

# Relationship Management, Relational Contracting & Collaborative Working Training Program

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 Executive Training program will equip attendees with the skills and know-how to oversee the planning, sourcing, establishment, and management of relationships that will deliver exceptional performance. The program will provide a high level guide to implementing and operationalizing the ISO 44001 standard for collaborative business relationships and 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 executives, relationship managers, and managers involved in the planning, sourcing, negotiations or management of complex business arrangements.

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



# Relationship Management, Relational Contracting and Collaborative Working Training Seminar

## 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 - the ISO 44001 international standard;
- Learn about Relationship Charters, and ISO 44001 relationship management plans, 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 project/program outcomes, in the planning, sourcing, negotiations or management of complex business arrangements.
- Learn how to effectively construct and apply relational contract principles – 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 an understanding of the road map for facilitating collaborative engagements and for operationalizing ISO 44001 relationship management plans.
- Develop the necessary capability to manage culture change and the transition of complex business arrangements.

## Program Takeaways

Participants will develop a “total system” understanding of adaptive business relationships and ISO 44001 Implementation with emphasis on change management and transitioning organizational cultures from an adversarial mindset to a collaborative, insight-based model of management.



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## Agenda

8:30 – 12:00 p.m.	<b>Relationship Management Overview</b> A macro level overview of Relationship Management and ISO 44001 Complex Arrangements Overview, Challenges and Opportunities
	<b>Relationship Management Framework Reference Model</b> An Introduction to collaborative, Relationship-Based Management Frameworks Relationship Charter - Foundations of a Collaborative Business Relationship
	<b>Implementation – Relationship Management Plans</b> ISO 44001 – Overview and Guidance; Developing & Operationalizing the Relationship Charter and Corporate Relationship 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>Relational Contracting Management</b> Procurement of Strategic Relationships in the Public Sector Strategic Analysis & Partner Selection Tools
	<b>Collaborative Competencies &amp; Change Management</b> Interest-Based Problem Solving Approach; Creating a Culture of Collaboration and Trust; Managing the Change.

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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 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, 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 increase organizational capability to manage complex relationships and to create a collaborative organizational culture;
- 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 based on the relational principles of contracting;
- Enable the alignment of policy, approval processes, and program and procurement management regimes to support sustainable long term relationships;
- Employ strategic procurement and relationship management as a catalyst for creating strategic supply chain and sustained economic benefits.

Andy delivers executive seminars and training programs on Relationship Management, Collaboration, 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."