



Business Relationships

Strategic Alliances, Partnerships and Channels

Training / Learning Series

15 February 2021



Day 1

A very full day! (~7 hours)



HIGHTECH

**Strategic Relationship
Manager Training**

<location>, <date>

**Introduction and
Setting Context**

1.5 hours

**Business
Relationships**

1 hour

**Your Role and
Personal Identity**

1.5 hours

**Fundamental Principles
that Deepen Relationship**

0.5 hours

**Calling for Trust via
Healthy Confrontation**

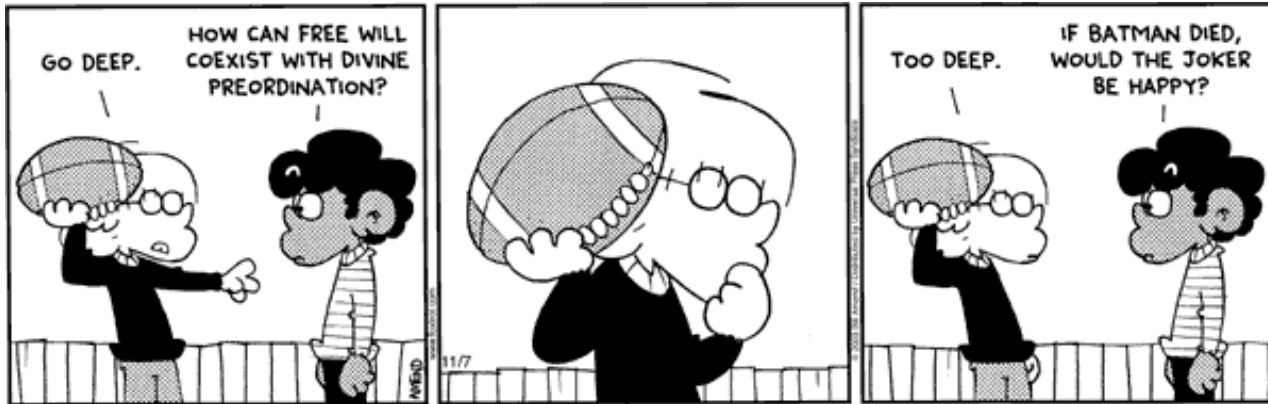
0.5 hour

**The Voice-of-the-Collective
in Ecosystems**

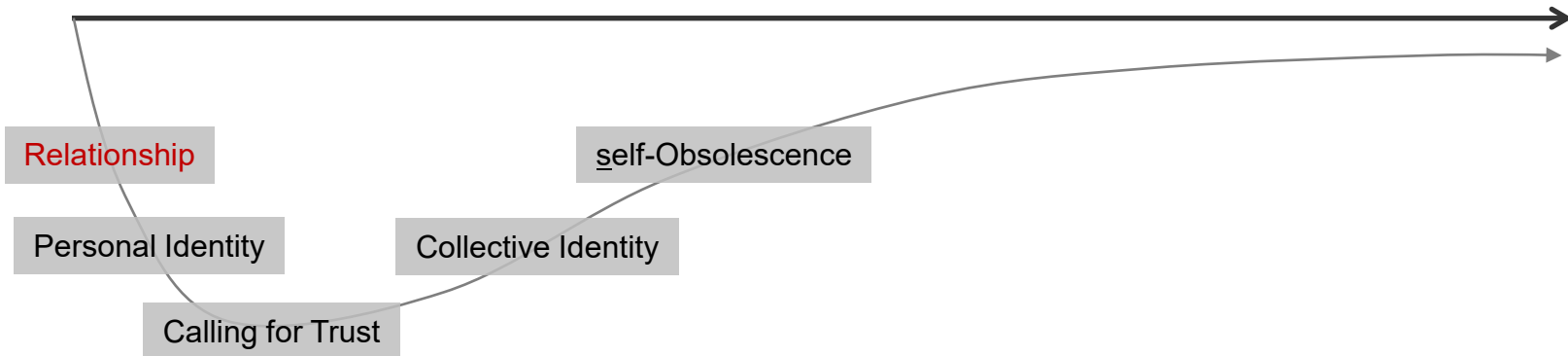
2 hours

We will be going deep

Fasten your seatbelt ...



