

Alliance Health Checklist

Vital Signs of a Healthy Alliance

- ☐ Aligned Objectives: Both partners agree on what “success” looks like, and that definition hasn’t drifted from the original business case.
- ☐ Clear Roles & Resources: Every deliverable has a named owner and is adequately resourced.
- ☐ Single Point of Contact (Alliance Lead): A clearly identified alliance manager or lead connects the dots across all functional teams and shares outcomes across supply chain, forecasting, clinical, regulatory, and legal.
- ☐ Communication Rhythm: Meetings happen at a predictable cadence and are productive, not just status updates.
- ☐ Performance Visibility: Milestones, KPIs, and risks are transparent and visible to all partners.
- ☐ Mutual Engagement: Both partners are equally invested and engaged in the relationship.

Red Flags to Watch For

- Misaligned objectives – partners drifting toward different definitions of success.
- Ownership gaps – deliverables multiplying with no one accountable.
- Milestone drift – deadlines slipping quietly with no recovery plan.
- Communication breakdown – canceled or ineffective meetings, delayed responses.
- KPI drift – each partner measuring success differently.
- One-sided effort – engagement or resourcing skewed heavily to one side.

Actions to Take in Q4

1. Run a Quick Alliance Review to surface hidden issues and establish a baseline.
2. Reconfirm Shared Objectives and determine what can still be achieved in Q4 versus what should roll into 2026.
3. Identify Missed Deliverables and document reasons to inform recovery planning.
4. Close Resource Gaps where possible and escalate remaining needs to leadership.
5. Build a Strong 2026 Action Plan to lock recovery activities into next year’s roadmap.
6. Clarify or Assign the Point of Contact to ensure cross-functional visibility and accountability.
7. Reset Communication Cadence to establish expectations for 2026.
8. Celebrate Quick Wins to end the year on a motivated and engaged note.

Sample Q4 Joint Steering Committee (JSC) Agenda

- Review what worked – celebrate achievements and reinforce trust.
- Surface missed deliverables, resource gaps, and risks.
- Reconfirm alliance objectives and priorities.
- Agree on what can be completed in Q4 versus deferred to 2026.
- Align on 2026 resource commitments, budgets, and governance cadence.