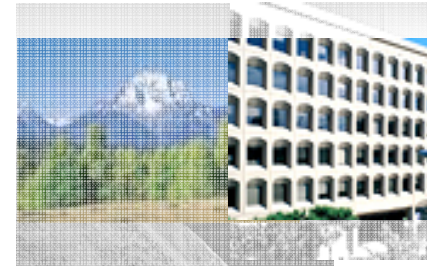




Spiritual Principles in Business Relationships

SPIBR.org LLC



Spiritual Principles in Strategic Alliances

Colorado State University
College of Business
April 2010

Topics

in the midst

Introduction

- Personal

- Context

 - Strategic Alliances

 - Spirituality

Two Lines-of-Argument for Spirituality in Alliances

- Exploring and Extrapolating the Strategic Alliance Manager Role

- Focusing on Core *and* Non-traditional Competencies

Neutralizing Pro- and Anti-Religious Zealotry

- Spiritual Principles

- Authentic Practices

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: long-term 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 the CEOs of HP and Microsoft**
 - ❑ **Points of Light Foundation / Make A Difference Day awards**
 - ❑ **Book (sold to UN) and whitepaper selected as ASAP Best Practices**

www.spibr.org/joe_kittel.pdf

Joe Kittel

strategic alliancing: throughout IT ecosystem, most every form

in the midst

Consortia

FSF

III

OSF

UN

X/Open

Software

Adobe

i2

MS

Oracle

SAP

Microsoft

Qwest

Hardware

DEC

Fujitsu

Hitachi

HP

IBM

SNI

Sun

CPU

- ❑ Software source code & patent cross-licensing
- ❑ Marketing-making and joint-marketing
- ❑ Solution development & co-selling

- ❑ Collaborative product & service development
- ❑ OEM relationships and R&D outsourcing
- ❑ Development of industry standards

Strategic Alliances

the most challenging form of business relationship

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*

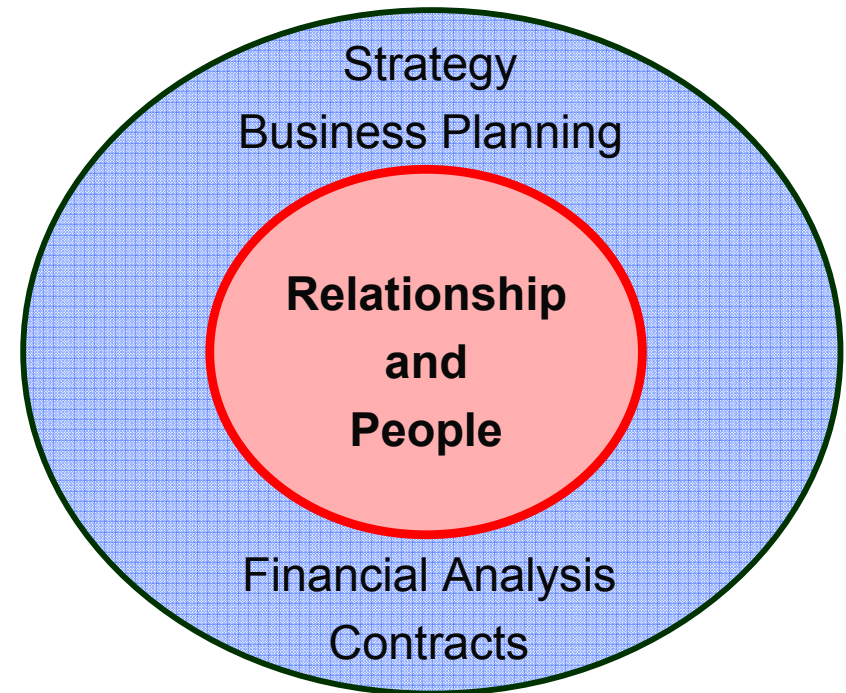
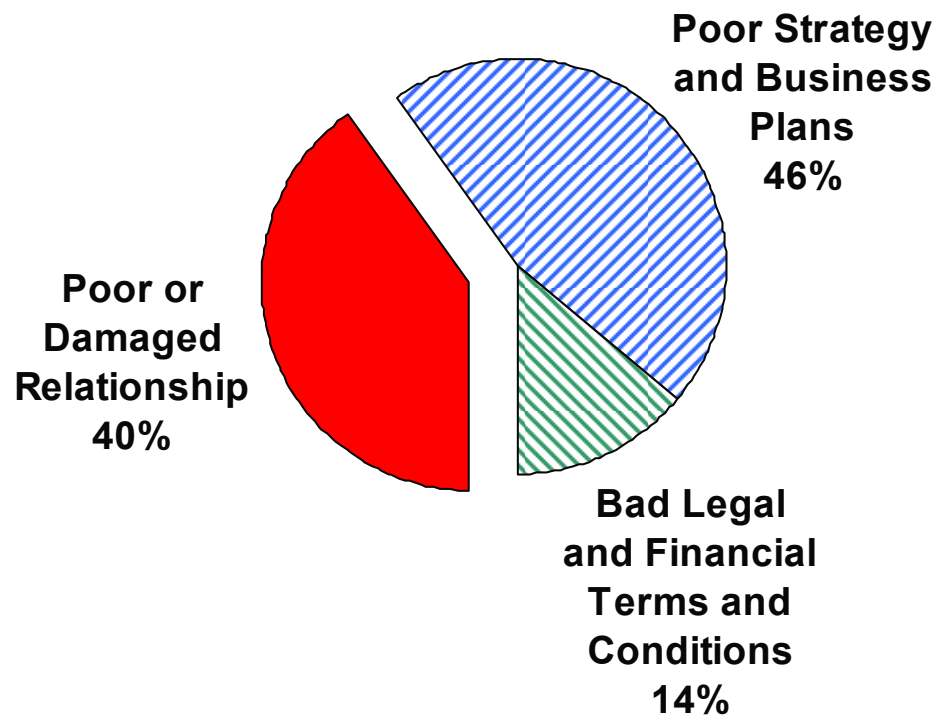
- a nontraditional business competency, assumed to be easy/given
- in “relationship” businesses are often unconscious-incompetent
- a lack of presence – competitive multi-tasking, organizational ADHD

