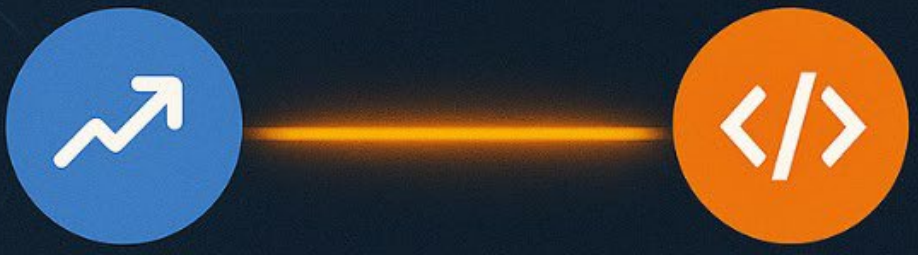
THE IT BUSINESS PARTNER PLAYBOOK



BUSINESS PARTNER NETWORK

Insights, experiences, and advice from

IT Business Partner Playbook Podcast

IT Business Partner Playbook

Brought to you by the Business Partner Network

The Business Parter Network (bpn.goagora.org) exists to build an open, accessible, and collaborative global community for professionals who bridge business and technology. Our purpose is to provide a supportive space where Business Partners, BRMs, and allied professionals can connect, share experiences, provide mentorship, and grow their capabilities together.

BPN actively works alongside all those who create content, frameworks, and guidance to strengthen the role and capability of business partnering. This includes close alignment with the BRM Institute - the globally recognised leader for Business Partnering and Business Relationship Management - whose standards, certifications, and frameworks set the benchmark for professional excellence.

Where organisations like the Institute develop and maintain the discipline, BPN complements and amplifies this work by providing a cost-effective, community-driven environment that emphasises peer learning, applied practice, and career support.

Our objective is to strengthen and align with the missions of these leading bodies by creating pathways for professionals at all stages - from early practitioners seeking community support, to seasoned BRMs advancing toward certification and thought leadership. Together, by combining the rigor of globally recognised standards with the openness and inclusivity of the BPN community, we can accelerate the growth of business partnering capabilities worldwide and unlock greater value for organisations and society.

New members are always welcome at bpn.goagora.org

Disclaimer

The Business Partner Network has designed this publication as an educational resource for business and IT practitioners. It is not intended to provide prescriptive guidance, but rather to share practical experiences based on the IT Business Partner Podcast series.

It will be updated continually as a living resource and published periodically.

Disclosure

bpn.goagora.org

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Acknowledgements

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Our sincere thanks to those who joined our podcast and contributed their time, insights, experiences and emotions. Each of these individuals have shared open and honest accounts of their journeys, and in doing so have provided invaluable guidance and support to this growing community. Special and sincere thanks to #BRMLegend Jeremy Byrne, for inspiring and guiding this podcast. Without Jeremy, we'd have no podcast, and no playbook!

If you'd like to keep up with the latest episodes, posts and clips, please subscribe/follow our channels; Instagram, LinkedIn, TikTok, YouTube, X.
Your support helps us grow the community and support more people, inspiring and guiding these podcasts.

Introduction

Welcome to "The IT Business Partner Playbook," a compilation of insights, experiences, and advice from experienced IT Business Partners (often called Business Relationship Managers or BRMs) from around the globe. This playbook is created from the "IT Business Partner Playbook" podcast series, where we have weekly, candid conversations with professionals who are shaping the future of business and technology.

Our goal is to create a living resource that not only demystifies the role of an IT Business Partner but also provides a practical guide for those in the field. Whether you're established in the role or just starting out, the playbook offers valuable lessons on navigating the complexities of the role, building strong relationships, and delivering tangible value to your organization.

The playbook is structured around key themes that have consistently emerged from our conversations. From the fundamental essence of the role to the nuanced strategies for success, and the personal challenges of navigating a career in this dynamic field, we aim to cover the full spectrum of the IT Business Partner experience. We explore the core responsibilities, the common hurdles, the strategies that separate good IT Business Partners from great ones, and the future trajectory of this critical capability. By weaving together the authentic experiences of our guests, we provide a multi-faceted view that is both practical and inspiring.

We will continually update this playbook with insights from new podcast episodes, ensuring it remains a relevant and valuable resource for the IT Business Partner Network.

Thank you for joining us on this journey.

