



Calling for Trust via Healthy Confrontation

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**

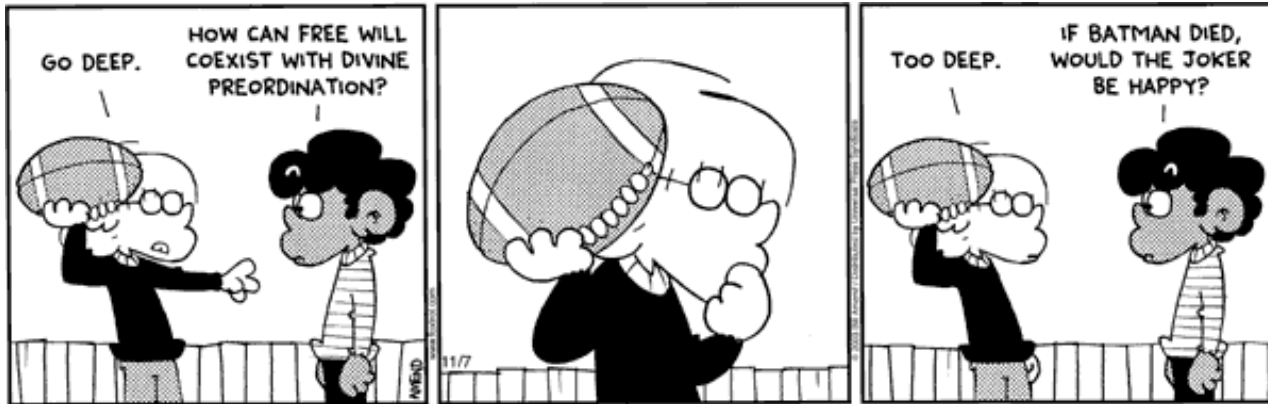
0.5 hour

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

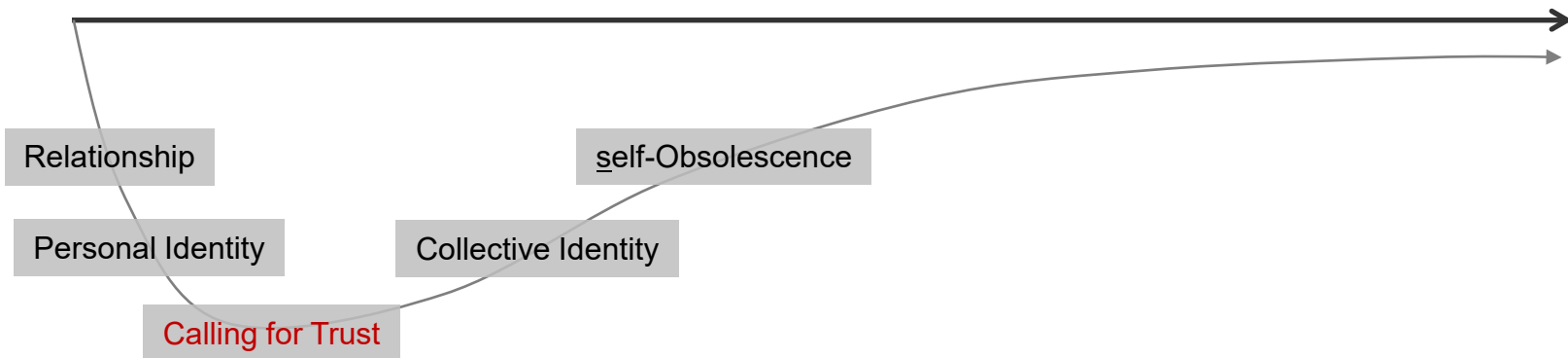
2 hours

We will be going deep

Fasten your seatbelt ...



FoxTrot – © 2006 Bill Amend



Setting context

Introduction and summary

Focus on the most important and challenging issues in the relationship.

- Obstacles can be transformed in order to establish solid foundation.
- The process clears the air leading to a healthier atmosphere.
- Divergent perspectives.
 - Evidence of a problem.
 - Solution to the situation.

