



To: Strategic alliance managers in the LinkedIn group Spiritual Principles in Strategic Alliances
Date: 17 January 2013

Cc: Other strategic alliance managers
And those who serve alliance managers:
Their managers
Consultants and coaches
Trainers and professors
Subject: Building a community

From: Joe Kittel

On 18-19 December 2012 five of us met for the first summit focused on spiritual principles in alliances. Below are the results and suggested next steps from that gathering. First I have some questions for your consideration.

Questions

Do you have substantial experience and training in strategic alliance management, and yet you feel like there is more? Do you sense there are fundamental principles that aren't understood well by our profession? Are you interested in living a more holistic and fulfilled professional life, a life where you can increasingly love your work and work your love?

Consideration

Explore being an active participant in a growing and trust-filled community of strategic alliance managers. This is a community established for and led by strategic alliance managers. A place where you can give to and learn from other alliance managers. A place where we can serve each other in ways that increase our individual and collective value-creating potential.

Perhaps this growing community is the place where you can bring together all of your life experiences, in and outside of work, to make a fundamental change in your world.

Our Vision

This is intended to be a value-enabling community of strategic alliance managers, refining the artful science of alliance management. We are doing this via the practical application of spiritual principles in ourselves, in our work and in our lives. We are choosing to play a different game.

Our Motive

Over half of all strategic alliances fail: they either fail outright or there is significant untapped value. The primary and unaddressed cause is a *failure in relationship*. If we as alliance managers do not focus on relationship, no one else will and we will stay stuck in mediocrity.

Results from Our Summit

- A trust-filled community was launched.
- Overall community structure was suggested with Working Groups of 6-8 people, a Board of 12-13 people, a Community of ~150 people; and, we need to be part of an already established organization (e.g., ASAP).



As with any community, member participation will vary over time. For various reasons some of the participants in our first summit have chosen to play a less active role in its evolution. I am most grateful for their encouraging participation up to this point.

As our community evolves and progresses we will address a number of known and currently unknown challenges and issues.

Initial Challenges and Questions

- Is the problem described in the "Our Motive" statement overstated?
- Is the work we are suggesting truly unique? Can we really make a fundamental difference?
- What are the mechanisms and processes needed to build a productive community?
- How can this community leverage off of or add to already existing work being done by other organizations (e.g., ASAP or other LinkedIn groups)?
- What is the buyer persona or target audience for those interested in this community?

Ongoing Challenges and Questions

- Key next steps:
 - Establish on-going networking processes: regular conference calls, e-mail, LinkedIn, etc.
 - Expand this community
- What is the future of our profession? How can we deal with personal uncertainty?
- How can alliance managers deal with the seemingly impossible transition from scarcity (at the conclusion of a value-creating project) back into abundance (in order to start the next project)?
- How can alliance managers deal with "trust vs. fear"?
- How can alliance managers be "hard on issues while being soft on people" in negotiations?
- What is the most effective way to change the game of alliance management?
- We look forward to next year's summit, location and timing TBD.

The following pages are the documents used to announce this summit.

Let me know if you are interested in being part of this community, or if you have questions or suggestions.

[Love,](#)

Joe Kittel

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



Strategic Alliance Managers' Summit

Heidelberg, Germany

18-19 December 2012

Our Shared Vision

We are a value-enabling community of strategic alliance managers, fundamentally redefining the artful science of alliance management. We are doing this via the practical application of spiritual principles in ourselves, in our work and in our lives. We are changing our world by changing the rules of the game.

Our Motive

Over half of all strategic alliances fail, they either fail outright or there is significant untapped value. The primary and unaddressed cause is a *failure in relationship*. If we as alliance managers do not focus on relationship no one else will, and we stay stuck in mediocrity.

People Who Should Attend

- Strategic alliance managers with substantial experience.
- People who serve alliance managers: consultants, managers, coaches, trainers and professors.
- Business and spiritual leaders who are transforming the world of business.