FoxTrot – © 2006 Bill Amend



As without so within

As within so without



I only went out for a walk, and finally concluded to stay out till sundown, for going out, I found, was really going in.

- John Muir

Setting context

Introduction and summary

Relationship – business' most important strategic asset.

- Hidden in plain sight.
- Is there anything that happens *outside* of relationship?
- Relationship is where *all* value-creation and value-exchange occurs.
- Businesses often simplistically say, “It is a ‘relationship’ issue”.
... to which others respond with, “Oh ... okay ...”



Most business relationships fail to achieve their full potential.

- Businesses don't know why.
- Status quo seems to be acceptable.
- Trying to collaborate in a fear-based, scarcity-oriented and highly competitive climate.

No one else is ...

- Dealing with relationship directly and deeply.
- Tapping into relationship as business' most strategic resource.

Expected outcomes from this module

Results

1. It will be seen how solutions “hidden in plain sight” will immerge.
2. “Relationship” will be valued as our core strategic asset.
3. Participants will realize that they often unconsciously put up obstacles that impede value-creation.
4. Participants will begin to realize how they can become the solution.
5. A clear realization: it all starts within, in your relationship with your Self; and, ultimately there is only One relationship.

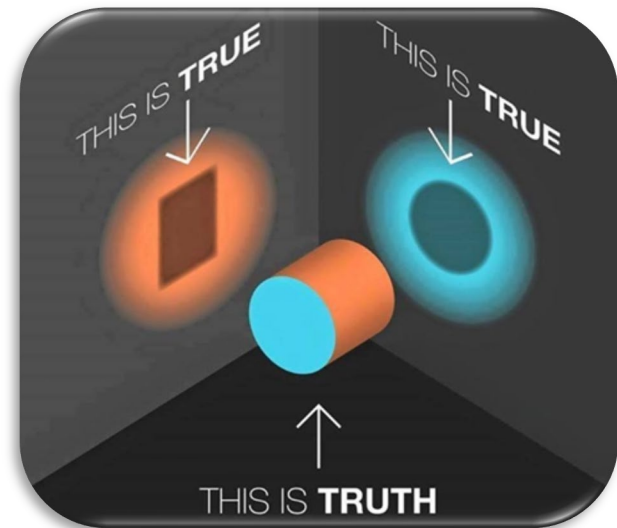


What Lives *IN* Relationship Itself?

Within us, between us, and *in* the collective web of relationship

By honestly and deeply *sharing perspectives* we draw *closer* to:

- the truth,
- the spirit that lives *in* relationship,
- solutions to our most vexing challenges,
- creativity, enthusiasm, and vision,
- crucibles for on-going transformation,
- our identity, as bridge builders,
- a sense of community and home.



Business relationships

What they are

Definition.

- ***Long-term value-creating* relationships.**
 - Value-creating relationships:
 - Business' most challenging relationships.
 - *Crucibles* for business' on-going transformation.
 - *Near-term value-exchange* is necessary but insufficient.



Examples:

- **Strategic alliances, partnerships and relationships.**
- **Collaborative research, development, production and manufacturing.**
- **Outsourcing and insourcing.**
- **Channels and resellers; collaborative marketing and sales.**
- **Strategic procurement, sourcing and sales.**

Why do business relationships fail to achieve their full value-creating potential?

