

# Relationship Management & Collaborative Working

As Business Arrangements Become More Complex, Achieving Optimum Sustainable Performance Requires Flexibility, Adaptivity, and Increased Collaboration.

It is no secret that the many complex public-private and public-public business arrangements fall short of meeting stakeholder expectations. The single leading cause of failure is that complex, long term agreements are structured and managed as static transactions or deals, and therefore do not adapt well to change and evolution. By positioning the relationship among stakeholders at the heart of delivery, oversight and performance management, business arrangements are structured and managed as collaborative and adaptive system that drive change and achieve improved outcomes with lower risk.

This half-day Executive program will provide Executives with the need to know essentials for managing adaptive, flexible and collaborative business relationships. The program will provide a high level guide to implementing and operationalizing the ISO 44001 standard for collaborative business relationships in existing and new relationships and for building the required capacity and skills necessary to enable change and create a culture of collaboration and trust.

## ***THE RELATIONAL MODEL – AN ISO STANDARD***

The Relational model of Management supports the development and management of an adaptive business relationship among partners, with whom collaboration and ongoing alignment is critical to achieving overarching common objectives. The Framework operationalizes ISO 44001, which was approved in Dec 2016 and published in early 2017, from the both perspectives of the internal policy and governance readiness to collaborate and in terms of establishing specific relationship management plans with strategic partners.

## ***WHO SHOULD ATTEND***

This training program is recommended for public and private sector leadership team and owner of complex programs.

# Relationship Management and Collaborative Working Training Seminar

## LEARNING OBJECTIVES

- Gain insight into the issues and challenges associated with managing complex business relationships;
- Internalize the difference between individual relationships and relationship management as a system and a platform for outcome improvement;
- Learn about the definitive framework for best practices relationship management - the ISO 44001 international standard;
- Learn about Relationship Charters, Joint Governance and, collaborative competencies development systems;
- Learn about the necessary tools to establish and operationalize relationships management frameworks in diverse stakeholder environments;
- Learn how to objectively assess relationship fit and partner capability, in relation to desired in the planning, sourcing, negotiations or management of complex business arrangements.
- Learn how to effectively construct and apply relational contract principles within a public sector procurement regime;
- Learn how to form and activate high performing joint teams within a mutually shared environment of trust and collaboration;
- Gain knowledge into the necessary capability requirements to implement ISO 44001 and manage culture change.

## PROGRAM TAKEAWAYS

Participants will develop a “total system” understanding of the critical role of “Relationship Management as a System” in achieving success in complex business arrangements with emphasis on the “Executive role” in leading the change.

# Relationship Management, Relational Contracting and Collaborative Working Training Seminar

Agenda	
<b>Part I</b> 15 minutes	<p><b>Introduction</b></p> <p>Macro &amp; micro view of relationships management in the public and private sectors</p> <p>A global perspective on relationships i.e. public-public, public-private and where they are headed</p> <p>Understanding the differences between micro and macro relationships Relationship scalability beyond acute circumstance</p>
<b>Part II</b> 45 minutes	<p><b>Relationship Management Framework</b></p> <p>Overview of the Relationship-based model of Management, ISO 44001/02</p> <p>Introduction to Corporate Relationship Management Plans and Relationship Charters – An adaptive platform for collaborative working, outcome realization and performance improvement</p>
<b>15 minutes</b>	<p>Break</p>
<b>Part III</b> 75 minutes	<p><b>Facilitated Dialogue on Implementation of Relationship Management Frameworks In Public and Private Sector</b></p> <p>How do we implement relationship management frameworks in existing relationships and as well as new programs or initiatives?</p> <p>How do we ensure stakeholder commitment and active participation?</p> <p>How do we work in teams, get rid of the “us versus them” and initiate a behavioral change process?</p> <p>What are the key implementation challenges?</p>
<b>Part IV</b> 20 minutes	<p style="text-align: center;">Round Table</p> <p style="text-align: center;">Attendees Feedback and Takeaways</p>

