



Spiritual Principles in Business Relationships

SPiBR.org LLC



A Change in Perspective: Bringing Clarity to Strategic Alliance Managers and Into Their Alliances

January 23, 2013

ASAP Webinar

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Slide 1

This is the slideset, along with speaker notes, presented in ASAP's January 23, 2013 webinar. This presentation is based on many of the ideas out of my book *Spiritual Principles in Strategic Alliances: transform status quo mediocrity into greatness*.

This document can be freely used and distributed by strategic alliance managers so long as the © and attribution information is retained. Let me know if you would like the actual PowerPoint presentation.

If you're interested in being part of a community focused in this area, consider joining the LinkedIn group Spiritual Principles in Strategic Alliances.

I am always interested in your comments, suggestions and question.

Love,

Joe Kittel

joe@spibr.org

www.spibr.org

+1 970 227-6238

Spiritual Disclaimer

in the midst

Spirituality

- ❑ Is not a prerequisite for the ideas in this presentation
- ❑ Does help us understand the fundamentals in *relationships*
- ❑ Sheds light on *Why* and *How*

Joe's Spirituality

- ❑ Two spiritual universities
- ❑ Clarity plus passion may appear as dogmatic zealotry
- ❑ Unseen biases or blind spots may appear as close-mindedness

You Have the Truth Within You – Claim It!

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Slide 2

Regarding Spirituality

- Spirituality is *not* a prerequisite or a requirement for understanding or using these ideas; the ideas shared in this presentation stand on their own
- Spirituality *does* help us understand the fundamentals, in *relationship*
- And, spirituality provides insights into *How* and *Why*
 - alliances fail
 - these ideas work

Regarding My Spirituality

- I have two practical “spiritual universities” – my disease of drug addiction and my children’s disease “Friedreich’s Ataxia” (a degenerative neuromuscular disorder) – they both teach me amazing lessons, *if* I am willing to experience them.
- I acknowledge that based on the clarity and passion of my focus I can appear to be a dogmatic zealot - I abhor that
- I strive to be open and receptive to “growth opportunities”; however, I know I can appear close-minded, especially in areas where I have blind spots

Finally, I am merely sharing with you my experiences, my perspective. The important thing is that *you* have the Truth within you. Do not accept what I say as true. Think about it . Reflect upon it. If it rings true, try it out...

Premise

in the midst

Whereas:

- ❑ Most alliances fail to achieve their full *value-creating* potential
- ❑ The primary area of failure is in *relationship*
- ❑ Practical spirituality is about the *deepening of relationship*
 - ❑ A change in attitude & mindset in order to deepen relationship

Therefore:

- ❑ Practical spirituality in alliances is a strategic imperative

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Slide 3

Most alliances fail

“Failure” means they failed outright or they only achieved the alliance’s initial goals. There is significant value-creating potential left untapped in the alliance.

Based on extensive research in 2006 the overall failure rate was 57%, in high-tech the failure rate was 68%.

Beyond research statistics, let’s “get real” and personal – for you, as an alliance manager, do you sense there is untapped value possible from your alliance?

Areas of failure

As will be presented later, the three main areas of failure are:

- Poor strategy and business plans (a traditional business competency)
- Bad legal and financial terms and conditions (a traditional business competency)
- Poor or damaged relationship (a non-traditional business competency); if we don’t deal with this, no one will

Defining spirituality as the deepening of relationship is how it becomes practical. It is my premise that practical spirituality is the solution for overcoming status quo mediocrity or the on-going failure rate in alliancing, it is a strategic imperative.

Strategic Alliances

in the midst

Increasingly Important due to Value Chain Disaggregation

- ☐ Actually a “life and death” matter
- ☐ Yet most of them fail

Value-Creating Relationships

- ☐ Complex and Challenging
- ☐ Long-term
 - ☐ Alliances are required to traverse through a challenging transition
 - Expand the pie (getting into abundance)
 - Divide the pie (pulled into scarcity)
 - Expand the pie (getting from scarcity *back into abundance*) ...
- ☐ Nearly Impossible
 - ☐ Done in a climate that stifles value-creation: fear, scarcity, and a lack of presence

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Slide 4

Strategic Alliances are Increasingly important

- To stay competitive companies have to focus more and more on their core competencies
- Alliancing is literally a “life and death” matter in our two main industries
 - In high-tech it's life and death for the company
 - In bio-tech/pharma it's life and death for the patient
- Increasingly important (even “life and death”) yet they fail → this is unacceptable!

As I see it Strategic Alliances need to be Laser-focused on Value-Creation

- With this definition they tend to be the most demanding and complex form of business relationship, they are typically
 - More challenging than value-extraction relationships
 - More challenging than co-marketing or co-selling relationships
 - More challenging than value-exchange relationships (sales or procurement)
- There is a timeless aspect in strategic alliance – they tend to live beyond planning horizons
 - The most effective negotiations and collaboration occur in a state of *abundance*
 - It is very difficult to stay in a state of abundance; and, it is nearly impossible to get back in abundance after being in *scarcity*
 - Yet long-term collaboration requires on-gong traversal of “expand the pie” (abundance) and “divide the pie” (scarcity) then back into pie expansion
- Finally the overall climate is counter-productive to value-creation – it is fear-based, scarcity-oriented with a pervasive lack of presence.

Practical Spirituality

in the midst

Is About *Relationship*

- ❑ With Self, others and the Universe
- ❑ It is all *one* relationship

The *Deepening* of Relationship, as a Result of:

- ❑ Changing perspective
- ❑ Changing attitude & mindset

Spirituality is about the Embodiment of Simple Truths which Authentically Improve Behavior

