

Building Your Business Analysis Center of Excellence...

...in Theory and in Practice



A joint discovery between Genesis10 and Express Scripts Inc.

Participants will take away from this session...

Learning Point 1

- Explore the BA Community and CoE models in practice today

Learning Point 2

- Discover the organizational dynamics that influence these models and success

Learning Point 3

- Take reflective action items to uncover the right model for your organization

Excellence

Excellence is an art won by training and habituation. We do not act rightly because we have virtue or excellence, but we rather have those because we have acted rightly. We are what we repeatedly do. Excellence, then, is not an act but a habit.

Aristotle

Challenges Today

- Inconsistent definition and usage of BA role w/in the organization
- Inconsistent skill sets among BAs w/in the organization
- Inconsistent BA practices and tools
- BA career path undefined
- Disparate enterprise knowledge
- BA value hard to measure

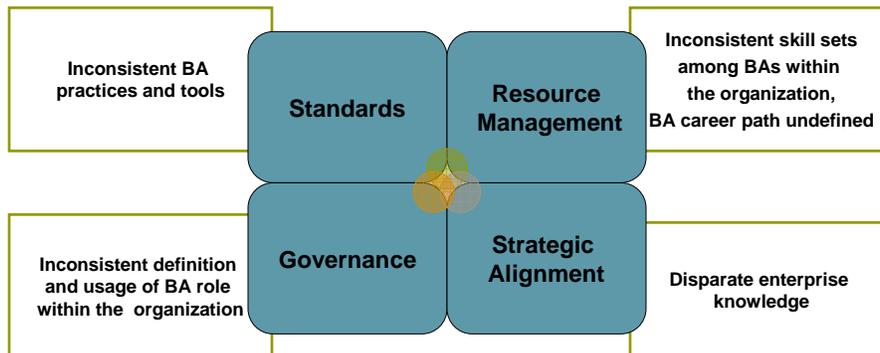


Industry Trends

- More Complex Projects
 - More integration
 - More cross-functional
 - More strategic impact
 - Impact of diverse teams (off-shore, vendors, BPO)
- BA Role Maturity – IIBA
- BA Skills Focus – CBAP Certification
- Enterprise Analysis gaining momentum



Framing up the Challenges



Your Organization?

- What challenges are causing your organization to consider a BACoE?
- Is there measurable data to frame up the challenge?
- Who else in the organization understands these challenges?
- Which of the challenges would your organization want to address the most?
- What do you anticipate the benefits will be?



BACoE Frameworks in Practice Today . . .

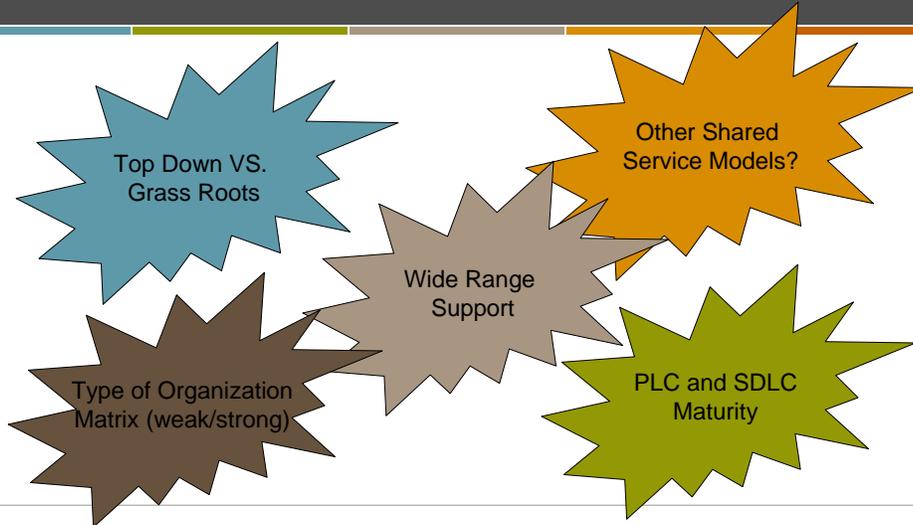
MYTH:

- Are all grass-roots efforts
- Are all encompassing
- Follow the BABOK
- Solve all BA challenges
- Were derived from a “cook book”
- Are managed with a few guiding principles

OR REALITY:

