



## Introduction

*Welcome to*  
REM World™

REM World™ | where **Indigenous Thinking** lives

The JBA Relationship Equity Management (REM) Model is a framework designed to identify and manage the co-ordination and co-operation factors involved in delivering outcomes that require contributions from a range of internal and external stakeholders.

As a Framework, REM provides the methodology to clarify and evaluate the underlying assumptions and values that can impact the effectiveness of policies programmes and projects. This involves a shift in emphasis from outcomes to connections, supported by a new management paradigm .

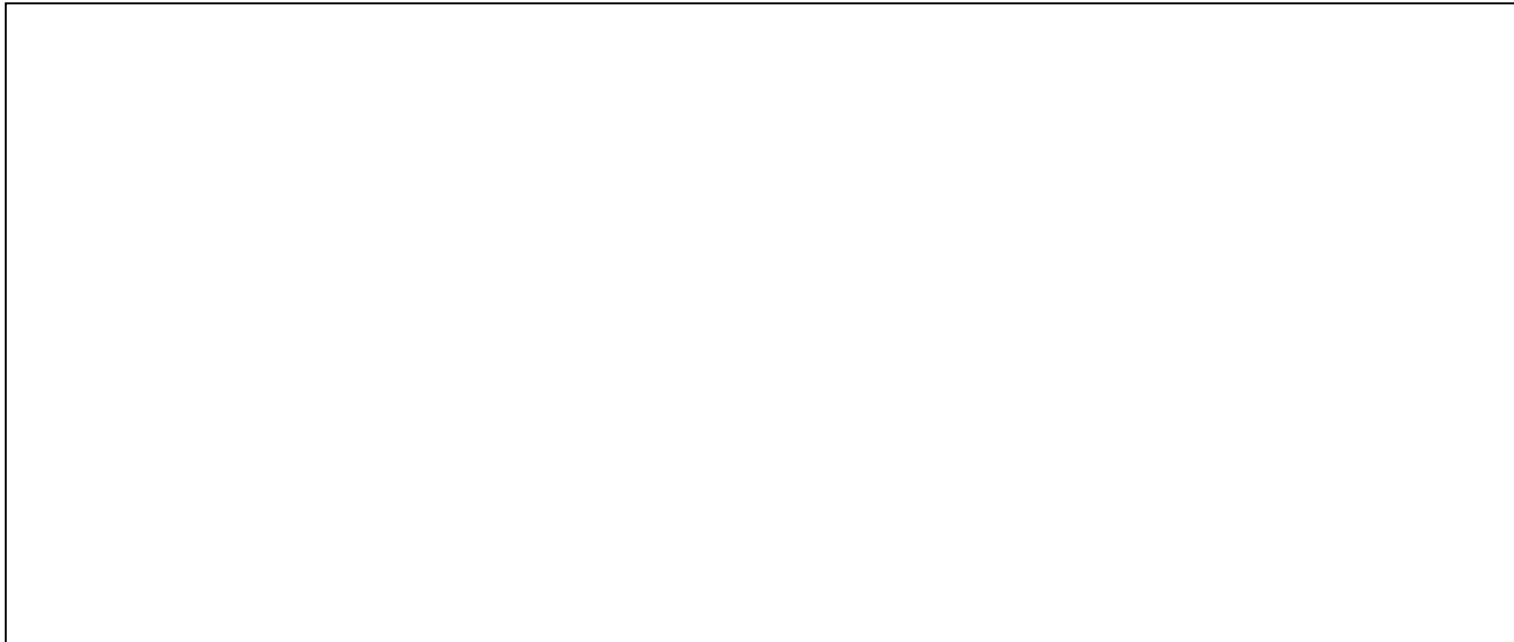
As a Process, REM has a strong emphasis on connecting stakeholder interests, as a vital pre-requisite to capacity building and inter-sectoral co-ordination and co-operation. Without these connections, organisations, groups and individuals may only succeed in re-enforcing the status quo or perpetuate practices that maintain prejudice and discrimination. The REM process can disrupt patterns of decision making to allow creativity and innovative outcomes.

