



Building a High-Performing BRM Program

A Practical Roadmap for BRM Program Development

Executive Summary

A high-impact BRM program is essential to strengthen IT-business alignment, drive strategic value, and enhance collaboration.

BRM is not just a role—it's a critical capability that ensures IT delivers measurable business impact. By formalizing BRM, organizations can improve decision-making, deepen stakeholder engagement, and enhance IT's position as a strategic partner.

Barkley Consulting Group recommends a structured approach to formalizing BRM in organizations, including:



Defining a Clear Vision and Strategy



Enhancing Skills and Capabilities



Integrating BRM Into the IT Operating Model



Executing and Optimizing BRM's Impact

This approach will maximize IT's influence, strengthen business relationships, and create a seamless IT-business partnership that delivers sustained value.

The Stages of BRM Program Development

BRM Program Development Stages

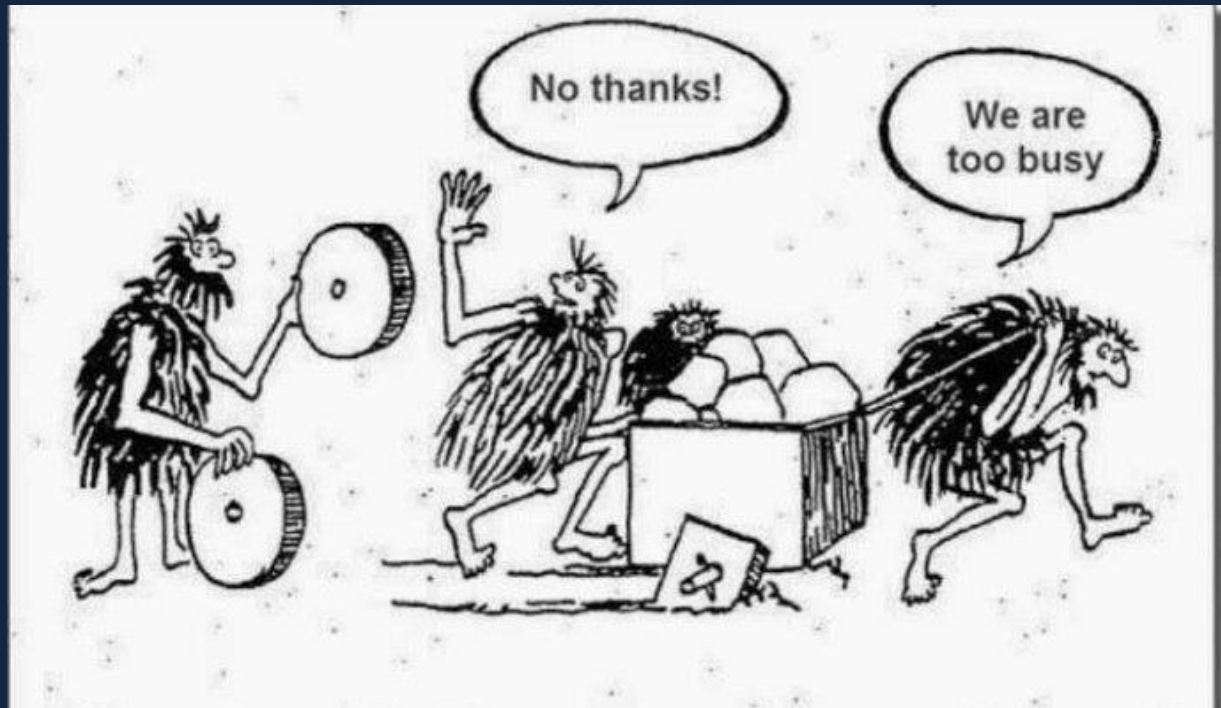
Building a Successful BRM Program Requires Strategic Vision, Planning, and Execution.

As with other key areas, BRM requires:

- A strong vision or direction
- Proper planning
- Talented staff
- Integration into existing operating models
- Focused training and coaching
- An ability to measure performance

Beware of Taking Short-Cuts!

A well-planned BRM approach ensures strong business alignment, efficiency, and long-term success, while rushed implementations often result in misalignment and lost opportunities.



