



# **The Empowerment of self-Obsolescence**

## Strategic Relationships, Alliances, and Partnerships

Training / Learning Series

29 September 2019



# Day 2

Discussion and “spill over” (~5.5 hours)



HIGHTECH

Strategic Relationship  
Manager Training

<location>, <date>

**The Empowerment of  
self-Obsolescence**

1 hour

**Being an  
Illuminating Mirror**

0.5 hours

**Healthy Atmosphere  
for Negotiating**

1 hour

**Crucibles for On-Going  
Transformation**

1 hour

**Developing Self  
AND Relationship**

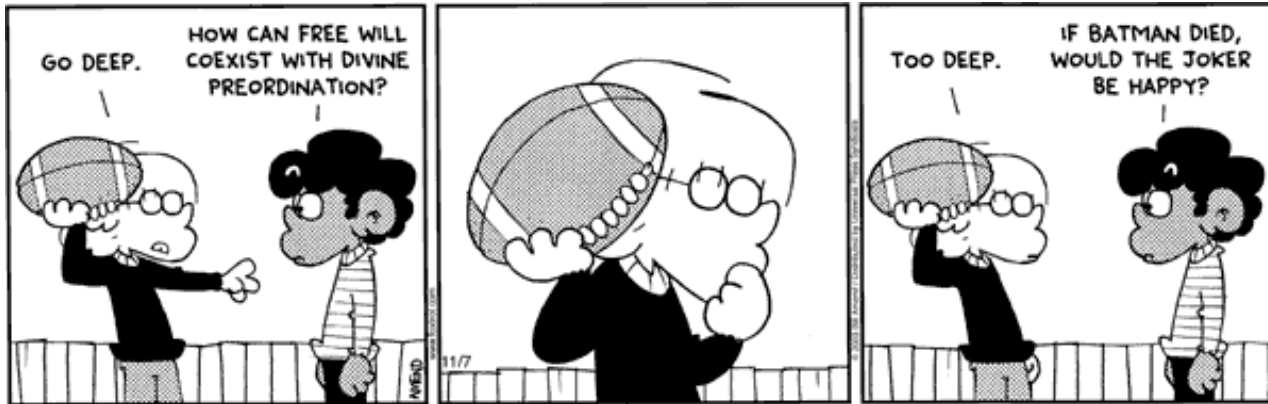
1 hour

**Dialogue: the Heart  
of Relationship**

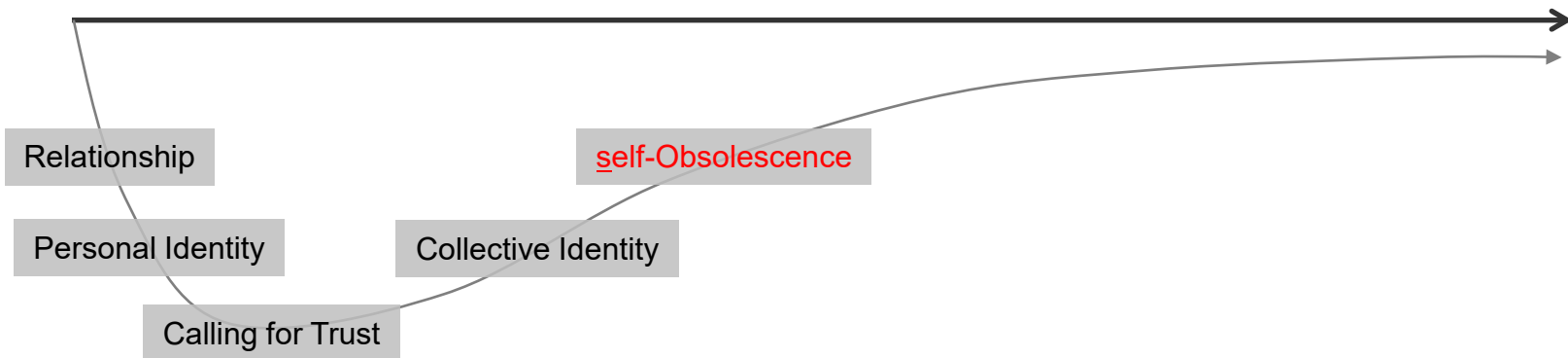
1 hour

# We went deep

We are emerging



FoxTrot – © 2006 Bill Amend

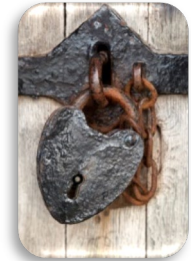


# Setting context

## Challenging opportunities

### **We have insufficient power.**

- We lack formal organizational power.
- We don't have enough control over people or budgets.
- How are we suppose to control things and make things happen?
- "If I am a value-creator, how do I do that?"
- "How can I be more effective?"



