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

- Inconsistent BA practices and tools
- Inconsistent definition and usage of BA role within the organization
- Inconsistent skill sets among BAs within the organization, BA career path undefined
- Disparate enterprise knowledge
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

- Top Down VS. Grass Roots
- Wide Range Support
- Type of Organization Matrix (weak/strong)
- Other Shared Service Models?
- PLC and SDLC Maturity

Model A – The Growing Company

- Organizations with interest in learning more about the BA role
- May not have BA titles or “BAs” wear multiple hats
- Training and people development generally don’t exist
- Defined deliverables and roles are not established

- Standards
- Governance
- Resource Mgmt.
- Strategic Alignment
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

Some shared best practices and templates
Efforts to educate broader organization on BA role

BA gathering for support, networking, and training
Efforts to educate broader organization on potential strategic benefits of BAs

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

Best practice library, common BA templates & tools
Efforts to educate broader organization on BA role

Defined training program, shared resource mgmt, begin to provide services
Efforts to educate broader organization on potential strategic benefits of BAs
Model D – The BA Competency Center

BACoE Maturity Level – Med/High
Start up Profile – Top Down or Mature Grass Roots

Motivators – High Priority Portfolios
Wide Range Support – High

Best practice library, common BA templates & tools
BA role well understood, metrics in place, continuous improvement

Defined training program, shared resource mgmt., performance mgmt., resource skill tracking
Connected to many projects, ad hoc efforts link strategies & business knowledge services more strategic

Model E – BA Center of Excellence

BACoE Maturity Level – High
Start up Profile – Top Down linked to Strategy

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

Best practice library, common templates & tools, technology in place for tools, PLC and SDLC Process, knowledge management
BA role well defined, metrics in place, continuous improvement, process assessments

Defined training program, shared resource mgmt., rigorous performance mgmt., resource skill tracking, mentoring/coaching programs
Connected to organizational strategy, metrics tied to strategy, architectures linked, strong input to project priorities and investment decisions
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

Common templates in place best practice library & tools defined and rolled out in 2008, working on LCs
Education continues, metrics being defined, governance lower priority beyond SOX/SAS70
Ad-hoc training program in place, formal r/o 2008, shared resource management, centralized BA Teams
Benefits of BAs understood, enterprise analysis started, requirements awareness tied to estimates/investments

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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Between saying and doing there is a long road.

Proverb
Participants will take away from this session... Recap

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

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