



## **Fundamental Principles that Deepen Relationship** Strategic Alliances, Partnerships and Channels

Training / Learning Series

12 January 2018



# 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

# What are the fundamental principles (ideas) in relationships?

What are *relationship's* analogies to the role of calculus in explaining physics?

What are the basic fundamental ideas that:

- Explain how and why?
- Enable problem-solving?
- Coalesces prior experiences?
- Brings enthusiasm and creativity?
- Have predictive qualities?



Your ideas:

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# Setting context

## Introduction and summary

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### Key ideas covered in this module:

- We are value *creators*, responsible for the overall atmosphere.
- We should be about the deepening and improving of *relationship*.
- Spiritual ideas work and they are helpful, yet difficult to talk about.
- Practical spirituality: definition, principles (ideas) and practices (behaviors).

### Definitions:

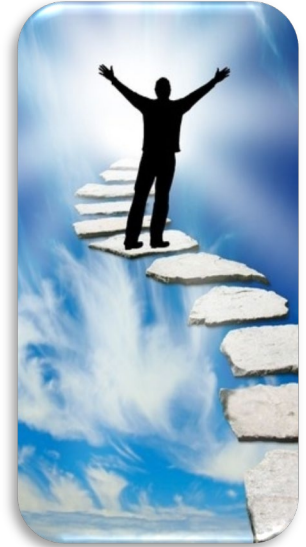
- Spirituality: the deepening and improving of relationship, here and now.
- God, Higher Power, the Universe, Oneness: are all around us and within us.
  - Relationship is also all around us and within us.
- Love: the universal force that compels us to grow and counters entropy.

# Expected outcomes from this module

## Results

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- 1. Revisit the sacred nature of relationship management.**
- 2. Define practical spirituality:**
  - a. What it is and is not.
  - b. Overview of ideas and behaviors; principles and practices.
- 3. Understand why spirituality is difficult to talk about.**
  - a. Religion.
  - b. Lack of objectivity and the need for empirical proof.
  - c. Humanity's addiction to complexity and drama (i.e., debate).
- 4. Begin to see how we can talk about and use these ideas in business.**
- 5. Realize that spiritual principles and practices work; they are helpful.**
  - a. ROI analysis and research by the Conscious Capitalism Institute.
  - b. Personal experience; try it out and live it; empirical proof
  - c. HP/SAP case study.



# Review

## Pointers to the use of practical spiritual principles

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### **Practical Spirituality** (from Introduction).

- Strategically important.
- Helps us understand and use the fundamentals.
- Is not required.
- Is about deepening relationship.



### **Business Relationships.**

- Focus on the *intangibles* in the relationship.
- *Long-term value-creation.*

### **Business Relationship Manager.**

- Be clear about *identity*.
- Focus on *attitude and mindset* in order to deepen and improve relationship.
- A value *creator* responsible for the overall *atmosphere*.
- Focused on the *timeless, infinite and invisible*.

# We attempt the seemingly impossible

We need all the help we can get

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*Your daily life is your temple and your religion.  
Whenever you enter into it take with you your all.*  
- Kahlil Gibran

# Make use of "spiritual" ideas

## Really?

Def'n: the *deepening of relationship* with Self, with others, and with the Universe (a.k.a., God or Higher Power).

Via principles (ideas) and practices (behaviors).

Other words do not describe what is *alive* and *between* us.

It is challenging to use "spiritual" words and ideas ... so?

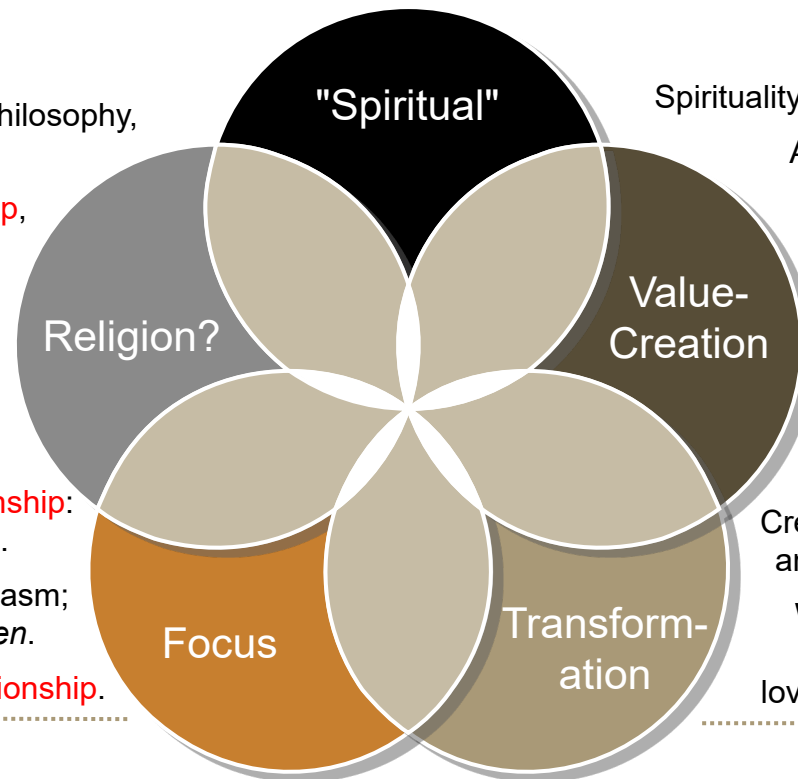
Are we talking about religion, philosophy, psychology or self-help?

