



# How to Measure and Communicate BRM Performance

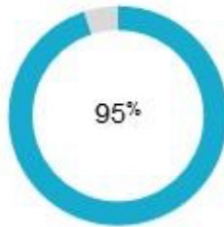
“Not everything that counts can be counted; and not everything that can be counted, counts.”

– Albert Einstein

Metric 1



Metric 2



Metric 3



### Business Development KPI's

| New Work               |              |
|------------------------|--------------|
| New Business           | \$ 2,120,000 |
| New Work Won           | \$ 2,020,000 |
| Lost Work              | \$ (450,000) |
| Net New work Remaining | \$ 720,000   |

### Proposal Success

| Issued | Won | Outstanding |
|--------|-----|-------------|
| 180    | 98  | 22          |

### New work by month

| January | February | March     | April   | May      | June     |
|---------|----------|-----------|---------|----------|----------|
| 90,000  | 120,000  | 110,000   | 350,000 | 200,000  | 260,000  |
| July    | August   | September | October | November | December |
| 200,000 | 225,000  | 320,000   |         |          |          |

| KPI's    | Budget       | Actual       |
|----------|--------------|--------------|
| Metric 1 | 64,000       | 44,236       |
| Metric 2 | \$ 3,000,000 | \$ 2,789,654 |
| Metric 3 | \$ 1,130,000 | \$ 148,236   |

New Work



Proposal Success



New Work by Month





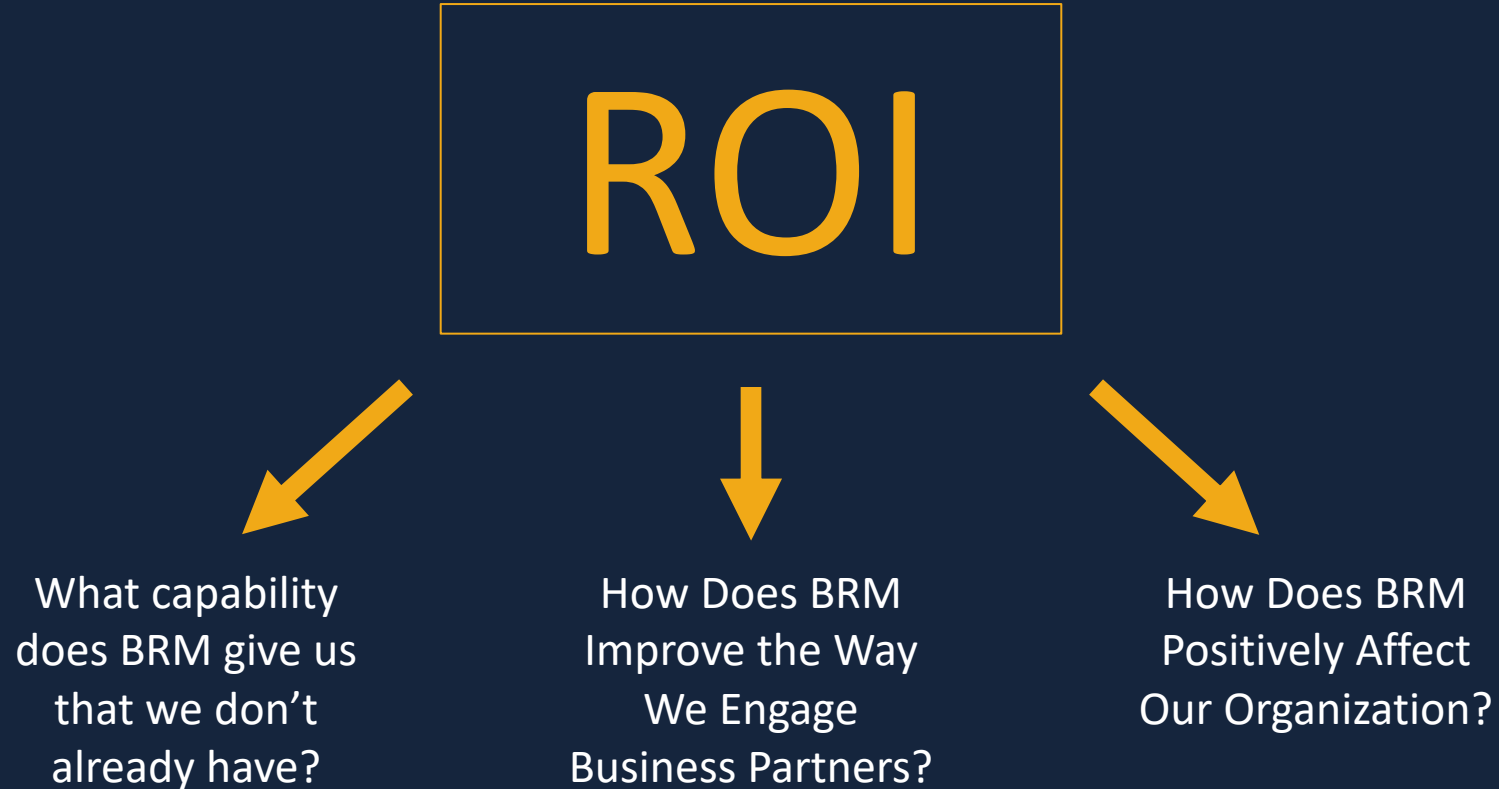
# For Many Parts of an Organization, ROI is Quantifiable