Suggesting counter-intuitive practices.

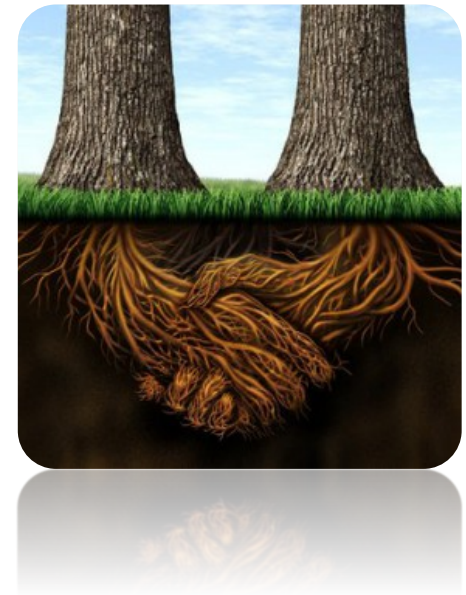
- Bring it into the light.
- As within so without; as without so within.
- Confrontation vs. conflict.
- Diving deep into trust.



Expected outcomes from this module

Results

- 1. You will gain an increased awareness of and appreciation for the strategic importance of trust.**
- 2. You will no longer fear situations or relationships where there is a lack of trust.**
- 3. You will grow to be enthused by challenging situations, knowing what is on the other side: greater trust, more collaborative atmosphere.**
- 4. You will see how there are metaphorical mappings between intimate interpersonal relationships and strategic alliances.**
- 5. You will learn to trust trust and trust your Self.**



Discussion

What is *the* one fundamentally important issue in every relationship? What is relationship's foundation?

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How do you describe the chasm that often exists in relationships?

-

When there are difficult issues in the relationship, issues that really need to be addressed, and there is a low level of trust, what do you do? From your experience, what works?

-

Bring it out into the open

Ya' gotta love it!

*“The hidden is kept apart, but
value always lies in joint appreciation.
What is concealed cannot be loved,
and so it must be feared.”*

- A Course in Miracles



Exercise: where do we focus our attention?

In the relationship or on the other?

Headlamp exercise ...

- **How can we see a situation (object) more perfectly?**

Do we have an outside issue we can adequately represent here today?

What lack of trust (differences in perspective) issues are present here and now, in our training?

-



What can we do when there is a low level of trust?

How can we confront the issue of lack of trust?

- Confrontation is different than conflict.

How can we deal with emotionally-charged issues in a relationship?

- How can we “clear the air”?

As needed, consider using a “clean talk” framework [based on our main personal attributes or the four archetypes in mythology]:

1. **What do you see and *hear*?** State observable data only. [body, warrior]
2. **What do you *think* about that?** Share your story or interpretation of the observable data. [mind, magician]
3. **How do you *feel* about that?** (E.g., mad, sad, glad, afraid; not causative [i.e., you did this to me] feelings: hurt, blamed, criticized, scared.) [heart, lover]
4. **What is your *request*?** What do you want instead? [spirit, sovereign]

If needed consider asking the other side to “echo back” what you said, to make sure they heard and understood (they don’t need to agree, just understand).

In difficult and emotionally-charged situations

Clearing the air in challenging conversations (a.k.a., "clean talk")



Misinterpreting behavior

A sign of differences in perspective

Whenever we interpret the behavior of the other as a sign of:

- *deviousness* – "they're trying to screw me over"
- *incompetency* – "they're idiots"
- *lunacy* – "they're crazy"

... it is *always* a *sign*.

It is a sign of
differences in perspective,
that is all.

Once we see the world
from their perspective,
their behaviors make sense ...

