



Your Role and Personal Identity

Strategic Relationships and Alliances

Training / Learning Series

11 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**

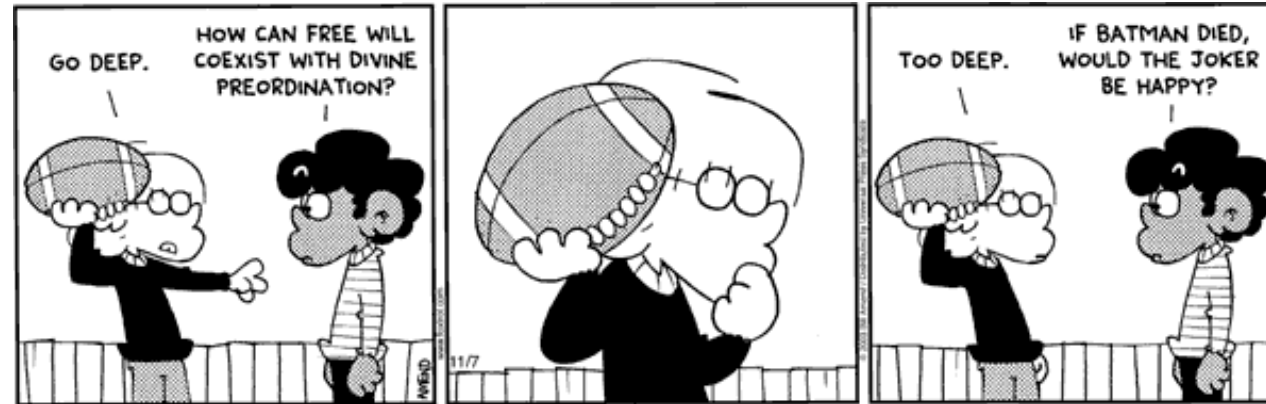
0.5 hour

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

2 hours

We Will be Going Deep

Fasten your seatbelt ...



How do you describe your job?

To others ...

-



To yourself ...

-

Identity

Clarification of your role, at work, starts within yourself



Setting Context

Introduction and summary

We love our jobs *because* of the challenges.

- The challenges: complexity, drama and doing the seemingly impossible:

We do the impossible, with nothing, in the eye of a hurricane

The value of our work is often unclear, to ourselves, and others.

- We stifle value-creation when we try to *prove* our value, exert *control* and *make* things happen.
- We are often frustrated by our apparent lack of power and control.

There is nothing else like it in the world of business.

- Not account management, business development, or program management.
- We are always negotiating.
- We are more and different than a mini-CEO (it's a good start).

The answers and opportunities lie in our personal *identity*.

- Identity establishes our role and drives our behavior.
- Identity forms the basis for our attitude and mindset.



Expected Outcomes from this Module

Results

1. **Continued change of attitude & mindset in order to deepen relationship.**
2. **A unique, holistic and empowering perspective on your role.**
 - a. See self-imposed value-limiters more clearly.
 - b. Appreciate the sacred nature of your work: timeless, invisible and boundless.
3. **Gain a value-oriented and value-creating identity.**
 - a. Within yourself and with others.
 - b. A value-creator beyond sales revenue; focused on cause not effect.
 - c. Being a transformational business relationship manager.
4. **The ability to simplify, prioritize and focus.**
 - a. Be focused on the essence within yourself and within your relationship.
 - b. Use the *3x3 Development Matrix*TM to gain alignment with management and your team on the develop yourself *and* the relationship.



Topics

Perspectives we will explore (i.e., our agenda)

- **Challenges.**
 - Unhealthy behaviors.
 - Value-limiting traps.
- **Role confusion.**
- **What is our value?**
 - Negotiators.
 - Agents of change.
- **Personal success AND alliance success.**
 - Focus!
- **The sacred nature of our work.**
 - Timeless, infinite and invisible.
- **We are value creators.**
 - Unlocking value via the tangibles AND the intangibles.
- **Nothing more important or challenging in the world.**
 - Ya gotta love it!



Challenging Opportunities

Identity

In the world of business:

- Role confusion; staffing challenges.
- What does it mean to be a business relationship manager?

In your strategic relationships:

- Confusion about value: What is the value of your relationship? Of you?
- Distracted by traditional roles, focused on tangible forms of value.
- Overwhelming complexity.

In you:

- Confusion about role, value, and identity.
- Leading to unhealthy value-limiting behaviors.
- Leading to frustration.



Who do you think you are?

Unhealthy Behaviors

When we forget the value of our work

Unhealthy Behaviors	Impact on the Business Relationship	Impact on us Personally
Drama Queen	<ul style="list-style-type: none">▪ Focused on problems; distractive.▪ Creates a tiresome, draining climate.	<ul style="list-style-type: none">▪ Gives a temporary boost in importance.▪ Distracts us from our core issues.
Complexity King	<ul style="list-style-type: none">▪ Focused on complexity; distractive.▪ Vision of opportunity is obscured	<ul style="list-style-type: none">▪ Self-serving rather than other-serving.▪ Embody the wrong spirit; we are lost.
Fear Monger	<ul style="list-style-type: none">▪ Counteracts collaboration.▪ Sours the overall climate.	<ul style="list-style-type: none">▪ A temporary boost in importance.▪ Distracts us from our core issues.
Information Hoarder	<ul style="list-style-type: none">▪ Directly stifles value-creation▪ Encourages a “me vs. you” climate.	<ul style="list-style-type: none">▪ False gain in personal power.▪ We fail; a misuse of informational power.

Value-Limiting Traps

When we “miss the mark”

Value-Limiting Traps	Impact on the Business Relationship	Impact on us Personally
Gatekeeper	<ul style="list-style-type: none">▪ Restricts information flow.▪ Reduces value-creation.	<ul style="list-style-type: none">▪ “Burn out”.▪ Strained interpersonal relations.
Dictator	<ul style="list-style-type: none">▪ Demoralizes people in partnership.▪ Drives others away.	<ul style="list-style-type: none">▪ Frustration as others don’t obey us.▪ Likely loss of job.
Executive Liaison	<ul style="list-style-type: none">▪ Poor results as lower-levels of the organization are ignored.	<ul style="list-style-type: none">▪ Frustration as things don’t “just happen”.▪ Possible loss of job.
Escalation Manager	<ul style="list-style-type: none">▪ Problem – not a value-oriented business relationship.▪ Value is obscured by problems.	<ul style="list-style-type: none">▪ Negative outlook as we obsessively look for problems.▪ We become the problem.
Schmoozing Drone	<ul style="list-style-type: none">▪ Little impact – a NOP.▪ Maybe a once-in-a-lifetime opportunity.	<ul style="list-style-type: none">▪ Waits and watches as others create.▪ Stagnation and frustration.
Organizational Concierge	<ul style="list-style-type: none">▪ Good (not great) service-orientation▪ Weakened leadership.	<ul style="list-style-type: none">▪ Not service in the most value-enabling way – seen as the alliance’s “gofer”.

