



TRAINING OVERVIEW

Being a Strategic Alliance/Partner Manager

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http://www.spibr.org/training_overview.pdf

Spirit lives in relationships and is the source of all creativity. By tapping into the spirit that lives in business relationships, especially strategic alliances and partnerships, great value is created.

This training is grounded in 16 years of “hands on” experience as a global strategic alliance manager (at HP; with IBM, Microsoft, SAP and others) and 10 years of reflecting, writing and training (to Intel in Munich).¹

The focus of this training:

- *Being* a strategic alliance manager.
- The creation of *value* in a strategic alliance, the purpose of every relationship.
- Appreciating, listening to and utilizing what lives *within* an alliance.

Training Objectives

1. Fundamental transformation of:
 - Individual strategic alliance managers and their alliances.
 - Ecosystems via simplicity and greater value-creation, making them more attractive.
2. Increase the near-term and long-term creation of value.²

Training Delivery

The unique nature of this curriculum calls for a unique method of delivery:

- Student preparation and experientially-based participation:
 - Pre-training thought-provoking exercises to consider and then discuss.
- Training woven into work life, not separate from work:

Deliverables

- One day prior to each day of training, a one-page summary will be e-mailed to each attendee.
 - Providing a thought-provoking question or topic (pre-training homework).
- After each day of training a summary document will be e-mailed to review the prior training.
 - Reference material for use in daily work life.

Training Modules:

- Defining Strategic Alliances
- Spiritual Foundation
- Strategic Alliance Role (3 parts)
- Transformational Principles and Practices
- Relationship
- Using Confrontation to Call for Trust
- Focusing Collective Attention and Simplicity
- Negotiating Without Compromise
- Practicing Self-Obsolescence
- Being an Illuminating Mirror
- Being a Transformational Alliance Manager

¹ See <http://spibr.org/joe-kittel> and <http://spibr.org/endorsements>.

² See <http://spibr.org/benefits-to-my-alliance> and <http://spibr.org/roi-for-spirituality>.



Module Descriptions (with time estimates):

DEFINING STRATEGIC ALLIANCES: BUSINESS' MOST DEMANDING FORM OF RELATIONSHIP³ (1 hour)

- Long-term value-creating relationships, beyond mere value-exchange (e.g., sales revenue).
 - Intangible forms of value drive the creation of tangible forms.
- Strategic alliance managers “do the impossible with nothing in the eye of a hurricane” (typhoon).
 - Most alliances fail mostly due to poor relationship.
 - Fear-based scarcity oriented climate.

Objectives:

- Clarity about what strategic alliances *are* and *are not*.
- Understanding of the root causes for alliance failures.

SPIRITUAL FOUNDATION: PRECURSOR⁴ (1 hour)

- What is practical spirituality?
 - Ideas (principles) and behaviors (practices) that deepen relationship.
 - Accepting spiritual ideas is not a required prerequisite for this training.
 - This is also not about promoting or advocating any form of religion.
- Why is spirituality needed?
 - To deepen relationship, call for trust, transform the atmosphere and create greater value.
 - It brings a timeless perspective that helps us see the value of the intangibles (e.g., trust).
 - It helps us understand fundamental principles and deal with root cause issues.
- How is spirituality applied in alliances?
 - By embodying simple principles (ideas).
 - Resulting naturally in authentic relationship-deepening practices (behaviors).
- What are the benefits?
 - ROI for spirituality in strategic alliances.⁵

Objectives:

- Make alliances a productive community with a healthy value-creating climate.
- Produce a sense of “home” that pervades the alliance, attracting a broad range of individuals and perspectives, and attracting ever-increasing greatness.
- Create individual and collective enthusiasm to increase as a sense of togetherness.
- Make the alliance a great place of high integrity and wholeness.

STRATEGIC ALLIANCE MANAGER ROLE (1 OF 3): UNIQUENESS AND CHALLENGES⁶ (2 hours)

- This role is different from every other traditional role in business: sales, procurement, project management, program management; it's even more, better and different than CEO.
- Challenges: in business, in the business of alliances, within an alliance, within the alliance manager.
- Impediments to the creation of value: overwhelming complexity, dysfunctional drama, cultural and strategic differences, divergent perspectives (world views).

Objectives:

- A clear understanding of the uniqueness of this role, how it is like nothing else in business.
- A clear understanding of the full range of challenges alliance managers have to deal with.

³ See <http://spibr.org/change-starts-here>.

⁴ See <http://spibr.org/spiritual-disclaimer>, <http://spibr.org/defining-spirituality> and <http://spibr.org/why-be-spiritual>.

⁵ See <http://spibr.org/benefits-to-my-alliance> and <http://spibr.org/roi-for-spirituality>.

⁶ See <http://spibr.org/strategic-alliance-manager>.



