



## Spiritual Principles in Strategic Alliances

WIIFM: What's In It For Me – The Alliance Manager *AND* the Alliance?

(go to [www.spibr.org/WIIFM\\_self-actualization.pdf](http://www.spibr.org/WIIFM_self-actualization.pdf)  
for the most current version of this document)

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**Self-Actualization** – the pinnacle of psychological and spiritual maturation.

This document considers the value of spirituality, to both the alliance manager *and* his/her alliance, from the perspective of self-actualization. In summary, the practical use of spirituality in strategic alliance work:

- Helps us make a real difference in the world.
- Helps us have lasting impact and make a contribution to the world.
- Helps us leave a legacy.

(Also consider another WIIFM document, with a different perspective on the value of spirituality, focused primarily on the strategic alliance as an individual – [www.spibr.org/WIIFM\\_for\\_the\\_alliance\\_manager.pdf](http://www.spibr.org/WIIFM_for_the_alliance_manager.pdf).)

What's in it for THE ALLIANCE MANAGER – for the individual?	What's in it for THE ALLIANCE – for management, the team and organization?
<b>Superior perception of reality</b> <i>(more authentic, less influenced by idealizations)</i>	
<ul style="list-style-type: none"> <li>• Authentic and open, provokes openness</li> <li>• Honest, transparent and principle driven</li> <li>• Timeless visionary who sees the big picture (across space, space less), a reframe (around vision, transforms challenges into blessings and opportunities)</li> <li>• Enacts insurgency and transcends sanctions <i>(causes trouble if/when it's needed, for the greater good)</i></li> </ul>	
<ul style="list-style-type: none"> <li>• You will more clearly see a powerful and timeless vision that will inspire and enthuse the alliance team.</li> <li>• You will grow to intrinsically know what the right next thing to do is.</li> <li>• Highly-ethical and principle-driven results will naturally occur – for you and in your alliance.</li> </ul>	<ul style="list-style-type: none"> <li>• There will be a more open, honest and trust-filled climate in the alliance that will clear the way for greater value-discovery.</li> <li>• Accomplishments and lessons learned in the alliance will become catalysts for positive change throughout your company and into your broader ecosystem.</li> </ul>
<b>Increased acceptance of self, of others, of nature</b>	
<ul style="list-style-type: none"> <li>• Mindfulness</li> <li>• As within so without – be the change – first go within – change self – embrace hypocrisy</li> <li>• Self-authorizing, autotelic (self-actualized)</li> <li>• Accepting and non-judgmental</li> <li>• Being “part of”</li> </ul>	
<ul style="list-style-type: none"> <li>• You will gain a greater inborn level of confidence – not arrogance or grandiosity, but assertive grandeur.</li> <li>• You will become full of Self.</li> <li>• You will learn to embrace hypocrisies and shadows (yours and the alliance's), to assertively face challenges in the alliance, and to be lovingly confrontation (not in conflict); you will do all of this knowing that great insights and opportunities reside on the other side.</li> </ul>	<ul style="list-style-type: none"> <li>• The alliance will naturally accept and incorporate a broad ranch of individual characters and perspectives.</li> <li>• There will be a great sense of integrity or wholeness throughout the alliance and the alliance will become a more integral part of the overall business, feeding into and being fed by the overall strategy.</li> </ul>



