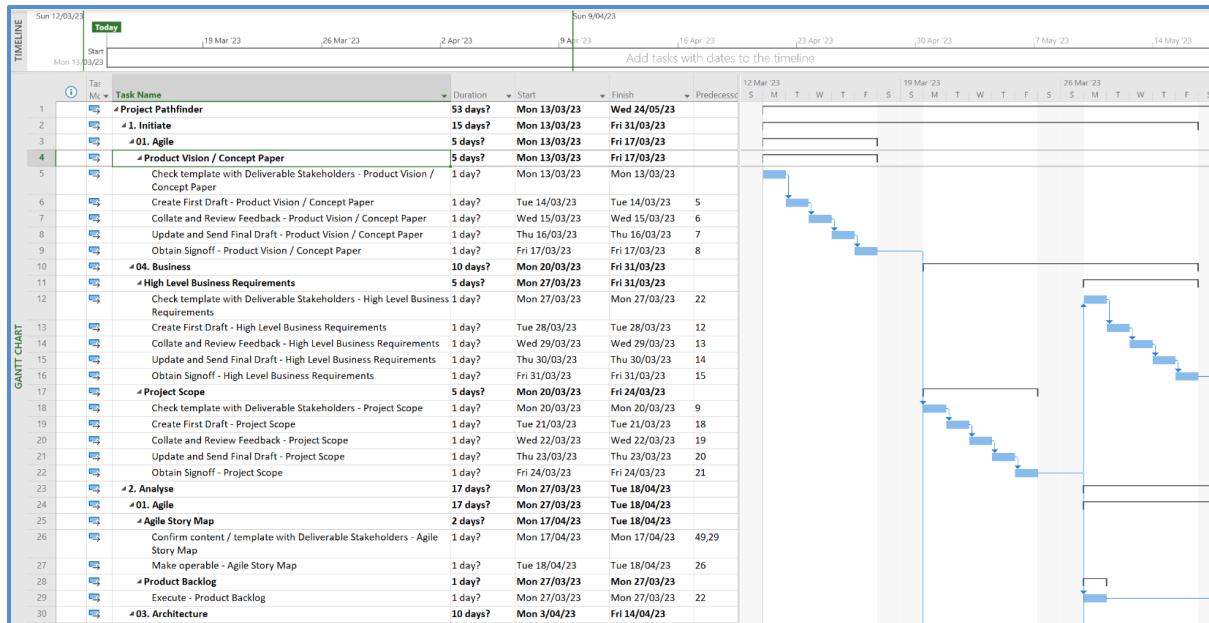
Recommended Approach: Agile | Selected Approach: Agile | No. of Recommended Deliverables: 70

Aims	Question	Response
Agile	01. Is the solution highly complex?	
	02. Do the requirements require prioritisation for delivery?	
Architecture	01. Is the new system critical to business operations within 24 hours of an outage?	
	02. Is Disaster Recovery and Business Continuity Plan critical for new /changed systems?	
	03. Is the project impacting a mission critical application environment?	
	04. Is there high impact to operations?	✓
	05. Is a proof of concept an option?	✓
	06. Are there adequate and appropriate resources to support a proof of concept?	✗

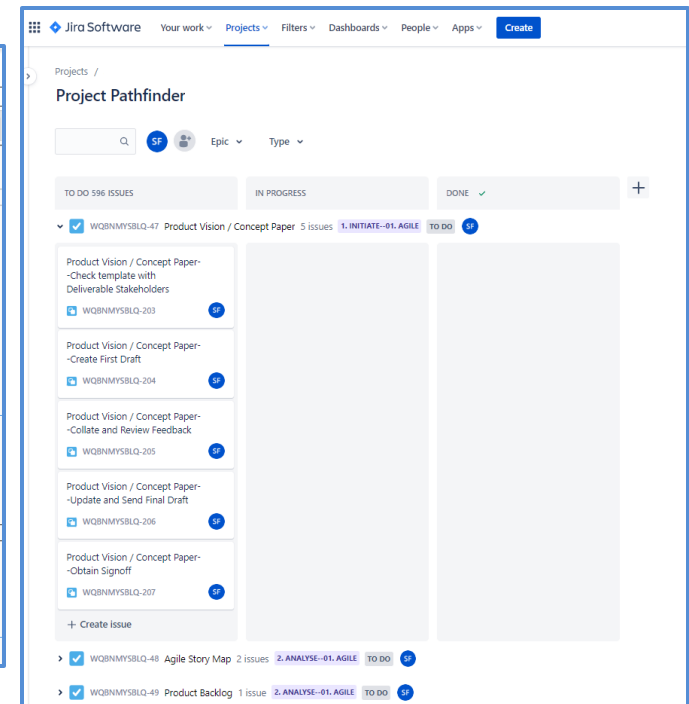
Component Selector
Lists the responses to the Component questions for reference

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 / tasks including dependencies in either MS project or JIRA.



