

Developing and Managing Enterprise Alliances: **Fundamental Principles** *in* **Strategic Alliance Managers**

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A.S.A.P. Summit TOC

- What's the Problem?
- Context: presentation, speaker, the deal
- Fundamental Principles
- Benefits
- Food for Thought
- Real-world Spiritual Opportunities
 - with open mic ... informal Q&A
- Wrap-up – suggested call to action
- Q&A



A beggar sat by the side of a road for over thirty years. One day a stranger walked by. "Spare some change?" mumbled the beggar. "I have nothing to give you," said the stranger; "What's that you're sitting on?" "Nothing," replied the beggar; "Just an old box. I have been sitting on it for as long as I can remember." "Ever look inside?" asked the stranger. "No," said the beggar; "What's the point? There's nothing in there." "Have a look inside," insisted the stranger.

What's the Beggar's (Our) Problem?

- Alliances fail due to
 - negative perceptions, low trust → seeing others as devious or incompetent
 - festering conflicts, disrespect → unaddressed issues
 - basically lack of faith or love → fear & scarcity – me vs. you
- Personal questions & challenges
 - how can I get better at being “tough on issues, soft on people”?
 - how can I be more confident?
 - why is there such a scarcity mentality – in the organization, within me?
 - how can I attract good people to help, esp. without much explicit power?
 - how can we find & maintain enthusiasm, esp. during challenging times?
 - how can we achieve & sustain, true long-term success?
 - is there anything that helps coalesce prior experience & training?
 - where can I turn to when prior training & experience are insufficient?

Who do I think I am?



Professionally

- BS in Electrical Engineering
 - quantum electronics & VLSI
 - Magna Cum Laude
 - EE honor society president, ...
- 20 years with HP
- 15 years in alliancing
 - ~every type & form
 - ~every technology company
- \$xxxM deal
 - 9 mos, 1.5 yrs, 5 yrs to close
 - can't/shouldn't/must/will do it
- Awards, bonuses, promotions, raises, options... I did good

Personally

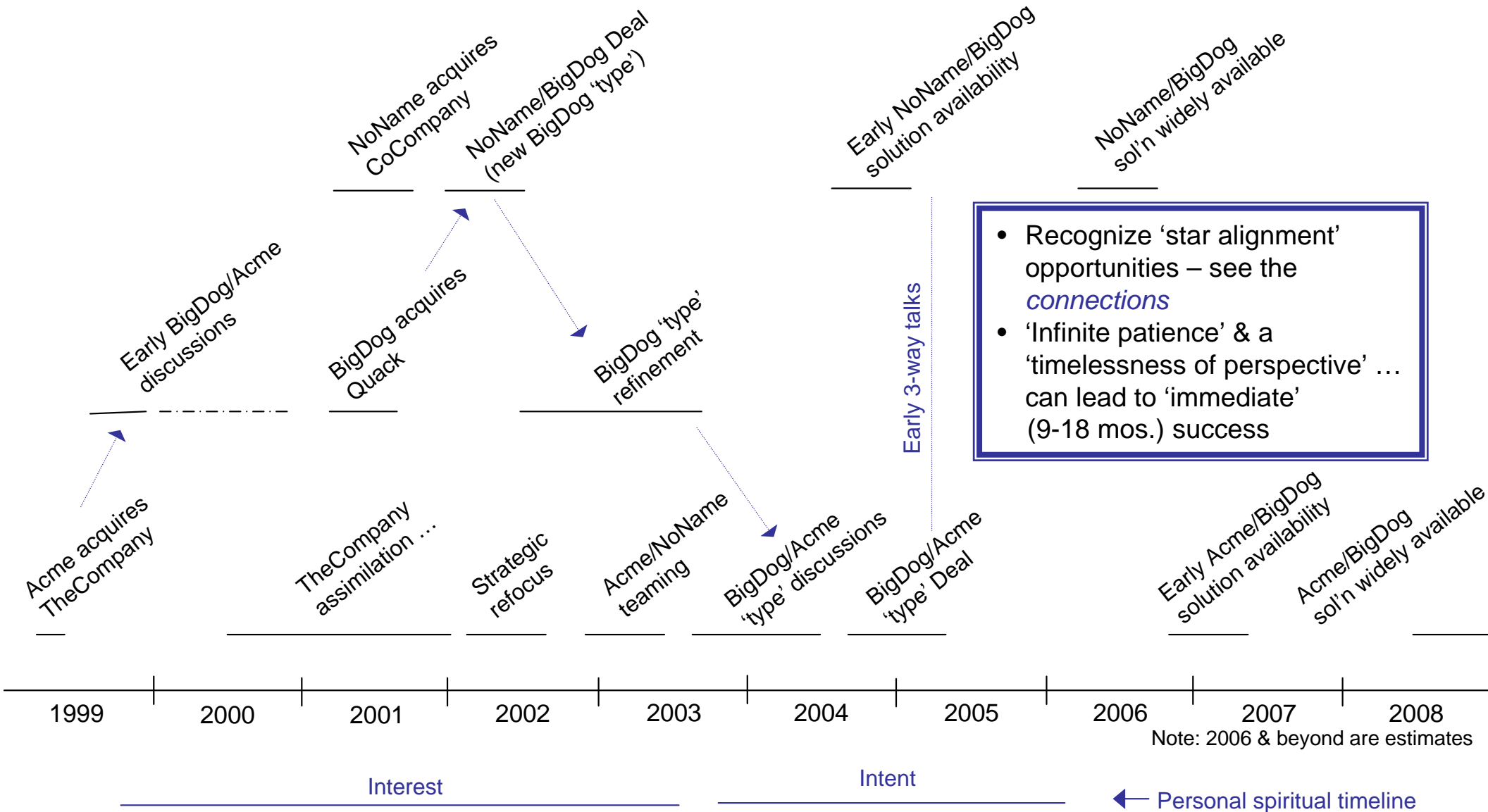
- Intellectual – a disability
- A novice spiritual seeker
 - past 2 yrs – with intent
 - past 5 yrs – to find a new life
 - prior yrs – academic exercise
- A recovering addict
 - forced spiritual awakening
- Friedreich's Ataxia
 - progressive awakenings
- Competitive swimmer
 - learning to relax & consume less air
- Persistent & tenacious
- I am good