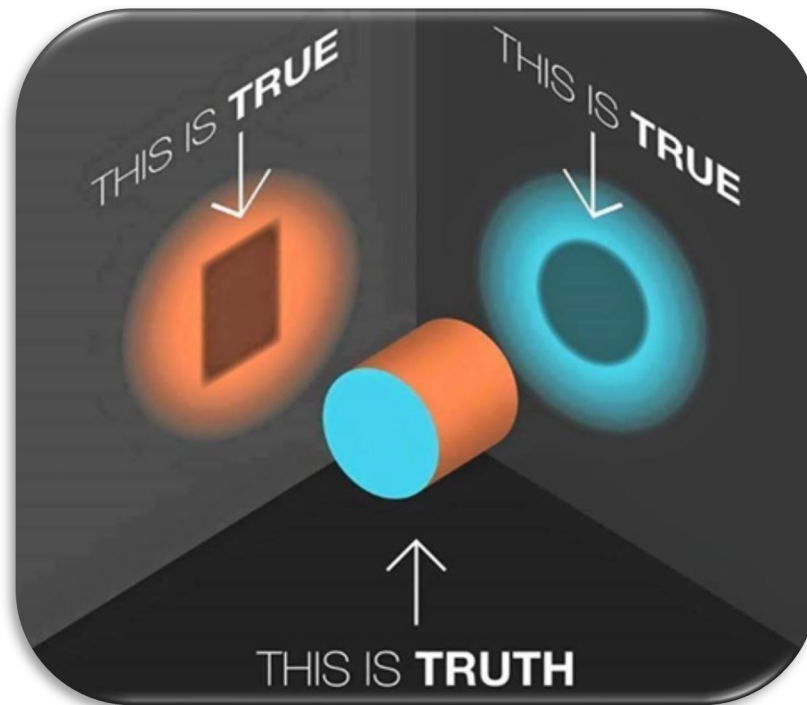


Share perspectives

Open and honest sharing enables healthy atmosphere, and vice versa ...