As a Member of This Community, You Will:

- Gain a uniquely powerful perspective on the nature of strategic alliances and what it means to be an alliance manager.
- Come to understand how the fundamental cause of strategic alliance failure is *in relationship*; and, given spirituality is about deepening relationship its application is an urgent and strategic imperative.
- Understand how spiritual principles can be applied in business with practical and immediate benefit, without stirring up either pro- or anti-religious zealotry.
- Begin to embody changes in your attitude and mindset that will authentically improve behaviors, naturally deepen relationships and increase the value-creating potential in your alliance.
- Realize the critical importance of precisely defining your unique role as a strategic alliance manager – for yourself and your alliance – and you will be armed with tools to collaboratively do that.
- Realize that all true change starts with your relationship with your Self, which is both dependent upon and affects your personal identity.
- Come to understand how you can be your own worst enemy and how to overcome those value-limiting and unhealthy behaviors.
- "Be the change" by choosing to see the divine nature in yourself, in others and in your work.
- See how alliances are where the world of business needs to start transforming itself. You are indeed at the eye of the hurricane.
- Begin to personally grow in your value-enabling abilities by being more naturally connected with Self and others, becoming a practical visionary, having greater integrity, being more deeply principled, being more at peace, being able to lovingly confront difficult issues, bringing greater trust into your alliance, attracting greatness via the authentic use of gratitude, becoming a more creative value-creator, being the metaphor for metamorphosis (being the change), being a true servant-leader, transforming your alliance into a productive community (home) and you will *leave a legend*.

The fee for this event is €100. Pre-payment is required. Contact me to make your payment.

You are responsible for your own transportation (we suggest flying into Frankfurt or Karlsruhe/Baden-Baden airport), meals (except for breakfast and lunch on our meeting days; to be clear, you are responsible for paying for your own dinner Tuesday evening) and lodging expenses. Contact me to help arrange your lodging; there is a chance we may be able to use some apartments (nicer and cheaper than a hotel).

[Love,](#)

Joe Kittel

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Spiritual Principles in Strategic Alliances

Heidelberg Summit

18-19 December 2012

Structure

Tuesday, 18 December

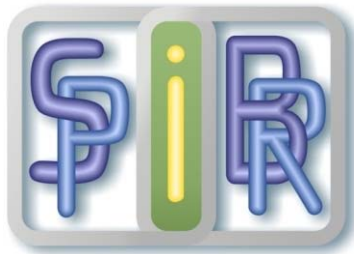
- 08:00-09:00 Breakfast and Networking
- 09:00-17:00 Meeting with Working Lunch
- 17:00-19:00 Networking with Light Food and Drink
- 19:00-21:00 Dinner and Celebration

