



**Spiritual Principles in  
Business Relationships**  
SPIBR.org LLC



## **The Powerful Use of Simplicity by Strategic Alliance Managers**

21 October 2009

ASAP Global IT Community Webinar

Most of the slides have notes pages with additional detail.

Questions and comments from the webinar are  
addressed in slides at the end of the two major sections.

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ASAP Global IT Community Webinar

Slide 1

Welcome to today's ASAP Global IT Community Webinar.

Let me first address the first word on this slide, then perhaps we can set it aside until the end of the webinar. Use of the word “**spiritual**” means principles (our thoughts) and practices (authentic behaviors derived from our thoughts) which we can use in order to deepen relationship. What this word points toward is our most strategic alliance of all, our alliance with ourselves and our alliance with the world around us. I suggest we leave it at that for the time being. This webinar is not explicitly about using spiritual principles in alliances, it's about the use of simplicity – it's about a simpler understanding of our role in business. Spirituality is about combining head with heart in order to get at the core/fundamental issues in an alliance manager and their alliance.

**This webinar is a “high-level flyover” of two whitepapers – see the first two documents listed on the References slide (slide #62).**

Note that in various slides I make very bold generalizations – e.g., in defining what an alliance is and is not, and in comparing an alliance manager with traditional jobs in business (e.g., as compared to sales and program management). Use of bold generalization helps us clarify important issues, especially around value, time and relationship.

The full presentation used in this webinar, including speaker notes and backup slides, in both PPT and PDF formats, can be found at:

[www.spibr.org/ASAP\\_webinar\\_simplicity\\_and\\_role\\_21Oct2009](http://www.spibr.org/ASAP_webinar_simplicity_and_role_21Oct2009)

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Joe Kittel \*\*\* +1 970 227-6238 \*\*\* [joe@spibr.org](mailto:joe@spibr.org) \*\*\* [www.spibr.org](http://www.spibr.org) \*\*\* SPIBR.org LLC

## Three Major Sections

in the midst

- Introduction (10 min)
  - Fundamental Principles
- Power in Simplicity (30 min)
  - Focus on the simple essence
  - What's it all about?
- Role of Strategic Alliance Manager (45 min)
  - Focus on core *and* nontraditional
  - Who do you think you are?

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Slide 2

**Simplicity** is achieved by **looking past complexity**. We will have ample opportunity to use the practice of simplicity within this webinar, perhaps in a counterintuitive manner.

**We are going to literally fly through a number of slides today**, roughly 60 will be at least briefly presented, arguably way too many by any standard slides-to-time ratio. About **40 of these slides I consider to be substantial, warranting discussion**, still too many for a 90 minute presentation, especially considering we'll have 6 survey questions (where we ask you questions) and 2 places where there will be an open mic and you'll be able to ask questions via our audio link.

**All of these slides, including speaker notes, will be made available to all of the participants in this webinar.** Also provided will be links to whitepapers from which this presentation is derived.

Remember, what we are after is **simplicity, simplicity on the other side of complexity**. We need to **traverse the path through complexity**, sometimes **glossing over a number of slides, some of which are quite complex**, before we can get to simplicity.

**Simplicity** as it relates to **the core of an alliance** and simplicity as it directly relates to **our role as alliance managers**.

**Next we will have our first polling question for you to answer**

## Question 1: Experience

---

in the midst

**How many years have you been a strategic alliance manager?**

- 1. Less than 1 year**
- 2. 2-5 years**
- 3. 6-10 years**
- 4. 11-15 years**
- 5. Over 15 years**

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Slide 3

Webinar survey question.

## Joe Kittel

### *biography*

in the midst

- **Electrical Engineer degree** – magna cum laude, quantum electronics
- **20 years at Hewlett-Packard**
  - software development, telecom industry – business development and sales
  - 16 years as a strategic alliance manager
    - between most of HP's businesses and most high-tech companies
    - nearly every form of alliance
    - focus: value-creation
    - founding member of the board of ASAP
- **GP&S, Inc** – EVP of German-based alliance-oriented consultancy
- **SPiBR.org LLC** – consultant and coach to strategic alliance managers
- **Awards**
  - Two unique Tenacity and Perseverance plaques – from HP VP and HP GM
  - Outstanding Accomplishment plaque from HP's and Microsoft's CEO
  - Points of Light Foundation / Make A Difference Day award
  - Book and whitepaper selected as ASAP Best Practices

[www.spibr.org/joe\\_kittel.pdf](http://www.spibr.org/joe_kittel.pdf)

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Slide 4

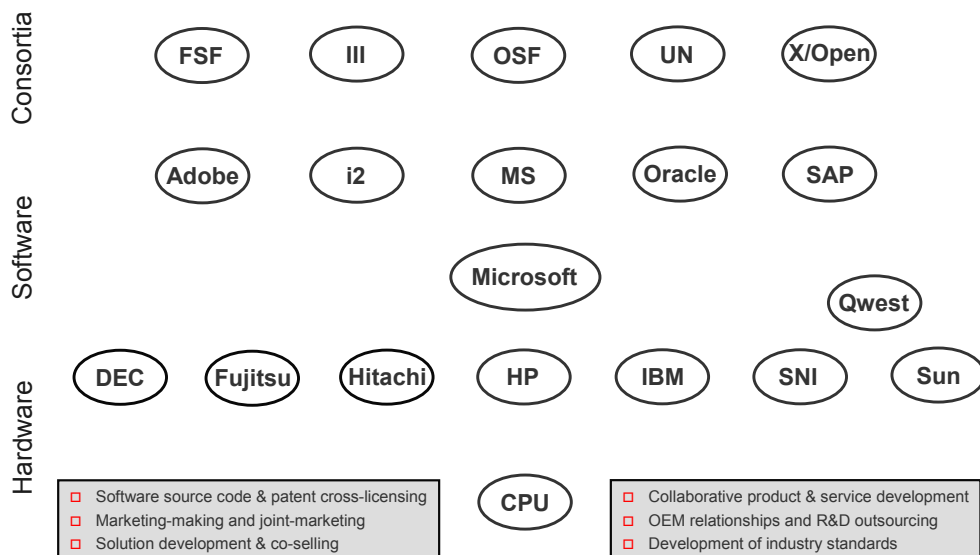
Strategic alliance management is “**an artful science.**”

I have a deep **scientific foundation.** Over the past 10 years I have been **adding art** via the practical use of spiritual principles.

# Joe Kittel

*strategic alliancing: throughout IT ecosystem, most every form*

in the midst



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Slide 5

## Fundamental Principles

*e.g., in calculus and physics – a scientific perspective*

in the midst

- ❑ Coalesce prior experiences and learning
- ❑ Enthuse and enable the learner to solve any problem
- ❑ Illustrate interconnectedness – across time and space
- ❑ Have predictive qualities
- ❑ Are simple and insightful – leading toward greater simplicity

**What are the fundamental principles in strategic alliances?**

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Slide 6

**I love fundamental principles**, oddly enough in school I really enjoyed calculus and physics. I am interested in **the artful science of strategic alliancing**.

Today, in this webinar, we're going to focus on **fundamental** issues. If we are to reverse today's 68% failure rate in IT/high-tech we need to focus on the fundamentals.

**Fasten your seat belt!**

**Pam, some people have recently joined the webinar, would you like to briefly re-announce the "housekeeping" points mentioned at the beginning?**

## Power in Simplicity (30 min)

*focus on the simple essence – what's it all about?*

in the midst

- **Simplicity** – on the other side of complexity
- **Alliances** – it's all about value
  - Value-Impediments
  - Incremental Value
- **Purpose**
- **Benefits**
- **How to Simply Focus**

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Slide 7

Strategic alliances are **extraordinarily complex**.

There is **great power in simplicity**. **Simplicity** does not just **make our job saner**, it makes our job **possible**, and it **empowers** us. It empowers us to then empower our alliance, creating a virtuous cycle with us at the vortex. We become the “eye of the hurricane.”

But, be forewarned. **Being simple is very hard work**, especially at the beginning. And, staying simple can be hard; it requires us to stay focused despite **distractive complexities** and **dysfunctional drama**.

## Being Simple

*is and is not*

in the midst

Simple	
Is	Is not
▪ Based on experience and reflection.	▪ Naïve and simplistic.
▪ Hard work.	▪ Easy.
▪ Powerful.	▪ Weak.
▪ On the other side of complexity.	▪ On this side of complexity.

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Slide 8

This slide mostly speaks for itself.

What we are striving for is “**simplicity on the other side of complexity.**” Think of this as three phases. Consider what you grow through when you start a new job:

**1<sup>st</sup>** – You think you understand. You already know the answers. In time, when you look back, you will see that your preconceived answers are in fact right, or at least close to being right, but you lacked experience. Arguably your **initial ideas are simplistic**. Without the wisdom of experience they are **naïve and weak**.

**2<sup>nd</sup>** – As you immerse yourself into your new job you become **overwhelmed with complexity**. Maybe in the midst of churn and angst, as you struggle for success, you might wonder, “Why did I agree to take this job?!” During this 2<sup>nd</sup> phase you are gaining experience which is often **disorienting** and even **painful**.

**3<sup>rd</sup>** – After experience and reflection you reconsider your preconceived ideas. You now see those ideas and you see yourself in a different light, one derived from personal experience. Your old ideas were close to the mark, but you realize there are subtle and important differences. With subtlety derived from experience your ideas are now **simply powerful**. This is what we are after, simplicity on **the other side of complexity**.



## Simplicity

*a clearer perspective on truth*

in the midst

*“All things being equal, the simplest solution tends to be the right one.”*

- Occam's razor

*“Truth is simple. Complexity [and drama] is of the ego, and is nothing more than the ego's attempt to obscure the obvious.”*

*“The hidden is kept apart, but value always lies in joint appreciation. What is concealed cannot be loved, and so it must be feared.”*

- A Course In Miracles

*“Make everything as simple as possible, but not simpler.”*

- Albert Einstein

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Slide 9

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1<sup>st</sup> quote - Simplicity tends to take us toward the truth.

2<sup>nd</sup> quote - We need to recognize *what* is obscuring the truth and *why*.

3<sup>rd</sup> quote - especially impactful. The process of deeply listening to the collective voice of the alliance surfaces **hidden issues** and **opportunities**; and then dealing with (or appreciating) what is found. Hidden and unaddressed ‘secrets’ always grow worse over time, when they are left in the dark. Bringing them out into the open is always better. We will come to realize the tremendous value that lies underneath that which obscures the truth from us. This methodology is about seeing what is hidden and kept apart, by focusing collective attention.

4<sup>th</sup> quote - We need to make everything as simple as possible, but no simpler.

The 2-Slide Methodology is about the **transcendent** and **transformational power of shared light** – listening to the voice of the collective and focusing the attention of the collective – throughout our alliance.

## Question 2: Complexity in Your Job

---

in the midst

**What is the level of complexity in your job?**

- 1. Very simple, easy to do and easy to understand**
- 2. Doable, not too complex**
- 3. Complex**
- 4. Very complex**
- 5. Overwhelmingly complex, way too many things to do and keep track of**

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Slide 10

Webinar survey question.

As a strategic alliance manager how complex is your job?

How complex is your day-to-day life at work?

## Complexities in Strategic Alliances

*overwhelming and overlapping*

in the midst

- Organizational structures
- Your company
- Financial analysis
- People
- Strategic differences
- Competitive dynamics
- Organizational churn
- Currency exchange rates
- Languages
- Tradeshows
- Formal alliance reviews
- Performance metrics
- Internal e-mail spam
- Portfolio management
- Negotiations
- Competitors
- Technologies
- Your partner's company
- Budgetary processes
- Human resource issues
- Communication processes
- Business ecosystems
- Strategic upheaval
- Supply chains
- Sales and account control
- Press briefings
- Executives' calendars
- Dinners and entertainment
- Multi-partner dependencies
- Multiple projects
- Business planning
- Industry trends
- Legal and regulatory issues
- Customers
- Business systems
- Cultural differences
- Geographies
- Decision-making processes
- Global economy
- Time zones
- Marketing processes
- Executive briefings
- Meeting coordination
- Celebrations
- Travel logistics
- Program management
- Strategic planning
- Time/Priority management

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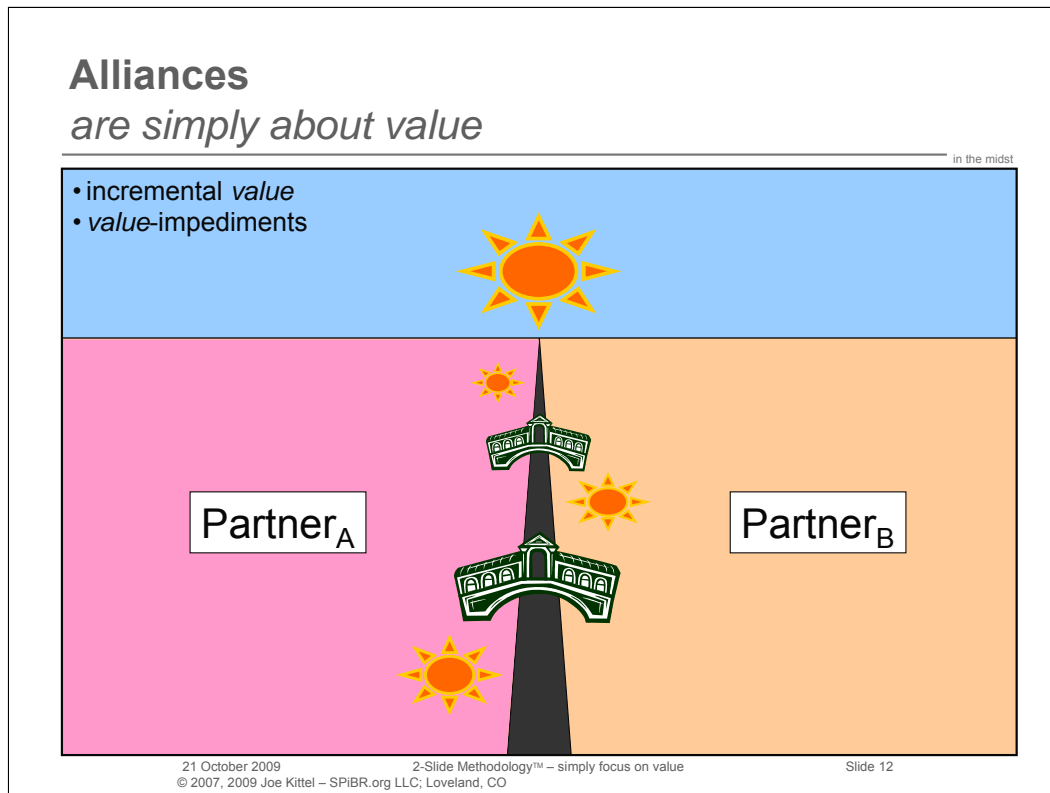
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Slide 11

It has been my experience that strategic alliances are overwhelmingly complex. This makes sense given a **strategic alliance spans an entire lifecycle from R&D to Market and Sales and Services**; it also deals with **Legal, Finance and HR**; a truly strategic alliance touches every functional area of our company.

And these complexities often **overlap and interconnect** with one another, **adding geometrically** to the complexity we face each and every day.

This slide is not intended to be complete, nor does it represent the complexities you face which are unique to your company and location in the business ecosystem. The point is we get to deal with overwhelming and overlapping complexities, too much.



This slide focuses our attention on **two things**:

1. The **value-impediments** in the alliance.

- Impediments are primarily caused by **unacknowledged and unaddressed cultural and strategic differences** – **different perspectives** – different world views.
- These problems and the answers to these problems lie within this “chasm.”
- Through open and honest discussion, by listening to the voice of the collective, we expose and even learn how to deal with the alliance’s value-impediments.
- The **green bridges** represent **solutions** to these problems, the alliance’s recommendations for overcoming its own impediments and obstacles.
- The obstacles themselves often contain within them **new opportunities** (they always contain new insight). With this realization comes a degree of **enthusiasm** to actually seek out “problems” in order to turn them into value and insight.

2. The **value** in the alliance.

- Increment value is **uncovered and discovered in the chasm**, *after* we can **see past** the obstacles.
- We have corporate-level or business unit business objectives which are the primary objectives for our alliance, but there are often new **unforeseen opportunities** which those individuals who are working day-to-day in the alliance can see, but others cannot see.
- Through **open and high-trust discussions** you collectively find the value between the partners. Paradoxically **trust** is created as we confront problems; as we deal with value-impediments we create situations calling for trust, and trust comes; and value surfaces.
- The **orange sun bursts** represent incremental value.
- The length of this chasm represents **time or space**. It takes time to realize some forms of value. And value-creation occurs at various points along the interface between the partners.

## Alliances *are simply about value*

in the midst

- **Value-Impediments**
  - **problems** – *in* the relationship
  - first, fully understand what needs to be looked past/through
- **Incremental Value**
  - **opportunities** – *in* the relationship
- **Problems, Answers and Answers to Problems** – *in* the relationship
  - **collaboratively discovered**
  - **iteratively uncovered**
- **Over Time**
  - **greater clarity**
  - **grows with use** – give to receive – empower to be empowered
  - **problems enthuse us** – hidden answers and opportunities

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Slide 13

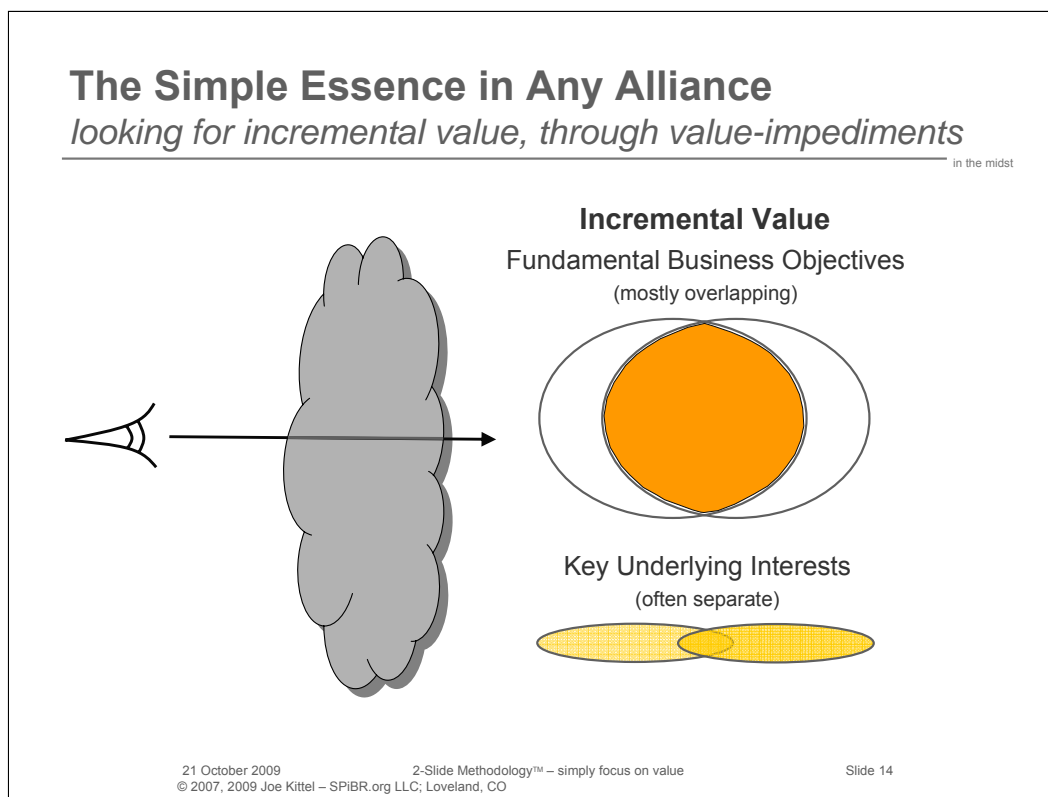
If a business relationship is **not creating value it is not a strategic alliance**. The more value created, the more strategic the alliance. Less value created, the business relationship becomes tactical and not an alliance.