MS Project Tasks , Schedule & Dependencies



JIRA Epics with Sub-task

Tool implementation steps and median durations

Activities

Understand and review current delivery methodology

Recommend and agree any changes around deliverables and descriptions

Updating tool to reflect agreed approaches

Add new or revised Templates to intranet

Test tool on sample set of projects

Rollout.
Mostly spent organizing rollout meetings.

Customised Tool Implementation

Out-of-the-box Implementation

Week 1

Week 2

Week 1

Week 2

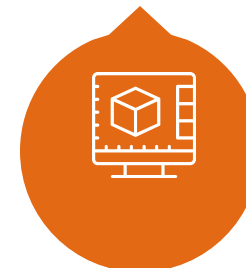
Week 3

Week 4

Week 5

Week 6

Week 7



Review of your current methodologies.

Agreed and implemented improvements to the methodologies.

Project Pathfinder updated to reflect your agreed situational delivery processes.

Revised delivery processes and templates.

Piloting, Training and Rollout of Project Pathfinder.

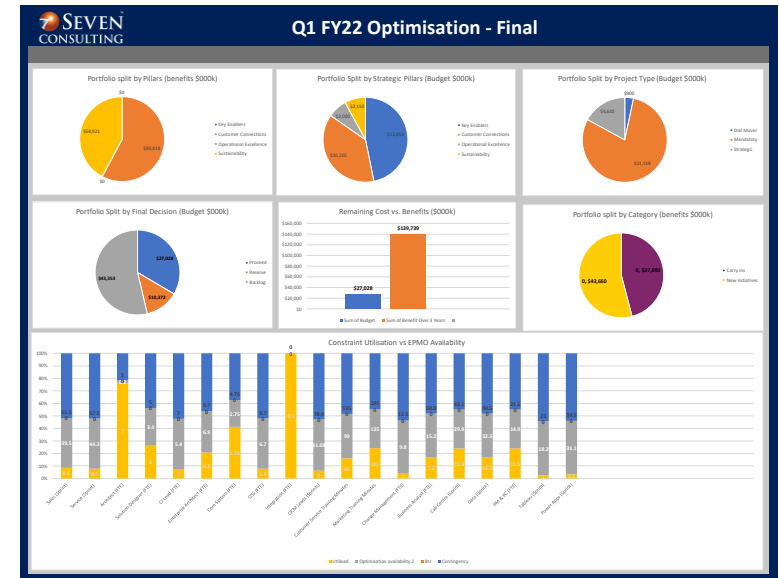
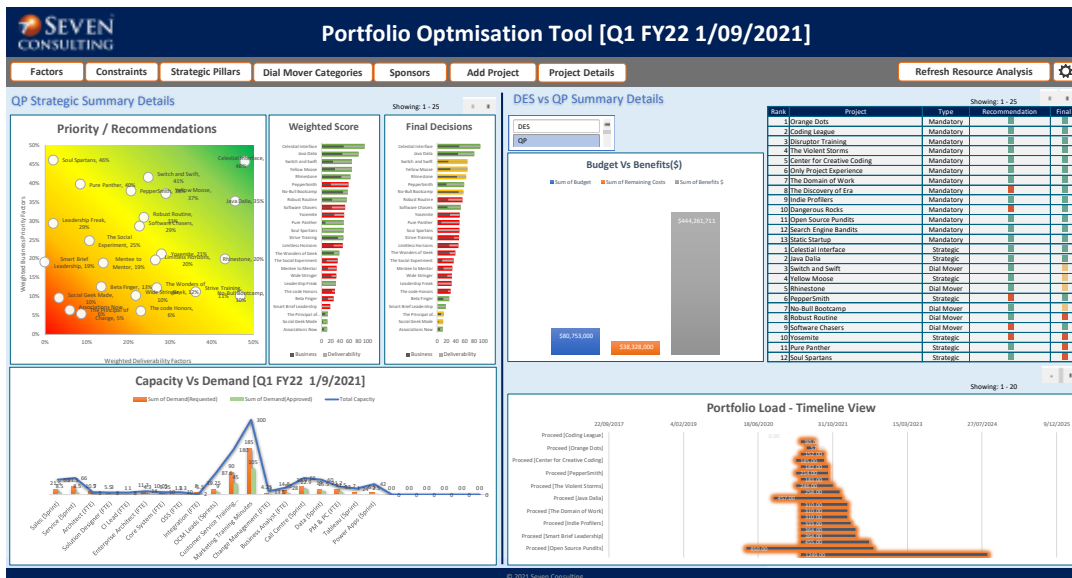
Outputs