Wednesday, 19 December

- 08:00-09:00 Breakfast and Networking
- 09:00-15:00 Meeting with Working Lunch

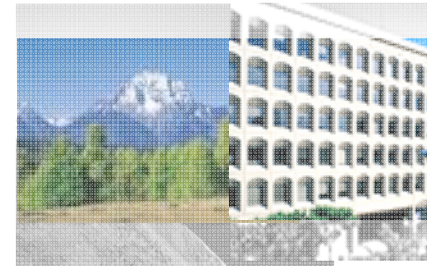
Suggested Agenda

- Agenda Review and Adjustment
- Set Context
 - Confidentiality
 - Definitions
 - Strategic alliance
 - Spirituality
 - State-of-Alliancing
 - Causes of success
 - Causes of failure
- Be Prepared (maybe a few PPT slides) to Briefly Present and Discuss (est. 15 minutes each):
 - Personal introduction: you and your alliance(s)
 - Examples, insights and causes of your's and your alliance's successes and failures
 - What are your greatest personal challenges?
 - Stories and experiences related to the importance of *relationship* in alliances
 - How can this summit/community be of maximal value to you?
 - What do you have to give into this summit/community?
- Feedback and Critique
 - Book: *Spiritual Principles in Strategic Alliances*
 - Whitepapers
 - *Strategic Alliance Manager Role: a unique, holistic and empowering perspective*
 - *Simply Focus on Incremental Value and Value-Impediments: transforming a strategic alliance through simplicity*
 - *Building Trust in Strategic Alliances: enabling greater value (via loving confrontation)*
- What Are Our Greatest Value-Enabling Activities?
 - On-going summits
 - Conference calls
 - Workshops
 - Newsletters
 - LinkedIn groups
 - Coaching or consulting services
 - Training services
 - Possible future whitepapers (by Joe &/or this community)
 - *Self-Obsolescence: the empowerment in giving away your greatest ideas*
 - *Being an Illuminating Mirror: the inspiring and attractive power in gratitude*
 - *Negotiating Beyond Mere Win/Win Results: staying uncompromisingly in the midst*
 - *Transforming an Alliance into a Value-Enabling Community: building an attractive home*
 - *Manifestation: realizing your vision in your work*
- Being of Service / Being of Value
 - How can we serve each other?
 - How can I be of service to you?
- Our Next Steps ...



Spiritual Principles in Business Relationships

SPIBR.org LLC



Spiritual Principles in Strategic Alliances

18-19 December 2012

Heidelberg, Germany

Results from Summit

in the midst

- ❑ **Our relationships have been established**
- ❑ **This community has been born**
- ❑ **Suggested next steps**
 - ❑ **Expand community: WGs of 6-8, Board of 12-13, Community of ~150, and the open sharing of our ideas to ∞**
 - ❑ **Be part of an organization (e.g., ASAP, Alliances & Channel Friends)**
- ❑ **Suggestions for next year's summit**
 - ❑ **Engage our Board to drive/direct the summit**
 - ❑ **Location and timing TBD**
 - ❑ **Strive for 6-8 attendees next year to have a “working group”**
 - ❑ **Consider making the summit 2 full days – more time**
 - ❑ **Agenda to be simply & deeply focused – great impact**
 - ❑ **Feedback process at the end of each ½ day**
 - ❑ **End with a celebration**

Suggested Agenda – Tuesday Morning

in the midst

□ Context

- Rules of Dialogue and Confidentiality
- Vision and Motive
- Ideal Outcomes
- Definitions
- State-of-Alliancing

UNDERSTAND ^{HOW TO BE OF}
SERVICE TO COMMUNITY
TO ACCOMPLISH VISION
— . —
DECIDE TO STAY ^{IN ALLIANCES}
OR MOVE TO GENERAL BUSINESS
— . —
SEE how to give PERSONAL VALUE
to ALLIANCES COMMUNITY
START ^{something that} CONTINUES

NETWORKING \$
UNDERSTANDING WHAT ~~EACH~~
EACH IS DOING
— . —
UNDERSTAND HOW TO BUILD
A WORKING - VIRTUAL - COMMUNITY
- IN-PERSON -
— . —
UNDERSTAND how ALLIANCES
BENEFIT FROM UNDERSTANDING
PERSONALITIES < INDIVIDUAL
ORGANIZATIONS

□ You

- Personal Introduction – you, your life, your alliance(s)
- Successes and Failures – insights and causes
- Greatest Challenges
- How can this Community can be of Maximal Value to You?
- What can You Give to this Community?

□ Feedback

These 2 charts should have been reviewed at the end of the summit, asking “Did we achieve these ideal outcomes?” I believe we touched on most or all of these.

Suggested Agenda – Tuesday Afternoon

in the midst

- **Challenges**
 - Individual
 - Collective
- **Focus Collective Attention On Our Challenges**
 - First See Them
 - Then Look *Past* Them
- **Feedback**

Suggested Agenda - Wednesday

in the midst

Our Greatest Value-Enabling Activities

- Summits
- Conference calls
- Workshops
- Newsletters
- LinkedIn groups
- Coaching, consulting or training
- Future whitepapers

We never really got into these agenda items. This can be follow on work by this community.

