



Business Relationship Management – Helping Converge the Business and IT

Mark T. Edmead

IT Transformation Consultant/Trainer

MTE Advisors

Email: mark@mteadvisors.com

Twitter: @MTEAdvisors

February 2016



Mark T. Edmead

- ▶ Mr. Edmead is an IT Transformation consultant and trainer. Over the past 30 years, Mark has provided IT transformation and business improvement services that align information technology with business goals to drive bottom line performance and growth. Mr. Edmead is an Lean IT Accredited Trainer, DevOps Accredited Trainer, Certified ScrumMaster, Certified COBIT 5 Assessor, TOGAF 9.1 Certified, Business Relationship Professional (BRMP) Accredited Trainer, and Certified Baldrige Internal Assessor.
- ▶ Developed and delivered courses for many organizations including Citigroup, State of TN, Safeway, Irving Oil, and City of Virginia Beach.



The Man in the Balloon



Why is this discussion important?

- ▶ The Business Relationship Manager (BRM) is a relatively new role in many organizations.
- ▶ IT Service Management (ITSM) relates to the activities performed to deliver, operate and control IT services.
- ▶ What exactly is a BRM?
- ▶ Is there synergy between BRMs and ITSM?
- ▶ This session will provide an introduction to the BRM role and its role in helping converge IT and the business.
- ▶ This includes the importance of managing personal relationships, providing input to service portfolio management and ensuring that the IT service provider is satisfying the business needs of the customer.

What does the Business think about IT?

- ▶ IT takes too long to do anything.
- ▶ IT does not understand our needs or requirements.
- ▶ IT is too expensive.
- ▶ IT delivers technology that does not match our needs.
- ▶ IT always seem to tell us NO to our requests.

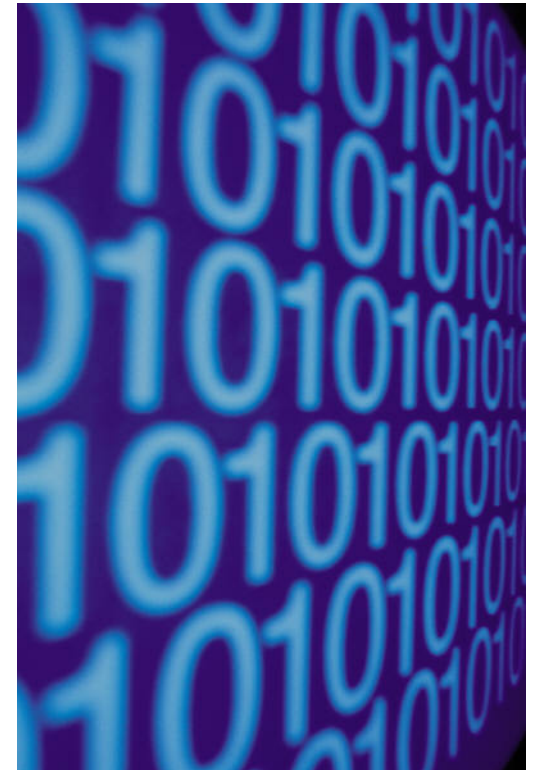
Do these sound familiar?

What does IT think about the Business?

- ▶ Business constantly changes their mind about what they want.
- ▶ Business does not understand what we do in IT.
- ▶ Business comes up with IT solutions and does not ask us what we think.
- ▶ The business implements IT solutions on their own (then call us when it does not work).
- ▶ The business uses outside IT help instead of us.

Heard any of these before?

