

TBM Conference



An Adventure in Starting Smart

How CNO Drove Momentum Without Boiling the Ocean

Presented in partnership with



Your Guides For Today's Journey



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OUR PURPOSE

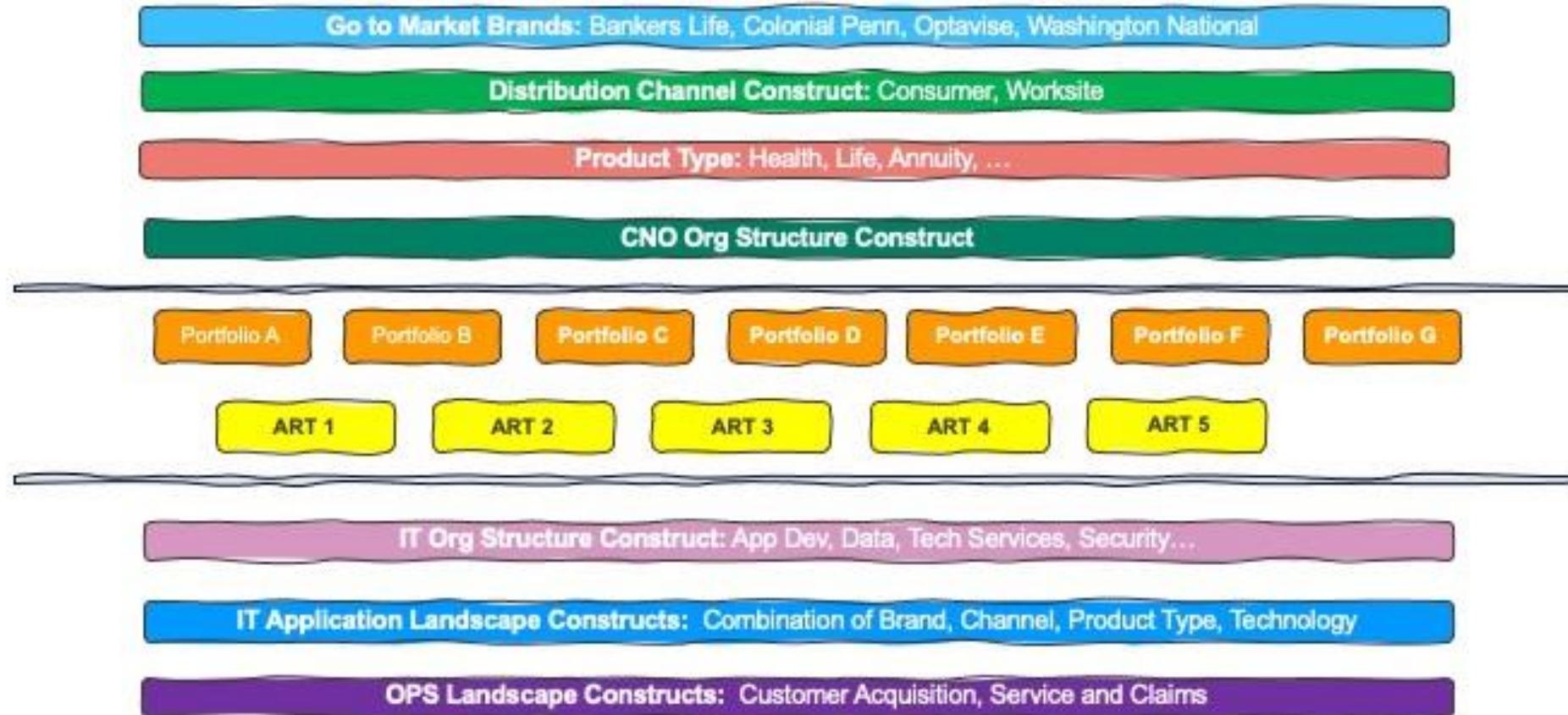
We **secure** the future of middle-income America.