Being of Service / Being of Value

- How can we serve each others?
- How can I be of service to you and this community?

Feedback

Our Next Steps ...

Rules of Dialogue and Confidentiality

in the midst

Rules of Dialogue

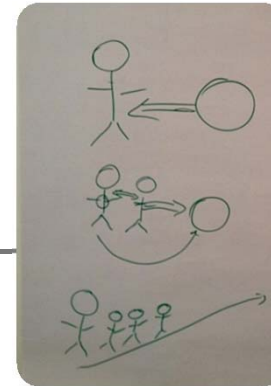
- ❑ We are *not* debating, selling or convincing
- ❑ Take turns speaking – relatively balanced conversation
- ❑ Stay aware – be alert to your own feelings and reactions
- ❑ Deep truth-telling – be open, honest and transparent
- ❑ Be fully present – practice holistic listening, without judgment
- ❑ Commune soul-to-soul in the midst – be vulnerable
- ❑ Be in the flow – see the flow of ideas emerge and grow
- ❑ Speak more from direct personal experience than from theory

This was useful in setting a healthy, trust-filled and open atmosphere.

Confidentiality

- ❑ Personal
- ❑ Corporate

Shared Vision and Motives



Create an image that captures both Vision and Motive.

in the midst

Our Shared Vision

We are a value-enabling community of strategic alliance managers, fundamentally redefining the artful science of alliance management. We are doing this via the practical application of spiritual principles in ourselves, in our work and in our lives. We are **choosing to** play a different game.

Our Motive

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This is all intellectual and wordy → find a picture
Change self, relationships, the world – enabling

- **Workgroups ~6-8**
- **Board ~12-13**
- **Village ~150 (12x12)**
- **Be part of an existing and stable organization (ASAP or Alliances & Channels Friends).**



Strategic Alliances

in the midst

Increasingly Important due to Supply Chain Disaggregation

- ❑ A “life and death” matter
- ❑ Yet most of them fail

Value-Creating Relationships

- ❑ Long-term and complex
- ❑ Nearly impossible
 - ❑ Creativity-stifling climate of fear, scarcity and distraction
 - ❑ Required to progress through impossible transitions
 - Expand the pie (abundance)
 - Divide the pie (scarcity)
 - Expand the pie (back into abundance)
 - ...

It would be helpful and interesting to explore the scarcity-back-into-abundance transition more. This is a huge challenge in long-term alliances.

