



Joe Kittel

*Focused on value-creation,
drawn to accomplish the impossible and
confront obstacles head-on for the betterment of all.*

What is my place in your organization?

In five pages this document introduces me to you and helps us discover how our interests alignⁱ.

What is my focused purpose? I am focused on long-term value-creation in business relationships, specifically in strategic alliances. Collaborative R&D-based value-creation substantiates and differentiates an alliance's go-to-market story, thus adding to its overall ability to create value in the form of incremental sales revenue. I am about value.

I do the impossible with nothing in the eye of a hurricane. In strategic alliances, long-term value-creation occurs between highly-competitive companies in a climate that often opposes open, trust-filled collaboration. For example, management often asks, "What are the gives and gets in this relationship?" That question fosters a zero-sum game or a scarcity mindset. This environment makes long-term value-creation nearly impossible. The current failure rates in strategic alliances indicate it *is* impossible. And we all see huge untapped value potential in our alliances.

I am comfortable doing "the impossible" – developing alliances with insufficient budget and not enough resource – "with nothing." These strategic relationships affect nearly every functional area and layer of the business while attempting to span divergent corporate cultures (the greatest value-impediment). Alliances can be both overwhelmingly complex and dysfunctional (overly dramatic). I am comfortable working in this "eye of the hurricane." My unique innate abilities come from confronting intense situations with a methodical engineering approach, astute observation and deep reflection and are based on experience, formal education and training – mostly experience.

What is my higher-purpose? Beyond value-creation in alliances, my higher purpose is to bring increased consciousness into business. Growth occurs in our relationships. The more challenging and important the relationship, the greater the opportunity for growth. In the world of business, strategic alliances are the most important and challenging form of intercompany relationship. They can be crucibles where businesses recognize their need to awaken. It is here where awakening occurs and where we find a better way of doing business. Lessons learned in strategic alliances can be applied to any form of business relationship; in fact, to any relationship.

I possess a service orientation coupled with high intelligence. In the U.S. Navy I was responsible for shipboard power generation and distribution. I was additionally responsible for advanced electronics (400 Hz aircraft power generation electronics) on the *USS Tarawa LHA-1* (a 40,000 ton amphibious assault ship). In all of my training I was top in the class.

In college I exhibited intelligence, persistence and the manifestation of intention. While going to school full-time I worked full-time, supporting my wife and four children. I graduated *magna cum laude* in electrical engineering with a focus on semiconductor physics and VLSI design. While in school, I worked at the University of Utah doing archaeology lab management and microwave research (a unique combination). Later while still in school I worked at American Laser manufacturing testing medical lasers, National Semiconductor doing VLSI manufacturing, and Utah Medical Products (UMP) doing "everything." At UMP I did procurement, manufacturing management, final calibration and testing, shipping, technical support, reseller training (to Japan),

in the midst



and sales support. It was at UMP that I first realized the power of intention. I discovered that I was *already* fulfilling the dream I had while in the Navy. In the Navy I had dreamt of working in biotechnology and saving lives. Before graduating I found myself working in a neonatal intensive, helping doctors and nurses use one of our latest products. My dream had *already* been fulfilled. But that dream was insufficient for me. It was at UMP that I got my first taste of alliancing work. We started OEMing disposable blood pressure transducers to Hewlett-Packard. A seed had been planted for my long-term purposeful dream – developing strategic alliances.

Hewlett-Packard – two decades in a conscious company. While I was in school, HP was considered *the* company to work for. They were *very* selective in the engineers they hired, looking for more than great GPAs: they wanted well-rounded people. My first job with HP was software development, and later I moved into business development, strategic planning and then enterprise sales – all focused on deepening HP's presence in the telecommunications industry.

I was drawn into strategic alliances. While selling to US West (now Qwest) I established a collaborative R&D relationship between HP's Software Engineering Systems Division (SESD – software development tools) and US West Science and Technology (like Bell Labs). This alliance catapulted HP into a Strategic Partner position at US West, putting HP on par with IBM and AT&T. I migrated this alliance from the field into the division and then managed a team of other alliance managers focused on Fujitsu, Hitachi, IBM, III (a Taiwanese consortium), Informix and SAIC.