### **We feel a need to be everywhere, and involved in everything.**

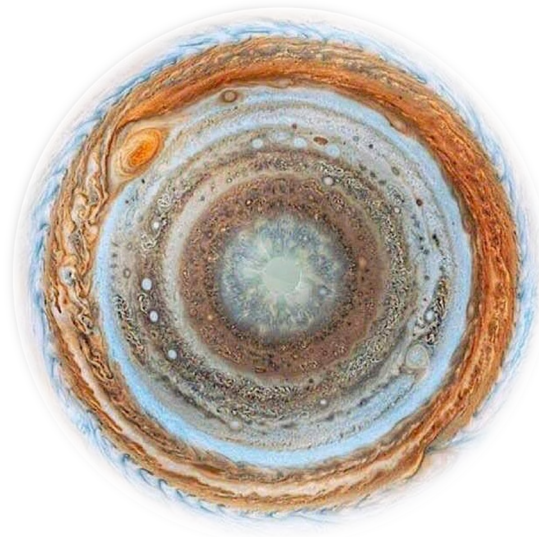
- We need to be in every major meeting, otherwise things go "sideways"
- We need to be cc'd in all email and communication, otherwise we are out-of-the-loop.

### **The overall atmosphere seems to be toxic.**

- There is a lack of trust and openness of communication.
- Individuals are not bought into our vision and the team is not aligned.
- People don't know how to have healthy and productive relationships.
- The organization does not "get it" in terms of the strategic importance of *relationship*.

# Strategic Relationship Managers

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

# Expected outcomes from this module

## Results

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### 1. You will see the value in obsoleting yourself (your ego).

- a. Realize that this idea is not (completely) insane.
- b. Understand that by empowering others your informal power and virtual presence increase.
- c. See how by empowering others you become empowered.
- d. Begin to realize how your informal power can grow to exceed nearly all forms and levels of formal power.