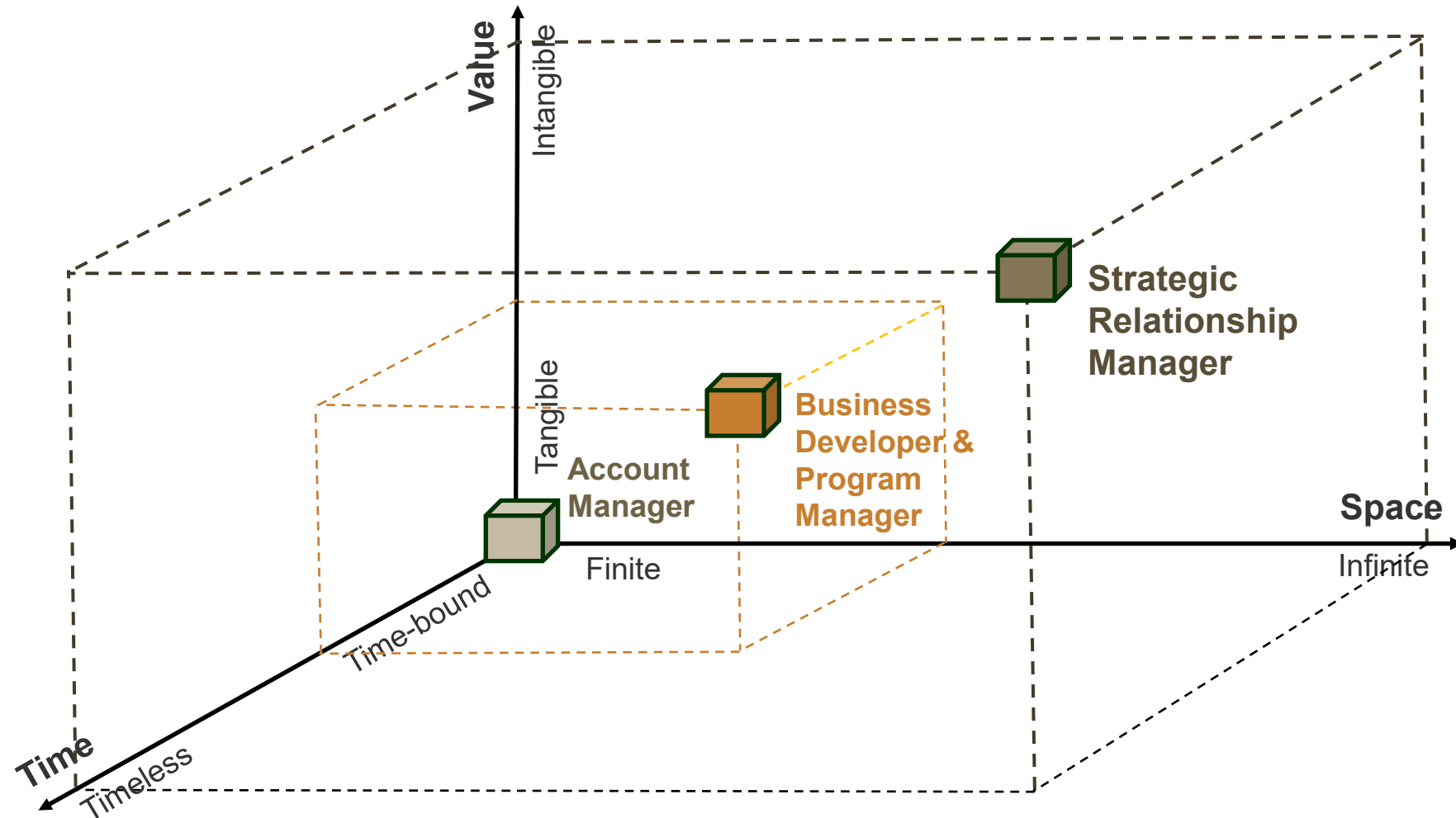
Role Confusion

When we identify with traditional roles in business

Traditional Roles	Similarities to Strategic Relationship Managers	Differences compared to SRMs	Value-Limiting Impact on a Strategic Relationship
Account Management (sales or procurement)	<ul style="list-style-type: none">▪ External relationships.	<ul style="list-style-type: none">▪ Value-exchange.▪ Near-term results.	<ul style="list-style-type: none">▪ Overlooks long-term and value-creation.▪ Becomes a more tactical relationship.
Business Development	<ul style="list-style-type: none">▪ Oriented toward value.	<ul style="list-style-type: none">▪ Weak in collaborative relationships.▪ Near-term results.▪ Tangible value.	<ul style="list-style-type: none">▪ Weak in long-term value-creation.▪ Becomes a more tactical relationship.
Program or Project Management	<ul style="list-style-type: none">▪ Can span the entire business.	<ul style="list-style-type: none">▪ Scope limited to a program – often time-bound or organizationally-bound.▪ Limited experience in external relationships.	<ul style="list-style-type: none">▪ Loss of long-term perspective.▪ Missed value-creation opportunities.▪ Often weak in collaborative relationship.▪ Becomes a more tactical relationship.