- Yes – if it deepens *relationship*, here and now.
- No – if it is divisive, or is about another place or time.

"Spiritual" focuses us *in relationship*: individuals, teams, ecosystems.

Focuses on inspiration, enthusiasm; the *light* that lives *in-the-between*.

Fundamental principles of *relationship*.



Spirituality correlates strongly with *creation*.

Always helpful in *any relationship*.

Consider the attributes of deity.

Our work is *holistic*: all levels, all areas of an organization; individuals, atmosphere.

Transformation calls for spiritual.

Creativity, inspirational ideas, vision, and enthusiasm live in *relationship*.

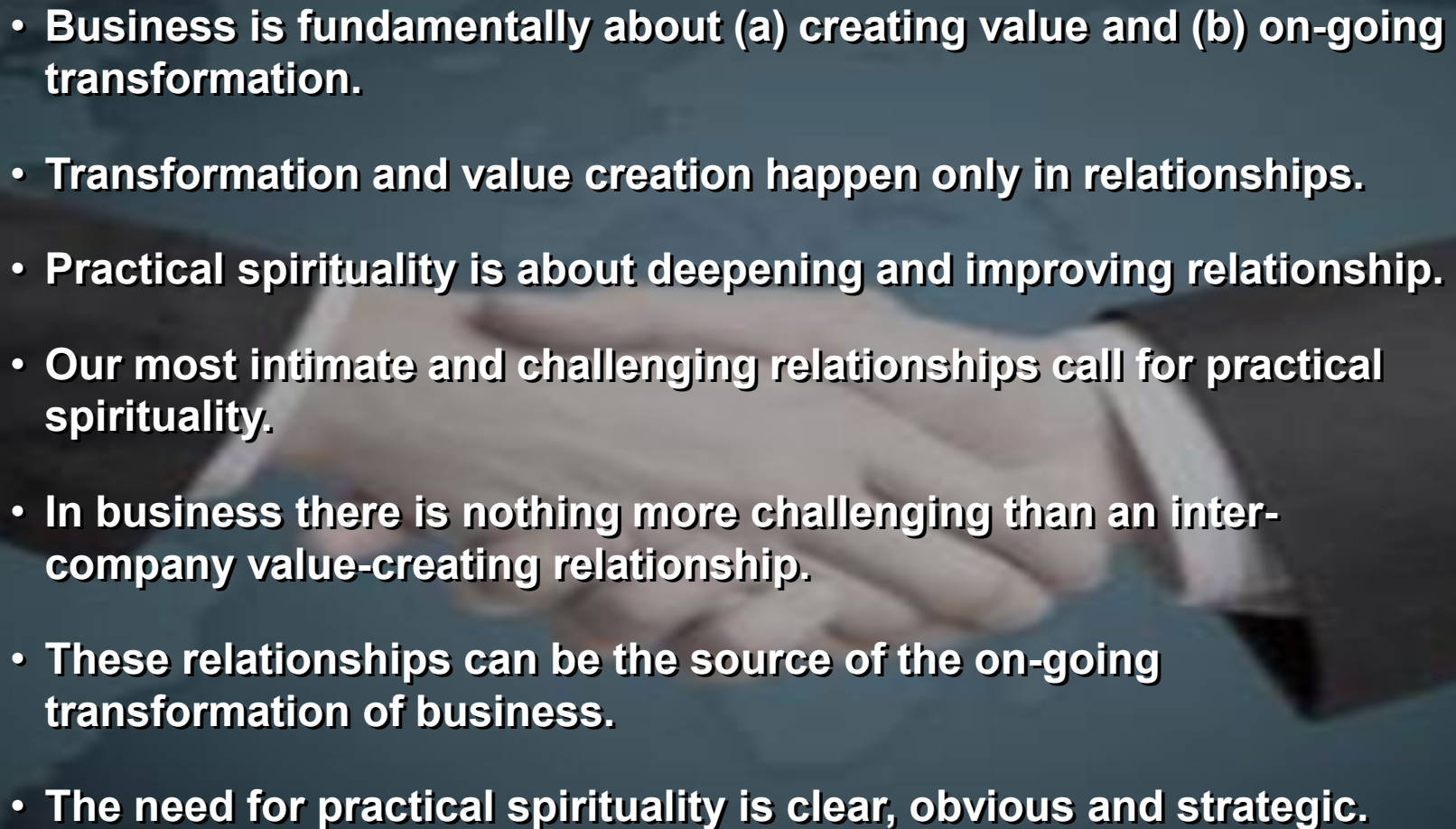
We become enthused: to be clear and direct, to be simple, to be lovingly confrontational, and to trust.