Caveat, Warning & Target

- The presenter will try to convey too much, too quickly
 - it's hard to explain fundamental principles which are intertwined & impossible to parse (very difficult to explain)
 - enthusiasm is pushing out an inside story which is
 - complex to the mind ... but ...
 - simple to the spirit
- Be patient with me & you – kindly hear me out
 - don't confuse naïve & simplistic with wise & simple – don't prejudge
 - be willing to believe, you will then come to see
 - be wary of your initial mind-based reactions which may be *disorienting*, uncomfortable or which may even stir up anger
- Target audience
 - experienced strategic alliance managers
 - who suspect there may be 'more' or 'something else' going on ...
 - looking for serenity, enthusiasm, work/life balance & integrity ...
 - all – enlightened, atheists, agnostics, romantics ... any '...tics' ...

A \$xxxM Deal

Enterprise Deals – Progress is measured in years; Success is measured in decades & portions of \$Bs



- Recognize 'star alignment' opportunities – see the [connections](#)
- 'Infinite patience' & a 'timelessness of perspective' ... can lead to 'immediate' (9-18 mos.) success

Fundamental Principles

- For example - in Physics
 - Newton's 'Laws' of gravity, force & motion
 - Special & General Relativity
 - quantum mechanics & string theory
- Their affect on us
 - they clarify – “ah ha – *now* I get it!” (often after some disorientation)
 - empower, inspire & embolden – they change our attitude & our perceptions – they change us
 - coalesce prior experiences & education
 - provide predictive insights
- Do they exist in alliances? If so, what are they?