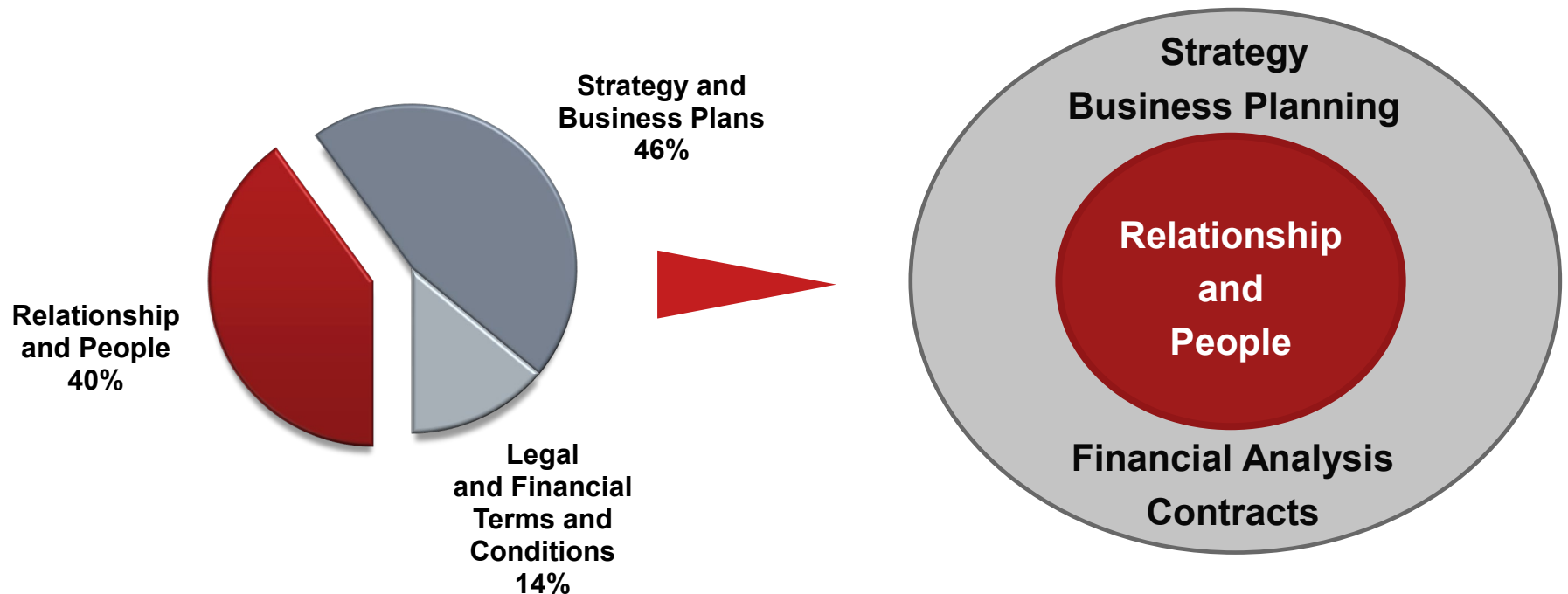
Discussion ...

-



Cause of business relationship failures

Lack of focus on relationship and people – the “soft” and intangible issues



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

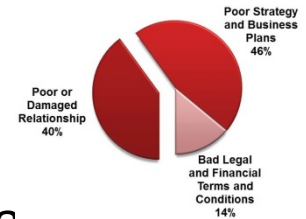
- Over 60% of high-technology alliances fail:
 - 40% *directly* tied to relationship.
 - 60% *indirectly* tied to relationship.
- Focusing too much on tangibles results and transactional processes distracts us from the core, fundamentally important issues.

Business relationships

Transform the source of our most vexing challenges into our most strategic asset

Business relationships fail *in* relationship itself.

- Relationship.
 - Directly responsible for 40% of failures.
 - Contributes significantly to the remaining 60% of the failures.
- Strategic plans and contracts do not address relationship's intangibles.



Our task: transform a source of failure into a strategic asset.

- Traditional roles (tangible *transactions*) are well defined.
- *Relationship* development is a nontraditional role.
 - It requires a *long*-term focus on the *intangibles* in the relationship.
 - If we do not focus on/in relationship, who will?
- How is relationship transformed from a problem into an asset?
 - By **listening** to it! Hear and understand the voice-of-the-collective.
 - By **hearing**, problems are transcended; people need to be heard.
 - By **understanding**, opportunity, solution and vision emerges; **spirit speaks**.