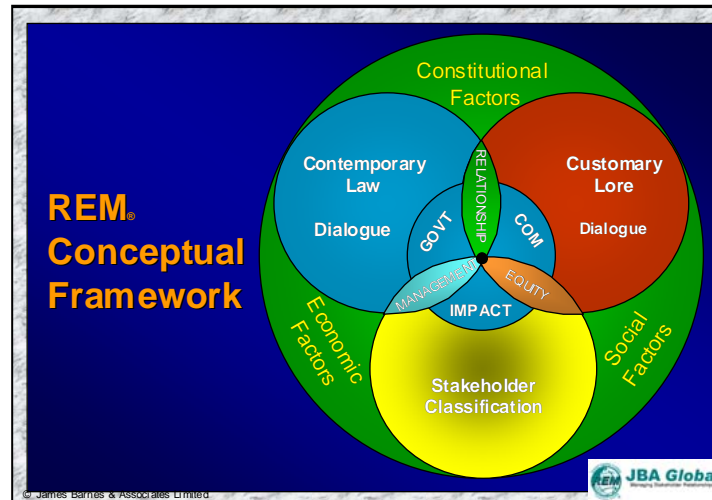
## Overview

- **Conceptual Framework for Relationship development**
- **Assumptions and Proposition**
- **Key Performance Measures**
- **Governance & Management**
- **Relationship Management Data Base System**



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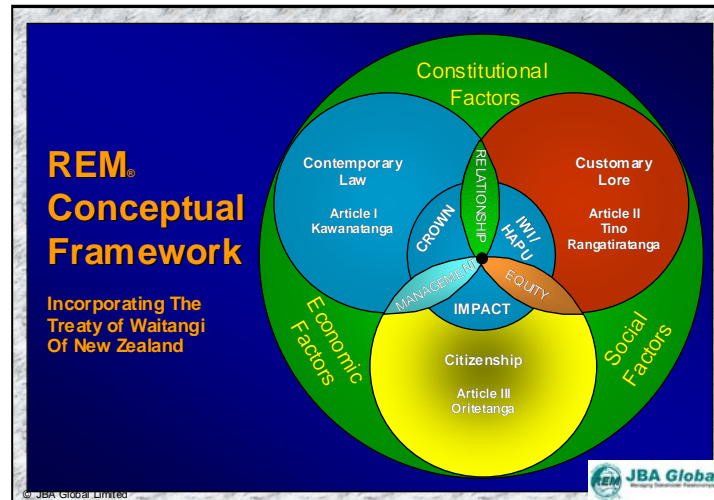




### Explanation

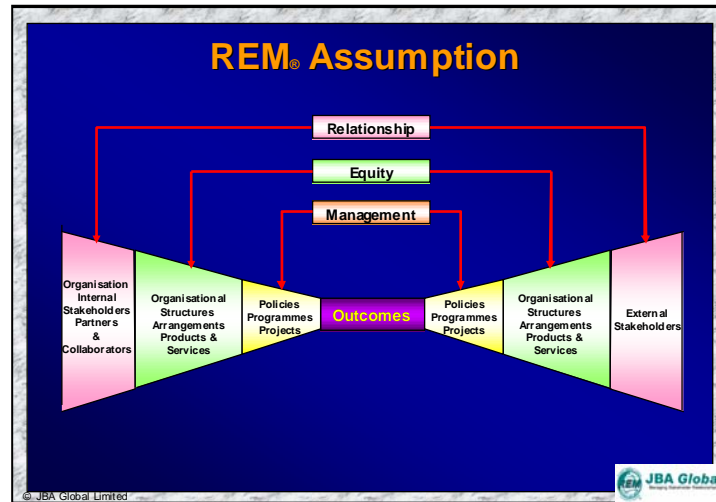
The key assumptions of the REM Methodology are:

- Stakeholder Relationships are based on compliance and/or self interest specifications
- To effectively engage with each other, Stakeholders need to appreciate the impact of customary and contemporary factors
- The interactions between stakeholders will be determined by the activity associated with the outcomes they want to achieve together
- Each stakeholder in a **Relationship** will want to establish their **Equity** in any activity or transaction, which will then be reflected in the **Management** of the outcome to be delivered
- Current organisational structures that operate within hierarchical silos, with limited capacity and capability to effectively engage in internal or external co-ordinated activity, will need to consider change management to achieve the outcomes they want
- Stakeholder Relationship Management requires a different approach to organisational and management capability.



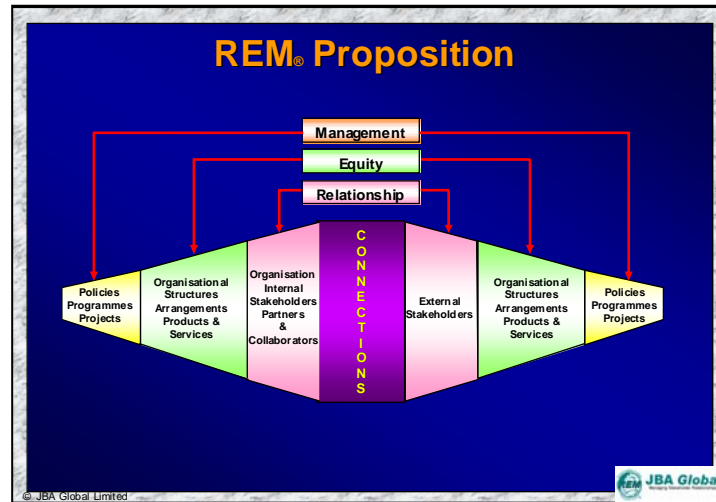
### Explanation

The REM methodology is an “indigenous” model developed from a paradigm that acknowledges the significance of Te Tiriti o Waitangi and establishes the relevance of the Treaty of Waitangi in current terms. While the JBA stakeholder relationship management framework is a uniquely New Zealand model, it has global application for any society, sector, organisation or individual operating in an environment where customary and contemporary values exist.



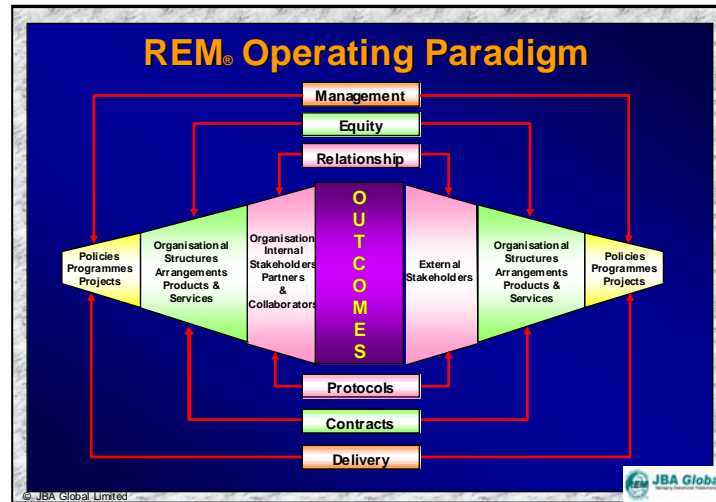
### Explanation

The REM methodology is designed to evaluate and assess the underlying assumptions and espoused values that affect outcomes. Risk management issues arise when outcomes are managed without regard for the impact of Relationship and Equity factors.



### Explanation

The REM methodology will establish the links between the various stakeholder connections, activities and outcomes. By factoring in the relationship and equity factors first, management decisions will be enhanced, risks reduced and success optimised.



## Explanation

As an operational process, the REM methodology manages the factors generated by the paradigm through:

- Establishing and maintaining Relationship Protocols
- Entering contractual arrangements that reflect relationship principles
- Delivering outcomes to agreed specifications

All of which are integrated to establish and maintain sustainable outcomes.