## Sample IT Metrics

- Projects Delivered On-Time, On-Budget
- Spend vs. Plan
- Infrastructure Downtime
- Network Outages
- Cost Per Ticket

# But for BRM, ROI Takes on a Different Meaning



# You MUST Define and Communicate All Three!

## Story

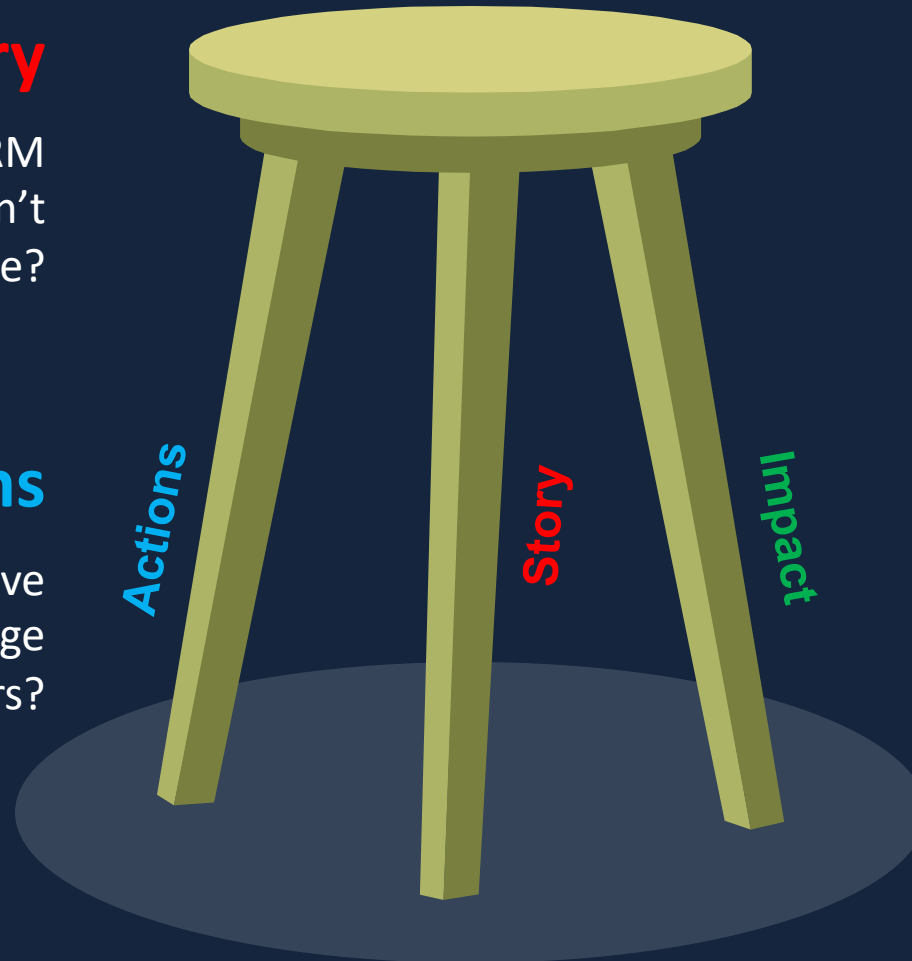
What capability does BRM give us that we don't already have?

## Actions

How Does BRM Improve the Way We Engage Business Partners?

## Impact

How Does BRM Positively Affect Our Organization?