1. Using a consistent approach to have your project delivery customised and optimised based on its and your organisation's characteristics within your portfolio.
2. Increased ability to define delivery approach far more quickly.
3. Reduced level of project management oversights or omissions.
4. Leading to better project outcomes.



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.

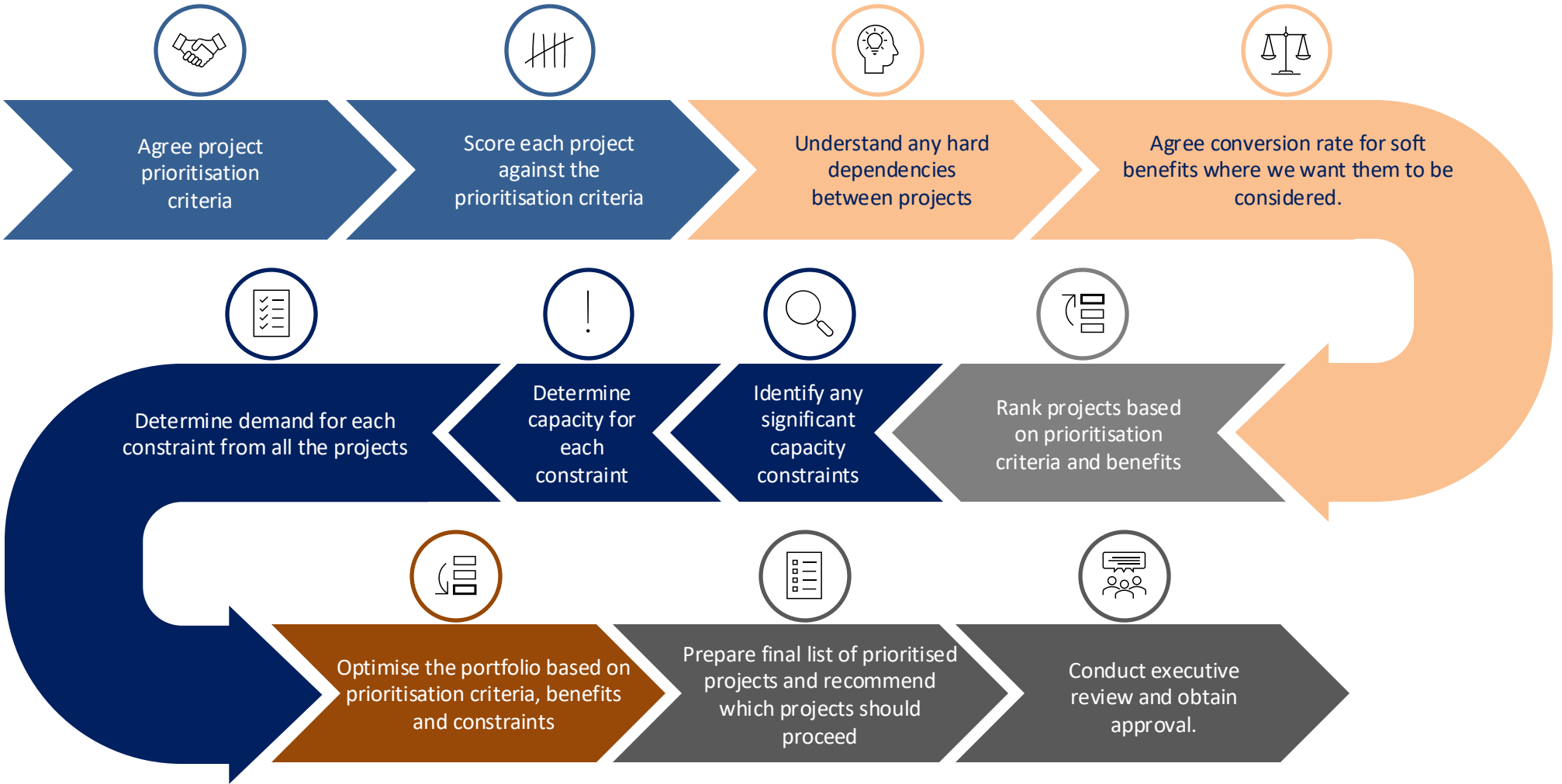


The Portfolio Optimisation Tool helps clients manage and prioritise their project portfolios based on a set of business priorities and deliverability constraints.

