

CNO Financial Group

Journey to a Center of Excellence

CNO Financial Group's Model



Community of Practice vs. Center of Excellence

- ***Community of Practice*** is a group of people who share a profession.
- ***Center of Excellence*** is a team that provides leadership, evangelization, best practices, research, support and/or training for a focus area.

CNO Time Line

- **May 2009** – CNO becomes a corporate member of IIBA
- **November 2010** – Attended BBC Conference
- **August 2011** – Reorganized IT BA Team
- **November 2011** – IIBA Competency Assessment & Business Analysis Process Evaluation
- **January 2012** – BA Transformation Roadmap put in place
- **September 2012** – Raised the Bar
- **January 2013** – IIBA Competency Assessment

Lessons Learned

- Define what a “Center of Excellence” means for your company
- Have a plan to get there
- Know your capabilities
- Communication & Buy In throughout the company is essential to success
- Measure success & continue to tell your story
- Be patient
- Keep raising the bar

Reference Material

- Creating a Business Analysis Center of Excellence: 5 Ways to Get There by Glenn Brule & Amy Nichols
<http://www.charlotte.iiba.org/download/Presentations/CBACOE.pdf>
- Building a BA Centre of Excellence by Glenn Brule
<http://www.batimes.com/articles/building-a-ba-centre-of-excellence.html>
- Building Your Business analysis Center of Excellence.....in Theory and in Practice by Angela Wick & Bob Prentiss
<http://www.b2ttraining.com/wp-content/uploads/ba-centers-of-excellence-bob-prentiss-and-angela-wick.pdf>

Contact information:

Julie Chase

Sr. Director – Business Analysis

CNO Financial Group

julie.chase@cnoinc.com

317-817-6211