STRATEGIC ALLIANCE MANAGER ROLE (2 OF 3): SOLUTIONS⁷ (2 hours)

- Defocus off of *important*, but not strategic, distractions.
- Focus on most *strategic* root causes:
 - Personal development – *attitude & mindset* as the primary determinant of personal success.
 - Alliance development – *relationship & people* as the primary determinant of alliance success.
- Development unique to the individual and the alliance.
 - Deeply listen, simplify, prioritize and focus in order to develop self *and* alliance.
 - Priorities:
 - Improve attitude & mindset in order to deepen relationship.
 - Relationship-ize others: teach relationship competencies.
 - Alliance-ize others' work: help others value the intangible forms of value (e.g., trust) and *relationship* as strategic assets.
- Non-priorities (the fun, cool and visible things): leading contractual negotiations, conducting strategic planning, developing marketing and sales tools, doing financial analysis.
 - Focus on *relationship*; no one else will.
 - Build *relationships* that will build the business; no one else can.

Objectives:

- Understand the need to simplify, prioritize and focus: focus on what is most important for both individual *and* collective success.
- Realize there is no tradeoff between the success of the alliance manager *and* the success of their alliance.
- Focus on changing attitude and mindset in order to deepen relationship – why and how.
- Relationship-ize others and alliance-ize their work product.

STRATEGIC ALLIANCE MANAGER ROLE (3 OF 3): IDENTITY⁸ (2 hours)

- Who do you think you are?
 - Deep-seated internal value-limiters: drama queen, complexity king, fear monger, information hoarder.
 - Value-limiting default behaviors: gatekeeper, dictator, executive liaison, escalation manager, schmoozing drone, organizational concierge.
 - Sales or procurement representative.
 - Project or program manager.
 - The negotiator.
 - Mini-CEO.
- Agents of change: fact-based, authority-based, relationship-based, transformational.
- Strategic *relationship* manager.
- Value creator.

Results

- Realize how root issues and opportunities lie in *identity*.
- Incorporate a broad and bold range of powerful value-creating identities.
- Become more transformational.
- Be an empowering mini-CEO over the alliance business
- Be the value *creator* of the alliance.

⁷ See <http://spibr.org/role>.

⁸ See http://www.spibr.org/strategic_alliance_manager_role.pdf.



TRANSFORMATIONAL PRINCIPLES AND PRACTICES: DRIVE FUNDAMENTAL CHANGE⁹ (2 hours)

- Quick review – setting context for the need for fundamental change:
 - Most alliances fail, due to poor relationship, fear and scarcity.
 - Alliances are about the creation of tangible forms of value, driven by intangible forms.
 - Role-/Identity-ambiguity cause us to become our own worst enemy, stifling value-creation.
 - We are about “doing the impossible with nothing in the eye of a hurricane/typhoon.”
 - Fundamental transformation is called for to reverse today’s abysmal success rates:
 - *Relationship* is fundamental in alliances and *spirituality* is fundamental in relationship.
- Transformational principles (ideas): oneness, now, we create, love, trust.
- Transformational practices (behaviors), developed more fully in later training modules:
 - Presence and awareness.
 - Confrontation calls for trust: proactively facing issues in the relationship, co-fronting.
 - Focusing collective attention: the transcendental and transformational power of shared light.
 - Negotiating without compromise, beyond mere win/win outcomes.
 - Self-obsolescence: giving and receiving are one; our relationship with the attributes of deity.
 - Being an illuminating mirror: embodying gratitude, seeing and reflecting greatness.
 - Being a transformational alliance manager.
 - Making an alliance a home: a productive community, perpetually attracting greatness.
 - Being the change: being the metaphor for metamorphosis.

Objectives:

- A clearer understanding of why spirituality is fundamental in relationships and therefore alliances.
- Understanding how to embody simple spiritual ideas (principles), resulting in authentic relationship-deepening behaviors (practices).
- Insight, enthusiasm, inspiration and vision.

RELATIONSHIP¹⁰ (1 hour)

- Practical spirituality is about the deepening of relationship, here and now.
- Value happens in relationship: creation, exchange and extraction of value require relationship.
- Alliances are strategic because of relationship.
 - Crucibles for transformation – business’ most intimate and challenging form of relationship.
 - Alliances bear gifts to businesses: building trust, collaborating in the midst of fear, aligning teams, focusing vision, creating community, attracting greatness, assessing and changing climate, being transformational agents of change, thriving on controlled chaos, empowering leadership, using healthy insurgency to change the business, embracing intangible forms of value to drive tangible value creation, developing adaptive leadership.
 - Utilize conscious capitalism principles.

Objectives:

- Value *relationship* as a strategic asset.
- Understand what really makes an alliance strategic, including and beyond revenue.
- Understand and use relationship-deepening ideas (principles).
- Authentically develop and exhibit behaviors (practices) which will deepen relationships.

⁹ See <http://spibr.org/spiritual-principles> and <http://spibr.org/spiritualpractices>.

¹⁰ See http://spibr.org/why_alliances_are_strategic.pdf.



USING CONFRONTATION TO CALL FOR TRUST¹¹ (1 hour)

- Trust is the foundation in every relationship
- With greater trust comes greater value.
- By dealing with difficult issues, in a healthy and open manner, head-on, the level of trust naturally increases.
- Healthy confrontation calls for trust and we can trust that trust will come.