# **Practical spirituality is strategically important**

Especially in long-term value-creating business relationships

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- **Business is fundamentally about (a) creating value and (b) on-going transformation.**
  - **Transformation and value creation happen only in relationships.**
  - **Practical spirituality is about deepening and improving relationship.**
  - **Our most intimate and challenging relationships call for practical spirituality.**
  - **In business there is nothing more challenging than an inter-company value-creating relationship.**
  - **These relationships can be the source of the on-going transformation of business.**
  - **The need for practical spirituality is clear, obvious and strategic.**

# “Spiritual”

Isn't there a different word?

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## **Spirituality is about the deepening of relationships:**

- Ideas – principles.
- Behaviors – practices.

## **“Spiritual” emphasizes:**

- Our role as value-creators.
- The holistic nature of our work.

## **“Spiritual” describes:**

- Something that is alive.
- Within us, between us, and all around us.

## **Other words considered, but insufficient:**

- Ethics, principles (e.g., principle-based leadership, ethical management).
- Consciousness (e.g., “Conscious Capitalism”).

# Disclaimer

There is no need for you to accept spirituality

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## **Do not blindly accept these ideas.**

- Try them out and prove them via your own experience.

## **These are fundamental principles in relationship.**

- Help explain *why* and *how* these ideas work.
- They help us solve problems.
- Coalesces prior experiences.
- They have predictive qualities.
- They bring with them: trust, creativity, problem solving, enthusiasm, etc.

## **Are we talking about religion, philosophy, psychology, or self-help?**

- “Yes” – ideas and behaviors that deepen relationship, here and now.  
If it brings us together.
- “No” – if it doesn’t deepen relationship (e.g., argumentative, fixing, etc.).  
If it is divisive.

