

Tale of the Phoenix - Creating a Center of Excellence in an Unfriendly Environment

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How can we help you shine?

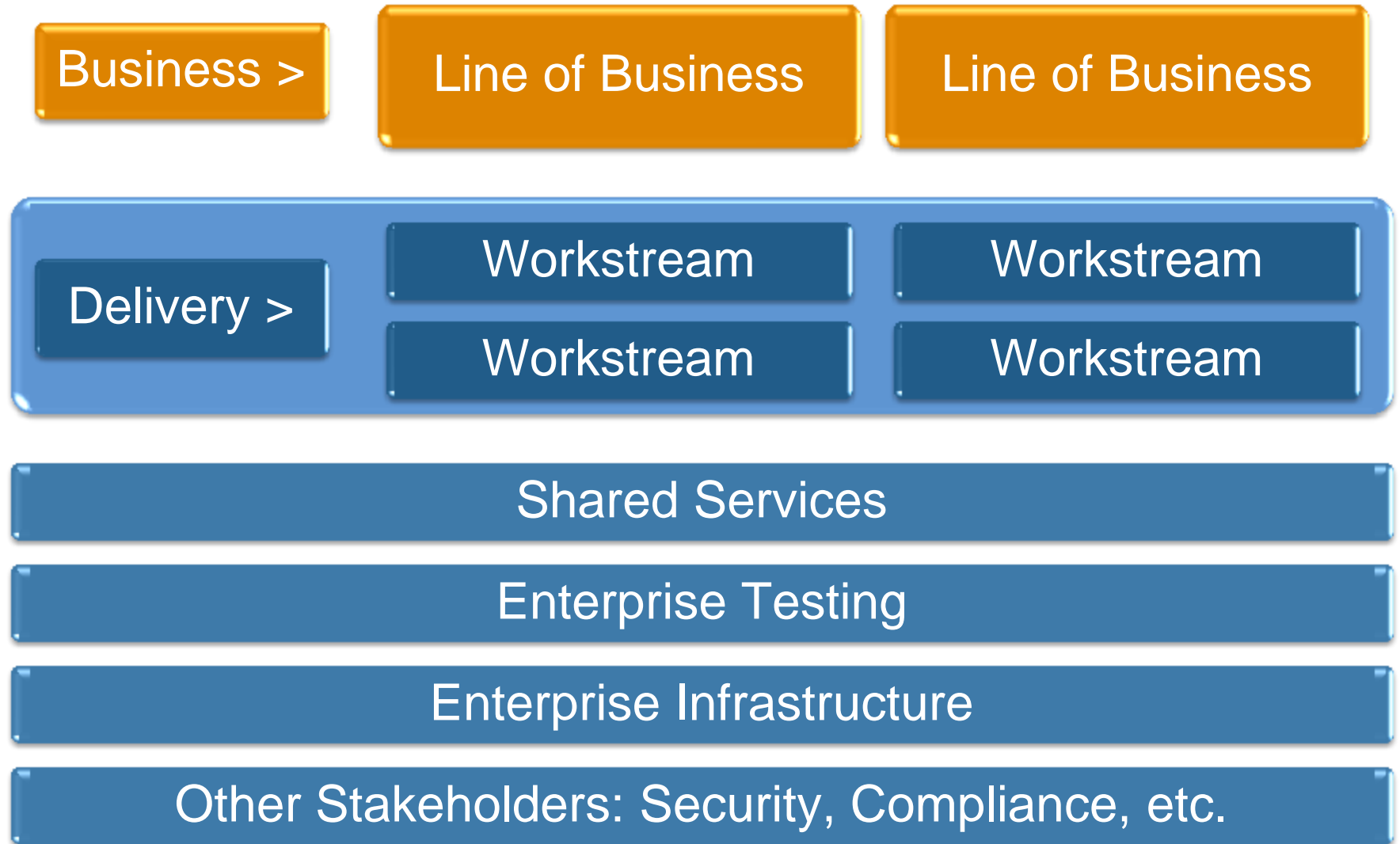


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- Interrupt me for clarifications.
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Overview of Organizational Structure



Background

- COE was only focused within IT Delivery Services
- Enterprise Delivery Services was a matrixed organization
 - Professional Development Managers: Role management
 - Project Management Office: Project delivery standards, processes, support and governance
 - Workstreams: Dedicated teams supporting LOB software needs.
- Two models for Center of Excellence (COE) or Community of Practice (COP)
 - COE: Advocacy group of leaders promoting best practices
 - COP: Overall framework for excellence for all team members

Setting the Stage for a COE

- Project 2010 transformed IT services and organizations
- PMO established to maintain and enforce the new SDLC, methodology and governance
- PMO responsible for process, tool and template changes
- PDMs responsible for role training and standards
- Challenges:
 - Desire to keep the momentum after Project 2010 gains
 - Mitigate changes that negatively impacted roles and projects

If you volunteer, work will come

- Three people were actively worked to improve the BA role
 - Kim Miklandric: PDM support and BA training manager
 - Russ Peña: PMO competency center and end user support
 - Hans Eckman: Practitioner, tool breaker and mentor
- Team started meeting to discuss changes impacting the BA role, and volunteered to drive changes
- Researched COE structures and best practices
- Proposed formalizing the group as a COE
Shot down! Group and function rejected

Continuing as Process Action Team

- Since the COE name had emotional baggage, team continued work as a Process Action Team
- Reached out to other teams, sponsoring cross-functional improvements
- Updated BA templates and guidance in the SDLC
- Provided best practices training, mentoring and project interventions
- Acted under the principles of a COE, but without recognition or formality (fly below the radar)

BA 20/20 - Vision for the Future

- Transformed work the Process Action Team and organization needs into a vision and approach for future success
- Goal: Become a benchmark company for the BA role
- Shared vision with PDMs and PMO
Again, shot down!
- Sponsors felt that vision and goals needed to be the platform sponsored by a COE
- Direction - Develop a formal COE, and the COE can adopt BA 20/20



Creating a COE Charter

- Co-sponsorship from PDM and PMO
 - 80% of process changes are PMO controlled, 20% PDM
 - 60% of training is PDM controlled, 40% PMO
- Timing (and patience) can be everything
 - Several reorganizations, especially impacting the PMO
 - Staffing changes in PMO and PDMs
 - Additional resources joining the PAT
- Secret of Success: Removed each obstacle
 - Single sponsorship: PDM
 - Sponsor authority
 - COE leadership

Lessons Learned

- Responsibility tipping point: People gravitate to the team that solves their problems
- Sponsorship: Validation of COE control and authority
- Must have thought leaders who are willing to work
- Identify and remove barriers (like rerouting with GPS)
- Must fill an organizational void or need

In the Years Since Then...

- CPMO transformed into an EPMO, and focus changed several times.
- PDM team dissolved and responsibilities moved to Workstream Managers.
- BA COE shifted to a BA support organization and combined with Workstream BAs under Russ Peña.
- EPMO management change and new organization.
- Russ Peña moved to new opportunities.
- BAs reclassified as Business System Analysts.
- BA COE currently serving as COP to support BA leads.

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