



# Value-Based Negotiating

Tremendously impactful in a web-of-relationship

*Your power-of-creation is hidden in plain sight™*

Joe Kittel | [joe@spibr.org](mailto:joe@spibr.org) | Relationship Engineer | [www.Value-Creation.NET](http://www.Value-Creation.NET)



These slides – [www.spibr.org/negotiate.pdf](http://www.spibr.org/negotiate.pdf)

Shown in this video - [https://youtu.be/I\\_VTXKv41Hk](https://youtu.be/I_VTXKv41Hk)

# Our Journey

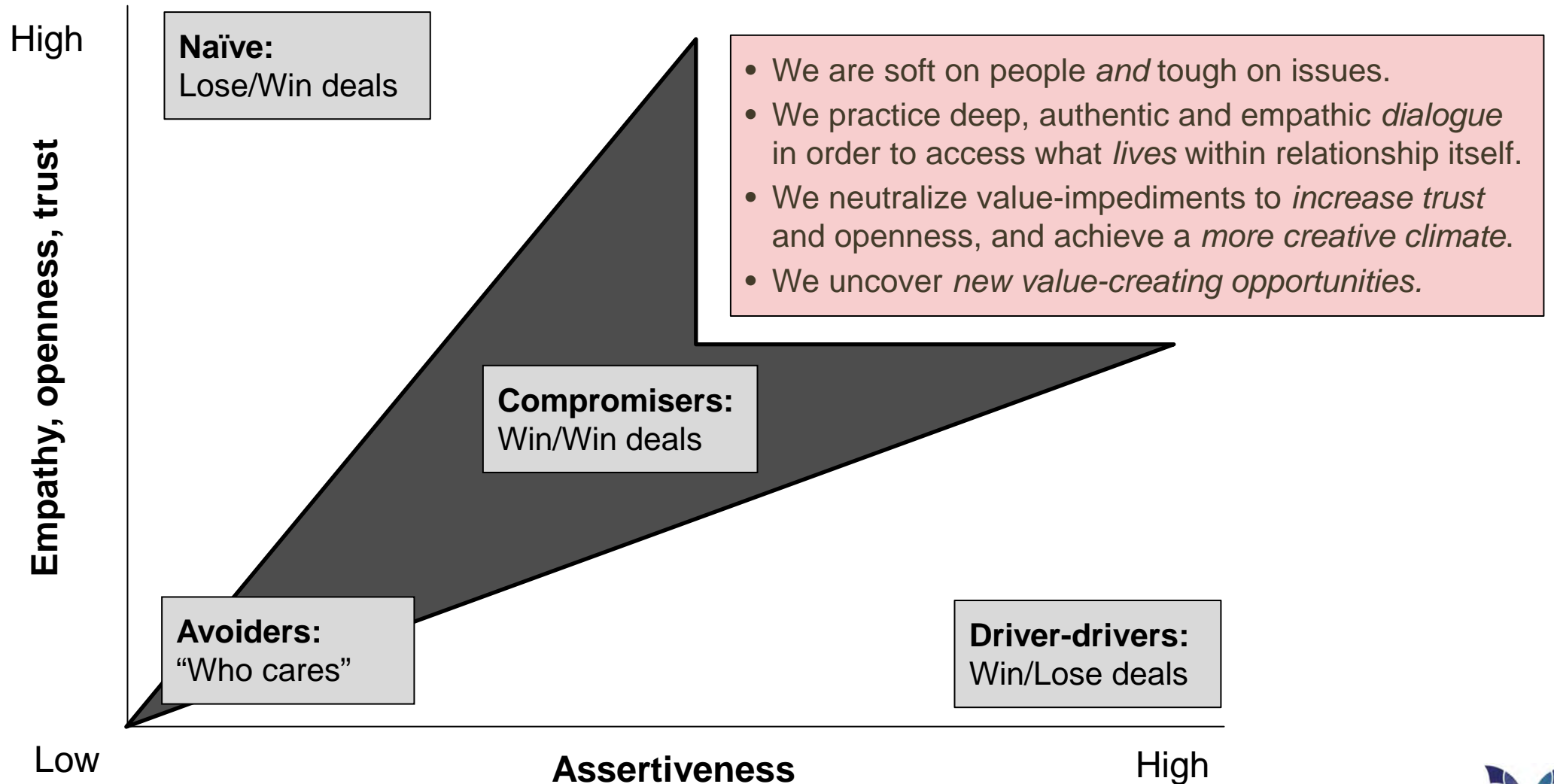
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- **Negotiations Happen Within Relationship**
  - A web-of-relationship calls for a unique approach.
- **Deeper is Better**
  - Dialogue is the portal. Trust is the key.
- **Webs-of-Relationship Hold Tremendous Value**
  - Groups, teams, organizations, alliances, communities, ...
- **Lessons from the Corporate World**
  - Long-term value-creating inter-company strategic alliances.
  - Neutralize value-impediments to increase trust and openness → a more value-creative climate.
  - Expose new value-creating opportunities along with a clear, practical and compelling long-term vision.
- **Live a Life of Bliss**