Two things may be becoming clear:

**1<sup>st</sup>** – this is about **focus**. It's about focusing collective attention. Where attention stays focused, grows.

**2<sup>nd</sup>** – this is about **value**. We want to get and keep the alliance focused on value. But before we can focus on value we have to deal with the impediments or problems. We don't want to stay focused on the problems. We don't want to stay "in the problem." But we need to clearly see and deal with those problems because they impede our ability to find and ultimately create new incremental value. Ultimately we want to focus collective attention on the Recommendations for how to overcome impediments and obstacles. But first we need to clearly see and acknowledge these cultural and strategic differences.

We are focused on value – that is our mantra.



This slide illustrates the bullet points in the prior slide.

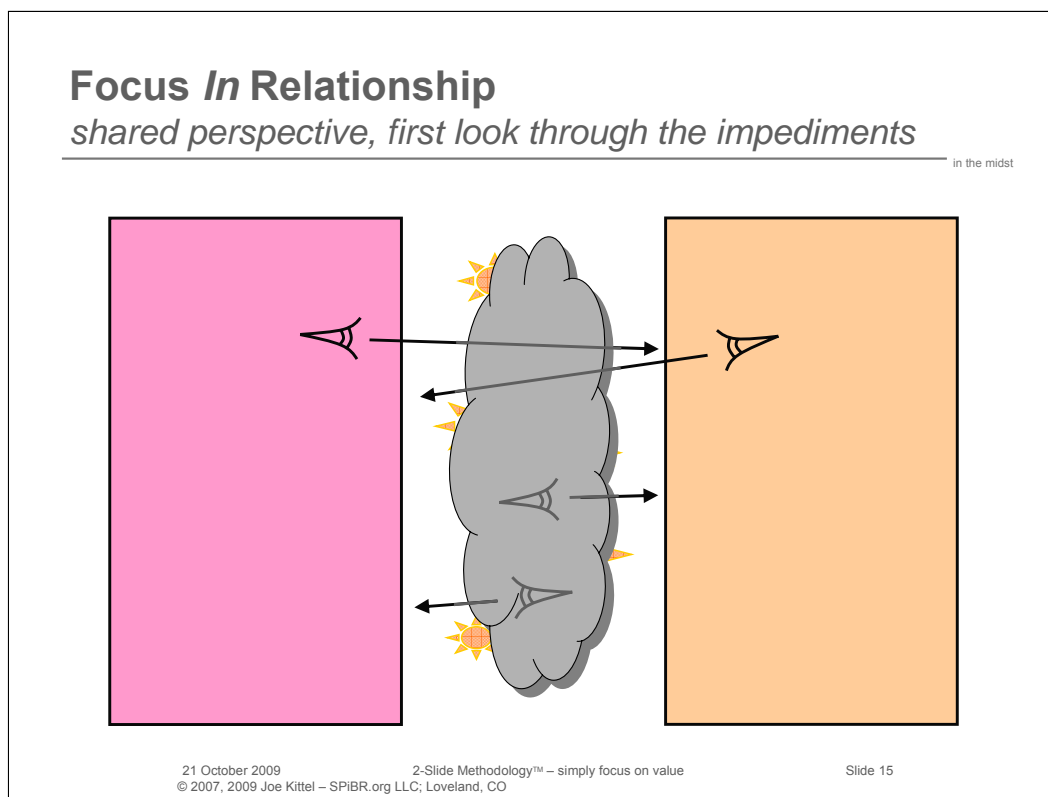
We are looking **for value, through value-impediments**. In this slide the value-impediments are represented by the cloud. We have to understand how to look *through* the value-impediments or obstacles in the alliance in order to more fully see the alliance's value potential.

The opportunity or value on the other side of that cloud is comprised of two general types of value:

1<sup>st</sup> – **Fundamental Business Objectives** – why the alliance exists. Given we're talking about an alliance these objectives tend to **overlap** or are **shared**. The alliance is going after **"the yoke in the egg."**

2<sup>nd</sup> – **Key Underlying Interests** – assuming the Fundamental Business Objectives are met, what are the "side benefits?" What are the benefits which "underlie" the alliance? These are often separate benefits, derived by an individual partner.

We will discuss *Objectives* and *Interests* in upcoming slides, but **first we have to deal with the cloud**.



This step is actually about **confrontation**. This is about co-fronting or jointly facing the issues in the relationship. It's not about conflict, where one person attacks the other person. This is about looking boldly, intensely and thoroughly at what is in between the partners.

Paradoxically a good way to see what's going on between each other is to unemotionally and **without judgment share our perspective of each other**, and our perspective of ourselves. As we look *through* the cloud we come to understand the cloud better.

There are 4 parts to this process. Each side shares two perspective with the other. Perspective of the other and perspective of self.

I like the metaphor of marriage, with alliance managers being **marriage counselors**. Some feel this metaphor falls apart, that there are ways it doesn't apply to an alliance. I have yet to find significant drawbacks to the use of this metaphor, and the insights are significant.

What this step is about is **bringing forgiveness into a relationship**. Forgiveness is a chosen perspective, not necessarily something given to or asked of another. If we are to forgive or have a loving perspective on a situation we must first understand what it is we are trying to overlook. We must **first see it** before we can **see past it**.

## Cultural and Strategic Differences

*examples of divergent perspectives*

in the midst

- Decision-making differences
- Behaviors
- Norms and assumptions
- Organizational controls
- Role definitions – rigid or fluid
- Risk-taking and risk tolerance
- Strategic consistency or churn
- Perspective on time – sense of urgency
- How resources are committed
- Corporate climate or atmosphere
- Degree of formality or informality
- Information flow – transparency
- Perspective on alliances and partnering
- Age of company
- Maturity and experience of employees
- Organizational structures
- Values – stated and unstated
- Organizational power centers
- Communication processes
- Measures of success
- Organizational upheaval
- Competitiveness
- Place in business ecosystem

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Slide 16

**Divergent corporate cultures** present us with the greatest challenges or value-impediments in any strategic alliances. The culture of our company subtly and significantly affects how we work together. Culture affects nearly everything about our work life, often in ways we are not personally aware of. And, how our culture affects an alliance is unique to that alliance, it depends on the other company's culture.

The topic of corporate cultures can be quite complex. Dealing with differing cultures in an alliance becomes simpler when we focus on:

1. How it impacts our **working relationship**.
2. How it surfaces as a result of **sharing perspective**.

**Strategic differences** get factored into discussions involving value-impediments given they affect our working relationship and are captured in the process of sharing perspective.

This list is not intended to be exhaustively used nor is it presented as a complete list of issues. This list is merely to stir up discussion and make sure important issues are not missed.

In order for this step to be as impactful and helpful as possible it's important to focus. It is strongly suggested that you **limit the issues to 5** generally prioritized value-impediments. The following real-world examples illustrate the importance of prioritization.



## Value-Impediments – Cultural Differences

*be bold, step back, think deeply*

in the midst

**When the other side appears crazy, devious or incompetent**

**What makes it hard to work together? – list 5 things**

- Decision-making differences** – processes, power, control, commitments
- Organizational structures** – rigid vs. fluid, flat vs. hierarchical or matrixed
- Openness and transparency** – sense of trust
- Collaborative vs. competitive climate**
- Measures of success**

**Be willing to infer or assume, then test with trusted others**

**Jointly develop bold Recommendations – make 3-5 points**

- After the top 4 shared perspectives cells are “good enough”**
- Provide recommendations for:**
  - engaging more effectively in the alliancing
  - developing metrics and driving programs

**Continually share → deeply listen → iterate ...**



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Slide 17

This is an exercise in shared perspective, you'll see specific real-world examples in the following slides. As you listen to the collective, distill each sides perspectives to 5 or less summarizing points. When making recommendations, try to limit it to 3-5 points.

Below are some areas to consider when assessing the impact that cultural- and strategic-differences have on the working relationship in your alliance:

- where does organizational **power** reside? e.g., in a product company it is centralized; in professional services organizations its decentralized (the people delivering the service are the product)
- how are **decisions** made? consensus-oriented, edict-from-above or some other process? what factors drive strategically-important decisions? customer value, competitive wins, technical innovation or other factors, other drivers?
- how is the **organization controlled** by management? e.g., hierarchical, matrix, flat, ad hoc, chaotic? roles in the organization – are roles rigid or fluid?
- how hard or easy it is to get **commitments** made? do commitments 'stick'? do they have to be continually remade/recommitted?
- **information flow** – is information openly-shared vs. protected & hoarded? is the 'front-line' (worker bee level) in the organization listened to or told what to do?
- is the **organization driven** by values, principles, processes, technology, competitive wins, customer value or something else? what are their stated & unstated values and operating assumptions? any commonly-understood but often not stated 'rules of thumb'?
- how, why and when do **escalations** occur? how are escalations resolved? what is more rewarded, fire fighting or fire prevention?
- **measures of success** – is risk-taking, revenue goals or process-adherence rewarded?
- is **the** climate collaborative vs. competitive? how else would you describe the climate of the organization to others?
- finally – in general, whenever **anyone in either company complains** about the behavior of the other company, and negatively labels that behavior as a sign of craziness, deviousness or incompetency, you have been presented with an opportunity. **what is it that one side thinks it is seeing in the other?**

The above list is intended to help you consider the biggest things that might otherwise be missed. Not all of the above items will be important areas to acknowledge and address. Focus on the biggies. Focus on the top 5.

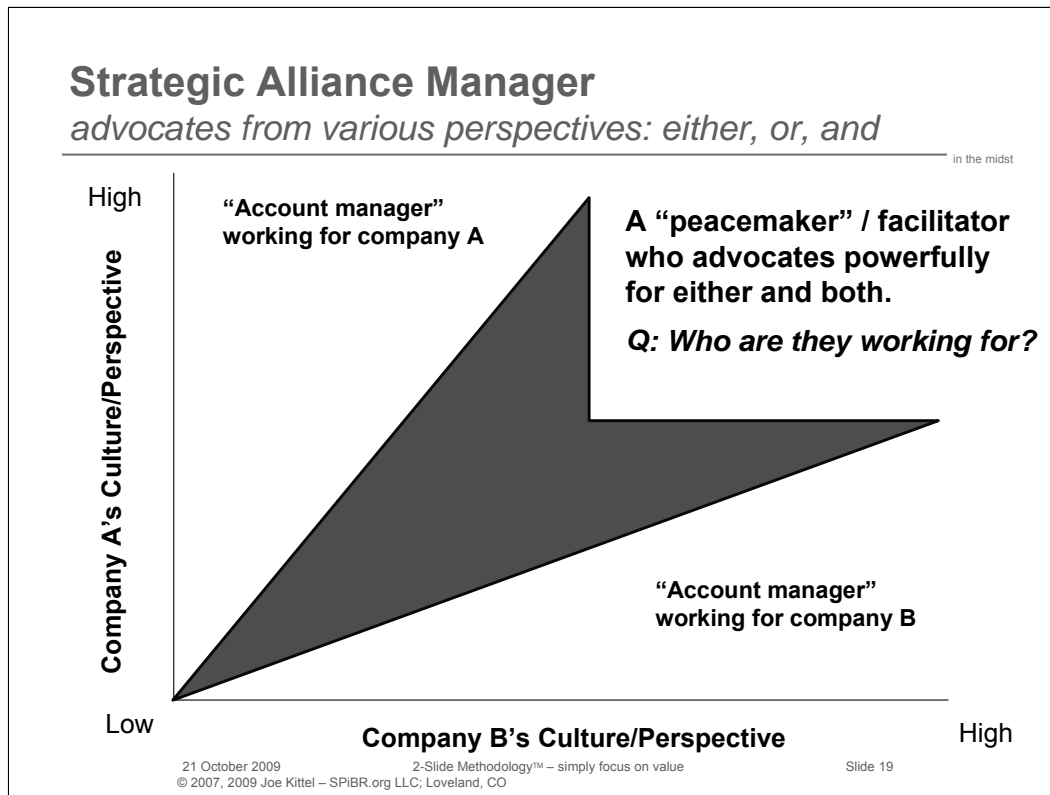
 <b>HEWLETT PACKARD</b>					
<b>HP/MS Cultural Differences</b> (circa 1997-2002, ref: Nov 2007 HBR article) <small>in the midst</small>					
<b>Cultural Differences</b>					
<b>HP's View of Microsoft</b> <ul style="list-style-type: none"> <li>▪ Excessively competitive and confrontational</li> <li>▪ Controlling, paranoid and greedy (unstated values)</li> <li>▪ "Win / don't care" partnering mindset</li> <li>▪ Focused only on winning the deal</li> <li>▪ Packaged s/w mentality – commoditizes everything, including partners</li> </ul>			<b>Microsoft's View of HP</b> <ul style="list-style-type: none"> <li>▪ A non-player in professional services</li> <li>▪ Falling behind its competitors</li> <li>▪ Slow, bureaucratic – a laggard</li> <li>▪ Unable to execute consistently and predictably</li> <li>▪ Conflicted sales strategies (UNIX vs. NT in late '90s)</li> </ul>		
<b>HP's View of HP</b> <ul style="list-style-type: none"> <li>▪ Collaborative mind-set – looks for common good</li> <li>▪ Reinventing itself – trying to get more focused under new CEO's leadership (Carly Fiorina)</li> <li>▪ Disciplined – takes a long-term, mature approach to evaluating new opportunities</li> <li>▪ Win/win – actively seeks the other company's wins</li> <li>▪ Flexible – looks for creative deals</li> </ul>			<b>Microsoft's View of Microsoft</b> <ul style="list-style-type: none"> <li>▪ Competitive, fast-moving and entrepreneurial</li> <li>▪ "Our products are changing the world"</li> <li>▪ Center of the new economy</li> <li>▪ Focuses on MS's wins, assumes others do the same</li> <li>▪ Unappreciated for positive things MS does for the world</li> <li>▪ Brings partners into deals; they should be grateful</li> </ul>		
					
<b>Recommendations</b> <ul style="list-style-type: none"> <li>▪ Focus on <b>complementary strengths</b> – HP's: complex sol'n selling, long-term relations &amp; perspective, risk-mitigating, collaborative; MS's: product expertise, short-term wins, rapid decision-making, risk-taking, competitive orientation.</li> <li>▪ <b>Align to different perspectives</b> – MS is focused on competitive wins, HP is focused on value to customers.</li> <li>▪ <b>For HP: align</b> into MS's perspective, <b>assertively sell</b> HP's strengths, <b>under-set &amp; over-deliver</b> on expectations.</li> </ul>					
<small>21 October 2009</small>		<small>2-Slide Methodology™ – simply focus on value</small>		<small>Slide 18</small>	
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This slide was developed, used and refined over a 5 year period. It started during the establishment of HP's corporate-level strategic alliance with Microsoft in 1997. The need was made evident during research done by the Wharton School of Business' post-doctoral strategic alliancing program in 1997-97. Twenty-two HP/Microsoft alliance initiatives were extensively studied. The chosen projects spanned all of HP's businesses and represented various type of collaboration (e.g., equity- and non-equity-based, product, services, go-to-market, co-development, co-selling, etc.). Based on Wharton's research of 350 other alliances they concluded that **no two high-technology company's cultures differed more** than HP's and Microsoft's. HP was like the Boy Scouts, Microsoft the Green Beret.

In 2000 this slide was used to put a \$20M Hosted Exchange deal back on-track. One afternoon, within one hour of each, I received phone calls from both the HP and Microsoft account leads on a must-win deal at American Express in Phoenix. Both sales reps literally said identical things about their counterpart. The HP lead said, "You have to get the Microsoft guy off of this account. He doesn't understand complex enterprise sales, he's too focused on software and technology, he's too account-controlling. **He's an idiot and he's trying to screw me over.** You have to get him off this deal if we are going to win." The Microsoft lead then called and said, "You have to get the HP guy off of this account. He doesn't understand software, he's not aggressive enough. **He's an idiot and he's trying to screw me over.** You have to get him off this deal if we are going to win."

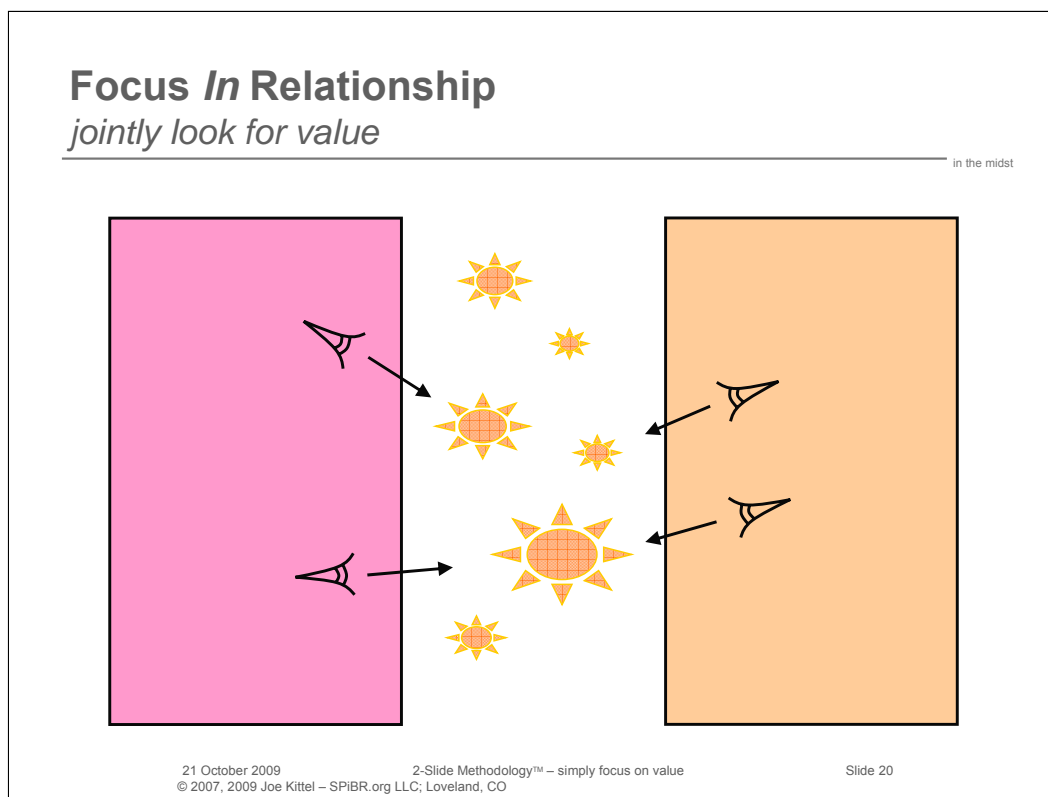
I flew down and spent considerable time discussing each point in this slide, with each account lead separately, then collectively. They came to understand the other company's culture and world view. They now came to understand the other side's behavior and could see it as rational. They now understand how to bridge the differences in order to collaborate. With their **new understanding** they were ready to go win the deal.

This simple slide is discussed more thoroughly in the November 2007 *Harvard Business Review* article "Simple Rules for Making Alliances Work" by Jonathan Hughes and Jeff Weiss.



