

Managing the Outsourced Organization - 2 Days

Course Description:

Today's organization is different from those of a few years ago. Aided by information systems and instantaneous global communications, organizations now are breaking the walls of the hierarchy and creating flexible, borderless operations that can assemble (and disassemble) project teams quickly using resources from vendors, partners, and employees.

Today as well, organizations are experimenting with a variety of creative relationships with vendors and employees. Those relationships have the potential to change the basic relationships between managers and employees and to create a "free-agent" mechanism in which the employee is responsible for identified outcomes.

In this new organizational environment, the role of managers has changed. Rather than managing long-term employees, whose activities were monitored on a daily basis, managers in today's modern organization is being asked to:

- Manage worldwide resources with only occasional personal contact
- Manage work-at-home employees or those who are working from remote locations
- Manage vendors who have been assigned critical organizational functions
- Ensuring that essential organizational services, such as IT or accounting, are provided by outsourced vendors.

Meeting these challenges requires a new set of management skills, skills that are focused more on managing toward outcomes rather than activities. The challenges include identifying those outcomes, specifying them clearly, managing changes in needed outcomes, creating the legal frameworks that build relationships and, at the same time, ensure compliance, and managing transitions.

Strategic Course Goals and Objectives:

- Describe the new organizational environment
- Identify the challenges of managing for outcomes and managing distant employees and vendors
- Describe the tools and methods for specifying the necessary outcomes and creating the legal framework for managing
- Identify best practices in outsourcing and managing distant employees and vendors
- Apply relevant tools from project management that can help manage the transitions involved

- Engage the participant in exercises designed to improve their ability to apply these concepts and skills
- Improve the capacity of managers to create good outcomes and results in the new workplace
- Allow participants to apply the skills and concepts to case studies and their own workplace
- Improve the ability of managers to create workable, long-term relationships with vendors and distant employees

Course Audience:

This two-day workshop is designed for managers who are seeing/experiencing these new challenges

Course Outline:

Day 1:

- Module 1: Introduction to the workshop
- Module 2: The changing workplace and changing face of management
- Module 3: The challenges of outcome management: identifying and defining clear outcomes
- Module 4: Performance management and vendor and partner motivations
- Module 5: Using project management to create effective transitions

Day 2:

- Module 6: The legal framework for managing outsourcing and outcomes
- Module 7: Service level agreements and statements of work
- Module 8: Managing expectations, resolving conflict and creating win-win relationships
- Module 9: Managing changes in the agreements
- Module 10: Capstone exercise