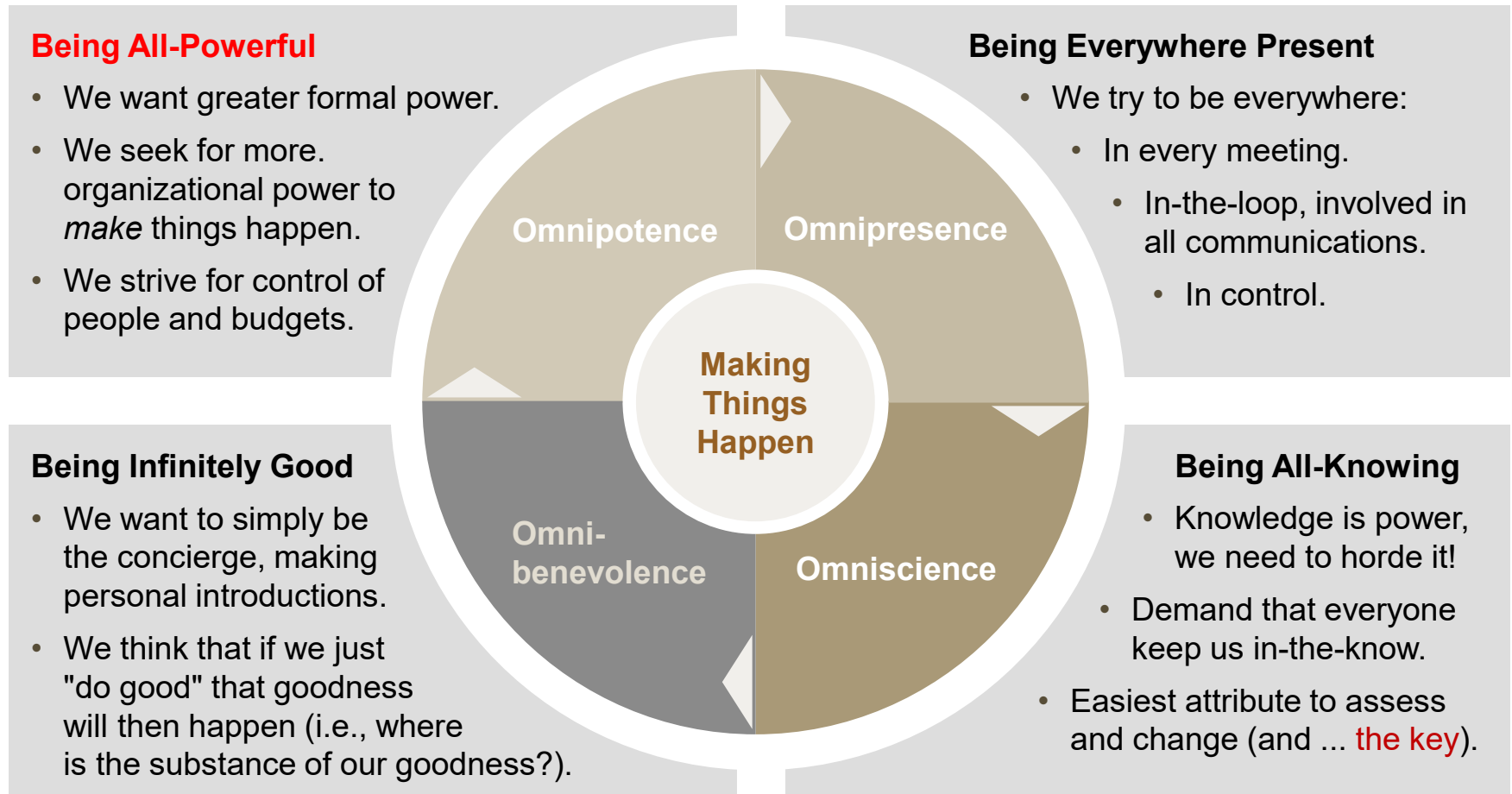
### 2. Understand how we are empowered as we empower.

- a. Realize how the *2-Slide Methodology*<sup>TM</sup> is both the source and receiver of the self-Obsolescence practice.
- b. Understand the importance of practicing just-enough and just-in-time training.
- c. See how you can constantly *relationship-ize* others and *alliance-ize* their work product.



# Our Relationship with the Attributes of Deity

The 'natural' tendency: when we forget our identity, **we first seek for power**



# Identity: a value creator

Role: deepen relationship

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Business Relationship Manager	
Is Not	Is
<ul style="list-style-type: none"><li>▪ Just about the exchange of tangible value.</li></ul>	<ul style="list-style-type: none"><li>▪ About value-<i>creation</i>, in all its forms.</li></ul>
<ul style="list-style-type: none"><li>▪ Focused just on near-term results.</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>▪ Primarily an account manager, business development manager or program manager.</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>▪ 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>▪ Like a mini-CEO – except we are using nontraditional competencies, informal power, virtual pervasiveness (via <u>self</u>-obsolescence).</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>▪ 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>▪ The <i>embodiment of value</i> – always and with everyone, in every relationship.</li></ul>
	<ul style="list-style-type: none"><li>▪ A <i>creator</i> – a loving, divinely inspired and inspiring, value-creating being.</li></ul>

*A boundless value-creator with a timeless perspective*



# **self-Obsolescence**

The most impactful practice we can embody

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## **We are empowered as we empower.**

- As we *give*, we *receive*.
- Focus on *giving away* ideas rather than *getting* power.