Strategic alliances – taken to a higher and more intense level. From HP/SESD I moved into HP's Computer Systems Organization, Industry Landscape Team where we established and dismantled consortia, led multi-company initiatives and negotiations, and drove business ecosystem changes for HP's strategic benefit. Here I deepened my focused on Microsoft. I established the HP-wide Microsoft Alliance Effectiveness Team where alliance managers coordinated strategy and shared best practices. I then helped establish HP's corporate-level strategic alliance with Microsoft, focused on the most strategically-contentious areas (UNIX/NT interoperability, object technologies and encryption), and then coordinated over 110 technical initiatives between the companiesⁱⁱ. I led numerous negotiations on behalf of HP business units, and coached alliance managers on both sides of the alliance on how to work more effectively together. This experience led to a presentation at the *Wharton School of Business* on how to ally with Microsoft and later fed into a *Harvard Business Review* articleⁱⁱⁱ. After this I established alliances with i2, Microsoft and SAP for HP's early SaaS (software as a service) business (then called computing utility services). From there I moved into HP's Imaging and Printing Group (IPG), establishing HP's first enterprise printing alliance with SAP^{iv}. This relationship had been considered to be impossible for many years. We did it.

Fundamental contributions to strategic alliancing. The book *Spiritual Principles in Strategic Alliances: transform status quo mediocrity into greatness* has been acclaimed by industry leaders as making a fundamental contribution to alliancing and the world of business^v. Excerpts have been endorsed by the *Association of Strategic Alliance Professionals* as a Best Practice. I have written and published five significant whitepapers:^{vi} (a) *Strategic Alliance Manager Role: a unique, holistic and empowering perspective*; (b) *Simply Focus on Incremental Value and Value-Impediments: transforming a strategic alliance through simplicity*; (c) *Building Trust in Strategic Alliances: enabling greater value*; (d) *Change Your Alliance: how ordinary strategic alliance managers can accomplish extraordinary results*; and (e) *Self-Obsolescence: the most impactful practice an alliance manager can embody*. I trained and coached Intel's EMEA software strategic alliance managers in Munich, receiving the highest evaluation and fundamentally changing how they did their work. I fundamentally transformed Intel's global alliance with Capgemini. I established the

in the midst



U.S. subsidiary for a German-based alliance-oriented consultancy, GP+S GmbH and served as the General Manager of GP+S, Inc.

Focused on strategic alliance managers. I established the consultancy SPiBR.org LLC, which is uniquely focused on alliance managers, as individuals. And I am building a productive community: our biweekly newsletter goes out to over 1,200 alliance managers, my website gets over 900 visits each month, and the LinkedIn group *Spiritual Principles in Strategic Alliances* has over 170 participants. In December of 2012, we held our first summit in Heidelberg, Germany. Some have argued that bringing spirituality into business is impossible, but our small community is growing. We are attracting people who are comfortable doing the impossible.

My experiences complement, define and support my focused purpose. With two decades of developing and managing strategic alliances, as well as a decade articulating and realizing my fundamental contributions to the artful science of alliancing^{vii}, I am proud of my experiences.

What are my personal attributes? Why I am ideally suited to develop strategic alliances. The single greatest success-driving attribute is attitude and mindset which accounts for 55% (source HP) to 85% (source SHRM) of an individual's success. Below is how I describe my attitude and mindset (the claims below are substantiated in performance evaluations, HP awards and assessments). While attitude and mindset is the most important attribute, it is also the hardest thing to assess and the hardest to change. My personal attributes include the following:

- *Persistent and Tenacious* – once committed to a course of action success is inevitable.
- *Enthusied by Challenge* – as I see it, "no" is "yes" waiting to happen. I love the impossible.
- *Chooses to See Grandeur* – I choose to look past the outer to see the grandeur in us all.
- *Optimistic* – I trust the Universe. I trust trust. Things always seem to eventually work out.
- *Confident* – I know that what we set our minds to do eventually happens; we are creators.
- *Focused Achiever* – I simplify, prioritize and focus, and accomplish the impossible.
- *Visionary / Strategic Thinker* – I sees simplicity in complexity and trends; I share this view.
- *Take Charge Commander* – attracting success, resolving challenges via loving confrontation, high-trust and high-respect, strong networker and community builder.
- *Activator* – compelled to action once a decision has been made. Action is exhilarating and is the best device for learning. I am a transformational change agent.