- Started for different reasons
- Have varying levels of maturity
- Focus on one or many methodologies
- Are ever evolving
- Continue to struggle with various BA Challenges
- May not be a permanent solution
- Are constantly evaluated for their value to the organization

Other Influences



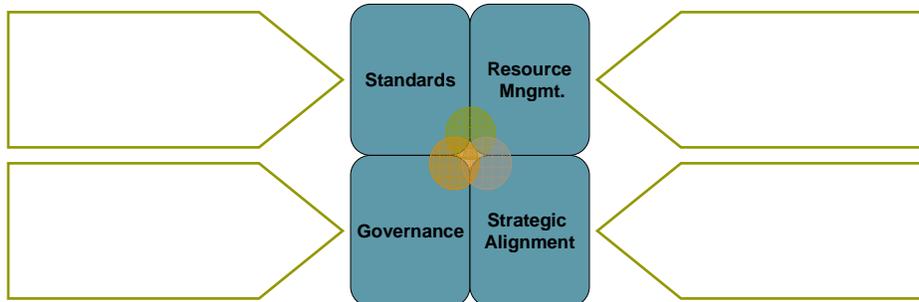
Model A – The Growing Company

Organizations with interest in learning more about the BA role

Training and people development generally don't exist

May not have BA titles or "BAs" wear multiple hats

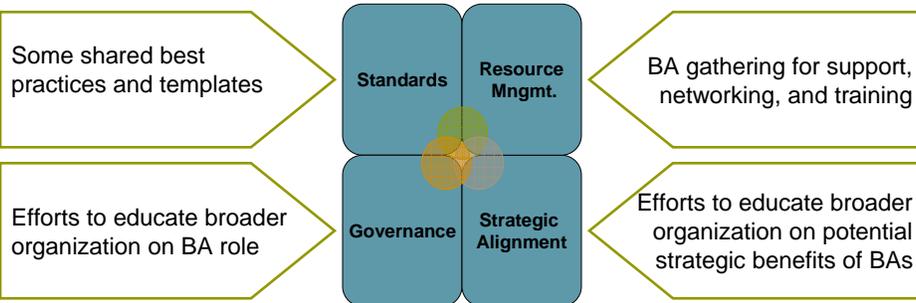
Defined deliverables and roles are not established



Model B – The BA Community

BACoE Maturity Level – Low
Start up Profile – Grass Roots

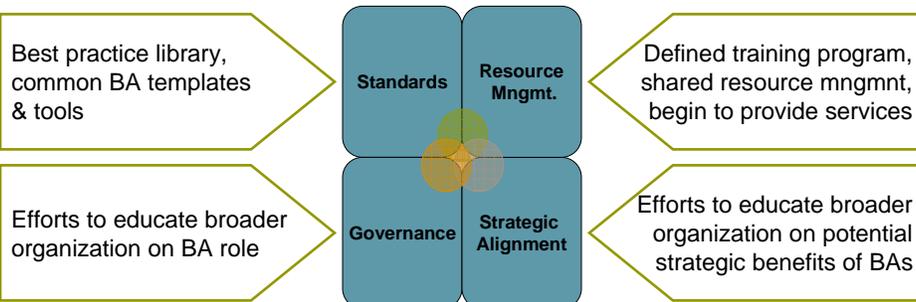
Motivators – Passionate BAs or PMs
Wide Range Support – Low but growing



Model C – The BA Resource Center

BACoE Maturity Level – Medium
Start up Profile – Top Down or Grass Roots

Motivators – Skill Development and Resource Utilization
Wide Range Support – Diverse