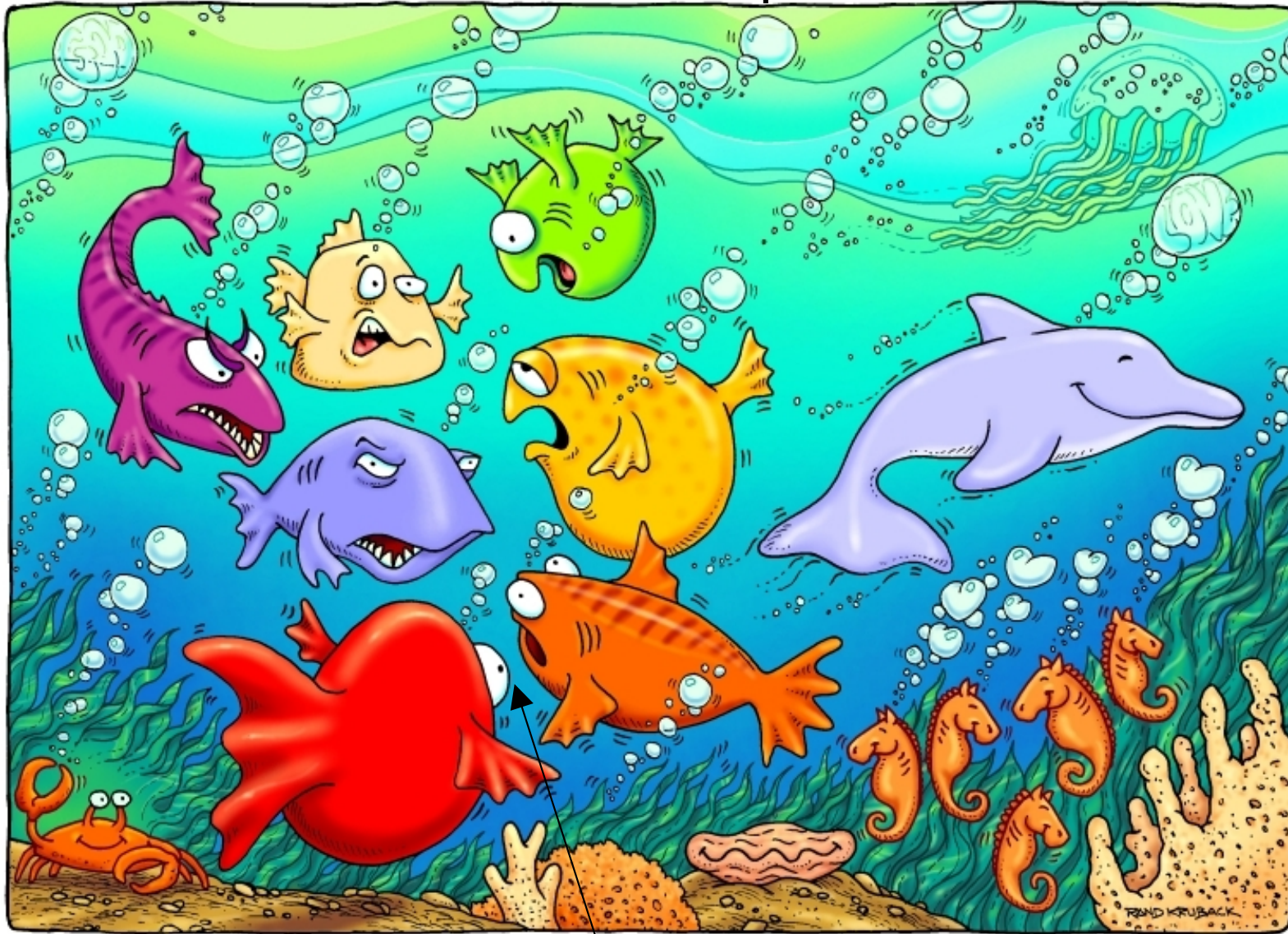
Fundamental Principles in Alliances

- *Alliances* are about relationships – interpersonal, intercompany ... but ...
 - how often are we distracted by strategy, politics, organizational structure, decision making, finance, contracts, press releases, technology, sales, marketing, executives, regulatory issues, ... ?
 - when & how can we effectively focus on this 'relationship' stuff?
 - the 'relationship' part is seen as simplistic, non-substantive, warm-and-fuzzy part of alliancing ... it doesn't really 'count', does it?
- *Spirituality* is also about relationships:
 - with God ... some higher power ... the infinite
 - with others – spiritual beings having human experiences
 - with one's true self or spirit
 - with the world ... nature ... the universe
 - is not about debating the doctrine of organized religion

➤ if it's not practical, here & now, it's not spiritual
- Is there a unifying, holistic truly 'strategic' *internal* alliance?

*All are the
same
relationship!*

A Different Perspective ...



Spiritual beings are at times unnoticed; when we are in fear rather than spirit – they appear transparent.

Some choose to accept the spiritual as a “given” and simply live their lives on ‘purpose’.

