



# **Tale of the Phoenix – Creating a Center of Excellence in an Unfriendly Environment**

IMF IT Senior Executive Roundtable, September 24, 2012

# Ground Rules

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- This session is for you, so please participate.
- Interrupt me for clarifications.
- The content in this presentation is the responsibility of Hans Eckman, and does not express the views or opinions of SunTrust Banks, Inc.
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# Overview of Organizational Structure



Business >

Line of  
Business

Line of  
Business

Line of  
Business

Delivery >

Workstream

Workstream

Workstream

Shared Services

Enterprise Testing

Enterprise Infrastructure

Other Stakeholders: Security, Compliance, etc.

- COE was only focused within Enterprise Delivery Services
  
- Enterprise Delivery Services is 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)
  - Overall framework for excellence for all team members
  - Advocacy group of thought leaders promoting best practices

- 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 from Project 2010 gains
  - Mitigate changes that negatively impacted roles and projects

# If you volunteer, work with come

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- Three people were actively working 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

# Continuing as Process Action Team

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- 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 (flying below the radar)

# BA 20/20 – Vision for the Future



- Transformed work the PAT 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 > Shot down
- Teams felt that this needed to be the platform sponsored from a COE
- Direction – Develop a formal COE, and the COE can promote BA 20/20





- 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

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

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