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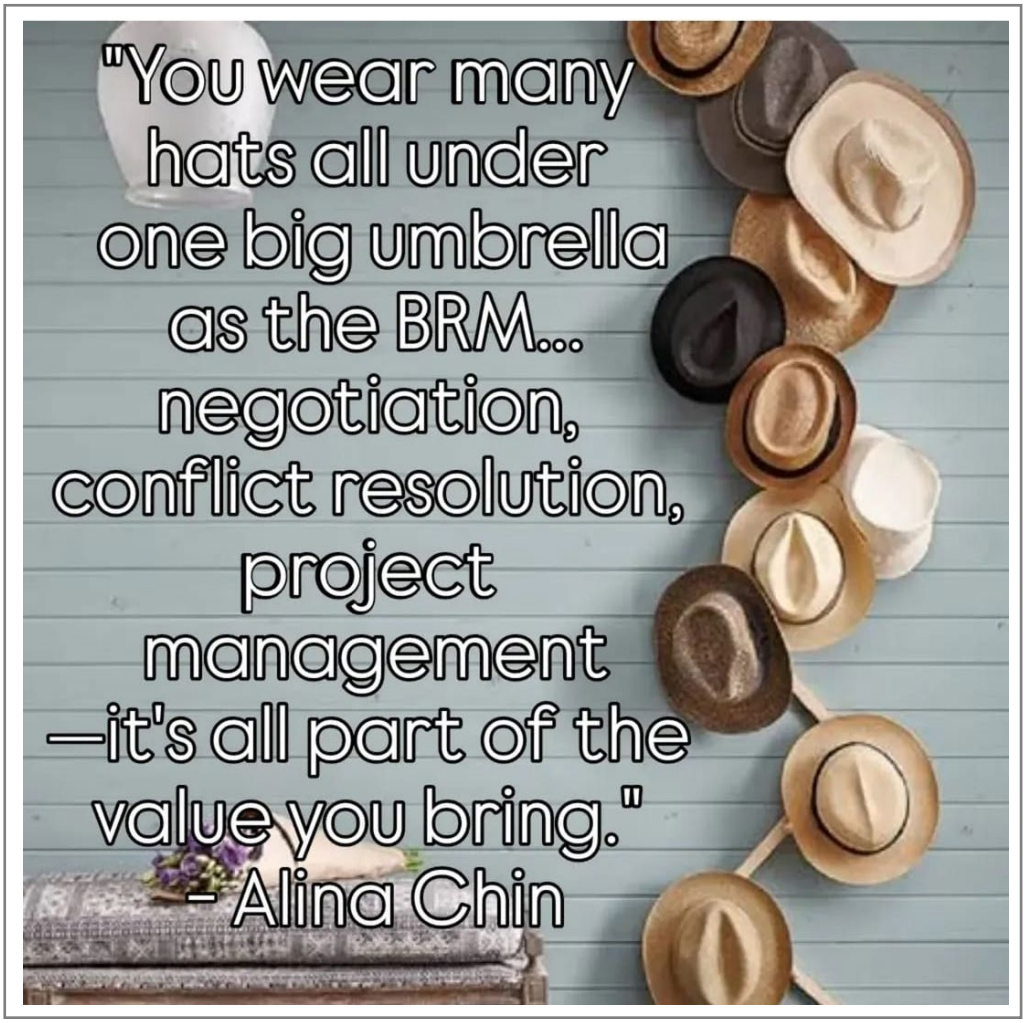


Part 1: The Essence of the IT Business Partner

The role of an IT Business Partner is one of the most multifaceted and, at times, misunderstood positions within a modern organization. It's a role that fundamentally pivots away from pure technical execution towards strategic alignment and partnership. At its core, it is about bridging the gap between the technology function and the broader business units, ensuring that IT is not just a service provider but a strategic enabler of business goals. Our guests have consistently described it as a role defined *by human interaction, strategic thinking, and a deep, empathetic understanding* of both sides of the business coin.

A recurring sentiment is the sheer joy of combining a passion for people with an interest in technology. As **James Rowbotham** memorably put it, when he first encountered the role: *"you mean, I get to talk to people, for, like most of the day and do some interesting IT stuff at the same time...?".* While said in jest, this highlights a central truth; the IT Business Partner role is for communicators, for connectors; for those who thrive on building bridges. It's less about knowing how to code a server, and more about understanding how that server's function can help the business meet its objectives.

The journey into this role is often not a straight line. Many of our guests, like **Dennis Defteros**, who started as an accountant, or **Sahil Khullar**, who began his career as a scientist, came from non-IT backgrounds. Their paths underscore that the most crucial skills for an IT Business Partner are not necessarily technical. Instead, they are the so-called "soft skills" - empathy, communication, influence, and strategic thinking - that are, in reality, the hardest to master.

The essence of the role, therefore, lies in its responsibilities, which are fluid and context-dependent, but revolve around a few key pillars. **Strategic Alignment** is paramount. This isn't about sitting in meetings; it's about deeply understanding the business's direction and proactively identifying how technology can not only support but also shape that direction. As **Sahil Khullar** articulated, *"It's always a business project, and IT is enabling business to achieve that strategic vision or strategic goal."*

This perspective shifts the conversation from "What do you want?" to "What are you trying to achieve, and how can we get there together?" Similarly, **Miguel Cockburn**'s realization that his focus had to shift from "servers and managing budget" to "making business and making money" encapsulates this transition perfectly. He understood that to be effective, he had to learn the business, speak its language, and understand its pressures.

This leads directly to **Relationship Management**. This is not merely about being friendly; it's about building a foundation of trust and credibility with stakeholders at all levels. It's about becoming the go-to person, the trusted advisor. **Scott Hudson** shared his deliberate approach when starting a new role: *"I would go cube to cube office to office, just meeting people getting to know what their roles were and understanding who they were."* This proactive effort to build a network, even when there's no immediate need, pays dividends later. When a crisis hits or an opportunity arises, those established relationships become invaluable channels for communication and collaboration.

