

# Relational Contracting & Strategic Relationships Management Seminar

## Best Practice Methodology for Establishing and Managing Significant Business Arrangements

It is no secret that the majority of complex public and public-public business arrangements fall short of meeting stakeholder expectations in the long term. The single leading cause of failure is that they are structured as transactions or deals that do not adapt well to change and evolution. By positioning the relationship among stakeholders at the heart of delivery and performance management, business arrangements can be structured as adaptive and continuous business relationships that leverage change and achieve improved outcomes with lower risk. This executive two-day program will equip you with the skills and know-how to establish and manage adaptive relationships that will deliver exceptional performance and guide you in building the required relationship management organization and capacity to enable change and create a culture of collaboration and trust. Discussions will cover two classes of important relationships:

- ◆ **Client-Vendor Relationships** such as Operations Management arrangements, Alternative Service Delivery (ASD), Futuresourcing™, Public-Private Partnerships, (PPP), Commissioning, Outsourcing, Major Capital Projects, and In Service Support; and
- ◆ **Intra-Public Sector Relationships** such as Shared Services, Program Owner-Provider relationships, Transfer Payments and municipal arrangements.

### What You Will Learn?

- ◆ Gain an in-depth understanding of the foundational issues and challenges surrounding complex business arrangements;
- ◆ Gain a comprehensive understanding of relationships in a business context. Learn about Relationship Charters and the key enablers for success. Learn how to develop and operationalize relationship and alignment management frameworks in diverse stakeholder community;
- ◆ How to form and launch high performing joint teams and build an environment of trust and collaboration;
- ◆ How to plan, source and manage adaptive relationships that provide an ongoing opportunity to improve outcomes. Learn how to integrate the relationship dimension with a traditional transaction procurement process;
- ◆ A relationship evaluation model for objectively assessing relationship fit and strategic provider capability;
- ◆ How to remove, avoid or otherwise mitigate program risks as circumstances and conditions change;
- ◆ A strategic understanding of change and transition management with emphasis on culture, human resources, technology harmonization and business process alignment.

### Program Takeaways

Participants will develop a “total system” understanding of adaptive business relationships with emphasis on outcome realization, change management and transitioning organizational culture from an adversarial mindset to a collaborative, insight-based model of management.

### Who Should Attend?

This training program is recommended for public and private sector executives, senior managers with responsibility for service delivery, transfer payment management professionals, relationship managers, procurement managers, outsourcing advisors, and managers involved in the planning, sourcing, and management of public-public or public-private business arrangements.

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# Relational Contracting & Strategic Relationships Management Seminar Agenda