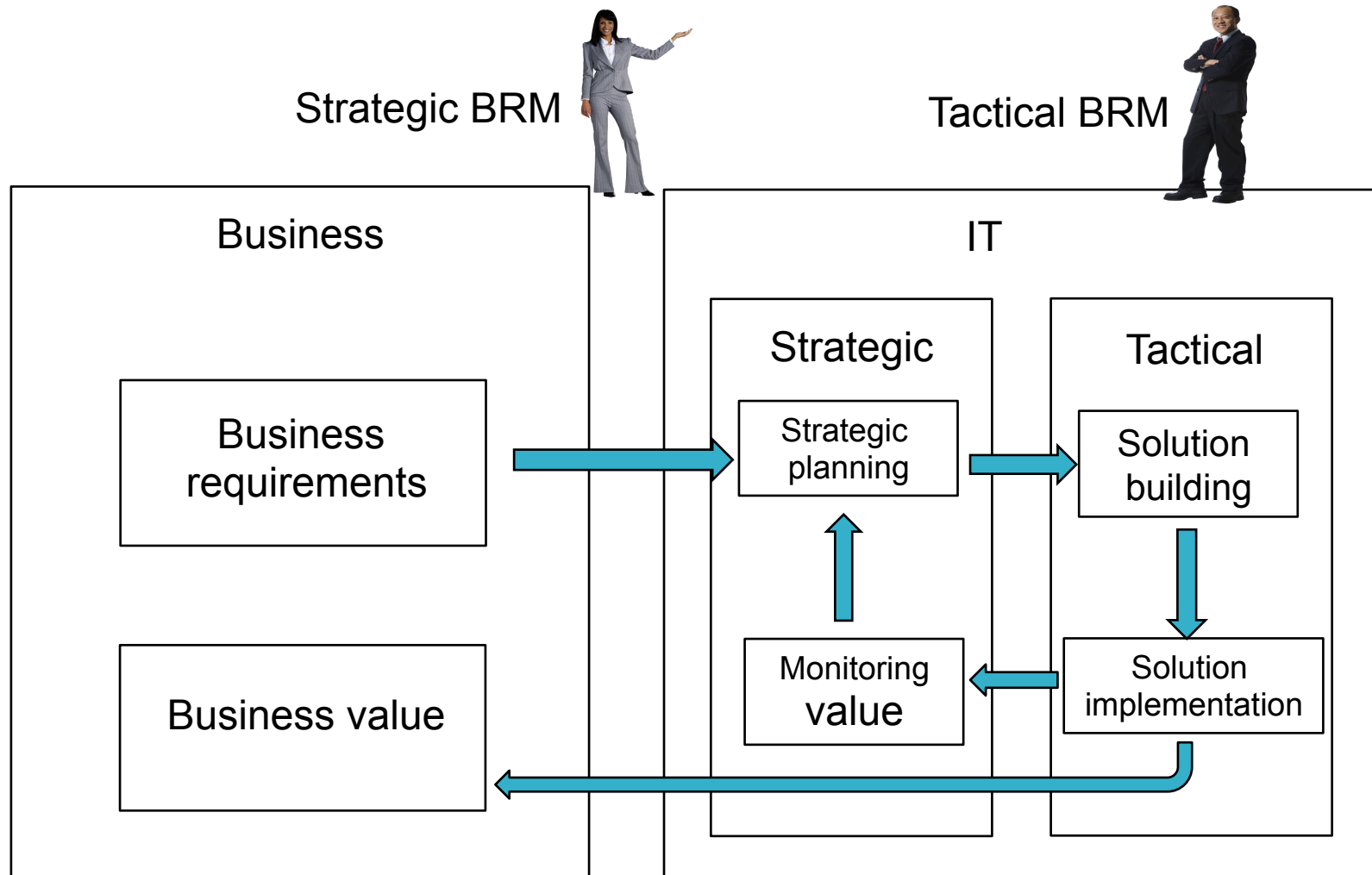
What can be done?



What is a Business Relationship Manager (BRM)?

- ▶ Business Relationship Management stimulates, surfaces and shapes business demand for a *provider's* products and services
- ▶ Ensures that the potential business value from those products and services is captured, optimized and recognized.
- ▶ BRMs act as translators, diplomats, and liaisons between the business and IT

Business/IT Strategic Alignment



Strategic vs. Tactical BRM

- ▶ Strategic
 - Focused on effectiveness and transformation
 - Focused on business demand: stimulating, surfacing, and shaping
 - Concerned with improving the maturity of the relationship
 - Works closely with business partner to ensure IT investments and capabilities yield real business value
- ▶ Tactical
 - Focused on business efficiency and effectiveness
 - Focused is service management
 - The “steady state” of IT services
 - Not focused on transformational projects

What is ITSM?

- ▶ IT service management (**ITSM**) refers to the entirety of activities – directed by policies, organized and structured in processes and supporting procedures
- ▶ These activities are performed by an organization or part of an organization to plan, deliver, operate and control IT services offered to customers
- ▶ Tactical BRMs support ITSM activities

BRM Focus Areas

- ▶ IT Service Management
 - Defining new or changed services
 - Defining SLAs
 - Making sure business gets value from IT services
- ▶ Strategy and Governance
 - Understanding current and future business needs
 - Participating in business and IT strategic planning
 - Focusing on highest value initiatives
- ▶ Communication
 - Identifying and evaluating stakeholder communication
 - Acting as facilitator and translation between business and IT
- ▶ Innovation
 - Identifying opportunities to optimize business processes or services
 - Improving efficiency and return on investment

What is Convergence?

- ▶ Webster's definition: "the act of converging and especially moving toward union or uniformity"
- ▶ Roles/activities that were traditionally embedded in the IT are now embedded in the business
- ▶ It is not merely "IT-Business Alignment" anymore
 - This implies that there are two separate entities trying to work together but still remaining separate
- ▶ IT-Business convergence means that both entities are moving to become one unit

How do you evaluate the relationship?

- ▶ Do you know the goals, objectives and priorities of the business?
- ▶ Do you understand what the business regards as value?
- ▶ Are you familiar with the key business processes and functions it uses to deliver them?
- ▶ Do you understand how the business makes decisions?
- ▶ Does the business "trust" IT?