Why Strategic Alliances Fail

52% on average, 68% in high-tech

in the midst

Causes of Alliance Failure



Ref: *Managing Alliances for Business Results: Lessons Learned from Leading Companies* by Jeff Weiss, Sara Keen and Stuart Kliman, Vantage Partners LLC. 2006 report on three years of research of over 100 alliance managers and executives representing 93 companies in a broad range of industries.

Strategic Alliance Managers ...

in the midst

... do the *Impossible* ...

- ❑ Gets competitive companies to collaborate
- ❑ Repeatedly traversing 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

Maybe there's something that can help ...

Maybe there's a better way ...

Spirituality

using what's within us and between us to deepen relationship

in the midst



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

Comparing Alliance Management to CEO

self-limiting thinking

in the midst

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

Alliance Managers as Agents of Change

a progressive evolution toward being transformational

in the midst

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

Ref: *Change the World: how ordinary people accomplish extraordinary results* by Robert E. Quinn

Who Do You Think You Are?

in the midst

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

An empowering value-creator with a timeless perspective.

Sacred Negotiations

a thought exercise

in the midst

Imagine negotiating with your greatest spiritual teacher?

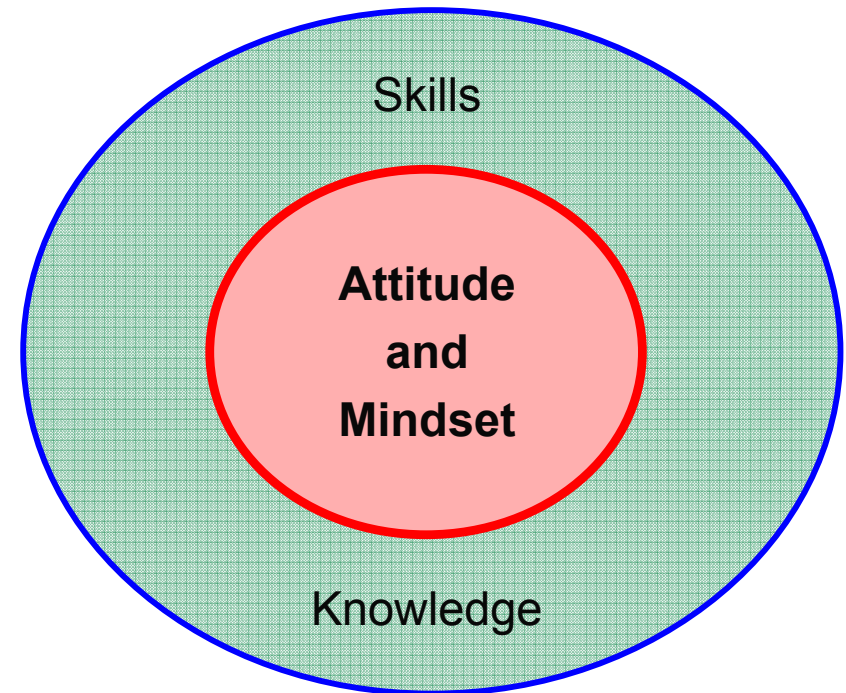
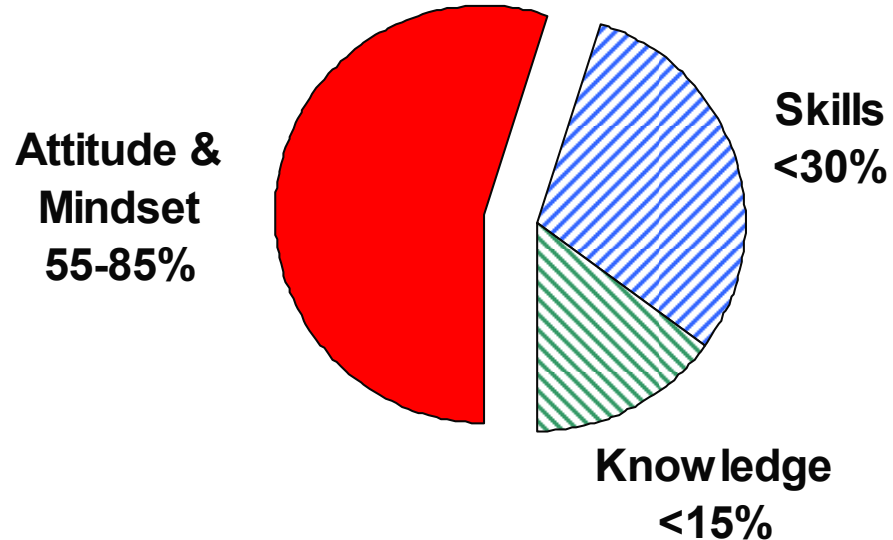
- How would you prepare?**
 - On what topics and issues would you focus before the meeting?
- In the meeting would you be multi-tasking or fully present?**
 - Would they be intently present, listening deeply to you?
- What would the conversation in the meeting be like?**
 - Would the discussions be intense 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?

Focus ...