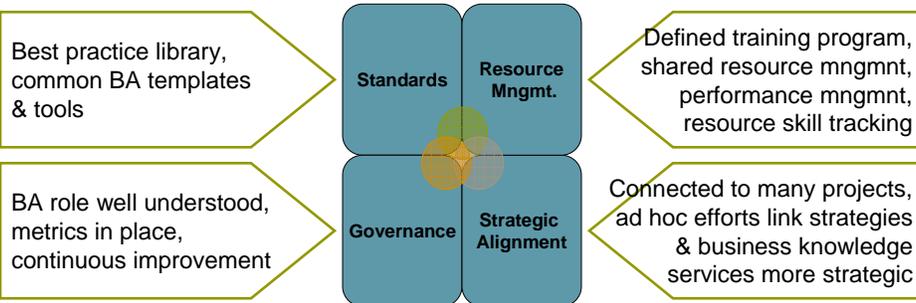
Model D – The BA Competency Center

BACoE Maturity Level – Med/High

Motivators – High Priority Portfolios

Start up Profile – Top Down or Mature
Grass Roots

Wide Range Support – High



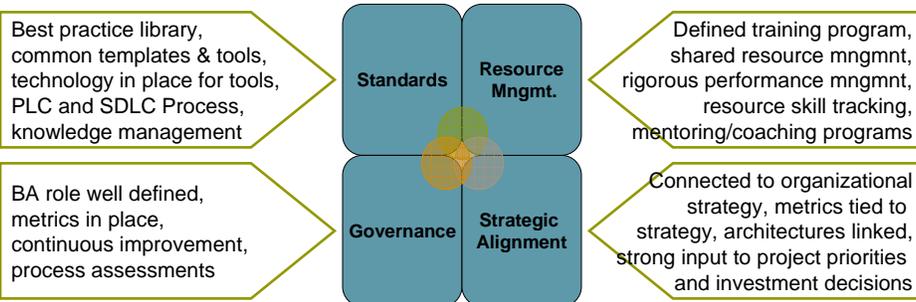
Model E – BA Center of Excellence

BACoE Maturity Level – High

Motivators – Strategic Enablement

Start up Profile – Top Down linked to
Strategy

Wide Range Support – Very deep; not
just about BAs, full strategic focus



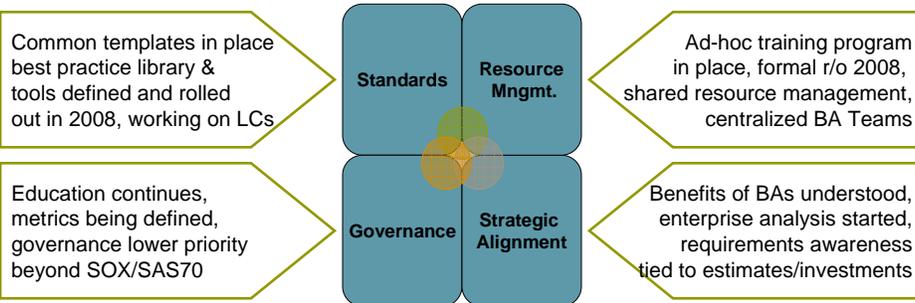
The Express Scripts Model = ABCD

BACoE Maturity Level – Medium

Start up Profile – Grass Roots (3 years)

Motivators – Skill development, Resource Utilization, Repeatable Process

Wide Range Support – Diverse



Starting Point?

Where do you start?

- Ask the questions!
- Do your assessments (cultural, organizational, supporter, self)

Are you a top down or grass roots organization?

- Grass roots = cultural evaluation
- Top down = support and change leadership



The Grass Roots BACoE Interview

- **Cultural Assessment**
- **Organizational Assessment**
- **Supporter Assessment**
- **Self Assessment**

Grass Roots Go!

Grass Roots? → It is an evolution!

If you don't do it – it might not get done

You must be the leader or the ultimate supporter

It is all about collaboration

You must have supporters/coaches

Cultural evaluation should be at the forefront of your efforts (flexibility)

*One can never consent to creep when one feels an
impulse to soar.*

Helen Keller



Top Down Change Advocacy

Top Down? → Be a change agent and a change leader

Don't assume that others will respond the same way or that you will under different circumstances

Help your leadership team develop and communicate the vision

Help your leadership identify early adopters

Help your leadership identify quick wins and be a positive communicator of them

Walk the talk and be a storyteller

Demonstrate your commitment to the vision

The ultimate measure of a man is not where he stands in moments of comfort, but where he stand in times of challenge and controversy.

Martin Luther King Jr.



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Your Shopping Cart to Excellence! (a tool to getting your supporters and coaches)



1. List your network within your own company (current state)
2. List your desired network (future state)
3. List Network holes (gap analysis)
4. Reflection – how will you get to the future state? (define scope)
5. Create your presentation on BA value (less than 10 slides)
6. Communicate and network (forming those relationships)
7. Analysis and model definition
8. Celebrate your quick wins! (lots of little successes over long periods of time)
9. Reevaluate your process
10. Iterate

For more Information...

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