MANAGERS AS OWNERS AND OTHER PARTNERSHIP RELATIONSHIPS pdf

1: Business relationship management - Wikipedia

Although thinking in terms of a "relationship" with employees might seem a little odd for a business owner, that relationship could be the most important of all of the relationships for the owner.

The owner has the ultimate responsibility for identifying, analyzing, mitigating, and controlling project risks, including acceptance of the project risks, or modification, or termination of the projectâ€”all of which are project risk management activities. Effective risk management begins with risk assessment. There are two primary purposes for a preproject risk assessment: One form of risk mitigation for the owner is to transfer some of the project risks by contract to others, presumably at a mutually acceptable price. For example, under a cost-plus-fee contract, the owner retains the cost risk; however, under a fixed-price contract, the owner seeks to transfer the cost risk to the contractor. Whether the fixed-price or cost-plus-fee approach is more beneficial to the owner depends on circumstances, such as whether the owner or the contractor is better able to manage the risks. Page 9 Share Cite Suggested Citation: The National Academies Press. Contractors and consultants may play major roles in identifying, analyzing, mitigating, and controlling project risks, but project risk management is not a function that the owner can completely delegate to contractors or to consultants with impunity. There are no paradigms for assigning responsibility for specific risk management activities to the members of the project team. The optimal delegation of responsibilities needs to be determined by the owner, then tracked and managed using the tools described in Chapter 7. Risk consciousness is the development of a viewpoint that continually examines how risks may occur and what their impact might be. It is analogous to the mindset of an experienced safety professional entering a construction work site; such a person would have developed a trained eye for risky situations and could automatically assess what could go wrong. In former years, some people opposed the introduction of integrated safety management on the basis that it would stop construction projects in their tracks or make them prohibitively expensive. These objections turned out to be false, and the value of safety programs is now unquestioned. Similarly, project risk management can be effectively carried out without stopping projects dead in their tracks or even slowing them down. Risk consciousness, like safety consciousness, has to flow from the top throughout the enterprise; in order to develop it in an organization, senior management must have it and they must constantly communicate the need for it to all program managers and project teams. Program Managers DOE program managers oversee the management of risks for multiple projects and should have the authority to ensure that the policies Page 10 Share Cite Suggested Citation: They have the responsibility to transfer the risk consciousness established by senior executives to line project directors and managers. They also have the opportunity to manage risks across projects and to transfer lessons learned from one project to another. See Chapter 8 regarding management of project portfolio risks. They have direct involvement and oversight of efforts to identify, analyze, mitigate, and control project risks from inception through completion. Project directors should have a thorough knowledge of project risks as well as of risk management tools and their implementation. They are responsible for leadership of the project management team, oversight of contractors and consultants, notification of senior management when significant risks arise, and management of risks during project execution. Integrated Project Team Risk identification is one of the most important functions of the project management team, and is one major reason the team should be formed early in the project or even before and should meet face-to-face as soon as possible. Members of the project management team should be selected on the basis of their breadth of experience and diverse viewpoints to make sure that all significant project risks are identified. Contractors and Consultants In an environment where ongoing program and project management is delegated to contractors, the owner nonetheless retains the responsibility to ensure that the contractors employ qualified personnel and apply appropriate risk management practices. Successful project execution begins with selection of the right contractor. Contractor proposals should demonstrate successful experience in Page 11 Share Cite Suggested Citation: The weight given to risk management as a factor in contractor selection is one way for the owner to show a commitment to improving project performance through effective risk management. With effective acquisition planning and a well-defined risk mitigation plan developed at the front end of the project, DOE and the contractor together are well positioned to deal with problems in execution as they arise. However, for these plans to be effective there has to be continuing communication between the department and the contractor once the work is under way. Both parties must be willing to adjust approaches as necessary to keep the project on track. Success depends on a flexible, coordinated approach for managing risks well before they have a significant negative impact on the project. One way for owners to augment their ability to manage risk is to seek consulting support and technical assistance from firms that specialize in project risk management. This approach enables the owner to take advantage of the expertise of individuals who regularly deal with these types of problems and can help ensure that risk management concerns are fully addressed in the development of acquisition plans and work plans. Reviewers Objective and impartial external consultants and advisors can provide essential input on risk management. Evaluation of risk management functions, responsibilities, and plans should be specified as one of the major components of external independent reviews EIRs NRC, , , and is a major reason why EIRs should be implemented. EIRs are typically performed prior to approval of the performance baseline CD-2 and in some cases prior to approval of alternative selection and cost range CD Project management should be required to address all risks identified in EIRs in the same way as risks identified by the project team. Page 12 Share Cite Suggested Citation: The successful management of these risks is therefore critical to project success. Further-more, traditional project