The Role of Strategic Relationship Manager

Unrestrained focused on the intangibles with a timeless vision



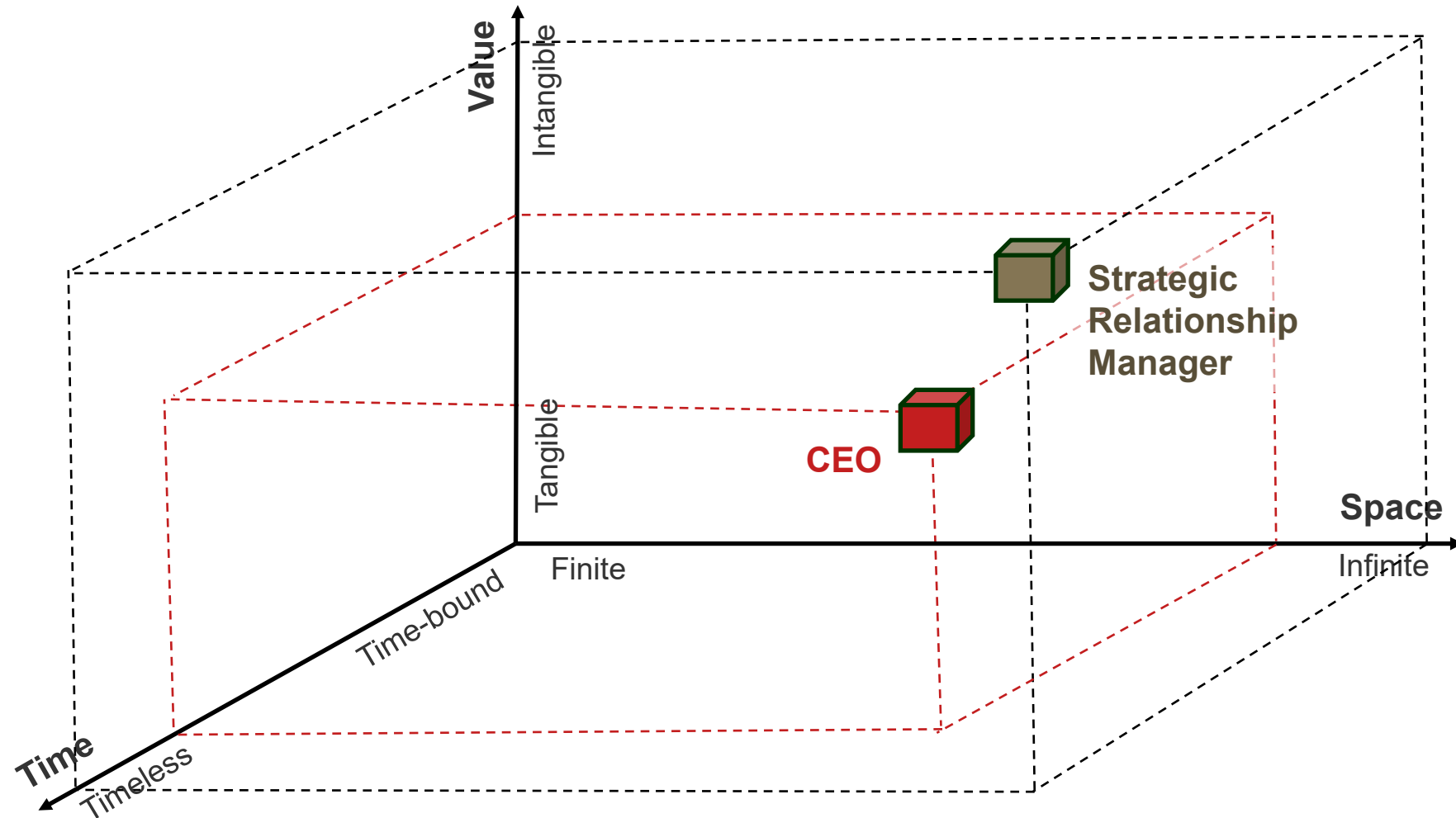
Identifying Ourselves as a "mini-CEO"

Close; a good start; but, it still limits us

Comparing the CEO and Strategic Relationship Management roles		
Similarities	Differences	
<ul style="list-style-type: none">Both span entire lifecycle – from R&D-to-Sales, plus Legal and Finance.Both are oriented toward creating incremental value for the business.	<ul style="list-style-type: none">CEO has control over significant budget and resource.	<ul style="list-style-type: none">Relationship Manager often has insufficient budget and resources.
	<ul style="list-style-type: none">CEO tends to be more focused on near-term tangible value.	<ul style="list-style-type: none">Relationship Manager considers near-<i>and</i> long-term, tangible <i>and</i> intangible forms of value.
	<ul style="list-style-type: none">CEO has direct decision-making authority.	<ul style="list-style-type: none">Relationship Manager mostly influences decisions.
	<ul style="list-style-type: none">CEO has significant formal power.	<ul style="list-style-type: none">Relationship Manager has informal power – subtle persuasion.
Conclusions		
<ul style="list-style-type: none">By comparing ourselves to a CEO, we end up <i>limiting our own thinking</i>, we miss out on the:<ul style="list-style-type: none">opportunities to tenaciously focus on <i>only</i> the <i>core</i> in self and <i>nontraditional</i> in business,necessitated-opportunity to focus on <i>attitude and mindset</i> to deepen <i>relationship</i>, and<i>expansion</i> of our <i>informal power</i> via the vast <i>nontraditional means</i> at our disposal.		