The Stages Needed to Build an Effective BRM Program

1

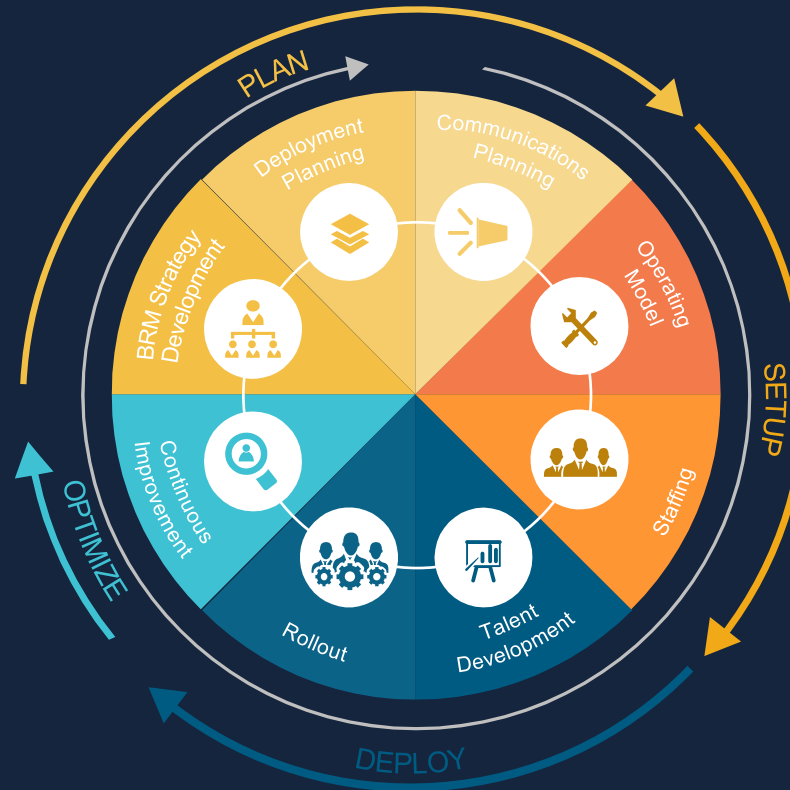
Plan – Define Strategy and Structure

The **Plan** stage establishes BRM's strategic foundation—defining vision, scope, success metrics, and organizational structure while ensuring clear communication and business alignment.

4

Optimize – Sustain and Evolve

The **Optimization** stage ensures continuous improvement—refining BRM practices, tracking performance, and scaling impact through ongoing training and coaching to strengthen BRM capabilities and business value.



2

Setup – Establish Team and Processes

The **Setup** stage builds the BRM team, defines engagement models, and integrates BRM into IT's operating model to ensure seamless collaboration and role clarity.

3

Deploy – Launch and Implement BRM

The **Deployment** stage equips BRMs (and support teams) with targeted training, establishes key business partnerships, and initiates rollout efforts with defined performance measures to track success.

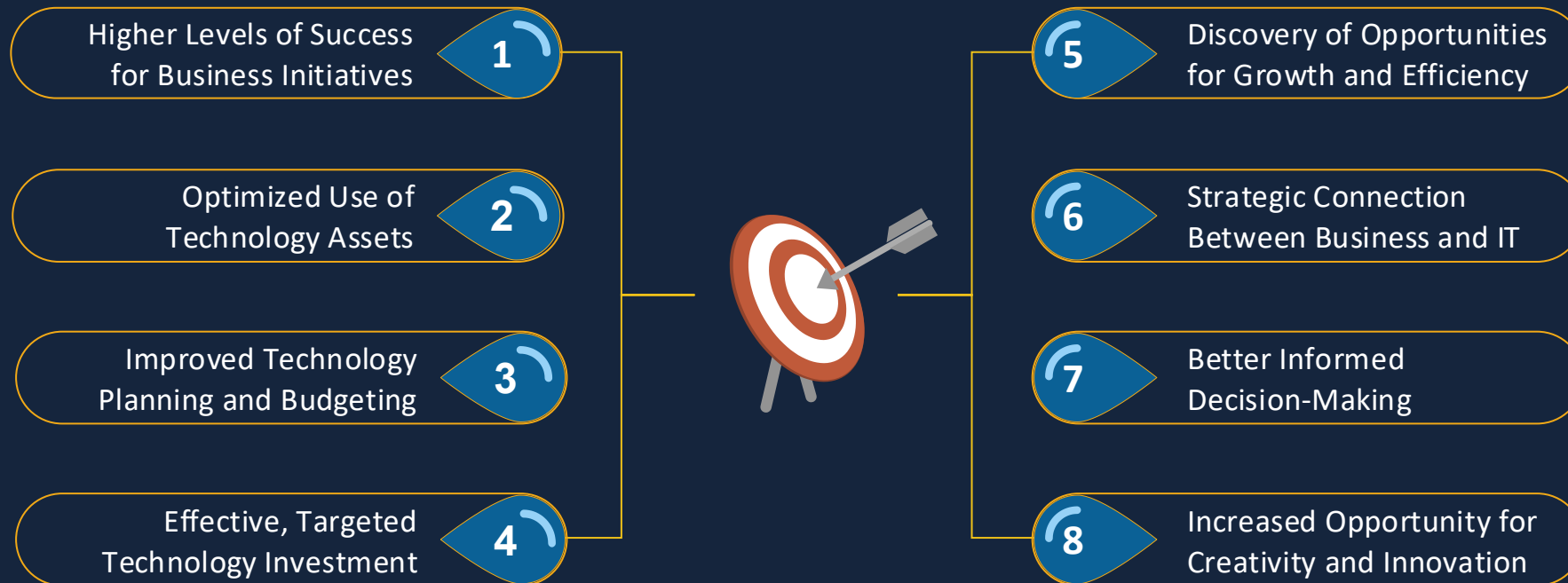
* – A breakdown of each stage can be found in the Appendix