management tools, methods, and practices that are satisfactory for typical, conventional projects may be inadequate for project success on unusual or first-of-a-kind projects. Risk management that follows typical industry good practices that have been developed on conventional projects, and that may be perceived as low-risk simply because they have been done many times, is not enough for projects that have more than the usual level of risk. Improved risk management abilities are needed if future projects are to be managed more successfully than those in the past. It is not sufficient to apply business-as-usual risk management techniques and expect to get good results. Even supposedly low-risk projects may be susceptible to unanticipated risks, just as many conventional projects were recently surprised by the run-up in steel prices, perhaps indicating that the lessons of the mids have been forgotten. Improved risk management tools and methods are being actively developed by a number of organizations and can form the basis for the development of risk management excellence by DOE and contractors. Thus the intellectual, theoretical, computational, and other resources necessary to produce significant improvements in project risk management are available, but they need to be actively sought out and applied by managers at all levels. Knowledgeable owners ensure that both their own personnel and their contractors are using the most appropriate risk management methods and that risk analysis is neither excessive nor too little. Project managers are inherently motivated to achieve the intended project goals and are therefore motivated to manage project risks effectively. Although this is generally the case, Flyvbjerg has argued that there are times, especially in large projects, when project managers are motivated to obscure or hide the risks inherent in a project. It is the responsibility of senior managers to ensure that project teams thoroughly identify, analyze, mitigate, and manage all project risks. Because the outcome of projects is influenced by many factors beyond the control of risk Page 13 Share Cite Suggested Citation: Senior managers need to establish policies and procedures as well as a thorough understanding of risk management to ensure that all risks have been considered and properly addressed before allowing projects to proceed past critical decision points. For precisely this reason, project risks are difficult to manage, because they relate to events that may or may not occur. Risk is a concept that encompasses things, forces, or circumstances that pose a threat to people or what they value NRC, In the context of project management, risk has several dimensions, such as mission-related risk, cost or schedule risk, or risks to the environment, safety, or health. The development of effective and efficient project-specific risk management strategies requires the use of risk assessment, a decision technique that systematically incorporates consideration of adverse events, event probabilities, event consequences, and vulnerabilities. Uncertainty, as it relates to project performance, cost, quality, and duration, comes from a lack of knowledge about the future. It is neither objective nor measurable but rather based on subjective assessments, which can differ between observers. Managers must therefore make decisions in an uncertain world and, in the absence of good historical databases, subjective probability estimates are the only available measures of uncertainty. Decision Theory and Managerial Perspective Projects continually face new risks, which must be identified, analyzed, and understood in order to develop a framework both for selecting the right projects to execute and for successfully executing them. Thus project owners, sponsors, and managers are increasingly concerned with ways to analyze risks and to mitigate them. In decision theory, risk is defined as variation in the distribution of possible outcomes, a definition that allows the risks of alternatives to be quantified, calculated, expressed numerically, and compared. But most project managers do not use the decision-theory definition of risk. That is, they do not evaluate it on the basis of uncertainty or probability distributions, as used in decision theory, but rather, as March and Shapira observed, on the basis of the following general characteristics: Page 14 Share Cite Suggested Citation: Instead, risks are considered multidimensional, with the maximum exposure considered for each risk dimension. Managers are more likely to take risky actions when their jobs are threatened than when they feel safe. The risks taken on a project are relative to the alternative options and opportunities available. For example, contractors will take more risks such as submitting very low bids to buy jobs when business is bad and their survival is under threat than they are willing to take when they have ample backlogs. Managers do not act as if risks were immutable properties of the physical world. Successful managers believe that they can control risks through their expertise; that is, they act as if risks are manageable. And the more successful managers have developed proven methods by which they can in fact more predictably control risks. Conversely, project managers may be unwilling to accept risks if they have not had experience successfully managing projects under similar conditions of technological challenges, public scrutiny, regulatory constraints, outside stakeholder influence, tight budgets, tight schedules, unusual quality requirements, fixed-price contracts, adversarial relations with contractors, and other factors that add risks to projects. But even successful project managers may not always be correct in their assumption that they can control risks, and making mistakes in this regard can have serious consequences. Therefore, even successful project managers need to know about risk management methodology in order to support the self-confidence they need to control risks. In summary, the empirical, managerial approach to risk is as follows: Break down the total risk into its components. Analyze the risk for each component, in terms of its maximum exposure for loss. If any risk is unacceptable, take steps to reduce it, mitigate it, or otherwise manage it. Revise the project until the risks are acceptable or a plan is in place to actively reduce the risks to acceptable levels. The decision-theory and managerial approaches to risk are compared in Table Page 15 Share Cite Suggested Citation:

2: ITIL Roles | IT Process Wiki

The reality is that business relationships require the same effort to maintain as any other relationship. CEO Michael Denisoff learned that the hard way.