Strategic Relationship Manager

Similar to a CEO; close, but actually disempowering



Identity: Creator of Value

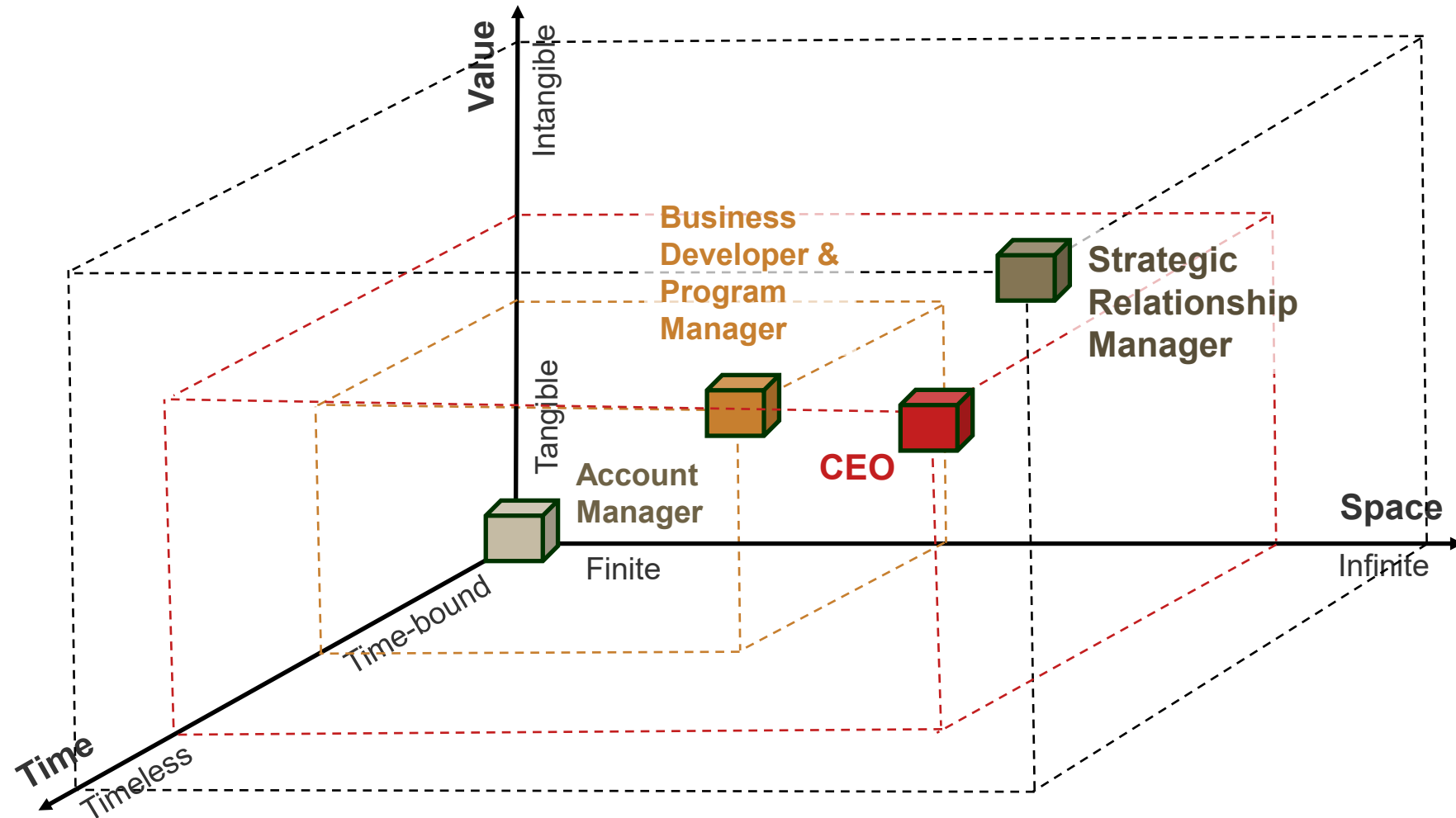
Role: deepen relationship

Strategic Relationship Manager (SRM)	
Is Not	Is
<ul style="list-style-type: none">▪ Just about the exchange of tangible value.	<ul style="list-style-type: none">▪ About value-creation, in all its forms.
<ul style="list-style-type: none">▪ Focused just on near-term results.	<ul style="list-style-type: none">▪ Both long-term <i>and</i> near-term oriented.
<ul style="list-style-type: none">▪ Primarily an account manager, business development manager or program manager.	<ul style="list-style-type: none">▪ A negotiator – always leading open, high-trust, value-discovering discussions.
<ul style="list-style-type: none">▪ Addicted to being a drama queen, complexity king, fear-monger or information-hoarder – there is <i>never</i> a rational reason for behaving like this; there is a better way of life.	<ul style="list-style-type: none">▪ Like a mini-CEO – except we are using nontraditional competencies, informal power, virtual pervasiveness (via self-obsolescence).
	<ul style="list-style-type: none">▪ An agent of change and growth – beginning with self, playing various agent types.
<ul style="list-style-type: none">▪ Primarily a gatekeeper, dictator, executive liaison, escalation manager or schmoozing drone – <i>sometimes</i> we may need to play some of these roles, but not always.	<ul style="list-style-type: none">▪ The embodiment of value – always and with everyone, in every relationship.
	<ul style="list-style-type: none">▪ A creator – a loving, divinely inspired and inspiring, value-creating being.

A boundless value-creator with a timeless perspective

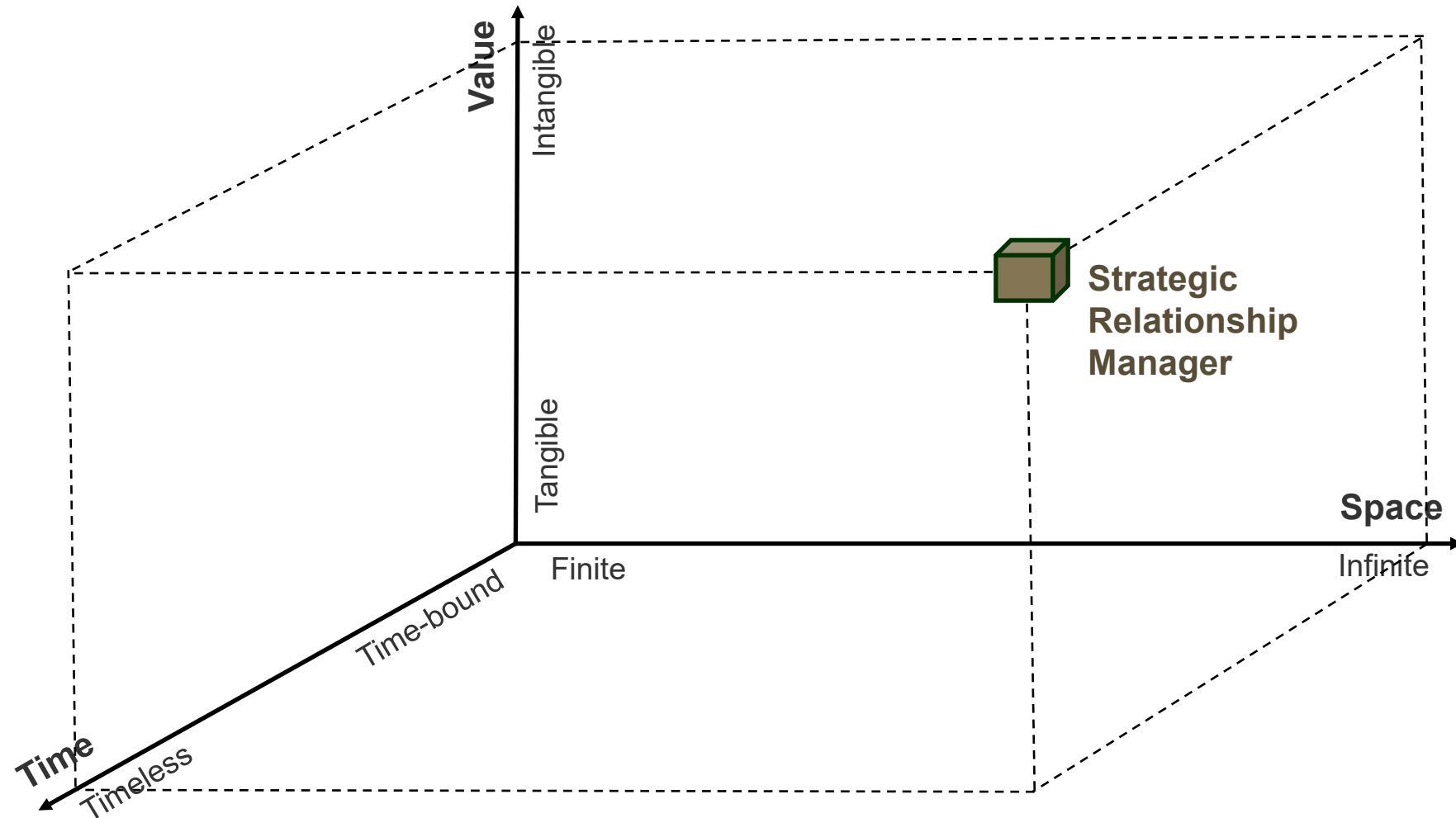
Strategic Relationship Manager

More timeless, infinite, and focused on the intangibles, than any other role



Strategic Relationship Management

Unique; a limitless and timeless perspective on the intangible nature of value-creation



What is the *value* of your work? What is *your* value?