By sharing *true* perspectives we draw closer to the *truth*

- **Not Either/Or ... Both/And**
 - Me AND You
 - Us AND Them
 - Mind AND Heart

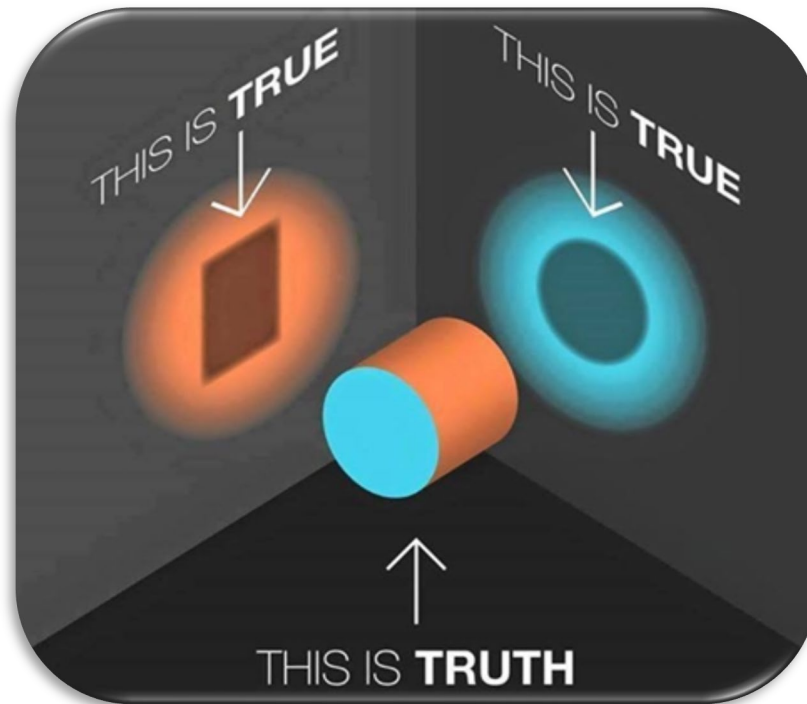


Truth lies Between Us

No one of us has a monopoly on the truth

By *honestly sharing perspectives* we draw *closer* to the *truth*

- **Not Either/Or ... Both/And**
 - Me AND You
 - Us AND Them
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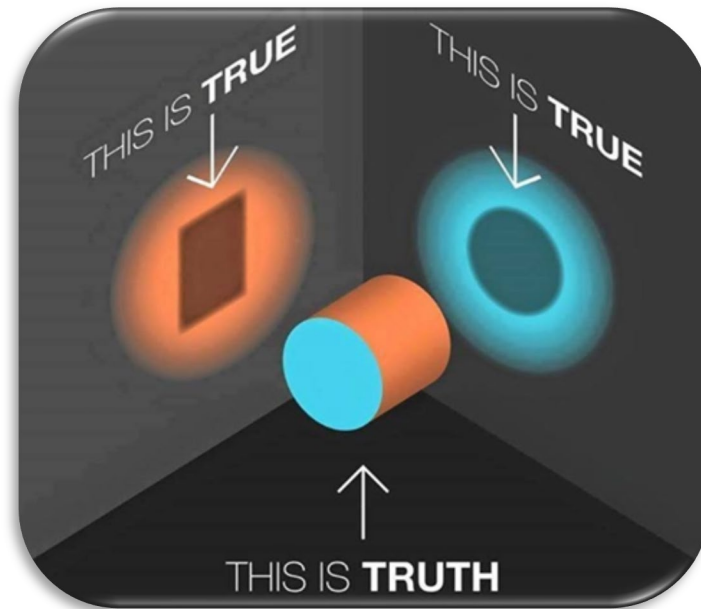


What Lives *in* Relationship Itself?

What *lives* between us? What *lives* in the midst?

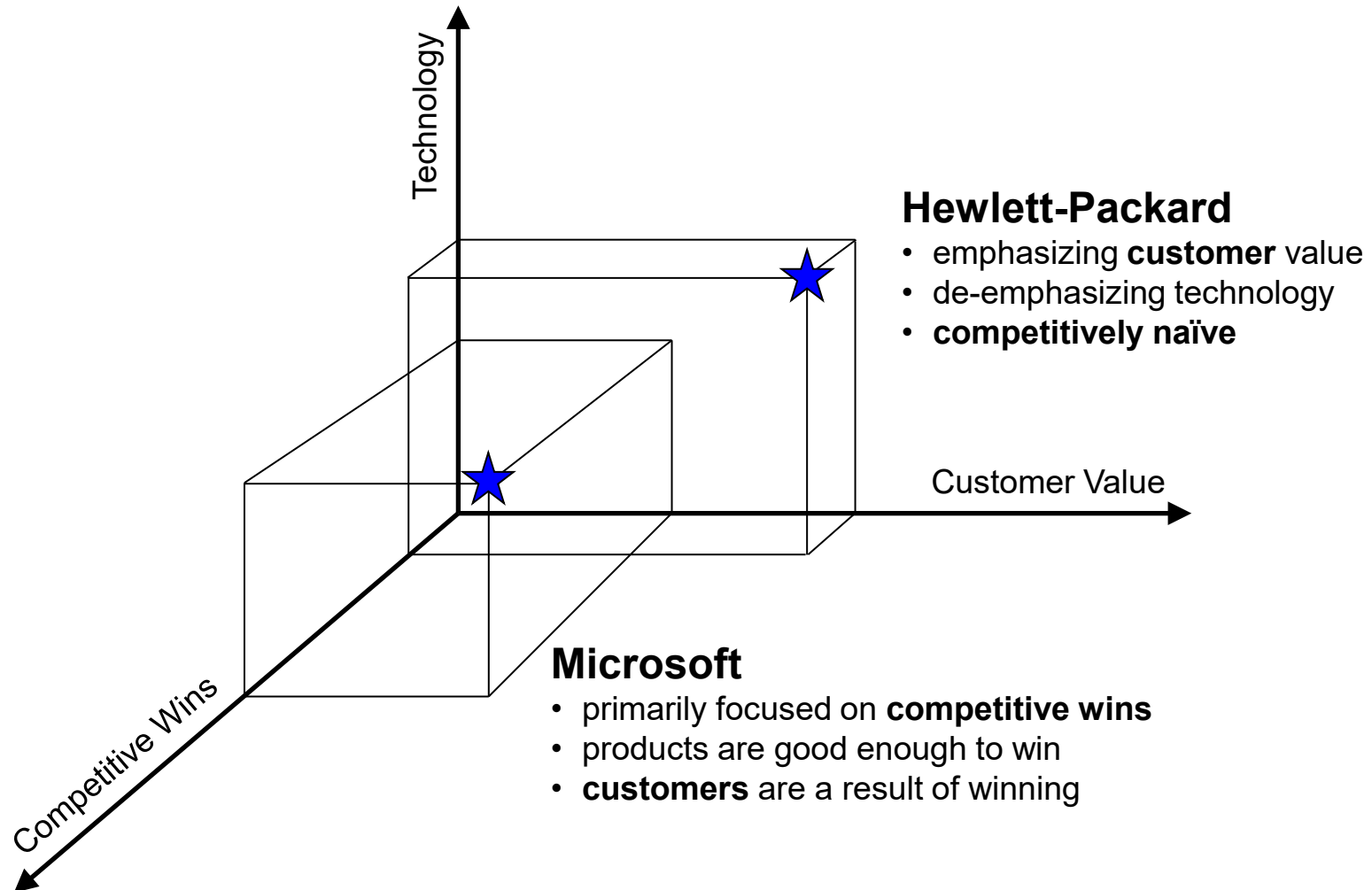
By honestly and deeply *sharing perspectives*, we draw *closer* to:

- The Truth
- The spirit that lives *in* relationship
- Creativity, enthusiasm, and vision
- Home: God's and ours
- Our true identity
- Self



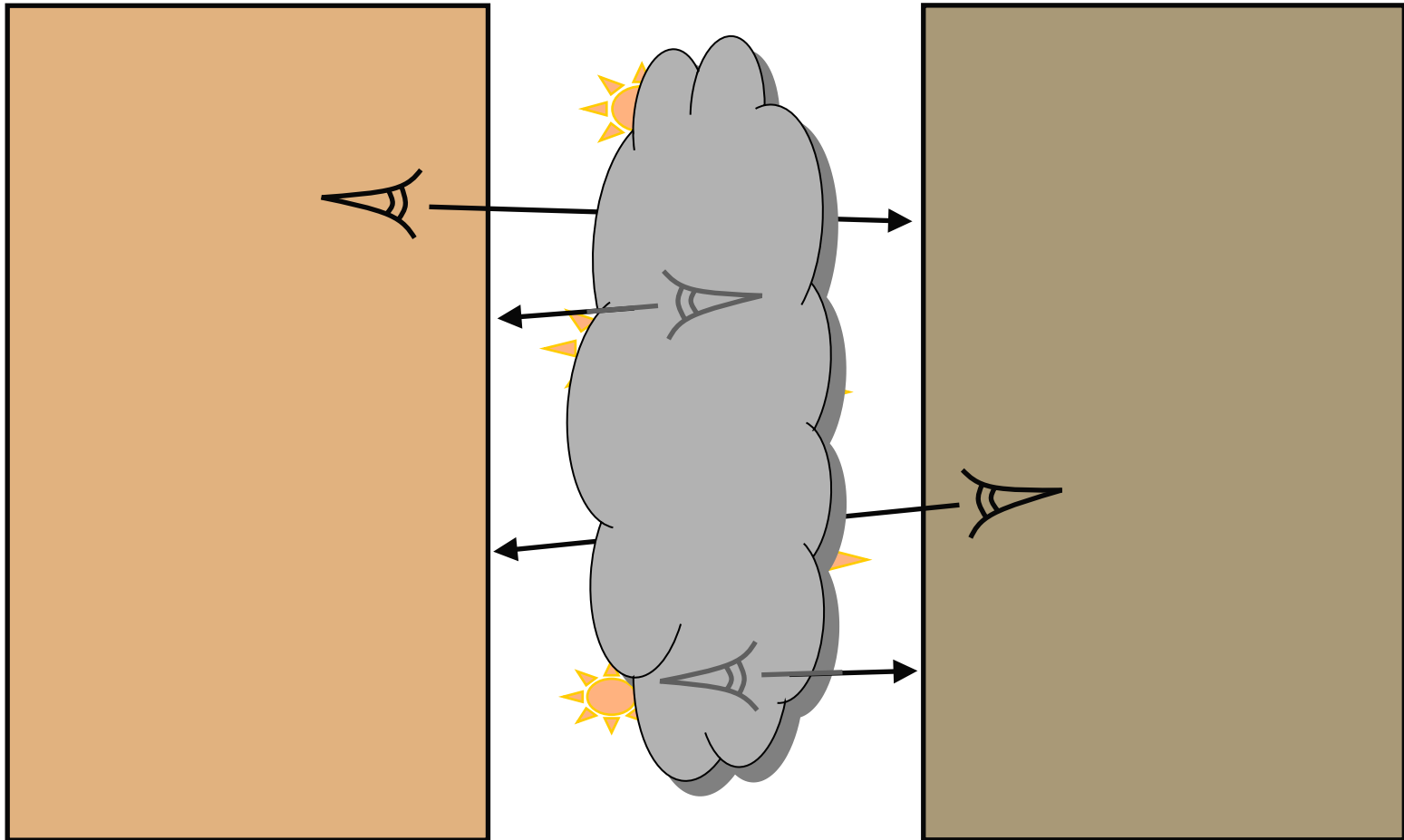
Hewlett-Packard/Microsoft Corporate Alliance

