



**Spiritual Principles in
Business Relationships**

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**Change the
World**

**Be the
Metaphor
for
Metamorphosis**

9 September 2013

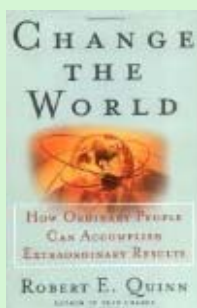
Joe,

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

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

The need for practical spirituality in business relationships is a [strategic imperative](#), otherwise we remain stuck in status quo mediocrity. We remain frustrated knowing there is significant untapped value potential in our alliances.

Transformational Change Agent (3 of 4) Be the Metaphor for Metamorphosis; Be the Symbol the Change; Be the Change



The following ideas are derived from *Change the World: how ordinary people can accomplish extraordinary results* by Robert E. Quinn (a distinguished MBA professor at the University of Michigan School of Business). In his book he assesses twenty attributes of Jesus, Gandhi and Martin Luther King as transformational change agents.

If we as strategic alliance managers

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Content on SPiBR.org

[Change in Relationship](#) - the more intense the relationship the better

[Building Trust in Strategic Alliances](#) - enable greater value creation via loving confrontation

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[Endorsements](#) from alliance managers at HP, IBM, Intel, Microsoft, SAP

*are not transformational agents of change
what are we doing?*

I have recast these attributes from an alliance manager's perspective. The final six (of 20) attributes will be discussed in the next newsletter (part IV).

The Self

If you want to fundamentally transform your alliance from status quo mediocrity into greatness the origin of this transformation is within you. As Gandhi said you need to "be the change you wish to see" in your alliance. By confronting internal fears and self-deceptions your integrity gaps are reduced. You then draw closer to your own light and power. And as Marianne Williamson says in her book *A Return to Love* our deepest fear is that we are powerful beyond measure. So why not face *that* fear head-on?

Living a life of congruency between thoughts, feelings and actions is a powerful way to live. As we deal with internal hypocrisies and shadows we are comfortable practicing this same loving confrontation externally. Through loving confrontation, by facing issues head-on, we draw closer to the light in ourselves and in our relationships. And we increasingly expose the value-creating light that lives in our alliance.

It all starts within you.

We end up seeing more clearly and acting more creatively. We see the challenges, solutions to those challenges and value-creating opportunities more clearly; as within so without.

Stimulation

If we want to bring greater value-creativity into our alliance we need to be comfortable leading a delicately-balanced dance. The objective is to get the individuals and the collective to be in a state of flow or creativity. This is achieved when there is a healthy tense balance between seemingly contradictory ideas, like between challenge and ability, between order and chaos, between mindfulness and openness, and between harmony and timelessness.


*We develop a mindset that embodies
the essence of relationship.*

Rather than seeing the world through a divisive EITHER/OR lens we develop an inclusive BOTH/AND vision. Such a perspective is the most creative one for an alliance manager. Rather than thinking "it is either them *or* us," we realize "it is them *and* us." Rather than thinking it is either control *or* chaos, how about control *and* chaos? We strive for a stimulating atmosphere of bounded instability. Then we watch creativity blossom in ourselves and in our alliance.

Motivation


Transformational alliance managers are internally-driven

[Newsletter Archives](#) - past topics: change agent (parts 1 & 2 of 4), embody simple truths, perspective, self-obsolence, home, the voice of the collective, ...

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and other-focused. We are driven to make a fundamental contribution. We are enthused by challenges, often doing what others deem impossible. *And* we are other-focused, attuned to the collective. We are increasingly able to hear the collective's voice and feel its heart (the atmosphere of an alliance).

Seeing growth is often reward enough.

We become increasingly motivated by our new *both/and* approach to life *and* our work. We are hard and focused on tasks, *and* we are soft and open with people. As we become more comfortable with the balance between control *and* chaos we experience growth *and* empowerment - individually *and* collectively. Seeing this growth is often reward enough. Behind-the-scenes empowerment is sufficient; being ego-less seems to be necessary for long-term success; it is all about we.

Symbolic Communication

The idea that "actions speak louder than words" is a healthy mantra. With behavior driven by principles we often have a disruptive impact on our alliance and the organization. Some might call us rebellious or revolutionaries. By being willing to be the "metaphor for metamorphosis" (a symbol of change) we repel some people and attract others. We repel those fearful of confrontation and their own greatness. We attract those who are dissatisfied with mediocre value-creation, people who are interested in greater performance from themselves and from strategic alliances.