- ❑ Ideas are the *principles*
- ❑ Behavior is the *practice*

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Slide 5

As I see it Practical Spirituality is about *Relationship*

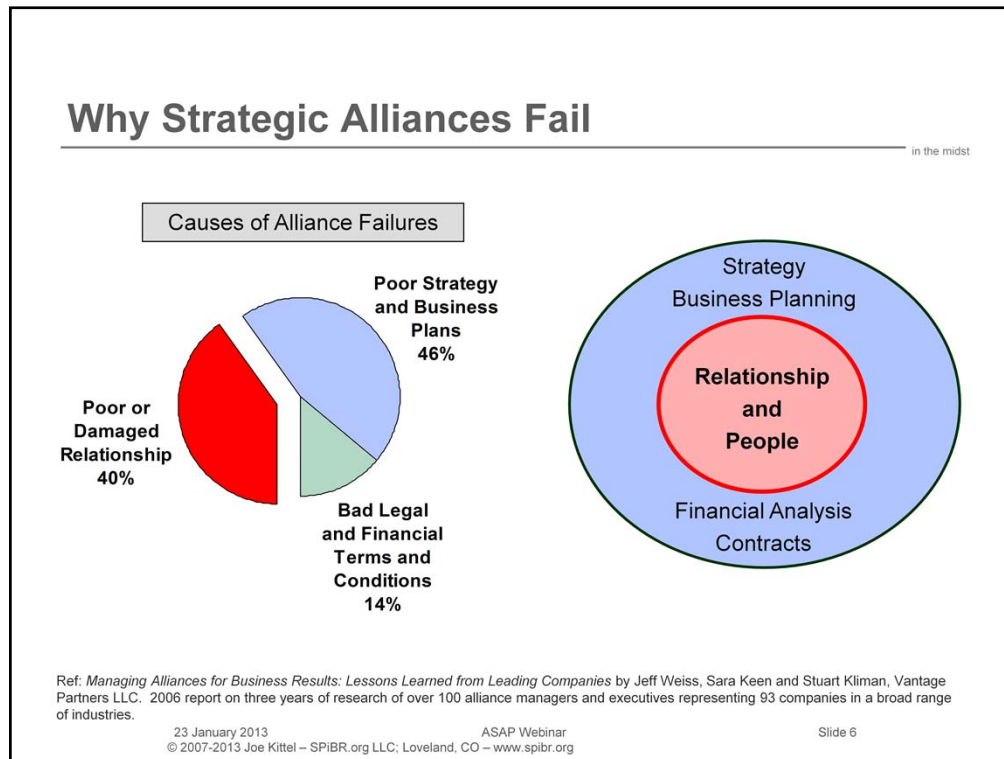
- With others, with one's Self and with the Universe (or God or Higher Power or ...)
- And there seems to be empirical proof of Oneness – as I relate more deeply with others I gain a deeper connectedness with the Universe, and as I am willing to go within I am become more confident in my relationships with others; all three of these relationships seems to deepen in parallel – they deepen together

The Deepening of Relationships seems to result from:

- A change in perspective, starting with **how we choose to see ourselves**
 - Perspective of self and others is dependent upon **identity** → *Who do we think we are?*
- As we change how we see ourselves and others we improve our attitude & mindset
 - As we go within and confront our hypocrisies, we clear up our relationship with our Self, others and the Universe

Spiritual principles are *ideas* we choose to hold in consciousness, to embody

Spiritual practices are the resultant *behaviors* – authentic and non-scripted behaviors that naturally result in the deepening of relationships.



Causes of alliance failures

- Poor strategy and business plans (a traditional business competency; with a bit of advice and involvement from us businesses know how to do this)
- Bad legal and financial terms and conditions (a traditional business competency; with a bit of advice and involvement from us businesses know how to do this)
- Poor or damaged relationship (a non-traditional business competency) – it's arguable that business' inability to develop healthy and open *relationships* affects the other two areas. It's arguable that *relationship* accounts for more than 40% of failed value-creation opportunities.

We need to focus where others *cannot* or *will not* focus. We need to focus on:

- **relationship**
- **people**

If not us, who?

Ref: *Managing Alliances for Business Results: Lessons Learned from Leading Companies* by Vantage Partners, LLC. A study of alliances in 93 companies from various industries: healthcare, high-technology (computers & IT), manufacturing, pharmaceuticals and professional services.

Strategic Alliance Managers

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Do the Impossible ...

... with Nothing ...

... in the Eye of a Hurricane

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Slide 7

Do the Impossible ...

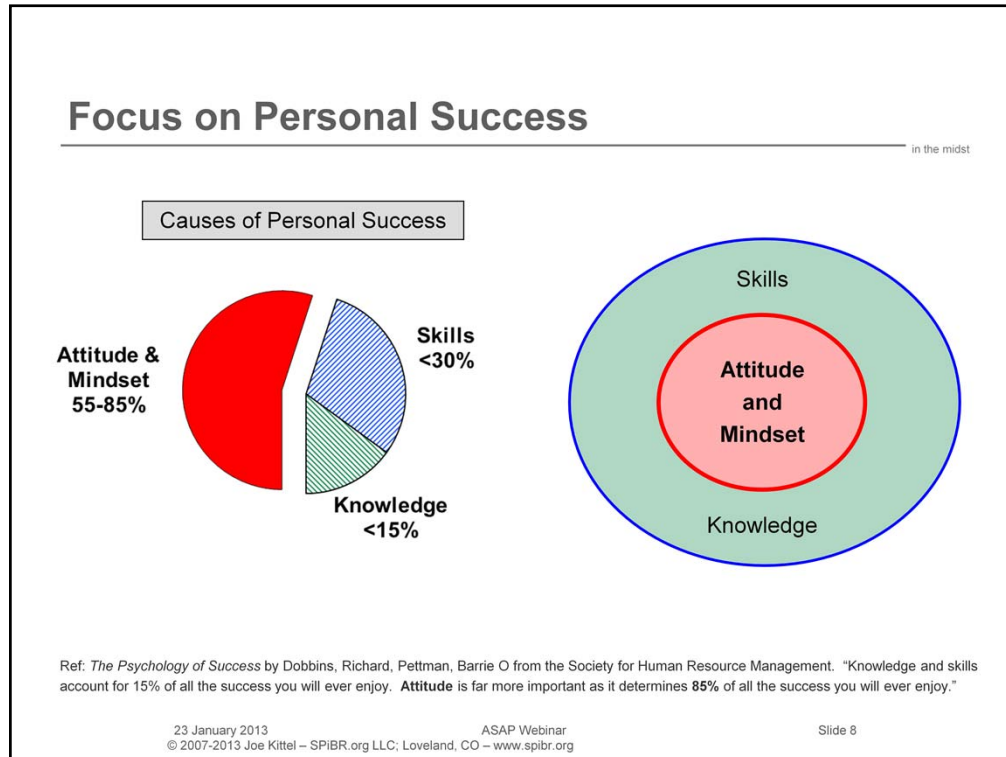
- Get collaboration to happen between competitors
- In a fear-based and scarcity-oriented climate
- Where alliance need to traverse the impossible transition from scarcity back into abundance

... with Nothing ...

- Insufficient resource – not a big enough budget nor a large enough staff to do the impossible
- Management typically radically underestimates the amount of resource required and the unique type of resource required to make an alliance create

... in the Eye of a Hurricane

- Overwhelming complexity
- Dysfunctional drama



Success starts with You ... what are the main areas of personal development?
Where should you focus your time, energy and attention in order to be successful?