The Applications Analyst is an Application Management role which manages applications throughout their lifecycle. There is typically one Applications Analyst or team of analysts for every key application. This role plays an important part in the application-related aspects of designing, testing, operating and improving IT services. It is also responsible for developing the skills required to operate the applications required to deliver IT services. Availability Manager The Availability Manager is responsible for defining, analyzing, planning, measuring and improving all aspects of the availability of IT services. He is responsible for ensuring that all IT infrastructure, processes, tools, roles etc. Capacity Manager The Capacity Manager is responsible for ensuring that services and infrastructure are able to deliver the agreed capacity and performance targets in a cost effective and timely manner. He considers all resources required to deliver the service, and plans for short, medium and long term business requirements. This includes to make sure that external legal requirements are fulfilled. Enterprise Architect The Enterprise Architect is responsible for maintaining the Enterprise Architecture EA , a description of the essential components of a business, including their interrelationships. He is usually involved in an organizational approach to Security Management which has a wider scope than the IT service provider, and includes handling of paper, building access, phone calls etc. He ensures that the IT service provider can provide minimum agreed service levels in cases of disaster, by reducing the risk to an acceptable level and planning for the recovery of IT services. Risk Manager The Risk Manager is responsible for identifying, assessing and controlling risks. This includes analyzing the value of assets to the business, identifying threats to those assets, and evaluating how vulnerable each asset is to those threats. Service Catalogue Manager The Service Catalogue Manager is responsible for maintaining the Service Catalogue, ensuring that all information within the Service Catalogue is accurate and up-to-date. Service Design Manager The Service Design Manager is responsible for producing quality, secure and resilient designs for new or improved services. This includes producing and maintaining all design documentation. The Service Level Manager also monitors and reports on service levels. Service Owner The Service Owner is responsible for delivering a particular service within the agreed service levels. Often, the Service Owner will lead a team of technical specialists or an internal support unit. Supplier Manager The Supplier Manager is responsible for ensuring that value for money is obtained from all suppliers. He makes sure that contracts with suppliers support the needs of the business, and that all suppliers meet their contractual commitments. Technical Analyst The Technical Analyst is a Technical Management role which provides technical expertise and support for the management of the IT infrastructure. There is typically one Technical Analyst or team of analysts for every key technology area. This role plays an important part in the technical aspects of designing, testing, operating and improving IT services. It is also responsible for developing the skills required to operate the IT infrastructure. This includes the development and maintenance of custom applications as well as the customization of products from software vendors. This board is usually made up of representatives from all areas within the IT organization, the business, and third parties such as suppliers. His primary objective is to enable beneficial Changes to be made, with minimum disruption to IT services. To this end he maintains a logical model, containing the components of the IT infrastructure CIs and their associations. Membership of the ECAB may be decided at the time a meeting is called, and depends on the nature of the Emergency Change. Knowledge Manager The Knowledge Manager ensures that the IT organization is able to gather, analyze, store and share knowledge and information. His primary goal is to improve efficiency by reducing the need to rediscover knowledge. Project Manager The Project Manager is responsible for planning and coordinating the resources to deploy a major Release within the predicted cost, time and quality estimates. Release Manager The Release Manager is responsible for planning and controlling the movement of Releases to test and live environments. His primary objective is to ensure that the integrity of the live environment is protected and that the correct components are released. Test Manager The Test Manager ensures that deployed Releases and the resulting services meet customer expectations, and verifies that IT operations is able to support the new service. ITIL roles and boards - Service Operation 1st Level Support The responsibility of 1st Level Support is to register and classify received Incidents and to undertake an immediate effort in order to restore a failed IT service as quickly as possible. If no ad-hoc solution can be achieved, 1st Level Support will transfer the Incident to expert technical support groups 2nd Level Support. If necessary, it will request external support, e. The aim is to restore a failed IT Service as quickly as possible. Its services are requested by 2nd Level Support if required for solving an Incident. Access Manager The Access Manager grants authorized users the right to use a service, while preventing access to non-authorized users. Facilities Manager The Facilities Manager is responsible for managing the physical environment where the IT infrastructure is located. This includes all aspects of managing the physical environment, for example power and cooling, building access management, and environmental monitoring. Incident Manager The Incident Manager is responsible for the effective implementation of the Incident Management process and carries out the corresponding reporting. He represents the first stage of escalation for Incidents, should these not be resolvable within the agreed Service Levels. For instance, this role will ensure that all day-to-day operational activities are carried out in a timely and reliable way. Performing backups, ensuring that scheduled jobs are performed, installing standard equipment in the data center. Major Incident Team A dynamically established team of IT managers and technical experts, usually under the leadership of the Incident Manager , formulated to concentrate on the resolution of a Major Incident. His primary objectives are to prevent Incidents from happening, and to minimize the impact of Incidents that cannot be prevented. To this purpose he maintains information about Known Errors and Workarounds. Typically, 1st Level Support will process simpler requests, while others are forwarded to the specialized Fulfilment Groups. He will continually measure the performance of the service provider and design improvements to processes, services and infrastructure in order to increase efficiency, effectiveness, and cost effectiveness. Process Architect The Process Architect is responsible for maintaining the Process Architecture part of the Enterprise Architecture , coordinating all changes to processes and making sure that all processes cooperate in a seamless way. This role often also supports all parties involved in managing and improving processes, in particular the Process Owners. Some organizations combine this role with the Enterprise Architect role. Process Owner A role responsible for ensuring that a process is fit for purpose. In larger organizations there might be separate Process Owner and Process Manager roles, where the Process Manager has responsibility for the operational management of a process. The Customer of an IT service provider is the person or group who defines and agrees the service level targets. Service User A person who uses one or several IT services on a day-to-day basis. Documenting ITIL roles and responsibilities:

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3: Relationship Manager

A partner in a limited partnership who is not active in its management and has limited personal liability S corporation (Subchapter S corporation) A type of corporation that offers limited liability to its owners but is taxed by the federal government as a partnership.

For small enterprises that compete directly with larger companies, this characterization is an accurate one. An independent record store owner, for example, will undoubtedlyâ€”and legitimatelyâ€”regard the arrival of a new record store operating under the banner of a national chain as a threat. Similarly, a small plastics manufacturer will view larger firms engaged in the same industry sector as competition. But small businesses should recognize that large regional, national, or even international companies can take on other, decidedly more attractive, identities as well. Larger companies may assume roles as business partners, product distributors, or customers. Indeed, large enterprises wear different hats to different observers. Alliances between large companies are still more prevalent, and many large firms continue to prefer to simply swallow up smaller enterprises via acquisition, but analysts and consultants alike contend that growing numbers of large companies are recognizing the benefits that can accrue from establishing partnerships with nimble, entrepreneurial firms. This is especially true in the biotechnology sector and in other industrial sectors characterized by rapid change and innovation. Botkin and Jana B. Matthews, authors of Winning Combinations: The Coming Wave of Entrepreneurial Partnerships Between Large and Small Companies, stated that "entrepreneurs and corporate executives now need each other more than ever. Their needs and their strengths are often opposite and complementary. Both large corporations and small companies can brighten their global prospects by forming collaborative partnerships that capitalize on their complementary strengths while respecting the independence of each party. But while their small size enables them to evade the lumbering bureaucracies that hamper the actions of all but the most progressive larger companies, small companies are also limited by certain realities that can be easily addressed by big firms, and these impediments are often emphasized if the small firm hopes to establish a presence beyond its domestic borders. The continual need of small companies for capital also limits their maneuverability. Though their innovations may be exactly what the marketplace needs and wants, they are likely to be handicapped in reaching it. After all, many entrepreneurs come from corporate environments that were not necessarily characterized by adherence to any code of business ethics, and American corporations have not always shown respect for small business autonomy. We suggest that any partnership offer be examined critically and carefully. Entrepreneurs must learn to discriminate between corporate sharks with a bite and swallow mentality and those suitors who have a mutually beneficial arrangement in mind. However, many founders of small businesses write off strategic alliances altogether, closing off what might be an increasingly important avenue of rapid growth. Some partnership offers sound great on the surface, but are fraught with unpleasantness under the surface. Entrepreneurs should make sure that they undertake diligent research so that they can best assure themselves of finding the right partner, for as Botkin and Matthews admitted, "not every partnership yields happy results; ill-conceived partnerships can leave your company in worse shape than before. Bad partnerships, like bad marriages, can drain resources, end up in costly litigation, and sour both partners on future relationships. Fundamentally sound business practices. Recognition of own responsibilities. Monitor requirements of successful partnership. Many partnerships with larger companies require entrepreneurs to make a greater commitment to their business in order to meet the obligations and conditions explicated in the partnership agreement. If the entrepreneur in question launched his or her business for the express purpose of realizing greater personal wealth or establishing a significant presence in a given industry, finding the desire to meet those partnership obligations should not be a problem. If, however, the entrepreneur launched his or her venture in order to stake out a lifestyle of independence and travel, that person may want to weigh the sort of impact that the partnership could have on those aspects of his or her life. Do not be intimidated. The trappings of the corporate world high-rise buildings, cavernous conference rooms, legions of blue suits, etc. Autonomy is assured if you maintain ownership, so be leery of turning over too much equity in the business in exchange for financial help. Establish clear and open lines of communication. Good communication practices are essential to all business relationships, both internal and external, and alliances with large companies are no exception. Competition The single most important factor in securing a distribution agreement with a major retailer is, of course, having a quality product that will sell. But small business owners seeking to establish themselves with a major mass merchandiser also need to make sure that they attend to myriad other business matters every step of the way. For example, an expensive, "high-end" home furnishing product is more likely to be compatible with the existing product lines of an upscale retailer than one of the major discount retailers Kmart, Wal-Mart, etc. Pleasing corporate clients is in many fundamental respects no different than pleasing individual customers. Simply put, customer service involves everything you and your employees do to satisfy customers. That means you give them what they want and make sure they are happy when they leave. If you just manage complaints, offer refunds or exchanges on returns, and smile at customers, you only provide a small part of excellent customer service. For example, delivery deadlines are often far more important for businesses than they are for regular customers. Late delivery of a service or product may constitute no more than a minor convenience to a private-sector customer, but it might mean significant monetary loss for a corporate customer that was depending on that delivery to meet deadlines imposed by its own customers. Whereas businesses that provide goods or services to the general public will have many customers, establishments that provide their goods or services to corporate clients will in all likelihood have far fewer customers. The loss of even one such client, then, can have a significant impact because of the percentage of total business that the customer represents. Finally, businesses that rely on corporate clients are more likely to encounter higher levels of paperwork and bureaucracy to satisfy the recordkeeping apparatus of their clients. Networks, Alliances and Partnerships in the Innovation Process. Buvik, Arnt, and Kjell Gronhaug. The Art of Creating Value through Partnerships. Harvard Business School Press, Leveraging your size to snag a mammoth customer. Wilhelm, Wayne, and Bill Rossello.

