
Creating a Governance Model to Manage Risk and Performance

Balancing Trust and Control

Alliance governance is a system of checks, balances, oversight, roles and responsibilities to ensure an alliance stays on track. This course explores various types of governance models enabling alliance managers to select and implement the appropriate model for their goals. We examine how trust and control mechanisms are balanced to manage risk. Many governance tools and templates are provided to the attendees such as the Team Charter, Governance Cadence Planner, Peer Mapping Model and a tool for managing stakeholder alignment. Contact us at professionaldev@phoenixcg.com for more information or to schedule a class.

This highly interactive, Governance workshop is designed to reinforce instructor-led learning with practical application of the concepts and tools presented in the session. Class participants will receive a case scenario prior to the workshop that will challenge them to think through the challenges and solutions in developing a governance model. We also incorporate practical application exercises which require class participants to apply the principles to an alliance they are currently managing.

During the workshop we will discuss governance strategies and tools for managing performance:

- Executive Sponsorship – role as a Champion
- Team Charter
- Governance Cadence
- Peer/Organizational Mapping
- Business Planning
- Stakeholder Alignment
- Balancing Trust and Control to manage risk and performance

Note: Managing Executive Sponsorship, Business Planning and Stakeholder Alignment are also available as separate in-depth workshops/webinars.

When this workshop is structured as a webinar/coaching module; concepts are presented and discussed in class, but the practical exercises are done off line as homework assignments. Two to four weeks later, we conduct a report-out, where participants can share their work, insights, challenges, successes, and outcomes.



This workshop has been approved for the ASAP Education Provider Program. ASAP members who have earned the CA-AM certification will earn qualification points upon completing the class.

Course Description and Activity Flow

Topic	Key Concepts	Learning Objectives	Skill Development
Welcome & Intros	Team shares common challenges in governance	Shared challenges lead to joint problem solving	Set the stage for collaborative learning
Governance Models and Tools	Governance is a system for performance management balanced between trust and control on a fulcrum of risk.	Select appropriate governance structures to manage alliance performance.	Class discussion: Balancing trust and control , managing risk Structured discussion
Mitigating Risk of Performance	Tools and processes to manage performance and risk	Understanding how to manage trust vs how to use processes to manage performance	Selecting the right governance tools
Governance Structures	Different governance structures are appropriate based on the alliance objectives and risk	Identify different governance structures Know when to apply which models	Organizational mapping exercise for decision authority
Executive Sponsors	Executive sponsors are a critical success factor for alliances	Manage the executive sponsor role	Class discussion: Characteristics of an executive sponsor
Team Charter	Developing a joint charter set expectations, creates a common vision and builds trust	Facilitate developing a team charter and operating principles	Case Scenario exercise: Developing operating principles
Peer Mapping	Businesses organize differently so peer equivalents are not always obvious	Map equivalent responsibilities and decision making authority Create escalation path	Application: small group or individual exercise - peer mapping partner teams and escalation path
Mid-day Break			
Governance Cadence	Regular schedule of management meetings to review performance; course correct, solve problems	Create a governance cadence with the appropriate agenda, attendees to manage performance	Application: small group exercise developing a cadence plan
Escalation	Resolving issues at the lowest organizational level possible Establish escalation ladders and processes before a crisis	Appropriately design an escalation process	Class Discussion: What should be escalated?
Business Planning	Elements of a business plan; assigning responsibilities; accountabilities	Understanding the elements of a business plan Using RACI to establish responsibilities.	Application: creating a business plan outline
Corrective Actions	All collaborations go off course. Be prepared ahead of time for corrective actions.	Manage a course correction by identifying root causes and engaging stakeholders.	Class Discussion on past course corrections
Stakeholder alignment	Visualizing stakeholders by matrix position and influence will give rise to specific actions to build alignment.	Develop and implement strategies to move stakeholders up and to the right.	Application: small group or individual exercise develop a strategy for detractors, captives, champion, cheerleader
Wrap up and take aways			