... on your most challenging and most rewarding cause

in the midst

Causes of Personal Success



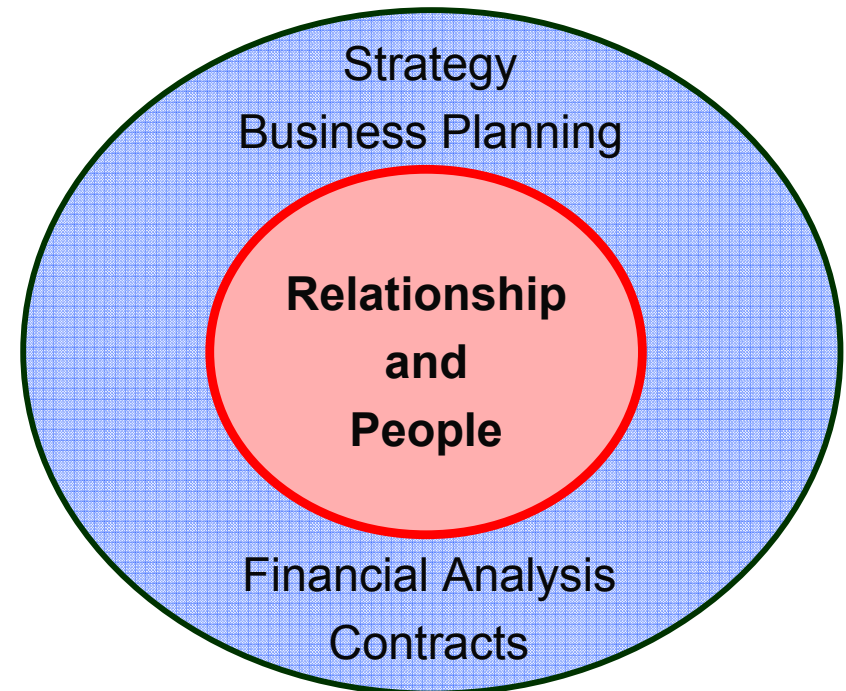
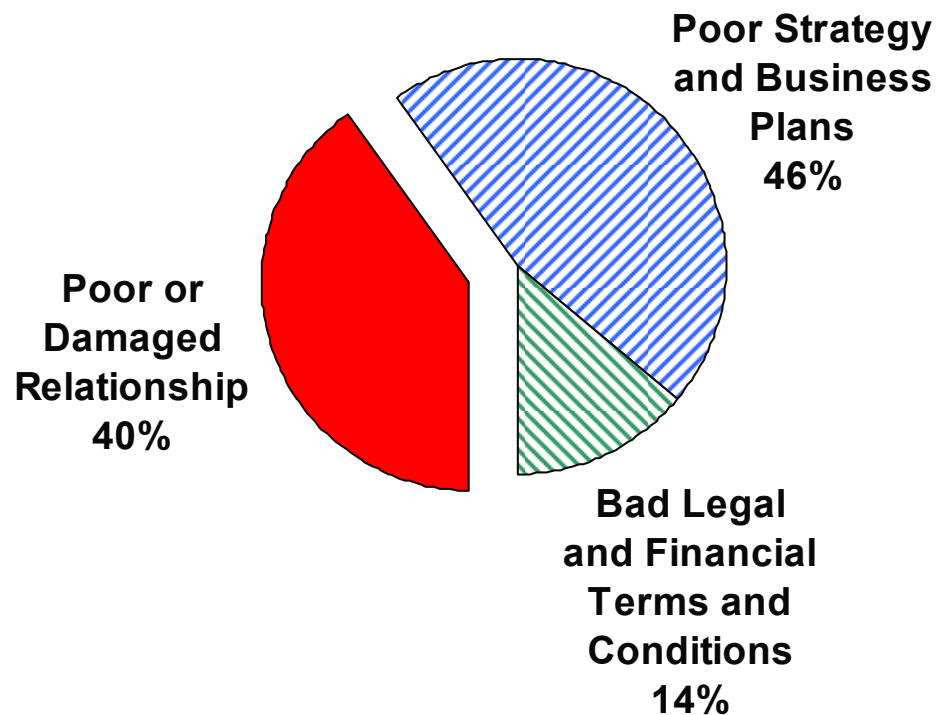
Ref: *The Psychology of Success* by Dobbins, Richard, Pettman, Barrie O from the Society for Human Resource Management. "Knowledge and skills account for 15% of all the success you will ever enjoy. **Attitude** is far more important as it determines **85%** of all the success you will ever enjoy."

Focus ...