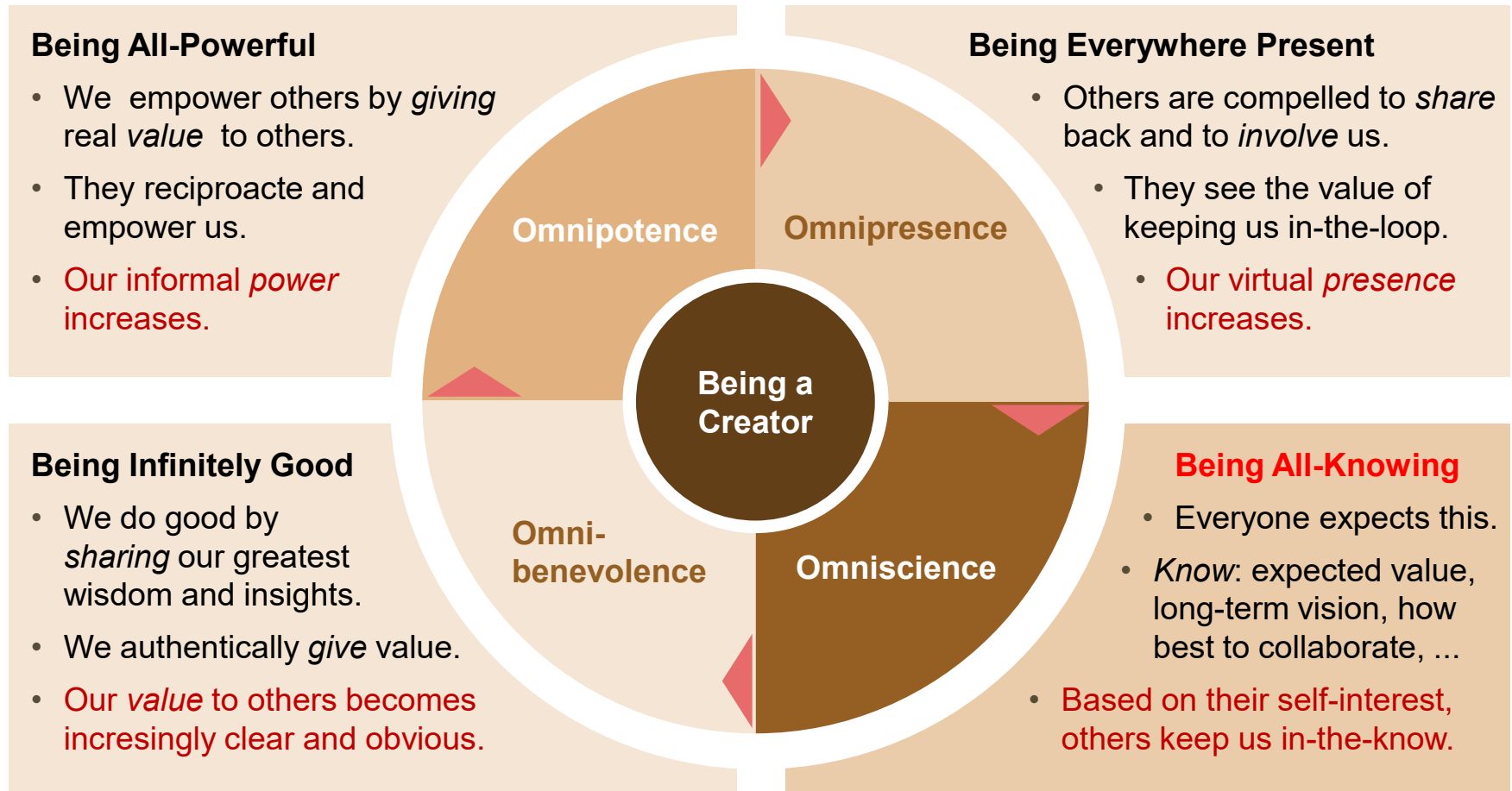
## **Be a creator.**

- Reconsider the attributes of deity.