# Relationship is a third “thing” that lives between partners

Focus on the unique spirit, living in that relationship, and its intangibles



# Personal success *AND* relationship success

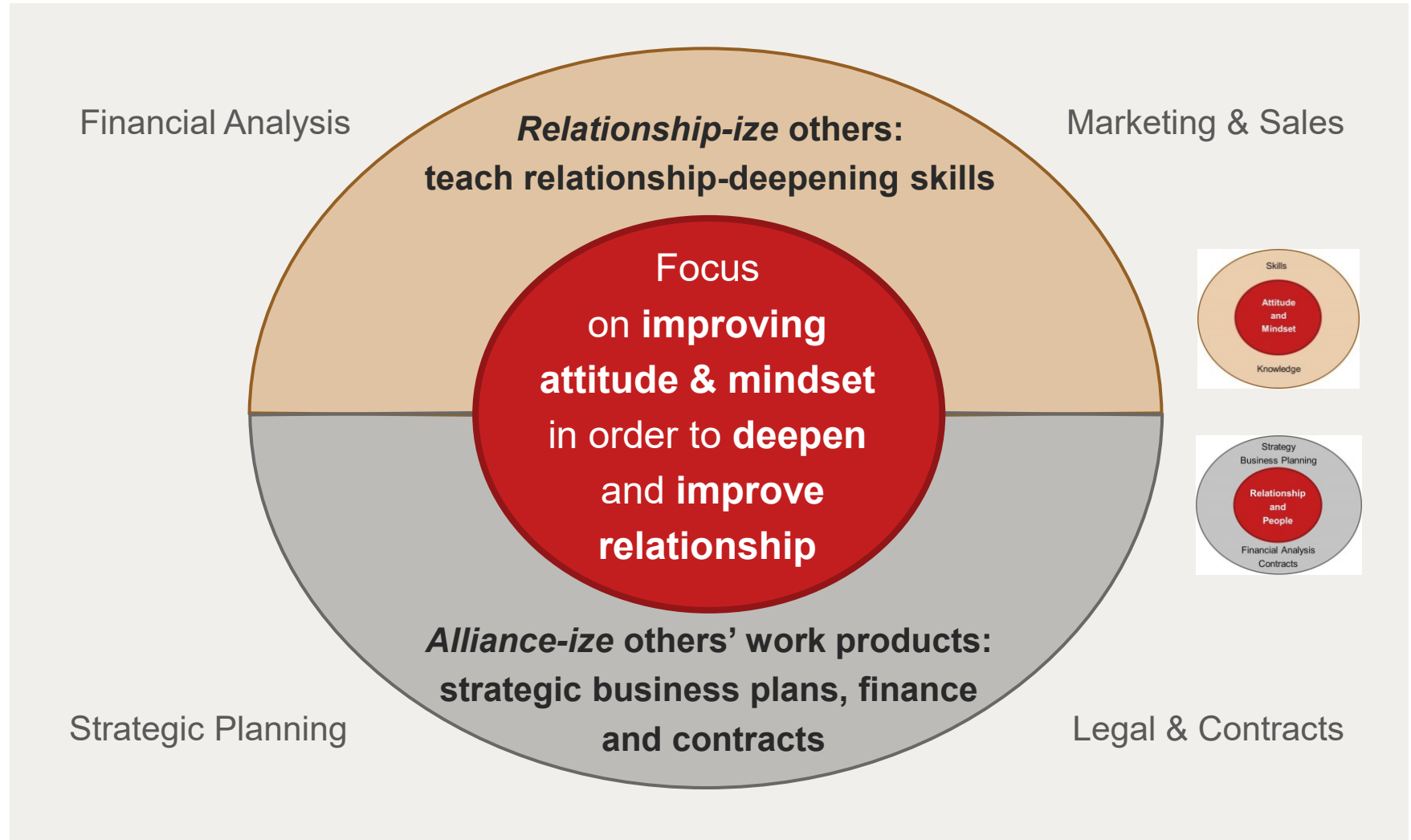