Major Components of the Program Build

		<u>What's Involved</u>	<u>Why It's Needed</u>	<u>Estimated Effort</u>
	Plan	• Vision and Strategy Creation • Organization Sizing • Initial Deployment Planning	Ensures alignment and structure while clarifying BRM's purpose, helping others understand its role, and enabling organization-wide impact	Typically completed within 3-6 weeks, with adjustments based on complexity and collaboration levels
	Setup	• Recruiting Talent • Integration into IT Operating Model	BRM success relies on having the right talent in the right numbers, with seamless integration into IT operations as a critical foundation	Talent recruiting timeline is based on organization practices; IT integration workshop typically 1-2 weeks
	Deployment	• Training and Developing Staff • Deploying and Establishing BRM with Business Partners	BRMs need targeted training to succeed; rollout efforts must be well-coordinated and clearly communicated to business partners.	Initial training typically takes 1-3 weeks, with the rollout pace determined by the organization's timeline
	Optimization	• Continuous Improvement Through Coaching • Performance Measurement	BRMs must evolve to be high-performing; performance measurement allows for adjustments and sustained impact	Ongoing coaching at preferred intervals; performance measurement typically takes 2-4 weeks

BRM Positively Impacts Business Performance

An effective BRM program provides significant value to an organization and impacts performance, operations, and planning



Critical Success Factors

**BRM is an art form that can adjust to company culture and direction.
But there are some areas that are critical for its success.**

- > Appropriate funding and staffing levels
- > Organizational buy-in and support, especially at senior levels
- > Business Partner engagement and involvement
- > BRM integration into the IT Operating Model
- > BRM team focus on BRM role
- > Incorporating appropriate levels of change management
- > Positioning the BRM team within IT to have proper visibility and influence

Recommendations for BRM Program Development

Recommendations for BRM Program Development

Establish a Clear, Business-Aligned BRM Strategy

Develop a strategic vision and impactful strategy for the BRM program.

1. Develop a BRM vision that aligns IT with business priorities
2. Create a BRM strategy that drives measurable outcomes
3. Optimize BRM team size and structure to maximize efficiency and collaboration

Build a High-Performing BRM & IT Leadership Team

Provide leadership and staff with the skills and strategies needed to be a high-performing IT team

1. Drive a “business success” mindset across IT
2. Provide BRMs with the training needed to make an impact
3. Integrate ongoing coaching for BRM team members and leadership

Integrate BRM Into IT for Maximum Impact

Integrate BRM into the IT strategy and operating model to develop a “one team” capability.

1. Hold a collaborative workshop with IT leadership to integrate BRM properly
2. Discuss and agree upon decision rights and business engagement
3. Define changes needed to the existing Op Model

1) Vision and Strategy

A clear BRM vision defines purpose, aligns stakeholders, and sets expectations. Translating that vision into strategy drives execution, impact, and long-term success.



Why it Matters

A BRM vision ensures strategic alignment and clarity of purpose, while a BRM strategy provides a roadmap for execution, maximizing BRM's impact and integration.



What's the Effort?

Creating a BRM vision typically involves a stakeholder workshop, while developing a strategy—including organization sizing and a deployment plan—is a collaborative effort with BRM and IT leadership. While timelines vary, this effort typically takes around 3-5 weeks.



Benefits

A well-crafted vision and strategy clarifies BRM's mission, aligns it with strategic goals, enhances stakeholder engagement, and drives efficiency—maximizing opportunities, fostering collaboration, and amplifying its impact.