Knowledge Acquisition

- The least important
- Easiest to assess (interviewing "Tell me what you know about ____")
- Easiest to change

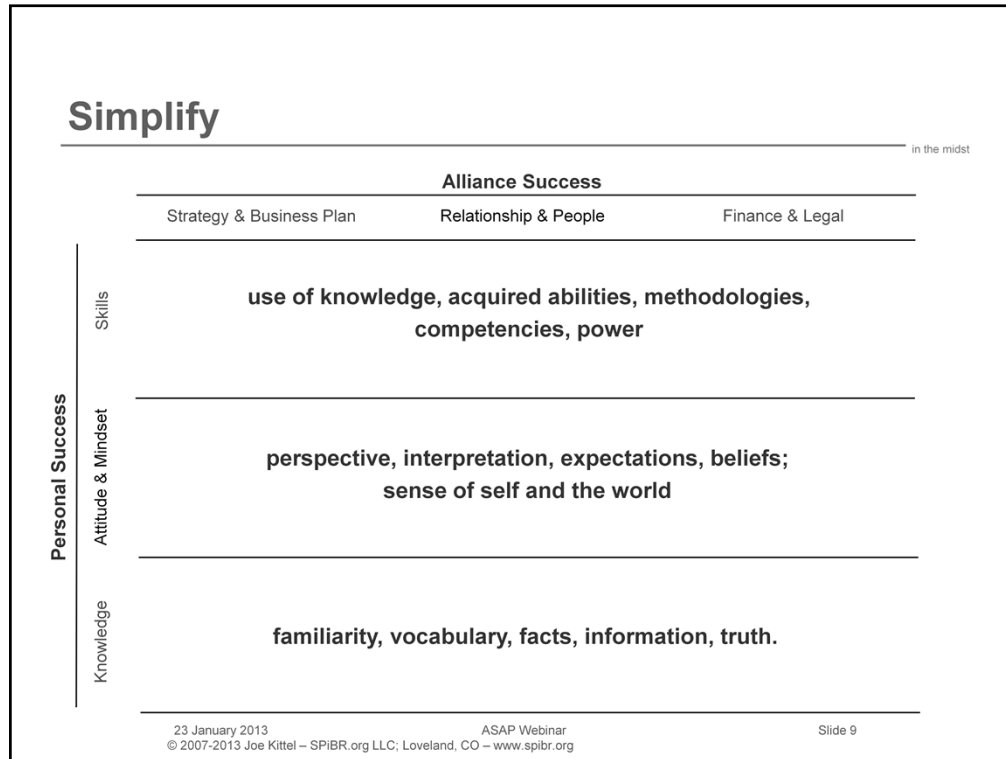
Skill Development

- More important than knowledge acquisition
- Harder to assess (interviewing "What can you do?")
- Harder to change

Improving Attitude & Mindset

- By far and away the most important personal attribute
- Hardest to assess
- Hardest to change – some would argue this change is impossible, I'm up for that!

As alliance managers we are attracted to the challenging, important and worthwhile things. Why not within ourselves, too?



The next 3 slides are about a process I call simplify, prioritize and focus or S.P.F. Getting to simplicity can be a complex process. We're after simplicity on the other side of complexity.

We **start** with a framework for our **personal development** focused on:

- **Knowledge** – least important, easiest to assess and change
- **Skills** – more important and more difficult to assess and change
- **Attitude & Mindset** – most important and most difficult. And it's importance is emphasized by the use of two words, "*Attitude & Mindset*" – both words pointing to what's going on within us

We then populate this framework with alliance development work in:

- **Strategy & Business Planning**
- **Relationship & People**
- **Finance & Legal**

The resultant framework will help us focus our personal and alliance development activities. This is a tool for achieving alignment with your management team and alliance team as to how you should lead development of self and alliance, together.

Prioritize

in the midst

		Alliance Success		
		Strategy & Business Plan	Relationship & People	Finance & Legal
Personal Success	Skills	<ul style="list-style-type: none"> tactful due diligence link alliance to corp. implement alliance plan relationship metrics alliancize planners 	<ul style="list-style-type: none"> holistic listening embrace differences non-traditional skills empathetic rapport helping others "get it" 	<ul style="list-style-type: none"> Δ intangible → tangible alliancize others to value alliance & relationship use of informal teaming documents & formal legal contracts
	Attitude & Mindset	<ul style="list-style-type: none"> collaborate w/planners sees plans providing "vision" & meaning "part of" but with unique perspectives 	<ul style="list-style-type: none"> enthused by challenge perceive others as self a timeless presence creatively mindful focused on goodness 	<ul style="list-style-type: none"> respect for financial analysts & lawyers sees legal protection & financial "lifeblood" be patient & persistent
	Knowledge	<ul style="list-style-type: none"> good business plans both sides' strategy, customers, ecosystem, technology ...trends ... linkages between alliance & corporation 	<ul style="list-style-type: none"> know & be true to self know both companies' organizational & cultural differences sources of power 	<ul style="list-style-type: none"> financial terms legal terms & issues regulatory issues use of formal vs. informal agreements

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Slide 10

This complex 3x3 table focuses us on spiritual matters. Spirituality is at the center of this table, it is a change in attitude & mindset that deepens relationship.

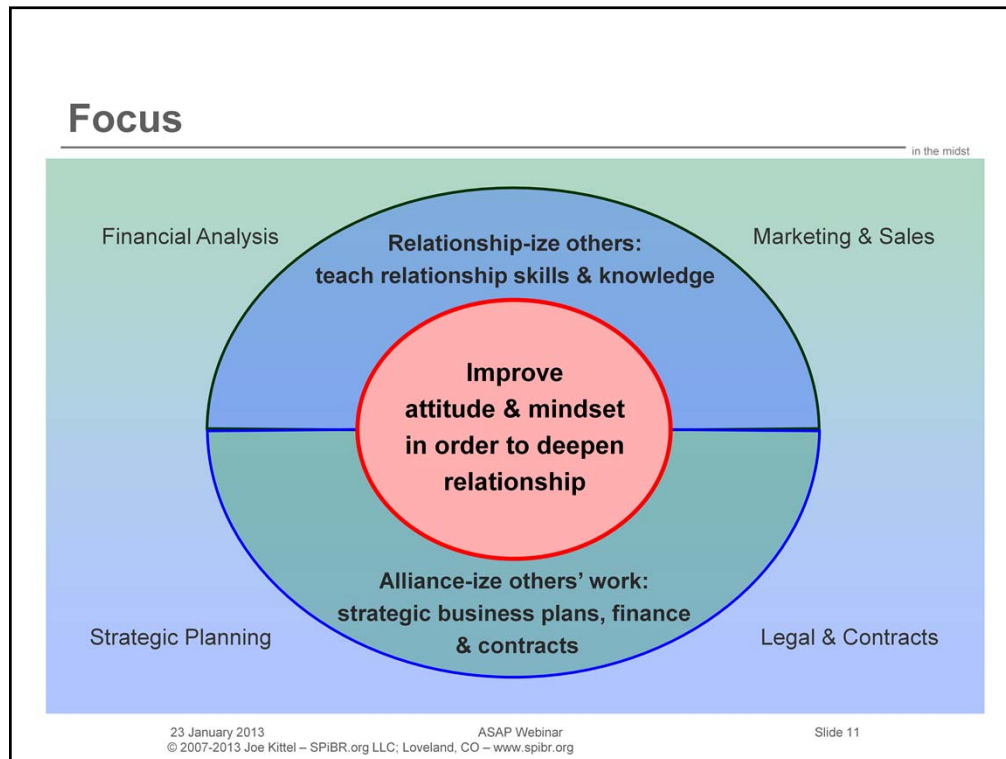
The content in this table is an example of how it might get populated, for a specific individual alliance manager *and for* their strategic alliance. Both the individual and the alliance have unique development needs.