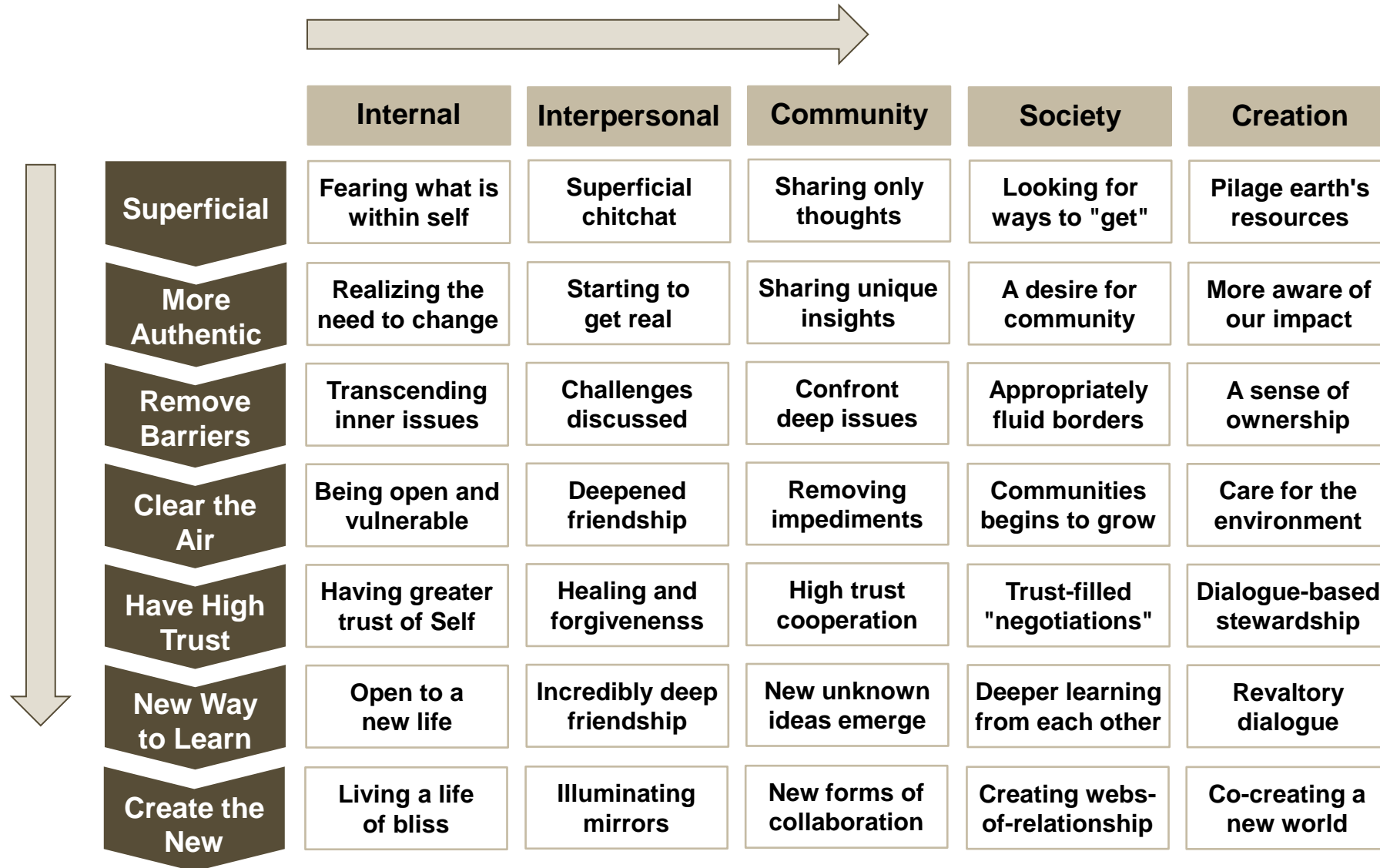
# Negotiations Happen Within Relationship

Between people, organizations, companies and even between ideas (e.g., people and issues)



