



Australia's Best
Program Delivery Company

Peak Results, Delivered Together

Seven Consulting Change Management



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



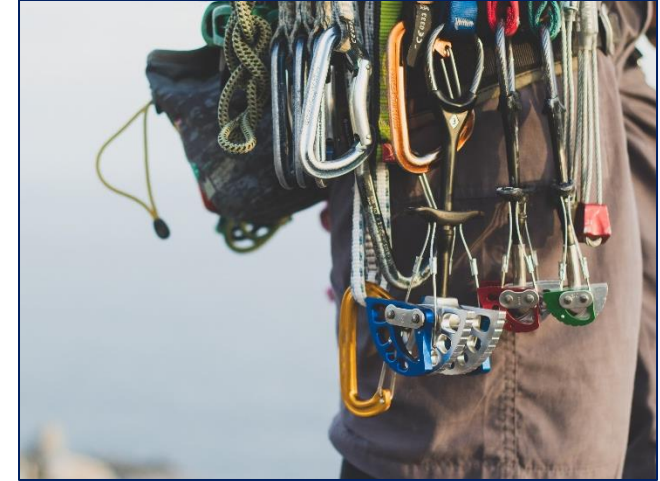
Change Management Services

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 <i>Australia's fresh food people</i> Client Since 2012	 ANZ Client Since 2012	 nab Client Since 2013	 MACQUARIE Client Since 2014	 futurefund <i>Australia's Sovereign Wealth Fund</i> Client Since 2015	 agl Client Since 2017	 NSW Communities & Justice Client Since 2017
 alintaenergy Client Since 2018	 LINFOX Client Since 2018	 indue Client Since 2018	 ASX <small>AUSTRALIAN SECURITIES EXCHANGE</small> Client Since 2019	 THE UNIVERSITY OF SYDNEY Client Since 2019	 InvoCare <small>Innovation. Vocat. on Care.</small> Client Since 2020	 NSW GOVERNMENT Client Since 2021	 Coca-Cola EUROPACIFIC PARTNERS <small>AUSTRALIA</small> Client Since 2021	 CSR Client Since 2021
 dexus Client Since 2022	 Equity Trustees Client Since 2022	 iress Client Since 2022	 vic roads Client Since 2022	 pwc Client Since 2022	 AustralianSuper Client Since 2023	 ENGIE Client Since 2023	 Sunnyfield <small>disAbility Services</small> Client Since 2023	 NGM GROUP Client Since 2023
 regis <small>aged care</small> Client Since 2023	 Australia Post Client Since 2024	 nib <small>Thrive</small> Client Since 2024	 Elanor Client Since 2024	 Ingenia Client Since 2024	 ABV <small>Australian Business Volunteers</small> Client Since 2024	 Australian Government <small>Department of Employment and Workplace Relations</small> Client Since 2024	 I-MED Radiology <small>Network</small> 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."

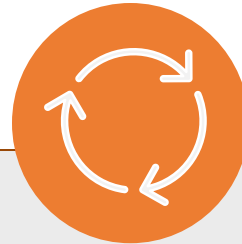


How do we get to 98+% customer satisfaction?



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.

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

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.



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.