It is suggested that you first populate this table yourself. Focus first on the center red cell (changes in attitude & mindset to deepen relationship), then expand to the blue (relationship-ization) and green (alliance-ization) cells, lastly the outer four cells.

As you gather your thoughts and then gather the thoughts of others, you may need a lot of "real estate" – lots of paper, maybe a spreadsheet. Gather input from yourself, your manager, other managers, key individuals on the alliance team (on both sides).

Next is a distillation process that will be hard work. Distill down what you have heard, into 5 simple bullet statements in the red cell, 3-5 simple bullet statements in each of the green and blue cells, and ideally 3 bullet statements in the outer four cells.

Again, this is hard work – listening to self and others – distilling down to the simple essence. But, the result will be a very clear sense of focus for how you should develop yourself and your alliance – then you will achieve strong alignment with management and your alliance. Carry this slide with you always, use it, refer to it and refine it.



Focus

- **First and foremost** we focus on changing (improving) attitude & mindset in order to deepen relationship (first within, with Self – be the change)
 - We focus here first and foremost because it is the most important and most challenging area, where we'll make a fundamental difference in the success of our alliance
 - No one else will or can focus here
 - And, it's a lot of fun!
- **Secondarily** we have two second-order foci:
 - **“Relationship-izing” others** – helping those who work *in* the alliance to “get it” in terms of relationship. Mostly this will be via just-in-time and just enough knowledge sharing (e.g., dealing with divergent cultures) and skill development (e.g., holistic listening, being lovingly confrontational).
 - **“Alliance-izing” their work products** (mostly documents, plans, analysis) – helping those who do work *for* the alliance value relationship-development activities and competencies, and value the nuances of alliances (e.g., making intangible forms of value tangible [via metric], bringing long-term to near-term [via milestones]). Helping traditional areas of business understand and value the nuances in strategic alliancing (relationship, trust, openness, collaboration).
- **Time permitting, as needed**, do the traditional work that typically distracts us.

SPF – Simplify, Prioritize and Focus

in the midst

1. **Change attitude and mindset, change perspective, in order to deepen relationship**
- 2a. **Relationship-ize** the individuals who work in the alliance
- 2b. **Alliance-ize** the work products done for the alliance
3. Traditional business activities *only* as necessary (be egoless)

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Slide 12

1. Change attitude and mindset in order to deepen relationship:
This is **Practical Spirituality** – sense of self, willingness to go within, presence, mindfulness, visionary, see the great, enthused by challenge, embrace hypocrisy, loving confrontation, timelessness, comfortable in the midst, cultural perspectives, breeds a healthy climate, trustful, self-obsolescence, love of the collective, ...
 - 2a. Relationship-ize individuals who work in the alliance: Executives, Management, R&D engineers, Marketing and Sales; at times: Lawyers, Finance
Holistic listening, share vision, timeless perspective, enthuse, embrace hypocrisy – first going within, just-in-time just enough training (see above)
 - 2b. Alliance-ize the work product done for the alliance: contracts, teaming agreements, business plans, marketing and sales collateral
Businesses to value *relationship* and *high-trust* collaboration as strategic assets, make the intangible tangible, organizational patience (timelessness)
 3. Traditional business activities, do only as necessary, assist always (be egoless):
Assist, advice, participate (rarely lead or drive): contractual negotiations, business planning, financial analysis, marketing, sales, press releases, analysts' briefings, ...
- Priority # 1 is pointing to the application of practical spirituality; changing attitude & mindset in order to deepen relationship. We're now switching gears to focus on that.

What is Spirituality About?

in the midst

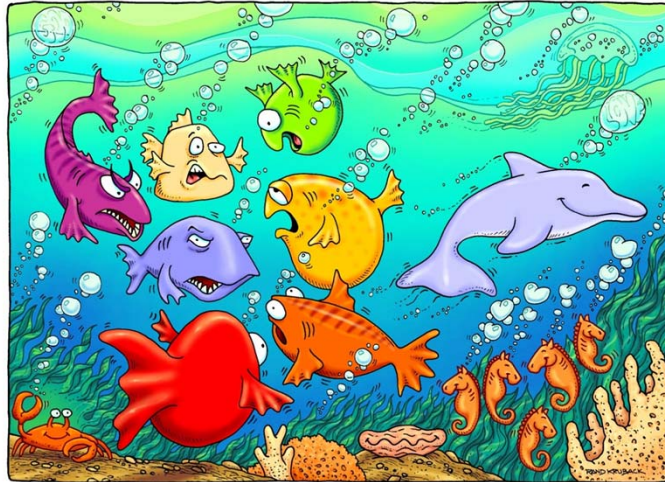
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Slide 13

It's the Water – It's all Around You

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Slide 14

What is spirituality? What is spiritual? What is spirit? What is Love? Where is God?

It has been said that the reason we find it so hard to understand simple ideas like Love, Spirit, God or other spiritual matters is because we are like fish in the ocean, who are questioning and debating such things as:

- How can we prove that water really exists?
- What is the true nature of water?
- What must we do in order to truly experience water?

The fish are in the water and the water is in them. They are so close to water that they have lost objectivity, they have lost perspective. So it is with us. We are in Love and Love is in us. We are in God and God is in us.

How can we grow to understand something that is part of us and we are a part of it? We won't understand it by debating it. We understand it by *using* it, by *living* it, by *feeling* its presence, by *experience*. Like the porpoise who's living a life on purpose.

This picture contains other spiritual ideas:

- For the seahorses the purpose of life is to "sing and dance and laugh."
- There is a flow in life, a "river of life". We can fight the flow or we can choose to surrender to it, and actually accomplish more, with greater joy and fulfillment.
- Spiritual giants are like jellyfish – they are hard to see until we quiet ourselves and look more deeply, within and without.

And ...

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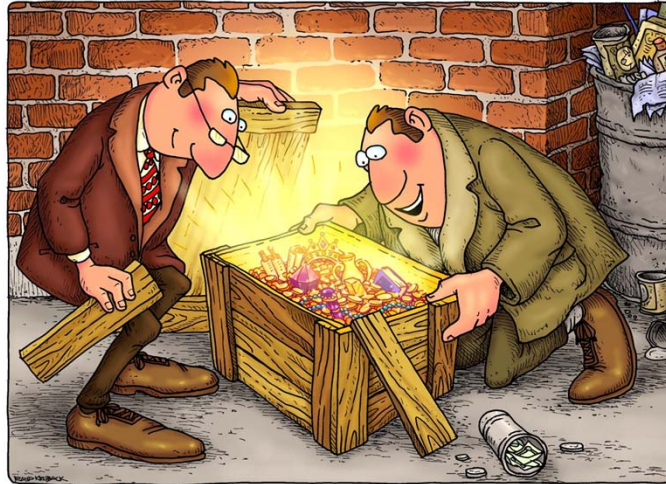
Slide 15

A beggar had been sitting by the side of a road for over thirty years. One day a stranger walked by. "Spare some change?" mumbled the beggar. "I, by myself, have nothing to give you," said the stranger. Then the stranger asked: "What's that you are 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."