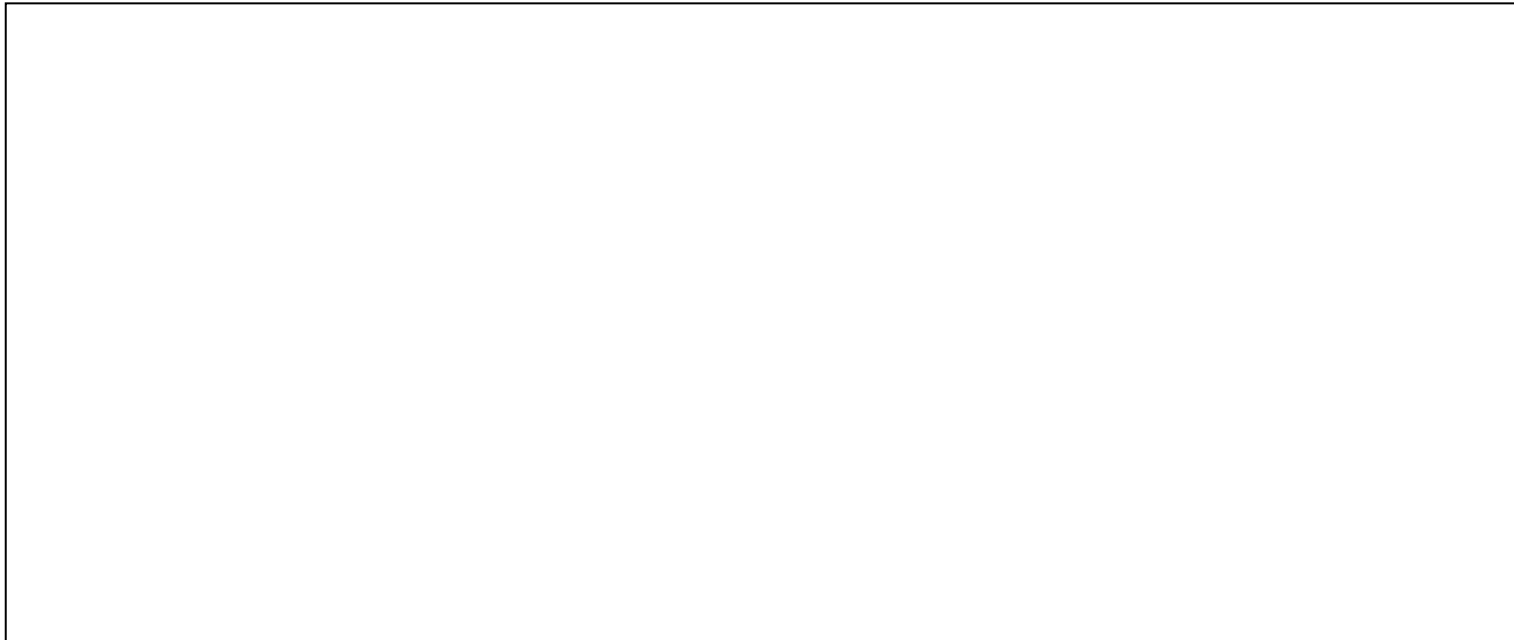
The key attribute of the REM Paradigm is its ability to support any management regime by acting as a checklist rather than a prescription for achieving results.