# 1. Telling the BRM Story



# The 20-60-20 Rule for the BRM Message

20

## Advocates

Fully support the ideals and need for BRM; leaders who understand the power of technology

60

## Pseudo-Supporters

They want to support BRM but don't know enough about it; need proof and understanding

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## Haters

Will not support BRM no matter what; typically, territorial or overly traditional thinkers

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# Tell Your Story Using Three Acts

Make sure you cover all three!

1. What is the problem that requires BRM?
2. How is BRM going to solve it?
3. Why is the organization better off with BRM?

# WIIFM?

## What's In It For Me?



# EMPATHY

EMPATHY

# What BRM Does For an Organization

BRM Focuses on Business Impact



**Impacts  
Performance**  
Business Results



**Expands  
Influence**  
Investment, Action



**Influences  
Strategy**  
Planning, Direction



**Uncovers  
Opportunity**  
Efficiency, Growth



**Empowers  
Leadership**  
Decision-Making, Vision



**Inspires  
Creativity**  
Challenge Status Quo

“Nothing spoils a good story like the arrival of an eyewitness.”

– Mark Twain

## 2. Taking the Right Actions



“We are what we repeatedly do. Excellence, then, is not an act, but a habit”

– Aristotle

# The High-Performing BRM Focuses on Impact

## “The Tactical Responder”

- > Project Manager
- > Business Analyst
- > Service Desk Coordinator
- > Request Taker
- > Trainer
- > Procurement Aide
- > Support Technician
- > Contract Writer

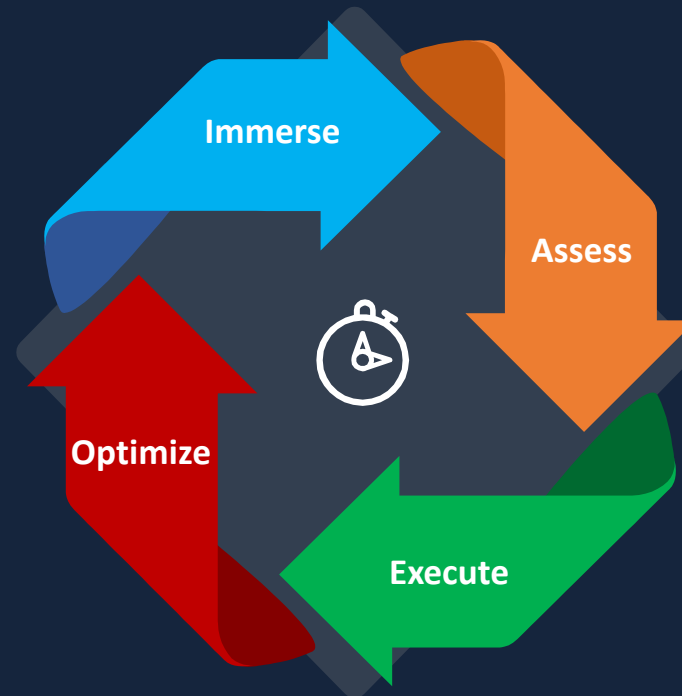


## “The Impactful Leader”

- > Influencer
- > Strategist
- > Thought Leader
- > Innovator
- > Consultant/Advisor
- > Active Collaborator
- > Influential Communicator
- > Marketer

# The Four Stages of BRM Execution

Become immersed in all aspects of the Partner, from operations to strategy and culture; learn Provider offerings, structure, and processes



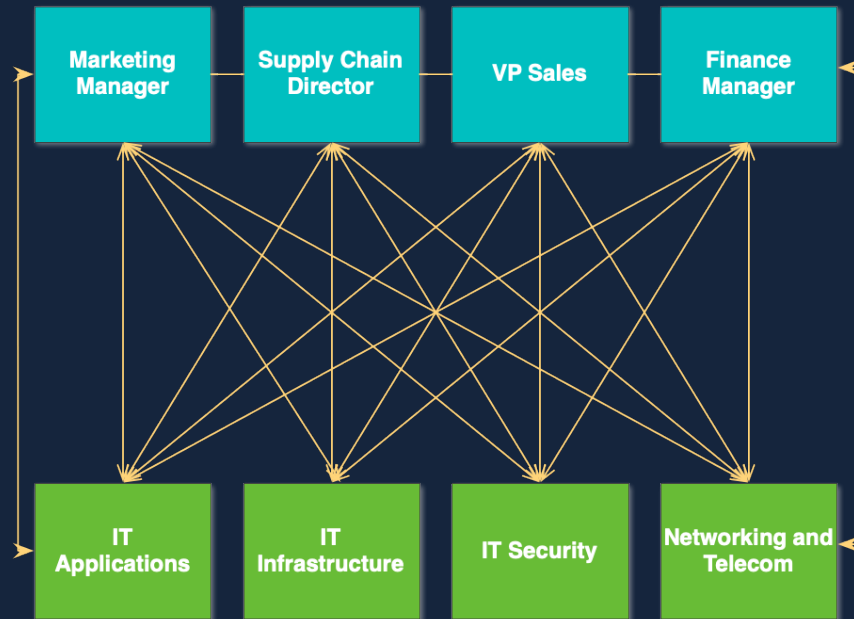
Use data and insights gathered from the Partner and Provider to identify areas of need, impact, and opportunity