Changing attitude & mindset to deepen relationship (example content)

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



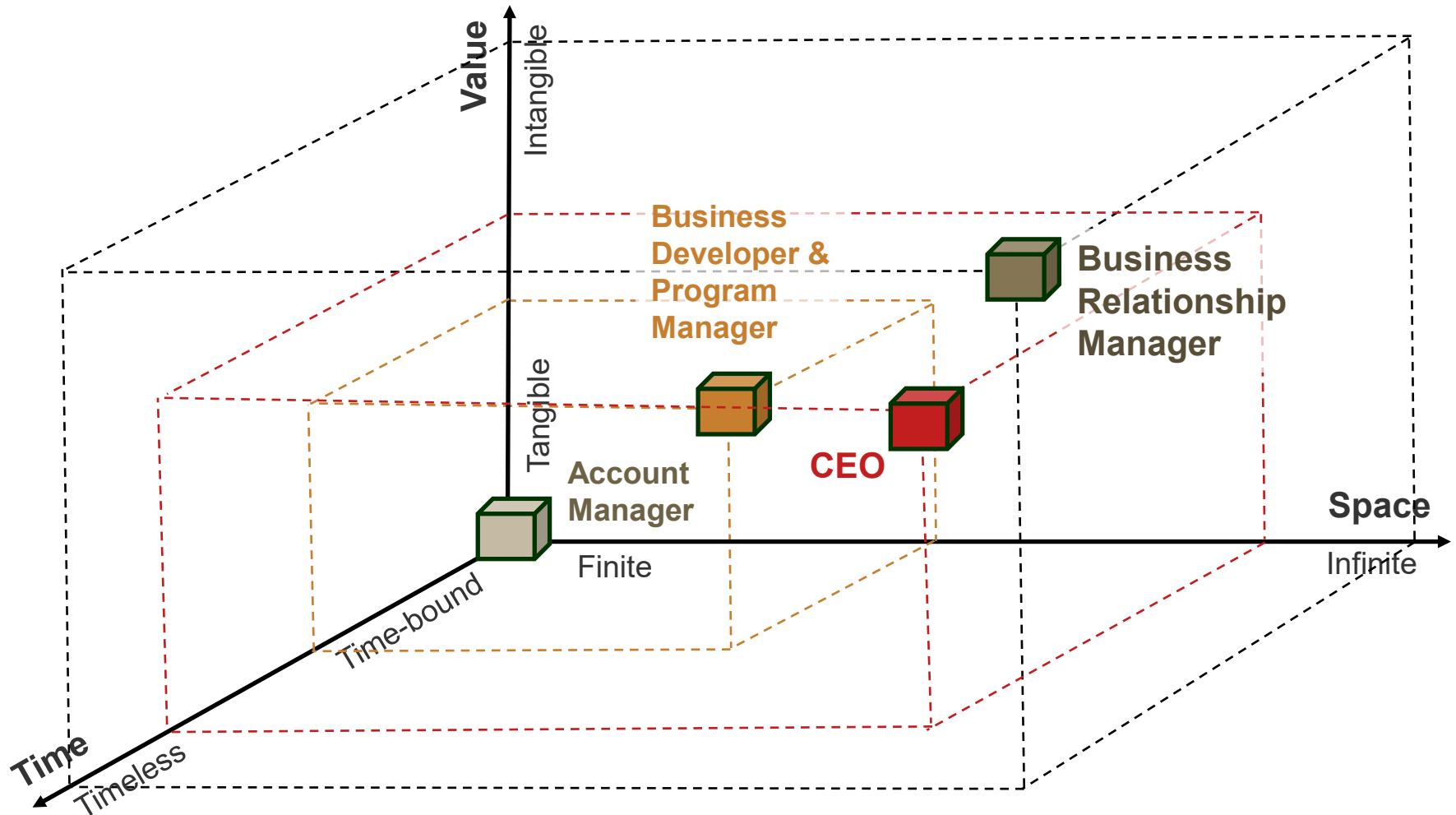
# Simplify, prioritize and focus (SPF)