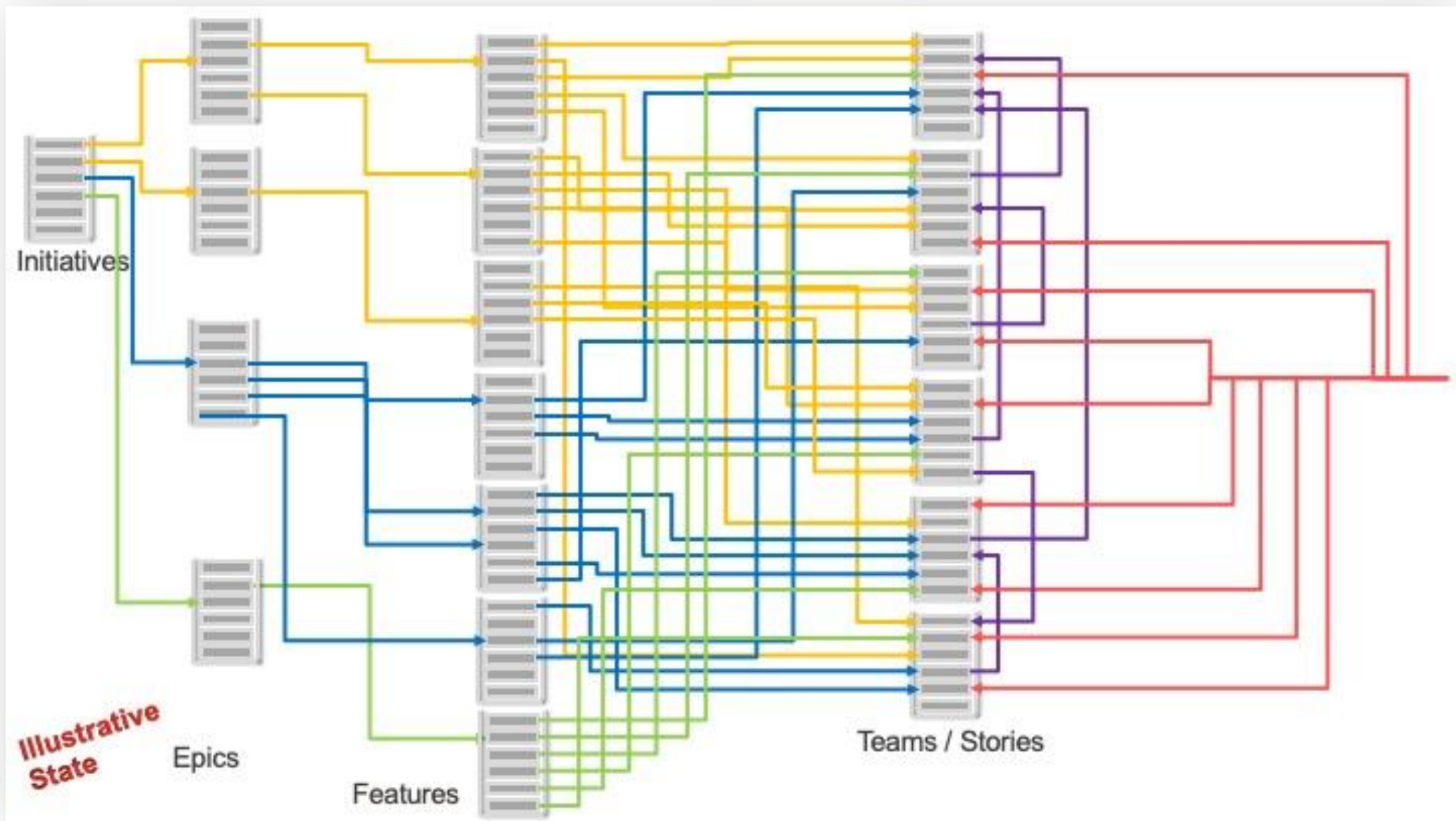


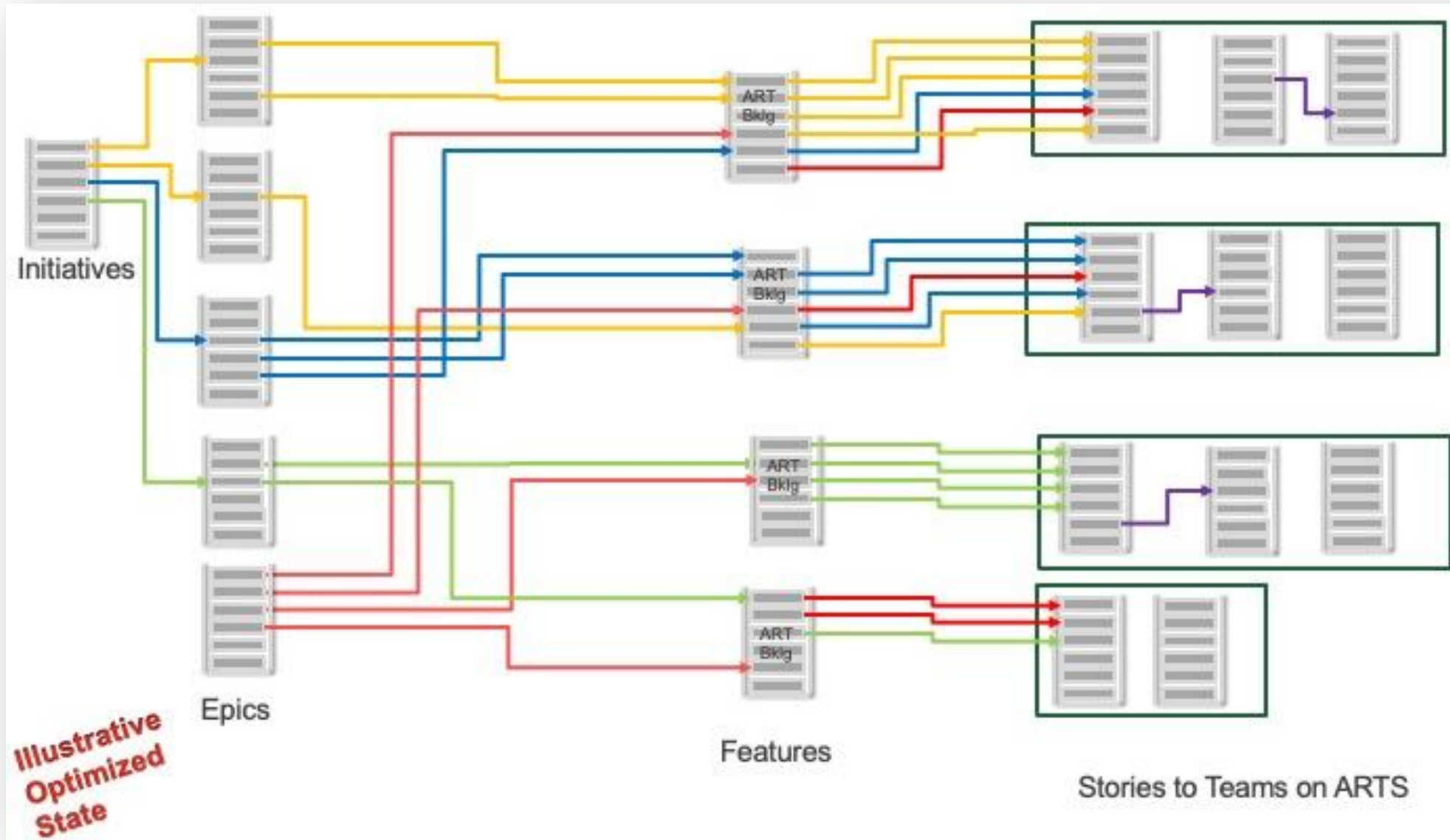
OUR MISSION

We **secure** the future of middle-income America by providing **insurance and financial services** that help **protect** their health, income and retirement needs, while **building enduring value** for all our stakeholders.