We speak through our actions.

Being both cause *and* effect, productive community is fundamental in the transformation of an alliance. As change agents we need the support of people who "get it." We need to be with people who grasp what we are about. We then end up attracting others who want to be part of this new way of being, this new way of living and working. And so our alliance grows and becomes more productive, creating greater value. We attract success, creating a virtuous cycle in the team.

Learning

We learn as we go, because action is the most practical teacher. We grow comfortable learning at the edge of chaos. This confidence comes from living with increased integrity. With greater internal and external connectedness we are more conscious of the cues around us and within us. We trust the process of co-creation, self-organization and the transformational forces emerging within us and all around us. As we surrender control to emergent reality the path forward opens up, taking the collective toward creative intelligence; some might call this "light."

Trust is fundamental.

This whole learning and growing process requires a degree of courage and trust. Then as we see the results of this

process our courage, confidence and trust increases. Trust is fundamental, being both a prerequisite for and a result of surrendering to the emergent reality in the collective, in your alliance.

Source of Vision

Conscious alliance managers see the alliance's value-creating potential. Being familiar with the power of a self-organizing universe, they have reverence for such power. Their purpose is to *bring* that power, to *call* for it, into themselves and into their alliance.

This transformational vision is unique in any moment and situation. It does not come from imitation or following a prescribed script but through creation. It does not come from rational analysis but through living on the edge of chaos.

Hear the voice of the collective.

The source for this vision is the voice of the collective. This voice is not heard through voting or simple compromise. It is heard by being attuned to the spirit within and without. It comes *from* your truth and the truth emerging from within your alliance. People in 12-step recovery describe this as "group conscious." This collective consciousness resonates with human spirit and calls for personal commitment. This voice is warmly attractive. It calls success to your alliance. And this voice comes from within.

Vision Transfer

Having a vision for your alliance is of no good unless others share it. This is not accomplished in words alone. Mindfulness of the vision is created via disturbance of routines and reframing. This forces others to start seeing the alliance differently. By seeing more deeply and by seeing simplicity on the other side of complexity you are armed to convey bold-stroke images. Armed with a profound question or metaphorically story you distort the normal assumptions of team members, freeing them to start seeing and behaving differently.

New ideas breed new behaviors.

It starts with vision. It starts by seeing today's reality from a fresh new perspective.

Ref: click [here](#) for Appendix A from the book *Change the World*.

[What do you think?](#)

**Conscious Change Agent Video Interview
(3 of 4) - Spirituality in the World of Business**



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

[Part III - Spirituality in Business](#) (12 min 8 sec)

According to the book *Megatrends 2010* and the *Conscious Capitalism Movement* we are already in the era of conscious capitalism. Corporations, like individuals, simply need to wake up to the truth they already know. Spiritual ideas help us understand the fundamental basis for why the most successful business strategies work.

Corporations are full of mystics. If you want to find a genuine mystic, you are more like to find one in a corporate boardroom than in a monastery or a cathedral.
- from *The Corporate Mystic* by Hendricks & Ludeman

What proof can I provide that this stuff works? How about my experience when we did the impossible in the HP/SAP alliance?

These are my first video interviews. I am interested in [your critique](#).

Introductory Offer: Your First Two Hours of Coaching for the Price of One



As a strategic alliance manager with over 16 years of experience developing alliances for Hewlett-Packard and nearly 10 years as a consultant and coach I am focused on you, the strategic alliance manager. Someone who regularly:

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

No one better understands what it means to be a strategic alliance manager than another alliance manager; I get it. My focus is on fundamental change, for you and your alliance.

I am willing to provide your first two hours of coaching for the price of one (\$100 USD). We can start off with a free 30 minute introductory call, ideally via Skype with video.

Ref: [resume](#) and [endorsements](#). Also checkout my whitepaper on the [role of alliance manager](#) (a unique, holistic and empowering perspective).

[I'm interested](#).

Welcome

Be part of our productive [community](#). Participate in our LinkedIn group [Spiritual Principles in Strategic Alliances](#). We currently have 170 members.

[Love](#),



Joe Kittel

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