Achieve success by focusing where others cannot and will not focus



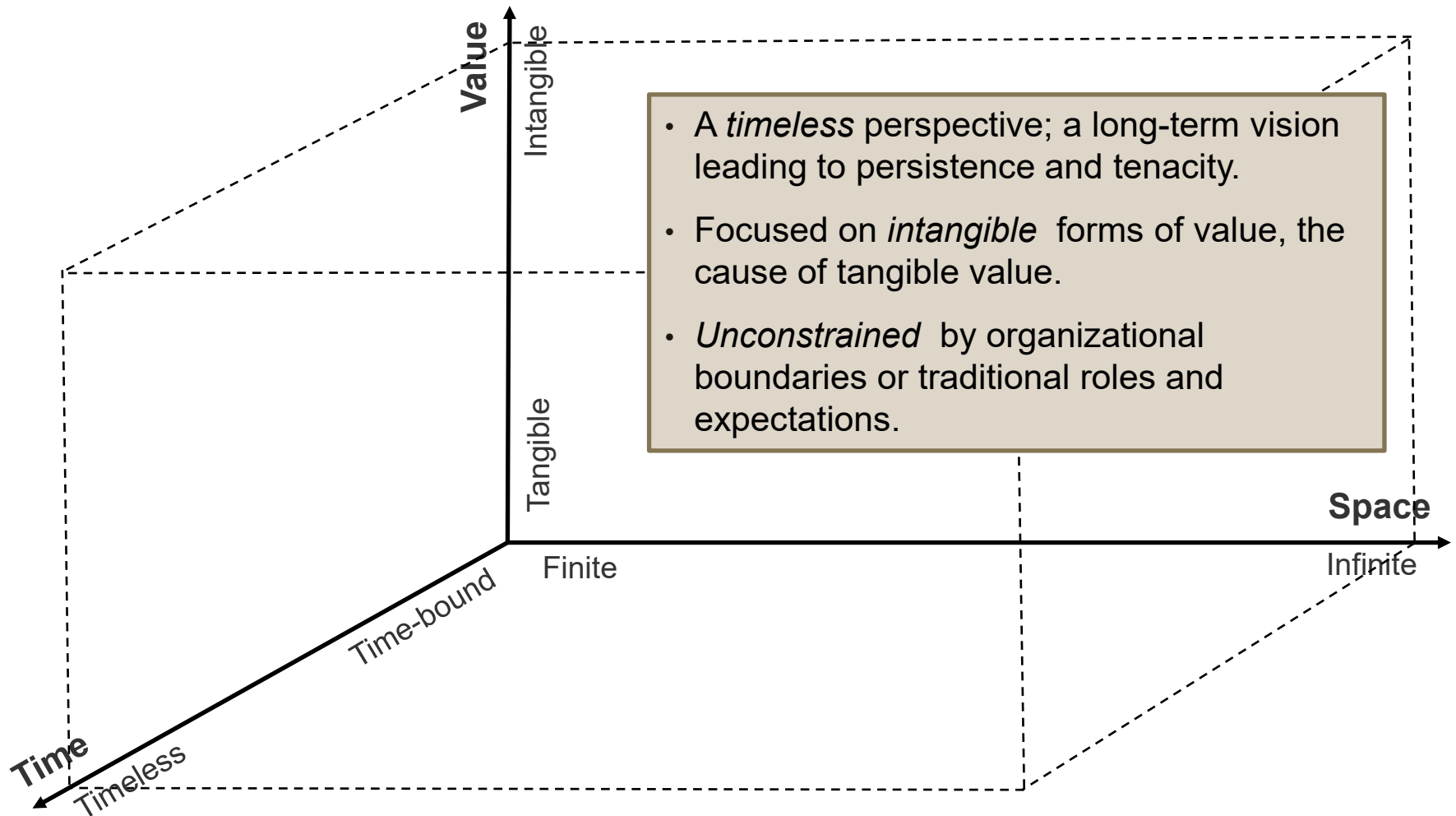
# Business Relationship Manager

More timeless, infinite and intangible than any other role



# Business Relationship Management

Its sacred nature: timeless, intangible and infinite





# Who Are Business Relationship Managers?

Identity: a value creator. Role: deepen relationship.

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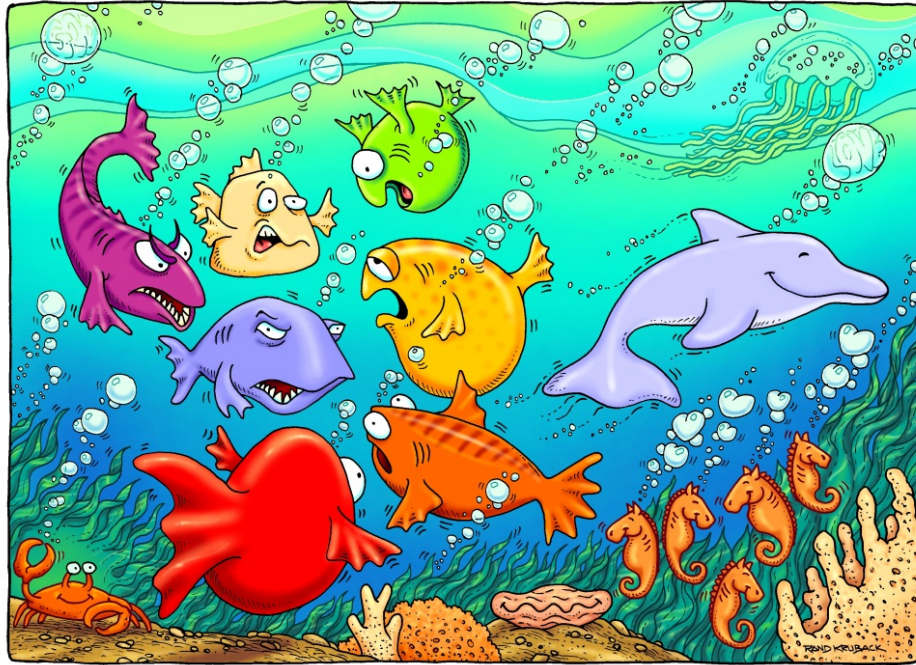
Business Relationship Manager	
Is	Is not
<ul style="list-style-type: none"><li>▪ About value-creation, in all its forms.</li></ul>	<ul style="list-style-type: none"><li>▪ Just about the exchange of tangible value.</li></ul>
<ul style="list-style-type: none"><li>▪ Both long-term <i>and</i> near-term oriented.</li></ul>	<ul style="list-style-type: none"><li>▪ Focused just on near-term results.</li></ul>
<ul style="list-style-type: none"><li>▪ A negotiator – always leading open, high-trust, value-discovering discussions.</li></ul>	<ul style="list-style-type: none"><li>▪ Primarily an account manager, business development manager or program manager.</li></ul>
<ul style="list-style-type: none"><li>▪ Like a mini-CEO – using nontraditional competencies, informal power, virtual pervasiveness and self-obsolescence (ideas).</li></ul>	<ul style="list-style-type: none"><li>▪ 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.</li></ul>
<ul style="list-style-type: none"><li>▪ An agent of change and growth – beginning with self, playing various agent types.</li></ul>	
<ul style="list-style-type: none"><li>▪ The embodiment of value – always and with everyone, in every relationship.</li></ul>	<ul style="list-style-type: none"><li>▪ 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.</li></ul>
<ul style="list-style-type: none"><li>▪ A creator – a loving, divinely inspired and inspiring, value-creating being.</li></ul>	

*A boundless value-creator with a timeless perspective*

# Spirituality: we are like fish debating the reality of water

Spirituality: difficult to discuss, strategically important.