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4: Managers' Responsibilities to Stakeholders | www.enganchecubano.com

A business relationship manger oversees the internal interfacing and communication of business units within a larger corporation or with suppliers and other outside entities.

It takes a dedicated amount of time and energy to build good, strong, lasting business relationships today. We have to find that balance of being givers and takers. Selectivity, consistency and engagement are essential for finding great people and growing relationships with them. Be Authentic This is pretty simple. Be who you are and accept others as they are. Find people and companies you feel a natural connection and ease of communication with and things you both have in common. Identify Shared Goals and Values We seek out people in life we like, share similar goals and values with. Are they honest, kind, knowledgeable, helpful? How do they treat others? This is about moral character. Do we respect them? I have sadly seen too many people present themselves one way only to take advantage of people, once they have their trust. We prove ourselves over time and through different activities and experiences. Be patient, selective and watch people in action. Building mutual respect is an essential for growing relationships. Share Some Vulnerability We are human and sometimes that means sharing and supporting people through difficulty, challenge and change. Showing our vulnerability is part of our authenticity. One word of caution: Use good judgment here. As tricky as this can be, I have selectively addressed certain people directly and respectfully asked them to reconsider those conversations and choose not to continue interacting with them. We should be thoughtful, have the right motives and be connecting people for the right reasons. Not all referrals work out. Get More Personal If you really want to get to know people, ask them to go for coffee so that you can talk more personally, one on one. Be willing to go out and do something fun together that may not have anything to do with work. Music, art, entertainment, meet ups and community events are all fun things to do to see different sides of people. Not to mention some random and memorable conversations and laughs that can come out of it. Let Go of Expectations Always go into relationships with an open mind, realistic expectations and never assume. People are only who we think they are based on what our interactions have been with them. One of the best pieces of advice I got from a client was: If we have preconceived expectations of people, then we are setting ourselves up for disappointment. Best to set a regular time, a time limit and an agenda for what you want to accomplish in it. Leave some time unexpected discussion. They put a name on what we were already knew was the trend shift in sales and marketing and now it is the norm in business, social media and content marketing. When we blog, create content, speak, do a workshop, webinar, write an e-book, go to events, we are serving and helping. Serving and helping builds trust like nothing else. If you put in the time and work, you will be rewarded. Relationships Photo via Shutterstock.

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5: Project Manager vs. Product Manager (and Other Jobs) | ActiveCollab Blog

The relationship between employee and employer is sometimes fragile. The worker may feel pressured to keep his job while harboring unfavorable opinions about his boss, while the boss wonders if.