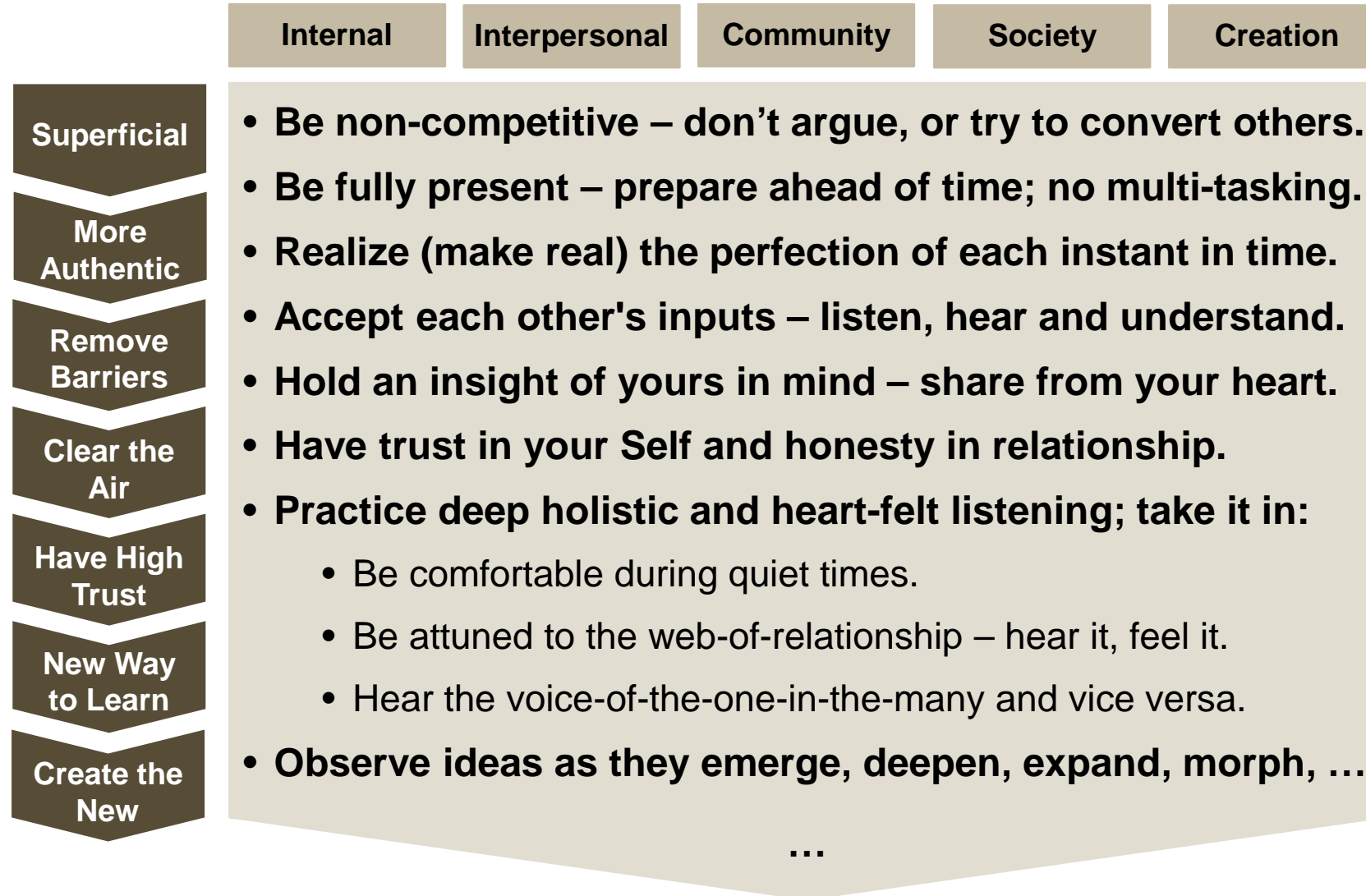
# Dialogue: the Portal into What Lives Deeply Within Relationship Itself

It start within you and then it extends beyond you; and, deeper is better.