1) Vision and Strategy

A decisive and visionary BRM strategy provides clarity, alignment, and measurable value by focusing on four key areas:

Purpose and Vision

Defines BRM's role within the organization and its alignment with IT and business objectives. Establishes a long-term vision for business partnership and value creation.

Success and Value Definition

Identifies key performance indicators (KPIs) and business value outcomes. Provides a framework for measuring and demonstrating BRM's impact.



Engagement and Alignment

Outlines how BRM collaborates with IT and business partners. Defines governance, communication models, and stakeholder interactions.

Execution and Strategic Focus

Establishes a roadmap for BRM capability development. Ensures a forward-looking approach to IT-business alignment and continuous improvement.

2) Training and Education

Mastering the art and science of the role equips BRMs and IT professionals with the skills, strategies, and influence to excel, drive business value, and become indispensable resources.



Why it Matters

Training BRMs and IT professionals builds the strategic mindset and skills to align IT with business goals, transforming traditional IT roles to drive greater value. When the entire team is trained this way, they operate with a unified mindset, enhancing collaboration and impact.



What's the Effort?

Training sessions are scheduled as needed, with in-person and virtual options available. Internal training may also be made available through 'train-the-trainer' sessions. Team leads and staff are encouraged to participate in periodic ongoing coaching.



Benefits

Targeted training empowers BRMs to drive business value, strengthening IT's impact and stakeholder trust. It also helps IT professionals shift from a tech-focused to a strategic mindset, fostering alignment and efficiency.

2) Training and Education

Various integrated training and coaching options help BRM and IT staff develop the skills needed to become high performers.

Training BRMs

The High-Performing BRM

- Provides BRMs with the skills and strategies needed for BRM success
- Audience: BRMs and anyone in a business-facing role
- 3 days in-person; 5 days virtually (can be spread out over time)

**Development
Sweet Spot**

Ongoing Coaching

BRM Coaching Sessions

- Enables BRMs to acquire new skills and strategies, navigate challenges, and strengthen capabilities
- Audience: BRM leadership and staff
- Recommended monthly or quarterly, with in-person or virtual options



Training IT Leaders and Staff

The High-Performing Technology Professional

- Provides IT professionals with business-critical skills needed for strategic success
- Audience: IT professionals in leadership or technical roles
- 2 days in-person; 3 days virtually (can be spread out over time)

Class delivery options: In-person on-site, virtual, or internally via LMS or train-the-trainer.

Ongoing coaching can be delivered in person, on-site, or virtually.

3) Integration Into IT

BRM thrives when fully integrated into the IT operating model, ensuring clarity, efficiency, and seamless collaboration—preventing confusion and redundancy while maximizing impact.



Why it Matters

Fully integrating BRM into the IT operating model strengthens alignment, enhances collaboration, and drives efficiency—enabling IT and BRM to operate as 'one team.' Without integration, organizations risk misalignment, inefficiencies, and diminished strategic impact.



What's the Effort?

Integrating BRM into the IT operating model starts with a workshop uniting IT and BRM leaders to co-develop the model, followed by analysis and joint recommendations for the best path forward. The entire process typically takes 1-2 weeks.



Benefits

Integrating BRM into the IT operating model strengthens collaboration, clarifies roles, and deepens connections between BRM and IT teams—enhancing IT's strategic impact and maximizing business value.

Suggested Path Forward

Suggested Next Steps

Organizations can establish a BRM program that strengthens IT-business collaboration, enhances value delivery, and solidifies IT's strategic role. Implementing these recommendations will ensure that BRM delivers measurable impact and long-term success.

1

Educate BRM and IT

- > Hold classes to educate BRM and IT teams
- > Explore internal options for training

2

Conduct a Visioning Workshop

- > Hold a 1-2-day session with BRM and IT leaders
- > Integrate industry best practices

3

Create a BRM Strategy

- > Synthesize it with the CIO and ITLT
- > Include organization sizing/structure and a deployment plan

4

Integrate BRM into IT Op Model

- > Hold collaborative workshop with IT and BRM leaders
- > Identify changes to existing operations

5

Communicate

- > Share the new model with business partners
- > Identify what is in it *for* them, and what is needed *from* them

