



## **Healthy Atmosphere for Negotiating** Strategic Alliances, Partnerships and Channels

Training / Learning Series

12 January 2018



# 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

# Negotiating

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**When do you negotiate?**

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**How do you negotiate?**

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# Setting context

## Introduction and summary

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### Our jobs are seemingly impossible.

- We are expected to *create* value in a *fear*-based climate.
- We struggle to find solutions to our most vexing *challenges* (e.g., low levels of *trust*).
- We have to continually find new opportunities to *create more value*.
- There is no clear, compelling and practical *vision* for our business relationship.

### We need a fresh, powerful and unique approach.

- Maniacally and fearlessly pursue the *truth*.
  - Enable the unknown to become known.
- Focus on deepening and improving *relationship*: individually and collectively.
- Be willing to *enter dialogue*: open, trust-filled discussion based on deep listening:
  - Where healing happens and solutions are found.
  - Where opportunities surface and creation lives.
- Realize that “*negotiating*” is neither a bad word nor something to be feared.
  - Important and value-able conversations.
  - It is *always* happening. Do you see all of your conversations that way?

# Expected outcomes from this module

## Results

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- 1. Deepened, longer lasting and more aligned relationships.**
  - a. Connections with each other and between companies.
  - b. Note: It may be best for some relationships to end.
- 2. Increased levels of trust.**
  - a. Trusting the spirit *in* relationship.
- 3. Healthier, more collaborative and more creative atmosphere.**
  - a. Open and honest dialogue: within, between, and without.
  - b. Greater peace; therefore a closer proximity to truth.
  - c. More creative solutions and new insights.
- 4. Clearer, more compelling, and more realistic vision.**
  - a. Inspirational, motivational and practical.
  - b. Enabled via a cleared up atmosphere.
- 5. Easier negotiations, with better and more comprehensive outcomes.**



# How *not* to negotiate

In long-term value-creating relationships (e.g., alliances, marriages)

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**Be close minded; do not listen to the other.**

**Stand firm in your position.**

- Hope for a win/win outcome, or maybe at least a compromise.

**Argue, convince, demand, win, ...**

- Be a hard-nosed driver-driver (based on a short-term orientation).
- Try to change the other.

**Take things personally.**

- Be offended or defensive.
- Get pulled into dysfunctional drama when difficult issues come up.

**Make things overly complex.**

- Get bogged down in details, analysis, definitions, regulations, etc.

**Make things dramatic.**

- Use past misdeeds to guilt the other side into doing things your way.
- Expect either side to sacrifice for the relationship.

# Intercompany and interpersonal “negotiating”.

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**What lessons from your interpersonal relationships can be applied in your business relationships?**