This slide illustrates the need for a strategic alliance manager to feel comfortable being “**in the between.**” Between **companies**, during negotiations. Between **people** facilitating resolution of intense, complex and emotionally-charged situations. And even between **ideas**, when trying to discover the most value-creating option between different sets of objectives and interests. In fact, during negotiations the alliance manager must straddle between the ideas of being soft on people (empathy and trust) and being tough on issues (hard driving).

Later in the next section we’ll again see this same format when we talk about our role as The Negotiator. Our job is mostly about being “**in the between**” – in many ways.



Now that **we have “cleared the air”** by surfacing, discussing and dealing with the value-impediments in our alliance, we can more clearly see value creation opportunities.

And, given we had to practice **healthy confrontation**, which **calls for trust**, trust came and the alliance is more trustful – more trust-filled. We can now have more **open discussion** and more **creative brainstorming** as a result.

The **most effective negotiations** (i.e., substantive discussions) occur when there is **empathy, openness and high trust** – combined with **strong assertiveness**. After **healthy confrontations** when we constructively dealt with the toughest issues in our alliance we have learned how to be **tough on issues and soft on people**. Empathy is higher now that we can see the world from the other side’s perspective; in fact, we can start to argue on their behalf. In such a climate we can find **creative solutions, beyond mere win/win compromises**.

The negotiator role is also discussed in the section on the role of strategic alliance manager. The process of **dealing with value-impediments** makes us **better negotiators** and thus creates an overall **healthier climate** in our alliance, **out of necessity**.

## Value

*consider all forms – near-term & long-term*

---

**Tangible** – easy to quantify

- Profitable sales revenue
- Increased market share
- Access to new markets
- Development of new markets
- Access to new technology
- Technology adoption & proliferation
- Improved time-to-market
- Cost-savings
- Improved customer satisfaction
- Operational improvements
- Other financial value ...

**Intangible** – hard to quantify, high impact

- New organizational capabilities
- Reduction or neutralization of competitive threats
- Risk-mitigation/-sharing
- Diversification of product portfolio
- Increased brand recognition
- Improved strategic plans – additional options
- Improved ability to establish effective business relationships
- Business ecosystem leadership
- Other strategic value ...

in the midst

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2-Slide Methodology™ – simply focus on value
Slide 21

Alliances are about value. You should be about value.

The point of this slide is to **expand your perspective** of value. To get you to **focus more** on **longer-term** and **intangible** forms of value. If we want near-term returns we cannot ignore the future. And tangible value starts in intangible forms; e.g., products start with ideas.

The rest of the organization is clearly focused on near-term and tangible forms of value. To balance things out we need to focus our attention into areas others cannot focus or will not focus – long-term and intangible forms of value.

How **to measure intangible** and how to **illustrate progress** toward longer-term returns is left as an exercise for the alliance to figure out. Remember, the answers are found *in* the alliance.

In some alliances some of the tangible forms on this list may be more intangible, and visa versa; that is not the point of this slide, the point is to expand our perspective to long-term and intangible. Another way to consider this concept is to suggest that **we should focus on the more difficult-to-measure forms of value.**

- Value that will take a **very long time** to realize – executives often need progress-indicating milestones so they can become more patient.
- Or value (or **change**) which will strategically impact our business' success, but which is **hard to quantify**. It's hard for others to see this value, we need to help them see it.

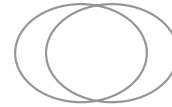
We need to **focus on the tough stuff**. After all, that's why we love this work, right?

## Incremental Value

*be bold, step back, think deeply*

in the midst

- **Fundamental Business Objectives – 5**
  - primary motives – why work together
  - general and strategic
  - static and timeless
- **Key Underlying Interests – 3 to 5**
  - as/after objectives achieved – mostly separate
  - non-tangible and longer-term value
  - beyond the obvious
- **Possible Teaming Scenarios – 3 to 5**
  - developed after objectives and interests
  - satisfy collective objectives and interests
  - good for each, both and all – including competitors
  - provides a timeless and bold vision



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2-Slide Methodology™ – simply focus on value

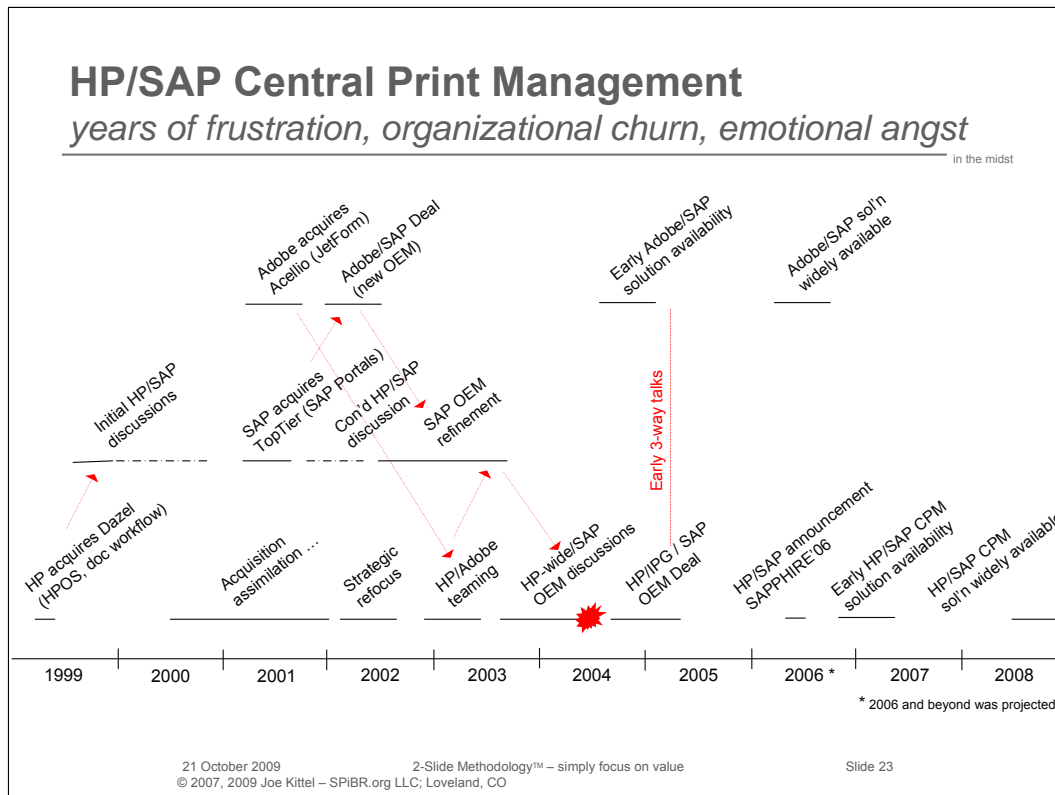
Slide 22

There is something powerful in “the rule of hand” – summarizing to 5 things or less. As with the Value-Impediments slide in this slide each cell should be limited to 5 bullet points (less is typically better). This forces us to focus. It has been my experience that it is possible to distill both impediments statement (in the Value-Impediments slide) and value statements (seen later) down to 5 points and not miss major issues or opportunities. Such is the hard work of, and the power in, simplicity.

The first step is to focus on Fundamental Business Objectives, the primary motivations for why the partners are working together, or why they are considering working together. These tend to be more shared than separate, more general than specific, and more strategic than tactical. There is also a static or long-term nature, a timeless dimension to the primary objectives of the alliance. We listen collectively to each side of the alliance and hear what their Fundamental Business Objectives are, or what they could be.

Next we focus collective attention on Key Underlying Interest, those things which are accomplished as a result of achieving the primary objectives of the alliance. These tend to be more separate than shared, more non-tangible than tangible, and more longer-term than near-term.

Lastly we work on Teaming Scenarios, *after* the Objectives and Interests sections are considered to be “good enough.” Here we openly and creatively brainstorm within and throughout the alliance. We look for ways in which collective objectives and interests can best be addressed. We look for scenarios which are good for both sides, and arguably also good for our competitors, too. What is the right thing for all concerned? These points (3-5) also provide a vision or a timeless perspective on what’s possible in the alliance.



In this slide we are **setting context**. This context will help **illustrate the power** of having **one simple slide** represent the incremental **value** expected in an alliance.

Over a **5 year period**, starting in **1999** with HP's acquisition of Dazel (document workflow) until **2003**, HP's printing business (IPG) had repeatedly tried to get SAP to form a collaborative relationship of some sort.

By mid-2003 a series of **events had lined up**. These events had occurred throughout the **ecosystem** and were then occurring **within the two companies** (HP and SAP). Adobe acquired Accellio (JetForm – intelligent on-line forms) and SAP acquired TopTier (intelligent web portal technology). HP collaborated more deeply with Adobe and focused more on the SAP market and enterprise computing. SAP established an collaborative development and OEM relationship with Adobe, and was willing to entertain a few additional relationships of that type.

**Enterprise printing** was a corporate-wide strategic focus for HP. It brought together **HP's strength in printing** and it's strength in **enterprise computing**. Enterprise printing is a distinct market with unique buying criteria and buying center. This market was sized at around **\$2B/year**.

In **November of 2003** we prepared to **re-engage**, yet again, with SAP. This time we took a fundamentally different approach. We applied **simplicity** in order to clearly illustrate, for both companies, the obvious value in establishing the first ever strategic alliance between HP/IPG and SAP, in the area of enterprise printing.

Fundamental Business Objectives	
<b>SAP's</b> <ul style="list-style-type: none"> <li>• Spring '04 public <b>endorsement of SAP Web AS</b></li> <li>• significantly reduce <b>TCO</b> &amp; increase customer satisfaction – new SAP strategic imperative</li> <li>• remove “(printing &amp;) output” <b>pain</b> for SAP &amp; SAP's customers</li> <li>• influence license <b>sales</b> – up-/cross-selling to installed base &amp; sales to new customers</li> <li>• help SAP reduce investments – <b>focus on core</b> business objectives vs. spooling</li> </ul>	<b>HP's</b> <ul style="list-style-type: none"> <li>• <b>broad deployment</b> of HP OMS solutions</li> <li>• deliver on “<b>printing in the enterprise</b>” Corp Obj</li> <li>• increase license &amp; services <b>sales</b> for HP's OMS solutions (HPOS &amp; HPDS)</li> <li>• leverage off all of <b>HP's enterprise strengths</b> – output management, systems management, enterprise systems &amp; services</li> <li>• raise “output” considerations <b>earlier</b> w/customers</li> </ul>
Key Underlying Interests	
<b>SAP's</b> <ul style="list-style-type: none"> <li>• accelerate adoption of <b>Adobe forms</b>, return on SAP investments</li> <li>• reduce SAP customer <b>support</b>, re: output</li> </ul>	<b>HP's</b> <ul style="list-style-type: none"> <li>• <b>differentiate</b> HP on-/off-ramp devices</li> <li>• accelerate growth in “printing in the enterprise” <b>services</b></li> </ul>
<b>Possible Teaming Scenarios</b> <ul style="list-style-type: none"> <li>• engineering-level relationship to port <b>HPDS to Web AS 6.30/6.40</b></li> <li>• TCO-driven, <b>tightly-integrated HPDS/WAS packaged solutions</b> (e.g., CRM, Fin, Sales &amp; Dist'n – maybe w/ DP&amp;P or DPS for more strategic solution) – e.g., unified install, mgmt, etc.</li> <li>• <b>OEM core output management module</b> in NetWeaver (tee-up in exec-level briefing – vision)</li> <li>• <b>SAP/Adobe/HP forms+output triad solutions</b></li> <li>• explore <b>mid-market/SMB</b> plays</li> </ul>	

In **November 2003** two of us in HP **started developing this slide**, we roughed out both side's perspective of the opportunity we had envisioned. The Fundamental Business Objectives for an alliance, answering the question, “Why should we collaborate?” and Key Underlying Interests, answering the question, “What will be the side benefits of that collaboration?” We roughed out a few Possible Teaming Scenarios which could address the Business Objectives and Interests of both HP and SAP.

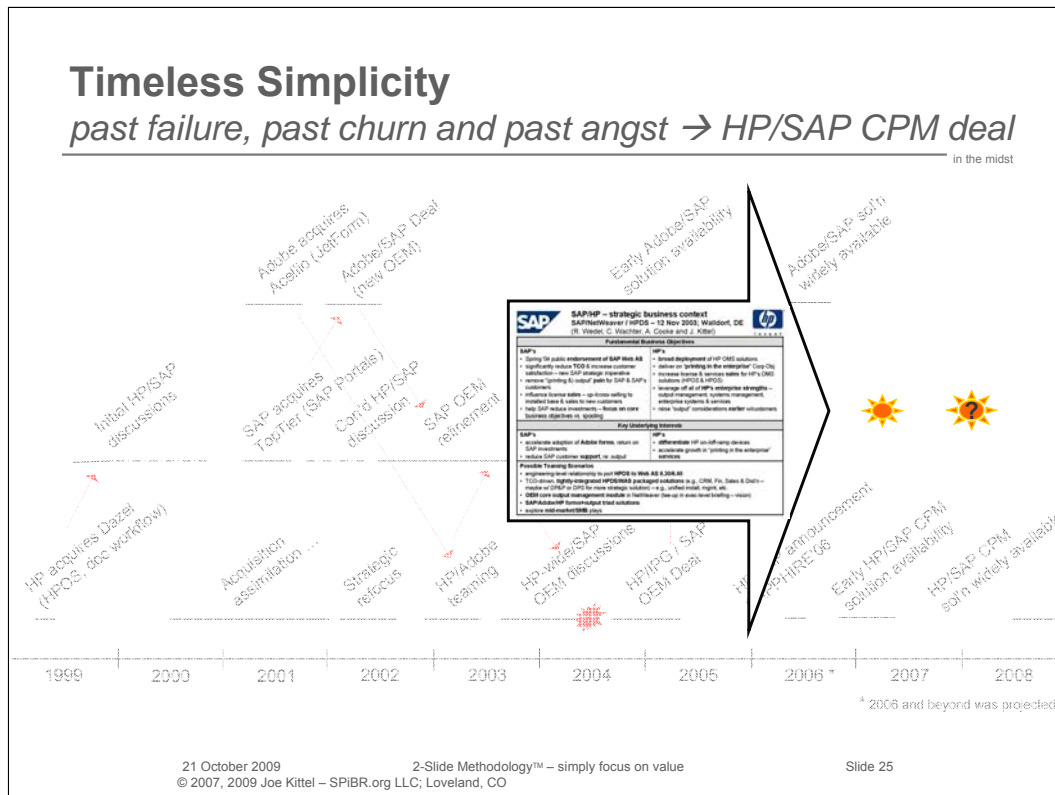
We **then flew to Walldorf**, Germany and **met with two “trusted others”** and engaged in open collaborative discussions. The four of us **tuned up the entire slide** with the input from SAP. It was getting better but it wasn't done, these 2-Slides are never done – the are constantly evolving, just like a strategic alliance.

Next we **met with SAP management** to present this opportunity, in a clear and compelling, easily-understood manner. During this meeting we were presented with a resounding, “**No way!** We will not enter into such a relationship with HP. We do not and will not do this.” Disillusioned we flew home. Apparently even the power of simplicity could not sway SAP. Discouraged, I focused my energy elsewhere.

Unbeknownst to IPG, HP's enterprise software group was starting discussions with SAP. After about a month of discussions, as momentum grew, IPG's slide surfaced. SAP had been circulating it internally, momentum grew for us, and we were now considered in “given,” a necessary piece of the **bigger HP-wide deal**.

A couple of months later, through an interesting series of events, strategic and organizational churn and personal angst (personality issues) the HP-wide deal blew up. **IPG's piece was the only thing left.**





To say that this one slide made a >\$300M deal happen would be a simplistic overstatement. We needed strategic alignment and executive sponsorship. We needed to be able to commit the right resources and to sustain that commitment over time. We needed an exceptionally strong team, on both sides of the alliance, otherwise this deal would never have happened.

It is clear that one simple slide for incremental value helps accomplish the following:

- Given its simplicity it is very **easy to ‘organizationally-digest’** – it is easy for anyone within either company to **quickly ‘get it’** in terms of what the alliance is all about, its vision and purpose.
- Given its simplicity it is an **easily-agreed-to ‘tool’** both companies can agree to.
- Given this deal was summarized into one slide it was very **easy for it to get socialized** and discussed within SAP, it helped us overcome initial objections.
- One slide gave us a **clear reference point** in order to help:
  - provide **persistence and tenacity** - in this deal: facilitate **18 months** of executive level discussion, and resolve contentious issues during **9 months** of formal contract negotiations
  - **prepare** for executive briefings, press releases, marketing and sales collateral
  - provide the basis for **spontaneously** creating ‘**elevator pitches**’ uniquely tuned to specific audiences: R&D, Marketing, Sales, Legal, Finance, executives, anyone and anytime

As I see it, in this deal, this one slide helped take us past: the failures of the past, tremendous organizational churn, strategic upheaval and personal uncertainty and angst. Such is **the power in timeless simplicity**, to cut through obstacles.

## Benefits of the 2-Slide Methodology™

in the midst

- ❑ **Focuses and refocuses the alliance** – cut through distractions
- ❑ **Powerfully effective communications** – focused and leverageable
- ❑ **Empowerment** – contain the ideas we give away in order to receive
- ❑ **A common tool** – agreed to by partners, useable across ecosystem

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2-Slide Methodology™ – simply focus on value

Slide 26

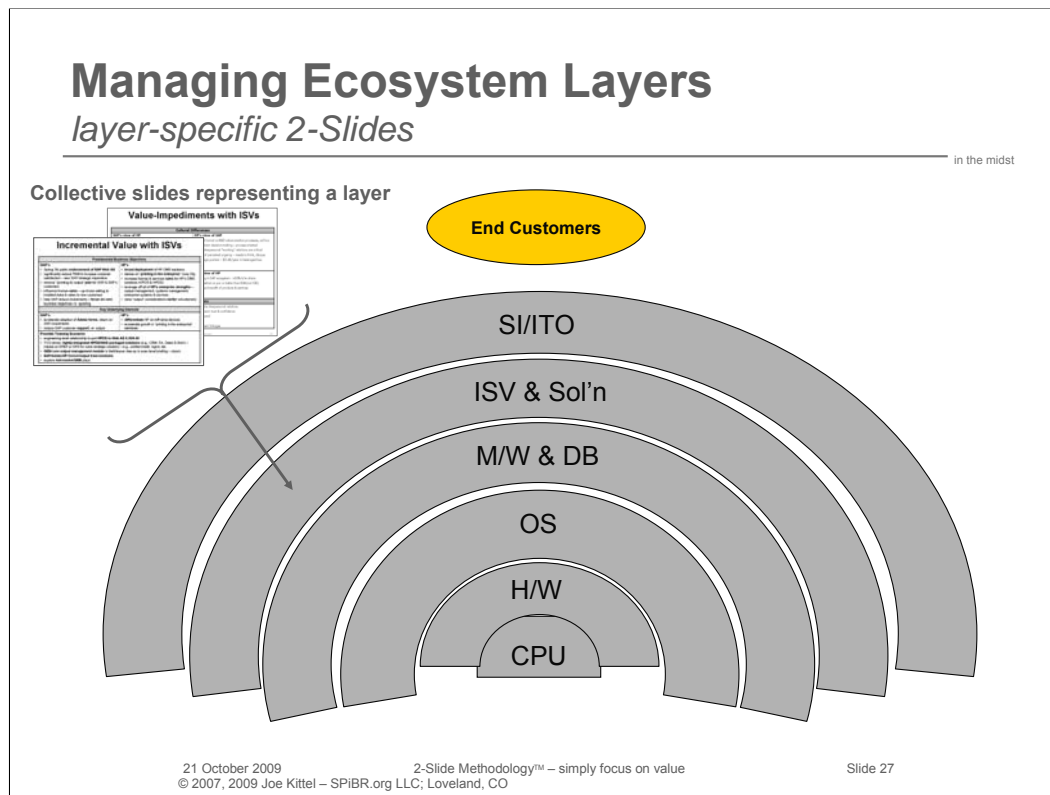
The value in these 2 slides comes via simplicity. Simplicity is hard work. Their value improves over time. They improve with use. They improve as we listen to the and distill down what the collective voice of the alliance is telling us.