... where others in the organization cannot / will not focus

in the midst

Causes of Alliance Failure

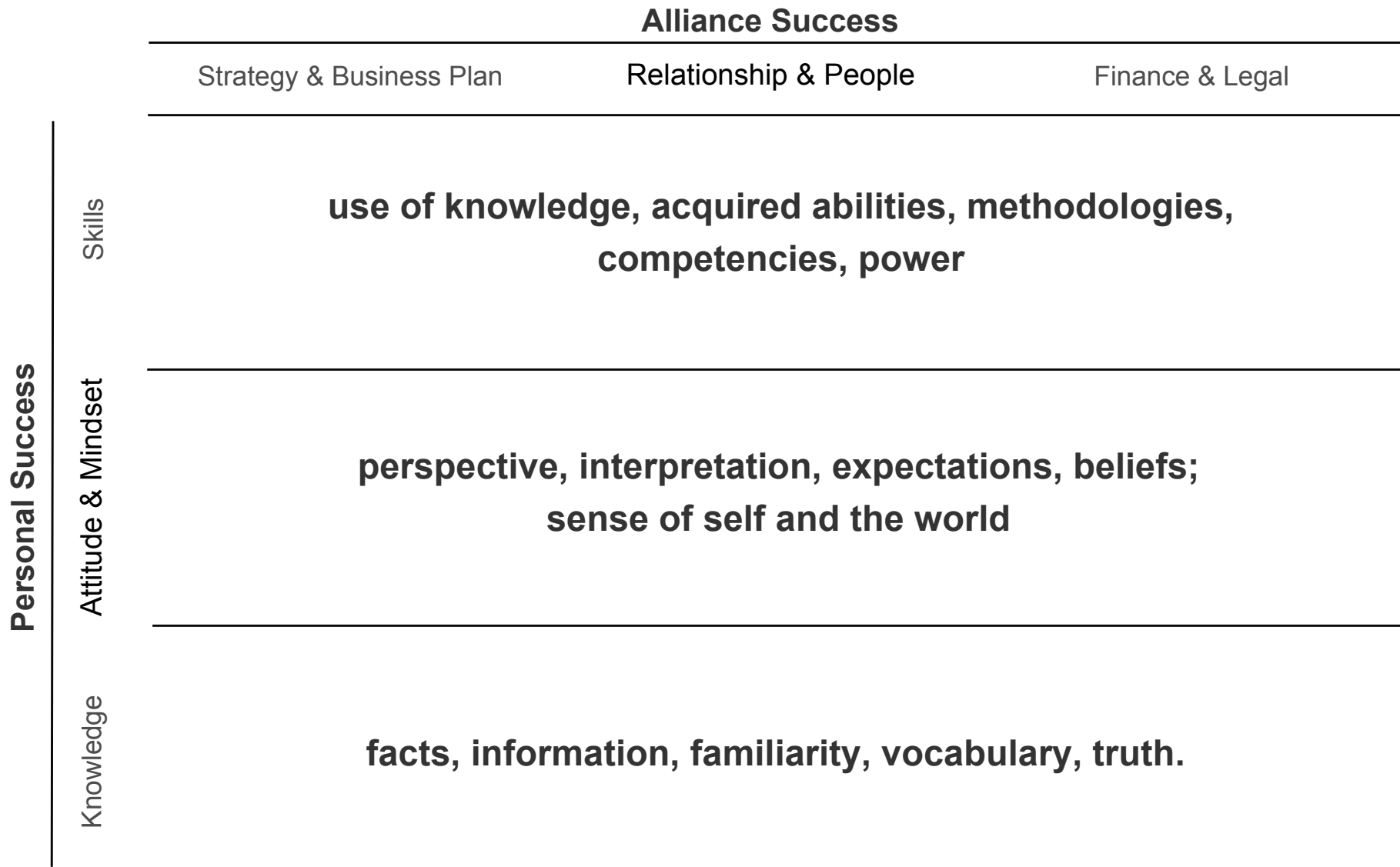


Ref: *Managing Alliances for Business Results: Lessons Learned from Leading Companies* by Jeff Weiss, Sara Keen and Stuart Kliman, Vantage Partners LLC. 2006 report on three years of research of over 100 alliance managers and executives representing 93 companies in a broad range of industries.

Personal Development

the framework for alliance development

in the midst



Alliancing Knowledge

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

in the midst

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

Knowledge

facts, information, familiarity, vocabulary, truth

in the midst

Personal Success

Alliance Success

Strategy & Business Plan

Relationship & People

Finance & Legal

Skills

**use of knowledge, acquired abilities, methodologies,
competencies, power**

Attitude & Mindset

**perspective, interpretation, expectations, beliefs;
sense of self and the world**

Knowledge

- ❑ good business plans
- ❑ both sides' strategy, customers, ecosystem, technology ...trends ...
- ❑ linkages between alliance & corporation

- ❑ know & be true to self
- ❑ know both companies' organizational & cultural differences
- ❑ sources of power

- ❑ financial terms
- ❑ legal terms & issues
- ❑ regulatory issues
- ❑ use of formal vs. informal agreements

Alliancing Skills

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

in the midst

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

Skills

use of knowledge, abilities, methodologies, competencies

in the midst

Personal Success

Skills

Attitude & Mindset

Knowledge

Alliance Success

Strategy & Business Plan

- tactful due diligence
- link alliance to corp.
- implement alliance plan
- relationship metrics
- alliancize planners

Relationship & People

- holistic listening
- embrace differences
- nontraditional skills
- empathetic rapport
- helping others “get it”

Finance & Legal

- Δ intangible → tangible
- alliancize others to value alliance & relationship
- use of informal teaming documents & formal legal contracts

**perspective, interpretation, expectations, beliefs;
sense of self and the world**

- good business plans
- both sides’ strategies, customers, ecosystem, technology ...trends ...
- linkages between alliance & corporation

- know & be true to self
- know both companies’ organizational & cultural differences
- sources of power

- financial terms
- legal terms & issues
- regulatory issues
- use of formal vs. informal agreements

Alliancing Attitude and Mindset

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

in the midst

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

Focus ...