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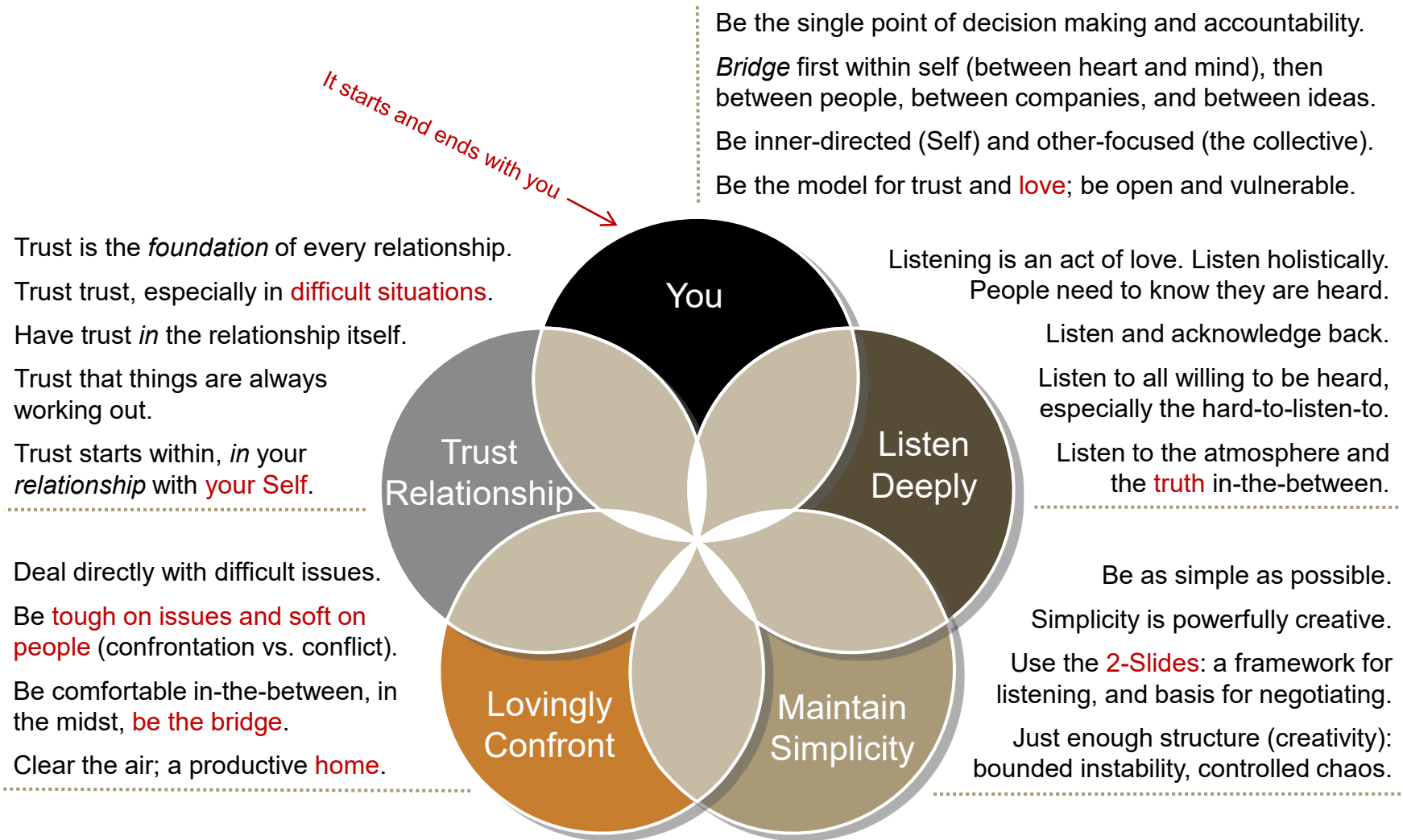


**What lessons from your business relationships can be applied in your interpersonal relationships?**

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# Creating an atmosphere for effective negotiations