By forcing us to distill the core essence of our alliance down to 2 slides we are forced to focus. We also keep the alliance focused. This allows us to cut through the complexities and dysfunctional drama in our alliance. We focus everyone on (a) what the alliance is all about (value) and (b) how we'll get there (overcome obstacles).

These 2 slides form the basis for highly-effective communications. Quickly we can help people “get it” in terms of why our alliance exists and what its challenges are (with recommendations). We can spontaneously create “elevator pitches” for any audience or person. We can leverage this content to executive briefings, alliance reviews, press releases, analysts briefings, marketing materials and sales tools. Their content can be easily recast for input into any business system or alliance management tool or process. (Note: there should be a 2-slide set for the global alliance. There may be customized sets where the value-creation work or value-impediments issues are unique to that area – e.g., R&D will differ from Sales, in both opportunity and challenge.)

The mere creation of these slides empowers the alliance manager. As we lead the alliance to confront its toughest issues, we create more trust in the alliance and we are personally entrusted. As the content in these slides are proactively shared with others we gain new insights as others are naturally compelled to share back. The content in the slides improves with use, sharing, listening and distillation. As their value increases the power of what we share increases – as we empower others we become more empowered.

These 2 slides describe the core essence of any alliance – nothing more and nothing less – they can easily be agreed to between the partners. Establishing common tools and processes between partners and across alliances is a huge challenge in corporations. Often both sides have their own ways of alliancing that they want the other side to adopt or support. These 2 slides cut through those issues. They can also form the basis for business ecosystem management. As we develop the 2 slides for the alliances within an ecosystem layer we can create 2 slides which represent that layer. These 2 slides can be used to develop programs or metrics focused on common value-creation opportunities or common issues in that layer.



After a business has created an adequate number of 2-Slide sets for its strategic alliances within a specific layer of the business ecosystem, that business can then “abstract up” using the 2-Slide Methodology™. Through a “distillation process” the business can develop 2-Slides which represent the incremental value as well as value-impediments *in* that layer of the ecosystem. From these layer-specific 2-Slides the business can then develop programs focused on creating the common value and removing the common obstacles *in* that layer of the ecosystem.

As we then develop 2-Slides for other layers we see how value gets progressively created from layer to layer and how obstacles vary from layer to layer, and what obstacles are consistent across all layers. This latter point, obstacles consistent across all layers of an ecosystem, may provide an interesting perspective on our own company.

Perhaps these consistent problems are due to internal issues within our own company, common challenges we ourselves present to all other companies. Perhaps this presents us with an opportunity for healthy introspection.

## Where We Focus Attention **Grows**

### *how to focus collective attention*

in the midst

- **Develop initial draft of both slides yourself**
- **Sanity-check with trusted others** – ideally in both companies
- **Continually use the slides** – share, listen, distill, iterate ...
- **Watch yourself and the slides' content **grow in value****
- **Customize** – for unique value and unique impediments

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2-Slide Methodology™ – simply focus on value

Slide 28

The first step is to **draft the first set of slides yourself**. Based on your experience as the alliance manager you have a fairly holistic perspective of both sides of the alliance. You see the opportunities and the obstacles. As best you can complete both the Value-Impediments and Increment Value slides yourself. “Prime the pump.”

Then **spend time with a couple of trust others**. Discuss with each as much of both slides as possible. Ideally you would like to have someone from the partner company, along with someone else in your own company.

**Continually use both of these slides**. It's easy to print 2 slides onto 1 piece of paper. Arguably you might **obsess** on these slides. Always have them with you, in every meeting, in every phone call. Look for new input, and look for things from the slides you can share with others to help them “get it.” Try to obsolete yourself (more in the roles section) by giving away as much of the insight and wisdom incorporated in these slides.

**Listen to everyone at all levels and in all functional areas – aggressively and deeply listen to the collective voice in the alliance.**

As you use these slides by sharing and giving away their content, as you receive back new ideas from others, as the content in both slides improves you will **see the value in the slides themselves increase**. And **you yourself will grow in value** as you are able to give to and serve the alliance. These 2 slides from much of the content you are giving to others.

Start with a set of global slides. The **customize** them **for unique areas of the alliance** where value-creation of value-impediments differ. The opportunities and challenges differ between R&D and Sales. The things vary based on geography. There will be some consistency, but uniqueness, too.

## Questions or comments?

---

in the midst

- **We have 5 minutes to address a few of the questions which have been submitted so far.**
- **Reminder: Questions and comments submitted in this webinar will be answered after the webinar, in the notes pages of the presentation (which will be made available to all participants).**

## Questions and Comments from the Webinar

in the midst

### **I really like the idea of using simplicity in our job as alliance managers. What is the history of this 2-Slide Methodology™?**

It is only in retrospect that I can see my evolutionary development and use of this methodology, starting in 1997 in the newly-established HP/Microsoft corporate-level strategic alliance. The original motivation came from the challenges in dealing with the divergent cultures between HP and Microsoft; from that work the Value-Impediments slide emerged. Later came the Incremental Value slide. Many of these ideas are derived from *The Program on Negotiation* ([www.pon.org](http://www.pon.org)). It wasn't until mid-2008, during consulting work with Intel (in Munich and the UK), that this methodology clearly solidified.

### **I find it “interesting” that it takes so many slides (~25) and so much time (30 min) to address the topic of *simplicity*.**

Great observation! Simplicity is hard work. We are striving for *simplicity on the other side of complexity*; we have to traverse through complexity. These ideas apply to this presentation, as well; perhaps over time it will shorten.

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2-Slide Methodology™ – simply focus on value

Slide 30

## Role of Strategic Alliance Manager (45 min)

*focus on core and nontraditional – who do you think you are?*

in the midst

- Focus on Value
- Strategic Alliances – impossible work, great proving grounds
- Focus Simultaneously on Personal **AND** Alliance Success
- The Role of Alliance Manager
- Changing Attitude and Mindset to Deepen Relationship

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Alliance Management Role Methodology

Slide 31

The overall theme for this webinar is simplicity.

In this section we bring simplicity into **how we think about our job**, our role as strategic alliance managers.

**Simplicity is on the other side of complexity**; to get there we have to traverse through complexity. At some level this presentation may appear complex; please **look through the complexities toward the simple conclusions**. Simpler is closer to truth so some of the insights will seem bold.

All of these slides, including speaker notes, will be made available to you after the webinar.

So sit back, relax and fasten your seat belt!

## Strategic Alliances are about Creating Value

*near- and long-term, tangible and intangible forms*

in the midst

- |  |  |
|--|--|
| <input type="checkbox"/> profitable incremental revenue  | <input type="checkbox"/> risk-sharing                    |
| <input type="checkbox"/> mutual growth                   | <input type="checkbox"/> brand loyalty                   |
| <input type="checkbox"/> access to new markets           | <input type="checkbox"/> additional strategic options    |
| <input type="checkbox"/> business process innovation     | <input type="checkbox"/> increased customer loyalty      |
| <input type="checkbox"/> risk mitigation                 | <input type="checkbox"/> new organizational capabilities |
| <input type="checkbox"/> increased brand recognition     | <input type="checkbox"/> increased market penetration    |
| <input type="checkbox"/> improved strategic plans        | <input type="checkbox"/> improved time-to-market         |
| <input type="checkbox"/> improved partner loyalty        | <input type="checkbox"/> competitive neutralization      |
| <input type="checkbox"/> knowledge transfer              | <input type="checkbox"/> portfolio diversification       |
| <input type="checkbox"/> increased market share          | <input type="checkbox"/> improved customer satisfaction  |
| <input type="checkbox"/> development of new markets      | <input type="checkbox"/> increased employee loyalty      |
| <input type="checkbox"/> reduction of competitive threat | <input type="checkbox"/> other forms of value ...        |

Assessing an alliance based solely on its incremental revenue is similar to defining the 'value' of a marriage by counting the number of children.

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Alliance Management Role Methodology

Slide 32

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Briefly covered slide - key points:

- **expand perspective** on value – go beyond near-term and tangible forms
- focus on **long-term** and **intangible** – focused on the **toughest** and **most important**

Alliance are about creating value. We need to enable value-creation. We need to be *of* value to all who work in our alliance. We need to embody value.

You will observe that value and value-enablement in this section is a continuation of the prior section on value-creation and removal of value-impediments.

As we think about our role we need to focus on maximizing value-creation.



## Strategic Alliances

*the best proving ground for relationship effectiveness*

in the midst

- **Definition:**
  - **value-creating** – more than value-exchange, co-marketing or co-selling
  - **long-term** – beyond most businesses' planning horizons – forever
- **Unnatural and impossible work**
  - **creating in a fear-dominated scarcity-oriented atmosphere**
    - value-creation requires
      - open trust-filled collaboration
      - abundance-oriented climate
    - **create value → divide it up → create again → repeat ad nauseam ...**
  - **Most alliances fail because businesses fail in *relationship***
    - a nontraditional business competency, assumed to be easy/given
    - in “relationship” businesses are often unconscious-incompetent
    - a lack of presence – competitive multi-tasking, organizational ADHD

### The most challenging form of business relationship

21 October 2009

Alliance Management Role Methodology

Slide 33

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#### Substantial discussion. Key points:

- alliance managers are trying to get “unnatural” (collaborative) relationships to occur in business (competitive)
- our job is quite literally **impossible – traversing from abundance to scarcity back into abundance**
- **extraordinarily high failure rates** attest to the impossibilities of our job – this is **unacceptable**
- failures are primarily due to relationship and people issues – **unaddressed competencies**

#### Unnatural

- **achieving an abundance/pie-expanding mindset** required for value-creation is very hard
- **traversing** out of scarcity/divide-the-pie mindset **back into abundance** is nearly **impossible**
- alliances are **long-term**, they have to **continually** traverse through abundance → **scarcity** → **abundance**

**Failure Rates** – “failure” means an alliance either fails outright or it only achieved its initial results, lost value (ref: 2006 Vantage study of 93 companies in health care, high-tech, mfg, pharma and professional services)

- in 2001 70% of all alliances failed; in 2006 this “improved” to a 57% failure rate
- **high-tech still failing at 68%**

**Failure Causes** – **focusing on traditional business competencies to the exclusion of nontraditional**

- **nontraditional** - 40% of failures due to poor **relationship**
  - **evidences:** low trust, poor communication
  - businesses spend the least amount of attention here: low regard, assumed to be easy or assumed a “given”
  - it’s “genetic” – someone either has relationship competencies or they don’t – it’s intrinsic – a “given”
    - “just hire the right relationship people (e.g., sales reps) and move on” (an easy-out idea)
- **traditional** – 48-60% of failures due to problems in traditional business competencies
  - 37-46% - poor **strategy** & business **planning** (more attention, visible & important, easier than relationship)
  - 11-14% - bad **legal** and **financial** terms & conditions (more attention, dramatically visible, easier than relationship)
  - it is arguable that many of traditionally-caused failures are due to a lack of understanding of relationship, within these traditional business areas – so 50% or more are due to relationship

**Alliances are the most challenging form of business relationship – the perfect proving ground.**

**Relationship issues are very challenging, but it is where we must focus if we are to achieve greater success.**

## Given Our Challenges ...

*... it's amazing we achieve any success*

in the midst

- Low levels of trust
- Poor communication / over-communication
- ADHD – multi-tasking and lack of presence
- Business' unconscious incompetency in relationship
- A climate of fear and scarcity
- Unacknowledged cultural and strategic differences
- Overwhelming and overlapping complexity
- Dysfunctional and distractive drama
- The 'impossible' process of alliances growing through value-create → divide → create ... phases; traversing through abundance → scarcity → abundance mindsets
- Ambiguity as to what “strategic alliance” really means (long-term, value-creation)
- Ambiguity about the role of strategic alliance manager
- The need to use nontraditional competencies and counter-intuitive practices

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Alliance Management Role Methodology

Slide 34

This slide will be **briefly discussed**.

Key points:

- we regularly face **overwhelming** challenges
- ours is **impossible** work
- **role ambiguity** is common
- this is not a “whining” or complaining slide
- these are points-of-fact, this is **our day-to-day reality**

## A Strategic Alliance Manager ...

---

in the midst

... does the *Impossible* ...

- Gets competitive companies to collaborate
- Repeatedly traverses through unnatural and natural phases

... with *Nothing* ...

- With insufficient budget and resource

... in the *Eye of a Hurricane*

- Too much stuff happening all at once
- Overwhelming and overlapping complexity
- Dysfunctional drama and pervading fear

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Slide 35

This slide will be read, not verbatim, but hitting the key points reinforcing *blue text*.

## Focus

*focus ... focus*

in the midst

- ❑ On *primary cause* for personal success
- ❑ On *nontraditional competencies* required for alliance success
- ❑ On *AND-ing* these two foci (personal *and* alliance success)
- ❑ With the result being a clearer understand of
  - ❑ our primary focus
  - ❑ our secondary focus
  - ❑ our non-focus areas

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Slide 36

Read/summarize the bullets – especially #3 and the Boolean AND-ing of personal and alliance success.

The point here is to **focus**. Focusing helps us to clearly see **core, root cause, fundamental issues**.

We will surface **simple answers** and the results will be **counterintuitive**.

**Simplicity** takes us on the right path **toward the fundamental changes** needed to **reverse** today's unacceptably high **failure rates**.

We will see where we *should* focus and where we *should not* focus.

**We now have our 3<sup>rd</sup> polling question. And in 2 more slides our 4<sup>th</sup> polling question.**

### Question 3: Personal Success

---

in the midst

Which one of the following has the greatest impact on your success as a strategic alliance manager?

1. Knowledge
2. Megatrends in the ecosystem
3. Skills
4. Attitude and mindset
5. Pure luck

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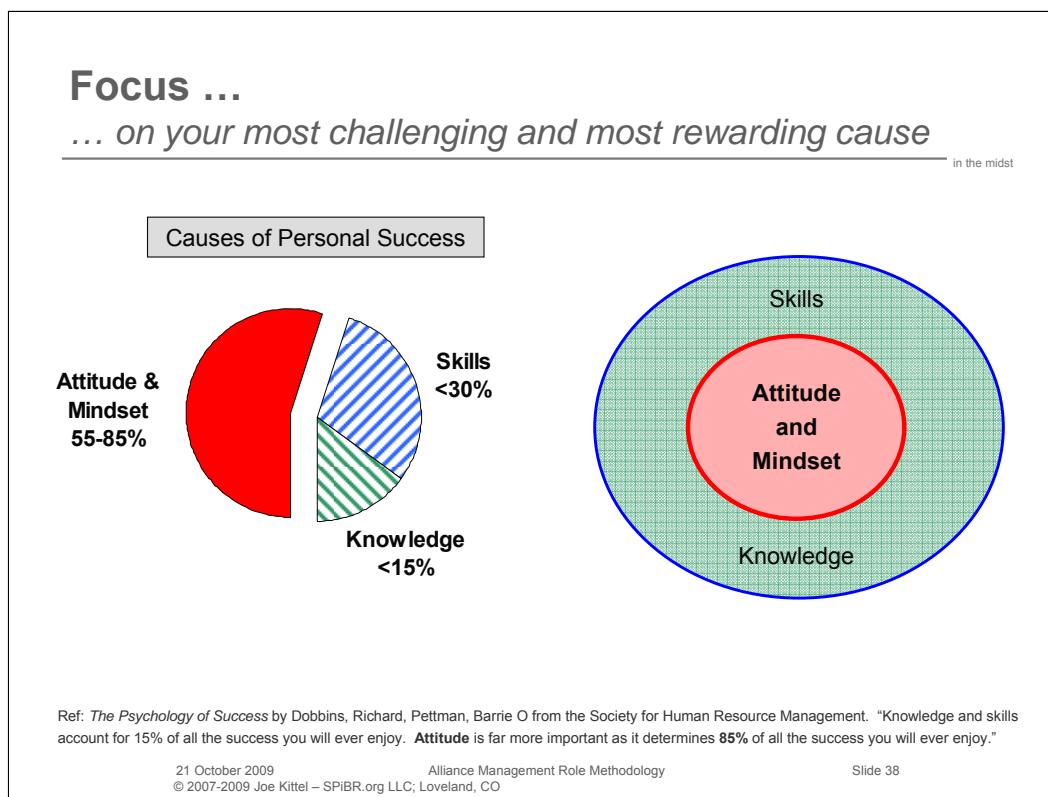
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Slide 37

Webinar survey question.

Be clear that we're talking about **personal** knowledge, skills, attitude & mindset.



Some discussion.

Key points:

- our **top priority** area of **focus** for personal success should be **our own attitude and mindset** – **hardest** to assess and change, **most impactful**
  - often assumed to be a “given” and unchangeable – intrinsic to the person
  - if someone has a bad attitude we often just “work with someone else”
- **skills** are less important, easier to assess and change
- in general the least important area is **knowledge**, easiest to assess and change

**And now our 4<sup>th</sup> polling question.**

## Question 4: Alliance Success

---

in the midst

Which one of the following has the greatest impact on the success of your strategic alliance?

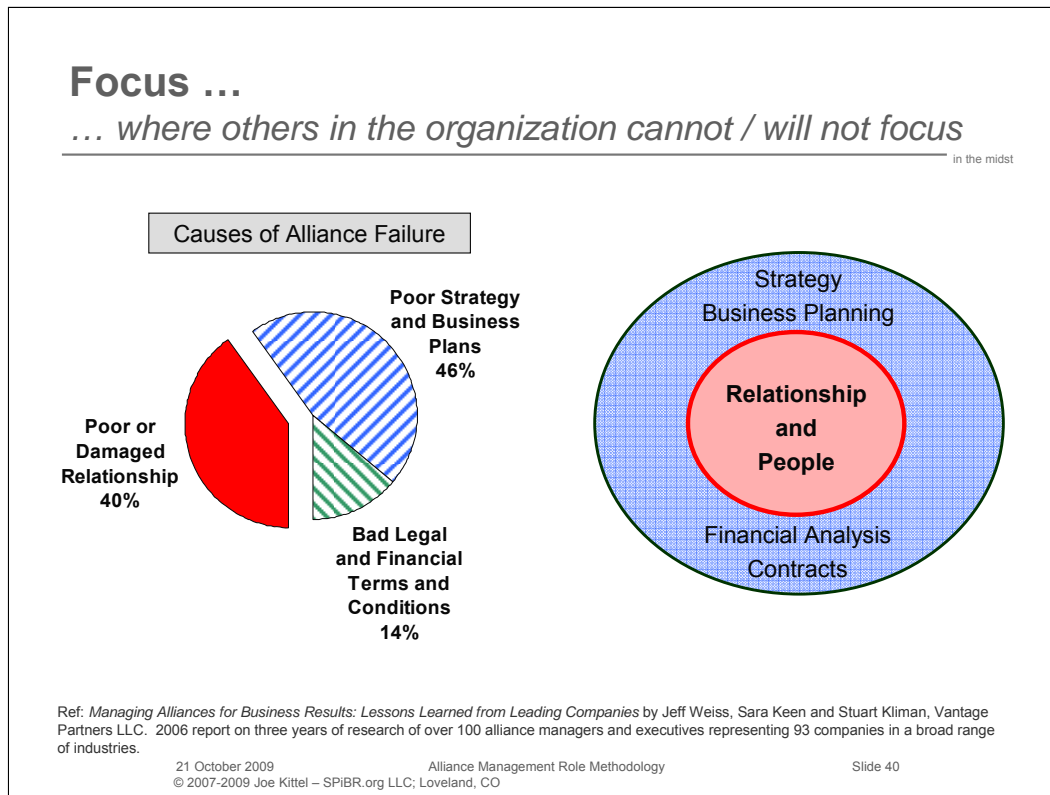
1. Legal and financial terms and conditions
2. Executive relationships
3. Cultural and strategic fit
4. The relationship between the firms
5. Strategy and business plans

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Slide 39

Webinar survey question.