***Transactional* view of business relationships**

Focusing too much on the tangibles can obscure the intangibles



Tangible and intangible metrics

Both are important



Assessing the *value* of an alliance
based solely on its *sales revenue*
is like assessing the *success* of a marriage
based just on counting the *number of children*;
both metrics are important, obvious and **incomplete**.

Relationship view of business relationships

We need to focus on the *intangibles* that *create* the tangibles (e.g., trust)



Business relationships

Why they fail, how they succeed – intangibles are fundamental

Businesses increasingly focus on the *tangibles* forms of value, often to the exclusion of the *intangible* forms.

- Sales revenue is seen as the *primary* or only result expected from business relationships.
- The *intangibles* are *obscured* by a nearly obsessive focus on the tangibles.
- However, all tangible results are *caused* by intangibles (e.g., ideas).
 - For example, in interpersonal relationships love, trust and open communication are the precursors to a successful marriage and the creation of children.
 - Similarly, in business relationships, value-creation is directly dependent upon trust, creativity, enthusiasm, vision, unity, open communication, love and abundance.

Business' attention is often misdirected.
If we do not focus on the *intangibles*, who will?



Obstacles in your relationships

Value-impediments (as without so within)

Within the world of business.

- Overall **atmosphere** is based on **fear** and **scarcity**.

With your company.

- **Role** ambiguity; “**relationship**” competencies are undervalued.
- **Impatience**; increasingly driven to produce immediate tangible results (sales).

Within your alliance.

- Insufficient personal **power** and control; lack of **buy-in** and **alignment**.
- Overwhelming **complexity** and dysfunctional **drama**.
- Inter-company **cultural differences** (divergent world views and strategies).

With your Self.

- Unhealthy value-limiting **motives and behaviors** (e.g., use of fear and drama).
- Role ambiguity based on insecure **identity**; unclear **personal value**.
- Lack of **trust** in one's Self.

Opportunities in your relationships

Value-creation (as within so without)

With your Self.

- Greater **trust** of one's Self.
- Clearer **identity** and role, increases understanding of **personal value**.
- **Deepened relationships** with Self, others and the Universe.

Within your alliance.

- **Span cultural** differences, **neutralize drama** and surfaces **new opportunities**.
- Use of **simplicity** frees up time, increases personal **buy-in** and team **focus**.
- Use **self-obsolence** to gain informal **power** and extend **presence**.

With your company.

- Business relationships become **crucibles for business' transformation**.

Within the world of business.

- Your **ecosystem attracts greater value**.