- *The Power of Now* by Eckhart Tolle

It's in You

in the midst



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Slide 16

“Have a look inside,” insisted the stranger. Together they managed to pry open the lid. With astonishment, disbelief and elation, they saw that the box was filled with great treasure.

- *The Power of Now* by Eckhart Tolle (paraphrased)

Just like the earlier fish-in-water illustration, I had fun with these two illustrations:

- What’s inside? What’s in the treasure chest within? There are books and scrolls – arguably good ideas. And, there’s a crown – illustrating the importance of identity.
- Notice that the two men are actually the same person – illustrating Oneness.
- Perhaps the one in the suit simply has “a new pair of glasses” – he chooses to see things differently. I’ve heard it said that that is the essence of forgiveness – choosing to see the other, to see life’s situations and see one’s Self differently.
- Perhaps the man with glasses is merely reaching back in time to help his younger self. And, given our Oneness does it matter who he is actually reaching back to?
- Did you notice how the beggar changed from the first illustration to the second?
- And, if you look closely, you’ll see that the door in the first illustration says “JL Kittel Consulting”.

Notice things ... notice the details ... in the artful science of relationship the small things are huge.

Simple Ideas – Spiritual Principles

in the midst

Simple Truths

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

Trust!

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Slide 17

These simple truths seem to span religions and philosophies. They tend to not stir-up either pro- or anti-religious zealotry. And, they seem to work – they deepen relationship. When I have held these ideas (or principles) in my consciousness, I am changed. My behavior authentically changes in ways that result in the deepening of relationship.

Oneness – the idea of no separation between people, no duality of thought, integrity

- The mechanism for explaining how Karma and the Golden Rule work?

Now – the idea of being fully present in each instant of time, one eternal now

- The lack of presence is the greatest detriment in our ability to create
- Multi-tasking is a lie – be honest and be present or be gone

We Are Divine – the idea here is captured in the Hindu greeting Namaste, or “The god in me sees and rejoices in the god I see in you”.

We Create – based on our divine nature, our thoughts are cause

Love – the universal force which compels growth; enthusiasm, inspiration, joy

- If God is Love and you and I are children of God, then you and I are Love, too

Trust is both a prerequisite and a result of the embodiment of simple truths, trust is both cause and effect; in relationships trust is the fundamental of fundamentals

Authentic Behaviors – Spiritual Practices

in the midst

- ❑ Presence and Awareness
- ❑ Using Loving Confrontation to Call For Trust
- ❑ Being an Illuminating Mirror
- ❑ The Power in Simplicity
- ❑ Negotiating Beyond Mere Win/Win Results
- ❑ The Empowerment in Self-Obsolescence
- ❑ The Role of Strategic Alliance Manager

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Slide 18

So, as we hold certain ideas in our minds, in consciousness, they result in authentic relationship-deepening behaviors. Here is a list of some of the spiritual practices we can bring into our strategic alliances to help increase their value-creating effectiveness.

In the following 7 slides we will overview each of these practices or behaviors to illustrate the practical application of spiritual principles in strategic alliances.

These example practices will illustrate subtle but significant shifts in perspective. Subtle changes that bring greater clarity into our work; spirituality *can* help us understand how this stuff works.

The use of spiritual principles can be the basis for a more fundamental and deeper understanding of the artful science of strategic alliance management.

Presence and Awareness

in the midst

The Starting Point, the Means and the Ongoing Challenge

- ❑ Everything is better with greater presence and awareness
- ❑ Multi-tasking is a lie – be present or be honest and be gone
- ❑ Be aware of your thoughts, observe them
- ❑ Practice the art of listening holistically
- ❑ Listen to the voice of the collective
- ❑ Be aware of and be in the flow
- ❑ Take time out to for a timeless and eternal perspective

Basis: now, we create, love

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Slide 19

Presence and Awareness is the starting point for incorporating spiritual principles into our lives.

It's also the place where we start getting honest with ourselves. It has been said that self-honesty is the basis for self-love. One critical area in business is the honest acknowledgement that multi-tasking is a lie – we really cannot multi-task, we can time-slice. But, when we're not present due to texting or e-mailing we are gone, be honest about that.

Presence and awareness is also the starting point for listening. I like what Eckhart Tolle says, in effect that we should not listen just with our ears, or even with our ears and eyes (observing body language). We should listen with our entire body. We should holistically feel what is being expressed by others. How can you do that if you're not present? And we should actively and continually listen to the voice of the collective. What is the alliance itself telling us?

Integral to presence and awareness is the act of meditating, or being quiet. Taking time out to just be. To be present. To be mindful. To increase your ability to perceive and be aware of what's going on around you.

“All of man's miseries derive from not being able to sit quietly in a room alone.”
- Blaise Pascal – French scientist, mathematician and philosopher

Using Loving Confrontation to Call for Trust

www.spibr.org/Building_trust_and_value_in_alliances.pdf

in the midst

Trust is *The Foundation* in *Every* Relationship.

What Can We Do When the Level of Trust is Low?

- ❑ *Proactively* face issues, together, head-on
- ❑ Share perspective, without judgment – “this is what I see”
- ❑ Focus attention (our light) on the issues *in* the relationship
 - ❑ With *acceptance* comes *transcendence*
 - ❑ With *embracement* comes *transformation*

Know that on the Other Side of a Problem (Issue) is Always Value

Basis: oneness, we are divine, we create, love, trust

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Slide 20

This practice is more fully described in a 12 page whitepaper, please refer to the URL in the slide's title.

If we want to increase trust in our alliance (and who doesn't?) then, paradoxically, we should be lovingly confrontational. We should proactively co-front or co-face the most challenging issues (and opportunities!) *in* the relationship. Confrontation differs from conflict – the former is focused on what's *in* the relationship, the latter is focused on *the other*. Conflict is attacking the other rather than the stuff in the relationship. And, that stuff could simply be the low level of trust itself.

This quote from *The Power of Now* by Eckhart Tolle captures this idea beautifully (slightly paraphrased):

“The opportunity that is concealed within every problem does not manifest until all the facts of any given situation are openly and honestly acknowledged and fully accepted (even embraced – accepted with love). This requires there to be no negative emotion (e.g., no fault-finding or blame) which create defensiveness. For as long as you deny or avoid these problems, as long as you try to escape from them or wish that things were different, this window of opportunity will not open up, and you will remain stuck in the problematic situation, which will either stagnate or further deteriorate.”

So, deal with the crap, now. It *never* helps to wait. And, why would you wait when you know there is always value on the other side. Value in the form of new opportunities (tangible value) or new insights (intangible value).

When we “call for trust” (via loving or growth-oriented confrontation) trust will come.

Being an Illuminating Mirror

in the midst

Gratitude is the Paddle We Use in the River of Life to:

- ❑ Draw us closer to one another
- ❑ Align our will with God's

Authentic Gratitude is:

- ❑ Authentic – it requires self-honesty
- ❑ Attractive – it cannot be over-done
- ❑ Motivational – it is a healthy 'addiction'

We are Light and we are Love

- ❑ Shine our light – see the greatness in another
- ❑ Reflect it back – this draws us closer to our own greatness

Basis: oneness, now, we are divine, love, trust

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Slide 21

Years ago I felt like I could *not* accept positive statements from others, that that would somehow soften me or demotivate me. I could not have been further from the truth.