The stakeholders for private small businesses include owners, employees, customers, suppliers and regulators. Business managers have a direct responsibility to their clients and supervisors, but they also have an indirect responsibility to other stakeholders to run profitable and transparent businesses. Profitability The main responsibility of small and large business managers is to run profitable businesses and generate cash flow over the long term. Managers often have to meet certain performance metrics, such as profit margin, annual sales growth and return on investment. Managers can drive profitability by increasing sales, managing costs or a combination. Innovation, targeted marketing and effective product positioning can lead to sales growth, while managing overhead costs and improving processes can result in reduced costs. Companies can also achieve sales growth by seeking out new geographic markets or by acquiring competitors with complementary products. Disclosure Managers should provide full and timely disclosure of relevant information to stakeholders. Senior management and investors need timely and comprehensive financial information to make investment decisions. Regulatory authorities rely in part on company disclosures to verify compliance with government regulations. Employees, suppliers and customers need to know any bad news immediately so that they can make alternative plans. The bad news may include the sudden loss of a major customer, introduction of new products by competitors, or adverse regulatory decisions. By disclosing the bad news promptly, managers demonstrate respect for their stakeholders. Ethics Companies should have codes of ethics for their managers and employees. These codes should govern how managers deal with their stakeholders, such as treating suppliers fairly, providing customers with advance warning of problems with their orders and staying true to corporate values, such as not collaborating with companies that employ child labor or ignore environmental laws. Companies should train new and existing employees on these ethics codes and publish the documents on their internal websites. Managers should consult with employees when drafting ethics guidelines because consultation facilitates implementation. Considerations For a small business, the owner might be able to manage all the stakeholder relationships. However, as small businesses grow in size and complexity, the number of stakeholder relationships can grow exponentially, making it impossible for one person to manage all of them effectively. Support structures for managing stakeholders include investor relations departments, public relations managers and dedicated senior managers, such as vice presidents of government and community relations.

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6: Small Business: It's All About Relationships

Business Relationship Management (BRM) aims to maintain a positive relationship with customers. The ITIL BRM process identifies the needs of existing and potential customers and ensures that appropriate services are developed to meet those needs.

JPG is showing the most important interfaces see Fig. The latest guidance places customer satisfaction surveys and the management of complaints within Business Relationship Management. As a result, the corresponding processes have been moved from Continual Service Improvement to Business Relationship Management. These are the Business Relationship Management sub-processes and their process objectives: Maintain Customer Relationships Process Objective: To ensure that the service provider continues to understand the needs of existing customers and establishes relationships with potential new customers. This process is also responsible for maintaining the Customer Portfolio. Identify Service Requirements Process Objective: Customer Satisfaction Survey Process Objective: To plan, carry out and evaluate regular customer satisfaction surveys. The principal aim of this process is to learn about areas where customer expectations are not being met before customers are lost to alternative service providers. Handle Customer Complaints Process Objective: To record customer complaints and compliments, to assess the complaints and to instigate corrective action if required. Monitor Customer Complaints Process Objective: To continuously monitor the processing status of outstanding customer complaints and to take corrective action if required. Complaint Status Information A message containing the present status of a complaint, typically sent to a customer who earlier made a complaint. Complaints and Compliments Complaints and compliments from the customer side which are addressed in the Business Relationship Management process. Complaints Log The Complaints Log contains the full history of all received customer complaints, complete with activities triggered by those complaints. Desired Service Outcomes The desired outcomes of a service, stated in the language of the customer. Outline of Service Requirements The desired outcome of a service, stated in terms of required service functionality utility and service levels warranty. Based on this information, detailed service requirements are specified during the Service Design stage.

7: 11 Ways to Build Solid, Lasting Business Relationships - Small Business Trends

Alert: lasting business relationships just don't happen and develop without the dedicated, consistent work. Our business network should be a qualified, selective group of people we count on, tap into and rely on for support, direction and insight.