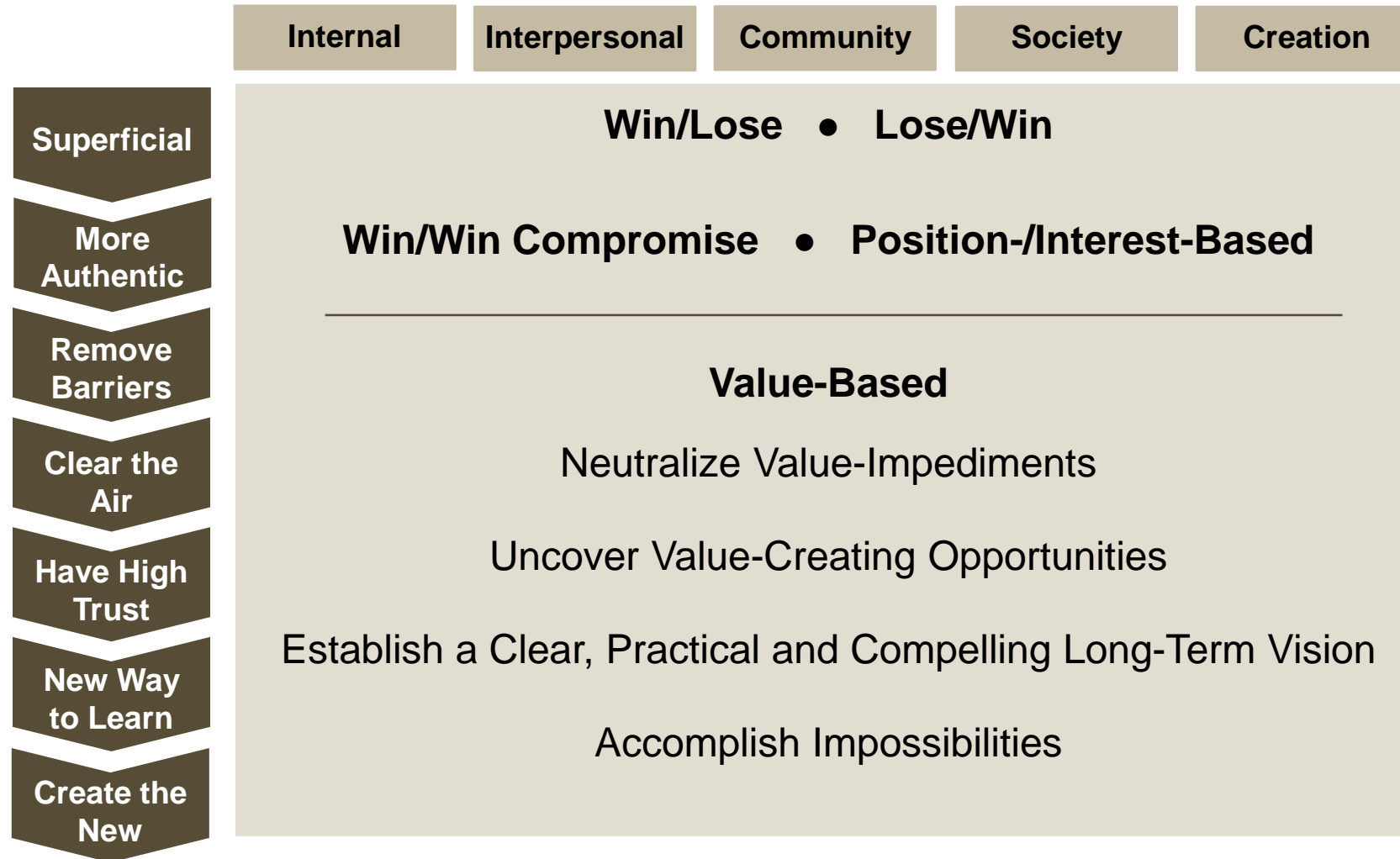
# Enter Into Deep, Authentic and Empathic Dialogue

Guidelines for diving deeply into what lives within relationship itself – in-the-between