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

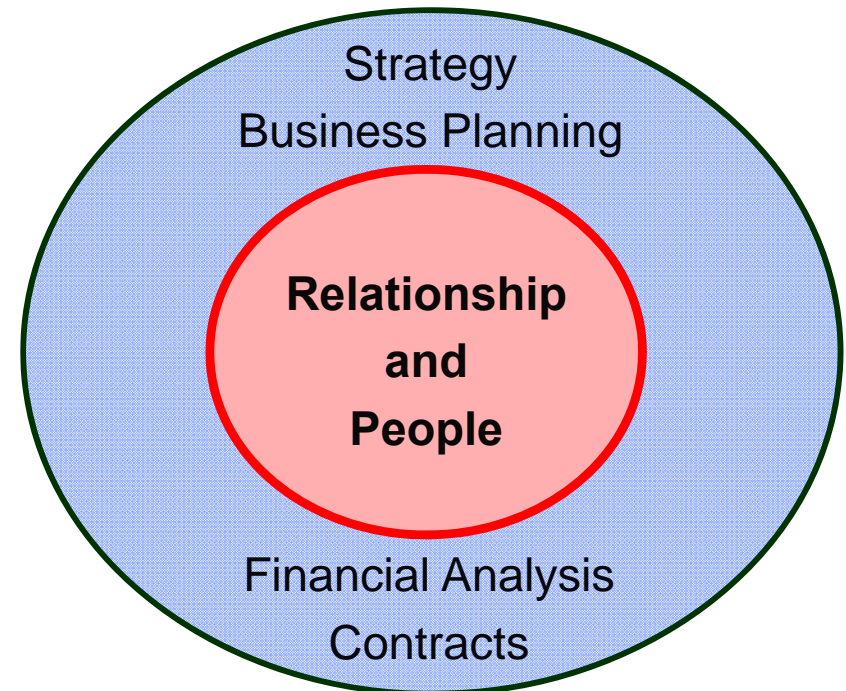
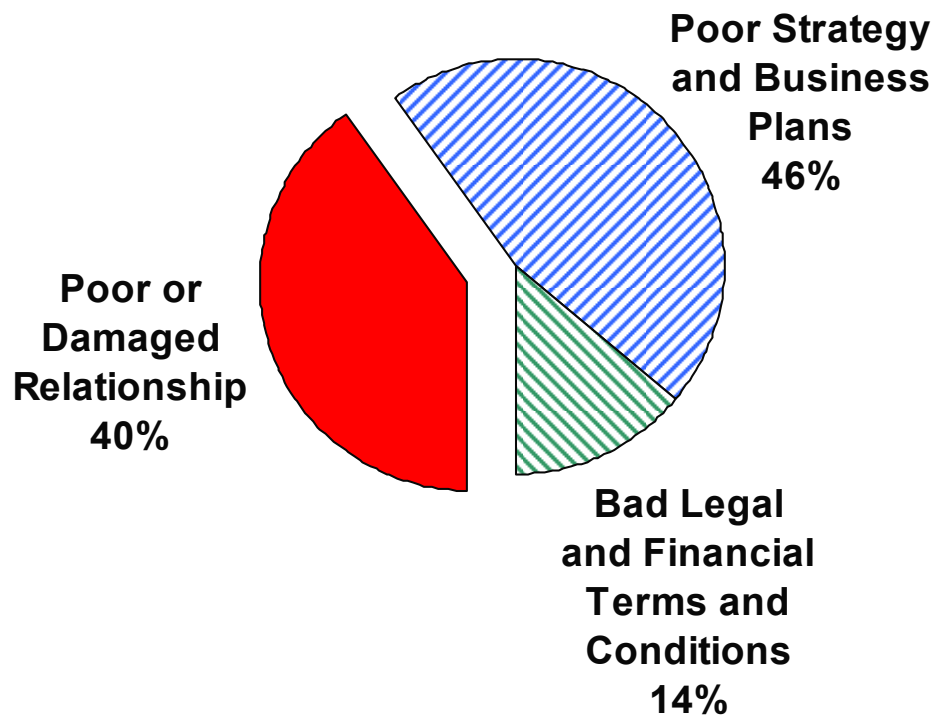
Spirituality is about the Embodiment of Simple Truths which Authentically Improves Behavior