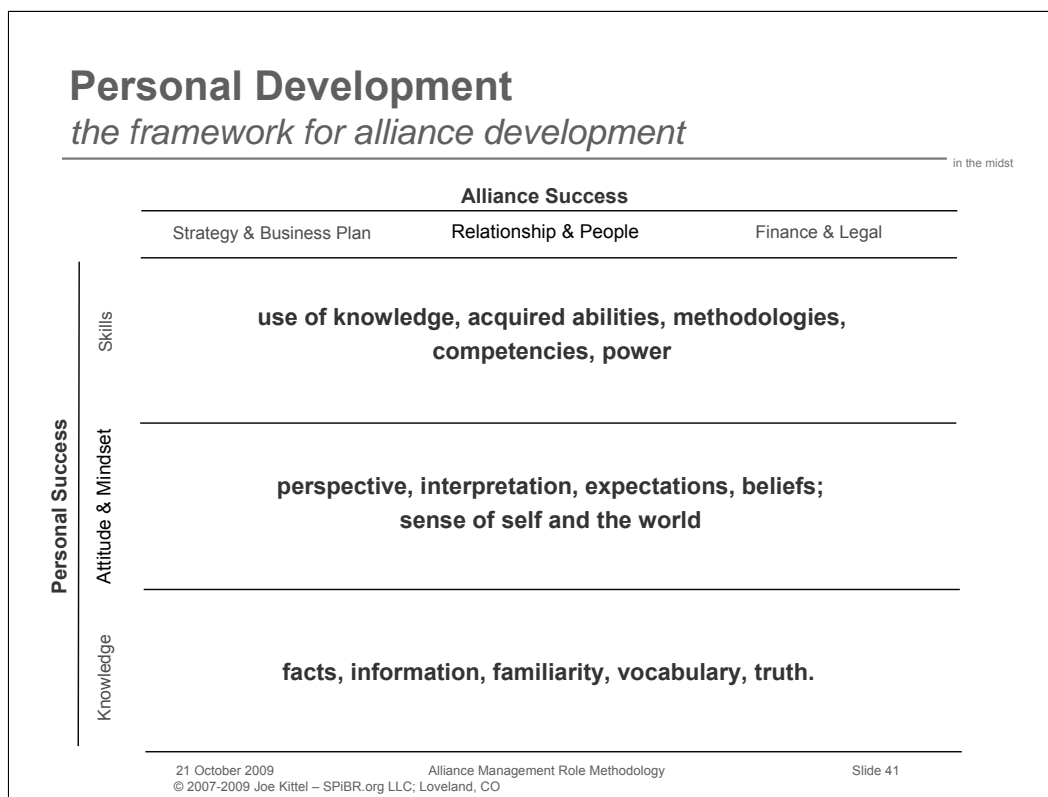


Brief discussion.

Key points:

- we need to **focus** our attention **where others** in the organization either **cannot** or **will not focus** their attention – on the very difficult but **highest payoff areas** of relationship and people – **nontraditional** business competencies
- the other areas are mainstream or **traditional** business competency – strategy, business planning, legal and finance
  - clearly, improvements need to be made in these traditional areas
  - we need to help those who are providing service to our alliance
  - we need to help them understand the **importance of relationship** and the **nuances of alliancing**





### Key points:

- we use **our personal development as a framework** for alliance development
  - we will consider all of the areas: knowledge, skills (best *practices*), attitude & mindset
  - we want to **focus on attitude and mindset** (best *being*)
- we will **populate this framework** with **priority** areas of **personal development** which will **lead to the development of our alliance**
- the specific items populating this framework will be **unique**
  - to our company, industry
  - our company's place in the ecosystem
  - to our individual alliance
  - to us as strategic alliance managers
- we will **focus** the content in this framework on **relationship and people**
  - where the **rest of the organization cannot or will not** focus
  - where at least **half of all alliance failures** occur

## Alliancing Knowledge

*facts, information, familiarity, vocabulary* – <15% of success

in the midst

- |                                  |  |
|----------------------------------|--|
| ❑ Financial terms                | ❑ Competitors                            |
| ❑ Legal contractual terms        | ❑ Technical services and support         |
| ❑ Strategic analysis and plans   | ❑ Corporate strategy                     |
| ❑ Customers and markets          | ❑ Alliance role-mapping                  |
| ❑ Products                       | ❑ Regulatory and anti-trust issues       |
| ❑ Global trends                  | ❑ Business plans                         |
| ❑ Alliance maturity lifecycle    | ❑ Decision-making processes              |
| ❑ Metrics and measures           | ❑ Business ecosystems and value networks |
| ❑ Key legal terms and conditions | ❑ Technologies and trends                |
| ❑ Use of teaming agreements      | ❑ Corporate cultures                     |
| ❑ Organizational structures      | ❑ Business systems                       |
| ❑ Alliance governance            |  |

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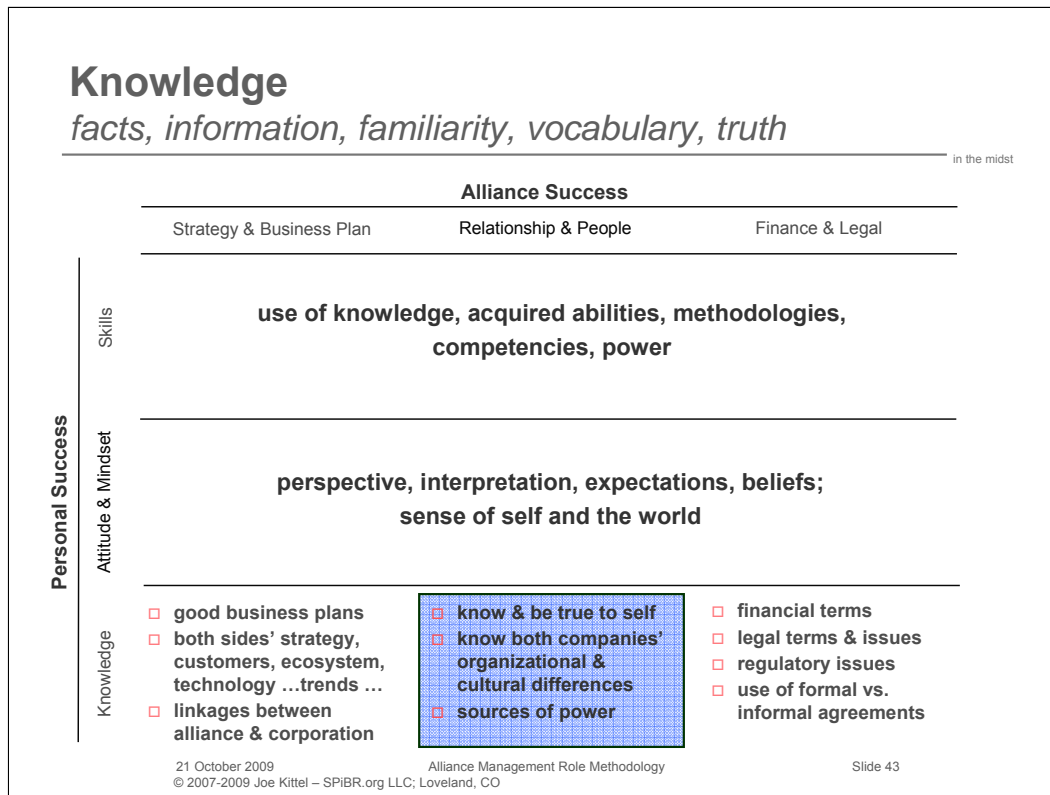
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### Key points:

- there are **many forms and types of knowledge** we need to acquire
- arguably **too much** knowledge, more than one person can obtain and use (we need others)
- we need to **focus**
- we pick from this list and other sources (our own company, ASAP, etc.) and **select the most critical areas** for knowledge development, unique to our alliance and us individually



### Key points:

- we apply the “**rule of hand**” and limit key knowledge points to **no more than 5**, ideally 3-5
- we **pay most careful attention to** knowledge related to **relationship and people**
  - you might be ask “What does ‘know & be true to self’ or ‘sources of power’ have to do with knowledge as it relates to relationship & people?”
  - Hold those questions until the end of the webinar, see if they get addressed.
- we **simplify, prioritize and focus**

## Alliancing Skills

*use of knowledge, abilities, methodologies – <30% of success*

in the midst

- |   |  |
|---|--|
| □ Negotiating skills  | □ Use of alliance and business management systems                  |
| □ Financial analysis skills   | □ Communications – all types                                       |
| □ Relationship skills   | □ Conflict resolution processes                                    |
| □ Tactful due diligence of partner  | □ IP management and protection                                     |
| □ Time management skills  | □ Use of formal legal contracts – esp. when <i>not</i> to use them |
| □ Healthy confrontation   | □ Holistic listening skills – full presence and awareness          |
| □ Strategic planning skills   | □ Ability to teach and enable                                      |
| □ Sales and marketing skills  | □ Buy-in and alignment skills                                      |
| □ Metrics development and tracking – esp. long-term and intangible forms of value | □ Program management   |
| □ Use of informal teaming agreements – living documents                           | □ Business planning  |
| □ Linking alliance strategy to/from corporate strategy                            | □ Counterintuitive alliancing skills                               |

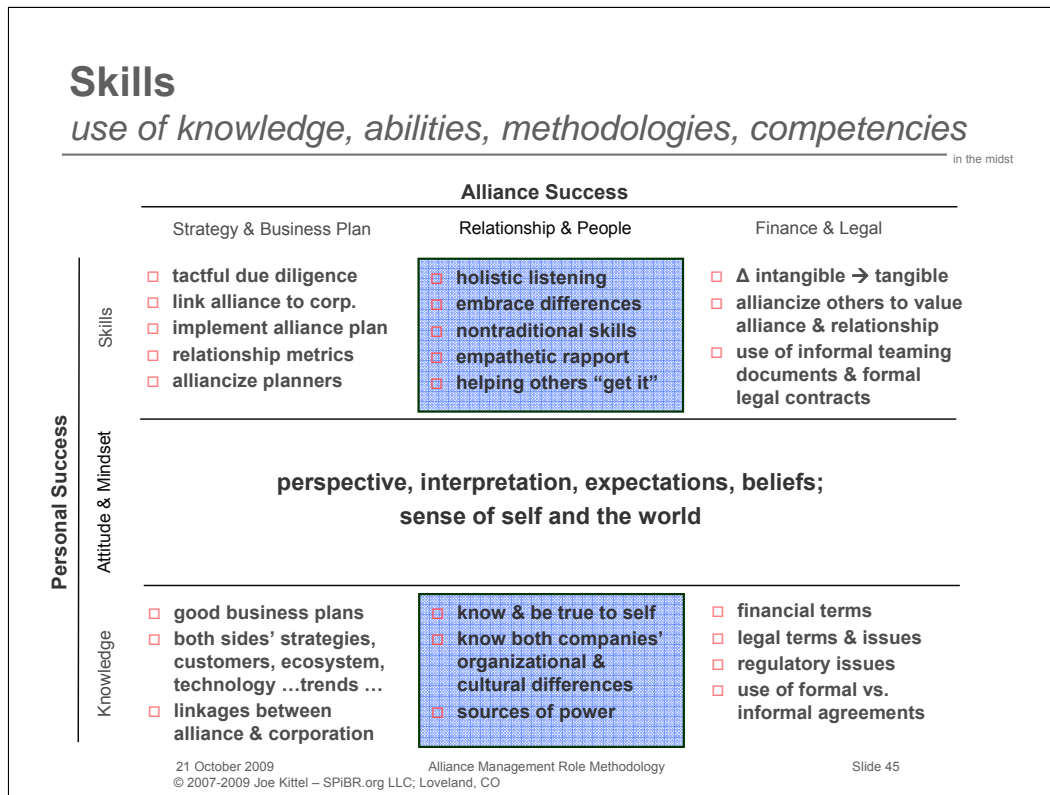
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Slide 44

### Key points:

- there are also **way too many skills** which we or others would argue we should possess – too many skills for one person to possess (we need others)
- we consider this list and other sources of ideas for important skills we need – unique to our individual situation – our alliance, ourselves
- we work with our manager to consider what's most important, being very **selective and focused**



### Key points:

- we populate this framework with **3-5 points** in each cell
- we **focus** on skills we need to develop around **relationship and people**
  - as we **look at the bullet points in the blue cell** you might ask “What is ‘holistic listening’ and what does it mean to ‘embrace differences’?”
  - Again, hold those questions until the end of the webinar; see if they get addressed.
- of lesser importance, but arguably very important, are skills in the traditional areas of business; here we need “just enough” skill.

## Alliancing Attitude and Mindset

*perspective, belief, sense of self/world – <55-85% of success*

in the midst

- |   |   |
|---|---|
| □ Mindful, present and aware                                    | □ Optimistic and positive outlook   |
| □ Chooses to always see good                                    | □ Trusting and trustful   |
| □ Open and collaborative with all                               | □ Sees and shares perspectives  |
| □ Respects those in traditional work: legal, finance & planning | □ Perceives others respectfully   |
| □ Perceives legal as protectors                                 | □ Creative – seeing and sharing fresh, bold new ideas                                       |
| □ Perceives finance as providing the business's lifeblood       | □ Assertive-niceness – both “good cop <i>and</i> bad cop”                                   |
| □ Perceives strategic business plans as vision and purpose      | □ Enthused by challenge; persistent and tenacious   |
| □ Perceives the alliance as one team, all on the same side      | □ A timelessness of perspective – sees interconnectedness of events; patient and persistent |
| □ Sees alliance as “part of”                                    | □ An empathetic hard-driver   |
| □ Visionary – future-looking, sees big long-term picture        |   |

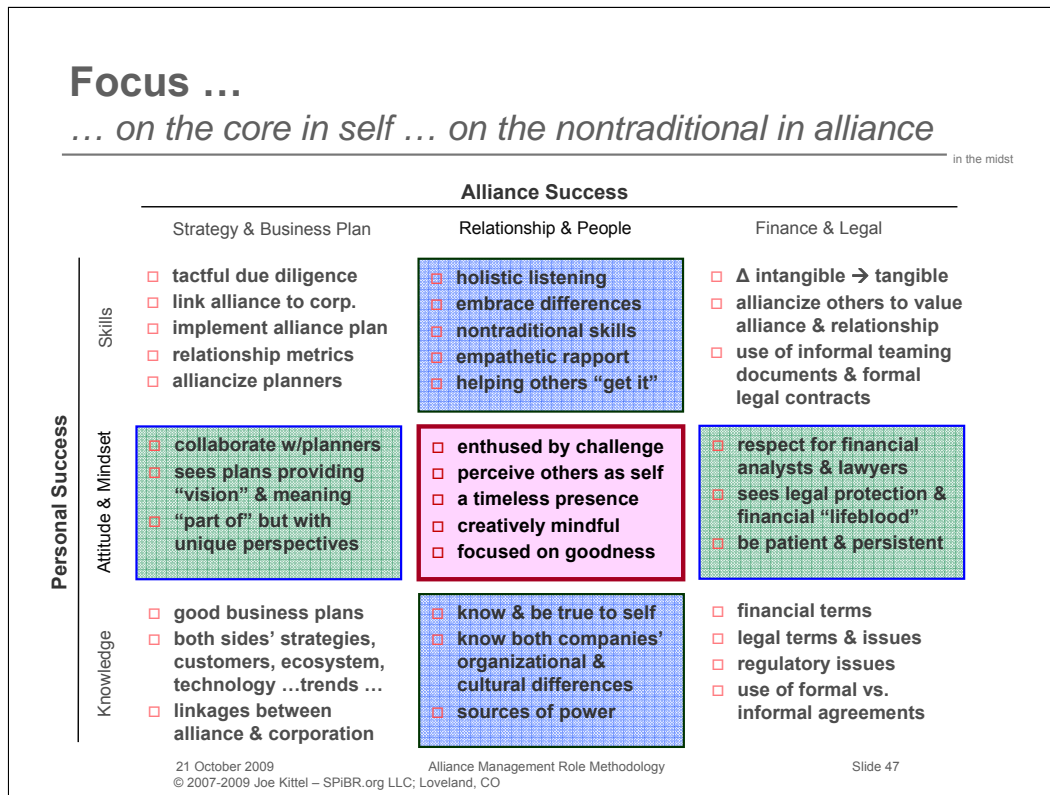
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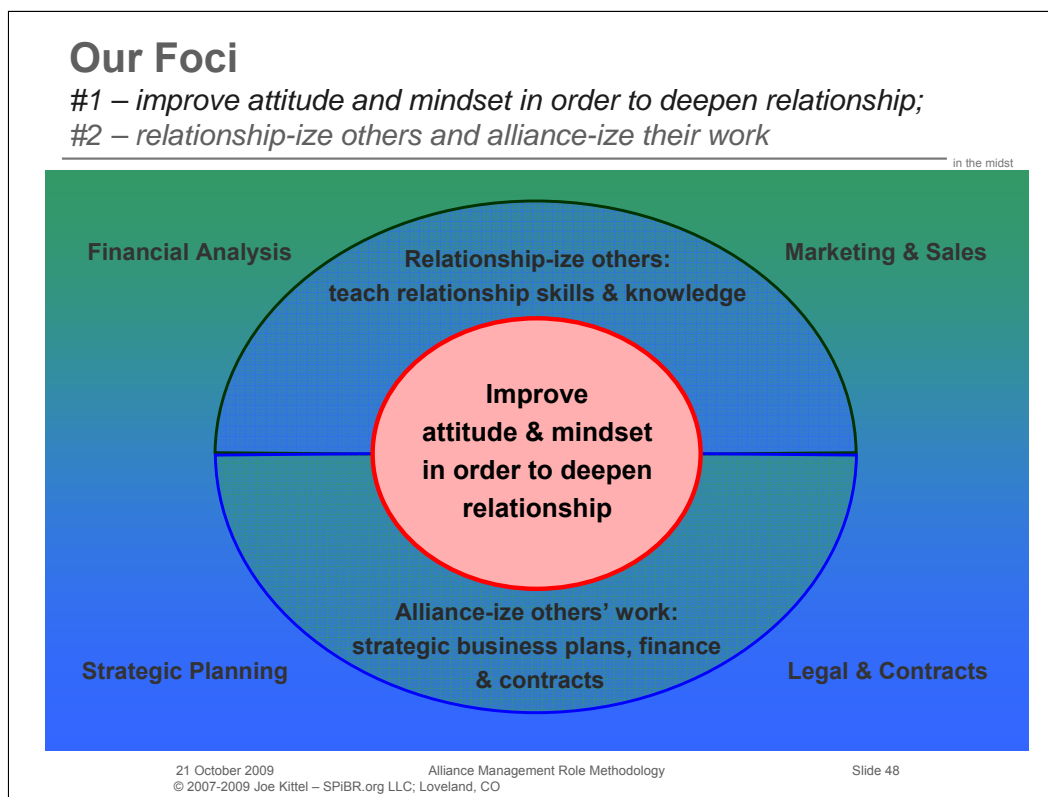
### Key points:

- Next we consider the attitude and mindset areas of development.
- **We use two words, “attitude” and “mindset,”** (a) to reinforce the importance of this area of focus and (b) to make it painfully clear that what we are talking about here is **what’s going on inside your head**.
  - **“Attitude”** could convey how what’s going on inside you appears to others. We might equate this with behavior.
  - **“Mindset”** makes it more explicit – we’re talking about what’s going on *inside* your head; what others cannot see.
- There a number of issues relating to attitude and mindset.
- Attitude and mindset is often **derived from our perspective**, how we choose to see others and situations, and most importantly how we choose to see ourselves. **Who do we think we are?**



**Substantial discussion** – this is an important slide - key points:

- This last row is **the most important area of the populated 3x3 table**.
  - **Attitude and mindset** are the **most important things we as individuals** need to focus on – this *entire row* is high priority
  - And **the highest priority cell** to focus our attention and management's attention on is **the intersection** of "attitude and mindset" and "relationship and people"
    - This is at **the heart of our job** – the topmost priority in our work – this is where we will **transform ourselves and our alliance** – changing attitude and mindset in order to deepen and improve relationship
- Boldly speaking:
  - we **focus primarily on the single red cell**
  - **secondarily** we focus the 4 surrounding **green and blue cells**
  - our **last area** of focus (ideally our area of **non-focus**, if possible) is **the outer 4 white cells** in the corners
    - I know your initial reaction and that of many others is, "It would be career suicide for me to not develop skills and knowledge in the areas of legal, financial and strategic planning!"
    - I know this perspective is extreme, possibly idealistic, but consider the tradeoffs and the impact on transformation
- This **table is dynamic and living** – reviewed and changed on a regular basis (e.g., monthly or quarterly performance reviews) or whenever needed
  - this table provides you and your manager with **a clear tool to focus and prioritize** your time and energy
- This table describes **how you and your alliance will focus and develop** in order to become more successful – more valuable – more able to create incremental value



This slide speaks for itself. Key points:

- #1 focus – **changing attitude and mindset in order to deepen and improve relationships**
- #2 focus – **relationship-ize others** who are working in our alliance – help them understand the skills and knowledge, mostly via just-enough and just-in-time learn-while-doing teaching opportunities – when the opportunities present themselves, *be* the change
- also a #2 focus – **alliance-ize the work product produced by people in traditional areas of business**, supporting the alliance – help them understand the unique nature of an alliance (long-term value creation) and the important value of relationship issues (i.e., “relationship” competencies should be viewed as a corporate asset)
- as much as possible we need to have others in traditional areas of business do the work of finance, marketing, sales, planning, legal and contractual work. The more others do the work in the outside four corners, the more we’ll be able to focus on core and nontraditional issues – we and management need to align on this critical point – this change will put pressure on us to think more deeply about our role and the value we personally bring to the alliance and our company

**This slide illustrates where we should and should not be focusing our attention, time and energy if we want to transform ourselves and transform our alliance. This simplifies our job and will lead us toward a clearer understanding as to how we should describe our role to others and how we should think about it ourselves.**

**And now we have our 5<sup>th</sup> polling question.**



## Question 5: Describing Your Job

in the midst

When someone asks you what you do, and you say “I am a strategic alliance manager,” to which of the following traditional jobs in business do you primarily compare your job?

1. Sales Representative
2. Account Manager
3. Program or Project Manager
4. Business Development Manager
5. A mini-CEO

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Slide 49

Webinar survey question.

So far we have established primary and secondary foci as well as non-foci. That work doesn't help us crisply describe our job to others.

This question is related to “**Who do *you* think you are?**”

## Who Do You Think You Are?

*the role of alliance manager*

in the midst

- ❑ Who do others think you are?
- ❑ The Negotiator?
- ❑ Agents of Change? Transformational?
- ❑ A mini-CEO?
- ❑ The Value Creator?
- ❑ Non-Roles.

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Slide 50

### Key points:

- As we work through the remainder of this section of the webinar we need to ask ourselves important questions derived from the prior slides (and the prior section on simply focusing on value).
  - How does this aid in **value-discovery** and **value-creation**?
  - How does this help me change my **attitude and mindset**?
  - How does this help me **improve relationship and people** issues?

## Traditional Business Roles

*subtle but significant differences in value, time and relationship*

in the midst

Traditional Roles	Similarities to Alliance Managers	Differences compared to Alliance Managers	Value-Limiting Impact on an Alliance
<b>Account Management</b> (sales or procurement)	<ul style="list-style-type: none"> <li>External relationships</li> </ul>	<ul style="list-style-type: none"> <li>Value-exchange</li> <li>Near-term results</li> </ul>	<ul style="list-style-type: none"> <li>Overlooks long-term and value-creation</li> <li>Becomes a more tactical relationship</li> </ul>
<b>Business Development</b>	<ul style="list-style-type: none"> <li>Oriented toward value</li> </ul>	<ul style="list-style-type: none"> <li>Weak in collaborative relationships</li> <li>Near-term results</li> <li>Tangible value</li> </ul>	<ul style="list-style-type: none"> <li>Weak in long-term value-creation</li> <li>Becomes a more tactical relationship</li> </ul>
<b>Program or Project Management</b>	<ul style="list-style-type: none"> <li>Can span the entire business</li> </ul>	<ul style="list-style-type: none"> <li>Scope limited to a program – often time-bound or organizationally-bound</li> <li>Limited experience in external relationships</li> </ul>	<ul style="list-style-type: none"> <li>Loss of long-term perspective</li> <li>Missed value-creation opportunities</li> <li>Often weak in collaborative relationship</li> <li>Becomes a more tactical relationship</li> </ul>

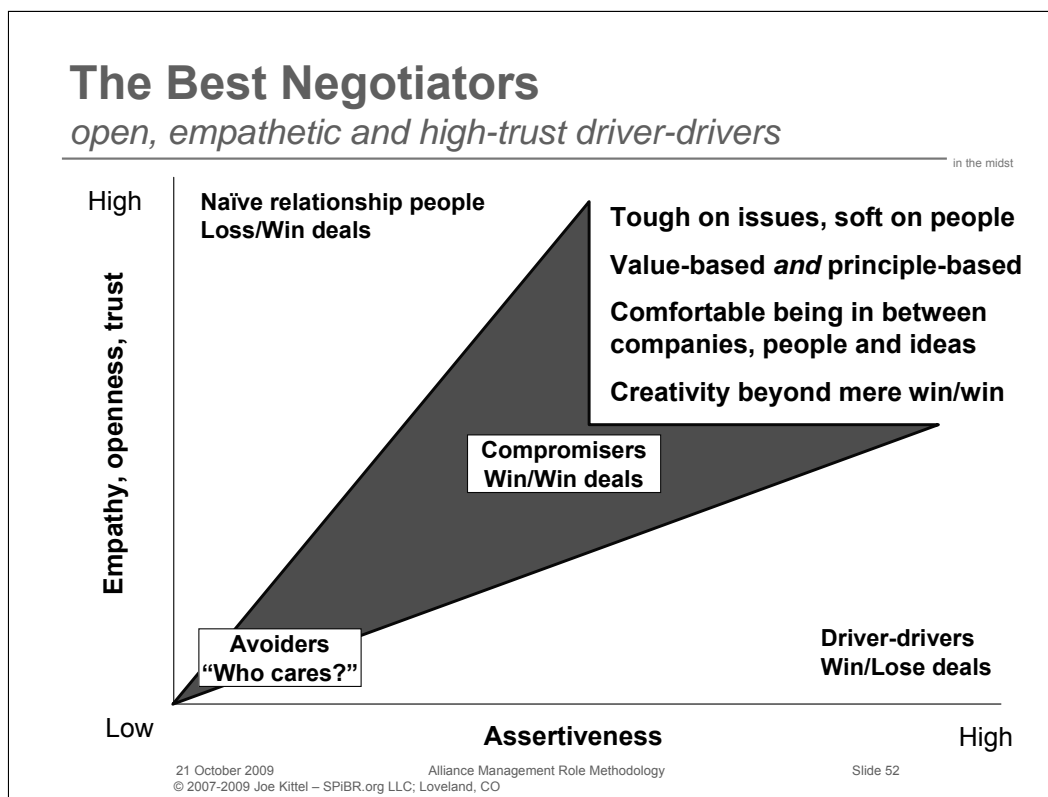
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Slide 51

### Key points:

- the role of alliance manager is **extraordinarily unique**
- it differs from traditional business roles in subtle but significant ways – especially as it relates to that role's perspective and focus on **value**-creation (vs. value-exchange), **time** and **relationship**
- traditional business roles are close; but they fall short, they miss the mark



Ref: *Change the World* by Robert E Quinn plus *The Program on Negotiation* ([www.pon.org](http://www.pon.org))

From left-to-right top-to-bottom:

**Relationship people** – sensitive to feelings; supportive & helpful; receptive & accommodating; wants to be liked. In the face of conflict, desires to preserve and foster good relationships with the other side; in disputes may behave in a "smoothing" way; very concerned that conflict or differences may disrupt relationships.

**Creative Problem-Solvers** – problem and solution focused; when faced with conflict likes being creative & inventing new options; enjoys working with opposing side in collaborative way and "reasoning through." Seeks a solution that fully satisfies the concerns and interests of both sides.

**Compromisers** – willing to "split the differences" and exchange concessions; willing to compromise; seek a middle-ground; tendency to focus on the fairness of the resolution to *both* sides; does not want to appear to be selfish or self-interested; finds in uncomfortable to be to partisan or one-sided.

**Avoiders** – dislike disputes; feels conflict is usually unproductive; uncomfortable with explicit disagreement, especially if heated. When faced with conflict, tendency to withdraw or deflect. In disputes, unlikely to take initiative; may appear to be detached or uninterested; reluctant to become too engaged or enthusiastic.

**"Driver-Drivers"** – tendency to "take charge"; enjoy being in control; purposeful; like to win; feels responsible for outcome; willing to lead; forcing; may be impatient and eager; competitive; enjoy being partisan.

Understand your tendency – be aware. Embrace other mindsets. "Shine your light" to transform conflict into confrontation.

## Comparing Alliance Management to CEO

*can actually be self-limiting thinking*

in the midst

Comparing the CEO and Alliance Management Roles		
Similarities	Differences	
<ul style="list-style-type: none"> <li>▪ Both span entire lifecycle – from R&amp;D-to-Sales, plus Legal and Finance</li> <li>▪ Both are oriented toward creating incremental value for the business</li> </ul>	<ul style="list-style-type: none"> <li>▪ CEO has control over significant budget and resource</li> </ul>	<ul style="list-style-type: none"> <li>▪ Alliance Manager has insufficient budget and resource</li> </ul>
	<ul style="list-style-type: none"> <li>▪ CEO tends to be more focused on near-term tangible value</li> </ul>	<ul style="list-style-type: none"> <li>▪ Alliance Manager considers near- and long-term, tangible and intangible forms of value</li> </ul>
	<ul style="list-style-type: none"> <li>▪ CEO has direct decision-making authority</li> </ul>	<ul style="list-style-type: none"> <li>▪ Alliance Manager mostly influences decisions</li> </ul>
	<ul style="list-style-type: none"> <li>▪ CEO has more formal power</li> </ul>	<ul style="list-style-type: none"> <li>▪ Alliance Manager has informal power – subtle persuasion</li> </ul>
Conclusions		
<ul style="list-style-type: none"> <li>▪ By comparing ourselves to a CEO, we end up <i>limiting our own thinking</i>, we miss out on the:               <ul style="list-style-type: none"> <li>□ opportunity to tenaciously focus on <i>only the core</i> in self and <i>nontraditional</i> in business,</li> <li>□ necessitated-opportunity to focus on <i>attitude and mindset</i> to deepen <i>relationship</i>, and</li> <li>□ <i>expansion</i> of our <i>informal power</i> via the vast <i>nontraditional means</i> at our disposal.</li> </ul> </li> </ul>		

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Slide 53

### Key points:

- I am making **extreme generalizations** to clarify important points
- thinking of ourselves as being the CEO of our alliance is getting closer
- but our job differs from a CEO's in important ways:
  - we tend to have **less direct authority, power and control**
  - we tend to be **more focused on long-term and intangible** forms of value
- **but we should not lament our areas of lack**
- we should **focus on what we do have** and make the most out of it
  - this is comparable to the unique hearing skills deaf people develop
  - if they were to focus on their loss of sight they wouldn't develop the skills they do have to such extraordinary levels
- for **alliance managers** we have to **focus** on:
  - the **core** in ourselves
  - the **nontraditional** in business
  - **changing attitude and mindset to deepen relationship**
  - this can lead us to the development of **informal power** via nontraditional and **counterintuitive means**
    - our informal power has the potential to exceed formal organizational power

## Alliance Managers as Agents of Change

*Change the World: how ordinary people accomplish extraordinary results* by Rob. Quinn

in the midst

	Assessment	Structured Control	Escalation
Due Diligence	<b>Fact-based</b> <b>Behaviors we embody:</b> <ul style="list-style-type: none"> <li>Arguments of <b>rational persuasion</b></li> <li>Be an expert with all the necessary facts and knowledge</li> <li>Lead sufficiently detailed analysis in preparation for discussion and negotiation</li> <li>Instruct, inform, teach</li> </ul>	<b>Authority-based</b> <b>Behaviors we embody:</b> <ul style="list-style-type: none"> <li><b>Leverage behavior</b> to force compliance</li> <li>Use authority, and if necessary fear, to legitimize directives</li> <li>Assure compliance via performance-based reward and punishment</li> <li>Information flow and context is controlled</li> </ul>	Preservation
	<b>Transformational</b> <b>Our embodiment:</b> <ul style="list-style-type: none"> <li><b>Transform self</b> – embrace hypocrisy, spiritual boldness, lead by being</li> <li>Productive community, transcends external sanctions, disrupts systems (as needed)</li> <li>Collective awareness of and surrender to emergent reality - “something going on”</li> </ul>	<b>Relationship-based</b> <b>Behaviors we embody:</b> <ul style="list-style-type: none"> <li><b>Open</b> all-inclusive and clear <b>dialogue</b> fostered in a supportive environment</li> <li>Healthy nonjudgmental confrontation to resolve important and difficult issues</li> <li>Interpersonal cohesion – feeling “part of”</li> <li>Strong emphasis on win/win relationship</li> </ul>	
	Trailblaze	Transform & Renew	Negotiation

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Slide 54

Strategic alliance managers seems to evolve through these four phases during their careers:

- 1. Be an expert** - “If I give others enough information, I can *make them change*.”
  - focused on gaining knowledge & educating others – “knowledge = power”
  - detailed analysis is used to respond to situations & defend against any criticism
  - can often over-drive people, be too argumentative & also lose sight of the big picture
- 2. Be clearly directive** - “If I escalate to another’s manager, I can *make them change*.”
  - focused on gaining authority by getting into the right position in the org
  - greater leverage is the answer – title & position are important – use executives
  - use painful sanctions if necessary – ‘escalate’ to get attention & compliance
- 3. Be a ‘people person’** - “As we work together, *we will both change*.”
  - “it’s all about relationships” – understanding human dynamics & processes
  - strive for open & supportive dialogue – make sure everyone is clearly heard
  - “win/win” outcomes are sought out – a ‘balance of trade’ – equal gives-and-gets
  - confrontation is often avoided for the sake of preserving a healthy relationship
- 4. Be the change** - “To change others I must ultimately go within and *change my self*.”
  - transcend constraints/fears – transform problems via loving confrontation or embracement
  - “it’s all about me, and paradoxically it’s nothing about me” – “I need to embody growth”
  - personify the common good – “be the metaphor for metamorphosis”

**There are times and places for each of these roles. An alliance manager should be comfortable playing any role, transformational being the hardest. When an alliance manager is comfortable being transformational the behaviors of the 3 traditional roles become more authentic. They come to understand the reasons why certain best practices work.**

## Transformational Strategic Alliance Managers

*key attributes, one alliance manager's perspective*

in the midst

- **Envisions alliance as a productive community** – with shared vision; tenaciously adaptive; “no” is simply not yet “yes”; a place with high-trust and healthy confrontation; egoless; striving toward collective grandeur; common good is seen as individual good; leaders are servants to the community removing obstacles; roles morph based on tasks and needs, and roles evolve over time.
- **Willing to be the metaphor for metamorphosis** – to be the change; to be true to truth and true to self; first go within, embrace hypocritical self, and live with great integrity; willingness to “walk naked into the land of uncertainty” (bold courage); autotelic.
- **Makes spontaneous contribution** – practices self-obsolence; gives of their greatest ideas knowing they always return with gain.
- **Comfortable in a state of bounded instability** – surrenders to emergent processes; timeless and holistic perspective; willing to enact insurgency and transcend sanctions for the greater good.

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Slide 55

It might be worth quickly reading through to help webinar attendees get a sense of what it might mean to be a transformational strategic alliance manager.


## The Alliance's Creator

*our impact on value-creation*

---

in the midst

- ❑ **Omnipotence** – power and resources
  - ❑ **formal power** – finite
  - ❑ **informal power** – infinite
    - derived from the impact our *ideas* have on others
- ❑ **Omnipresence** – presence and influence
  - ❑ **physical presence** – finite; if we strive for this we stifle the flow of ideas
  - ❑ **virtual presence** – infinite
    - derived from the pervasion of our *ideas* throughout the alliance
- ❑ **Omniscience** – *ideas* and wisdom
  - ❑ **we are expected to be all-knowing** – the single-point of knowingness
    - what is the value of this alliance?
    - what are the issues and challenges?
    - how can we work better together?
  - ❑ **be all-sharing** – self-obsolescence, pervasively embody empowerment



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Slide 56

It's actually quite interesting, thought-provoking and even empowering to **think about** how the **attributes of deity** relate to **being a strategic alliance manager**. This is especially relevant when you consider that **both of these roles**:

- are about **value-creation** – are interested in enabling the creative process
- have very **unique perspectives on time** – deity is in fact timeless
- care about and **impact atmosphere** and climate
- are **concerned about every individual** within their realm
- do a lot of “**behind the scenes**” work
- are **egoless**; are humble in a very powerful way; are about **empowering** others

Three traditional attributes of deity are about *power*, *presence* and *knowledge*.

If we reflect upon the role of power, presence and knowledge in our role as alliance manager we discover some interesting things:

- our **formal power is finite** and our **physical presence is limited**
- the power and **impact of our ideas are limitless**; and, when used in the right way, provide us with **limitless informal power** and **limitless virtual presence**
  - this last point takes us to a bold, very **counterintuitive** (some would say a dangerous and risky) conclusion
  - taken to its logical and simple extreme, we should be about **self-obsolescence**
  - as we give freely of our best **ideas** (everywhere and always), they **return with gain**
  - our **virtual presence** and **informal power** then continually increase ...



## Sacred Negotiations

*a thought exercise*

in the midst

Imagine negotiating with your greatest spiritual teacher?

- ❑ How would you prepare?
  - ❑ On what topics and issues would you focus before the meeting?
- ❑ In the meeting would you be multi-tasking or fully present?
  - ❑ Would they be intently present, listening deeply to you?
- ❑ What would the conversation in the meeting be like?
  - ❑ Would the discussions be intense and focused on core issues?
  - ❑ Would you ask “Whose side are you on?” if they ‘argue’ for you?
- ❑ What would the results look like?
  - ❑ Would the outcome be balanced and fair?
  - ❑ Would the results be creative, and would they stand the test of time?
- ❑ How would you feel after the meeting?
  - ❑ Would it be a good meeting or a great meeting? Why?