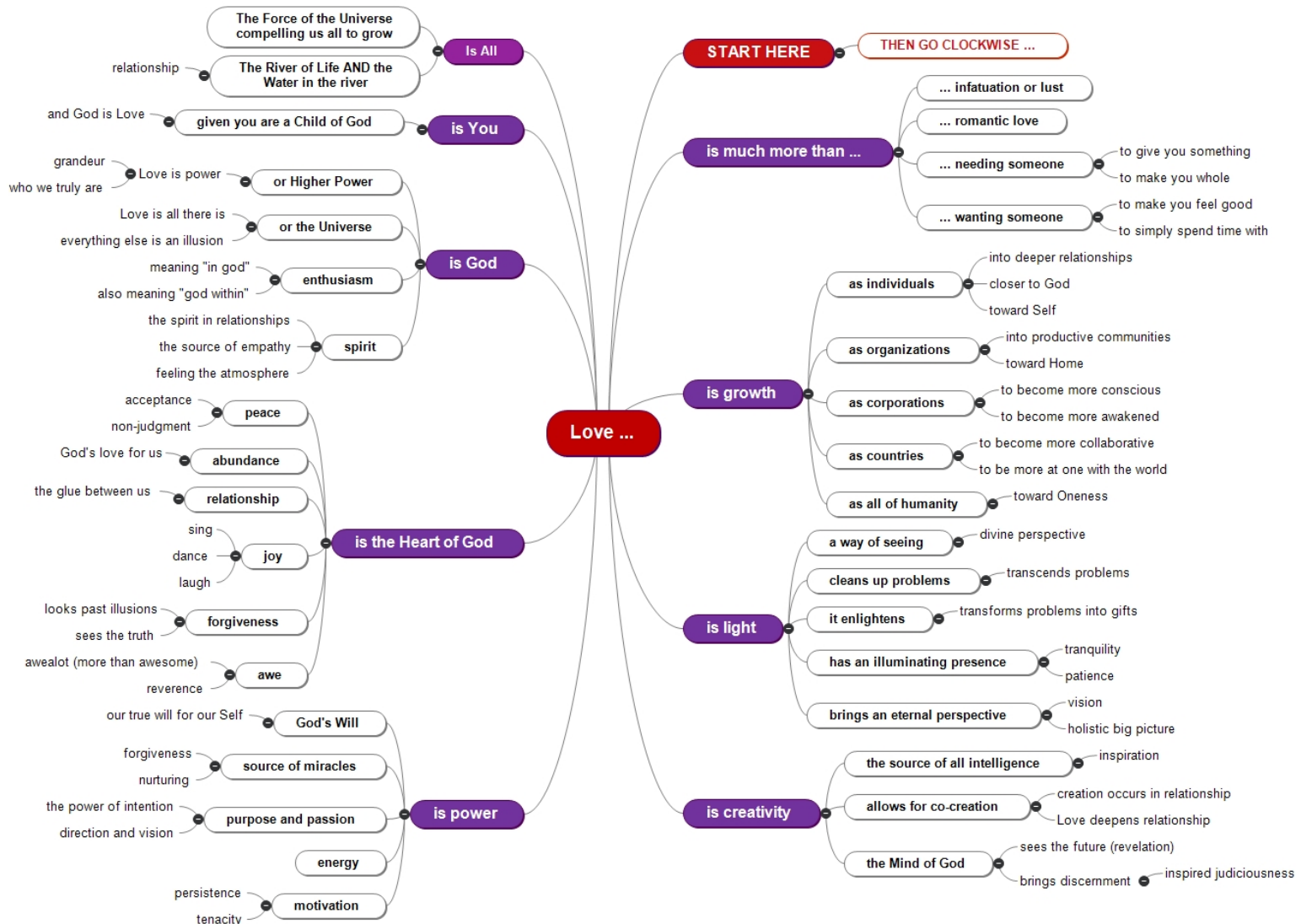
In long-term value-creating relationships (strategic alliances)