Relationship is a third “thing” that lives between

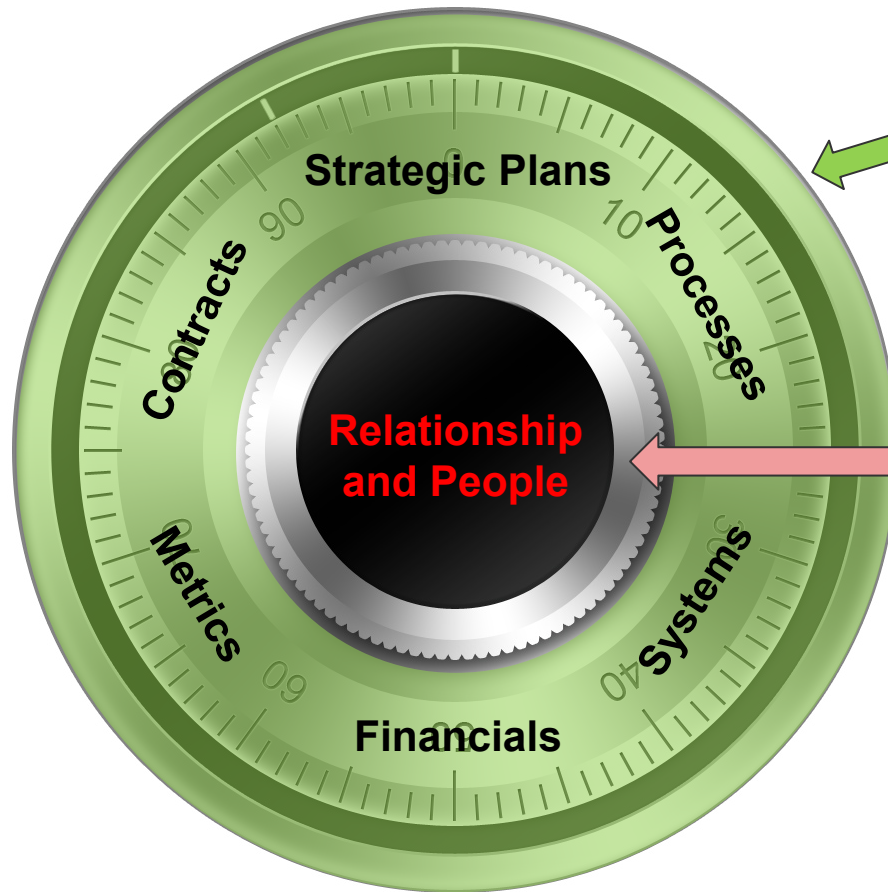
Focus on the spirit that lives *in* the relationship, focus on its *intangibles*



Unlock the Value

Better slide in "Strategic_Alliances_-_creative relationships"

Focus on the tangibles AND the intangibles



Tangible issues:

- <60% of success.
- Mostly being addressed.
- Important but superficial.

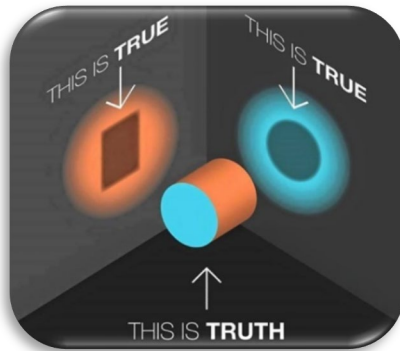
Intangible issues:

- >40% of success.
- Mostly unaddressed.
- Core and fundamental.

Strategic Alliances and Creative Relationships

Transform challenges into assets

Better slide in "Strategic_Alliances_-_creative relationships"



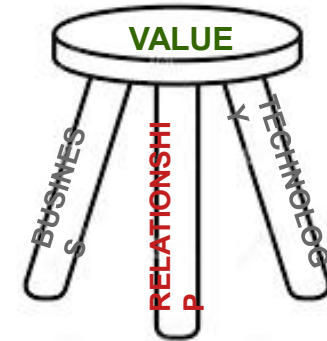
Focus on that third something ...

Focus in relationship itself – that third something.

- Nothing happens outside of relationship.
- Intimate relationships are crucibles for transformation.

Transforming a source of challenges into a strategic asset.

- **Listen to it!**
- Hear the voice-of-the-collective.
- Opportunities, solutions, and a practical vision will then emerge.