... on the core in self ... on the nontraditional in alliance

in the midst

Personal Success

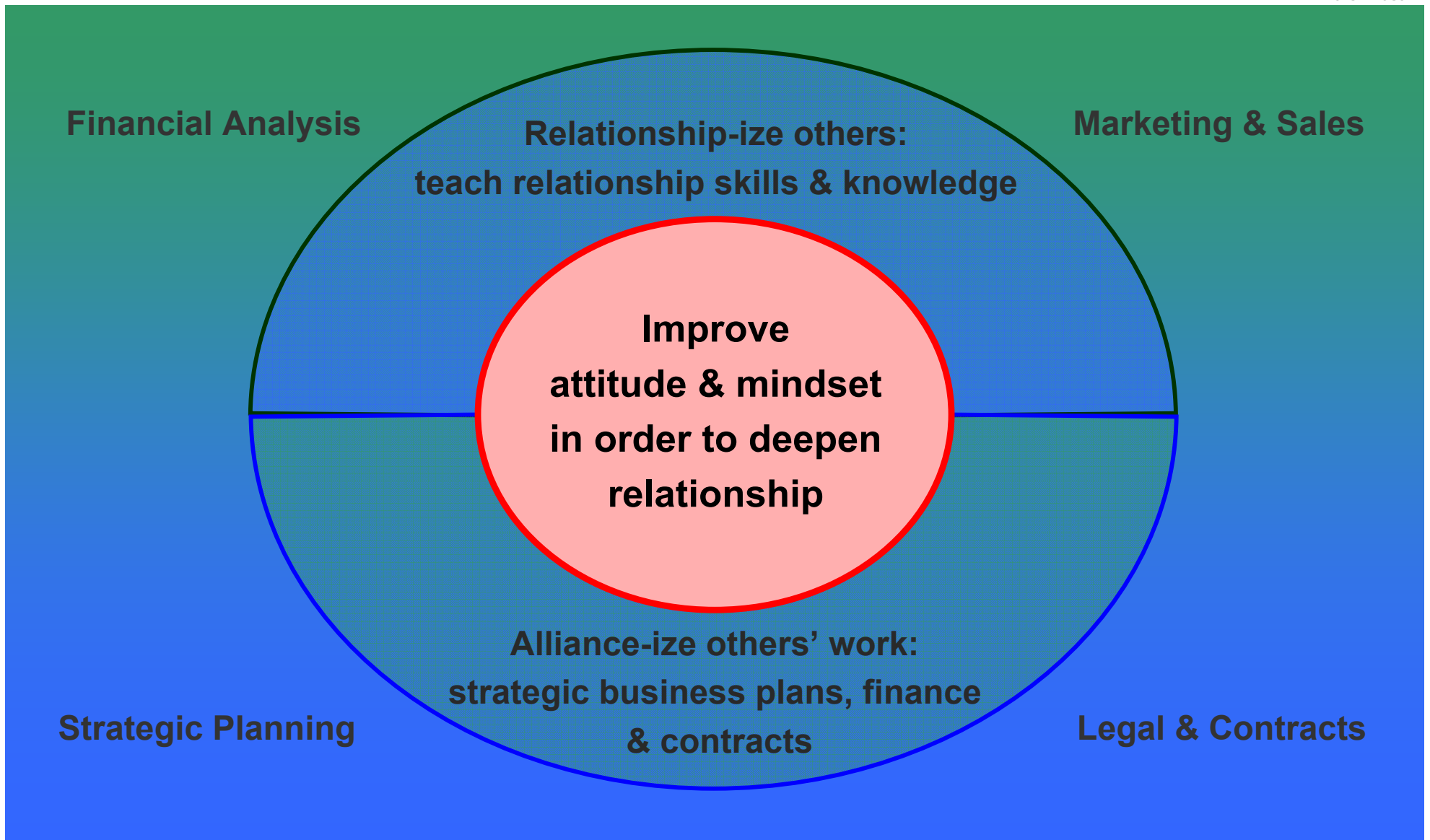
Alliance Success

	Strategy & Business Plan	Relationship & People	Finance & Legal
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 ❑ nontraditional 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’ strategies, 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

Our Foci

- #1 – *improve attitude and mindset in order to deepen relationship;*
- #2 – *relationship-ize others and alliance-ize their work*

in the midst



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

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

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

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

Practices – authentic behaviors

- Presence and Awareness
- Being Confrontational
- Focusing Collective Attention on Value
 - the 2-Slide Methodology™
- Negotiating Beyond Mere Win/Win
- self-Obsolescence
- Be an Illuminating Mirror
- Transforming an Alliance into a Productive Community
- Be the Metaphor for Metamorphosis
- It's all about Relationship