Here are my skills, which account for <30% of an individual's success. Given my intelligence I develop new skills fairly easily (doing whatever is necessary):

- *Communications* – strategic negotiating, alliance development and management, presentations, verbal, written, web-based and social media skills.
- *Alliance Development and Management* – full lifecycle approach, comfortable at every level and functional area of a business, simply focused on value-creation, able to neutralize drama and benefit from cultural differences; I span cultural and strategic chasms.
- *Complex Negotiations* – principle-based methodologies bringing alignment and focus, active listening, being soft on people and hard on issues (lovingly confrontational).
- *Team Alignment and Focus* – a byproduct of the 2-Slide MethodologyTM.
- *Interpersonal Skills* – deep presence, active listening, and strong rapport building; I establish deep relationships; the empowerment of Self-Obsolescence.

Knowledge is the least important attribute, easiest to assess and change, accounting for <15% of an individual's success. Interestingly knowledge is often the area most focused on in interviews because it's the easiest to talk about:

in the midst



- *A Fast Learner* – I know how to efficiently acquire new knowledge (admittedly, this is a skill or innate attribute, but it is relevant in the knowledge category).
- *Strategic Planning* – business planning, financial analysis and legal due diligence. I am comfortable doing these things, especially in collaboration with the experts in these fields.
- *Large Enterprise* – I know large enterprise and I am comfortable working in and with large often highly-matrixed organizations.
- *Technology* – I know high-tech: software, systems, sales, and the ecosystem. I am very comfortable getting very technical. Arguably, I am brilliant.
- *Legal Terms* – e.g., legal nuances, like indemnification, anti-trust, intellectual property and residual rights. I am very comfortable working with lawyers.
- *Productivity Tools* – Microsoft Office tools, mind mapping, web publishing, effective e-mailing, social media, and conferencing (audio and video).
- *Complexity- and Drama-Neutralizing Tools* – I've developed and extensively used a transformational methodology for cutting through the crap and seeing more clearly.

My schooling and training supports my focused purpose. Some of this has been stated elsewhere in this document, but here's a summary:

- *US Navy* – advanced electronics, power generation and distribution. Top in every class.
- *University of Utah* – BS in Electrical Engineering with a focus on semiconductor physics and VLSI design (quantum electronics), *magna cum laude*. EE Honor Society President.
- *Hewlett-Packard* – attended and conducted training in negotiating, partner management and strategic alliance development.
- *Strategic Alliance Management at Wharton School of Business* – attended training and later presented on a panel focused on how to partner with Microsoft.
- *Program on Negotiation at Harvard Law / MIT and Tufts Universities.*

I am about practical spirituality by necessity. Life has compelled me to embrace spirituality in all aspects of my life. Sometimes life drags me kicking and screaming to precisely where I truly want to be. This dragging was first initiated by my two "spiritual universities" – my disability (being an addict, currently with 13 years clean) and my children's disabilities (a progressive neuromuscular disorder). Twelve-step recovery has been a spring board to an on-going and practical awakening. Two of my four children have Friedreich's Ataxia that is progressively destroying their bodies and shortening their lives (my oldest child died in late-2010 at the age of 33). These two spiritual universities teach me to confront difficult issues head on, that sooner is better than later, and that there is great value on the other side of the difficult issue. They teach me about the therapeutic power in each of us helping each other, that life is "a we thing" and so the idea of Oneness is real, here and now. They teach me to stay in the moment, being grateful for today, and doing the next right step for all concerned. They teach me that gratitude is the most powerful form of communication and most potent form of prayer. In my life today love is very real, relationships are all important (they are all we have), and productive community creates a virtuous cycle of more love, growth and fulfillment for all, a place where we can feel at home.