To your company ...

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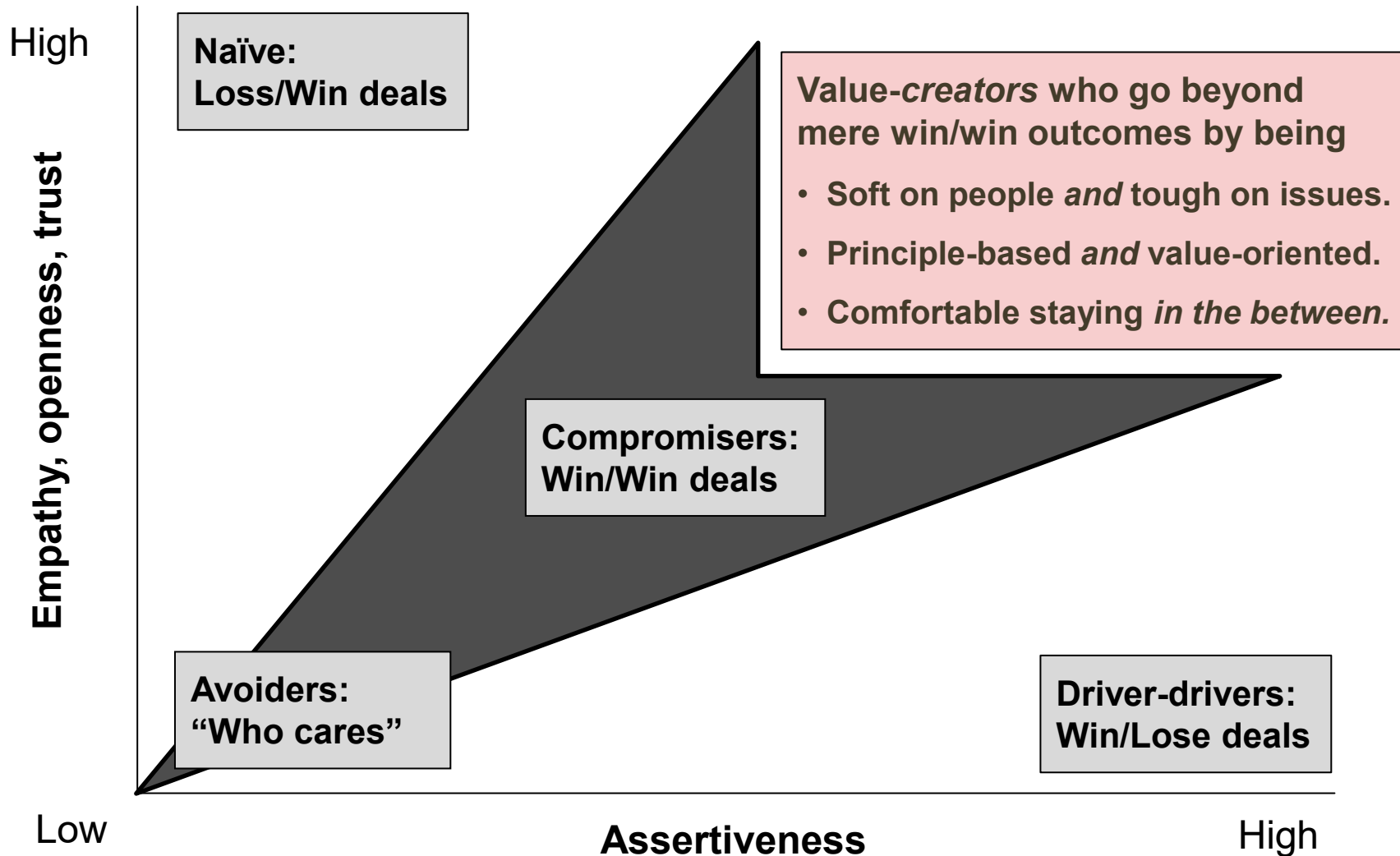


To your alliance ...

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We are Always Negotiating

As open, empathetic and high-trust driver-drivers – driving the creation of value