Key features of the Portfolio Optimisation Tool include:

- Capture business and deliverability factors, constraints and strategic pillars used for determining prioritisation
- Collect key project information used for prioritisation including dependency with other projects
- Provide recommendation on project prioritisation 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 prioritisation recommendation and reflect group's final prioritisation but showing loss of benefits and resource gaps.

Portfolio Optimisation Process



1. Consults and consensus from executive on
 1. Prioritisation Criteria,
 2. Prioritisation Criteria weightings
 3. Capacity elements to be considered.
 4. Final Review of portfolio recommendation
2. However, data driven, more objective than subjective.
3. Repeatable process
4. Leaves set capacity for unanticipated needs
5. Caters for changes to benefits and remaining costs on existing projects and considers should they be halted
6. Considers capacity of the organization.
7. Caters for some soft benefits being considered where executive agrees should be.
8. Allows for quarterly changes to criteria, weightings, capacity constraints and soft benefits considered and their exchange rate as the business imperatives change.
9. Recommend that you perform quarterly capacity/regrets review to see if we have too much or too little capacity in certain areas and can take medium term actions to address
10. No ongoing need for Seven Consulting.

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

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
<ul style="list-style-type: none">• Speed to value• Benefits over remaining costs• Alignment to IT Roadmap.	<ul style="list-style-type: none">• 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..

SEVEN CONSULTING Q1 FY22 1/09/2021

Factors to be considered during Quarterly Prioritisation(QP) Total: 100%

Speed to value	10%
Benefits over remaining costs	30%
Delivery risk (0%-100%)	10%
Benefit Risk (0%-100%)	10%
Support Risk (0%-100%)	10%
Contractual Obligations (\$)	10%
Peak Resource Requirements (FTE)	10%
# of Programs it is dependent on	0%
	0%
	0%
	0%
	0%
	0%

Factor Details 2

Factor: Benefits over remaining costs Type: Business

Description: % return on the project investment in the three years post final go-live based on the remaining costs.

Evaluator: Commercial Analyst Source File: Business Case

Weighting: 30 %

Formula Description: The financial or equivalent non financial benefits over three years post last go-live over the remaining costs to complete.

Is Percentage Higher value = better result

Cancel Update

To deactivate a Factor, change the weighting to 0%

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

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ID	Constraints
1	Sales (Sprint)
2	Service (Sprint)
3	Architect (FTE)
4	Solution Designer (FTE)
5	CI Lead (FTE)
6	Enterprise Architect (FTE)
7	Core System (FTE)
8	OSS (FTE)
9	Integration (FTE)
10	OCM Leads (Sprints)
11	Customer Service Training Minutes
12	Marketing Training Minutes
13	Change Management (FTE)
14	Business Analyst (FTE)

Constraint Details 6

Constraint: Enterprise Architect (FTE)

Description: Enterprise Architect (FTE)

Constraint Limit: 14

Threshold: 80 % Set threshold to zero (0) to deactivate the constraint

Type: FTE

Cancel Update

Capturing the key characteristics of each project

Portfolio and Project Details
✕

Portfolio Summary

Total Budget \$	Projects	Budget	Remaining Budget
\$80,753,000	TBD	0	0
	Proceed	27,028,000	17,358,000
Total Remaining Budget \$	Reserve	10,372,000	6,570,000
\$38,328,000	Backlog	43,353,000	14,400,000

	Projects	Budget	Remaining Budget	ADVIC
Mandatory	13	21,518,000	14,928,000	At least 1 constraint exceeded. Revise Final selection
Strategic	25	59,235,000	23,400,000	