We can all align our lives with the ‘flow’ and make greater progress.

The purpose of life is to ‘sing & dance & laugh’ and get others to sing & dance & laugh.

“Prove to me that water really exists; I’ll believe it when I see it!” “The true nature of water is 2 Hydrogens + 1 Oxygens!” “Water can only be experienced in the sacred seaweed patch, under a full moon.” “If I live my life right I hope to be with water ... at some other place ... sometime.” “Water without salt is blasphemy!” “Those seahorses are not very ‘watery’; and, whatever happened to the jellyfish? I haven’t seen him around here lately.”

Benefits I am suggesting ... for You

As an alliance manager, I imagine you want:

- greater effectiveness, success & efficiency
- to make a mark, do something unique in your company & world
- see the alliance make money ... produce net-new value

You *can* have greater success – possibly not in the way you think

- first be willing to *transform* yourself – with 'trusted others', with God
- *be* those things you want to *see* in your world
- in time, with 'infinite patience', *abundance* will be *attracted* to you

Benefits from living and *being* more spiritual – *being* more loving:

- continued/increased personal *awakening* leading to real growth
- increased *effectiveness* and *productivity*
- greater *peace and serenity* – regardless of outside circumstances
- become a more active *co-creator* with a higher power
- *attract success-filled events* and *good people* into your world

The Essence of Spirituality

the 'fundamental of fundamentals'

Love

- beyond what can be taught
 - we can point to it & see evidence of it
 - we can *be* it
- “the will to extend one’s self for the purpose of nurturing one’s own or another’s spiritual growth” – recursively *is* growth
- synonymous with God or spirit or some higher power
- is the essence of *a//* biblical commandments
- is NOT
 - something you “fall into” or “fall out of”
 - simply a feeling, like: romantic love, infatuation, lust, sex
 - always “warm & fuzzy” – e.g., “tough love” is a redundant statement
 - emotional ‘affliction’ accompanied by possessiveness, anger & control
 - naïve, weak or silly
- is indestructible, has no opposite – ultimately the only thing real
- all human interaction is either a cry for love, or an offer of love

Love & Spirituality in Business?!

- Thought exercise: imagine yourself in a negotiation with your greatest spiritual teacher (Buddha, Christ, Gandhi, Mohammad, ...)
 - would this be a 'tough' negotiation?
 - how would you prepare?
 - what would the actual 'negotiation' be like?
 - would you quickly & efficiently find best solution for all?
 - whose side would *they* be on? ... maybe both!
 - would you be fully 'present' or would you 'multi-task'?
 - would the results stand the test of time?
- What if you imagined (chose to view) *all* meetings as such sacred encounters? Would you be more effective?

Paradoxical Dichotomies

a warm-up exercise to distract the mind – dualities dissolve with loss of separateness

- Physical examples:
 - light = wave and particle
 - energy = matter = strings vibrating in 9 or 10 different dimensions = thought = 'the word'?
 - the observer affects the observed (ref: Heisenberg)
- You learn best by teaching – wisdom given away grows
- You keep your most precious gifts by giving them away
- Embrace your death to truly live – 'surrender to win'
- The most important thing you can do in your most important relationship is *no thing* – quiet your mind

Alliancing Dichotomies

- The smallest things are often the biggest
- Know when the best thing to do is no thing – simply be present, *be* the silent observer – then ... maybe ... act
- Be everywhere in general & nowhere in particular – influence the alliance holistically; but don't become 'wedded' to a single project
- Be egoless, with unconditional confidence
- If you drive too hard to win, you may lose
- Strive for personal obsolescence not organizational dependency, and you'll grow in true value
- Accept that many will view you as invaluable; some may choose to see you as useless, even dangerous

Real-world Spiritual Opportunities

- The Power of **Shared Vision** – in a \$xxxM deal
- **Our Light Cleanses, Shared Light Transforms** – the cleansing power of shared perspective; without: emotion, judgment, or preconceived solution
- **Presence**, Mindfulness & **Meditative** Living – lessons learned in scuba diving, taken into a contentious co-marketing meeting
- **Seeing Rightly** – we *are* all on the same team, respect & reverence towards your greatest teachers – around you always
- **Tough Love** - assertive-niceness, dealing with the 'untrustworthy'
- Alliance Managers & **Attributes of Deity** – arrogance or insightful consideration
- **Purgatory** – fear it or embrace it
- **Unconditional Confidence** – goodness & growth prevail – be good