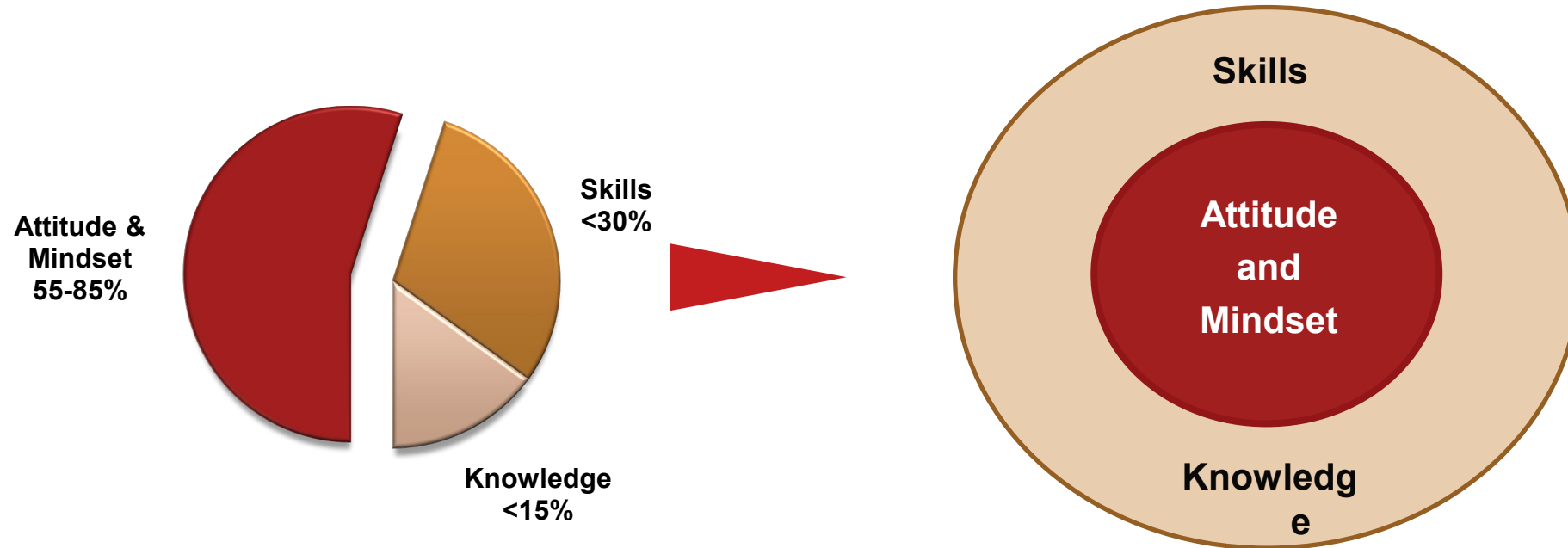
We are Agents of Change

Comfortable being in any mode, for any situation

Assessment		Structured Control		Escalation	
Due Diligence	Fact-based		Authority-based		
	Behaviors we embody: <ul style="list-style-type: none">▪ Arguments of rational persuasion.▪ Be an expert with all the necessary facts and knowledge.▪ Lead sufficiently detailed analysis in preparation for discussion & negotiation.▪ Instruct, inform, teach.		Behaviors we embody: <ul style="list-style-type: none">▪ Leverage behavior to force compliance.▪ Use authority, and if necessary fear, to legitimize directives.▪ Assure compliance via performance-based reward and punishment.▪ Information flow and context is controlled.		
	Transformational		Relationship-based		
	Our embodiment: <ul style="list-style-type: none">▪ Transform self – embrace hypocrisy, spiritual boldness, lead by being.▪ Productive community, transcends external sanctions, disrupts systems (as needed).▪ Collective awareness of and surrender to emergent reality – “something going on”.		Behaviors we embody: <ul style="list-style-type: none">▪ Open all-inclusive, clear dialogue fostered in a supportive environment.▪ Healthy nonjudgmental confrontation to resolve important and difficult issues.▪ Interpersonal cohesion – feeling “part of”.▪ Strong emphasis on win/win relationship.		
Trail blaze		Transform & Renew		Negotiation	

Personal Success Factors

Much more important than skills or knowledge, is attitude & mindset



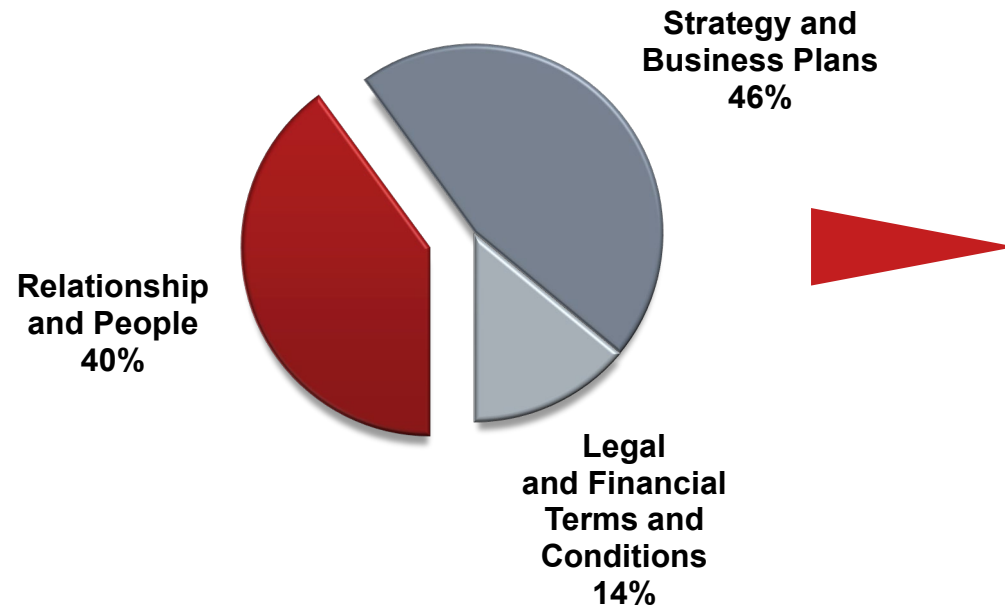
Ref: *The Psychology of Success* by Dobbins, Richard, Pettman, Barrie O from the Society for Human Resource Management. "Knowledge and skills account for 15% of all the success you will ever enjoy. Attitude is far more important as it determines 85% of all the success you will ever enjoy."

Attitude and mindset accounts for 55-85% of your personal success.

- And yet, most people focus on:
 - Skills – which accounts for <30%
 - Knowledge – which accounts for <15%

Strategic Alliance Success Factors

When *relationship* and *people* are valued, alliances succeed



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.

Most strategic alliances fail to achieve their full value-creating potential. Why?

- 40% is directly tied to relationship.
- 60% is indirectly tied to relationship.

Transactional (tangible) activities often distract us from the fundamentally important issues (the intangibles of relationship itself).