# Our Relationship with the Attributes of Deity

We empower others: **first share our wisdom**, reciprocity comes alive in a virtuous cycle



# Defenselessness, Vulnerability → Invulnerability

The inward journey to Our True Self – as within, so without

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■ **Release Ego-based Defenses**

■ **Be Vulnerable**

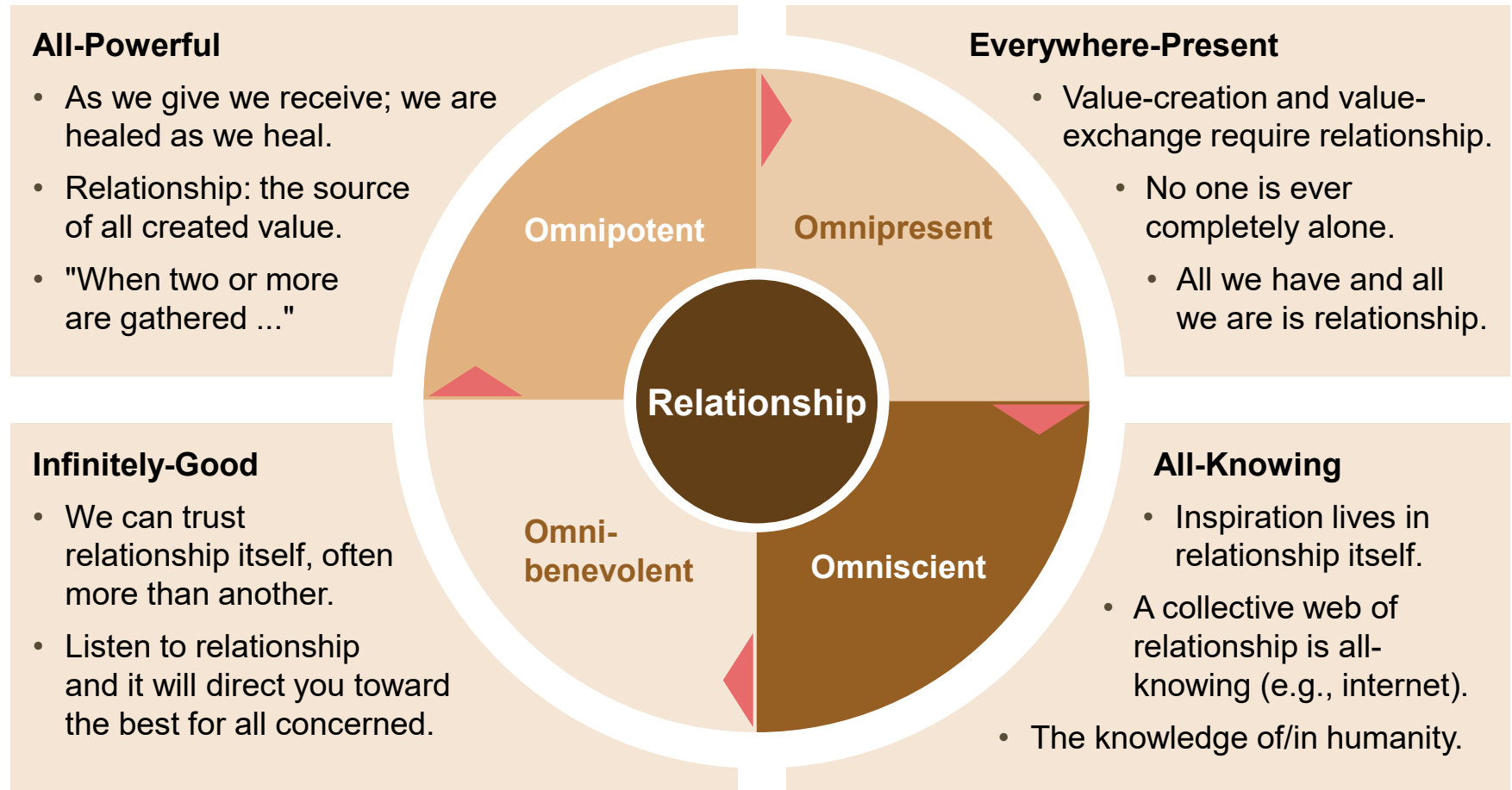
■ **Realize Our Invulnerability**

■ **Connect with True Self**



# The Divine Nature of Relationship Itself

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



# Suggestions

How to practice self-obsolescence; the practice of being ego-less

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1. **Be internally grounded and centered. Know your own value.**
2. **Be open to seeing the divine in the other (e.g., Namasté). Therefore, see the relationship as *sacred* and eternal.**
3. ***Trust* that things are always working out.**
4. **Be fully present, in the “here and now”.**
5. **Ask within, sense from the other, maybe ask directly:**
  - a. “How can I be of service to you?”
  - b. “How can I be of greatest value to you, now?”
  - c. “How can I be the embodiment of value in your life?”
6. **Then *listen* ... deeply and holistically. Authentic listening is an act of love.**
7. **Authentically give. Provide just-enough and just-in-time coaching based on the *2-Slide Methodology*<sup>TM</sup> (value and impediments).**
8. **Listen deeply. When you *give* real value they cannot help but *give back* (it is “the law”). Incorporate new ideas into the 2-Slides.**



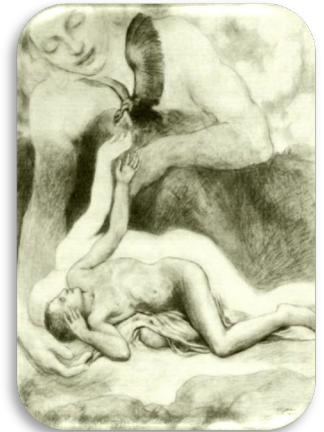
# Give to live

To withhold is to perish

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*It is when you give of yourself [your ideas] that you truly give. You often say, “I would give, but only to the deserving.” The trees in your orchard say not so, nor the flocks in your pasture. They give that they may live, for to withhold is to perish. See first that you yourself deserve to be a giver, an instrument of giving. For in truth it is life that gives unto life – while you, who deem yourself a giver, are but a witness.*





- Kahlil Gibran



# The substance shared and received

## From the 2-Slide Methodology™

- Incremental value and vision