Divergent strategic perspectives (1997-2002)



Value-Impediments

First find the obstacles in the relationship (together)



Value-Impediments in the Corporate Alliance (1997-2002)

Perspectives

HP's View of Microsoft

- Excessively competitive and confrontational
- **Controlling, paranoid and greedy (unstated values)**
- "Win / Don't Care" partnering mindset
- Focused only on winning the deal
- Packaged software mentality – commoditizes everything, including partners

Microsoft's View of HP

- A non-player in professional services
- Falling behind its competitors
- **Slow, bureaucratic – a laggard**
- Unable to execute consistently and predictably
- Conflicted sales strategies (UNIX vs. NT in late '90s)

HP's View of HP

- **Collaborative** mind-set – looks for common good
- Reinventing itself – trying to get more focused under new CEO's leadership (Carly Fiorina)
- Disciplined – takes a long-term, mature approach to evaluating new opportunities
- Win/win – actively seeks the other company's wins
- Flexible – looks for creative deals

Microsoft's View of Microsoft

- **Competitive**, fast-moving and entrepreneurial
- "Our products are changing the world"
- "We are the center of the world / new economy"
- Focuses on MS's wins, assumes others do the same
- Unappreciated for positive things MS does for the world
- Brings partners into deals; they should be grateful

Recommendations

- Focus on each other's **complementary strengths**:
 - HP's strengths: complex solution selling, long-term relations and perspective, risk-mitigation, collaborative
 - MS's strengths: product expertise, short-term wins, rapid decision-making, risk-taking, competitive orientation
- **Align to different perspectives – MS is focused on competitive wins, HP is focused on value to customers**
- For HP: align into MS's perspective, assertively sell HP's strengths, under-set and over-deliver on expectations

Trust

The source of our true power

The foundation of our ability to do our work.

- It starts *within* and leads to trusting *relationship* (often more than *the other*).
- As within so without (source is within); as without so within (reflected back).

How is inner trust developed?

- A willingness (or a need) to see things differently (e.g., hitting bottom).
- Gratitude: seeing the value in everyone and every situation (e.g., lessons).
- Lightheartedness: don't take things so seriously, relax (e.g., receive the gifts).
- “When the student is ready the teacher will appear” ... vice versa and more.
- Trust *relationship* (esp. within) and the collective (e.g., the power in “we”).
- Be inner-directed and other focused (e.g., ask within “what’s the right thing?”).
- Honest learning, consistency of thought (i.e., lessons’ gifts broadly applied).