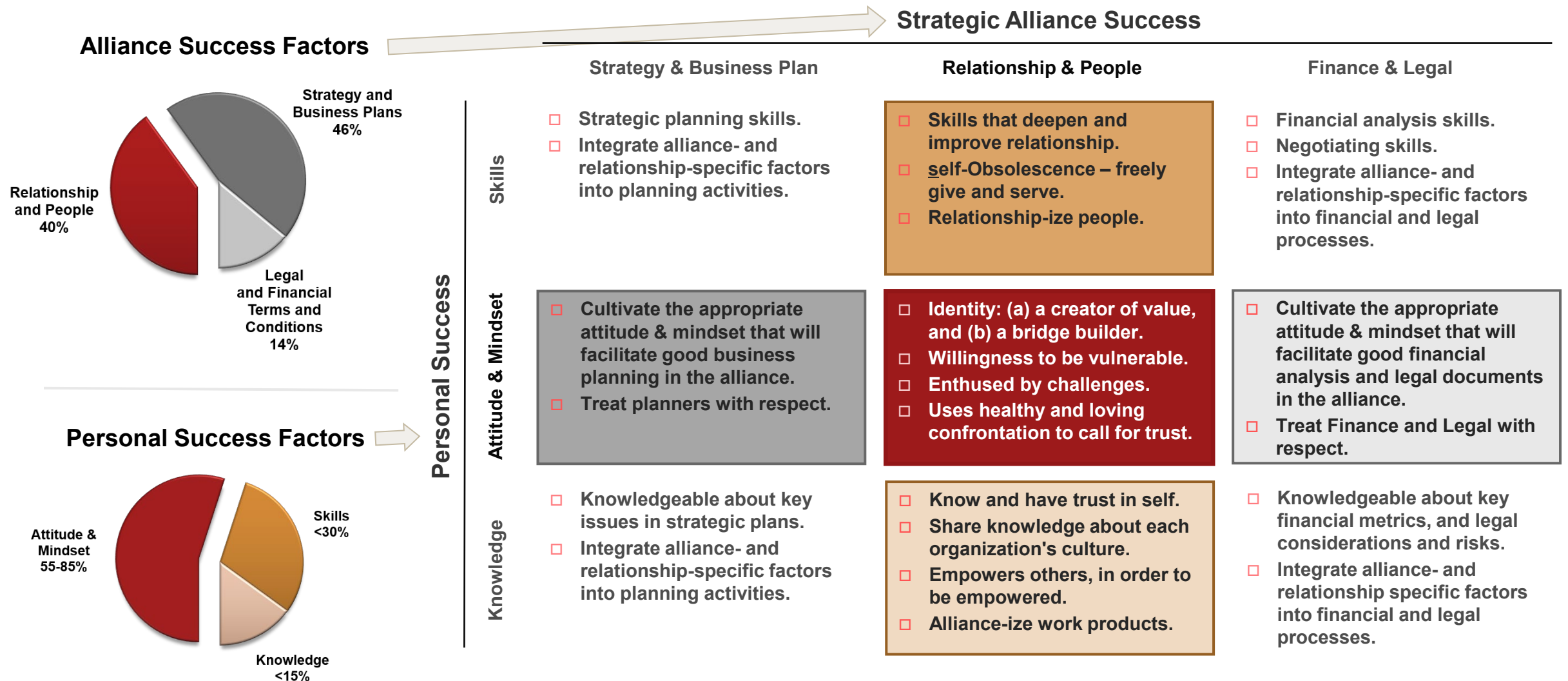
Personal Success

The framework for the development of our business relationships

Business Relationship Success	
	<div>Strategy & Business Plan</div> <div>Relationship & People</div> <div>Finance & Legal</div>
Personal Success	<div>Skills</div> <div>use of knowledge, acquired abilities, methodologies, competencies, power</div>
	<div>Attitude & Mindset</div> <div>perspective, interpretation, expectations, beliefs; sense of self and the world</div>
	<div>Knowledge</div> <div>facts, information, familiarity, vocabulary, truth.</div>

Personal Success *and* Relationship Success

Our top priority: Change attitude & mindset in order to deepen relationship



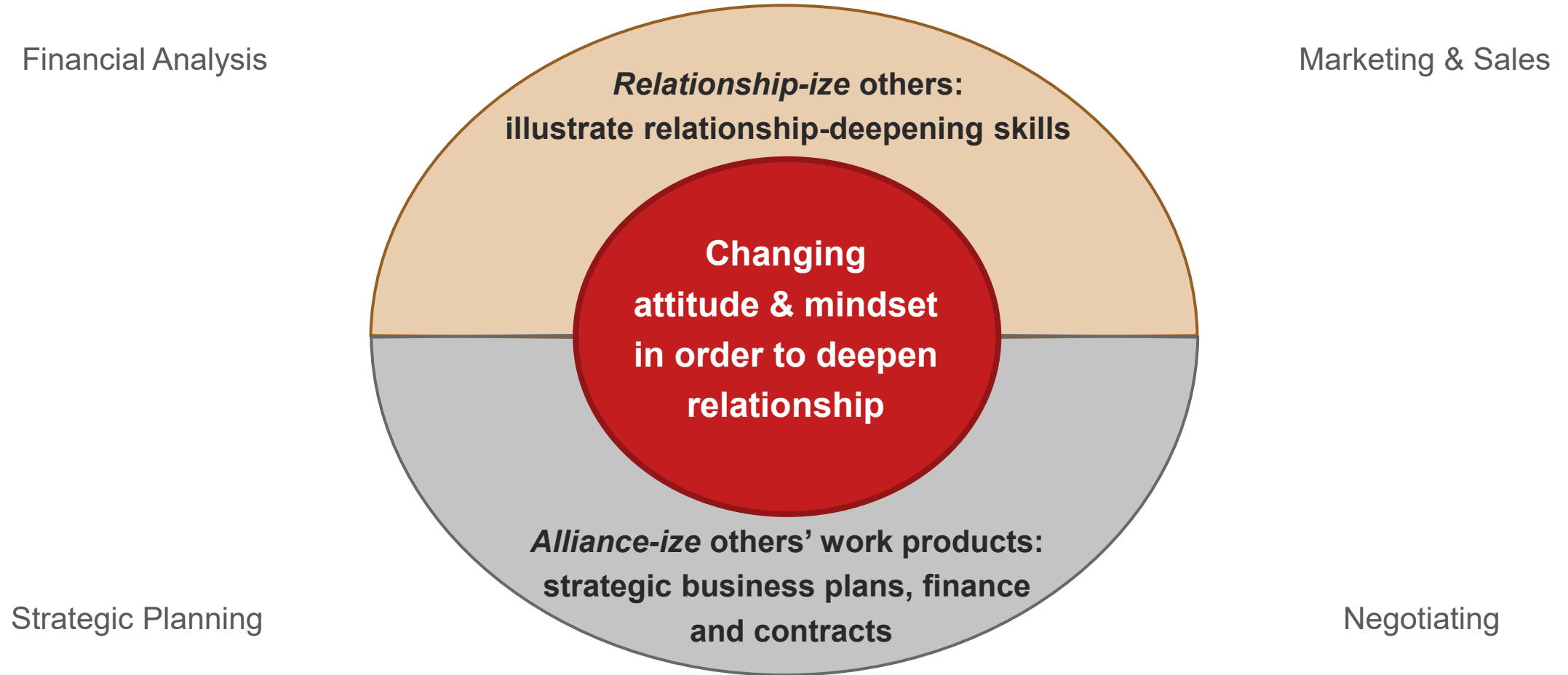
Personal Success *and* Alliance Success

Development that is unique to the individual *and* their alliance (example content)