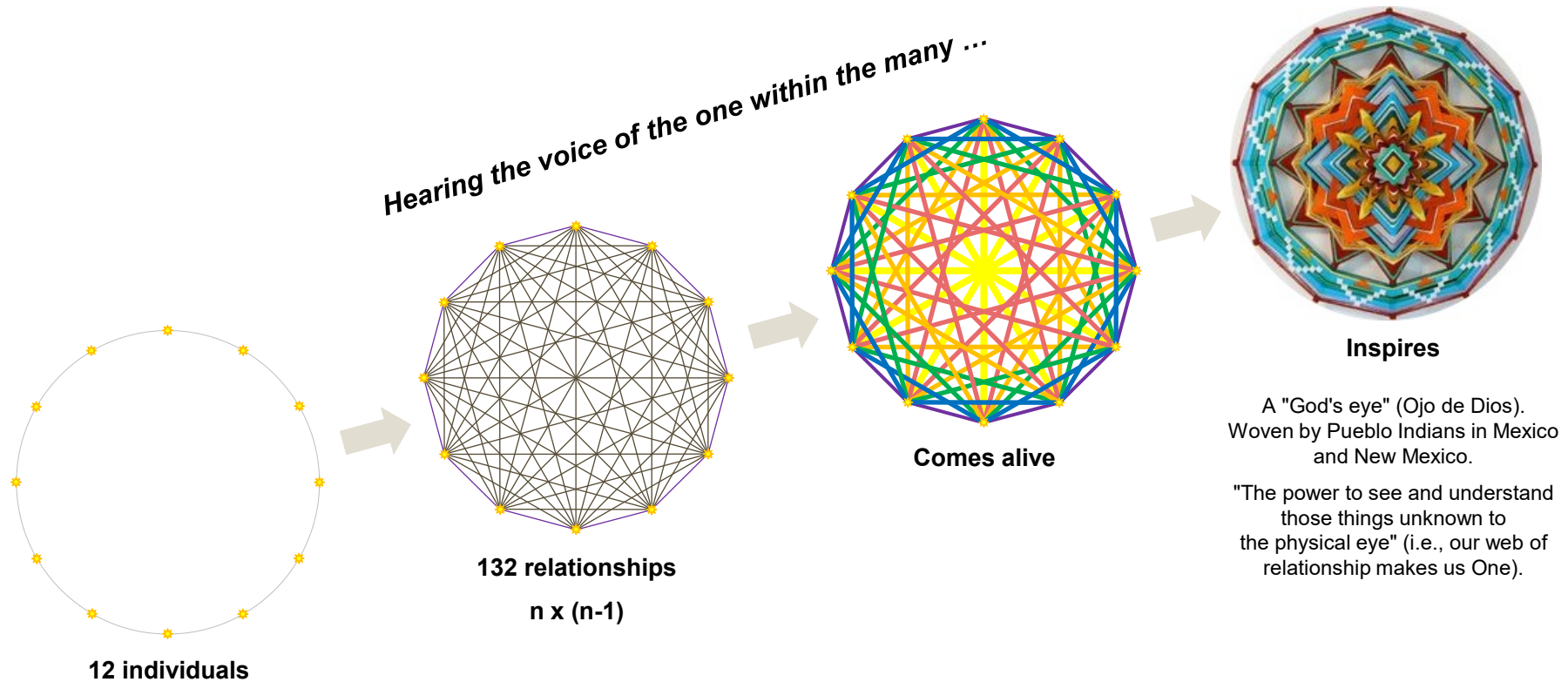


... and stabilize value-creation.