DES
 QP

ID	Projects	Type	Rank	Demand State	Final Decision
38	Orange Dots	Mandatory	1	Proceed	Proceed
39	Coding League	Mandatory	2	Proceed	Proceed
13	Disruptor Training	Mandatory	3	Proceed	Proceed
32	The Violent Storms	Mandatory	4	Proceed	Proceed
31	Center for Creative Coding	Mandatory	5	Proceed	Proceed
37	Only Project Experience	Mandatory	6	Proceed	Proceed
36	The Domain of Work	Mandatory	7	Proceed	Proceed
25	The Discovery of Era	Mandatory	8	Backlog	Proceed
6	Indie Profilers	Mandatory	9	Proceed	Proceed
26	Dangerous Rocks	Mandatory	10	Backlog	Proceed
9	Open Source Pundits	Mandatory	11	Proceed	Proceed
5	Search Engine Bandits	Mandatory	12	Proceed	Proceed
7	Static Startup	Mandatory	13	Proceed	Proceed
8	Celestial Interface	Strategic	1	Proceed	Proceed
10	Java Dalia	Strategic	2	Proceed	Proceed
23	Switch and Swift	Dial Mover	3	Proceed	Reserve
16	Yellow Moose	Strategic	4	Proceed	Reserve
11	Rhinestone	Dial Mover	5	Proceed	Reserve
29	PepperSmith	Strategic	6	Backlog	Proceed
12	No-Bull Bootcamp	Dial Mover	7	Proceed	Reserve
24	Robust Routine	Dial Mover	8	Proceed	Backlog
27	Software Chasers	Dial Mover	9	Backlog	Proceed
17	Yosemite	Strategic	10	Backlog	Backlog

Q1 FY22
 1/09/2021

Project Summary
Factors
Demand Constraints
Dependency
Constraints

Input Project Summary

Project Name
Orange Dots

Description

Project Manager Spencer Tracy

Sponsor Charize Theron

Portfolio Lead Leo McCarey

Phase QP

Type Mandatory

Category New

Pillars Customer Connections

Total Budget (WoL)\$ 2,360,000 \$

Remaining Cost (WoL)\$ 0 \$

In Year Benefits 0 \$

Benefit Over 3 yrs Post Go Live \$ 0 \$

P and L No

Project Start 9 / 5 / 2021

Project Finish 5 / 5 / 2023

Market Launch 5 / 7 / 2021

Benefit Start 4 / 9 / 2021

Project Duration (mons) 23.87

Remaining Duration (mons) 20.09

Project Code A71

% Confidence 100 %

Dial Mover Category

Discovery Yes

Make FINAL DECISION

Selection: Proceed Submit

Demand State	Rank	Score
Proceed	1	-21.99

Decision Commentary

Cancel
Update Details
Delete Project

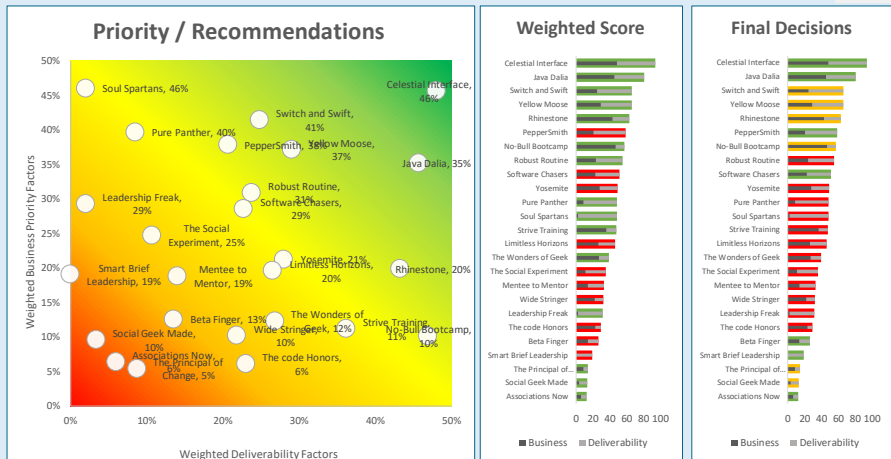
Portfolio Optimisation Tool - Sample Dashboard

Portfolio Optimisation Tool [Q1 FY22 1/09/2021]

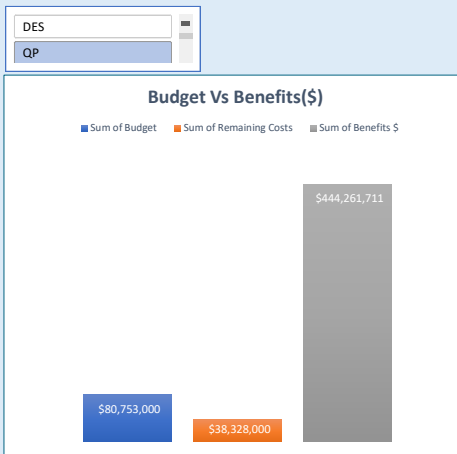
Factors Constraints Strategic Pillars Dial Mover Categories Sponsors Add Project Project Details