Focus more on solutions that help the Partner grow and succeed, and less on day-to-day problem solving

Engage, execute and deliver for the Partner; collaborate, coordinate, and communicate with the Provider

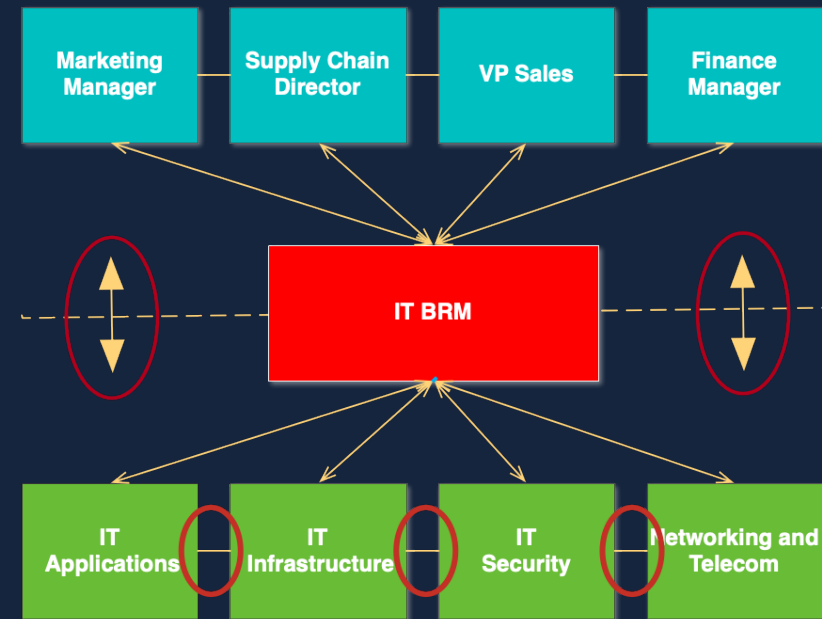
# BRM Changes the Way IT Engages and Interacts With Business Partners

From This...



- Fragmented Dialogue
- Lack of accountability
- Delayed response
- Confused communications
- Unclear visibility into IT offerings
- Many-to-many conversations

...To This



- Streamlined Dialogue
- Guided conversations
- Identified accountability
- Improved response time
- Clear, consistent communications
- Transparency into IT offerings

# 3. Measuring and Evaluating Performance

“Measure what is measurable, and make measurable what is not so.”

– Galileo Galilei

# Misleading BRM Metrics

Always consider the “So What?” test

Number of meetings attended

Projects completed on time / on budget

Number of tickets handled

Relationship maturity

Number of issues resolved

Hours spent on-site with business partners



# Characteristics of Good BRM Measurements

Measuring BRM Should Easily Illustrate its Value

1

## Meaningful

> Specific to BRM

2

## Powerful

> Demonstrates BRM's Impact

3

## Contextual

> Strategic and Relevant

4

## Sensible

> Easily Understood by Others

5

## Achievable

> Can be Realized by BRM Team

6

## Game-Proof

> Cannot be Circumvented

7

## Measurable

> Decided by Data or Partner

8

## Adjustable

> Can be Adjusted Over Time



# Three Areas of BRM Measurement



# BRM Performance Measures

## Position Competencies

|           |                                  |  |
|-----------|----------------------------------|--|
| <b>01</b> | <b>Business Case Management</b>  | Assists in the development, definition, and assessment for business cases                                    |
| <b>02</b> | <b>Business Management</b>       | Coordinates technology knowledge and capability to drive change and effectiveness in business                |
| <b>03</b> | <b>Organizational Leadership</b> | Provides strategic leadership for business partner, inspiring a shared vision linked to organizational goals |
| <b>04</b> | <b>Portfolio Management</b>      | Ensures business partner needs and wants are met, providing critical input into prioritization and risk      |
| <b>05</b> | <b>Requirements Management</b>   | Applies business acumen to ensure business need is properly defined and documented                           |
| <b>06</b> | <b>Creativity and Innovation</b> | Acts as a thought leader to drive growth, innovation, and awareness in business organization                 |
| <b>07</b> | <b>Strategy</b>                  | Connects Provider and business strategies in an effective and actionable way                                 |

