



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

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1 August 2013

Joe,

[SPIBR.org LLC](#) is focused on *you* - a strategic alliance manager. Someone who develops and manages **long-term value-creating** relationships. You:

***Do the impossible
with nothing
in the eye of a hurricane.***

The need for practical spirituality in alliances is a [strategic imperative](#), otherwise status quo mediocrity will continue.

Being a Change Agent

*If we as strategic alliance managers
are not agents of change
what are we doing?*

More than anyone else in the organization we should be about change and transformation. As I see it, we should embrace and embody this stuff.

The following ideas are derived from the book ***Change the World: how ordinary people can accomplish extraordinary results*** by Robert E. Quinn. Based on an assessment of Jesus, Gandhi and Martin Luther King (as transformational change

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agents) Quinn (a distinguished MBA professor) describes four basic types of change agents - three traditional types and one transformational type.

Quinn's ideas have been adapted and applied to the artful science of being a strategic alliance manager. Based on specific situations we need to be comfortable being any of these types of change agents, often in combination:

Fact-based - *"If I give you enough information, you will change."*

Here we focus on educating, informing and (as needed) even dictating. This type of change agent is about developing competencies and acquiring knowledge; analysis is often very important. This mode of change is helpful during assessments, when attention needs to be focused on details (e.g., when dealing with technical or legal matters).

In combination with the transformational type this type is helpful during the due diligence phases of new partnerships or new initiatives. In highly-controlled situations (e.g., in bio-tech/pharma alliances) this type can be combined with authority-based type of change agent for tightly-controlled information flow.

Authority-based - *"If I am your manager, or if I escalate to your manager, I can make you change."*

Here title and position are important. It is crucial to have concise directives, backed up with awards or punishment. What's important is alignment and compliance. Information needs to be controlled. This mode is helpful during major escalations, when both control and action are needed.

Coupled with the fact-based mode this authority helps structure and control alliance activity. Combined with the relationship-based type this mode helps when the alliance is threatened, like during regulatory audits or when one of the partners is being acquired. During these times the flow of information needs to be open and trustful, but also highly-controlled.

Relationship-based - *"As we work together, we will both change."*

In this type "it's all about relationship" (which *is* true) and participatory dialogue is important. We focus on human processes: open dialogue, supportive communication, and assurance that everyone is heard. Win/win and balance gives-and-gets are important. Conflict and confrontation may be suppressed. This type of change agent is important during formal negotiations or when establishing a new alliance.

Combined with authority-based this focus on relationship is helpful when the alliance feels threatened. Coupled with the transformational mode this type is helpful during alliance renewal.

alliance managers at HP, IBM, Intel, Microsoft, SAP

[Newsletter Archives](#) - past topics: embody simple truths, perspective, self-obsolence, home, the voice of the collective, ...



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Transformational - *"In order for me to change you, I must first change me; and ... you might never change."*

Here we realize that we need to personally embody the growth that the alliance needs in order for it to progress. We need to "be the change" as Gandhi said. We grow to personify the common good of the alliance community. We learn that we are empowered as we empower - as we give we receive. We become the metaphor for metamorphosis, for the alliance and the larger organization. This mode is helpful during "trail blazing" or looking for breakthrough opportunities.

Coupled with the relationship-based mode this type helps when the alliance needs to be transformed or reinvented. When combined with the fact-based type this mode helps when we're needing to conduct due diligence investigations.

As alliance managers we seem to progress through these change agent types as our career develops and evolves - starting out as fact-based, then positional-based, then relationship-based, finally becoming transformational. This is not to say that transformational is the best type.

We need to be sensitive and aware of the needs of our alliance, and be willing and able to be in any of these modes, as situations dictate.

Ref: click [here](#) for an 11 page excerpt from *Change the World* - especially pages 1-4. This Appendix A from the book is well worth reading. It has been modified slightly for strategic alliance managers.

[What do you think?](#)

Conscious Change Agent Video Interview (1 of 4)

Recently I was interviewed for the [Conscious Change Agent Web Show](#) by Jack Butler, in Boulder, CO.

[Part I - Personal Introduction / Context](#) (17 min 14 sec)

You'll get a chance to meet me (albeit via video) and hear about my schooling, life lessons and alliancing background.

We discuss my focus on increasing the value-creating effectiveness in strategic alliance via the practical application of spirituality.

I talk about my (on-going) transformation that is being caused by two disabilities - mine (drug addiction) and my children's (a progressive neuromuscular disorder). Some of the lessons learned from these two "spiritual universities" are:

- how acceptance leads to transcendence
- how embracement (acceptance with love) leads to

transformation

- our oneness
- the need to stay in the moment
- the power of gratitude
- the joy of embracing death (one of my children's)
- and ... maybe we chose this, our life situation, our challenges and blessings ..

This is my first video interview. I am interested in [your critique](#).

The Era of Conscious Capitalism

Our [community](#) is growing and here are the current numbers:

- started in Feb 2013 the website [Spiritual Principles in Business Relationships](#) had over **900** unique visitors in June and has had over **131,000** hits since its inception
- also started in Feb 2013 this newsletter now has **1,188** subscribers with over **800** strategic alliance managers
- started in Apr 2012 the LinkedIn group [Spiritual Principles in Strategic Alliances](#) has **162** members

We are living in the era of conscious capitalism and we are at the eye of that hurricane. Awakening occurs in our most intense and important relationships - for businesses these are strategic alliances. Practical spirituality in alliances is a [strategic imperative](#).

[What do you think?](#)

Summit: Spiritual Principles in Strategic Alliances

Last call - should we have another summit this year?

In December of 2012 we held our first summit in Heidelberg, Germany (click [here](#) for a write up, focus your attention on our vision, motives, benefits, etc. on page 3). Leading up to that event I heard several people suggest that our next summit should be in North America.

- Are interested in attending?
- Can you suggest a place where we can meet, inexpensively?
- Do you have an opinion about the summit: timing, location, content, process, objectives, etc.

[Let me know](#) ...

Welcome

Be part of our productive [community](#). Participate in our LinkedIn group [Spiritual Principles in Strategic Alliances](#). We currently have 162 members.

[Love,](#)



Joe Kittel

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