		Strategic Alliance Success		
		Strategy & Business Plan	Relationship & People	Finance & Legal
Personal Success	Skills	<ul style="list-style-type: none"> □ tactful due diligence □ link alliance to corp. □ implement alliance plan □ relationship metrics □ alliancize planners 	<ul style="list-style-type: none"> □ holistic listening □ embrace differences □ nontraditional skills □ empathetic rapport □ helping others “get it” 	<ul style="list-style-type: none"> □ Δ intangible → tangible □ alliancize others to value alliance & relationship □ use of informal teaming documents & formal legal contracts
	Attitude & Mindset	<ul style="list-style-type: none"> □ collaborate w/planners □ sees plans providing “vision” & meaning □ “part of” but with unique perspectives 	<ul style="list-style-type: none"> □ enthused by challenge □ perceive others as self □ a timeless presence □ creatively mindful □ focused on goodness 	<ul style="list-style-type: none"> □ respect for financial analysts & lawyers □ sees legal protection & financial “lifeblood” □ be patient & persistent
	Knowledge	<ul style="list-style-type: none"> □ good business plans □ both sides’ strategies, customers, ecosystem, technology ...trends ... □ linkages between alliance & corporation 	<ul style="list-style-type: none"> □ know & be true to self □ know both companies’ organizational & cultural differences □ sources of power 	<ul style="list-style-type: none"> □ financial terms □ legal terms & issues □ regulatory issues □ use of formal vs. informal agreements

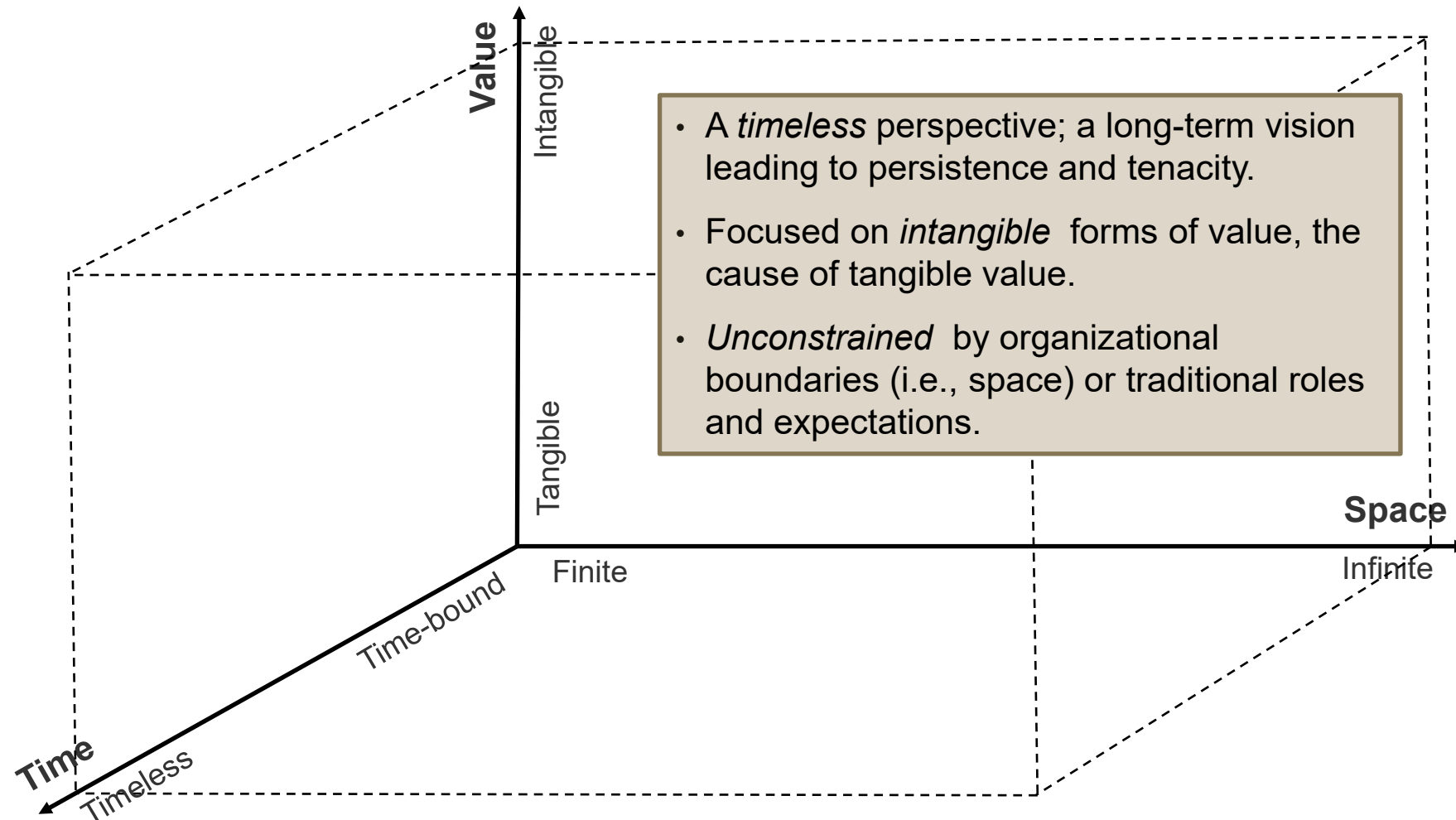
Developing and Managing a Strategic Alliance

Focus where others cannot and will not focus – achieve personal *and* alliance success



Strategic Relationship Management

Its sacred nature: timeless, intangible and infinite



***Transactional* view of strategic alliances (creative relationships)**

Focusing too much on the tangibles can obscure the intangibles (i.e., relationship itself)



***Relationship* view of strategic alliances (creative relationships)**

Focus on the *intangibles* (e.g., trust, communication) which enable the creation of *tangible* value



Address both the Tangibles *and* the Intangibles



- <60% of success.
- Mostly being addressed by businesses.
- Traditional transactional practices.
- Obvious and surface-level issues.
- Tends to relate to Incremental Value.

- >40% of success.

- Mostly unaddressed by businesses.
- Non-traditional relationship practices.
- Core and fundamental – root cause.
- Tends to relate to Value-Impediments.

[illegible]

Business' Most Important, Challenging and Rewarding job!

Ya' gotta love it!

Important because business is actually good, ethical, noble and heroic:

- *Good* because it creates value.
- *Ethical* because the exchange of value is voluntary.
- *Noble* because it elevates our existence.
- *Heroic* because it lifts people out of poverty.

(Ref: Conscious Capitalism)

Challenging because ...

*We do the impossible,
with nothing,
in the eye of a hurricane.*



It simply *is* rewarding work!

The Role of Strategic Relationship Manager

a.k.a., Strategic Alliance Manager

Like no other job in the world of business

- Nothing compares.
- No other job is more important or more challenging.

We are creators

- Focused on the creation of value.
- Responsible for the overall atmosphere.

Focused on the deepening of relationship

- Between the companies and the teams.
- Amongst individuals.
- Within ourselves.

And our role is sacred

- *Timeless* – focused on presence as well as long-term vision.
- *Infinite* – unrestrained, unbounded, limitless.
- *Intangible* – our role is hard to define because we focus on the invisible.