The BRM Levels

As defined by the BRM Body of Knowledge (www.brminstitute.org)

- ▶ Level 1: “Ad-Hoc”
 - Little or no relationship between IT and business
- ▶ Level 2: “Order-Takers”
 - The business will engage IT only when they need something
- ▶ Level 3: “Service Provider”
 - The business helps set priorities but not always with input from IT
- ▶ Level 4: “Trusted Advisor”
 - Business understands IT capabilities and trusted level of cooperation
- ▶ Level 5: “Strategic Partner”
 - Shared goals for maximizing value and minimizing risks

Becoming more Strategic

- ▶ BRM's need to move away from thinking of the relationship as “me” and “them” to more as “us”
- ▶ It is not “their” business; it is “our” business
- ▶ It is not “what can I do for you” but more “what can we do together” to achieve our mutual goals



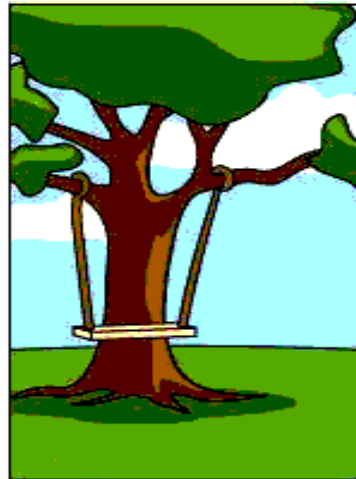
The Goal of the BRM

- ▶ One of the goals of the BRM is to grow the business by shaping demand, and marketing new ideas and opportunities that create value
- ▶ A BRM can help convey the business needs to the IT department and manage business expectations
- ▶ To help the business and IT speak the same language
- ▶ IT does not just support the business but in fact it enables and transforms the business
- ▶ With true convergence, IT is a strategic partner with the business and not just an "order taker"

Have you experienced this?



How the customer explained it



How the Project Leader understood it



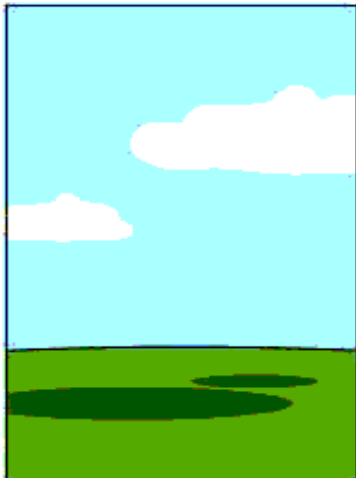
How the Analyst designed it



How the Programmer wrote it



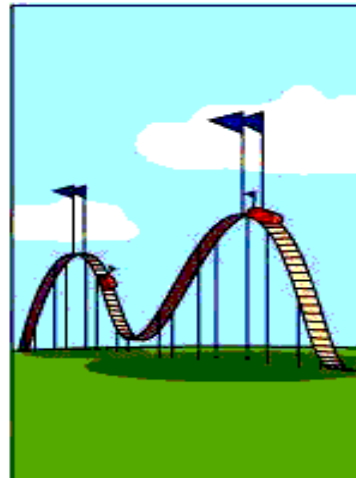
How the Business Consultant described it



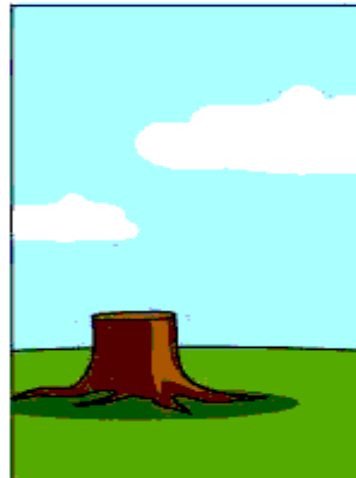
How the project was documented



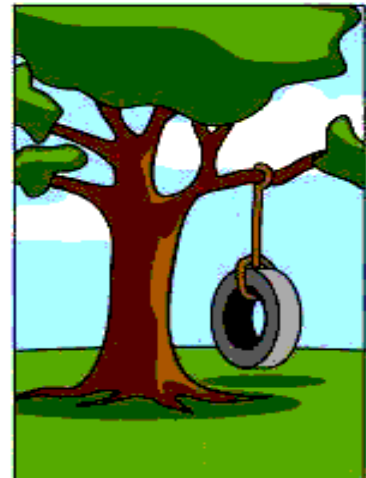
What operations installed



How the customer was billed



How it was supported



What the customer really needed

Characteristics of the BRM

- ▶ Communicate clearly, negotiate, listen, mitigate conflict, build alliances and achieve desired results using strong interpersonal and diplomacy skills
- ▶ Work closely with others on intangible issues across organizational and business-entity boundaries
- ▶ Have knowledge of technology risks and opportunities are shared to improve the efficiency and effectiveness of the organization
- ▶ Act as advocates on behalf of business stakeholders to ensure IT services meet their business priorities and needs
- ▶ Communicate decisions, priorities and relevant project information to appropriate levels of staff regarding service requests, projects and initiatives

THANK YOU!

Mark T. Edmead
IT Transformation Consultant/Trainer

Email: mark@mteadvisors.com

LinkedIn: <http://www.linkedin.com/in/markedmead>

Blog: <http://www.cio.com/blog/it-convergence-factor/>

Twitter: @MTEAdvisors