A critical, and often undervalued, function is **Demand Shaping**. IT Business Partners are not order-takers who pass requests to the IT department. They are strategic filters who work with the business to refine, consolidate, and prioritize needs. **Jeremy Byrne** provided a powerful example of this value: We add value by *"stopping unnecessary work. When you get the 10 requests, and you've managed to grab them and shape them into one request, you've cut out all the nonsense".* This protects the IT organization from being overwhelmed by poorly defined or low-value requests, and ensures that resources are focused on initiatives that truly matter. It involves challenging the business, asking "why", and ensuring that every request is tied to a tangible business outcome.

Ultimately, the essence of the IT Business Partner is to be a **Value Creator**. This value is created not through personal deliverables, but by orchestrating the resources of the entire IT organization to meet business objectives. The IT Business Partner sees the whole picture, understanding how a move in one area will affect another. They translate the technical jargon of IT into the language of business, and they translate the strategic goals of the business into actionable requirements for IT. As **Meghana**

Garg described, the role involves being comfortable with ambiguity, spinning multiple plates, and seamlessly transitioning from a high-level strategic conversation in the morning, to a hands-on escalation in the afternoon. It is this dynamic, challenging, and deeply human role that defines the modern IT Business Partner.

Part 2: Navigating the Challenges

While the IT Business Partner role is rich with opportunity, it is equally fraught with challenges. These hurdles are not just occasional bumps in the road; they are recurring themes that IT Business Partners across industries and geographies must learn to navigate with skill and resilience. The conversations with our podcast guests have illuminated these challenges in stark detail, providing not just a diagnosis of the problems, but also a shared sense of the complexities involved in this unique position.

One of the most fundamental and persistent challenges is simply **Explaining the Role** itself. Unlike a software developer or a project manager, whose deliverables are often tangible and easily understood, the IT Business Partner's value is realized through influence, communication, and strategic alignment - outcomes that are harder to quantify. **Dalisu Buthelezi** captured this perfectly when he said, *"You need to explain and explain, what you do and why you're here, sometimes even to your own colleagues."* This need for constant self-definition can be exhausting. **Aarif Sheikh** reinforced this, noting that when he started, *"No one knew exactly what an IT Business Partner or BRM was."* This lack of understanding isn't limited to business stakeholders; it often exists within the IT department itself. Technical colleagues, focused on execution, may see the IT Business Partner as a non-essential layer, someone who, as **Jeremy Byrne** quipped, "probably goes and drinks coffee, cake and chats and just brings back more work". This perception gap requires the IT Business Partner to become a tireless advocate not just for the business, but for their own function, continuously demonstrating how their "invisible" work makes everyone else's work more effective. **Shellie Bowman** shared a particularly stark example. During his onboarding at a previous employer, he asked a colleague about their experience with IT Business Partners. The response: "The IT Business Partners are quite lawless." While jarring, this comment reflected an all-too-common dynamic — a vacuum of clarity, leaving room for confusion and misinterpretation. As **Shellie** later observed, "IT Business Partners often appear not to work within a set framework. And in corporate environments where frameworks equal legitimacy, that's a problem." His insight reveals the underlying tension between the IT Business Partner's flexible, context-

sensitive approach and organizations' need for formal structure. This gap can result in resistance — or worse, marginalization.

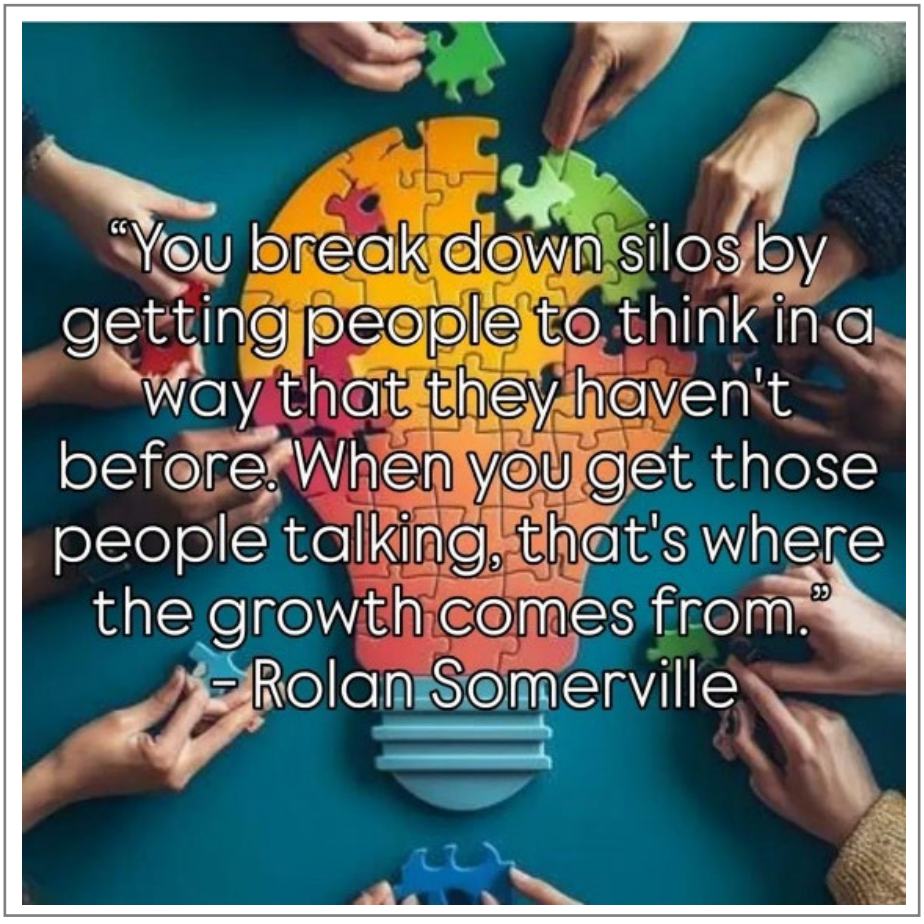
This leads to the challenge of *the "invisible" work*. A significant portion of an IT Business Partner's impact comes from preventing problems before they start - stopping ill-conceived projects, clarifying ambiguous requirements, and aligning disparate teams. As **Dawn Milward** eloquently stated, *"There's a hell of a lot of work that you do, that people don't even realise you're doing."* Because this work is preventative, its value is often only apparent in its absence. You can't easily create a report on the disasters that *didn't* happen. This makes it incredibly difficult to demonstrate ROI in traditional terms. The successful IT Business Partner is the one whose stakeholders aren't constantly escalating issues, whose projects run smoothly because the groundwork was laid correctly. But this quiet success can be misinterpreted as a lack of activity, making the role vulnerable, especially during times of organisational change.