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**Water  $\approx$  spirit, love, ...**

- Religion &/or spirituality.
- We lack objectivity.
- Debate about it or use it?

**Empirically understood.**

- Complexity vs. simplicity.
- Reciprocity is instantaneous.
- Recursiveness – how we learn.

# Practical Spirituality

Is. Is not.

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Practical Spirituality	
Is	Is not
Simple.	Complex.
Practically useful here and now.	A theoretical or academic debate.
Connective – about deepening relationship – “we” and oneness.	Divisive – separation – “me vs. you” or “us vs. them”.
Serving, healing and sharing.	Getting, oppressing and discouraging.
Enthusiastic, inspirational and creative.	Blaming and judging.
Appreciating and celebrating.	Preaching, converting and “saving”.
Understanding based on life experience, especially in relationship.	Understanding based on reading, in isolation; the lonely journey fails.
Reciprocity; giving and receiving.	Bartering; wining and losing.

# Spirituality

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**Share life experiences and insights where you can see how relationship with others, self and “everything else” deepen and improve in parallel.**

**How did this happen?**

- 

**What were the results?**

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# Five principles and practices

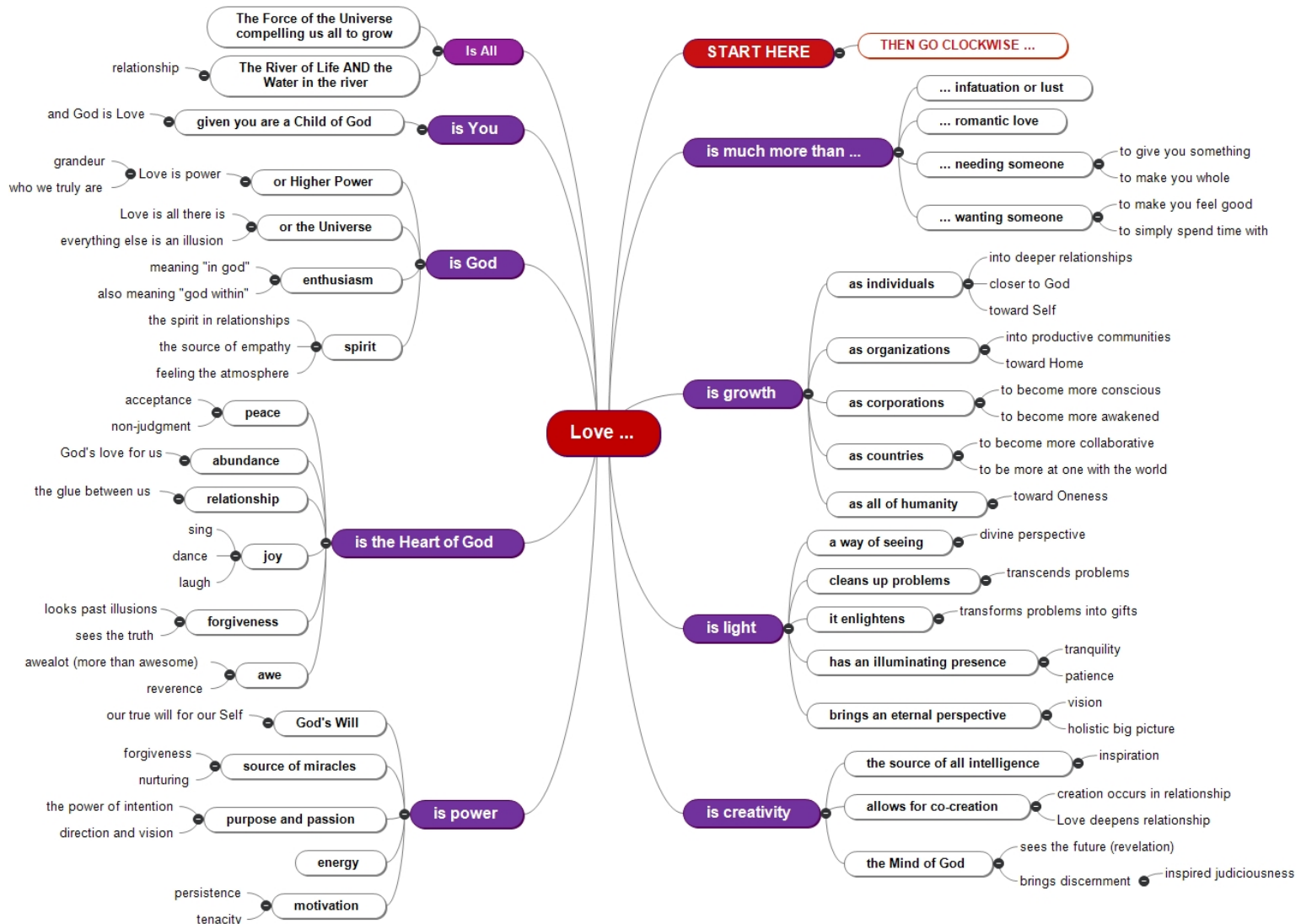
Ideas and behaviors

5 Principles (things to <i>think</i> )	5 Practices (things to <i>do</i> )
<b>Oneness:</b> see others as Self; serve and be served; give and receive	<b>Develop Relationship:</b> focus on the intangibles and be transformational
<b>Now:</b> be fully present in each instant of time; multitasking is a lie	<b>Be Lovingly Confrontational:</b> shine your light with precision and love
<b>We Create:</b> our thoughts are a creative force; be very mindful	<b>Focus Collective Attention:</b> keep it focused on impediments, then value
<b>Love:</b> the universal force compelling growth, enthusiasm and inspiration	<b><u>self</u>-Obsolescence:</b> give away your ideas; giving and receiving are one
<b>Trust:</b> things are working out; trust the Universe; trust relationship	<b>Negotiate Beyond Mere Win/Win:</b> be the bridge in the business relationship

**SIMPLE  
TRUTHS**

# What is Love?

Attempting to define the undefinable and parse the infinite





# The River of Life

Taking us where we truly want to go ~~~

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# Does it work?

Conscious Capitalism: spiritually-oriented businesses

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## Four Tenets of the Conscious Capitalism Movement:

1. **Higher Purpose:** long-term value-creation, vision.
2. **Stakeholder Integration:** oneness, love.
3. **Conscious Leadership:** spiritual intelligence, meditation, timelessness.
4. **Conscious Culture and Management:** trust, collective intelligence, love, empowerment.



## Conscious companies:

- Outperform Jim Collin's *Good to Great* companies by a **9.3:1 ratio** over a 15 year period.