|   |
|---|
| 1 - Competency Lacking                          |
| 2 - Competency Needs Further Development        |
| 3 - Competency Meets Expectations               |
| 4 - Frequently Exceeds Competency Expectations  |
| 5 - Consistently Exceeds Competency Expectation |

# BRM Performance Measures

## Leadership Competencies

|           |                                   |   |
|-----------|-----------------------------------|---|
| <b>01</b> | <b>Collaboration / Teamwork</b>   | Creates a collaborative environment where cooperative goals deliver the best outcome                |
| <b>02</b> | <b>Continuous Improvement</b>     | Challenges the status quo by using innovation and creative thinking to improve business performance |
| <b>03</b> | <b>Leadership</b>                 | Leads by example using influence, information, and action; is an active listener                    |
| <b>04</b> | <b>Culture</b>                    | Creates a high-performing culture through challenging work, respect, and fair treatment             |
| <b>05</b> | <b>Problem Solving / Planning</b> | Seeks varied viewpoints and proposed solutions to arrive at a conclusion; reviews underlying causes |
| <b>06</b> | <b>Business Fundamentals</b>      | Strong understanding of business goals and operations, and the industry in which they operate       |
| <b>07</b> | <b>Judgment / Decision Making</b> | Makes sound judgment in a timely manner; entertains options; makes or supports difficult decisions  |

|   |
|---|
| 1 – Clearly Does Not Demonstrate Competency             |
| 2 - Competency Needs Further Development                |
| 3 – Adequately Demonstrates Competency                  |
| 4 – Clearly Demonstrates and Often Excels at Competency |
| 5 – Clearly Excels at Competency                        |

# BRM Performance Measures

## BRM Effectiveness

|           |                                      |   |
|-----------|--------------------------------------|---|
| <b>01</b> | <b>Professionalism</b>               | Demonstrates positivity when faced with setbacks or adversity; shows decisiveness and respect to others |
| <b>02</b> | <b>Interpersonal Skills</b>          | Communicates and connects with others using honesty, empathy, and transparency                          |
| <b>03</b> | <b>Accountability</b>                | Is accountable for their actions and efforts; self-motivated with a focus on continuous improvement     |
| <b>04</b> | <b>Integrity / Ethics</b>            | Has high levels of integrity and ethical behavior; supports organizational purpose, values, and vision  |
| <b>05</b> | <b>Adaptability / Reliability</b>    | Champions and drives change; remains in control in stressful situations; behaves consistently           |
| <b>06</b> | <b>Business Relationship Process</b> | Develops expertise on business processes and strategies; applies technology to meet business needs      |
| <b>07</b> | <b>Organizational Connection</b>     | Builds strong working relationship with Provider colleagues; educates Provider on business needs        |

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# Other Useful BRM Metrics (Quantifiable)



- ➔ Cost savings derived from BRM-driven actions
- ➔ Cost avoidance from BRM-driven actions
- ➔ Business briefs delivered to the Provider organization
- ➔ Joint strategy sessions arranged between Provider and business partner teams
- ➔ Number of existing solutions leveraged in the organization
- ➔ Number of new ideas presented to business partners

*When communicating BRM's impact, remember to highlight those initiatives that happened because BRM drove them!*

# Evaluating Performance

Assessing BRM performance utilizes a variety of viewpoints

## Internal Surveys

- > Capture the viewpoint of internal stakeholders on BRM performance
- > Should be done annually
- > Must summarize views but allow for individual comments

## Peer Reviews

- > Capture the viewpoint of colleagues in IT, BRM management, and the BRM themselves
- > Should be done in coordination with internal surveys



## Empirical Data

- > Data derived from internal systems and data sources to help evaluate performance
- > Gathered over time
- > Must be specific to the area being evaluated

## BRM Assessment Reporting

- > Comparative reporting highlighting:
  - How the BRM is performing
  - How the BRM sees themselves vs. how others see them
  - Individual vs. team development needs