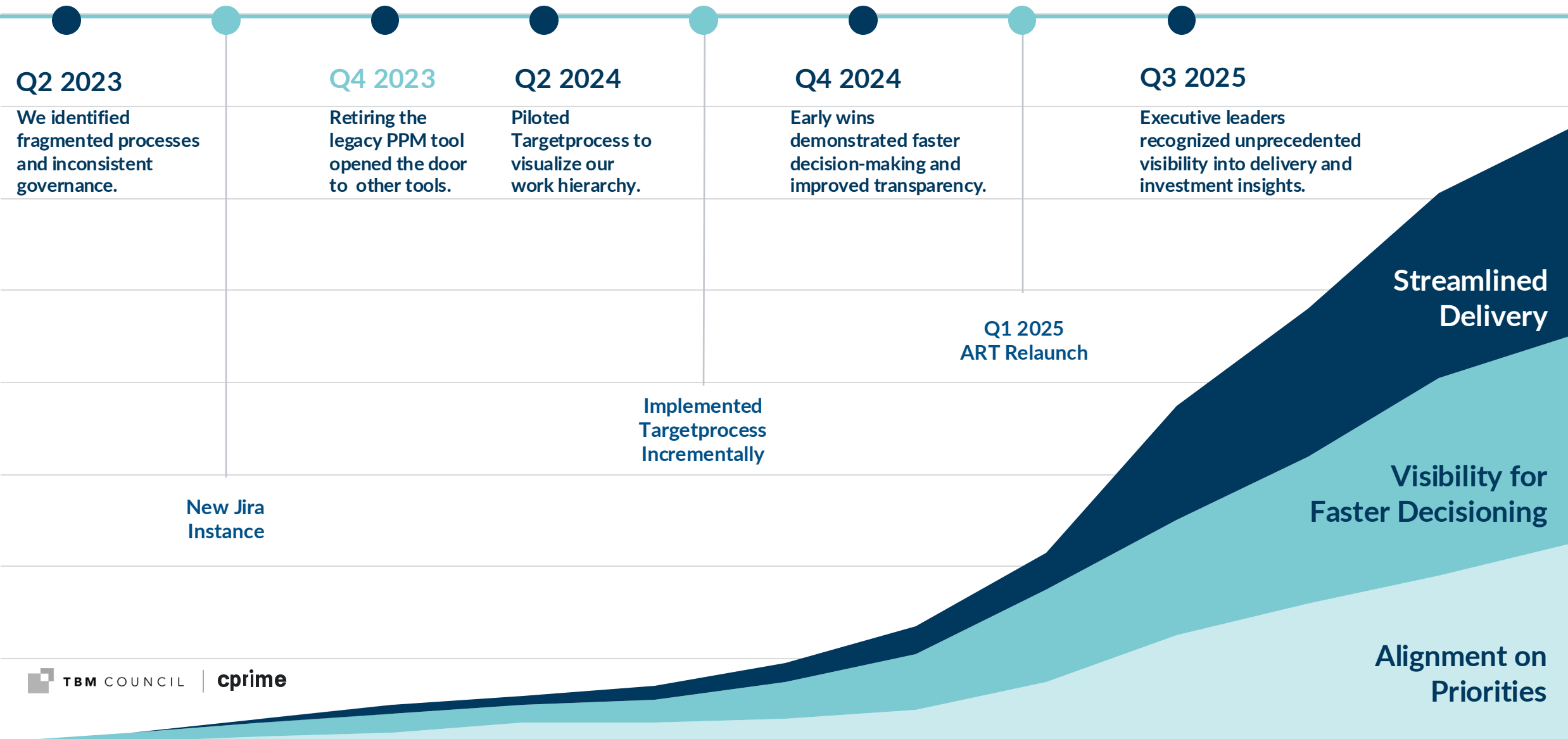
Complex Landscape



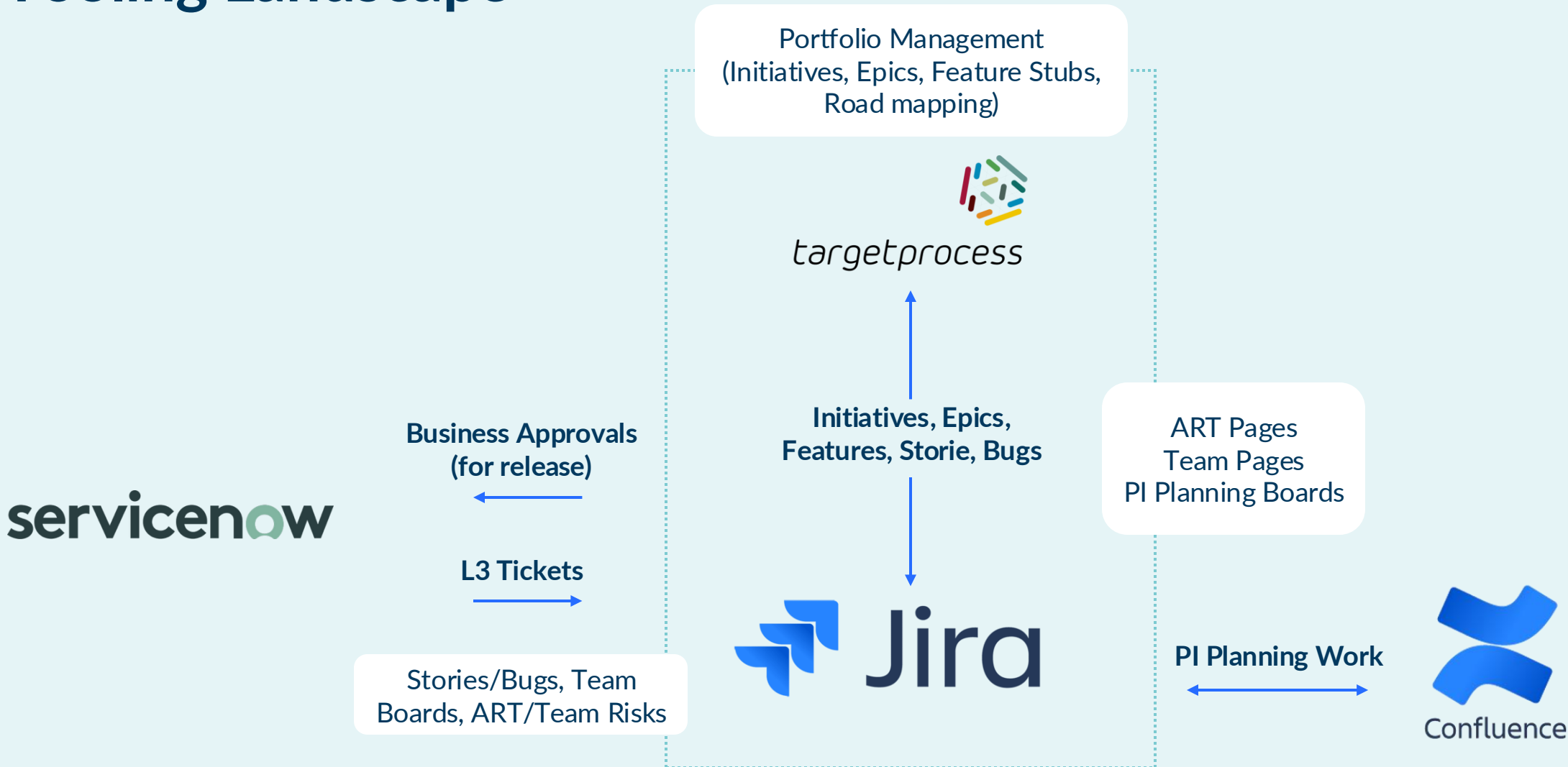




CNO's Journey



Tooling Landscape



Enabling Connected **Visibility**

Future State Drives Tooling Implementation Decisions



Consistent Visibility

Provides unified transparency for all team members and leaders across the organization



Insights for Improvement

Enhanced reporting capabilities that enable data-driven continuous improvement



End-to-End Traceability

Track initiatives from the highest strategic level down through value delivery across Portfolios, ARTs, and Teams

Real-Time Dependency Management

Simplified coordination and conflict resolution across Teams, ARTs, and Portfolios

Built-In Compliance

Streamlined workflows with automated compliance checks and audit trails



Tooling Impact

Tools don't replace conversations — they **amplify them** when paired with clarity, visibility, and intentional rhythms.



Make Work Visible

Surface what matters so leaders can focus and intervene where needed



Reinforce priorities

Align execution with strategy through real-time dashboards and backlogs



Enable flow-based decision-making

Use metrics like WIP, throughput, distribution, and cycle time to guide improvement



What's Next?

Key Decisions

Started Small – Scaled by Demand



Knowing what we needed from the tools (Vision & Runway)



Not going all in - measured approach



Exposed Capabilities on an incremental basis

“What has to be the same so everything else can be different?”



Thank You

Scan to connect & learn more