# Negotiating Styles Mapped onto the Dialogue Framework

Deeper is better

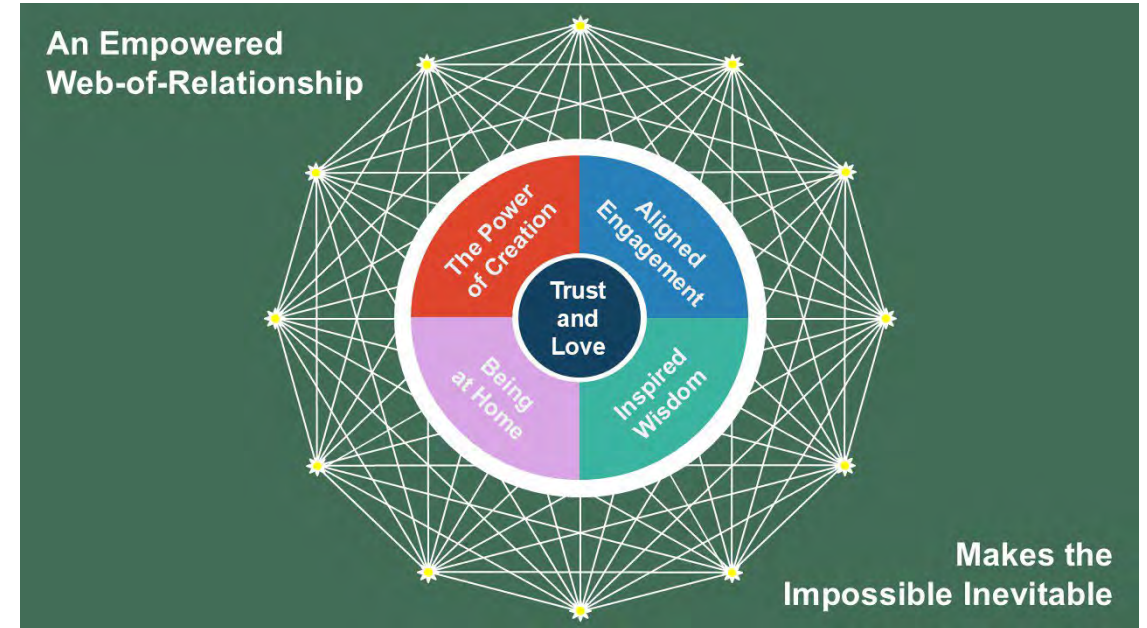


# Our Focus is on Webs-of-Relationship

Where long-term value-creation most obviously occurs

- Relationship is:
  - where *all* value-creation occurs, and so ...
  - webs-of-relationship is our *primary* focus.

**Relationship is cause.  
Value is the effect.**



Videos that are foundational for negotiating in and between webs-of-relationship:

- [Deep, Authentic and Empathic Dialogue](#) (11:07)
- [The 2-Slide Methodology™ to Enter into Dialogue with the Collective](#) (22:13)
- [An Empowered Web-of-Relationship Makes the Impossible Inevitable](#) (20:46)