Another significant challenge is **Maintaining Boundaries**. The very nature of the role is to be helpful, to solve problems, and to build strong relationships. This can create a powerful temptation to overstep and take on tasks that belong to other functions. Whether it's fixing a printer, writing a business case, or getting deep into project management, the IT Business Partner who says "yes" to everything quickly becomes overwhelmed and pulled into the operational weeds, preventing them from focusing on the strategic aspects of their role. As **Dennis Defteros** acknowledged, it's a learning process: "I'm very careful about what I help with". **Shellie Bowman** encountered a similar challenge in his team, where the original job description mirrored that of a program manager. “That’s where the problems began,” ….. “We had to spend a lot of time fighting what we weren’t going to do”. Learning to politely and effectively say "no" or, more accurately, to redirect requests to the appropriate channels, is a critical skill for survival and long-term success. It's about teaching the organization how to use the IT Business Partner role correctly, which is a challenge in itself.

Perhaps the most critical and high-stakes challenge is *Gaining and Retaining Executive Buy-in*. Without strong support from senior leadership, the IT Business Partner function is often built on shaky ground. An effective IT Business Partner program requires a cultural shift, where the entire organisation sees technology as a

strategic partner, not just a cost centre. This shift can only be driven from the top. As **Alina Chin**'s experience demonstrated, a change in leadership can be perilous. A new CIO or business leader who doesn't understand or value the IT Business Partner function can dismantle years of progress overnight. This makes the IT Business Partner's ability to articulate their value to the C-suite not just a part of the job, but a matter of survival for the function. **Shellie** emphasized the importance of starting from the top, building relationships with senior stakeholders first: “We’re not going to talk value, not going to talk trust — we’re going to talk about you and me.” That personal foundation, he found, made it easier to gain access to strategic conversations later.

It requires political savvy, the ability to speak the language of executive leadership (which is often the language of finance and risk), and the courage to advocate for the role's strategic importance. This is compounded by the fact that many organizations still view IT as a utility, and as **Miguel Cockburn** pointed out, this perception means the IT Business Partner must constantly fight to be seen as more than just a "VIP help desk." Navigating these challenges requires a unique combination of patience, persistence, and strategic communication.



Part 3: Strategies for Success

Navigating the complex landscape of the IT Business Partner role requires more than just a title and a job description; it demands a sophisticated toolkit of strategies, mindsets, and techniques. The collective wisdom of our podcast guests offers a rich tapestry of practical approaches that have proven effective in the field. These strategies are not silver bullets, but are foundational practices that, when consistently applied, can transform an IT Business Partner from a “first point of contact” into a true strategic partner.

First and foremost is the cultivation of a relentless sense of *Curiosity*. **Bruna Collado**’s advice to *"Keep curiosity alive...never lose curiosity, despite all the work and all the craziness on the day-to-day work,"* serves as a guiding principle. This is not a passive curiosity but an active, investigative mindset. It means going beyond the surface-level request to understand the underlying business problem. It means "walking the shop floor," as **Dennis Defteros** advocated, to see firsthand the challenges and opportunities that exist. It's about asking "why" repeatedly, not to be difficult, but to ensure that the solutions being developed address the root cause, not just the symptoms. A curious IT Business Partner is one who invests time in understanding the business's market, its competitors, its customers, and its internal processes. This deep knowledge is the bedrock upon which trust and credibility are built.

This leads directly to the strategy of *Building Trust from the Ground Up*. When an IT Business Partner function is new or when an IT Business Partner is new to a role, they cannot simply demand a seat at the strategic table. Trust must be earned. **Sahil Khullar** offered a pragmatic approach: *"start with the tactical portion, and start gaining trust with your business".* This often means tackling the small, nagging operational issues that frustrate the business daily. As **Alina Chin** described it, it’s about *"going after what they call low hanging fruit... The simple things... that really should be a quick fix, but it just never got the visibility."* By solving these tangible problems, the IT Business Partner demonstrates competence, reliability, and a genuine desire to help. Each small win becomes a deposit in the "trust bank," building the political capital needed to engage in more strategic conversations later. This initial focus on the

tactical is not a deviation from the IT Business Partner's purpose; it is a necessary first step on the path to strategic partnership.