Why "Spiritual Principles in Business Relationships"? Over the decades I have taken a methodical engineer's approach to both strategic alliances and spirituality. It turns out that strategic alliances mostly fail and these failures are mostly due to failure in relationship – a lack of trust and poor communication. Spirituality is about the deepening of relationship – principles (ideas) and practices (behaviors) which have as a natural result the deepening of relationship with self, others and the Universe (or God).

in the midst



I am clear and bold. Being a strategic alliance manager has taught me to be clear and bold. I have yet to find a better word than "spiritual" to describe the solution to today's mediocre performance in value-creating business relationships. This word describes something that is alive, in ourselves, between each other, and all around us. And we can use this thing called spirit for the betterment of all.

What is my place? How might I fit into your organization (as a consultant or an employee)?

- *Managing a strategic alliance* – a long-term value-creating relationship, ideally one that seems to be impossible due to overwhelming complexity and a good amount of dysfunctional drama. Give me a relationship others have given up on, but one that you can't afford to give up because it's too strategically important. I have a proven and simple transformational methodology that brings clarity, alignment and focus into any alliance, enabling it to overcome value-impediments and achieve its long-term value-creating purpose.
- *Being part of a strategic alliance team* – if management is interested I can lead a team in the standardization on the simply transformational 2-Slide Methodology™. I can also help strategic alliance managers transform themselves in order to transform their alliance and have more fun than they deserve, if they're interested. There is no other person in the world who has thought more deeply as I have about what it means to *be* a strategic alliance manager, what some of our internal challenges are, and how to overcome them. I am about the embodiment of practical, real-world principles (ideas) and practices (behavior) that increase the value-creating effectiveness of strategic alliance managers and their alliance.
- *Creating a strategically-attractive ecosystem* – as an alliance team standardizes on the 2-Slide Methodology™ simplicity will take hold and it will become obvious what programs are needed in order to remove value-impediments and enable greater value-creation in specific areas or layers of the ecosystem. This simplicity will attract partners who will want to work with us, and it will make it easier to create great value together.
- *Awakening the business* – the awakening of individuals and organizations occurs in relationship. The more demanding and important the relationship the greater the need and opportunity to awaken. In business there is no more challenging form of intercompany relationship than a strategic alliance (where value-creation needs to occur, albeit between competitors in a fear-based climate). Therefore, strategic alliances can become the crucibles for businesses to awaken, if they want.

Let's talk.

ⁱ Go to www.spibr.org/Joe_Kittel_resume.pdf for a 3-page resume.

ⁱⁱ To see my work on HP/Microsoft alliance effectiveness (cultural differences), strategic context, and our joint press release go to www.spibr.org/970319_HP_Microsoft_corp_alliance_simplified_enterprise_computing.pdf.

ⁱⁱⁱ I provided the central content for the Harvard Business Review article *Simple Rules for Making Alliances Work* by Vantage Partners, LLC. The table on the HP/Microsoft cultural differences (an example of the value-impediments slide in the 2-Slide Methodology™) is on page 6 with a description starting in the middle of the prior page. Go to www.spibr.org/HBR_Simple_Rules_for_Making_Alliances_Work.pdf.

^{iv} For an example of the incremental-value slide in the 2-Slide Methodology™ that was used to drive and close the HP/IPG / SAP enterprise printing alliance, along with our joint press release and an HP award earned for this work, go to: www.spibr.org/HP-SAP_NetWeaver-HPDS_incremental_value_slide_award_PR_invite.pdf.

^v For an overview of the book go to www.spibr.org/books or look on Amazon.

^{vi} Go to www.spibr.org/whitepaper for overviews and links to all five whitepapers.

^{vii} Go to www.spibr.org/endorsements to see endorsements from HP, IBM, Intel, Microsoft, SAP and others.