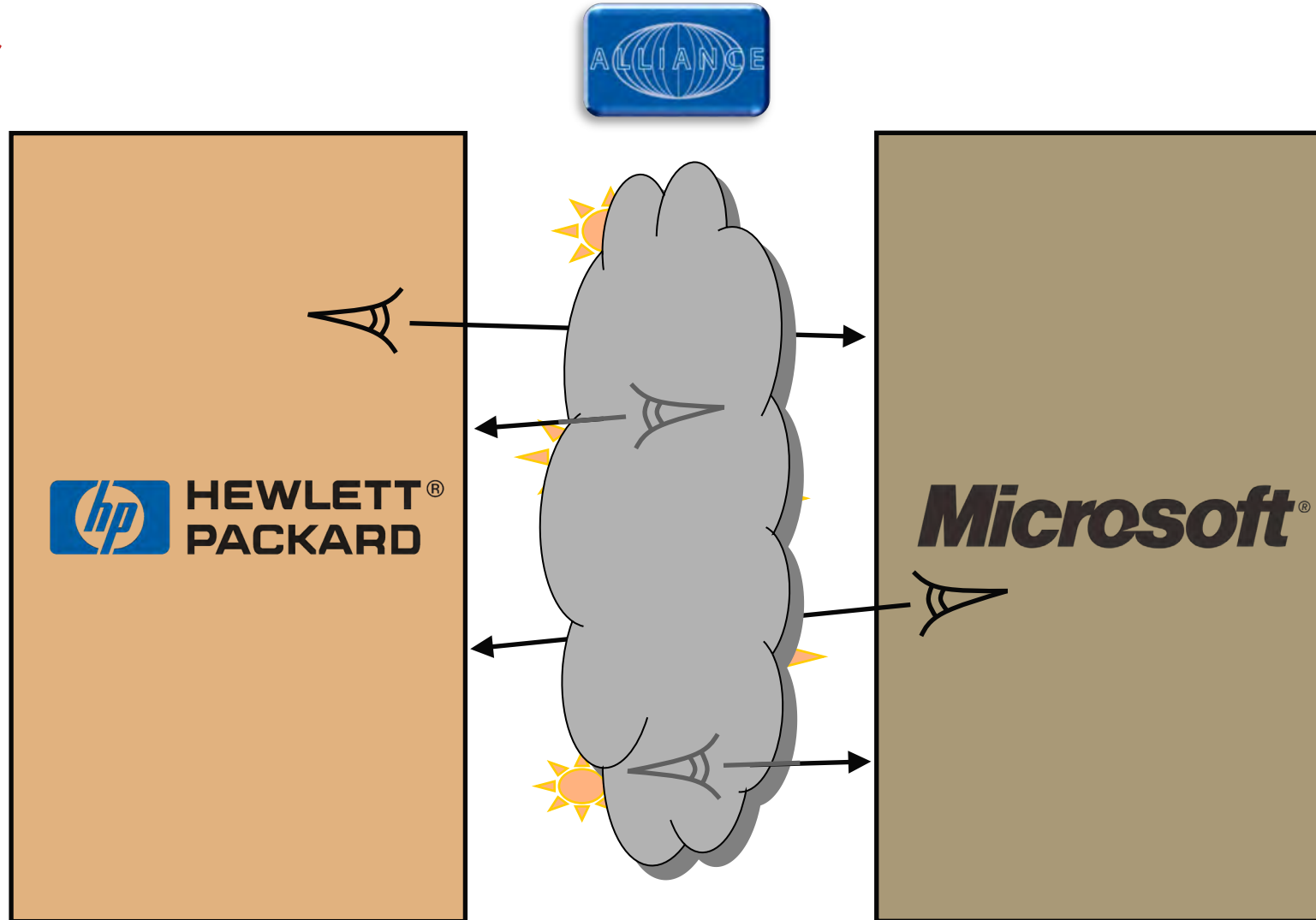


# Hewlett-Packard/Microsoft Corporate Strategic Alliance

## Value-Impediments

(Ref: [Accomplish the Impossible](#))

**Accomplished the Impossible:**  
Bridged divergent corporate cultures.



Perspectives	
<p><b>HP's View of Microsoft</b></p> <ul style="list-style-type: none"> <li>▪ Excessively competitive and confrontational</li> <li>▪ Controlling, paranoid, and greedy</li> <li>▪ “Win / Don't Care” partnering mindset</li> <li>▪ Focused only on winning the deal</li> <li>▪ Packaged software mentality – commoditizes everything, including partnerships</li> </ul>	<p><b>Microsoft's View of HP</b></p> <ul style="list-style-type: none"> <li>▪ A non-player in professional services</li> <li>▪ Falling behind its competitors</li> <li>▪ Slow, bureaucratic, risk-averse – a laggard</li> <li>▪ Historically, great technology</li> <li>▪ Conflicted sales strategies (UNIX vs. NT [in late '90s])</li> </ul>
<p><b>HP's View of HP</b></p> <ul style="list-style-type: none"> <li>▪ Collaborative mind-set – looks for common good</li> <li>▪ Reinventing itself – trying to get more focused under new CEO's leadership (Carly Fiorina)</li> <li>▪ Disciplined – mature, can sell complex solutions, long-term orientation, methodical with new opportunities</li> <li>▪ Win/win – actively seeks the other company's wins</li> <li>▪ Flexible – looks for creative deals</li> </ul>	<p><b>Microsoft's View of Microsoft</b></p> <ul style="list-style-type: none"> <li>▪ Competitive, fast-moving, risk-taker, entrepreneurial</li> <li>▪ “Our products are changing the world”</li> <li>▪ “We are the center of the world / new economy”</li> <li>▪ Focuses on MS's wins, assumes others do the same</li> <li>▪ Unappreciated for positive things MS does for the world</li> <li>▪ Brings partners into deals; they should be grateful</li> </ul>
<p><b>Recommendations</b></p> <ul style="list-style-type: none"> <li>▪ Focus on each other's complementary strengths:                             <ul style="list-style-type: none"> <li>▪ HP's strengths: complex solution selling, long-term relationships and perspective, risk-mitigation, collaborative.</li> <li>▪ MS's strengths: product expertise, short-term wins, rapid decision-making, risk-taking, competitive orientation.</li> </ul> </li> <li>▪ Align to different perspectives – MS is focused on competitive wins; HP is focused on value to customers.</li> <li>▪ For HP: align into MS's perspective, assertively sell HP's strengths, under-set and over-deliver on expectations.</li> </ul>	

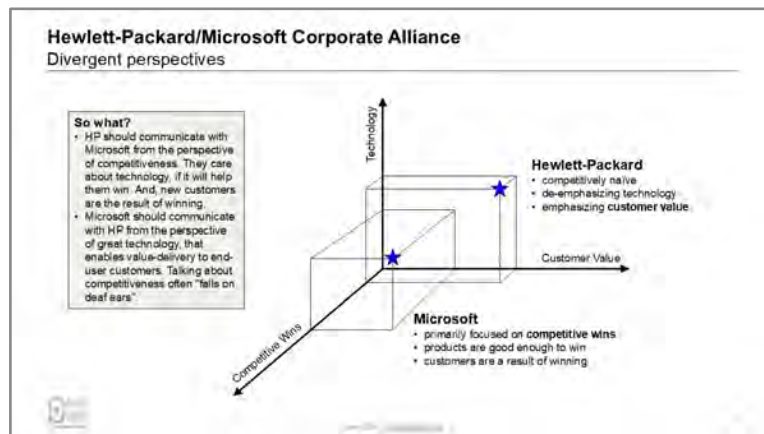
# Neutralize Value-Impediments

Call for trust via healthy confrontation; put insights into documents, processes & metrics

**hp HEWLETT PACKARD / Microsoft Corporate Alliance**  
 Value-Impediments – increased trust → \$20M deal (HBR: [Simple Rules for Making Alliances Work](#))

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Joe Kittel – [joe@spibr.org](mailto:joe@spibr.org)



## Purpose:

- Bridge the cultural and strategic chasms.
- Facilitate 'confrontational' dialogue which will increase trust.
- And, make the overall atmosphere more trust-filled, open, and collaborative (it will then become more value-creative).