Refresh Resource Analysis

QP Strategic Summary Details

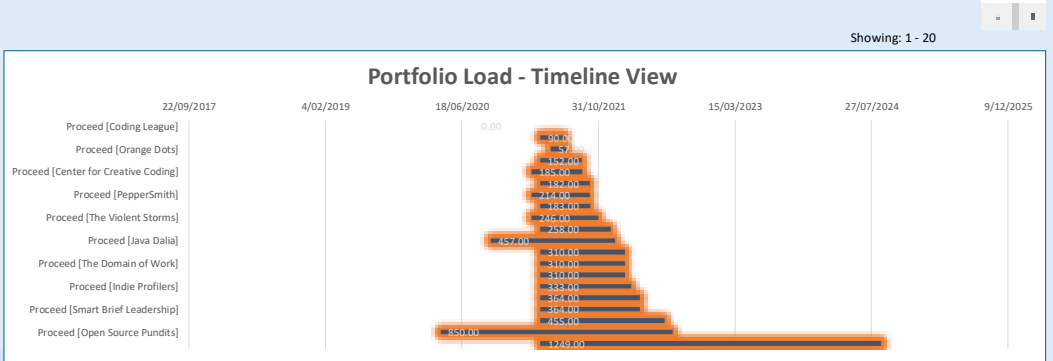
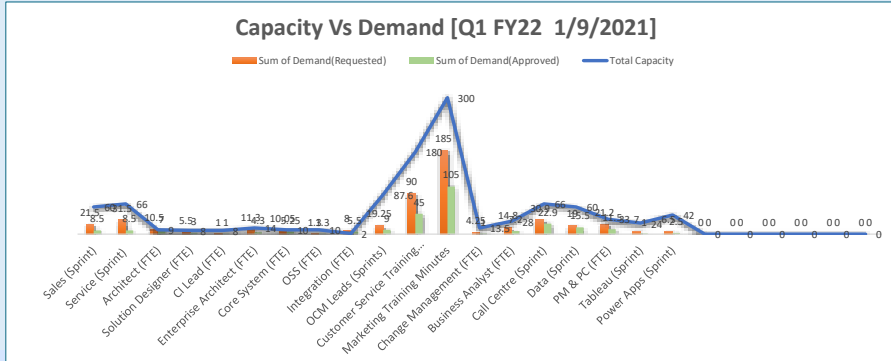