A core competency that underpins all successful interactions is **Empathy**. This is more than just being nice; it's the ability to genuinely understand and share the feelings of another. **Rolan Somerville** distilled this to its essence: *"Being able to put myself in other people's shoes to better understand what they're going through. Okay, that's the key for me."* **Shellie Bowman** reinforced this through his belief in operational trust — the kind of trust built not just on outcomes, but on consistent behaviour: "*If I say I'm going to do something, you can count on it. If I get an email, I respond*." It's this reliability, he said, that allows senior stakeholders to believe in your ability to deliver. And that belief becomes the foundation for long-term influence. An empathetic IT Business Partner listens not just to the words being said, but to the frustration, the excitement, or the anxiety behind them. When stakeholders feel understood, they are more likely to be open and honest. **Scott Hudson** provided a crucial perspective on this, noting that when conflicts arise, *"It's not a personal thing. It's... the process that people are upset with."* This ability to depersonalize conflict and focus on the underlying issue is a hallmark of a mature and effective IT Business Partner. It allows them to act as a calming influence and a constructive problem-solver, rather than a defensive representative of the IT department. **Shellie's** advice here was clear: get as close to the top of the organization as you can. "Begin with the relationship," he said, "not with the strategy, not with the value, but with the relationship."

Ultimately, all strategies must converge on the goal of delivering and demonstrating value. A key strategy here is to **Focus on Value, Not Projects**. This means shifting the conversation from outputs (delivering a system) to outcomes (improving a business process or increasing revenue). **Jag Sohal** provided a powerful lens for this: *"Is if there is something compelling happening at a board or a divisional level - maybe our CIO is seeking cost savings at a strategic level. How can how can we break that down, and deduce it to something we can assign ourselves to contribute to? That's when our value becomes undeniable".* This requires the IT Business Partner to think like a business leader, to understand the financial and strategic drivers of the organization, and to constantly frame technology initiatives in terms of their

contribution to those top-level goals. It's about ensuring that IT's efforts are not busy work but are directly contributing to the organization's success.

Finally, to counteract the "invisible" nature of their work, successful IT Business Partners must **Record and Demonstrate Success**. This isn't about self-promotion; it's about making the value of the function tangible and visible to the organization. **Michelle Momberg**'s creation of a dashboard to track opportunities and their progress is a perfect example of this. By providing *"tangible evidence of impact,"* she can clearly show how her efforts were moving the needle. This can take many forms - quarterly reports, case studies of successful projects, or regular updates to leadership. The key is to consistently communicate the wins, both big and small, and to translate the IT Business Partner's activities into a narrative of business value that resonates with stakeholders across the organization.

Following his success with cost optimization, **Shellie** shared that his CTO issued a formal letter of recognition — an act that not only validated his efforts but reinforced the strategic impact of IT Business Partners more broadly. He brought the lesson back to his team, using it as a springboard to elevate the role across the enterprise.

Part 4: The Future of the IT Business Partner

The role of the IT Business Partner is not a static one. It is, by its very nature, a role in constant flux, mirroring the rapid evolution of technology and the ever-changing landscape of modern business. As organizations become more digitally integrated, the role of the IT Business Partner is set to become even more critical, but it will also need to adapt and evolve to meet new challenges and opportunities. Our podcast conversations have revealed several key trends that point to the future of this dynamic profession.

One of the most significant shifts is the move *From IT to Technology*. As **Meghana Garg** noted, the term "IT" often carries connotations of being a back-office, operational function - the people who "keep the lights on." "Technology," on the other hand, implies a broader, more strategic scope that encompasses innovation, digital transformation, and business enablement. This is more than just a semantic change; it reflects a fundamental evolution in how the function is perceived and how it must operate. The future-focused IT Business Partner is not just a liaison to the IT department; they are a partner in leveraging the full spectrum of technology - from AI and data analytics to cloud platforms and customer-facing digital tools - to enable business strategy. They must be conversant in the art of the possible, constantly scanning the horizon for emerging technologies and translating their potential into tangible business opportunities.

This leads to the emergence of the IT Business Partner as *The Rise of the "Super Connector."* In an often siloed and complex organization, the ability to connect people, ideas, and resources is indeed a superpower. The IT Business Partner of the future is uniquely positioned to be this central node in the organizational network. **Michelle Momberg**'s experience of being called "the connector" is a testament to this evolving function. She describes her role as asking, *"what do you need? Who can do it. Let's put the two together and run with it after that".* This is not a passive hand-off but an active process of *orchestration*. It involves knowing the capabilities and priorities of different teams, understanding the political landscape, and facilitating collaborations that might not otherwise happen. The *Super Connector* breaks down departmental

walls, fostering a more integrated and agile organization where innovation can flourish at the intersections of different disciplines.