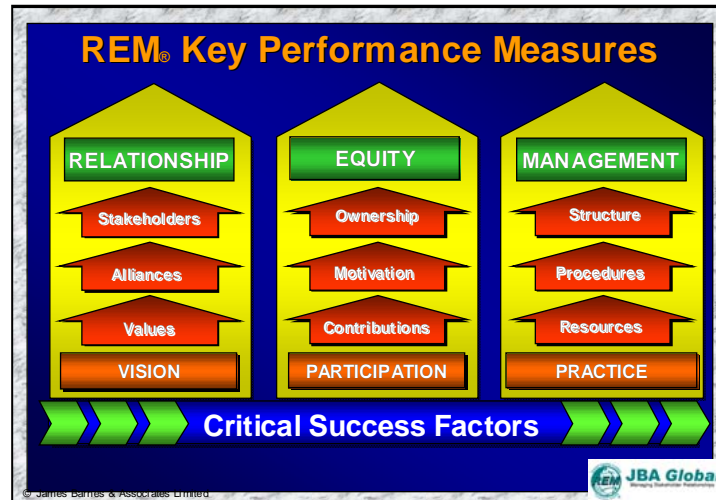
## Key Performance Measures

- *A Framework to identify and manage stakeholder relationships and interactions*
- *A Matrix of integrated factors to establish consistency and best practice standards for relationship management*
- *A basis for reviewing and auditing any aspect of a policy, programme or project outcome*



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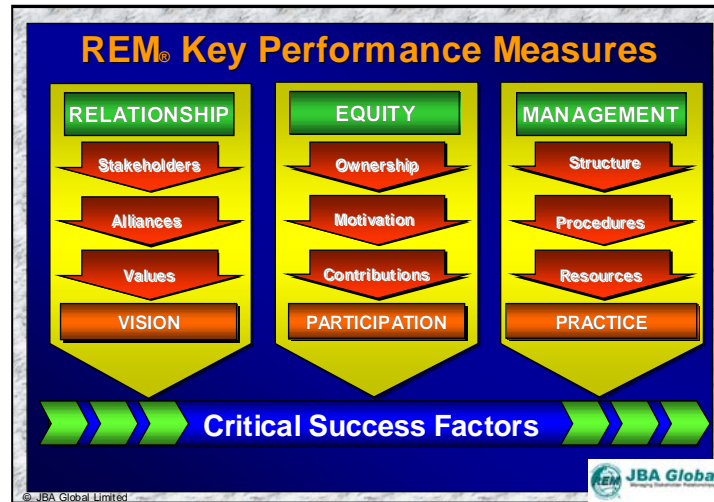




## Explanation

This framework is called the REM matrix. The three Key Performance Measures (Relationship Equity Management) establish clear parameters for identifying and measuring outcomes to be achieved in relationship engagement and management. The twelve Critical Success Factors clarify the dynamics that will determine the competencies and standards for quality assurance.

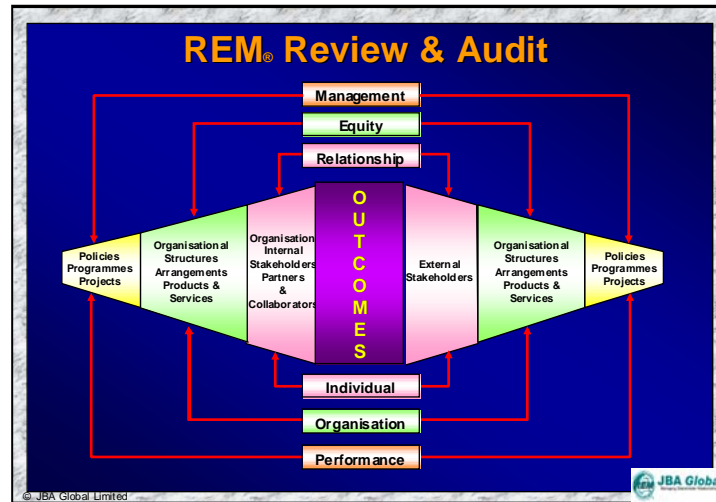
The “bottom up” REM approach (right to left) is useful for societies, sectors, organisations and individuals who want to think outside the square and consider creative and innovative solutions and outcomes to organisational and workforce development. This process involves the “decolonisation” of practice norms, standards and performance measures.