Alliance Managers and Attributes of Deity

Omnipotence – all powerful

- we have little if any formal, explicit power
- power is based on shared wisdom & perception, influence

Omnipresence – present everywhere

- the tendency of the new & naïve to control, to be a 'gatekeeper'
- often leads to sub-optimal outcome – you cannot be everywhere
- spiritual presence, influence & direction can be pervasive

Omniscience – all knowing

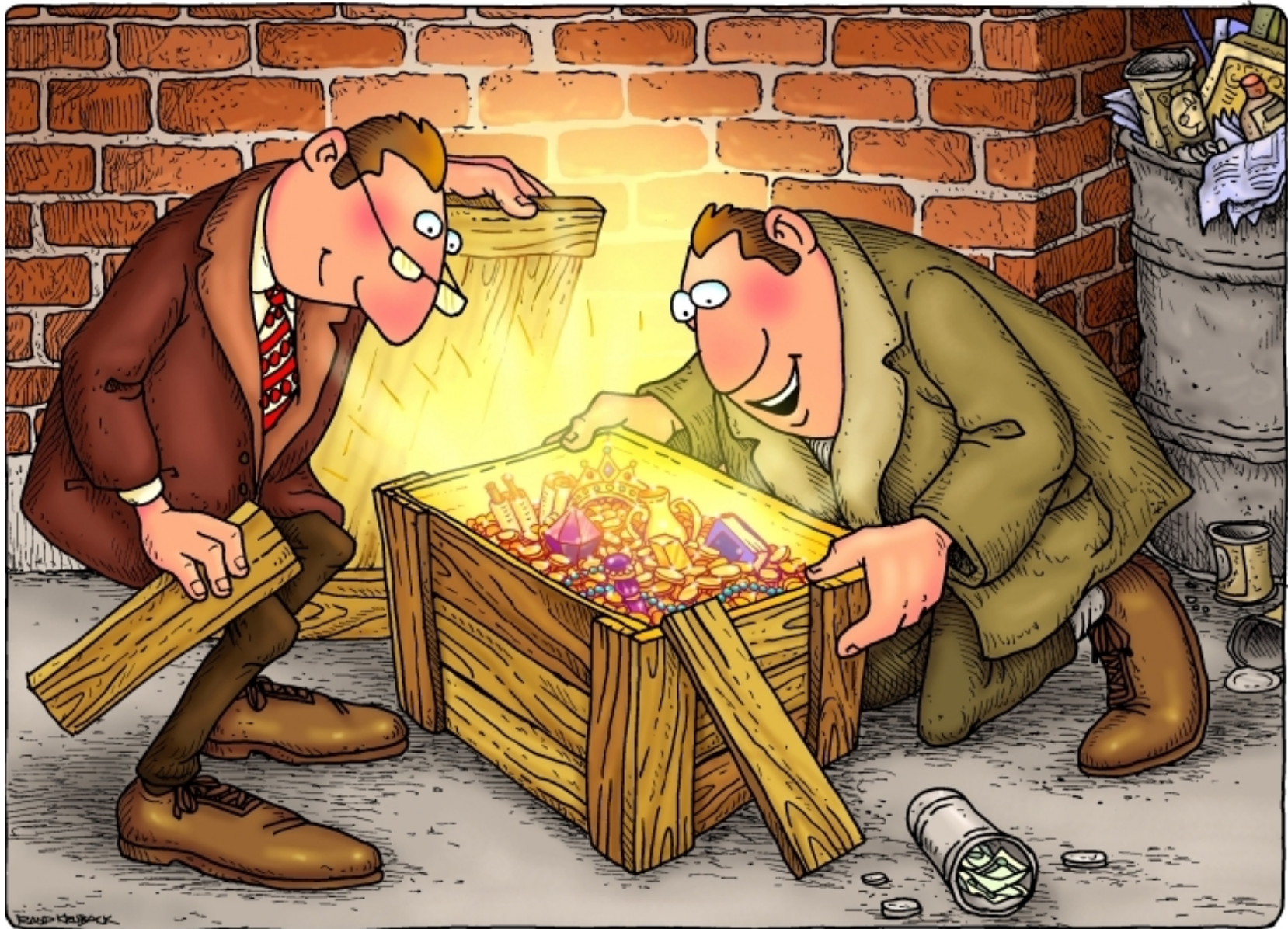
- wisdom gained & shared is the basis of value & implicit power
- grows when shared – if you strive for self-obsolescence by sharing it wherever & whenever appropriate, you'll increase in personal value
- at times this implicit power may be stronger than explicit power