For more info Contact us at [Relationships@srscan.com](mailto:Relationships@srscan.com) or Visit us at [www.srscan.com](http://www.srscan.com)

# LEAD FACILITATOR

**Andy Akrouche**, MBA, RCM Lead Instructor  
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***It is time for all stakeholders to break away from the adversarial business models of the past and to begin working together within relational management frameworks that facilitate mutuality, joint decision making, transparency and continuous alignment. It is also time for the policy and procurement regimes to recognize and enable the 'Relationship' as the pivotal point through which service delivery and performance are managed, measured and evolved."* - Andy Akrouche**

Andy Akrouche is the founding partner of Strategic Relationships Solutions Inc. (SRS), a knowledge-based relationship management firm. While serving as Vice President of Outsourcing Management Services at Digital Equipment Corporation, and citing the failures of many complex business arrangements, Andy founded SRS 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 adaptive relationships 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, Health and Defense industries. Andy's passion is helping clients:

- Build awareness and internal capacity to create a highly collaborative organizational culture and high performance management teams;
- Plan, source, establish and manage adaptive strategic partnerships that deliver exceptional performance and sustainable value;
- Revitalize their existing business relationships and substantially improve the performance of their MOUs, agreements, and contracts;
- Enable the alignment of policy, approval processes, and program and procurement management regimes to support sustainable long term relationships;
- Employ strategic procurement and relationships management as a catalyst for creating strategic supply chain and sustained economic benefits.

Andy delivers executive seminars and training programs on Relationships Management, Relational Contracting Management, Outsourcing, ASD, Commissioning and PPP Management. He is the author of the book, [\*Relationships First: The New Relationship Paradigm in Contracting\*](#). Andy is also the president of the Institute for Collaborative Working Canada, a member of the Canadian ISO 44001 collaborative working management committee and a member of the Canadian ISO mirror committee on IT governance, ITSM, Business Process Outsourcing and Architecture and Performance Management.

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

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

# FACILITATORS

## Jon Hansen, RCM

As the Editor and lead writer for the PI Social Media Network's Procurement Insights Blog, Jon Hansen has written nearly 3,000 articles and papers; as well as five books on subjects as diverse as supply chain practice, public sector policy, emerging business trends and social media.

In addition to being a much sought after speaker and moderator internationally, Jon is also the host of the highly acclaimed PI Window on The World Show on Blog Talk Radio, which aired its 900th episode in 2014.



A two-time Ottawa Finalist for the Ernst & Young Entrepreneur of the Year Award, out of a group of 15,000, Blog Talk Radio named Jon Hansen as one of their top 300 hosts.

Jon also received an American Flag that was flown over the Virginia State Capital in Richmond in recognition of his contribution to the 2014 Public Procurement Forum. His presentation on "Bridging the Disconnect between Finance and Purchasing" wrote Virginia's CPO, "was extremely helpful to an extraordinary number of the Commonwealth's procurement staff," and that the insights from these sessions will enable "many to re-examine their current activities with an eye on improvements."

## Monty Mukerji, MBA, PMP, RCM

Mr. Mukerji is a senior executive with 30 years of experience in the Federal Government and private sector. Significant part of his career is in the area of procurement with Public Works and Government Services Canada (PWGSC) where he held the position of Senior Director in the Acquisitions Branch of PWGSC.

Principal responsibilities include managing several teams of procurement professionals, providing an end to end acquisition service, to the client departments in order to meet their program delivery goals. As such, the accountability framework was multi-departmental, with the central agencies (primarily TBS) playing an important role.



During his Federal Government career he was principally focused on enabling Major Crown Projects (MCP's), related to defence and information technology systems. These were long term, high dollar value projects, with total value measured in the \$billions. Monty had strived to promote a collaborative approach to structuring and managing complex relationships, particularly inter-departmental team building, alignment and a collegial decision-making process.

Since Joining the SRS team, Monty has worked with leading public and private organizations to help them establish and operationalize collaborative relationships.

Monty is a certified Project Management Professional, Relational Contracting Management Instructor and holds an MBA from St. Mary's University in Halifax.