6

Execute Rollout/Relaunch

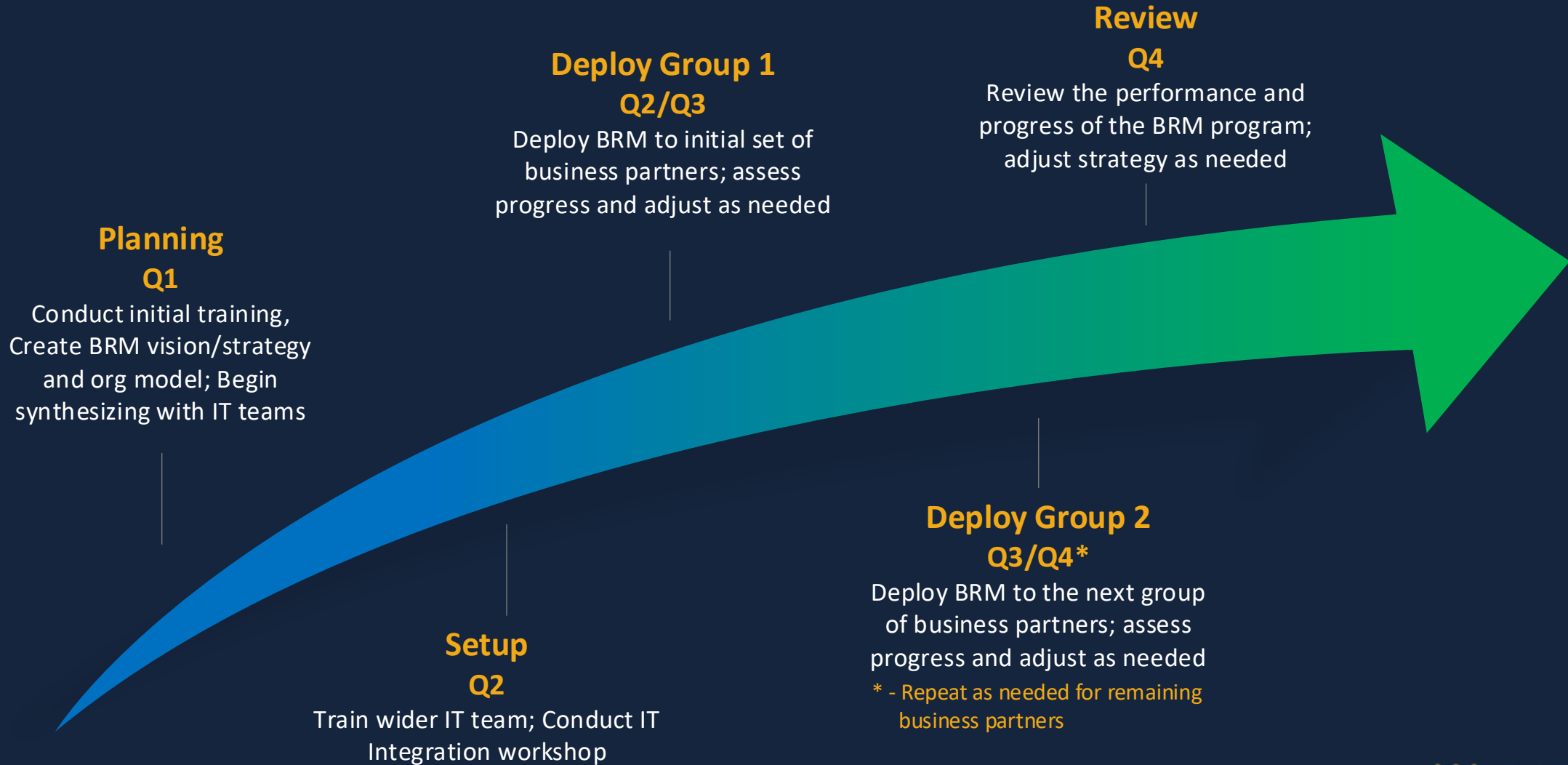
- > Deliver BRM as per the deployment plan schedule
- > Conduct roadshow with key stakeholders

7

Drive Continuous Improvement

- > Implement and review performance measures
- > Schedule ongoing training and coaching

BRM Prospective Roadmap



Appendix

Breakdown of Each Program Build Stage



Where is Your BRM Program Today?

Whether you are establishing BRM, relaunching an existing capability or looking to strengthen its strategic impact, Barkley Consulting Group can help assess where you are today and identify the highest-value steps forward

Let's talk about where your BRM program goes next



Jeff Warren

- > President, Barkley Consulting Group
- > jwarren@barkleyconsultinggroup.com
- > linkedin.com/in/jeff-warren/
- > barkleyconsultinggroup.com