Two Thought-systems

in each instant of time

in the midst

Two Thoughts-systems

- ❑ **Subtly similar – simply different**
 - ❑ **Ego-based – grounded in fear and a sense of separation**
 - leading to *projection* and *making* things happen
 - ❑ **Spirit-based – grounded in love and a sense of connectedness**
 - leading to *extension* and *creating* things
- ❑ **In each instant of time, we choose one or the other, no between**
- ❑ **Thoughts chosen directly affect relations' depth and openness**
 - ❑ **With others**
 - ❑ **With higher power, universe, nature, infinite, One Mind, God**
 - ❑ **With self – just who do we think we are?**

Oneness

no separation, no duality of thoughts & ideas

in the midst

Love – Spirit	Fear – Ego
<p>Treating others as self – one.</p> <p>We are on the same team. Life is a “we thing.”</p> <p>You can hear the ‘voice’ of an organization by openly listening to all.</p> <p>Living a life of wholeness & integrity. Embracing hypocrisies – open honesty.</p> <p>Seeing interconnectedness in events.</p> <p>Focused on our commonalities; realizing that judging is impossible & damages all.</p>	<p>Treating others as others – separate.</p> <p>A team is disparate individuals. Life is a “me vs. you thing.”</p> <p>Understanding senior management’s views is enough.</p> <p>Living a compartmentalized life. Hiding lacks of integrity – keeping secrets.</p> <p>Biased toward analyzing into minute detail.</p> <p>Focused on our differences; logically leading to the need to judge.</p>

Thought-provoking questions

- ❑ How do universally-accepted truths such as the Golden Rule or Karma actually work?
- ❑ How is it that the teacher often learns more than the student?
- ❑ How can it be that when we give our greatest possessions they come back, with gain?
- ❑ What is the connection between how I view self and others? Are there secrets?

Now

be fully present in each instant in time, the eternal now

in the midst

Love – Spirit	Fear – Ego
<p>Being fully present – here & now.</p> <p>Meditative work – ‘in the zone.’</p> <p>Either honestly present or gone.</p> <p>Fully accepts the “is-ness” of a situation, only then takes the ‘next right step.’</p> <p>Timeless perspective – extracts time out of past events – drives toward end-state vision. Patient & persistent.</p> <p>Comfortable being alone – in a quiet room – with just your thoughts.</p>	<p>Distracted by past or future – not present.</p> <p>“Once XYZ happens, <i>then</i> I will be OK.”</p> <p>Multi-tasking (living a ‘lie’) – e-mail in mtgs.</p> <p>Cannot accept a ‘bad’ situation – “this is wrong, I must immediately change it.”</p> <p>Timed perspective – sees present moment only through the lens of the past or future. Impatient.</p> <p>Always needing some thing or some one – music, ‘white noise’ or someone else.</p>
<p>Thought-provoking questions</p> <ul style="list-style-type: none">❑ Why are we most productive, effective and creative in-the-moment?❑ Why is it best to be emotionally detached from past problems and future fears?❑ Why is it that only in-the-moment we can really change and truly grow?	

Our Divine Nature

see the greatness in our core, in all of us, in everything

in the midst

Love – Spirit	Fear – Ego
<p>Others are good – trying to do right.</p> <p>At my core I am good. There is nothing to fear within.</p> <p>Ultimately we are all indestructible spirits.</p> <p>We are more powerful than we imagine.</p> <p>‘No deal’ may be a ‘good deal.’</p> <p>Growth comes from focusing on the good & strengths. Growth is inevitable.</p>	<p>Others can’t be trusted – trying to ‘get me.’</p> <p>I cannot go within – it’s dark & bad in there. If people knew me they would run & hide.</p> <p>Survival is precarious – I am always at risk.</p> <p>I’m a ‘screw up’ & I can’t count on you.</p> <p>Every deal is ‘must win’ – for my survival.</p> <p>Growth comes from focusing on problems & weaknesses. I must make growth occur.</p>
<p>Thought-provoking questions</p> <ul style="list-style-type: none">❑ Why do relationships authentically vary based on how we choose to view others?❑ Why is our most authentic, value-producing behavior derived from an assumption that even ‘problems’ can bring great blessings into our lives?❑ What is more effective – weakness-based or strength-based personal development?	