	LECTURE	WORKSHOP
<b>Day 1</b>		
8:00 Breakfast	<b>Module 1 Strategic Relationships Management Framework</b>	
	Topic 1 <b>Introduction</b>	
	<b>Complex Arrangements Overview</b>	Title: Understanding the issues
	Topic 2 <i>Key issues and challenges surrounding complex public sector arrangements. Key factors leading to high rate of failure.</i>	Process: Small group workshops and large group presentations.
10:30 Break		
	Topic 3 <b>Relationship-based Management Framework Overview</b>	Title: Relational IQ
	<i>What is a Relational Approach? What are its key attributes and key benefits?</i>	Process: Large group dialogue.
Lunch		
	Topic 4 <b>Relationship Charter – Foundations of a Relationship</b>	Title: Development of Relationship Charter
	<i>Relationship Charter including Relationship Mission, Vision and Values, Relationship Governance, Open Book Framework, Relationship Performance Management and Working in Teams.</i>	Process: Small group workshops and large group presentations.
2:30 Break	<b>Module 2 Implementation - Existing Business Arrangements</b>	
	Topic 1 <b>Establishing Relationship Charter for Existing Relationships</b>	Title: Existing Relationships
	<i>Developing and operationalization of Relationship Charter using a Collaborative Convergence Process. Establishing management structures and launching of teams.</i>	Process: Small group workshops and large group presentations.
4:30 Adjourn	<b>Module 3 Implementation - Sourcing New Relationships</b>	
	Topic 1 <b>Identifying Opportunities for Partnering</b>	Title: Developing Relationship Strategy
	<i>Functional scans and developing the “As Is”, Base Case (PSC) and VFM assessment (Outsource/FutureSource™); Strategic Procurement Considerations</i>	Process: Large group dialogue.
<b>Day 2</b>		
8:00 Breakfast	Topic 2 <b>Strategic Analysis &amp; Procurement Tools</b>	Title: Applying Analytics
	<i>Overview of tools for conducting industry analysis, developing sector maps, conducting strategic grouping analysis and assessing Provider’s strategy and capability against desired outcomes.</i>	Process: Large group dialogue.
10:30 Break	Topic 3 <b>Procurement of Strategic Relationships</b>	Title: Developing a strategic relationship evaluation and selection plan
	<i>Procurement of Strategic Relationships through RFPQ/RFR/RFP processes; Relationship evaluation and selection process including Strategic Fit Assessment, Open Book Financial Framework and Relationship Charter attributes.</i>	Process: Small group workshops and large group presentations.
Lunch	Topic 4 <b>Interest-based Negotiations</b>	Title: Relationship Negotiations Plan
	<i>What needs to be negotiated in a Relationship as opposed to a deal?</i>	Process: Large group dialogue.
	Topic 5 <b>Establishing Contracts within Relationships</b>	Process: Large group dialogue.
	<i>Establishing contracts and tasks within Relationship Agreements</i>	
2:30 Break	<b>Module 4 Delivery Management, Oversight &amp; Change Management</b>	
	Topic 1 <b>Internal Governance &amp; Oversight Functions</b>	Title: Relationships & Strategic Delivery Management organization
	<i>Delivery Management and Oversight Organization</i>	Process: Large group dialogue.
	<b>Change Management</b>	Title: Mini-case
4:30 Adjourn	Topic 2 <i>Relationship Transition Management and Harmonization</i>	Process: Large group dialogue.
	<i>Culture Change management - from Adversarial to Collaborative.</i>	



# Lead Instructor and Facilitator

## ANDY AKROUCHE, MBA



Andy Akrouche is the President and the founding partner of Strategic Relationships Solutions Inc. (SRS) [www.srscan.com](http://www.srscan.com); a knowledge-based relationships management firm. Citing the high rate of failure of complex business arrangements, Andy founded SRS in 1999 with a clear vision and purpose: to revolutionize the framework within which strategic business relationships are sourced, structured and managed.

Andy Akrouche is acknowledged as the industry leader in developing and managing adaptive, dynamic Public-Private and Public-Public relationships. Andy and his team help organizations develop and implement high performing relationships by moving business arrangements from fundamentally static transactions or deals to an adaptive relationship based on flexibility, agility and ongoing stakeholder collaboration. The Relationship-based model has proven its effectiveness in many high profile business arrangements in several sectors, including the transportation, education, health and defense industries.

Andy's passion includes helping clients achieve the following:

- ◆ Help organizations revitalize their business relationships and substantially improve the performance of their contracts;
- ◆ Build awareness and internal capacity to create a highly collaborative organizational culture;
- ◆ Source, establish and manage adaptive long term partnerships that deliver proportionately aligned and sustainable value to public sector stakeholders, private sector partners and consumers or constituents at large;
- ◆ Align public sector policy frameworks, approval processes, procurement and program management to support sustainable long term relationships;
- ◆ Employ large and complex public – private relationships as a catalyst to create strategic supply chains and sustained economic benefits.

Andy delivers executive seminars and training programs on Relationships Management, Operations management, Procurement, Outsourcing, Commissioning, Futuresourcing™, and Relational PPP Management. He is the author of the book, [\*Relationships First: The New Relationship Paradigm in Contracting\*](#).

You can also follow Andy on his blog: [Contracting Intelligence](#).

Andy holds a Master's Degree in Business Administration from the University of Ottawa.

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