



BARKLEY

CONSULTING GROUP



**The Top 10 Reasons
BRM Programs Fail...**
(and how to avoid them)

Successful BRM Programs Require Planning



The Top 10 Reasons BRM Programs Fail...



(...and How To Avoid Them)

Context

- > The “Top 10” represent major reasons for failure, but not the *only* potential reasons
- > Culture, organization, and industry are all factors when considering the relevance to your situation
- > Beware of the “*Yes, but that’s not an issue for us*” syndrome
- > Remember the power of EMPATHY!

The Top 10 Reasons BRM Programs Fail...

Reason Number 1: *Management Support*



> Why an Issue?

- Lack of support undermines any chance of success

> How to Overcome?

- Create a Business Case – why should BRM exist in your company?
- Include value proposition, impact, and ROI
- Tie to strategy
- Consider your audience and goals – empathize!

The Top 10 Reasons BRM Programs Fail...

Reason Number 2: *Lack of a BRM Strategy*



> Why an Issue?

- Unclear direction, priorities, and mission create uncertainty and frustration; undercuts value of role

> How to Overcome?

- Develop forward-thinking BRM Strategy
 - Positioning
 - Mission and Vision
 - Who we are, what we do, how we do it
 - How we add value
 - Interactions and flows
 - How we measure success

The Top 10 Reasons BRM Programs Fail...

Reason Number 3: *Proper Staffing and Structure*



> Why an Issue?

- Success demands proper talent, in the right numbers, at the right levels

> How to Overcome?

- Right-size the organization
 - ❖ Establish sizing criteria
- Equate staffing levels to ability to deliver
- Build an effective, flexible structure
- Plan ancillary roles
- GET THE RIGHT TALENT!!!

The Top 10 Reasons BRM Programs Fail...

Reason Number 4: *Roles and Responsibilities*



> Why an Issue?

- Blurred roles and responsibilities result in confusion, duplicative efforts, and ineffective interactions

> How to Overcome?

- Clearly define how BRM is woven into the fabric of IT
- Explain what BRM does...and doesn't do
- Set clear roles and responsibilities
- Identify decision rights
- Communicate R&R to business partners and peers!

The Top 10 Reasons BRM Programs Fail...

Reason Number 5: *Talent Development*



> Why an Issue?

- BRMs must perform at the highest levels of the organization; they must be developed properly to succeed.

> How to Overcome?

- Identify talent development needs for the BRM role at your organization
- Adopt an "Assess-Develop-Evolve" approach
- Deliver experiential training – you *learn* BRM by *doing* BRM
- Build a BRM talent development program

The Top 10 Reasons BRM Programs Fail...

Reason Number 5: *Talent Development*



The Top 10 Reasons BRM Programs Fail...

Reason Number 6: *Multiple Responsibilities*



> Why an Issue?

- BRM requires a full-time, dedicated role; diluting responsibilities lessens effectiveness

> How to Overcome?

- Management support, well-defined strategy, solid org plan, R&R, etc.
- Establish proper ancillary staff that interact with BRM team and allow BRMs to do their jobs
- Enforce principals around accountability, responsibility, and ownership

The Top 10 Reasons BRM Programs Fail...

Reason Number 7: *Poor Communications*



> Why an Issue?

- Poor communications undermine confidence, affect credibility, create confusion, and negatively affect business operations

> How to Overcome?

- Take control of communications for your business partners
- Know your audience – empathize!
- Find right cadence and means of communicating with business partners
- Don't market good news as bad...

The Top 10 Reasons BRM Programs Fail...

Reason Number 8: *Presence*



> Why an Issue?

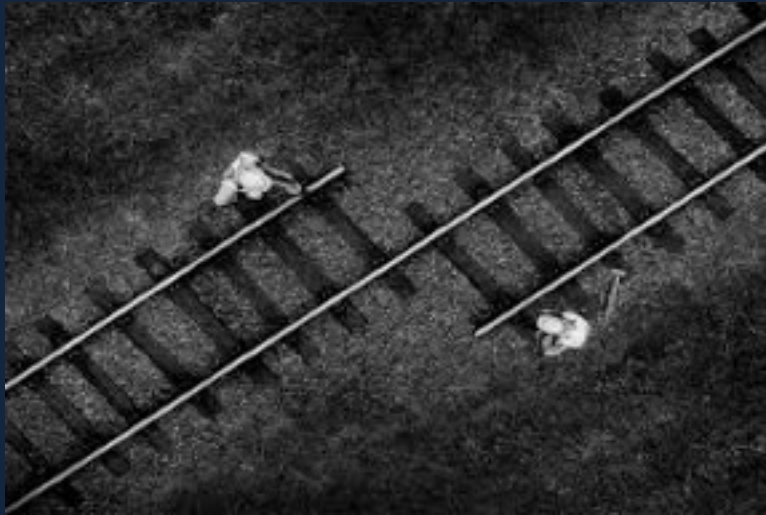
- Effective partnering cannot happen from a distance

> How to Overcome?

- Develop Executive Presence skills
- Build a regular meeting schedule with key business partners – have something to say!
- Have an office near partners; if not possible, be on-site frequently
- Always have a point-of-view in discussions and contribute to the dialogue
- Keep a flexible calendar

The Top 10 Reasons BRM Programs Fail...

Reason Number 9: *Misaligned Goals*



> Why an Issue?

- Failure to understand business needs and goals results in lower business impact and questioning of role effectiveness

> How to Overcome?

- Empathize! Spend time understanding things from a business partner's perspective
- Offer ideas, solutions, and opportunities that positively affect business strategy
- Communicate business goals and needs to IT management and staff
- Influence IT strategy and investments to focus on business needs/goals



The Top 10 Reasons BRM Programs Fail...

Reason Number 10: *Results!*



> Why an Issue?

- BRM programs are investments in time, money, and resources; organizations must have identifiable payback

> How to Overcome?

- Deliver results – at the end of the day, it is all anyone cares about
- Bring new ideas, new thinking, and valuable solutions to your business partners
- Set clear expectations up front
- Be accountable
- Market successes!

Key Takeaways

01

Make sure management is behind your BRM program and genuinely understands its value

02

Have a strategy and plan; share it with both business partners and colleagues

03

Get the right talent, in the right positions, at the right numbers

04

Empathize with your business partners; see things from their perspective, understand their needs

05

Make business partners aware of your presence and show them how BRM makes a difference

06

Deliver meaningful results!



Contact Information



Jeff Warren

- > President, Barkley Consulting Group
- > MBRM
- > BRM Coach, Trainer, Strategist, Consultant
- > jwarren@barkleyconsultinggroup.com
- > <https://www.linkedin.com/in/jeff-warren/>
- > <https://barkleyconsultinggroup.com>