# Wrap-Up



# You MUST Define and Communicate All Three!

## Story

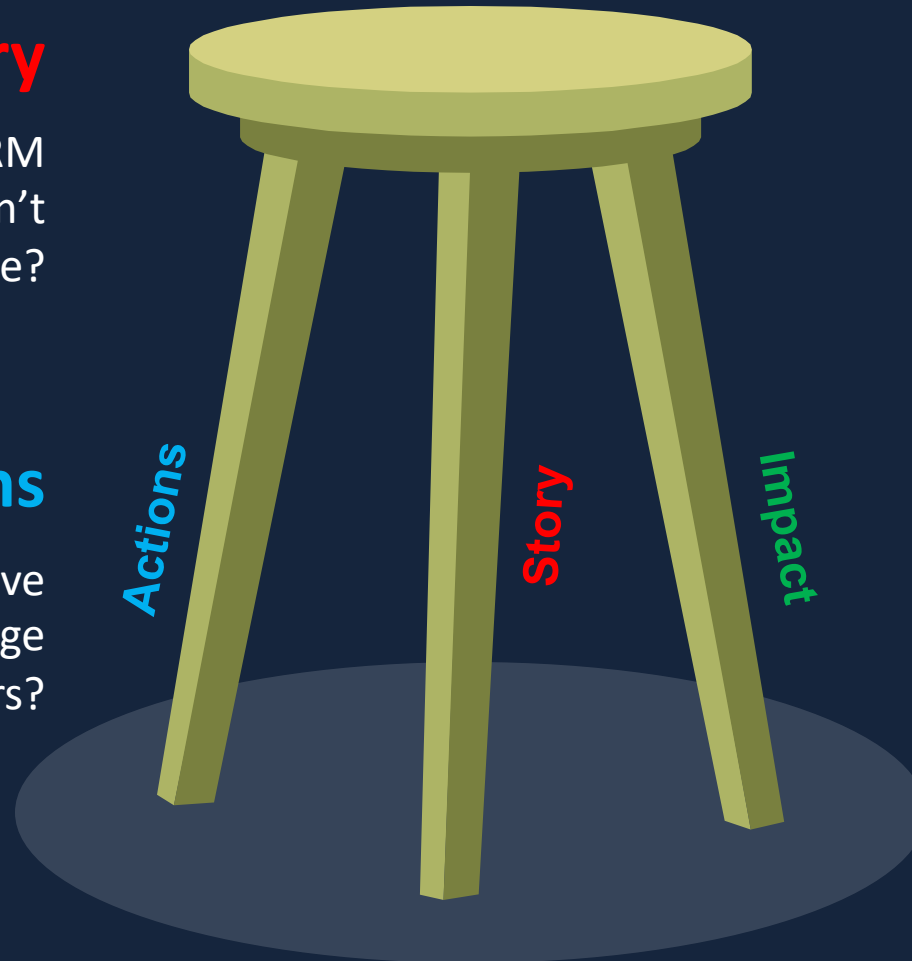
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# The High Performing BRM

Learning How to Perform the BRM Role at a High Level  
and Deliver Impact to Your Organization

# The High-Performing BRM Class

## Learning How to Deliver BRM to Make an Impact

### The DNA of a High-Performing BRM

- > The key characteristics, competencies, and actions of high-performers

### Developing Meaningful Relationships

- > Building human-centered relationships using the three stages of effective relationship-building

### Critical Skills for High-Performing BRMs

- > Mastering time management, stakeholder management, expectation management, influential communications, and executive presence

### Making an Impact

- > How to positively impact your organization through immersion, assessment, execution, and optimization

### Driving Opportunity

- > Uncovering opportunities for efficiency, growth, and innovation; effectively presenting ideas to management

### Troubleshooting

- > Potential resolutions for the most common issues and what to avoid doing when trying to resolve them



# Measuring BRM Performance

## Key Takeaways

1

BRM is an art form. It must be measured in a way that shows its impact on the organization.

2

Provide context to performance assessment by telling the BRM story and the actions BRM takes.

3

Focus your attention on those with a positive outlook who are willing to move forward together.

4

Use measures particular to your organization and industry that are easily understood by others.

5

Think in terms of qualitative and quantitative measures that show the impact that BRM makes.

6

Assess performance through a variety of lenses; compare and contrast findings.

“I’m no longer accepting the things I cannot change. I’m changing the things I cannot accept.”

– Angela Davis

# Contact Information



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