DES vs QP Summary Details



Showing: 1 - 25

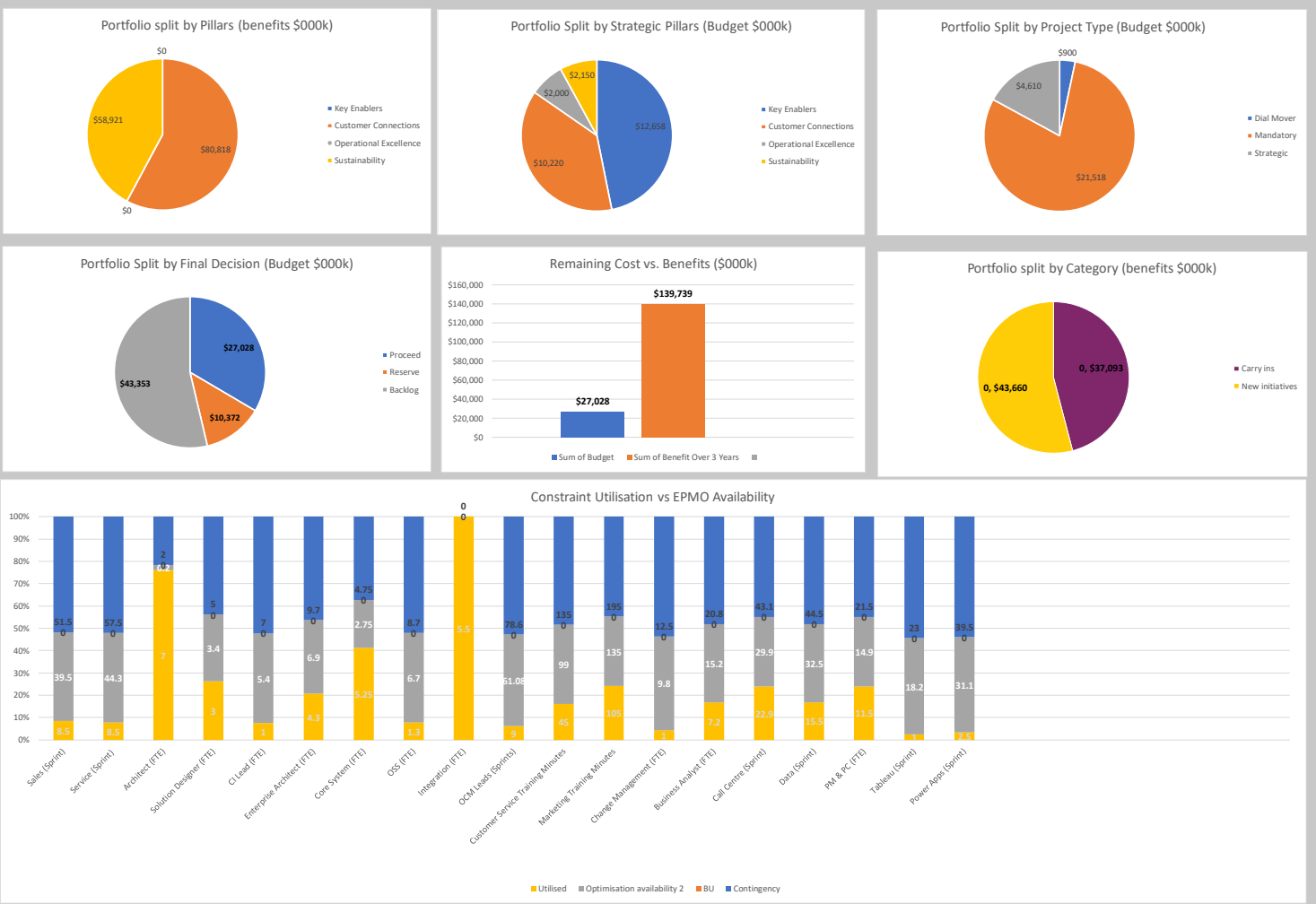
Rank	Project	Type	Recommendation	Final
1	Orange Dots	Mandatory	■	■
2	Coding League	Mandatory	■	■
3	Disruptor Training	Mandatory	■	■
4	The Violent Storms	Mandatory	■	■
5	Center for Creative Coding	Mandatory	■	■
6	Only Project Experience	Mandatory	■	■
7	The Domain of Work	Mandatory	■	■
8	The Discovery of Era	Mandatory	■	■
9	Indie Profilers	Mandatory	■	■
10	Dangerous Rocks	Mandatory	■	■
11	Open Source Pundits	Mandatory	■	■
12	Search Engine Bandits	Mandatory	■	■
13	Static Startup	Mandatory	■	■
1	Celestial Interface	Strategic	■	■
2	Java Dalia	Strategic	■	■
3	Switch and Swift	Dial Mover	■	■
4	Yellow Moose	Strategic	■	■
5	Rhinestone	Dial Mover	■	■
6	PepperSmith	Strategic	■	■
7	No-Bull Bootcamp	Dial Mover	■	■
8	Robust Routine	Dial Mover	■	■
9	Software Chasers	Dial Mover	■	■
10	Yosemite	Strategic	■	■
11	Pure Panther	Strategic	■	■
12	Soul Spartans	Strategic	■	■



Portfolio Optimisation Tool - Sample Report



Q1 FY22 Optimisation - Final



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

Portfolio Optimisation Tool - indicative implementation

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

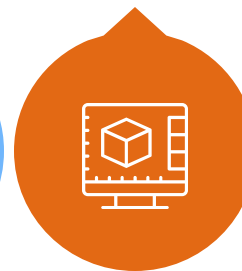
Week 4

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.

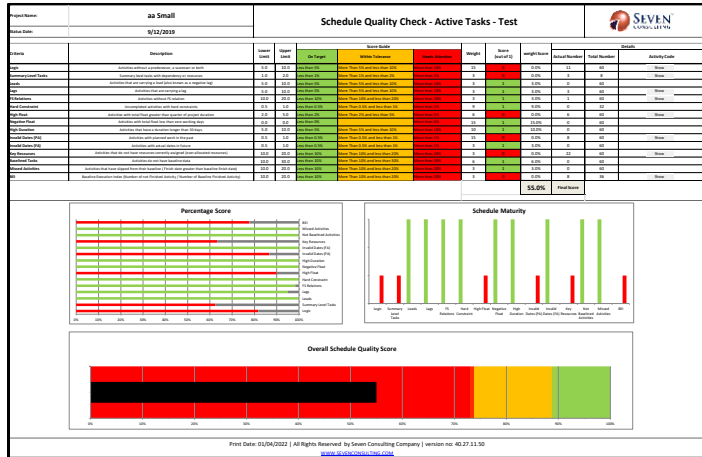
Final Portfolio Delivery Report.