### Explanation

This framework is called the REM matrix. The three Key Performance Measures (Relationship Equity Management) establish clear parameters for achieving effective outcomes in relationship engagement and management. The twelve Critical Success Factors clarify the dynamics that will determine the measures and standards for quality assurance.

The “top down” REM approach (from left to right) is an analysis and empowerment process for societies, sectors, organisations, and individuals who have established the position/s they wish to develop and the outcomes they wish to achieve and maximise together.



### Explanation

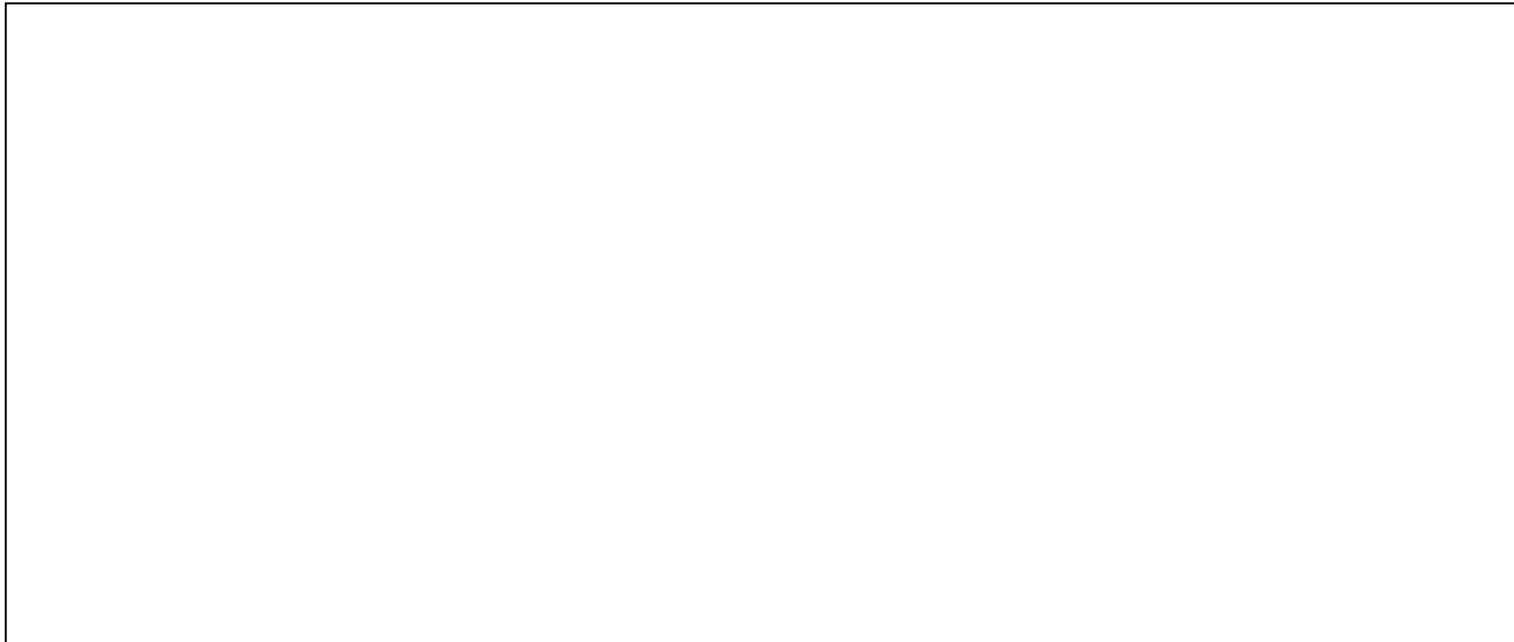
The REM Review and Audit model establishes an effective process for measuring the performance of a society, sector, organisation or individual in terms of:

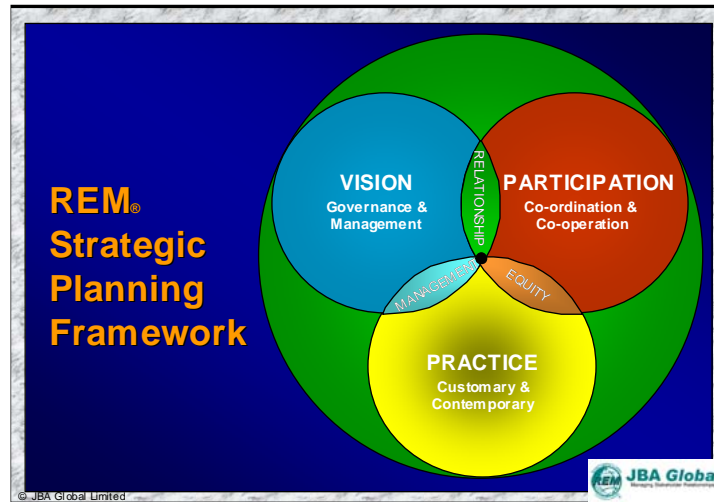
- Stakeholder Relationships
- Organisational responsiveness
- Operational effectiveness

## **Governance & Management**

- **Establishes a rationale for Policy and Operational Development**
- **Establishes six macro levels of Strategic relationship activity**
- **Establishes continuity between relationship roles & functions**
- **Establishes a transparent Framework for maintaining organisational control**

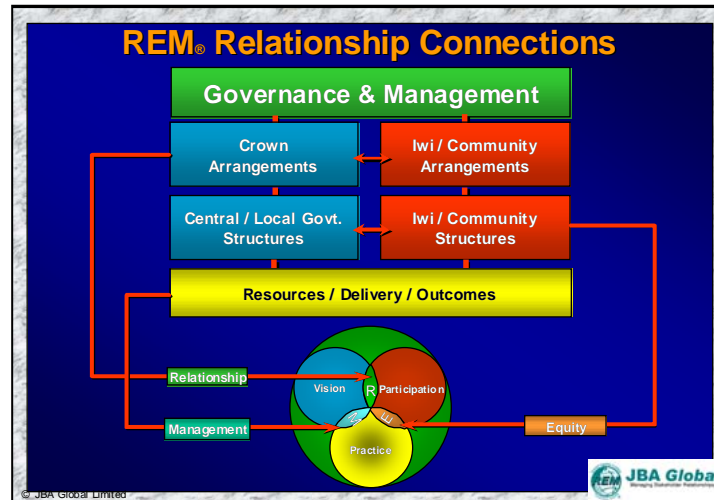
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### Explanation

The REM Matrix establishes the foundations for organisational, management and workforce development and connects these dynamics with all the relevant structures, roles, functions and activities required to deliver an outcome. This forms the REM “governance hub” which will guide governance / management structures and organisational development processes throughout the lifecycle or milestones of any targeted activity or interaction.



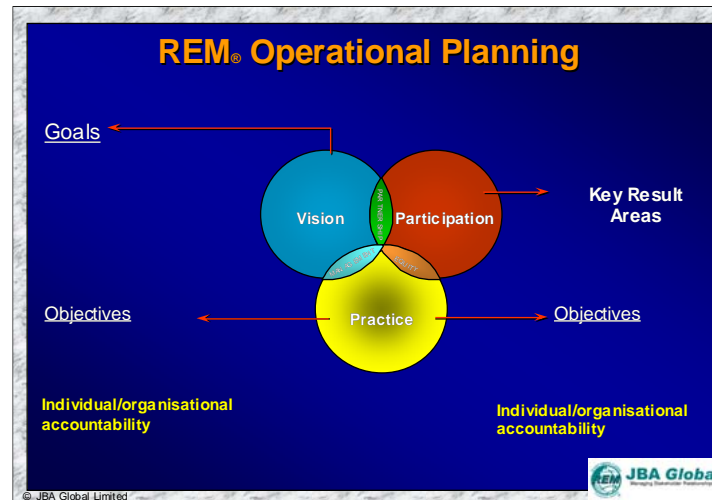
### Explanation

The cascading framework starts at the top of the relationship hierarchy and identifies the various dimensions involved in establishing relationships, reaching agreement on contributions, managing joint standards and performance measures and delivering sustainable outcomes.