Listen to the Voice-of-the-Collective in a Strategic Alliance

Listening is an act of love; and, both are reciprocated

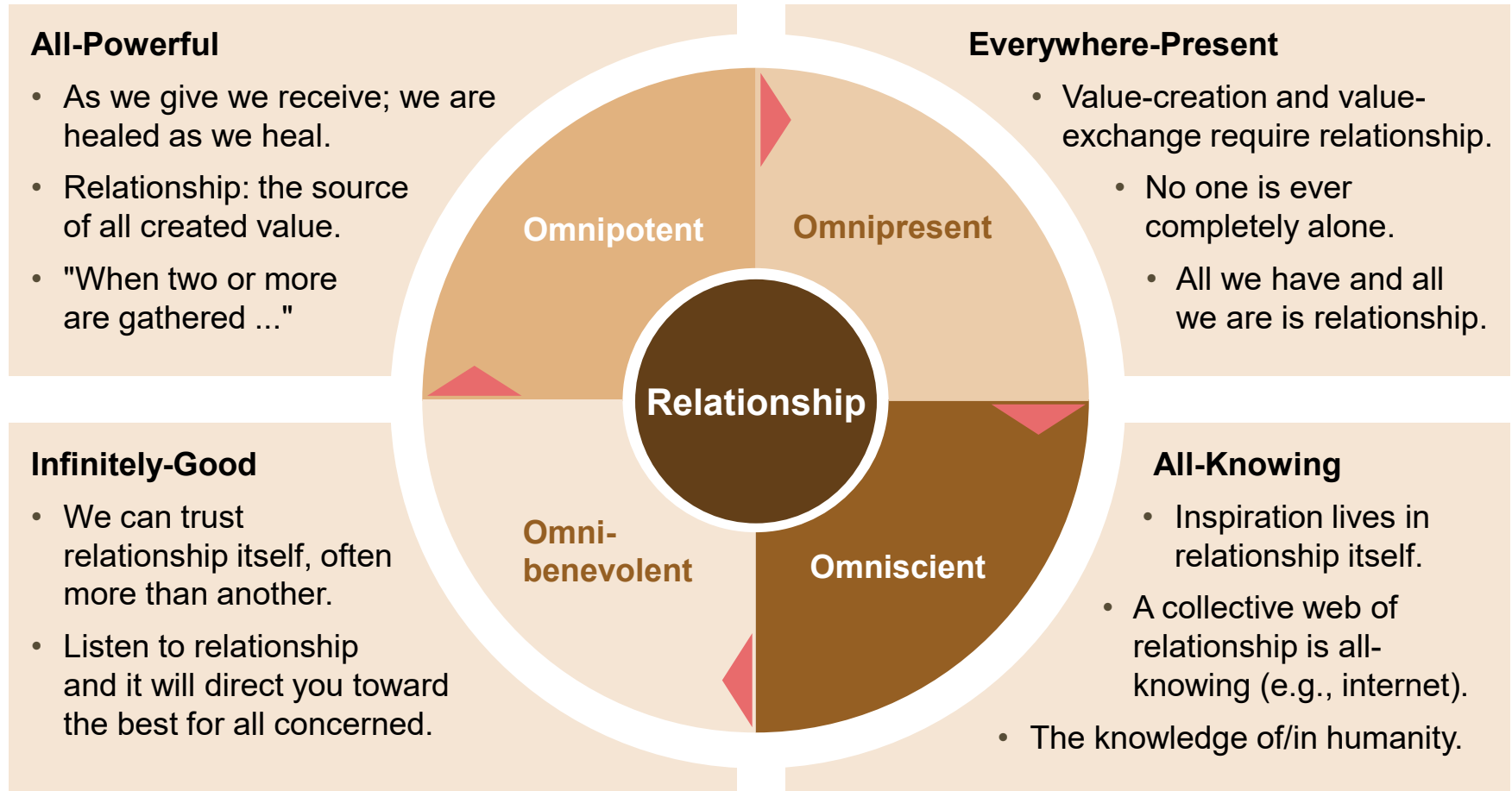
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The Divine Nature of Relationship Itself

That third something – within us, between us, amongst us

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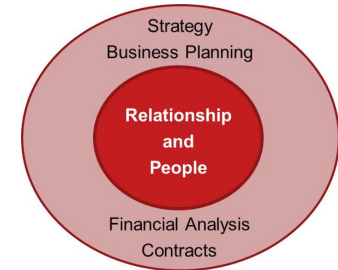


Relationships in Business

Conclusion

Business relationships fail because businesses fail in *relationship*.

- Relationship is not treated as a strategic asset.
 - Nothing in business happens outside of relationship.
- Unable and unwilling to focus on the intangibles.
 - Too strategically distracted by near-term sales and a transactional perspective.



Tangible results caused by *intangible* forms of value.

- Trust, communication, atmosphere, creativity, love, unity, vision, etc.

Business relationships are crucibles for business' transformation.

- Some of their strategic gifts: healthy confrontation, collaboration, productive community, creative atmosphere, transformational change agents, adaptive leadership, use of simplicity, conscious capitalism, ecosystem development.

Relationships: our greatest challenge *and* our greatest asset.

“Be the change” by *listening and understanding* ...