Outputs



Other Seven Consulting Tools

Health Check Tool



The Schedule Health 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

Schedule Dashboard

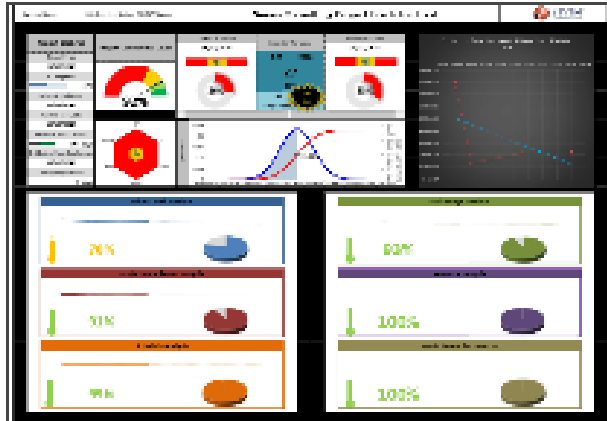


The Schedule Dashboard combines a number of reports to provide a 'Dashboard', or snapshot of Agile projects progress.

Key features include:

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

Schedule Predictor

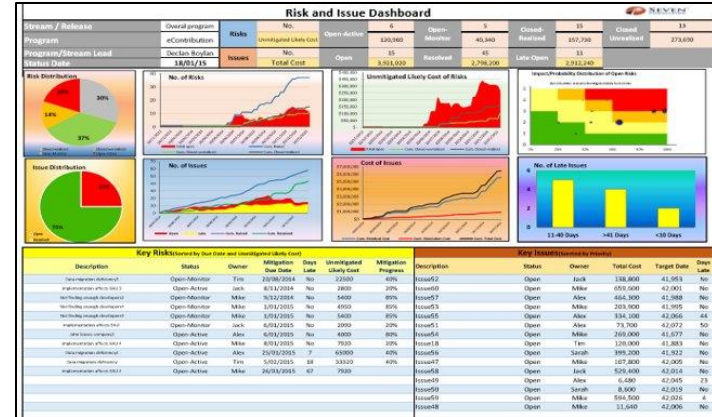


The Schedule Predictor Tool uses advanced algorithms to evaluate the precision of project forecast date and PM expectation finish date according to their actual performance. It provides a prediction trend line to suggest improvement areas.

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

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.



All in 30 minutes or less.

Visit us for more information:

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

Our projects so far:

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

2007

Villawood Detention Centre (Sydney)

2008

South Australian Detention Centre (Sydney)

2011

Cambodian School Build (Sydney)



2012

Barnardos Kingston House (Sydney)



2013

Youth off the Streets (Sydney)



2015

- Jesuit Refugee House – Blaiket (Sydney)
- Hanover Crisis Centre (Melbourne)



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)



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 this year to see our Project 7 commitment through.



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 Bum
- 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.





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; **Alastair Symington**, Group CEO and Managing Director, Blackmores Group; **John Hunt**, CIO & Director of Group Enablement, Woolworths Group; **Elise Kellond-Knight**, Former Matilda (115 Caps) Football Australia & PMO Consultant, Seven Consulting; **Hugh Harley**, Professor of Practice (Global Economy), University of Sydney; **Jennifer Dean**, Chair of Basketball NSW & former EGM Strategic Partnerships at Future Super; **Bianca Hartge-Hazelman**, Founder and CEO, Financy; **Joshua Torrens**, Director Logistics and Equipment, NSW Rural Fire Service; **Kyla Tustin**, Founder, Executive Coach & Program Creator, The Greate Group; **James Madigan**, CIO, a2 Milk Company; **Kimberlea Dudley**, Head of Quality, Indue; **Tony Morris**, Partner, Ashurst Risk Advisory

The 2024 Seven Consulting Delivery Summit received an **NPS of 74**.

Our Delivery Summit Supporting Organisations



Visit us for more information:

www.sevenconsulting.com/seven-consulting-delivery-summit



Following on from being the first dedicated sponsor of the Matildas we continue our support of 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



is a proud naming rights partner of the





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Peak Results, Delivered Together

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www.sevenconsulting.com