- Outperformed the S&P 500 by a **10.5:1 ratio** over a 10 year period.

***Spirituality in business works.  
It pays off.***



# Conscious Capitalism

Changing business' narrative – an encouraging word

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## **Business is fundamentally 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.

## **A reminder of our primary purpose in the world:**

1. Create value – it is what makes us "good"!
2. Exchange value.

# Does it work?

## Theoretical ROI for spirituality in business

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### Return-on-Investment for spirituality in business: 23

- Return: **\$46M** for a \$1B business (conservative):
  - 1/3 of a business' revenue is tied to alliances (\$333M).
  - 57% of all alliances fail to create their expected value.
  - 40% of alliance failures are due to poor relationship.
  - Spirituality deepens and improves relationships.
  - If relationship-caused failures are reduced from 40% to 30% (a 25% improvement), there will be a 14% increase in alliance-related revenue ( $\$1B/3 \times 0.14 = \$46M$ ).
- Investment: **\$2M** (high):
  - \$300k for 3 years of sustained focus on improving relationship (training, consulting and coaching).
  - \$1.7M to capitalize on new opportunities (solution design, development, marketing and sales).



# It works

Empirical proof

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**Practice “as within so without” and “as without so within”.**

**Stay fully present and become increasingly aware.**

- Multi-tasking is a lie; be present or be gone!

**See others as One; consider a definition of Namasté:**

- “The divine in me sees and rejoices in the divine I see in you”.

**Be an illuminating mirror.**

- See the greatness in others and reflect it back: sincere, specific, immediate.
- Gratitude draws you closer to your own greatness and it attracts greatness.

**Trust.**

- With your eyes wide open; practice the “Prisoner’s Dilemma”.
- Be lovingly confrontational; call for trust and trust that trust will come.

**Reflect upon your relationship with the attributes of deity (the Universe).**



# Practical Spirituality in Business

## Conclusions

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### **Spiritual principles in business relationships are strategically important:**

- It is how we focus on the *intangibles* in the relationship.
- It is how we will reverse today's abysmal failure rates and make business relationships more *value-creative*.
- It is how we clarify our *identity* and become an empowering *value-creator*.

### **Spiritual principles in business relationships is difficult to discuss.**

- Religion, lack of objectivity and our tendency to debate rather than apply it.
- Empirical understanding calls for patience, awareness and trust.

### **Practical spirituality is:**

- Primarily about the deepening and improving of *relationships*.
- Simply useful here and now: principles (ideas) and practices (behaviors).

**Practical spirituality in business works and it pays off.**