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

Why Strategic Alliances Fail

in the midst

Causes of Alliance Failures

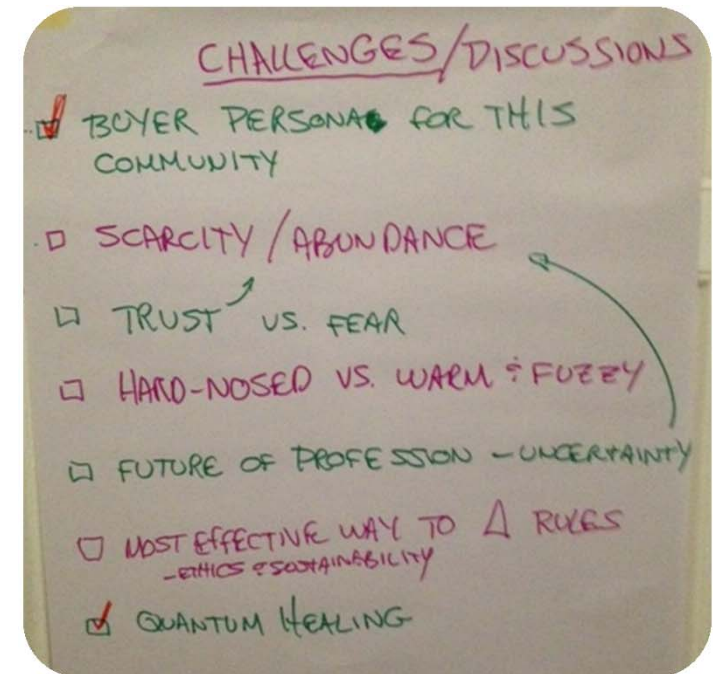


Ref: *Managing Alliances for Business Results: Lessons Learned from Leading Companies* by Jeff Weiss, Sara Keen and Stuart Kliman, Vantage Partners LLC. 2006 report on three years of research of over 100 alliance managers and executives representing 93 companies in a broad range of industries.

Challenges/Discussions

in the midst

- ❑ What is the Buyer Persona this community is focused on?
- ❑ Dealing with the impossible transition from scarcity back into abundance
- ❑ How to deal with “trust vs. fear”
- ❑ Being either “hard nose” or “warm and fuzzy” in negotiations
- ❑ What is the future of this profession – personal uncertainty
- ❑ What is the most effective way to change the rules of the game or change the game of alliance management
- ❑ Quantum Healing

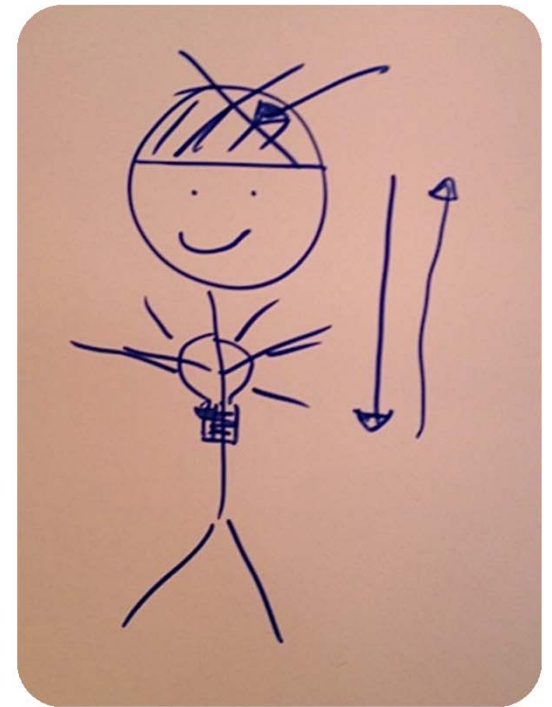


For the last few hours of our time together we decided to focus our collective attention on a few things – the first and last items. The items in between will be handled after the summit.

Quantum Healing

in the midst

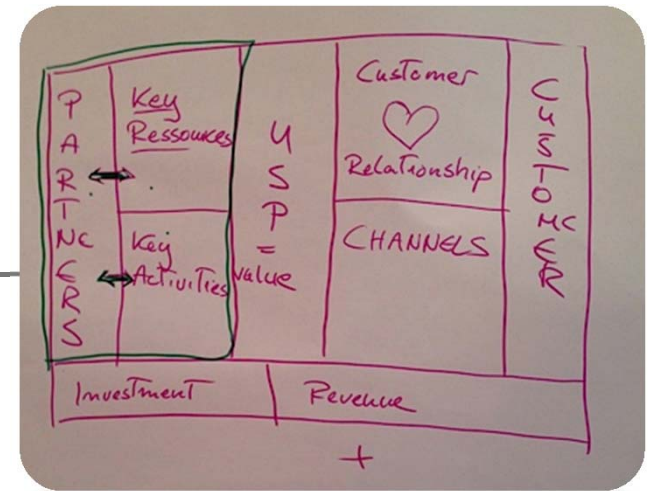
- ❑ A technique for asking questions and healing
- ❑ Can be done in pairs or by yourself
- ❑ It is a means for going within to hear answers and to heal
- ❑ For quieting the mind and connecting with the heart
- ❑ You have the light within
- ❑ You are the light



Buyer Persona (1/3)

Who is our buyer persona (target audience)?