Furthermore, the future of the role is deeply intertwined with *A Focus on Culture*. The IT Business Partner is not a facilitator of projects; they are a champion of a new way of working. As **Alina Chin** astutely observed, a significant part of the IT Business Partner s value lies in the *"ability to guide strategy and also guide how things are done and delivered which is critical in any business."* This involves promoting a culture of collaboration, transparency, and shared ownership between business and technology teams. It means moving the organization away from a traditional client-vendor relationship towards a true partnership model. This cultural change is perhaps the most challenging and most impactful aspect of the IT Business Partner's work. It requires patience, persistence, and the ability to lead by influence. The successful IT Business Partner of the future will be a change agent who not only helps to deliver technology solutions but also helps to transform the very culture of the organization to be more adaptive, innovative, and value focused. They will be the ones who help the organization to not just *do* digital, but to *be* digital. This cultural ambassadorship is the ultimate expression of strategic partnership and the key to unlocking the full potential of technology within the enterprise.

Shellie Bowman, who has conducted academic research into leadership and workplace dynamics, reflected on how IT Business Partners can influence not just systems, but mindsets: "*If there's no people harmony, it will fall apart*." This doesn't mean everyone has to agree — but it does mean that successful IT Business Partners pay attention to how people speak to one another, how trust is built (or eroded), and how conflict is navigated. The IT Business Partners of the future must become a student of culture, not just of process.

Part 5: Building Resilience and Community

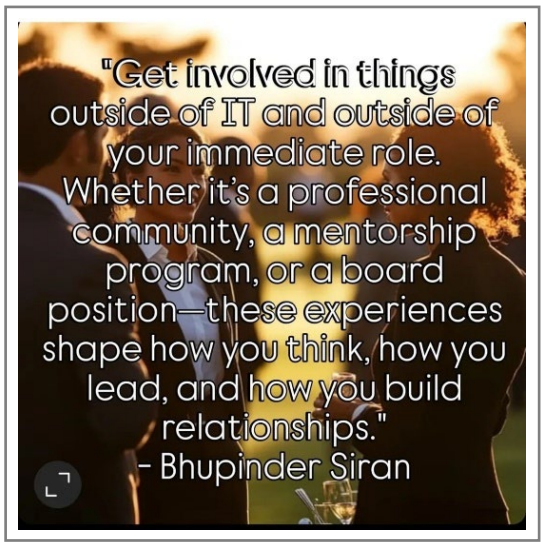
The journey of an IT Business Partner is as much a personal one as it is a professional one. The role, situated at the often-turbulent intersection of business and technology, demands a high degree of personal resilience. The landscape can be uncertain, with corporate restructurings, shifting priorities, and the constant pressure to prove value. The podcast series, particularly in the special episodes, has delved into this personal side of the IT Business Partner experience, revealing the importance of inner strength, a supportive network, and a proactive approach to personal and professional development.

A stark reality that many IT Business Partners face is career uncertainty, especially when it comes to *Dealing with Redundancy*. The IT Business Partner function, being relatively new and often misunderstood, can be vulnerable during times of organizational change. **James Rowbotham**'s candid sharing of his experience in a special "BRM Job-seeking" episode was a powerful reminder of this. Being made redundant can be a significant blow to one's confidence, leading to self-doubt about one's abilities and the viability of the role itself. However, James's story is also one of profound resilience. His declaration, *"Nothing throughout this kind of journey in my life has made me in any way doubt how brilliant I think I am... I just really do believe in the differences that I've made,"* is a powerful testament to the importance of self-belief. The key takeaway is to separate the organizational decision from one's personal worth, and the intrinsic value of the IT Business Partner capability. It's about recognizing that an organization's failure to see the value in an IT Business Partner is a reflection of its own maturity, not a definitive judgment on the role or the individual.

In the face of such challenges, the importance of *The Power of Community* cannot be overstated. The role can be an isolating one; you are often a team of one, or one of a small few, trying to bridge vast organizational divides. This is where a strong professional network becomes a lifeline. Several of our guests, including **Muslim Mohammed** and **Bhupinder Siran**, have emphasized the critical role that community plays in their professional lives. Engaging with other IT Business Partners via the Business Partner Network, or through other organizations like the BRM Institute,

industry groups, or informal connections, provides a vital source of support, fresh ideas, and the comforting knowledge that you are not alone in your struggles. **Muslim Mohammed** noted the tangible impact this had on his career: *"in one year of being closely related to the IT Business Partner community, there is so much I have achieved professionally".* These communities offer a safe space to share war stories, brainstorm solutions, and celebrate successes. They provide the validation and encouragement that is sometimes lacking within one's own organization.

Finally, a proactive strategy for building resilience and enhancing effectiveness is to *Get Involved*. This means looking for opportunities to contribute and build relationships beyond the narrow confines of the day-to-day job. **Bhupinder Siran** is a prime example of this, advising IT Business Partners to *"get involved in lots of things... The more you can get involved in, the more it strengthens your role as a business partner because a), you're exposed to more people. b), you're exposed to different things that are going on."* This could mean joining internal committees, volunteering for cross-functional initiatives, or, as **Martin Crangle** does, engaging in community work outside the organization. This not only brings him immense joy, it builds his character, solidifies his purpose and refines his ability to manage relationships. These activities not only broaden one's perspective and skill set but also increase visibility and build a wider network of allies. When you are known throughout the organization as someone who is engaged, helpful, and committed, your personal brand - and by extension, the brand of the IT Business Partner function - is strengthened. This involvement is not a distraction from the core role; it is an investment in the social and political capital that is essential for long-term success and resilience in the often-challenging world of business relationship management.