How is trust reflected back?

- A growing sense of tranquility and peace.
- Deep and powerfully effective relationships, success.

Developing Trust Within

As *within* so without

Developing Trust in Yourself	Awareness	Reflect upon your life experiences. Can you see how things have worked out for your greatest good? Why would that not continue?
	Hit Bottom	Life compels you to see things differently, learn new lessons, receive new gifts, and grow. "There is a better way!" (via inner confrontation)
	Gratitude	See and acknowledge the greatness in everyone and every situation, <i>especially</i> in your 'afflictions'. Everything is working out, right now!
	Lightheartedness	Relax. Don't take things so seriously. Be open hearted and open minded, be willing to accept life's lessons and gifts. Be lighthearted.
	Omni-Teacher	"When the student is <i>really</i> ready she will realize that the teacher is with her always and everywhere." Omnipresent Teacher.
	Trust Relationship	Have trust <i>in</i> relationship. Trust the truth that lives <i>in-the-between</i> – trust relationship, more than you trust the other person/organization.
	Be Self-Full	Be <i>inner</i> -directed and <i>other</i> -focused; do the right thing for all concerned, and you are part of <i>all</i> . Beyond being selfless is <i>self-full</i> .
	Generalize	Generalize the insights you have gained in one area of your life into other areas of your life via awareness and mindfulness.
	Iterate	Reflect upon your current life, with gratitude, then revisit these ideas. Do you see changes in your world, based on an increase in trust?

Seeing Trust Evidenced Without

As without so within

Trust-Induced Changes in Your World	Honesty	Higher levels of honesty in your relationships. Increased personal integrity (consistency between thoughts, feelings and behaviors).
	Tolerance	Greater tolerance for and acceptance of others and others' points-of-view. Less judgmental and opinionated. A less "dramatic" life.
	Gentleness	Increased gentleness. Less fear, anger and suspiciousness. The counter-intuitive realization that strength comes from gentleness.
	Joyfulness	Joy, leading to deep gratitude and thankfulness, toward everyone. A joyous gratitude leads naturally to sharing, serving and giving.
	Defensiveness	Defensiveness hinders creativity in a relationship, and should be used sparingly. Truth, that lives <i>in</i> relationship, needs no defense.
	Generosity	Being generous out of Self interest: giving away in order to keep, being self-full. The basis for the empowerment in <u>self-obsolence</u> .
	Patience	Able to wait for the right time, without anxiety, certain the outcome will be the right solution. A patient perspective on that past, too.
	Confidence	The embodiment of trust leads to an authentic and attractive type of confidence. E.g., to rest in quiet certainty while <i>being confrontational</i> .
	Openness	A deep sense of peace with a connection to truth, leading naturally to being open-minded and open-hearted. No need to judge. Be truth!

Trust

As within so without

*“Real trust is not a trust that **waits and hopes** but a trust that **acts** from who you truly are.*

Real trust requires a discipline of being who you are in every circumstance and in every relationship.

Real trust begins with your Self.”

– A Course of Love

We can, in fact, trust *trust*.



Calling for Trust

Conclusion

Trust is the foundation of every relationship.

- Trust starts within ourselves, in our relationship *with* ourselves.

Don't *wait* for trust to increase, deal with difficult issues *now*.

- Face difficult issues, directly and unemotionally; trust will come.
- As we clear the air by focusing our attention on the issues, they get resolved.
- As without so within: we will then be compelled to deal with internal issues.



Divergent perspectives.

- Seems to be a source of lack of trust: deviousness, incompetency or lunacy.
- By sharing perspectives openly and honestly, we bridge the chasm, trust increases and new opportunities begin to surface.

There is a huge yet subtle difference between *confrontation* and *conflict*.

- The question is “Where are we focusing our attention (our light)?”
- How are we focusing our attention? To find fault or solution?

We can trust trust and trust relationship, often more than an individual.