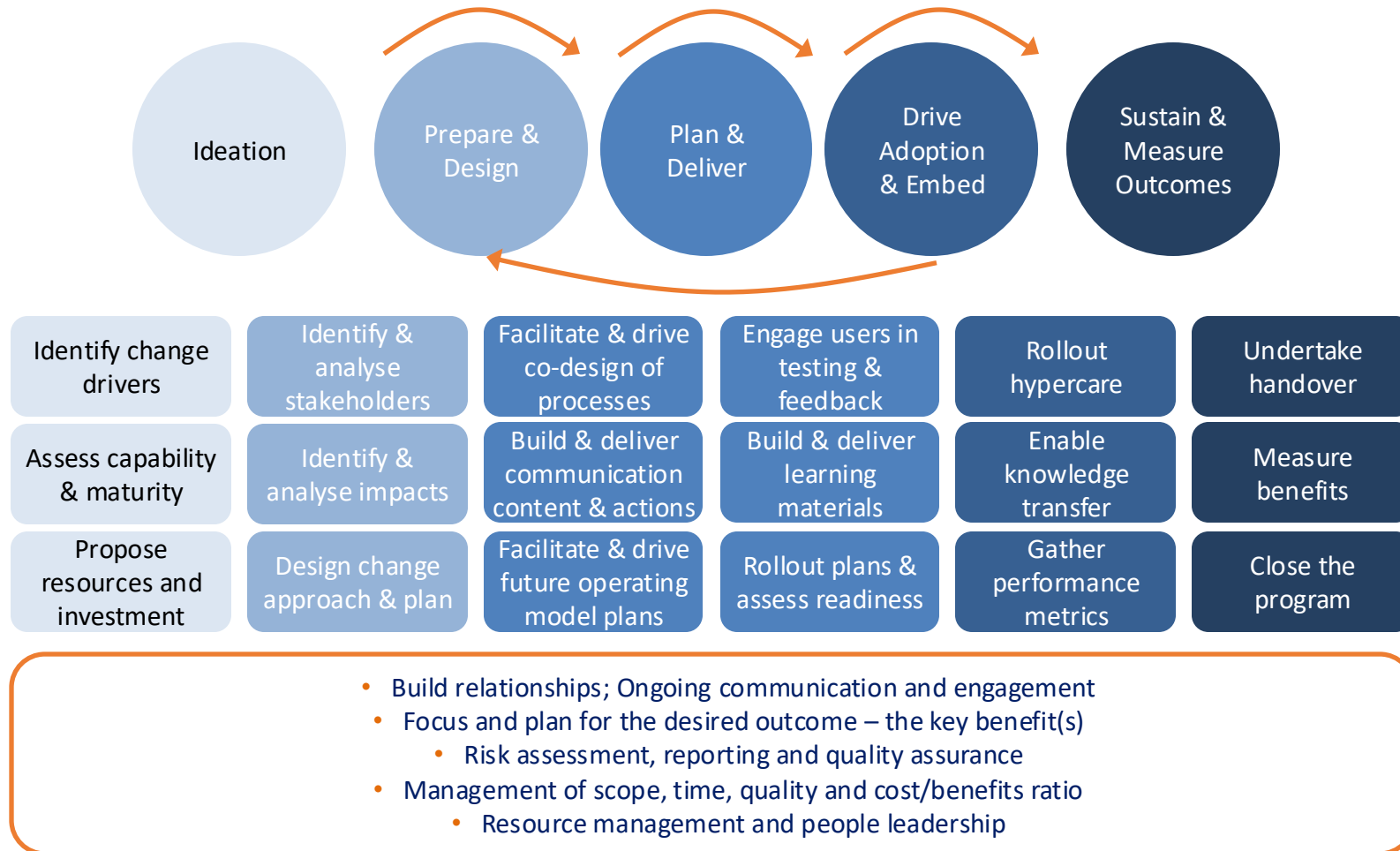
Digital Transformation | Service Delivery Reform Program