- Value-impediments and solutions

		<b>SAP/HP-IPG – Alliance Effectiveness</b> dealing with cultural differences (2003-2005)			
<b>Perspectives</b>					
<b>SAP's view of HP</b>			<b>HP's view of SAP</b>		
		<b>Enterprise Print Management and Document Workflow</b> (2003-2005)			
<b>Fundamental Business Objectives</b>					
<b>SAP's</b> <ul style="list-style-type: none"> <li>• Spring '04 public endorsement of SAP Web AS</li> <li>• Significantly reduce TCO &amp; increase customer satisfaction – new SAP strategic imperative</li> <li>• Remove "(printing &amp;) output" pain for SAP &amp; SAP's customers</li> <li>• Influence license sales – up-/cross-selling to installed base &amp; sales to new customers</li> <li>• Help SAP reduce investments – focus on core business objectives vs. spooling</li> </ul>			<b>HP's</b> <ul style="list-style-type: none"> <li>• Broad deployment of HP OMS solutions</li> <li>• Deliver on "printing in the enterprise" Corp Obj</li> <li>• Increase license &amp; services sales for HP's OMS solutions (HPOS &amp; HPDS)</li> <li>• Leverage off all of HP's enterprise strengths – output management, systems management, enterprise systems &amp; services</li> <li>• Raise "output" considerations earlier w/customers</li> </ul>		
<b>Key Underlying Interests</b>					
<b>SAP's</b> <ul style="list-style-type: none"> <li>• Accelerate adoption of Adobe forms, return on SAP investments</li> <li>• Reduce SAP customer support, re: output</li> </ul>			<b>HP's</b> <ul style="list-style-type: none"> <li>• Differentiate HP's on-/off-ramp devices</li> <li>• Accelerate growth in "printing in the enterprise" services</li> </ul>		
<b>Possible Teaming Scenarios</b>					
<ul style="list-style-type: none"> <li>• Engineering-level relationship to port HPDS to Web AS 6.30/6.40</li> <li>• TCO-driven, tightly-integrated HPDS/WAS packaged solutions (e.g., CRM, Fin, Sales &amp; Dist'n – maybe w/ DP&amp;P or DPS for more strategic solution) – e.g., unified install, mgmt, etc.</li> <li>• OEM core output management module in NetWeaver (tee-up in exec-level briefing – vision)</li> <li>• SAP/Adobe/HP forms+output triad solutions</li> <li>• Explore mid-market/SMB plays</li> </ul>					