Project Coordinator When a project manager has too many responsibilities, they delegate some of the work to a project coordinator. Synchronizing the work of the remote team which spans across different time zone and cultures is a full-time job. By letting a coordinator manage the remote team, the project manager can make their work manageable and work with only 8 people the local team and the coordinator instead of 27 everyone. A project coordinator can take other responsibilities besides communication, like expediting tasks and other operational details. The project coordinator then becomes more of a traffic controller who arranges assignments and compiles status reports. This frees project manager to pursue other things, like identifying goals and aligning projects with business strategy. At the head of a program is the program manager and their job is to manage project managers. Programs usually focus on some business objective or initiative. For example, you might create a program for rolling out a new product in your corporation; this is a big undertaking so you break it into several projects eg. To develop a product, you need to satisfy the needs of your stakeholders: Product owners are internally-focused and product managers are externally-focused. In that sense, product owners are closer to being project managers than product managers. Product owners, on the other hand, worry if the engineering has all the details they need to develop the product. Product managers often work in product companies and product owners work in Scrum shops. So sometimes, the title says more about the company than about the actual job description. But that creates a problem of balancing external and internal focus. On the other hand, if you spend too much time with engineering, the product will lose its touch with the market: Product Owner The product owner is a role in Scrum which is project management methodology. Product owner decides how valuable each backlog item is and what the team will work on next. When someone on the team has a question, they ask the product owner who must think and answer like the client would if they were personally there. Product Manager In contrast to the product owner, product managers have a more strategic role. They know the market, what their customers need, product position, and based on that they create the product roadmap. Also, while a product owner represents the client, a product manager represents the customer. Because a product manager has to listen to thousands of stakeholders and not just one client , they need to do a lot of data analysis and draw on insights from other departments like support, marketing, and sales. Business Analyst Business analyst is the link between clients and engineering. Their job is to understand both business and technology, and then prepare user stories, high-level functional diagrams, etc. So they hire a consultancy, which then sends a business analyst who talks to the clients, sees how they work, and define requirements for them. Account Manager Account manager handles accounts and does whatever it takes to make sure the client is happy. While business analysts are more prevalent in IT industry, account managers can be found anywhere, as virtually every business depends on accounts. An account manager evaluates progress against dates and budgets like a project manager, but they put a greater emphasis on financial indicators like sales, profit, and overhead ; which explains why most account managers usually have a Profits and Losses background. Because account managers are responsible for company profits, they have more power when it comes to planning prices and incentives as opposed to project managers who are constrained by technical requirements and have to correct deviations by changing priorities and juggling resources. Join us in pursuit of Real Work!

8: Facts on the Relationship Between Employee & Manager | www.enganchecubano.com

Non-existence of agency problems because owner and manager are the same. Conflict between owners and creditors, however owner has unlimited personal liability. Cannot raise capital through equity as they are the source of equity.

The truth is that entrepreneurs too often get caught up in the details of the kinds of products or services they are selling to notice how critical it is to build relationships not just with your customers, but also with your vendors, employees andâ€”gaspâ€"even your competitors. The reality is that business relationships are just like any other relationship. They require some effort to maintain and they must be mutually beneficial. As in any relationship, you must be willing to give, share and support, not just take or receive. What Denisoff found was that, in two cases in particular, his failure to put enough effort into nurturing his relationships caused them to wither away. The first instance was when he called up a supplier to ask for a favorâ€"not realizing how much time had gone by from the last time he had touched base. Denisoff says his supplier seemed distant and not very willing to help him out, which was surprising. In another instance, he called up a customer who he could tell was not pleased with him because, in truth, he only called her when she had a project ready to go. She felt like Denisoff did not truly value her and was using her only for her business. First, he created a contact database where he not only stored information on his clients, but also with vendors and business peers. He now uses the database to document the details of the conversationsâ€"both personal and professionalâ€"that he has with each of his contacts. The actions taken by Denisoff are great tips for any business owner to adopt as their own. Here are some additional tips from Denisoff and other business owners on how to build stronger business relationships that will last. How to Build Better Business Relationships: Listen More Than You Talk "We all want to extol our strengths, our virtues in hopes of impressing others and, ultimately, getting more business," says Alisa Cohn , an executive coach. I coach a financial planner and we did a little market research on what his clients value the most in him. Yes, they value his advice and his skills in handling the money, but a lot of financial planners have that. What sets him apart is that he takes the time to listen to them and really understand where his clients are coming from. They said most often that they value his role as a sounding board, and a few even called him better than a shrink! Make A Routine Devise a system to ensure that not too much time passes before you connect with your contacts, such as the formal database Denisoff created. I remember an initial meeting with what became one of my best clients. I was meeting with the executive team and was asked about my experience in their industry of which I had none. I could have tried to spin my response to sound like I knew their industry. Instead, I told them that I had no experience and why that might work to their advantage. I was surprised to see stern, questioning faces turn to friendly nods and smiles. They really appreciated my honesty. And that laid the foundation for a great relationship. Doing keyword mining on your own contacts will pay dividends for years. From time to time there will be an opportunity that I will actually refer them to someone that I think could help their business especially where I gain nothing from this. Be Proactive Using your journal and knowledge of your relationships, forward articles, links and other information that might be of interest to your contacts. Do it every day and the care and feeding of your network will be alive and well. It builds trust and respect. Being too professional is a bore and well you are not going to enjoy yourself. When Do You Lie? Turn Blunders into Opportunities Admitting mistakes and correcting missteps will take you far when it comes to building relationships, says William Gregory O, who is the co-founder of Lex Scripta , a law firm in Illinois. When one of our service providers made a mistake, which resulted in our service being delayed for a week, the service provider responded immediately with an apology and a proposal for fixing the problem. Instead of looking for another service provider, we decided to work with this provider because we know that the provider is honest and diligent. When a mistake is more than a minor setback, do something to make it right or otherwise provide value to the wronged party. Make it Personal Sometimes it is good to send an actual physical letter or card of appreciation as opposed to an e-mail. I send e-mails of appreciation often, for no reason at all. And, I send great toffee during the holidays. Never forget who got you where you are. And never, ever think you can say thank you enough to clients, customers, colleagues and even vendors too. Meet Face-to-Face Invite your contacts to an event sporting, music, etc. You will naturally deepen the relationship and get to know each other better. You could also make plans to catch up at or join someone at a networking event. For some people, networking events are challenges and having at least one friendly face there can give them the confidence to network better. Plus, you will strengthen the relationship. The opinions expressed here by Inc.