Objectives:

- Grow, deepen and expand the level of trust in the alliance.
- Make the pervading atmosphere healthier and more collaborative.
- Uncover, discover and develop greater value-creating opportunities.
- Greater creativity will naturally occur, throughout the alliance, enabling greater value.

FOCUSING COLLECTIVE ATTENTION: SIMPLICITY, THE TRANSFORMATIONAL POWER OF SHARED LIGHT¹² (3 hours)

- The voice-of-the-collective speaks for the spirit in an alliance. This spirit knows of the alliance's true value-creating potential, clearly sees its value-impediments and has recommendations for overcoming those obstacles.
- By deeply listening to and then creatively distilling-down the voice-of-the-collective trust increases, the atmosphere improves; personal buy-in and team alignment naturally increase.
- Simplicity is empowering to an alliance manager and their alliance; it brings clarity and focus, neutralizing both complexity and dysfunctional drama.
- The essence of any alliance can be described in two simple slides:
 - Incremental Value
 - Value-Impediments

Objectives:

- Neutralize overwhelming complexity and dysfunctional drama.
- Increase trust and make communications more open.
- Make the overall atmosphere healthier and more collaborative.
- Strengthen individual buy-in and team alignment.
- Strategic opportunities will begin to naturally present themselves.
- A clear, compelling, realistic long-term vision will emerge.
- The alliance manager will be armed with content (two slides) that will be empowering and completely leverageable into every situation, audience, process, system and methodology.

NEGOTIATING WITHOUT COMPROMISE¹³ (1 hour)

- Beyond *positional* negotiating is *objectives* based negotiating.
- While striving for objectives based negotiations the two sides may get “stuck” in opposing positions.
- By staying squarely “in the midst”, in between two opposing positions and objectives, other previously unforeseen outcomes will emerge which exceed each side's original objectives.
- The alliance manager needs to be comfortable “in the between” – between the companies and between ideas. He/She needs to “be the bridge”.
- Both sides need to be willing pursue and accept the “right thing for *all* concerned” even (or maybe especially) competitors. They need to be about the overall health of the entire ecosystem.

Objectives:

- Negotiation outcomes will exceed original objectives, and exceed win/win outcomes.
- The “greatest good” will be accomplished for both companies and their ecosystems.

¹¹ See <http://spibr.org/calling-for-trust>.

¹² See <http://spibr.org/2-slide-methodology> and http://www.spibr.org/2-slide_methodology.pdf.

¹³ Objectives based negotiating is taught in the *Program on Negotiation* (PON) at Harvard Law (<http://www.pon.harvard.edu>). PON calls for open, trust-filled collaboration. The *2-Slide Methodology*TM is derived from PON (see http://www.spibr.org/2-slide_methodology.pdf).



PRACTICING SELF-OBSOLESCENCE¹⁴ (2 hours)

- The answers to the following perplexing questions is paradoxical:
 - How do we deal with insufficient power and resource?
 - How can we achieve greater control and influence over our alliance?
 - How can we stay appropriately involved in and informed of all of the major activities?
- By giving away our greatest knowledge, wisdom and insights, we receive back with gain.
- We will explore our relationship with the attributes of deity: omniscience, omnipotence and omnipresence.
 - The business rightly expects alliance managers to be as all-knowing as possible.(omniscient).
 - Through self-obsolence (giving to receive) alliance manager's become empowered as they empower.

Objectives:

- Alliance managers will be "all-knowing" via their empowerment of others.
- Alliance managers will increase in informal power and virtual presence.
- More empowered individuals in the alliance and a more empowering alliance.

BEING AN ILLUMINATING MIRROR (1 hour)

- Gratitude is the most effective and empowering form of communication.
- Be explicit, clear, direct and immediate.
- Express gratitude toward individuals, organizations and companies.
- As we see and illuminate the greatness in others we naturally draw closer to our own grandeur.

Objectives:

- Motivated to acknowledge the greatness in others, leading to enthusiasm and commitment.
- Above to embody and exhibit authentic gratitude on a regular basis, to individuals, organizations and companies.

BEING A TRANSFORMATIONAL STRATEGIC ALLIANCE/PARTNER MANAGER¹⁵ (2 hours)

- A strategic alliance is about transformational growth.
- Three traditional agents of change will be compared with being transformational.
- The four types of change agents will be "positioned" in various phases of alliance development.
- Twenty attributes of a transformational strategic alliance manager will be described and discussed.

Objectives:

- Be enthused and inspired by the divine nature of *being* an alliance/partner manager.
- Obtain a clear understanding and realization of why and how an alliance manager needs to "be the change" they wish to see in their alliance; it starts within.
- A willingness to live a life of great integrity; tapping into that power and being confrontational.
- Acquire a power and timeless vision, for self and the alliance.
- Be a peacemaker, regularly accomplishing the greatest good for all concerned.
- Be the "bridge" between companies and between ideas.

¹⁴ See <http://spibr.org/self-obsolence>.

¹⁵ See http://spibr.org/Change_Your_Alliance.pdf and http://www.spibr.org/Gandhi_strategic_alliance_manager.pdf (note that I am not promoting any religion; Gandhi is being used in order to personify transformational ideas).