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Alliance Management Role Methodology

Slide 57

This slide speaks for itself, it will be briefly read in a highlighted manner.

More powerful perspective: What would it be like to negotiate with God?

Do **our answers to these questions** indicate to us the sacred nature of our job?

## Self-Obsolescence

*embody value, then empower to be empowered*

in the midst

- **Ideas are the currency in an alliance**
  - value is created when ideas freely flow
  - share everything, barring areas of protected IP
- **Shared ideas grow**
  - knowledge is power
    - when shared it grows – when hoarded it decays
  - when we empower others, they are naturally compelled to empower us
    - they give back additional ideas, insight and wisdom
    - based on trust-filled sharing our presence is extended and our power grows
- **Career development coaching – consciously ‘obsolete yourself’**
  - give away your greatest ideas, mindful of the audience’s receptivity
  - ask yourself, “What can I do or say so they no longer *need* me?”
    - Q: Wow! If they don’t *need* me, what will become of my role?
  - try it out ... over time do you gain wisdom, power and presence?

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Slide 58

This slide will be quickly read through, in a highlighting manner.

## Unhealthy Behaviors

*when we forget who we are*

in the midst

Unhealthy Behaviors	Impact on the Alliance	Impact on us Personally
<b>Drama Queen</b>	<ul style="list-style-type: none"> <li>▪ Focused on problems; distractive</li> <li>▪ Creates a tiresome, draining climate</li> </ul>	<ul style="list-style-type: none"> <li>▪ Gives a temporary boost in importance</li> <li>▪ Distracts us from our core issues</li> </ul>
<b>Complexity King</b>	<ul style="list-style-type: none"> <li>▪ Focused on complexity; distractive</li> <li>▪ Vision of opportunity is obscured</li> </ul>	<ul style="list-style-type: none"> <li>▪ Self-serving rather than other-serving</li> <li>▪ Embody the wrong spirit; we are lost</li> </ul>
<b>Fear Monger</b>	<ul style="list-style-type: none"> <li>▪ Counteracts collaboration</li> <li>▪ Sours the overall climate</li> </ul>	<ul style="list-style-type: none"> <li>▪ A temporary boost in importance</li> <li>▪ Distracts us from our core issues</li> </ul>
<b>Information Hoarder</b>	<ul style="list-style-type: none"> <li>▪ Directly stifles value-creation</li> <li>▪ Encourages a "me vs. you" climate</li> </ul>	<ul style="list-style-type: none"> <li>▪ False gain in personal power</li> <li>▪ We fail; a misuse of informational power</li> </ul>

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Slide 59

So far we have achieved clarity on the areas of focus for our job – changing attitude and mindset in order to deepen relationship. We have compared and contrasted our job with traditional business roles. And we have considered some bold, even divine aspects of how we might look at our role.

Given that, we can still be our own worst enemy. We may need to carefully consider or reconsider how we might behave in ways counter-productive to the health of our alliance, things which may end up **stifling value-creation**.

**None of these behaviors are ever justifiable.**

## Value-Limiting Traps

*when we miss the mark*

in the midst

Value-Limiting Traps	Impact on the Alliance	Impact on us Personally
<b>Gatekeeper</b>	<ul style="list-style-type: none"> <li>Restricts information flow</li> <li>Reduces value-creation</li> </ul>	<ul style="list-style-type: none"> <li>"Burn out"</li> <li>Strained interpersonal relations</li> </ul>
<b>Dictator</b>	<ul style="list-style-type: none"> <li>Demoralizes people in alliance</li> <li>Drives others away</li> </ul>	<ul style="list-style-type: none"> <li>Frustration as others don't obey us</li> <li>Likely loss of job</li> </ul>
<b>Executive Liaison</b>	<ul style="list-style-type: none"> <li>Poor results as lower-levels of the organization are ignored</li> </ul>	<ul style="list-style-type: none"> <li>Frustration as things don't "just happen"</li> <li>Possible loss of job</li> </ul>
<b>Escalation Manager</b>	<ul style="list-style-type: none"> <li>Problem- not value-oriented alliance</li> <li>Value is obscured by problems</li> </ul>	<ul style="list-style-type: none"> <li>Negative outlook as we obsessively look for problems</li> <li>We become the problem</li> </ul>
<b>Schmoozing Drone</b>	<ul style="list-style-type: none"> <li>Little impact – a NOP</li> <li>Maybe a once-in-a-lifetime opportunity</li> </ul>	<ul style="list-style-type: none"> <li>Waits and watches as others create</li> <li>Stagnation and frustration</li> </ul>
<b>Organizational Concierge</b>	<ul style="list-style-type: none"> <li>Good (not great) service-orientation</li> <li>Weakened alliance leadership</li> </ul>	<ul style="list-style-type: none"> <li>Not service in the most value-enabling way – seen as the alliance's "gofer"</li> </ul>

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Slide 60

Here are other ways we “**miss the mark.**” These behaviors are **not as obviously counter-productive** as the prior slide, but they still end up standing in the way of our alliance’s full value-creating potential.

Some of these behaviors may need to be exhibited by an alliance manager, but **only for as brief a period of time as absolutely necessary.**

Some of these behaviors can be **seductive traps** which **stifle value-creation.**

**Watch out** for our own unhealthy value-limiting behaviors. Invite trusted others to point these behaviors when they see them in us.

## Who Do You Think You Are?

in the midst

Strategic Alliance Manager	
Is	Is not
<ul style="list-style-type: none"> <li>About value-creation in all its forms.</li> </ul>	<ul style="list-style-type: none"> <li><b>Just</b> about the exchange of <b>tangible</b> value.</li> </ul>
<ul style="list-style-type: none"> <li>Both <b>long-term</b> and near-term oriented.</li> </ul>	<ul style="list-style-type: none"> <li>Focused <b>just</b> on <b>near-term</b> results.</li> </ul>
<ul style="list-style-type: none"> <li>A <b>negotiator</b> – <b>always</b> leading open, high-trust, value-discovering discussions.</li> </ul>	<ul style="list-style-type: none"> <li><b>Primarily</b> an account manager, business development manager or program manager.</li> </ul>
<ul style="list-style-type: none"> <li>Like a <b>mini-CEO</b> – using nontraditional competencies, informal power, virtual pervasiveness and self-obsolence (ideas).</li> </ul>	<ul style="list-style-type: none"> <li><b>Addicted to</b> being a <b>drama</b> queen, <b>complexity</b> king, <b>fear-monger</b> or <b>information-hoarder</b> – there is <i>never</i> a rational reason for behaving like this; there is a better way of life.</li> </ul>
<ul style="list-style-type: none"> <li>An <b>agent of change</b> and <b>growth</b> – beginning with self, playing various agent types.</li> </ul>	
<ul style="list-style-type: none"> <li>A <b>creator</b> – a loving, divinely inspired and inspiring, value-creating being.</li> </ul>	<ul style="list-style-type: none"> <li><b>Always</b> a <b>gatekeeper</b>, <b>dictator</b>, executive liaison, <b>escalation manager</b> or <b>schmoozing drone</b> – <i>sometimes</i> we may need to play some of these roles, but not always.</li> </ul>
<ul style="list-style-type: none"> <li>The <b>embodiment of value</b> – always, with everyone, everywhere, giving and serving.</li> </ul>	

*An empowering value-creator with a timeless perspective.*

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Slide 61

Summary slide. Read **left margin** only, in a highlighted manner.

## Changing Attitude and Mindset In Order To Deepen Relationship

---

in the midst

The *practical* use of spirituality, religion and philosophy.

*“Your daily life is your temple and your religion.  
Whenever you enter into it take with you your all.”*  
- *The Prophet* by Kahlil Gibran

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Slide 62

Revisiting the core of our focus – changing attitude and mindset in order to deepen relationship.

We should **bring to our work everything we can** to help us:

**do the impossible**

**with nothing**

**in the eye of a hurricane**

## Practical Spirituality Deepens Relationship

*suggested principles and practices*

in the midst

### Principles – thoughts

- Oneness
- Now
- We Are Divine
- We Create
- Love

[www.spibr.org/simple\\_truths](http://www.spibr.org/simple_truths)

### Practices – authentic behaviors

- Presence
- Awareness
- Be Confrontational
- Focusing Collective Attention on Value
- Negotiate
- Self-Obsolescence
- Be an Illuminating Mirror
- Transforming an Alliance into a Productive Community
- Be the Metaphor for Metamorphosis
- It's all about Relationship

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Slide 63

**Practical spiritual principles** which affect a person's perspective, **deepen relationship** and **authentically improves behaviors**.

In today's webinar we have briefly touched upon two **practices, behaviors authentically derived from thought or principles**

- **focusing collective attention** (how we use our light)
- **self-obsolescence** (obsolete little egoic self for the greater Self in all of us)

**And now we come to our 6<sup>th</sup> and final polling question.**

## Question 6: The Value of this Webinar to You

in the midst

What is the value of the content in this webinar to you?

1. A complete waste of my time
2. Better than doing nothing
3. A good use of my time; some of it was interesting
4. Very good, I am really glad I attended
5. Excellent, the best use of my time all year

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Slide 64

Webinar survey question.



## Questions or comments?

---

in the midst

- **We have 5 minutes to address a few of the questions which have been submitted so far.**
- **Reminder: Questions and comments submitted in this webinar will be answered after the webinar, in the notes pages of the presentation (which will be made available to all participants).**

## References

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in the midst

- *Simply Focus on Incremental Value and Value-Impediments: transforming a strategic alliance through simplicity (2-Slide Methodology™)*
  - [www.spibr.org/2-slide\\_methodology.pdf](http://www.spibr.org/2-slide_methodology.pdf)
- *The Role of Strategic Alliance Manager: a unique, holistic and empowering perspective (3x3 Role Methodology™)*
  - [www.spibr.org/strategic\\_alliance\\_mgmt.pdf](http://www.spibr.org/strategic_alliance_mgmt.pdf)
- *Building Trust in Strategic Alliances: enabling greater value*
  - [www.spibr.org/Building\\_trust\\_and\\_value\\_in\\_alliances.pdf](http://www.spibr.org/Building_trust_and_value_in_alliances.pdf)
- *Change The World: how ordinary people can accomplish extraordinary results* by Robert E. Quinn
- *Simple Rules for Making Alliances Work* by Jonathan Hughes and Jeff Weiss; Harvard Business Review, November 2007
- *Spiritual Principles in Strategic Alliances: be the metaphor for metamorphosis; transform status quo mediocrity into greatness*
  - available at [www.spibr.org](http://www.spibr.org) in e-book or hardcopy format

## Follow-up

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in the midst

**Joe Kittel**  
[joe@spibr.org](mailto:joe@spibr.org)  
+1 970 227-6238  
[www.spibr.org](http://www.spibr.org)  
SPiBR.org LLC  
Loveland, CO

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Slide 67

**I will now pass the 'microphone' back to Brian Deck for some concluding comments and announcements.**

## Questions and Comments from the Webinar

*(slide 1 of 3)*

in the midst

### **Is "Alliance Management" a career path at HP, does HP HR have distinct job codes, education road maps, compensation plans, etc.?**

No, HP does not have a unique ob classification for Alliance Managers. From a job classification perspective Alliance Managers are either a product manager or program manager classification. HP tries to follow industry standard job classifications so that they can better analyze compensation for like jobs across various industries. (Maybe this is a question for ASAP to address/fix.)

### **Being an alliance manager for less then a year, what are some communication practices that would increase alliance development?**

Our communications need to be as impactful as possible. We need to quickly help others "get it." We customize our communication for each audience. Distilling the essence of any alliance down to 2 slides (value and impediments) allows us to most effectively tailor our communications to any audience; the 2 slides become more impactful with use. Like fine wine they improve over time.

## Questions and Comments from the Webinar

(slide 2 of 3)

in the midst

### **What specific suggestions does Joe have to educate / "alliance-ize" leadership on the value of the alliance.**

This question has 2-3 parts, educating management on (a) alliance-ization and (b) the value of an alliance. The specifics are unique to you and your alliance. Alliance-ization is about helping the traditional areas of business appreciate the unique nature of strategic alliancing: very long-term nature, focused on value-creation (emphasize intangible forms), impossibilities. Help Legal understand the inherent risks and uncertainties and need for flexibility. Help Finance quantify intangible forms of value and put a value on *relationship* as a corporate asset. Related to "alliance-ization" is "relationship-ization". We need to provide just-enough and just-in-time training to the individuals who work in our alliance to improve their knowledge, skills and attitude & mindset in the areas of business relationships and interpersonal relationships. Help them create trust. Value is a huge topic. We need to help the organization put a tangible metric around intangible forms of value; and, we need to help the organization value relationship competencies as a strategic corporate asset. It's all tough work!

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Slide 69

## Questions and Comments from the Webinar

*(slide 3 of 3)*

in the midst

**As a new alliance manager, do you believe that attitude and mindset should be more of a focus than skills and or knowledge?**

Absolutely!

We obviously cannot ignore the development of skills (best practices) or the acquisition of knowledge; those 'things' are critically important. But more important than either is the attitude and mindset you bring into the skill development and knowledge acquisition processes.

More important than anything else you need to be very clear about your internal perspective of self, others and the world around you. Just who do you think you are? Are others really on the same team or not? Do things always work out for the best?

**I have been in an Alliance Role for more than 10 years and this was the best Alliance Presentation I have ever seen.**

Awesome! Thank you so much for your kind words, they are greatly appreciated. You have made my day!

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Slide 70

## **Backup Slides**

*from 2-Slide Methodology™ / Simplicity section*

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2-Slide Methodology™ – simply focus on value

Slide 71

## Simplicity

*as simple as possible, but not simpler*

in the midst



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2-Slide Methodology™ – simply focus on value

Slide 72

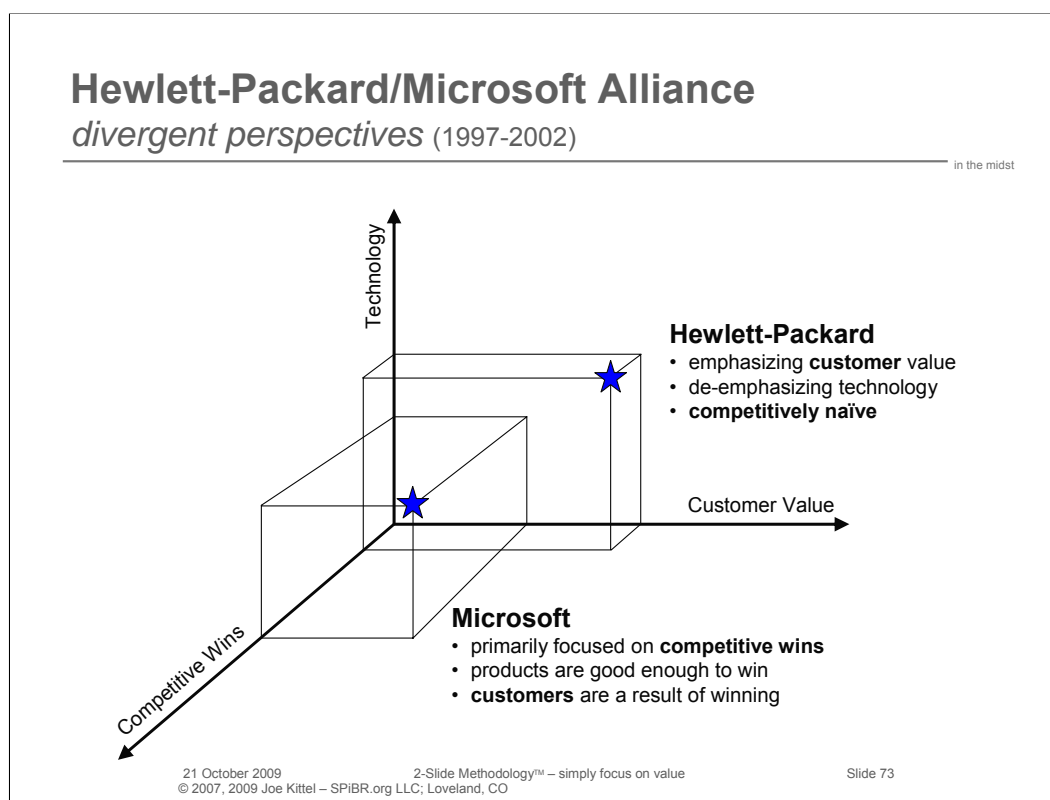
We strive for simplicity. But don't miss any big issues – not too simple.

Make sure things are as clear as possible. Clarity can be intense, even bold.

Slides and documents are not enough, make sure you are connecting, make sure you are listening to the audience and hearing the voice of the collective.

**We now have our 2nd polling question for you.**






As we helped people who worked in this alliance (125 teams at the time) we discovered we were still missing the mark in terms of **helping each side understand the other company's perspective**. It was important that we help each side realize how strategically-important initiatives or investments were considered by the other company. With on-going discussion this picture emerged.

For **Microsoft** they cared most about **competitive wins**. Product and technology had to simply be good enough in order to enable a win. And new customers were the result of winning. Their culture at the time was maniacally focused on winning.


For **HP** we had historically been a very **technology-driven company**, “If we build great stuff, customers will come.” At the time HP’s strategic attention was **shifting** from technical leadership to **delivering customer value**. We are actually quite naïve in terms of competitiveness. We felt that if we built great products that customer valued, competitive issues would take care of themselves.

Without this perspective, HP’s teams would fly to Redmond to discussion how some new idea would bring greater value to customers. Microsoft was in effect incapable of hearing these arguments, they were waiting to hear how HP could help them beat Oracle or Sun Microsystems, they were incapable of hearing customer value arguments. And when Microsoft was trying to convince HP to make a strategic change, their arguments based on competitive wins literally fell on deaf ears.

We were literally speaking two different languages, **this slide** helped illustrate that strategic chasm. It helped us understand **how to frame up strategic discussions**.



**SAP/HP – alliance effectiveness: dealing with our cultural differences – July 2005**



Cultural Differences	
<p><b>SAP's view of HP</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> 1992 (R/3 dev &amp; launch) HP helped "re-make" SAP; strong IBM history, too (esp. at CxO level)</li> <li><input type="checkbox"/> in field, viewed as a hardware vendor – a "boxen schieber" (just selling boxes, after the s/w, HP has no sol'ns)</li> <li><input type="checkbox"/> HP's incremental business value to SAP is unclear</li> <li><input type="checkbox"/> skeptical of IPG's enterprise strategy – staying power, consistency, patience; IPG has sometimes over-set &amp; under-delivered on expectations</li> </ul>	<p><b>HP's view of SAP</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> weak formal co-R&amp;D value-creation processes, ad hoc</li> <li><input type="checkbox"/> top-down decision-making – process-oriented</li> <li><input type="checkbox"/> 1:1 interpersonal "working" relations are critical</li> <li><input type="checkbox"/> lack of perceived urgency – needs to think, discuss</li> <li><input type="checkbox"/> strategic partner – \$3.4B/year in leveraged business</li> </ul>
<p><b>SAP's view of SAP</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> #1 enterprise application company</li> <li><input type="checkbox"/> engineering-driven / becoming more market-driven</li> <li><input type="checkbox"/> a cautious &amp; conservative company</li> <li><input type="checkbox"/> German ... and proud of it ... yet, "the most globally-oriented company I've ever seen," Shai Agassi</li> </ul>	<p><b>HP's view of HP</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> strong in SAP ecosystem - &gt;50% h/w share</li> <li><input type="checkbox"/> somewhat on par or better than IBM (not IGS)</li> <li><input type="checkbox"/> unique breadth of products &amp; services</li> </ul>
Recommendations	
<ul style="list-style-type: none"> <li><input type="checkbox"/> SAP culture is very similar to the "old HP" (pre-merger) – comfortable interpersonal relations</li> <li><input type="checkbox"/> start small – think big – under-set &amp; over-deliver on expectations – earn trust &amp; confidence</li> <li><input type="checkbox"/> stay focused – achieve strong success, build confidence – then expand</li> <li><input type="checkbox"/> continue building cross-IPG coordinated strategy &amp; linkages</li> <li><input type="checkbox"/> strive for consistency – strategy, programs, commitment, management linkages</li> </ul>	

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2-Slide Methodology™ – simply focus on value

Slide 74

This is another example of a value-impediments slide.