creation processes  
process-oriented  
ons are critical  
eds to think, discuss ...  
leveraged business

0% h/w share  
IBM (behind IGS)  
services

lations  
ence

# Ideas grow stronger when they are given away

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*Thoughts increase by being given away.*

*The more we believe in them the stronger they become.*

*Everything is an idea.*

*How, then, can giving and losing be associated?*

- A Course in Miracles





# HP/SAP/Adobe Enterprise Printing

Formal vs informal power with George Mulhern, SVP HP/IPG/Enterprise Printing

## Enterprise Printing strategic alliances.

- HP/SAP and HP/Adobe.

## I was consciously trying out self-Obsolescence.

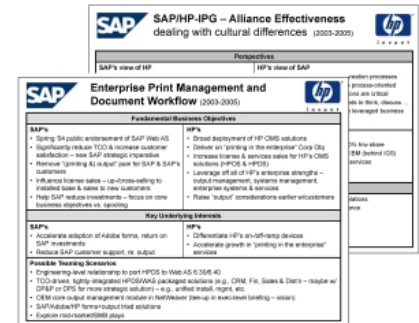
- Giving freely of my best ideas, wisdom and insights.
- Giving and receiving based on *2-Slide Methodology*™.

## Reciprocity happened

- People no longer *needed* me, they *wanted* me.
- They naturally gave back and freely included me.
- I continually gained in: understanding, virtual presence, and informal power.

## Two days when I was in Heidelberg

- George Mulhern called me and asked permission to do XYZ with SAP.
- I said “no”, reminding him of a strategic interdependency amongst the companies.
- I then gave him an assignment to accomplish with Bruce Chizen, Adobe CEO.
- The next day he called, reporting back on what he had accomplished with Bruce.
- I then gave him permission to do XYZ with SAP.
- When I got off the phone, I asked myself “**What just happened?!**”



# “We did this ourselves!”

The best leader works behind the scenes

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*A leader is best when people barely know that he exists, not so good when people obey and acclaim him, worse when they despise him. Fail to honor people; they fail to honor you. But of a good leader who talks little when his work is done, his aim is fulfilled when they say, “We did this ourselves.”*

- Lao Tzu



# Caution

The ego may revolt

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

- Try them out.
- Validate them with your own life experience.

## **Trust the truth within.**

- Trust the spirit in you and in your relationship; listen.
- Be wary of simplistic scripts of “If this, then that”.
- At times self-Obsolescence may be a wise thing to do, at other times not.

## **Temper your new found enthusiasm.**

- Don't overwhelm others with too much, too fast.

## **Remember where your informal power comes from.**

- Others.
- “We” vs “Me”.
- It is a delicate balance.



# Conclusion

The most impactful practice you can embody

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## **Self-Obsolescence is how you:**

- make the *2-Slides Methodology*™ come alive.
- personally gain informal power and virtual presence.
- will increase trust, open up communications, and achieve greater creativity in your business relationships.

**You will be empowered as you empower others.**

**Openness, trust and value-creating effectiveness will increase.**

**Your alliance will become more aligned and cohesive.**

**You will end up “having more fun than one person deserves!”**

**You and your alliance will naturally attract greatness – from within and without.**

*Giving and receiving are one.*