Conclusion

The journey of an IT Business Partner is one of continuous learning, adaptation, and growth. As we've heard from our guests, it's a role that is both challenging and rewarding, offering a unique opportunity to make a real impact on the business. It demands a rare combination of skills: the strategic mind of a chess player, the empathetic ear of a counsellor, and the tenacious spirit of a diplomat.

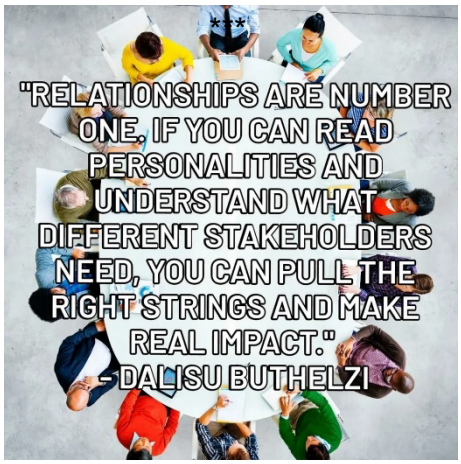
The key takeaways from this playbook are clear: the most successful IT Business Partners are those who are curious, empathetic, and relentlessly focused on delivering value. They understand that their success is not measured by their own deliverables, but by the success of the partners they support. They are master relationship builders, who can navigate the complexities of their organizations with grace and skill, building bridges where there were once walls. They are resilient individuals who find strength in community and continuously seek opportunities to learn and grow.

This playbook is a snapshot of a dynamic and evolving profession. As technology continues to reshape our world, the role of the IT Business Partner will only become more vital. They are the human interface of digital transformation, the strategic navigators of the corporate landscape, and the cultural architects of a more collaborative and value-driven future.

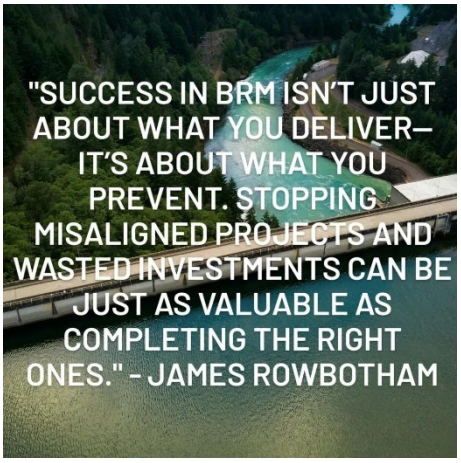
As we continue to explore the world of IT Business Partnering through our podcasts, we look forward to adding new insights and perspectives to this playbook.

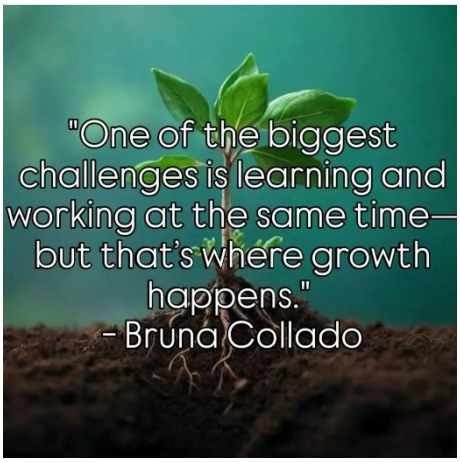
Thank you for joining us on this journey.

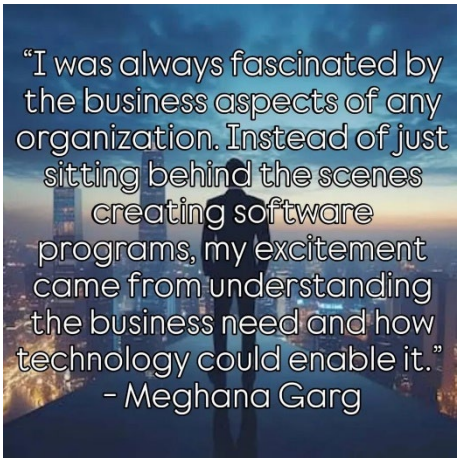

"PEOPLE MAY NOT SEE THE VALUE OF A BRM AT FIRST, BUT WHEN THEY DO, THEY REALIZE
WE ARE ESSENTIAL TO DRIVING BUSINESS SUCCESS."
- AARIF SHEIKH

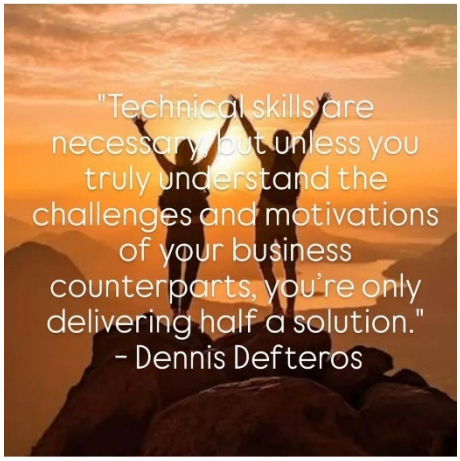

"RELATIONSHIPS ARE NUMBER ONE. IF YOU CAN READ PERSONALITIES AND UNDERSTAND WHAT DIFFERENT STAKEHOLDERS NEED, YOU CAN PULL THE RIGHT STRINGS AND MAKE REAL IMPACT."
- DALISU BUTHELZI