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9: Business Relationship Management | IT Process Wiki

Partnership Management Tips After all the documentation's been completed and you begin operating as a partnership, you should follow several procedures for a successful venture.

There is one shared business strategy with each business partner accountable for portions of the overall business value achieved. Business Relationship Management Institute, Inc started promoting this business capability in with a non-profit membership community dedicated to the BRM profession. Overview and goals[edit] BRM is implemented via organizational roles, a discipline, and an organizational capability. As a discipline[edit] The BRM discipline is research-based and has been verified and enhanced for over a decade. It is used in organizations worldwide and is effective for shared services , external service providers and others. A goal of the discipline is to enable stakeholders to develop, evaluate, and use high-value networking relationships. As an organizational role[edit] The BRM organizational role is a link between a service provider and the business. The role acts as a connector, orchestrator, and navigator between the service provider and one or more business units. As a model[edit] One goal of BRM is to provide a complete model of business relationships and their value over time, in order to make their various aspects both explicit and measurable. A mature BRM model will ultimately support strategic business research and development efforts as well as tools and techniques that implement BRM principles. The approach to the BRM modeling process is to identify and describe various aspects of business relationships in terms of: A practice derived from applying BRM principles, analyzing outcomes, and refining over multiple iterations A platform derived from successful practice that further support and optimize BRM as a discipline The BRM model will identify and categorize business relationships according to type. Each type has a discrete and clear purpose, characterized by a unique combination of roles, functions, and activities, and instances of each type can be identified, quantified, and analyzed. Some examples of these relationship types are business-to-business, business-to-consumer, and business-to-employee. The BRM model identifies two roles, provider and consumer ; a given business by necessity participates in both roles. BRM lifecycles[edit] The concept of the business relationship lifecycle [8] [9] builds on charting the complex changing values of business relationships over time in contrast to simple transactional value. Examples of BRM lifecycles include: A large-scale grow and sustain cycle, characterized by one-to-many and many-to-one relationships. Activities in this cycle are more or less continuous and overlapping, such as marketing , customer product support or maintenance, or online community. These have indeterminate outcomes. A small-scale micro engagement cycle, characterized by one-to-one, discrete or transactional relationships. These have discrete cycles and negotiated outcomes. BRM principles[edit] Measurement and analysis The goals of BRM require that its concepts and principles be identifiable and measurable. Given the model, a person should be able to identify the business relationships that they are engaged in, and measure them in terms like quantity or duration. The same holds for any aspect of BRM, such as type, role, or principle. Purpose Every business relationship has a purpose that requires the participation of multiple roles to accomplish. The purpose of a given business relationship is discrete and quantifiable. Reputation and trust The BRM model should attempt to model and quantify reputation and trust. Every relationship, and every interaction within it, contributes to reputation. Reputation mitigates risk and reduces friction within business processes. Concern for reputation incentivizes good behavior. Absence of trust will cause a business relationship to fail. Trust increases efficiency and enables conflict resolution. Governance The BRM model needs to account for and align with models of corporate governance , including business ethics , legal constraints, and social norms as they apply to business relationships. Boundaries The BRM model should define the boundaries of business relationships within the larger continuum of interpersonal relationships. In addition to governance issues, the model should examine if there are optimal levels of personal connection, and whether they differ by type, role, or other attribute. The model should help define boundaries that optimize effectiveness while supporting good governance practices. Exchange and reciprocity The BRM model of exchange and reciprocity must extend traditional dimensions to account for not only financial exchange, but also time, money, knowledge, and reputation exchanges. These are a key feature of business relationships.

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