HP's and SAP's cultures are more similar than HP's and Microsoft's.

There are still significant differences in perspective or world view which are important to openly acknowledge and deal with. Otherwise the alliance suffers as people are unaware of how to overcome the obstacles impeding value-creation.

# Incremental Value

in the midst

Fundamental Business Objectives	
Partner A's	Partner B's
Key Underlying Interests	
Partner A's	Partner B's
Possible Teaming Scenarios (vision → persistence)	

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2-Slide Methodology™ – simply focus on value

Slide 75

## Value-Impediments

in the midst

Cultural Differences	
Partner A's View of Partner B	Partner B's View of Partner A
Partner A's View of Partner A (self)	Partner B's View of Partner B (self)
Recommendations (practical solutions → tenacity)	

### Spanning Cultural Chasms – from HP/IPG to the rest of HP and SAP



- complex enterprise solutions
- mostly direct sales
- very long product lifecycles

Waldorf PartnerPort  
Co-Dev/Co-Mktg  
IPG Projects



HP GmbH  
SAP PartnerPort





### HP/IPG

- high-volume commodities
- in-direct channel
- very short product lifecycles

Waldorf PartnerPort  
pan-HP initiatives  
TSG quota & commission

 <b>HP/IPG – alliance effectiveness: dealing with HP-internal cultural differences (SAP-focused; "HP" in this case means the rest of HP, excluding IPG) – July 2005</b> 	
Cultural Differences	
<b>HP's view of IPG</b> <ul style="list-style-type: none"> <li>• unknown – a separate company from HP – support mechanism/path differences</li> <li>• strong in the consumer market</li> <li>• HP's profit engine via ink (a tiresome message)</li> <li>• high-volume box mfg with indirect channels</li> <li>• no enterprise strategy/offerings, except printers</li> <li>• strong CSG interests – to build pan-HP story</li> </ul>	<b>IPG's view of HP</b> <ul style="list-style-type: none"> <li>• struggling to be profitable</li> <li>• #2 or #3 in their businesses – no clear leadership</li> <li>• overly complex &amp; slow – how can IPG tap in?</li> <li>• not aggressive enough</li> </ul>
<b>HP's view of HP</b> <ul style="list-style-type: none"> <li>• main competitor = IBM – we can beat them (IGS is a major threat – apps &amp; bus process)</li> <li>• #1 hardware platform for SAP - &gt;50% share</li> <li>• recovering from the merger – possibly stronger</li> <li>• struggling with consistent &amp; focused strategy &amp; messaging – need differentiators</li> </ul>	<b>IPG's view of IPG</b> <ul style="list-style-type: none"> <li>• we bring in 120% of HP's profit</li> <li>• market leader – dominant – very successful</li> <li>• the "old HP" – with leadership &amp; profit – the "HP Way" is alive &amp; well, here</li> </ul>
Recommendations	
<ul style="list-style-type: none"> <li>• leverage off of our strengths &amp; success – "better together" – we have much to teach each other</li> <li>• help the rest of HP understand IPG's enterprise value-proposition and why/how they can carry our message to SAP &amp; their customers – absolutely unique &amp; differentiate pan-HP story (e.g., DP&amp;P)</li> </ul>	
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 <b>American-German Intercultural Gap</b> 	
ref: <i>Kiss, Bow, or Shake Hands: how to do business in sixty countries</i> by Terri Morrison, et. al.	
Apparent Similarities – the 'vener'	
<ul style="list-style-type: none"> <li>▪ Problems are worked "one thing at a time" – monochronical problem-solving.</li> <li>▪ Punctuality, directness &amp; honesty are highly valued.</li> <li>▪ Both are future-oriented, competitive &amp; practical.</li> </ul>	
Cultural Differences	
<b>Americans</b> <ul style="list-style-type: none"> <li>▪ In business, being liked &amp; accepted is important; acquaintances are referred to as 'friends'; being outgoing is the way to make friends.</li> <li>▪ Not shy about expressing pleasure or revealing personal details.</li> <li>▪ Compliments are given freely &amp; expected – impatient with criticism, insatiable for praise.</li> <li>▪ Perpetually optimistic – let's "make a bad situation positive".</li> <li>▪ More individualistic rather than collective.</li> <li>▪ Uncertainty &amp; risk-taking are valued, viewed as courageous.</li> <li>▪ Ambiguity, flexibility, on-going brainstorming is status quo.</li> <li>▪ American leaders &amp; managers define goals, makes decisions, distributes tasks &amp; makes sure things get done – motivates &amp; coaches.</li> <li>▪ American culture considered masculine, proactive, optimistic, ambitious, hardworking, innovative &amp; energetic.</li> <li>▪ Tend to see Germans as opinionated, argumentative know-it-alls, who tend to over-analyze, excessive information needs &amp; lots of group discussion.</li> </ul>	<b>Germans</b> <ul style="list-style-type: none"> <li>▪ In business, emphasis is on content, fact-oriented – the unconscious objective is to appear credible &amp; make objective decisions.</li> <li>▪ Willing to explore all sides of an issue – even it means being unpleasant &amp; confrontational.</li> <li>▪ Compliments are redundant – job well done is simply expected.</li> <li>▪ Making a "bad situation positive" is mathematically impossible.</li> <li>▪ More collective rather than individualistic.</li> <li>▪ Strives for uncertainty avoidance, minimize risks.</li>   <li>▪ German leaders &amp; managers are both experts &amp; mediators – convinces, doesn't order.</li>   <li>▪ German culture considered masculine with feminine undertones, prefer to work collectively with a well-established plan, quality of life &amp; office atmosphere can be more important than salary.</li> <li>▪ Tend to see Americans as naive &amp; superficial.</li> </ul>
Recommendations	
<ul style="list-style-type: none"> <li>▪ Have a sense humor – laugh at discovered differences.</li> <li>▪ Be a bit less task-driven – don't over-drive individuals or the relationship.</li> <li>▪ Be tolerant of failures – setbacks are part of the adaptation process, don't get frustrated.</li> </ul>	

## But what about when they just seem crazy, stupid, or disingenuous?

### ■ Check Your Assumptions! Some Humility Is Probably In Order

Different views aren't necessarily crazy

None of us has sole possession of the truth

You never know what you don't know

Most disagreements aren't about the facts,  
but about what the facts *mean*



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**Backup Slides**

*from Alliance Manager Role / 3x3 Methodology™ section*

in the midst

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Alliance Management Role Methodology

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## Unhealthy and Value-Limiting Behaviors

*the role of alliance manager is not about ...*

in the midst

### Unhealthy Behaviors

- ❑ **Drama Queen** – distracted by problems, emotionally draining
- ❑ **Complexity King** – obscures self and promotes job via complexity
- ❑ **Fear-monger** – counteracts collaboration, sours the climate
- ❑ **Information-hoarder** – stifles flow of ideas and value-creation

### Value-stifling Behaviors

- ❑ **Gatekeeper** – restricts idea flow and reduces value-creation
- ❑ **Dictator** – demoralizes people, the source of ideas
- ❑ **Executive Liaison** – assumes only top-down; ignores “worker bees”
- ❑ **Escalation Manager** – problem-oriented vs. solution-/value-oriented
- ❑ **Schmoozing Drone** – waiting for a once-in-a-lifetime opportunity
- ❑ **Organizational Concierge** – reactive not proactive focus on value

**How helpful are any of these behaviors in value-creation work?**

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Very often we cannot perceive the affect our behavior is having on others. We cannot see our behaviors and need a trust-other to point it out. We need others to help us change our internal attitude and mindset so that our behaviors become more authentically value-enabling.

We need each other.

Life and alliancing are both we things.

## Assessing and Changing Attitude and Mindset

*changing perspective toward self, others and the universe*

in the midst

- **Good books**
- **Reflection and meditation**
- **With self-confidants** – trusted others
- **Personality inventories**
- **Self-assessments**
- **Formal performance feedback** – look at core issues
- **Informal feedback from others** – seek, continually ask
- ***Now Discover Your Strengths* by Buckingham & Clifton**
  - [www.StrengthsFinder.com](http://www.StrengthsFinder.com)

*“Embrace the hypocritical self. Be the change. Be the metaphor.”*  
– *Change the World* by Robert Quinn

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How can we change our own attitude and mindset?  
What are some practical things I can do?

## Transformational vs. Traditional Change Agents

from the book *Change the World* by Robert E. Quinn

in the midst

Traditional Change Agents	Dimension of Differentiation	Transformative Change Agents
Personal Survival	<b>Core Vision</b>	Productive Community
Fixed by Position	<b>Leadership</b>	Spontaneous Contribution
Equilibrium	<b>Desired System State</b>	Bounded Instability
Prevent Insurgency	<b>Social Movement</b>	Enact Insurgency
Responsive	<b>Empowerment</b>	Self-authorizing
Script Driven	<b>Consciousness</b>	Mindful
Social Expectation	<b>Moral Reasoning</b>	Principle Driven
Respond to Stimulus	<b>Sanctions</b>	Transcend Sanctions
Divided, Guarded	<b>Self</b>	Authentic, Open
Provokes Closure	<b>Stimulation</b>	Provokes Openness
Exotelic	<b>Motivation</b>	Autotelic
Uses Symbols	<b>Symbolic Communication</b>	Becomes a Symbol
Controlled	<b>Learning</b>	Surrender-based
Imitation	<b>Source of Vision</b>	Creation
Instruction	<b>Vision Transfer</b>	Reframing
Problem Solving	<b>Mode of Inquiry</b>	Appreciative Inquiry
Accountability	<b>Cause and Effect</b>	Co-creation
Expertise	<b>Stimulus for Change</b>	Improvisation
Negative Force	<b>Resistance and Uncertainty</b>	Positive Force
Other	<b>The Target of Change</b>	Self

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### Move to backup

Briefly mentioned – this is from Appendix A in Robert Quinn’s book “*Change the World*.” This is a must-read for alliance managers (esp. Appendix A).

## Yes We Can

*transform self → transform alliance → transform business*

in the midst

**We = an open on-line worldwide community – started Sept 2007** ([www.spibr.org](http://www.spibr.org))

□ **Focus:** the practical use of spiritual principles in business relationships

□ **Community:** >150 individuals

□ 110 experienced in strategic alliancing (primarily individual practitioners)

■ 30 e-books to the Association of Strategic Alliance Professionals

□ 40 people living a spiritually-based life

□ **Result:** a book

***Spiritual Principles in Strategic Alliances:***  
*be the metaphor for metamorphosis;*  
*transform status quo mediocrity into greatness*

□ written on-line with the community, an open source process

□ endorsed as a Best Practice by Association of Strategic Alliance Professionals

□ ~110 hardcopies

■ 85 to individuals in alliancing

■ 25 to individuals living a spiritually-based life

□ hardcopies and e-books distributed worldwide

■ US, Germany, Netherlands, UK, Australia, Canada and India

■ United Nations University in The Netherlands



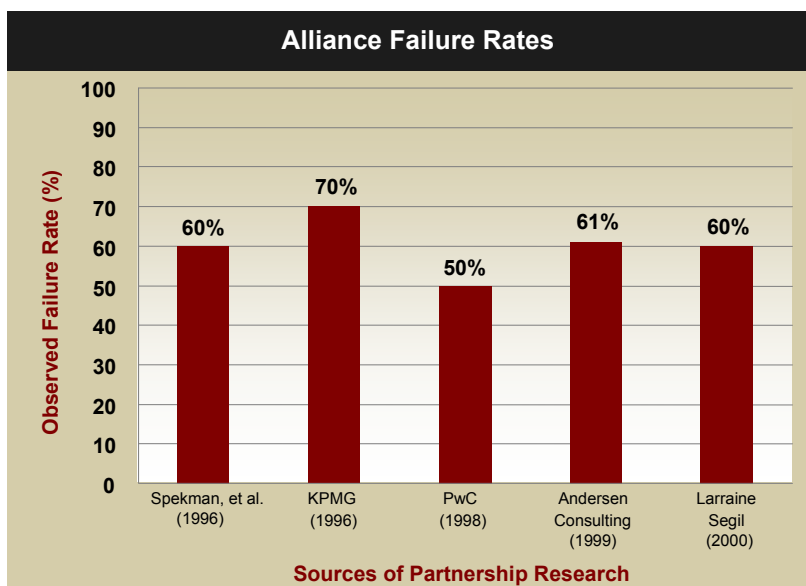
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The transformational work of SPiBR.org LLC

## Most alliances fail



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59-60 = average; hovering well above half.

Somewhat dated data, but failure rates are still unacceptable.

Contact Vantage Partners LLC ([www.vantagepartners.com](http://www.vantagepartners.com)) for more current research results in *Managing Alliances for Business Results: Lessons Learned from Leading Companies* by Jeff Weiss, Sara Keen and Stuart Kliman.

## Parsing causes of alliances failure

- Alliances require ~~companies and people~~ to **work together** in ways that are **fundamentally different** than the ways in which they are ~~accustomed to operating~~
- Most companies focus much more on **deal-making** and alliance formation than they do on alliance management
- Few companies have invested in the capabilities required to systematically manage alliances



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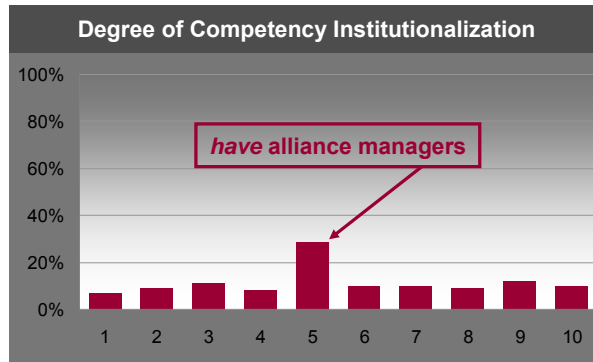
# Companies often find it difficult to do those things they know make the relationship work

*“We see a huge amount of inconsistency from relationship to relationship.”*

*“Our problem is that none of this is real formal.”*

*“When thinking about these [10 competencies] I thought **some people** have these, but the organization does not.”*

Notwithstanding recognized importance, few companies report actually institutionalizing each capability



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## Companies report the following ten capabilities are most critical to alliance success

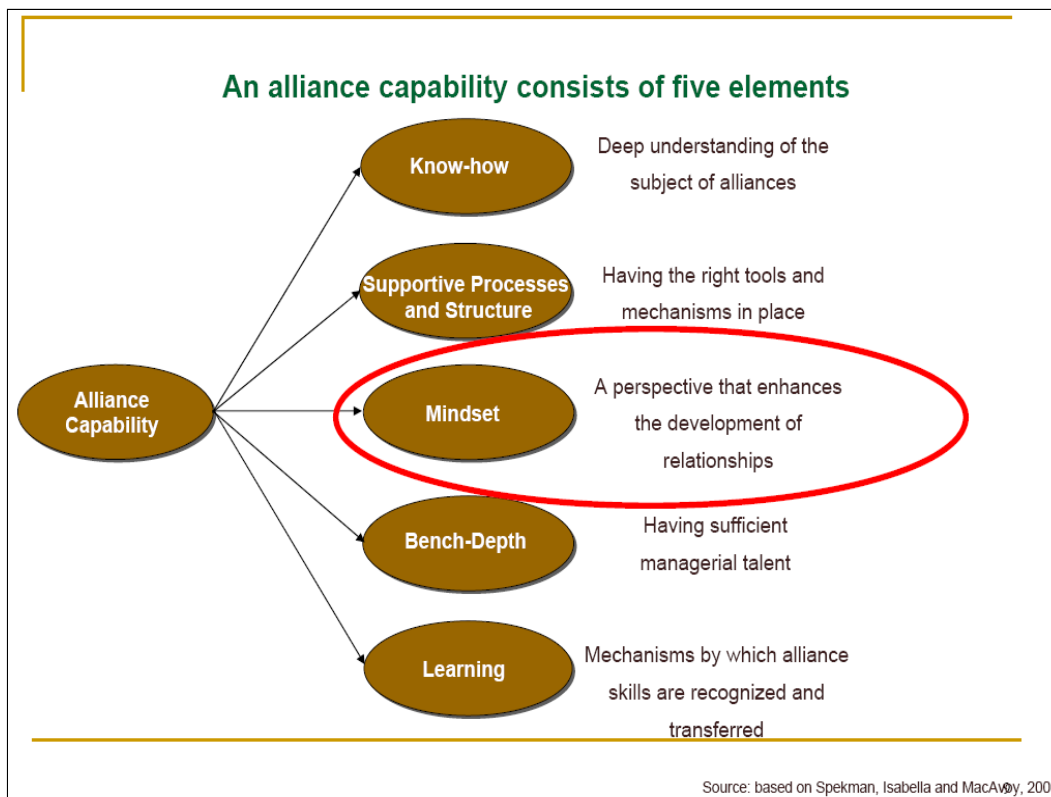
1. Building and maintaining **internal alignment**
2. Evaluating and considering **relationship fit** with potential partners
3. Building a strong **working relationship** while negotiating an optimal deal
4. Establishing common ground rules for **working together**
5. **Having dedicated alliance managers**
6. Having **collaborative skills** in alliance employees
7. Having a **collaborative corporate mindset**
8. Managing **multiple relationships** with the same partner
9. Auditing alliance relationships
10. **Managing changes** that affect alliances



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Below is a somewhat prioritized list of the positive impact this empowered and empowering individual will have in the alliance:

- “Having a collaborative corporate mindset” – the alliance manager will **embody** collaboration, he/she will illustrate this to others; and, they will proactively share their personal collaborative insights and ideas with others.
- “Building and maintaining internal alignment” – “internal alignment” is achieved first within, then without – alignment is a core **spiritual** issue; having aligned self (internal alliance – between ego and spirit) they will boldly and confidently lead the alignment in the (external) alliance.
- “Managing changes that affect alliances” – the alliance manager will become a transformational change agent, they will enable growth (positive or directed change); growth opportunities will emerge; they will both emanate as well as attract growth.
- “Having collaborative skills in alliance employees” – the alliance manager will proactively share their best collaborative skills, most importantly her/his own wisdom and perspective; as they consciously strive to obsolete themselves (knowing that what they give will come back) collaborative knowledge, skills, wisdom and insights will naturally flow into and throughout the alliance.
- “Building a strong working relationship while negotiating an optimal deal” – using the concept of “**intensely-shared light**” to stay tough-on-issues and soft-on-people; light has no emotion, no shame, judgment or guilt, and it often is itself the solution; this artful science will be embodied by and realized in the alliance manager.
- “Evaluating and considering relationship fit with potential partners” – the alliance manager will be more open and receptive to seeing and dealing with tough inter-company cultural challenges.
- “Establishing common ground rules for working together” – working together is the relationship; “rules” may be too rigid for a relationship needing to be flexible and adaptive.
- “Managing multiple relationships with the same partner” – the alliance manager will intrinsically be ethical, embodying fearless integrity with appropriate transparency.



an ASAP slide from 2007 Summit