We Create

based on the thoughts we choose, our focused attention

in the midst

Love – Spirit	Fear – Ego
<p>We create ‘perfectly’ based on the <i>thoughts</i> & perspectives we choose to hold.</p> <p>Our attention is our ‘light’ – where & how we choose to focus it causes growth.</p> <p>Choose to see only the good – in others, in events.</p> <p>Thinking about and pointing out the goodness in everyone & everything is best.</p>	<p>What I think doesn’t matter; it’s what I <i>do</i> that counts.</p> <p>Life is what happens to me – ‘the human condition.’ Life is chaotic – deal with it.</p> <p>Finding fault, to help others improve.</p> <p>Someone needs to point out ‘areas for improvement’, that is my role in life.</p>
<p>Thought-provoking questions</p> <ul style="list-style-type: none">❑ Have you ever noticed that what you look for (what you expect) happens?❑ Why does the perspective we choose when looking at others directly affect them?❑ How often are we truly aware of our thoughts? Are we awake?❑ If our thoughts frequently occur without our real awareness, is it any wonder our lives often seem out-of-control and chaotic?	

Love

universal force countering entropy: joy, inspiration, growth, ...

in the midst

Love – Spirit	Fear – Ego
<p>Realizing <i>it</i> is within us, amongst us, between us and <i>it is</i> us.</p> <p>Inspiration, enthusiasm, creativity, purpose, joy, abundance, beauty, ...</p> <p>Acceptance.</p> <p>Connectedness.</p>	<p>The absence of love. Fear of: failure, success, greatness, abundance, others, ...</p> <p>Fear's derived feelings: worry, anger, sadness, depression, hatred.</p> <p>Judgment.</p> <p>Separation.</p>
<p>Thought-provoking questions</p> <ul style="list-style-type: none">❑ Are you awake? Do you see what's happening around, within and amongst us?❑ What is your fundamental perspective on self, life, others, the world?❑ How are 'things' (people, situations, ideas, etc.) actually interconnected?❑ Could it be that loving thoughts are what connect us?❑ Are loveless, fearful thoughts <i>projected</i> onto others & events, not extended?	

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

Practices – authentic behaviors

- Presence and Awareness
- Being Confrontational
- Focusing Collective Attention on Value
 - the 2-Slide Methodology™
- Negotiating Beyond Mere Win/Win
- self-Obsolescence
- Be an Illuminating Mirror
- Transforming an Alliance into a Productive Community
- Be the Metaphor for Metamorphosis
- It's all about Relationship

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?

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



References

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- ❑ *Simply Focus on Incremental Value and Value-Impediments: transforming a strategic alliance through simplicity (2-Slide Methodology™)*
 - ❑ 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
- ❑ *Building Trust in Strategic Alliances: enabling greater value*
 - ❑ 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 in e-book or hardcopy format

Follow-up

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Backup Slides

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Unhealthy and Value-Limiting Behaviors

the role of alliance manager is not about ...

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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?

Redefining the Strategic Alliance Manager

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The Strategic Alliance Manager is an Alchemist

She/He *transforms* what has been *separate* into *a new whole*:

- ❑ **Organizational and Cultural/Climactic Differences** – the chasm, the biggest and most ignored value-creating impediment
- ❑ **Strategies and Technologies** – chasms hiding opportunity
- ❑ **Forms of Value** – focus on joint intangible and longer-term forms
An alliance based only on money will never intentionally create any value
- ❑ **Marketplaces and Customers** – collaborative harvesting
- ❑ **Processes** – integrating processes is necessary but insufficient

The Alchemist's Toolbox

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- ❑ **True Self** – inner truth and purpose in life; presence and awareness
- ❑ **Virtual Omnipresence** – bumblebee, going anywhere to create value
- ❑ **Bold Confrontation** – seeks opportunities to jointly-face the most vexing challenges, knowing they hide insights and opportunities
- ❑ **Ownership** – adaptive and flexible, does whatever it takes
- ❑ **Pragmatic Vision** – clear and powerful purpose, inspirational
- ❑ **Relationship Building** – holistic and deep listening, connections
- ❑ **self-Obsolescence** – freely gives knowledge and ideas, attracts knowledge and ideas, increases presence and power, true Self
- ❑ **Home Building** – a place of growth, a place of high-trust and safety
- ❑ **Comfortable “In the Midst”** – between companies, people and ideas
- ❑ **A Creator** – sharing and applying creative processes and forces; using and being used by the creative field in an alliance

The Four Creative Forces of Alliancing Alchemy

Transforming Business Relationships Seminar (in 2010)

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