# What is Love?

Attempting to define the undefinable and parse the infinite



# Perspective

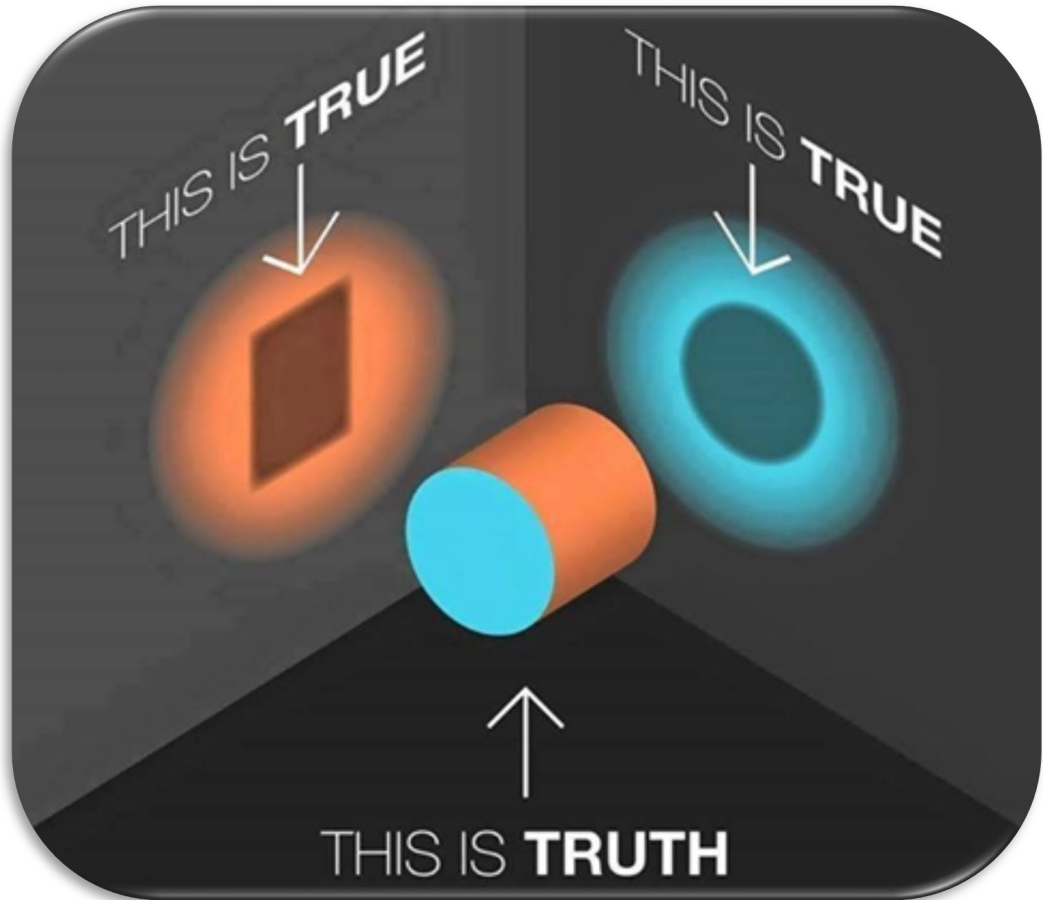
Open and honest sharing enables healthy atmosphere, and vice versa ...

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

- **Not Either/Or ... Both/And**

- Me AND You
- Us AND Them
- Mind AND Heart



# Clear power in simplicity

SAP/HP-IPG – Alliance Effectiveness dealing with cultural differences (2003-2005)	
<div>Perspectives</div> <div>SAP's view of HP</div> <div>HP's view of SAP</div>	
<div>Enterprise Print Management and Document Workflow (2003-2005)</div> <div>Fundamental Business Objectives</div> <div> <div> <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> </div> <div> <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> </div> </div> <div> <div> <b>Key Underlying Interests</b> </div> <div> <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> </div> <div> <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> </div> </div> <div> <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/ DPSP 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> </div>	