At each level of cascading activity, there will be a relationship to establish and/or maintain, participants with roles and functions to perform, and outcomes for that level of activity to be delivered, as specified.

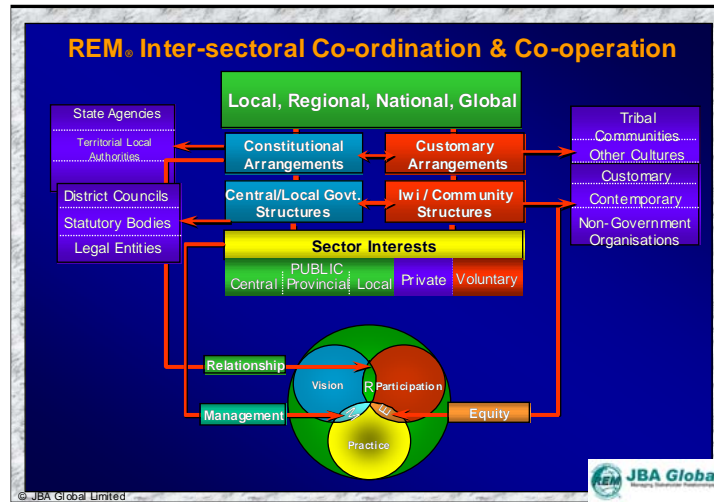
There are six broad levels of relationship activity. These are:

- Strategic Planning
- Funding Arrangements
- Business Plans
- Input / Output Specifications
- Implementation Mechanisms
- Workforce Development



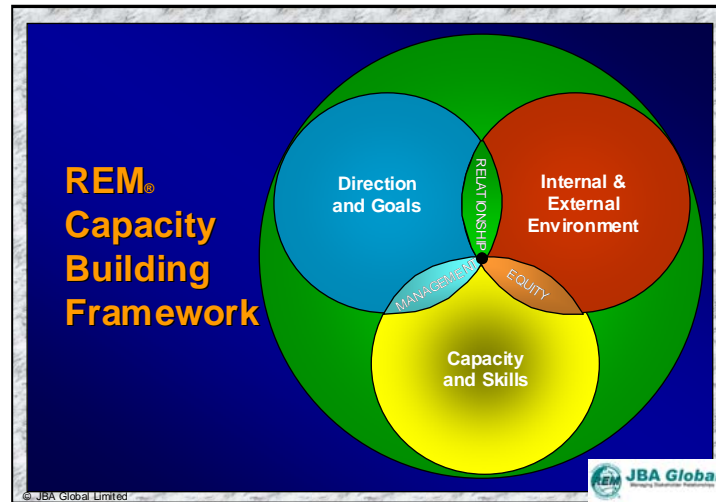
### Explanation

An existing Strategic / Business Plan or a REM generated Plan will form the basis of this process and will identify all the relationship transactions required to effectively produce an outcome. These will then be translated into measurable actions to be allocated and accounted for in job descriptions, ideal persons specifications and performance agreements. The Vision, Participation and Practice “governance hub” forms an interactive link that will provide continuity between governance, policy formation and operational implementation without losing the flexibility to respond directly to the circumstances of individual situations.



### Explanation

The management of stakeholder interests, activities and outcomes can be maintained seamlessly from local through to global situations with a high degree of sustainability and consistency.



## Explanation

The implementation of the REM methodology generates options for on-going organisational, operational and human resource development.

## REM World Database System

- . **Classifies Customary & Contemporary Stakeholder Relationships**
- . **Customised to manage any Relationships Policy, Strategy or Guideline**
- . **Supports existing Project Management processes**
- . **Establishes & maintains electronic Institutional Memory**
- . **Provides a System with global inter-portability & scalability**

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