❑ For People-to-People (P2P) marketing



P2P - Buyer Persona ①

- ⇒ OPEN TO MULTIPLE PERSPECTIVES
- ⇒ CONSCIOUSNESS (SCARCITY.....)
- ⇒ AWARENESS, SENSITIVITY
- ⇒ CONTROL SCARCITY TRUST ABUNDANCE

SCALE MOVES

- ⇒ INFLUENCE THE SCALE MOVING
- ⇒ INNER WORK ^{GROWTH} PAYS OFF IN THE OUTSIDE WORLD
- ⇒ MATURE ADULT
- ⇒ ACHIEVE RESULTS WITHIN/BETWEEN COMPLEX ORGANIZATIONS
- ⇒ 'URVERTRAUEN' FUNDAMENTAL TRUST/CONFIDENCE IN LIFE FORCE

Buyer Persona ②

- ⇒ CURIOSITY
- ⇒ GIVING FORWARD VALUE.....
- ⇒ EVERYONE KNOWS WHAT I'M A MASTER AT
- ⇒ WHAT'S IN IT FOR ME? = value

PERSPECTIVE, HEIGHT, GROWTH, CLARITY, INSIDE, INSIGHT, UNDERSTANDING, MOVEMENT TO ABUNDANCE, FUNDAMENTAL PRINCIPLES IN RELATIONSHIP, BEING PART OF A COMMUNITY OF LIKE-MINDED PEOPLE

TRUSTED &

① MICHAEL, 45
BAD HUMBURG
COLLEGE DEGREE
PSYCHOLOGY & MATH CUM LAUDE
MARRIED IN HIS TWENTIES
• TWO CHILDREN, TEENAGERS
• ~~had~~ a serious life struggle → self-reflection, Took teaching
• detached from organized religion
• Lived in FRANCE, GERMANY, US
• TENNIS, SKIING,
• USES LINKEDIN more than FACEBOOK
• was overweight and watches carefully
• Interest into arts, music, museums
• MINIVAN
• IN TRANSITION

Buyer Persona (2/3)

in the midst

Characteristics, Attributes

- ❑ Open to multiple perspectives
- ❑ Conscious, aware and sensitive
- ❑ Can “see” the scale move between control & scarcity and trust & abundance
- ❑ Influences the scale
- ❑ Knows that inner work pays off in the outside world
- ❑ Is a *mature* adult
- ❑ Achieves results with and between complex organizations
- ❑ Has “urvertrauen” fundamental trust, confidence in life force
- ❑ Has curiosity
- ❑ Lives a life of giving forward
- ❑ Is known as a master
- ❑ Lives a life of value
- ❑ Values perspective (height), growth, clarity, inside work to gain insight, understanding
- ❑ Interested in movement to abundance
- ❑ Interested in fundamental principles in relationship
- ❑ Wants to be part of a community of trusted and like-minded others

Buyer Persona (3/3)

in the midst

The Person

- ❑ Michael, age 45
- ❑ Lives in Bad Homburg, DE
- ❑ Has college degrees in both psychology and math, graduated cum laude
- ❑ He married while in his twenties
- ❑ Has two teenage children
- ❑ Has been through serious life struggles, causing self-reflection and a willingness to take coaching (psycho therapy)
- ❑ Is detached from organized religion (although he sees himself as spiritual)
- ❑ Has lived in France, Germany and the US
- ❑ Enjoys skiing and tennis
- ❑ Uses LinkedIn more than Facebook
- ❑ Was overweight but now watches his diet and weight carefully, and exercises
- ❑ He is interested in the arts, music and museums
- ❑ He drives a minivan
- ❑ He is currently in a major life transition