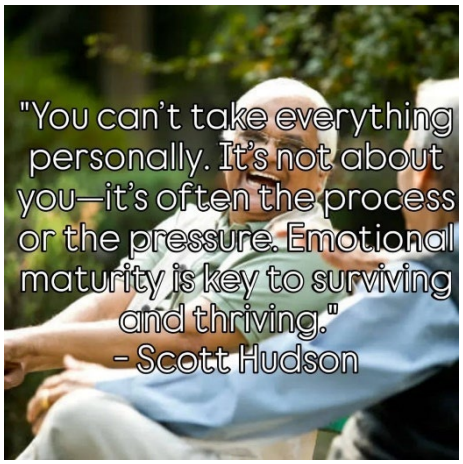

"A BRM'S ROLE ISN'T JUST ABOUT FACILITATING CONVERSATIONS—IT'S ABOUT ACTIVELY LOOKING FOR WAYS TO DRIVE FINANCIAL AND OPERATIONAL EFFICIENCY."
- JAG SOHAL

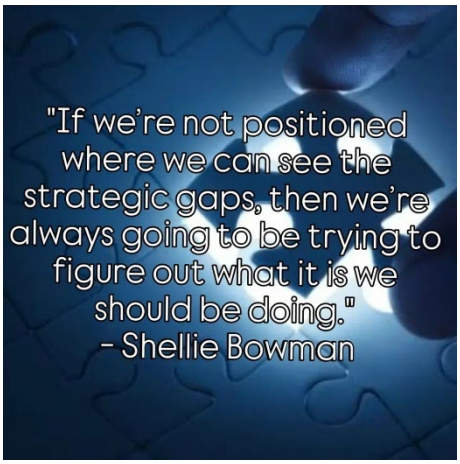

"SUCCESS IN BRM ISN'T JUST ABOUT WHAT YOU DELIVER—IT'S ABOUT WHAT YOU PREVENT. STOPPING MISALIGNED PROJECTS AND WASTED INVESTMENTS CAN BE JUST AS VALUABLE AS COMPLETING THE RIGHT ONES." - JAMES ROWBOTHAM


"One of the biggest challenges is learning and working at the same time—but that's where growth happens."
- Bruna Collado

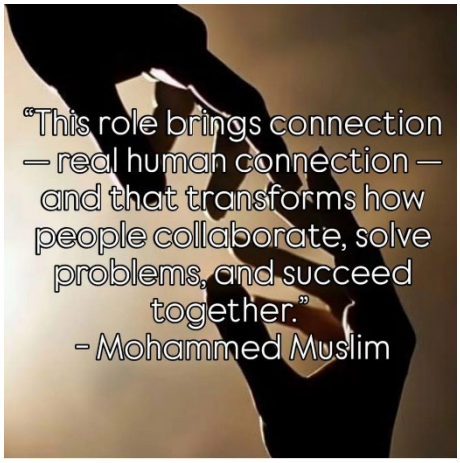

"I was always fascinated by the business aspects of any organization. Instead of just sitting behind the scenes creating software programs, my excitement came from understanding the business need and how technology could enable it."
- Meghana Garg

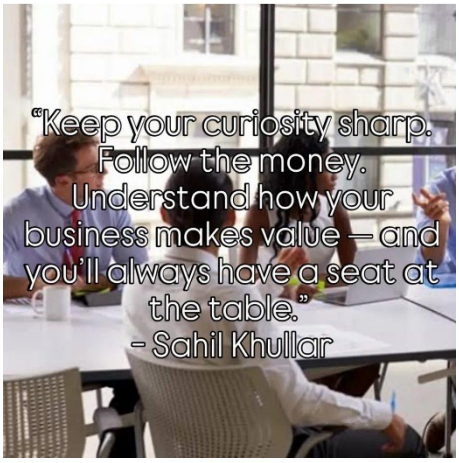

"Technical skills are necessary, but unless you truly understand the challenges and motivations of your business counterparts, you're only delivering half a solution."
- Dennis Defteros


"You can't take everything personally. It's not about you—it's often the process or the pressure. Emotional maturity is key to surviving and thriving."
- Scott Hudson


"If we're not positioned where we can see the strategic gaps, then we're always going to be trying to figure out what it is we should be doing."
- Shellie Bowman


"We are not successful because the BRM team delivers. We're successful if the business meets its objectives."
- Miguel Cockburn


"This role brings connection — real human connection — and that transforms how people collaborate, solve problems, and succeed together."
- Mohammed Muslim


"Keep your curiosity sharp. Follow the money. Understand how your business makes value — and you'll always have a seat at the table."
- Sahil Khullar


If there isn't executive sponsorship,
BRMs can quickly become just another silo.
The role needs clear direction from leadership
to truly deliver value.
- Jeremy Byrne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"As a BRM, don't be afraid to ask the 'silly questions.' Sometimes, the most basic question can uncover the biggest problem or the most valuable opportunity."
- James Rowbotham

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