Sincere and authentic statements of appreciation and gratitude are hugely motivating, attractive and inspiring. It attracts others to want to be part of our alliance, and it attract a healthy value-enabling and collaborative climate into our alliance.

To be authentic, statements of gratitude need to come from the heart; they are spoken heart-to-heart. To be most effectual they need to be immediate and specific.

A metaphor that seems true and resonates with me is to realize that we *are* light. That we can shine our light onto another, onto their life, at times even *into* them and see their light. We can reflect back to them the light we see in them. This requires that we have seen our own light. This process actually draws us closer to our own light. We become like those “vanity mirrors” we sometimes see in hotel rooms.

As we give we receive. As we love we are loved.

The Power in Simplicity

www.spibr.org/2-slide_methodology.pdf - the 2-Slide Methodology™

in the midst

It's All About Value: tangible & intangible, near-term & long-term

Focus and Repeatedly Refocus Collective Attention (Light)

- ❑ **Through** value-impediments – we have to *see* them *first*
- ❑ **Onto** incremental value – hiding behind the impediments

The Transcendental and Transformational Power of Shared Light

- ❑ **Laser** focused on incremental value → **Vision**
- ❑ **Piercing** through value-impediments → **Recommendations**

Simplicity on the Other Side of Complexity

- ❑ **Any** alliance can be accurately represented in just two slides
- ❑ This simply difficult process will focus and align your alliance

Basis: oneness, we are divine, we create, trust

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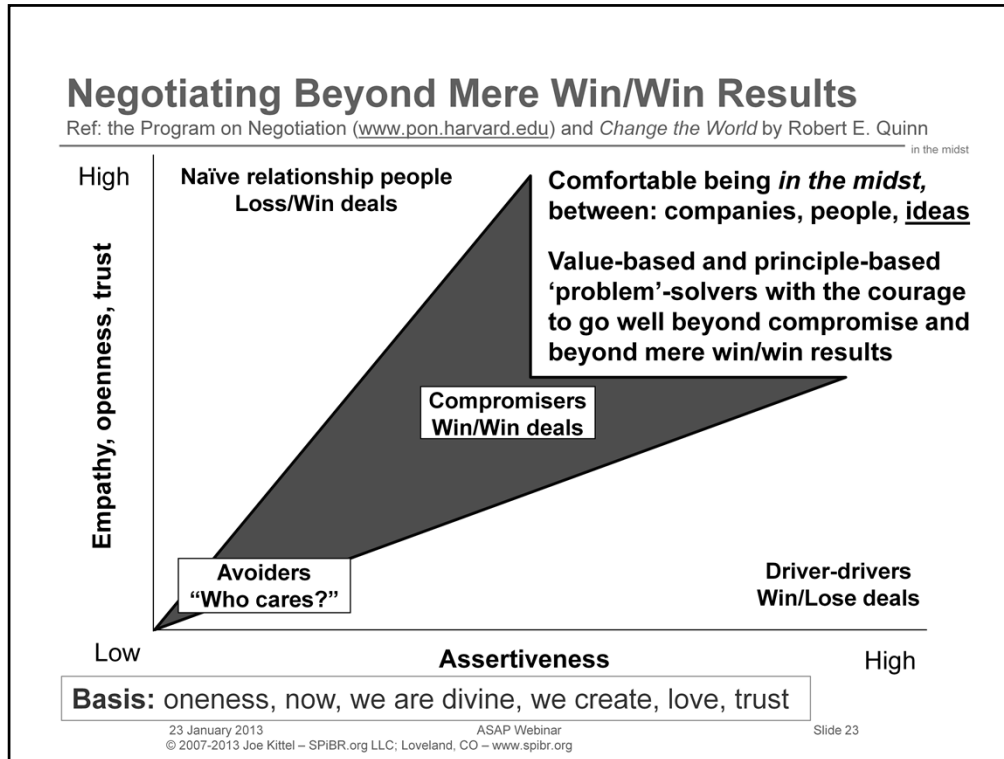
Alliances are complex! It is all too easy to dismiss the power that lives *in* simplicity, the power *in* being simple. There is a significant difference between being naively simplistic and the simplicity that is based on experience and wisdom.

Alliances are all about value – if we can focus on long-term intangible forms of value, the near-term tangible forms (sales) take care of themselves – focus on And.

This simple methodology is grounded in the *Program on Negotiation* and refined with decades of real-life experience – in my alliances and in my clients' alliances.

This 2-Slide Methodology™ can also be described as the transcendental and transformational power of shared light. The power of our alliance's collective light (our attention) to clean up issues and obstacles, to remove value-impediments. The power of collective light to then uncover new value-creating opportunities. The power of shared light to become laser-focused, piercing through impediments and obstacles (the clouds in our alliance) to illuminate the alliance's long-term vision. Light is amazing – it cleanses (transcends) and it enables growth (transforms).

I have a challenge for you. I say that any strategic alliance can be represented in just two slides – covering the incremental value opportunities and the removal of value-impediments. And, more than merely representing the alliance, the process of creating these two simple slides will transform you and your alliance. You will become more *clearly focused* and your alliance will become more *precisely aligned*. Checkout the 23 pg whitepaper at the URL in the title.



Note: the *2-Slide Methodology*[™] forms the basis for negotiating preparation.

I have heard it said that spirit lives *in* relationship. And, *relationship* pervades alliances. Relationship defines both the *problem* and the *solution* in alliances. This model helps point to the inspirational spirit that also lives *between ideas*. This model is derived from Robert Quinn's book *Change the World* (about various types of agents of change; an MBA-type spiritual book studying Christ, Gandhi and Martin Luther King as transformational change agents – “get the book!”).

In Quinn's book he talks about living *between* such ideas as *challenge & skills* (in order to be in flow), being both *inner-directed & other focused* (in order to have moral power), to be driven by both *concern for task & concern for people* (in order to have transformational influence), and balancing *hierarchical stability & adhocracy* (in order to achieve bounded-instability, that will lead to a highly-productive community).

This specific model is focused on negotiating, with ideas based on nearly 30 years of research at the Program on Negotiation. The best negotiators are both soft on people (empathetic) and tough on issue (assertive). More than that, as I see it, they have to be comfortable staying in the midst. Being able to represent both sides, and being *between ideas*.

The Empowerment of Self-Obsolescence

in the midst

Consider Your *Relationship* with the Attributes of Deity

- ☐ Omnipotence – all-powerful
- ☐ Omnipresence – ever-present
- ☐ Omniscience – all-knowing

Omniscience is Our Path Toward Omnipresence and Omnipotence

- ☐ Give freely of your best ideas, your greatest wisdom
- ☐ Strive to obsolete yourself, so others do not *need* you
- ☐ Your ideas then come back to you, with gain
- ☐ Your virtual presence and informal power increases
 - ☐ Your informal power can grow to exceed that of formal power
 - ☐ Stay humble – true humility

Basis: oneness, we create, love, trust

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Note: the actual ideas in the *2-Slide Methodology*TM are the things which are given and returned with gain. And, it is in the 2-Slides process where what is freely given is received back from others.