Purgatory – *disorientation* may be a sign of *growth*

Eden	Earth	Heaven
Recovering from Active Addiction		
Paradisiacal Escape: from me, life, God	Hitting bottom	Recovery: with we, an awakening
Significant change – job change, new company or new role		
Simplistic & naïve answers	Overwhelmed in complexity	Simple, powerful & wise answers
Interpersonal Style/Mindset		
Lovey-dovey, vulnerable, naïve	Hostile, aggressive, me vs. you	Love , assertive-niceness, us
Organizational Growth/Reinvention		
Order	Chaos	Controlled instability, edge of chaos
Change Agents		
Fact-based – I'll convince you to change with facts; I'll teach you	Authority- or Participatory-based – by the force of authority or by teaming-up you'll change; I'll convert you	Transformative – I will be the change I want to see, I'll first go within & change myself; I will serve & heal
Spiritual Growth		
Physical – ego	The ‘ valley of the shadow of death’; ‘serving two masters’ (ego & spirit); mixed-upedness; a ‘living Hell’	Spirit - God – ‘heaven on earth’
Simply espouse learned doctrine, know of God		Being, internalization of principles, know love, know God
Separateness – fear, shame, guilt		Connectedness – love, joy, serenity
Duality & Separateness ‘vs.’ Singularity Mindset		
Dichotomies exist – huh ... weird!	Confusion	Dichotomies are uninspired thinking (egoic mind separate from spirit)

Who do I think We Are?

- Spirits – indestructible with infinite capacity
 - spiritual beings having a human experience
 - spearheads of God's ever-advancing humanity
- Transformational change agents who are meant to enthusiastically & with unconditional confidence bring business to love, to transform business itself from today's fear-based, me vs. you, scarcity climate into a healthier environment of rejuvenation, infinite abundance & unlimited growth
 - who else better than us to do this?
 - beings who are building value via collaboration



Together they managed to pry open the lid. With astonishment, disbelief, and elation, we see that the box is filled with treasures beyond belief: love, light, inspiration, enthusiasm, unconditional confidence, goodness ...
- Eckhart Tolle in The Power of Now

Suggested Call to Action

- Be willing to Believe ... you will *then* See
 - Ask ... Seek ... Knock
 - Meditate – be willing to quiet the mind & *listen*
- Obtain the boldness & unconditional confidence required to “walk naked into the land of uncertainty”
- Be part of a productive community of like-minded folk
 - share your experience with others, with pure/no motives
 - help us all refine the practical application of these principles in an **ASAP Special Interest Group**
 - give it away to keep it – teach in order to be taught
- Finally – if you are willing to live a spiritual life, accept that answers will come in unexpected ways & times

Backup Slides

A Few References

- *A Return to Love: Reflections on the Principles of A Course in Miracles* by Marianne Williamson
- *Alcoholics Anonymous* A.A. World Services Inc.
- *Change the World: How Ordinary People Can Accomplish Extraordinary Results* by Robert E Quinn
- *Getting to Yes: Negotiating Agreement Without Giving In* by Roger Fisher, William Ury and Bruce Patton
- *Loving-Kindness: The Revolutionary Art of Happiness* by Sharon Salzberg
- *Sermon on the Mount* by Emmet Fox
- *Power vs. Force: The Hidden Determinants of Human Behavior* by David Hawkins
- *Quantum Trickery: Testing Einstein's Strangest Theory* Dec 27, 2005 NY Times
- *The Power of Now: A Guide to Spiritual Enlightenment* by Eckhart Tolle
- *The Road Less Traveled* by M. Scott Peck, M.D.
- *There's a Spiritual Solution to Every Problem* by Wayne Dyer
- *What the Bleep do we know?* a thought-provoking, disorienting movie

3 Quotes to Consider ...

People are often unreasonable, illogical and self-centered; forgive them anyway.