What's in it for THE ALLIANCE MANAGER – for the individual?	What's in it for THE ALLIANCE – for management, the team and organization?
<p><b>Increase in problem-centering</b> (<i>removing self from the equation; not interested in being a hero</i>)</p> <ul style="list-style-type: none"> <li>Ego-less</li> <li>Other-serving</li> <li>Empowers others via self-obsolescence</li> </ul>	
<ul style="list-style-type: none"> <li>You will become more committed to the success of others and the alliance at large than on your own individual success; paradoxically this will bring you great personal success, more importantly joy and peace.</li> <li>You will grow to comfortably practice the counter-intuitive act of self-obsolescence – freely giving away your greatest wisdom and insights, and receiving back reciprocal nuggets of wisdom while increasing your virtual presence and informal power.</li> </ul>	<ul style="list-style-type: none"> <li>Collective attention will become like a laser, focused on fearlessly and thoroughly examining challenges in the alliance and then piercing through them to gain insights and uncover new opportunities.</li> <li>The collective power of and in the alliance will simply grow; it will truly become a force (for good) to be reckoned with.</li> </ul>
<p><b>Greater freshness of appreciation, and richness of emotional reaction</b></p> <ul style="list-style-type: none"> <li>Be an illuminating mirror</li> <li>Exhibit a rich range of emotions</li> <li>Appreciative inquiry</li> <li>A positive force</li> </ul>	
<ul style="list-style-type: none"> <li>You will gain the ability to authentically and powerfully express personally-impactful gratitude which will have the effect of drawing you closer to others and inspiring them to achieve their own greatness.</li> <li>You will become increasingly comfortable receiving and expressing intense emotions.</li> </ul>	<ul style="list-style-type: none"> <li>Your alliance will become a safe “home” where people feel free to be themselves.</li> <li>Your alliance will attract greatness to it – those in it will accomplish great things and great people will want to be a part of it.</li> </ul>
<p><b>Increased identification with the human species</b></p> <ul style="list-style-type: none"> <li>Being “part of”</li> <li>Connectedness</li> <li>Oneness</li> <li>True humility</li> </ul>	
<ul style="list-style-type: none"> <li>You will acquire a true sense of self, true humility and true pride.</li> <li>You will truly be part of, in oneness with all, driving toward individual and collective grandeur, true greatness.</li> </ul>	<ul style="list-style-type: none"> <li>Alliance achieves an indescribable sense of togetherness or oneness that pervades throughout the alliance.</li> <li>A true sense of home.</li> </ul>
<p><b>More democratic character structure</b> (<i>genuine sense of equality, fairness</i>)</p> <ul style="list-style-type: none"> <li>Fairness</li> <li>Trustworthy</li> </ul>	
<ul style="list-style-type: none"> <li>Individuals and management increasingly grow in their deep trust of you.</li> </ul>	<ul style="list-style-type: none"> <li>A high-trust climate pervades the alliance; this leads to clear, open and direct communications about difficult topics.</li> <li>Decisions are openly, clearly and transparently made.</li> </ul>



What's in it for THE ALLIANCE MANAGER – for the individual?	What's in it for THE ALLIANCE – for management, the team and organization?
<b>Greatly increased creativity</b> <ul style="list-style-type: none"> <li>• Creative creator; inspired inspiration</li> <li>• Ideation</li> <li>• Improvisation</li> </ul>	
<ul style="list-style-type: none"> <li>• Great ideas seem to just come to you, out of the blue.</li> <li>• People in the alliance increasingly seek you out in brainstorming sessions for your creative influence on the collective.</li> </ul>	<ul style="list-style-type: none"> <li>• Brilliant ideas spontaneously arise and the best ones naturally surface and are powerfully acted on and achieved.</li> <li>• Everyone is enthused with each new day, wondering “what’s going to come up today?”</li> </ul>
<b>Changes in value system</b> (values shift from materialistic, narcissistic influences to others-centered influences) <ul style="list-style-type: none"> <li>• Others-centered</li> <li>• Team builder</li> <li>• Creates a productive community, a home</li> <li>• Values the intangible and qualitative</li> <li>• Authentic leader making spontaneous contributions, a servant-leader</li> <li>• Is the change – the symbol – the metaphor</li> <li>• Comfortable with bounded instability or controlled chaos</li> <li>• Co-creation</li> </ul>	
<ul style="list-style-type: none"> <li>• You become the metaphor or symbol for the metamorphosis and change needed in the alliance – you know that it has to start with you.</li> <li>• When management looks for examples of servant-leadership they look to you and your team.</li> <li>• What you have done in your alliance has become legendary.</li> <li>• You will accomplish an impressive and inspiring legacy that will challenge status quo mediocrity.</li> </ul>	<ul style="list-style-type: none"> <li>• Your alliance truly becomes a productive community where individuals feel at home, knowing they can safely accomplish their wildest dreams in a supportive climate.</li> <li>• Individuals realize that their individual success and alliance success go hand-in-hand, it’s not an either/or situation.</li> <li>• In many ways your alliance is making a real difference, in your company, in your company’s business ecosystem and in the world of business.</li> </ul>

Ref: Abraham Maslow with modification in *Firms of Endearment* by Sisodia, Wolfe and Sheth, pg 29; also *Change the World* by Quinn.