## Traversing from complexity into simplicity is transformational

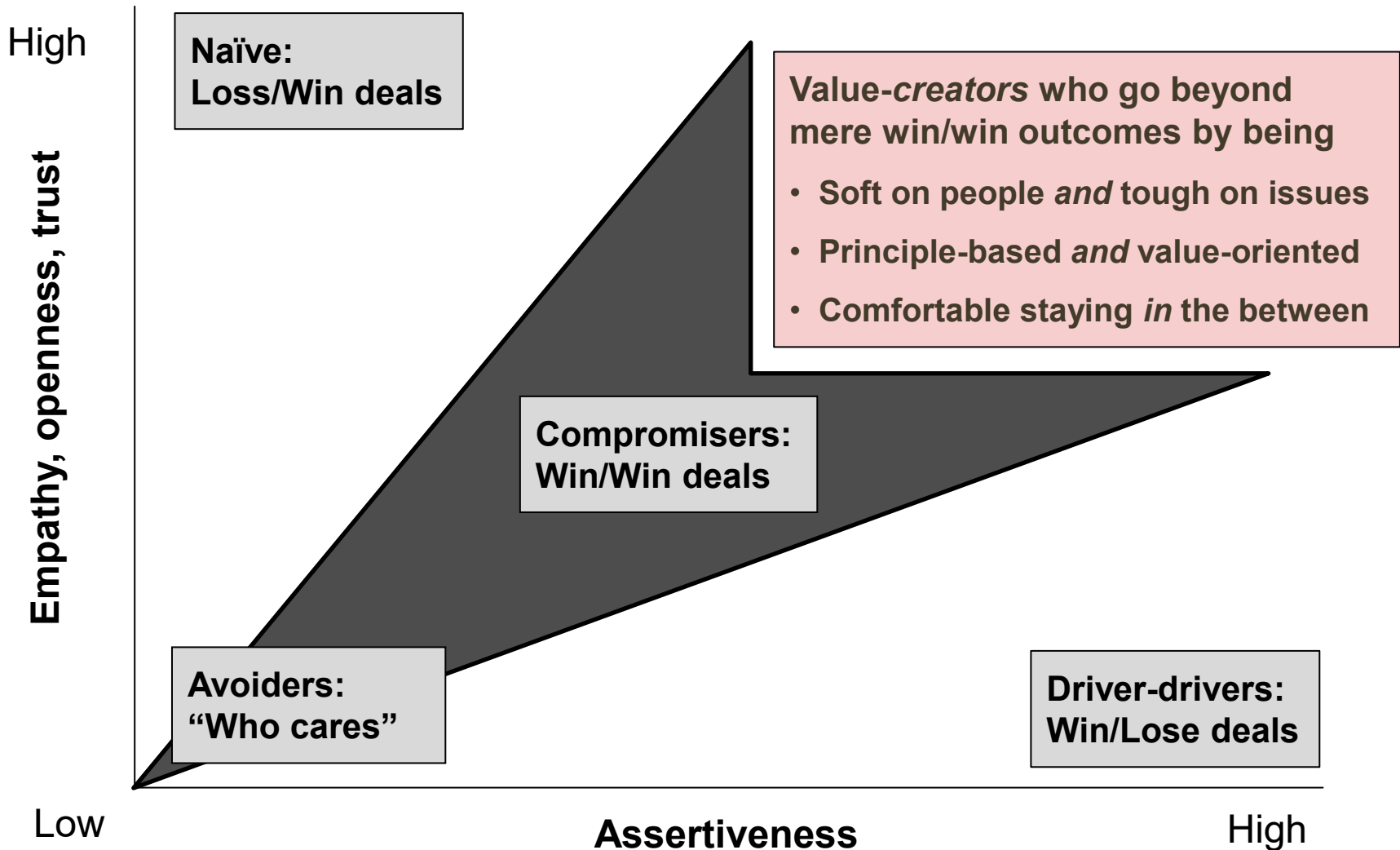
- It is hard work.
- Requiring on-going dedication to listen.

## The essence of any business relationship can be represented in 2-Slides

- Incremental Value: opportunities, vision.
- Value-Impediments: obstacles, solutions.

# We are always negotiating

As open, highly empathetic *and* high-trust driver-drivers



# Re-enact a very difficult negotiation

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## Real-world examples.

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**Enact the negotiations – going back-and-forth, forth-and-back. Stay in the midst.**

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# In difficult and emotionally-charged situations

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



# Home

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“*Home* is, ultimately, that place where we find the peace and harmony that comes from learning to live with the knowledge of our own imperfections and from learning to accept the imperfections of others. Such a place, such a *home*, can exist in various settings, but its ultimate foundation rests jointly within self and within some group of trusted others. Some places are more conducive to this experience than others. But wherever and whenever we do attain that sense of “being-at-home,” we experience a falling away of tensions, a degree of balance between the pushing and pulling forces of our lives. In such a *place*, we can cease fighting – most importantly, we can cease fighting with ourselves. We find the *space* to be the imperfect beings that we are, and we discover that in such a space, we also become able to let others be who they are.”

- *The Spirituality of Imperfection* by Ernest Kurtz and Katherine Kecham



# We are bridge builders

And .. *you* are the bridge

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## **Externally, between:**

- Self and others.
- People.
- Companies.

## **Internally, between:**

- Mind and heart.
- Self and the Universe.