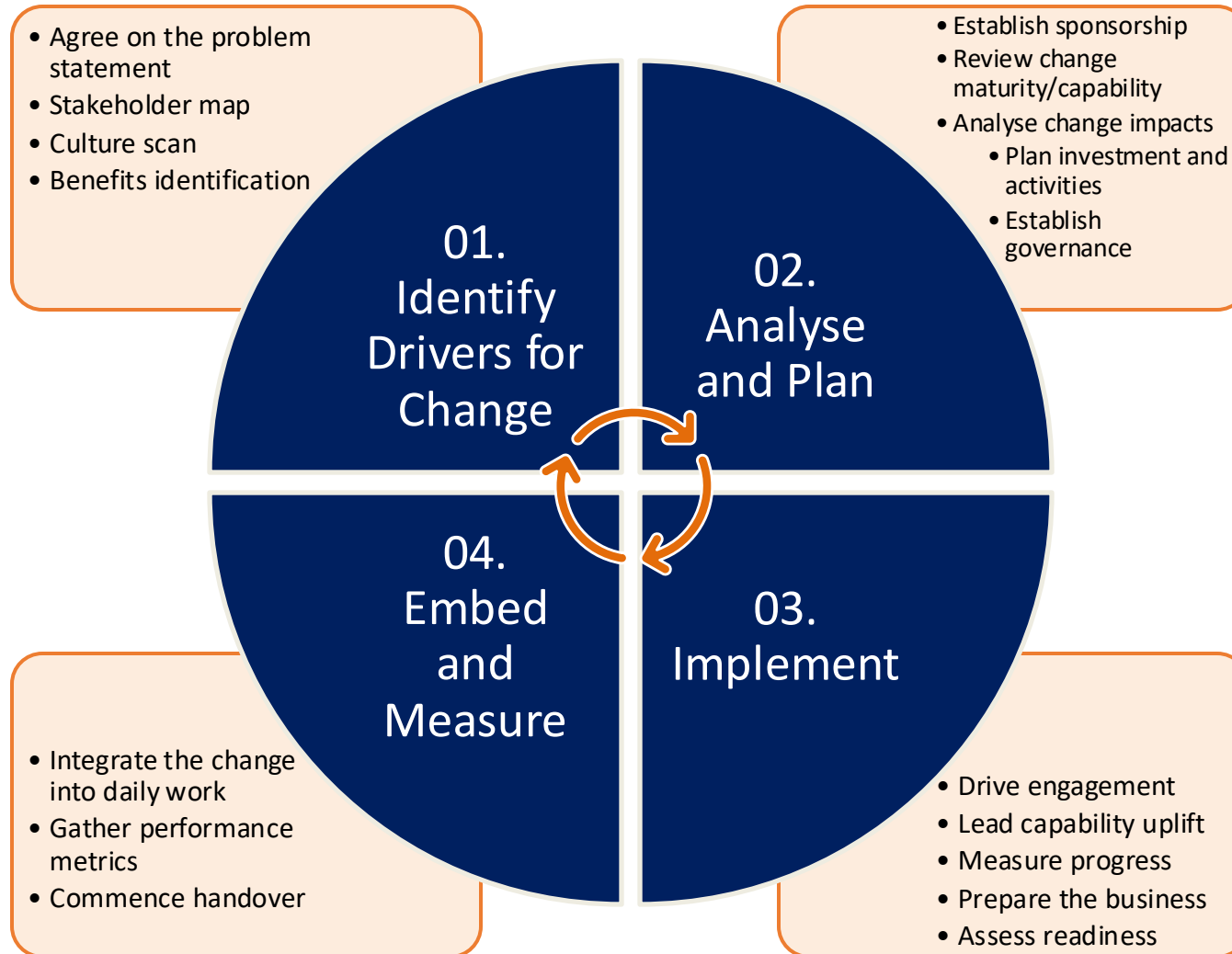
VicRoads was preparing for a \$21.5M transformation to their service offering, whereby the organisation was optimising current online transactions and developing new transactions on their website as an improved digital service offering. The goal was to see an increase in customer completion of transactions 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





- 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.

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



Our Experience

Sample of Change Services Provided to Our Clients



End-to-End Change Management

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

Change Management Review, Recommendations and Uplift

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



Data Platform Transformation



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



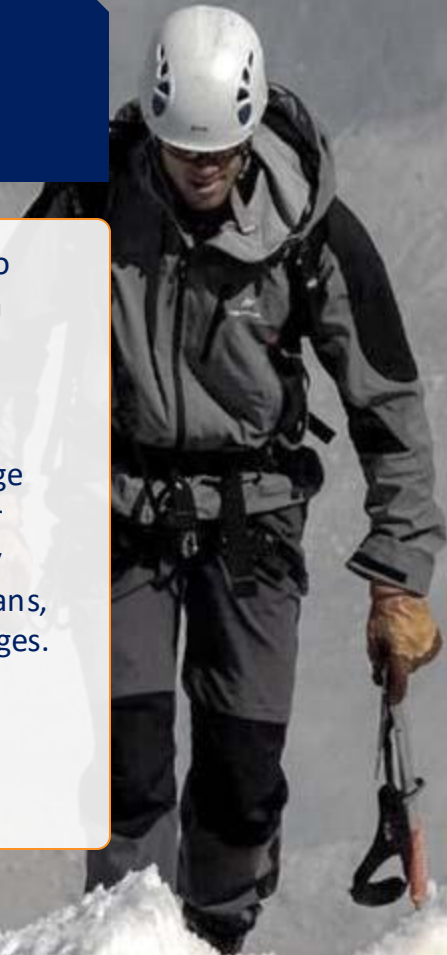
This initiative will (1) modernise data platforms by migrating to a cloud-based platform to uplift automation and scaling to reduce complexity and duplication; (2) transition to data platform as-a-service to create end-to-end ownership and innovation; (3) enhance the current operating model through a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



Change Management inputs to inform a Business Case



*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 is presently facilitating stakeholder engagement and internal communications for the business case sign-off, which is planned for the end of 2023.



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.

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.

Change Management Review



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.

Change Management Health Check



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.



New Operating Model and Organisational Structure



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.

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:

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



We continue our support of world-class Australian women's teams with the Seven consulting Opals, currently ranked No.3 in the world and World Bronze medal winners.

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



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