“Power” is an area of our work where we often feel a lack. We don’t have enough power to accomplish our impossible task. It’s interesting, therefore, to consider our relationship with the attributes of the ultimate source of all power – God or Deity.

We don’t have enough power (omniscience). If we attempt to “grab” power or pretend we have more power than we really do, it will ‘backfire’ on us. We may strive for power by moving to a higher level or a more powerful place in the organization, we find that this doesn’t completely solve our problems with power.

If we strive to be ever-present (omnipresence) we find that we end up stifling the flow of information by requiring all communication to go through us. Or if we try to be in every meeting and conference call we end up burning ourselves out.

That leaves us with being all-knowing. This is an area where everyone involved in the alliance would agree should be our focus. We should be the most all-knowing person about our alliance: what it’s about, where it’s going, what the challenges are and how to work together. But, we cannot play the traditional business career-enhancing game of “information is power so hoard it” game. If we hoard it we all fail.

The Role of Strategic Alliance Manager

www.spibr.org/strategic_alliance_manager_role.pdf

in the midst

Doing the Impossible, with Nothing, in the Eye of a Hurricane

- ❑ We can easily be our own worse enemy and limit value-creation
 - ❑ Unhealthy self-serving attitude & mindset
 - ❑ Identity confusion – who do we think we are?

A Singularly Unique Job – There is Nothing Else Like It!

- ❑ The embodiment of value – always, everywhere, give, serve
- ❑ Traditional business roles fall short in *value-creation* and *time*
- ❑ A mini-CEO, using nontraditional competencies, without limits
- ❑ Agents of change – first in self, then “be the change”
- ❑ The creator – loving, inspiring, caring for the atmosphere

Basis: oneness, now, we are divine, we create, love, trust

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Our fundamental question is, “Who do we think we are?” This is a question of identity.

We are trying to do the impossible, with nothing, in the eye of a hurricane. We are in an impossible situation. That pressure can cause us to be self-serving, in unhealthy ways. We can be drama queens, complexity kings, fear-mongers or information-hoarders, all in an attempt to gain control or sympathy from others. In order to gain power and influence we may become gatekeepers, dictators, executive liaisons, escalation managers, schmoozers or organizational concierges. When we don't have a clear identity we can all too easily become our worse enemy and inadvertently limit value-creation.

There is no other job in the world like being a strategic alliance manager. This becomes starkly apparent when we focus our attention on the unique requirements of this job: **value-creation** (with a need to focus on *intangible* forms of value) and **time** (timelessness and patience); and, we often have to span the entire company (**be holistic**). Strategic alliances are about long-term value creation. No one else in business has our unique set of foci, especially with our impossible constraints.

In this high-pressure situation where can we turn? We can turn to ourselves, but in a paradoxical and counter-intuitive manner. We are actually forced by life to begin embracing the idea that *we* are the *creator* over our alliance. We are compelled to be of value, all the time. To need to give and serve unconditionally. To be motivated to love and inspire others and to care for the atmosphere.

So ... Why Not Love Your Work?

in the midst

When you work you are a flute through whose heart the whispering of the hours turns to music. To love life through labor is to be intimate with life's inmost secret. All work is empty save when there is love, for work is love made visible.

Your daily life is your temple and your religion. Whenever you enter into it take with you your all.

- Kahlil Gibran, *The Prophet*

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The questions raised here are:

- How do I want to live my life?
- Can my company handle all of me?
- Do I trust the Universe that if I truly shine, bringing my full Self to work, that the Universe will take care of me, take care of my alliance and take care of my company?
- Am I ready for this kind of world?

Spirituality Works

in the midst

Spirituality in business, having quietly blossomed for decades, is an established trend that's about to morph into a megatrend.

Spirituality in business works.

- Patricia Aburdene, *Megatrends 2010: the Rise of Conscious Capitalism*

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Either spiritual principles work or they don't. And if they work, they work everywhere and always.

Checkout the Conscious Capitalism Institute group on LinkedIn. Started in March of 2011 it already has over 800 members.

Q&A

in the midst

- Your questions will be answered, now or later in writing.

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All questions submitted in this webinar will be answered in writing and made available to you along with this presentation.

I am also interested in any comments or suggestions you have. Please submit them via the webinar's Q&A mechanism or via e-mail afterwards.

My Questions to You

in the midst

- ☐ Do you agree that the use of spiritual principles in alliancing is a strategic imperative? Or am I overstating the problem: that most alliances fail, primarily due to failure in relationship?
- ☐ Which of the following topics would you like to see addressed in a whitepaper (prioritize)? Are there other topics?
 - ☐ The importance of presence and awareness
 - ☐ Being an illuminating mirror – the power in authentic gratitude
 - ☐ Traversing the nearly impossible transition from being in scarcity and needing to get back into abundance
 - ☐ Negotiating beyond mere win/win results by being in the midst
 - ☐ The empowerment of self-obsolescence
 - ☐ Developing trust – trust vs. fear – moving from fear into trust
- ☐ Are you interested in being part of a productive community, focused on practical spirituality in alliancing? In what way?

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I would love to hear your answers to these questions.

Contact Info

in the midst

Joe Kittel

joe@spibr.org

+1 970 227-6238

www.spibr.org

LinkedIn group Spiritual Principles in Strategic Alliances

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What do you think?



A Change in Perspective: Bringing Clarity to Strategic Alliances

ASAP Webinar
23 January 2013

Questions and Answers

Below are my answers to questions posed by the participants during the ASAP webinar. I have also added a few other often-asked questions. If my answers miss the question, raise other questions, or if my answers come across as too harsh and confrontational, please let me know.

I am interested in open and healthy dialogue.

Q: How did you arrive at this thinking?

A: Wow! What a question. This question is asking me to describe my life, at least half of it!

First, I was drawn to be a strategic alliance manager. I am fascinated by, and attracted to, its complexity and challenge; and, the opportunity for true creativity. I honestly love this work!

Second, life experiences compelled me to bring spirituality into my work. After roughly 6 years as a strategic alliance manager I "hit bottom" as a drug addict and was forced into recovery. The Twelfth Step in 12-step recovery talks about "practicing these principles in all our affairs" and strategic alliancing is one of my affairs. Around that same time my family had to deal with having a debilitating and life-shortening neuromuscular disorder afflict two of our four children. I was forced by life to confront difficult issues head-on, to stay in the moment, be very present, and to figure out some way to find gratitude in every situation. I had to do this while continuing to work and provide financially for my family. I was forced by life to practice spiritual principles in all of my affairs; otherwise I would die – physically, emotionally or spiritually.

