

# Strategic Relationships and Relational Contracting Management Seminar

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

It is no secret that the majority of 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 management models that drive change and achieve improved outcomes with lower risk.

This training program will provide you with a systematic model for managing complex relationships. As you progress through the program, you will gain the knowledge and skills to effectively plan, source, establish, and manage relationships that will deliver exceptional performance. It will provide you with the tools to shift organizational mindset and to create a culture of collaboration and trust.

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

The Relationship-based 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 has been applied with great success in public-private relationships, as well as in public-public relationships, enabling organizations to consistently deliver improved outcomes. The Relational Model of management operationalizes ISO 44001 standard for collaborative business relationships which was approved for publishing on December 6, 2016.

## **RCM CERTIFICATION**

A certification in Relational Contracting and Relationships Management is provided for those who complete the case work book and submit within 60 days of the course delivery, while achieving a minimum 80% passing mark. A virtual collaborative workspace is provided for the teams to continue their work together to complete their submission.

## **WHO SHOULD ATTEND**

This training program is recommended for public and private sector executives, relationship managers, procurement managers, outsourcing advisors, and managers involved in the planning, sourcing, negotiations or management of complex business arrangements.

## **DELIVERY FORMAT**

This course is delivered over three days using a combination of 30-45 minutes lectures, followed by casework in small team formations and large group interactive dialogue. The course and workshops feature real life, current complex relationships in the public and private sector used as case work and model reference.

## **2017 Canada Program**

Ottawa: May 23-25

Toronto: June 14-16

Vancouver: July 19-21

Halifax: August 16-18

Ottawa: October 18-20

**REGISTER**

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## LEARNING OBJECTIVES

- Gain insight into the issues and challenges associated with managing complex business relationships;
- Understand the difference between individual relationships and relationship management as a system for outcome improvement;
- Learn about the definitive framework for best practices relationship management, including its adherence to the ISO 44001 international standard;
- Learn about Relationship Charters, Joint Governance and, collaborative competencies development systems;
- Obtain the necessary tools to establish and operationalize relationships in order to ensure continuing alignment with management frameworks in diverse stakeholder environments;
- Learn how to objectively assess relationship fit and partner capability, in relation to desired project/program outcomes;
- Learn how to plan, source and manage adaptive relationships that provide an ongoing opportunity to improve outcomes 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 the ability to lead and facilitate collaborative engagements to operationalize ISO 44001 relationship management plans.
- Develop the necessary capability to manage culture change and the transition of complex business arrangements.

## COURSE OUTLINE

- Provide an overview of the underlying root causes of underperforming complex business relationships. This includes a review of the key issues and challenges normally associated with long-term public private business arrangements, and inter-public sector relationships that result in failure, and how to either avoid or reverse them;
- Provide a macro level view of Relationship Management. This includes a thorough review of the ISO 44001 Standard for Collaborative Business Relationships, and its impact on your organization and its relationships with both internal as well as external stakeholders;
- Introduce a descriptive outline of the key elements of a best practice relationship management model, including the corresponding operational framework, both of which are based on proven collaborative methods and international standards;
- Provide a road map and corresponding step by step process for the joint development and operationalization of a collaborative Relationship Management Framework in existing business arrangements;
- Provide a framework for implementing Relationship Management Plans or Relationship Charters in Public-Private, Public-Public and arms length relationships;
- Provide a maturity model pinned on key organizational enablers and collaborative competencies for assessing the effectiveness of contract or business arrangement management practices;
- Provide a guidance framework for relationship performance management and its implementation.

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## Agenda

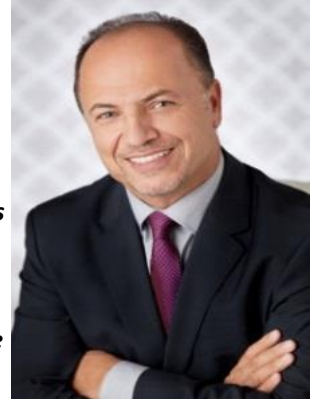
<b>DAY 1</b>	
8:00 – 8:30 a.m.	<b>Continental Breakfast</b>
8:30 – 12:00 p.m.	<b>Strategic Relationships Management Overview</b> Complex Arrangements Overview, Challenges and Opportunities Relationship-Based Management Frameworks
12:00 – 1:00 p.m.	<b>Lunch</b>
1:00 – 4:00 p.m.	<b>Relationship Management Framework Reference Model</b> Relationship Charter - Foundations of a Collaborative Business Relationship
<b>DAY 2</b>	
8:00 – 8:30 a.m.	<b>Continental Breakfast</b>
8:30 – 12:00 p.m.	<b>Implementation – Relationship Management Plans</b> ISO 44001 – Overview and Guidance; Developing & Operationalizing the Relationship Charter and Management Plan
12:00 – 1:00 p.m.	<b>Lunch</b>
1:00 – 4:00 p.m.	<b>Implementation - Managing Relationships</b> Performance Management; Integrated Risk and Enablement Management, Information Sharing; and Relationship Administration.
<b>DAY 3</b>	
8:00 – 8:30 a.m.	<b>Continental Breakfast</b>
8:30 – 12:00 p.m.	<b>Implementation - Sourcing New Relationships</b> Procurement of Relationships in the Public Sector Strategic Analysis & Partner Evaluation Tools
12:00 – 1:00 p.m.	<b>Lunch</b>
1:00 – 4:00 p.m.	<b>Problem Solving Approach &amp; Change Management</b> Interest-Based Negotiations; Creating a Culture of Collaboration and Trust.

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# 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 contract performance are conducted, 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, high performing 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 for helping clients:

- Build awareness and internal capacity to create a highly collaborative organizational culture and high performance management teams;
- Revitalize their existing business relationships and substantially improve the performance of their MOUs, agreements and contracts;
- Plan, establish and manage adaptive strategic partnerships that deliver exceptional performance and sustainable value;
- 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.\*](#)

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

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

# FACILITATORS

## 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.



## 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."