If you are kind, people may accuse you of selfish, ulterior motives; be kind anyway.

If you are successful, you will win some false friends and some true enemies; succeed anyway.

If you are honest and frank, people may cheat you; be honest and frank anyway.

What you spend years building, someone may destroy overnight; build anyway.

If you find serenity and happiness, they may be jealous; be happy anyway.

The good you do today, people will often forget tomorrow; do good anyway.

Give the world the best you have, and it may never be good enough; give the world your best anyway.

You see, in the final analysis, it is all between you and God; it was never between you and them anyway.

- *The Final Analysis* a version of the *Paradoxical Commandments* by Kent M. Keith

The spiritual journey does not consist in arriving at a new destination where a person gains what he did not have, or becomes what he is not. It consists in the dissipation of one's own ignorance concerning one's self and life, and the gradual growth of that understanding which begins the spiritual awakening. The finding of God is the coming to one's self.

- Aldous Huxley

"Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. It is our light, not our darkness that most frightens us. We ask ourselves, Who am I to be brilliant, gorgeous, talented, fabulous? Actually, who are you not to be? You are a child of God. Your playing small does not serve the world. There is nothing enlightened about shrinking so that other people won't feel insecure around you. We are all meant to shine, as children do. We were born to make manifest the glory of God that is within us. It is not just in some of us; it is in everyone. And as we let our own light shine, we unconsciously give other people permission to do the same. As we are liberated from our own fear, our presence automatically liberates others."

- Marianne Williamson in *A Return to Love: Reflections on the Principles of A Course in Miracles*

But ... what about The Battle?

- It's "all in your mind!"
 - your mind vs. your spirit – the egoic mind vs. the 'silent observer'
 - this 'belief' in separateness leads to separateness – in you & in your world
 - therefore – come to peace within, first; as within, so without; as a man thinketh ...
- The lies of the egoic mind – uninspired thinking, mind separate from spirit
 - you (the 'silent observer') need me (the mind) *to protect you* ... from what?
 - *be very afraid* – the mind will use time to feel bad about the past or fear the future
 - I, the mind, am a great problem-solver ... this IS true
 - if the mind isn't given problems it will create problems (using time ... what IS time?!)
 - I am what I have – my *possessions* define me
 - I am what I do – my *achievements* define me
 - I am what others think of me – my *reputation* defines me
 - I am separate from everyone – my *body* defines me as *alone* (not all one)
 - I am separate from all that is missing in my life – my life space is *disconnected*
 - I am separate from God – I am dependent on *God's assessment* – later & somewhere
- Bring your mind into subjugation to the silent observer within & *in time* you'll realize there is no battle! There is no 'vs.'!

Unconditional Confidence

- Know that goodness & growth prevails
 - for you personally
 - for your company
 - for 'the deal' & the alliance – deal or no deal... can you see it in your life, in your past?
- Be bold – be willing to “walk naked into the land of uncertainty”
- Fear vs. Love – we are always in one or the other – fear is the absence of love
 - nothing real [love] can be threatened
 - nothing unreal [fear] exists
 - herein lies peace

Perspective & Perception

- The observer affects the observed – when we *choose to change the way we look at things*, those *things* we choose to look at *change*
- Obstacles, challenges & conflict are invaluable 'opportunities' to learn, grow & *see* differently
 - conflict arises from unseen differing perspectives
 - relax & be present – know with confidence
 - solicit inspiration – prior to, in the moment, after
 - focus on greatest good for all concerned
 - mistakes are opportunities to choose differently
- *Namaste* – view every interaction as sacred, you are with another child of God, another spiritual being
- A__holes are our greatest teachers – treat them with the respect & dignity great teachers deserve
- Say “yes” to the ‘water’! – believe it (be willing to see it) & you will then *see* it

Presence & Mindfulness

- Be fully *present* in meetings & conference – multi-tasking is a ‘lie’!
- All you have is *now* – time is an illusion of the mind, used to create problems – to keep the uninspired mind (ego) ‘employed’
- Be *watchful* for opportunities:
 - when they (opportunities) present themselves ...
 - when the student is ready the teacher will appear (& visa versa)
 - when the student is *really* ready he will realize the teacher is everywhere & always
- Achieve presence via meditation, then make your life meditative by staying mindful – be aware of your thoughts
- Know that your thoughts do create your world – pay attention!