As you can imagine answering this question could be a very long discussion. I refer you to a two-page document on my website that talks about my story, as it relates to the melding of spirituality and alliancing, go to: www.spibr.org/joe_kittel_story.pdf. I would also refer you to the section titled *Experiencing Transformation* (a couple of pages) in the first chapter in my book: [www.spibr.org/Spiritual Principles in Strategic Alliances chapter 1.pdf](http://www.spibr.org/Spiritual_Principles_in_Strategic_Alliances_chapter_1.pdf).

Q: Are you talking about religion? How do you differentiate religion from spirituality?

A: My answer to this often emotionally-charged question is both "yes" and "no."

"Yes" when you can draw ideas from religious teachings (or spiritual writings, or philosophy, or wherever) that allow you to deepen relationship. "No" if you are interested in debating or arguing with me. And, "no" if you want me to focus my attention on the past, the future or someplace else. I am interested in deepening relationship, here and now. I am interested in ideas which naturally



lead us to authentic behaviors that have as a result the deepening of relationship – with ourselves, with others and with whatever you want to call everything else.

Q: Can you find some other word than "spiritual" to describe these ideas?

A: "Spiritual" seems to be the best word to adequately point to that something that is going on within all of us, between us, and all around us. There is something, a real and tangible substance that lives in relationship. There is something that lives in me. This is the same something that is beyond me and beyond all of us. This something can inspire, motivate and give us joy and fulfillment. This something can bring greater creativity into our lives and into our alliances.

I have considered other words like "ethics" or "values" or "principles" to describe or label what I am talking about. All of those words fall short. "Spiritual" seems to be the best label; maybe there's a better word, but I haven't found it, yet.

Some people may find the word "spiritual" to be uncomfortable and difficult. Similarly there are some people who cannot deal with the challenges and intensity in strategic alliances. In both cases I find life to be too short to "mince words" or "sugar coat" issues. I strive to speak the truth as I see it, boldly and clearly. This may sound harsh and thoughtless, but after I have done my best to speak clearly and with love, how others think about and deal with these matters is really up to them.

As a bit of an aside, I am interested in *using* spirit. Some spiritual people have taken issue with this objective. They say "You don't *use* spirit. Spirit *uses* you." To which I say, "You're right." And, it is in the process of *using* spirit or spiritual ideas that we end up being changed, or *used*.

Q: Do you have to use the word "God"?

A: No. There are other words that work like the "Universe" or "Source" or "Higher Power" or "Light" or "Love." The "Universe" seems to be the most 'universally' acceptable word. Religious people can hear that word as "God" or "Jehova" or "Allah" or "Hu" or "Yahweh." The point is that we need to use a word which points to something that is beyond us, some source of life and light and love and inspiration. And this something is alive, it gives life; hence putting a name or word on it that conveys a sense of aliveness seems to be helpful.

I try to mostly use the word "Universe" but sometimes I use "God" because it's shorter to write and say, and we (at least in the US) live in a culture that is strongly influenced by Christianity.

Q: How do you share these ideas with senior executives in a corporation?



A: I am actually pleasantly surprised at how receptive many, not all, senior executives are to spiritual ideas. Consider this counter-intuitive quote from the book *The Corporate Mystic* by Hendricks and Ludeman:

"Corporations are full of mystics. If you want to find a genuine mystic, you are *more* likely to find one in a corporate boardroom than in a monastery or a cathedral."

The point is that this stuff works; it works everywhere and all the time. Executives often use different words to convey the same ideas. And, I contend that the most successful long-term companies are already using spiritual ideas in how they run their companies.

Finally, the best way to convey these ideas is in my living. I don't really need to *say* anything.

Q: How do you discuss these ideas with individuals who are either atheists or agnostics? How does your spiritual outlook apply to the atheist strategic alliance manager? How would these "instructions" be beneficial to atheists and agnostics?

A: I have actually had some of my most in-depth and thought provoking discussions with atheists. I have found that atheists are against my use of the "God" word. Beyond that we can have a very lively discussion on all kinds of spiritual matters. Sometimes I have to use different words, but the ideas can be conveyed in words suitable to the audience, to the other person. It is especially helpful to focus on ideas and behaviors that deepen relationship. I have yet to find any atheist, agnostic or anyone who is against the deepening of relationships.

Q: What role do you feel that the Vision/Mission statement plays in why alliances fail?

A: So long as Vision/Mission statements capture the essence of the possibilities or opportunities in an alliance, those statements are part of the solution. If a Vision/Mission statement is simply dictatorially imposed on the alliance by an executive, without hearing what the alliance has to say (i.e., without hearing the voice of the collective), then it can be a symptom of a greater problem.

I refer you to a whitepaper I have written, described as the *2-Slide Methodology*TM which is a process for listening to the voice of the collective. One of the key results is a vision for the alliance, vision results from a distillation or an abstraction of the potential teaming scenarios at the bottom of the incremental value slide. Checkout www.spibr.org/2-slide_methodology.pdf.

Q: What would be the best way to transfer these kinds of ideas and principles to the people who I work with? What idiom (special phrasing) would have the best chance of finding a listening ear?

A: First, I would say that we convey our ideas, that we "teach", in the way that we *live*. The best way to teach or convey these ideas is in your living them, in your *being*.



Then I say that in any situation you should be full present and tap into (listen to) the truth that is within you. Truly hear and feel what the others are saying and feeling, and then ask the spirit within you how you can be most helpful to them, in that situation, at that moment. Then practice what I call just-enough and just-in-time training or teaching. Most people who are working in your alliance are not interested in the breadth and depth of these ideas; they just want to complete the task in front of them, in that moment. Help them, and then get out of their way.

Q: What role does culture and personal leadership play in alliances?

A: The both play a *huge* role. Unaddressed cultural differences, between organizations, are the greatest detriment to collaboration. Culture affects how we communicate and how we perceive the world around us. Until you can perceive their world view and use words in ways that make sense to the other, you are not communicating. Again I would refer you to the *2-Slide Methodology*TM (ref: www.spibr.org/2-slide_methodology.pdf) the value-impediments slide is primarily focused on a practical means for spanning cultural differences.

And personal leadership is really all I am talking about. The question is *how* do we lead? I say we lead first and foremost from *within* ourselves. We lead by changing how we perceive self and others. We lead via our being. If we want to change our alliance (lead it) we need, to as Gandhi says, "Be that change."

Q: How does this help when we are asked to do unethical or even illegal things?

A: The simple answer is to (a) stay true to the truth within you, (b) speak your truth, and (c) trust that the Universe will take care of you. Consider reading through a one-page document I wrote on ethics, based on the book *The Power of Ethical Management*, by Kenneth Blanchard and Norman Vincent Peal. From time-to-time I have had to referred to the simple and powerful ideas in their book (Ref: www.spibr.org/Ethical_Mgmt_by_Blanchard_and_Peal.pdf).

Feel free to contact me with comments on these answers, other questions or suggestions.

[Love,](#)

Joe Kittel

International Business Consultant & Coach
joe@spibr.org +1 970 227-6238
Loveland, CO www.spibr.org



**Spiritual Principles in
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