Feedback Process

Positive Feedback

- WHAT worked really well
- WHY

Corrective Feedback

- WHAT didn't work as well
- WHAT we could do to make it even better
- WHY that would make a difference

WHAT WORKED	WHY?
<ul style="list-style-type: none"> • GATHERING PROCESS • RIGHT LOCATION (PORTIC CONCIDENCE) • PROFESSIONAL / PERSONAL LINKAGE - OUR SHARINGS • LINKEDIN • PLEASANT : USEFUL TO SHARE LIFE STORIES • CO-FACILITATION 	<ul style="list-style-type: none"> • OPEN & FLEXIBLE, ATTRACTED TYPE • EMBRACE SHADOWS • EAGERNESS TO DO SO - AN INTEGRATED LIFE • CONNECTING GLOBALLY • WE WANT & LIKE TO GROW BY SHARING PERS INSIGHTS • OPENNESS = FLEXIBILITY - INCLUSIVENESS SPONTANEOUS

in the midst

Text from these 2 flipcharts are in the next 2 slides.

WHAT DIDNT WORK SO WELL	WHAT INSTEAD	WHY?
<ul style="list-style-type: none"> • BE FRER FROM NEED TO DRIVE (JOE) • MORE PEOPLE • NO CLEAR BUYER PERSONA <ul style="list-style-type: none"> - TOO MUCH DETAIL - HARD TO DIGEST - COMPLEX • INTERRUPTING (JOE) • JUMPING AHEAD <ul style="list-style-type: none"> - PREMATURE TRANSITIONS 	<ul style="list-style-type: none"> • RELAX - FREE & LOOSE GROUP • MORE & MORE DIVERSE ATTENDEES • CLEAR DEF'N BUYER PERSONA <ul style="list-style-type: none"> - CLEARER FOCUS = SIMPLICITY • NOT INTERRUPT & LISTEN • STAY FULLY PRESENT ON WHAT IS HAPPENING 	<ul style="list-style-type: none"> • REDUNDANT- LEADERSHIP • IS LIMITED ~ 8 PEOPLE WOULD BE RICHER • CLEAR : TARGETTED MESSAGING-MARKETING <ul style="list-style-type: none"> - PRACTICE WHAT YOU TREATH • MORE DEPTH OF PARTICIPATION • DISTRACTING

Slide 19

What Worked

in the midst

What Worked

- ❑ **Gathering process**
- ❑ **Right location (poetic coincidence – “self help”)**
- ❑ **Professional/Personal linkages – our**
- ❑ **LinkedIn**
- ❑ **Pleasant and useful to share life stories**
- ❑ **Co-facilitation**

Why?

- ❑ **Open, flexible, attracted types**
- ❑ **Embrace our shadows**
- ❑ **Eagerness to do so – an integrated life**
- ❑ **Connecting globally**
- ❑ **We want and like to grow by sharing personal insights**
- ❑ **Openness and flexibility – inclusiveness, spontaneous**

What Didn't Work So Well

in the midst

What Didn't Work

- ❑ Be free from need to drive (Joe)
- ❑ More people
- ❑ No clear buyer persona – too much detail, hard to digest, complex
- ❑ Interrupting (Joe)
- ❑ Jumping ahead – premature transitions

What Instead

- ❑ Relax – free and loose group
- ❑ More people and more diverse attendees
- ❑ Clear definition of buyer persona – clearer focus and simplicity
- ❑ Do not interrupt – listen
- ❑ Stay fully present on what is happening

Why?

- ❑ Redundant leadership
- ❑ Is limited - ~8 people would be ideal
- ❑ Clear & targeted messaging and marketing
- ❑ More depth of participation
- ❑ Less distractive