## Suggestions:

- Use the content in the **top four cells** to:
  - Help individuals who are working in the alliance better understand the other company and the differences.
- Use the content in the **Recommendations cell** to:
  - Deliver just-in-time and just-enough coaching or training to individuals who are working in the alliance.
  - Educate executives on the challenges; let them help.
  - Provide helpful advice during challenging situations.
  - Help bridge the gaps between the companies.
  - Consider creating a document that will simply, easily and effectively illustrate the strategic differences that exist between the companies (e.g., a 3-axis slide).
  - As appropriate, factor some of the issues into formal documents and processes. For example, drive the development of performance metrics.

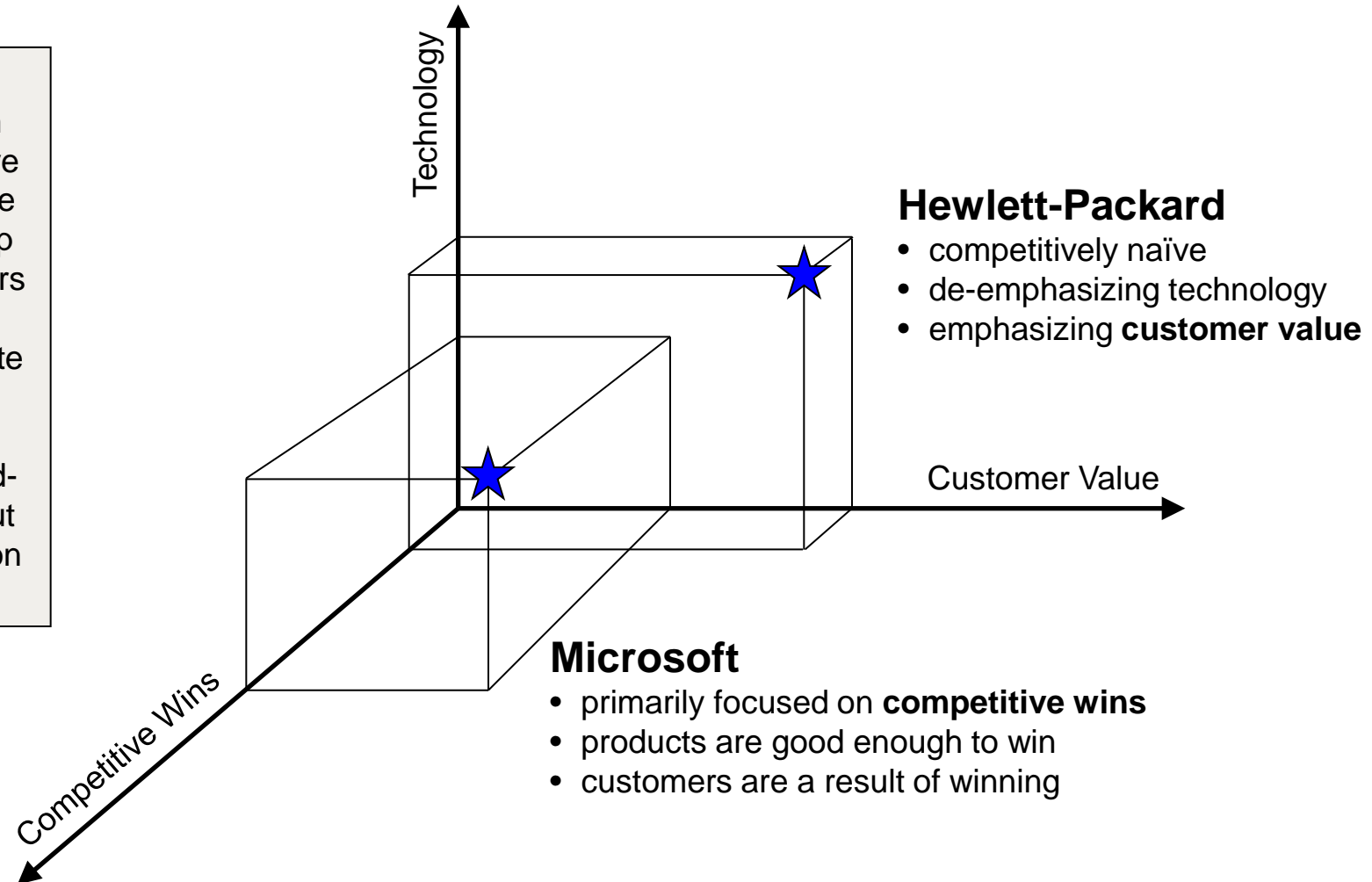


# Hewlett-Packard/Microsoft Corporate Alliance

## Divergent perspectives

### So what?

- HP should communicate with Microsoft from the perspective of competitiveness. They care about technology, if it will help them win. And, new customers are the result of winning.
- Microsoft should communicate with HP from the perspective of great technology, that enables value-delivery to end-user customers. Talking about competitiveness often "falls on deaf ears".

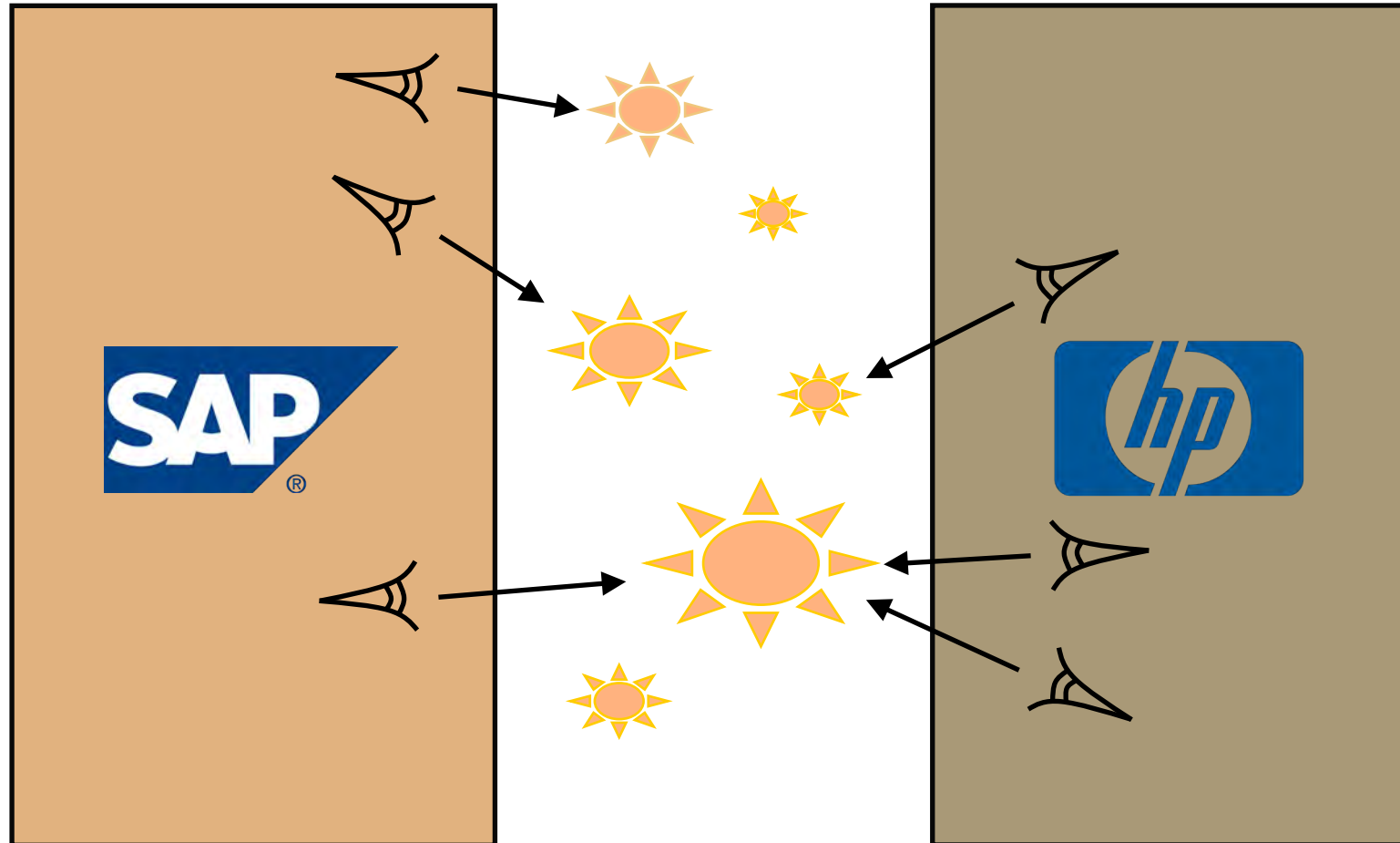


# SAP/HP Corporate Strategic Alliance

## Value-Creation

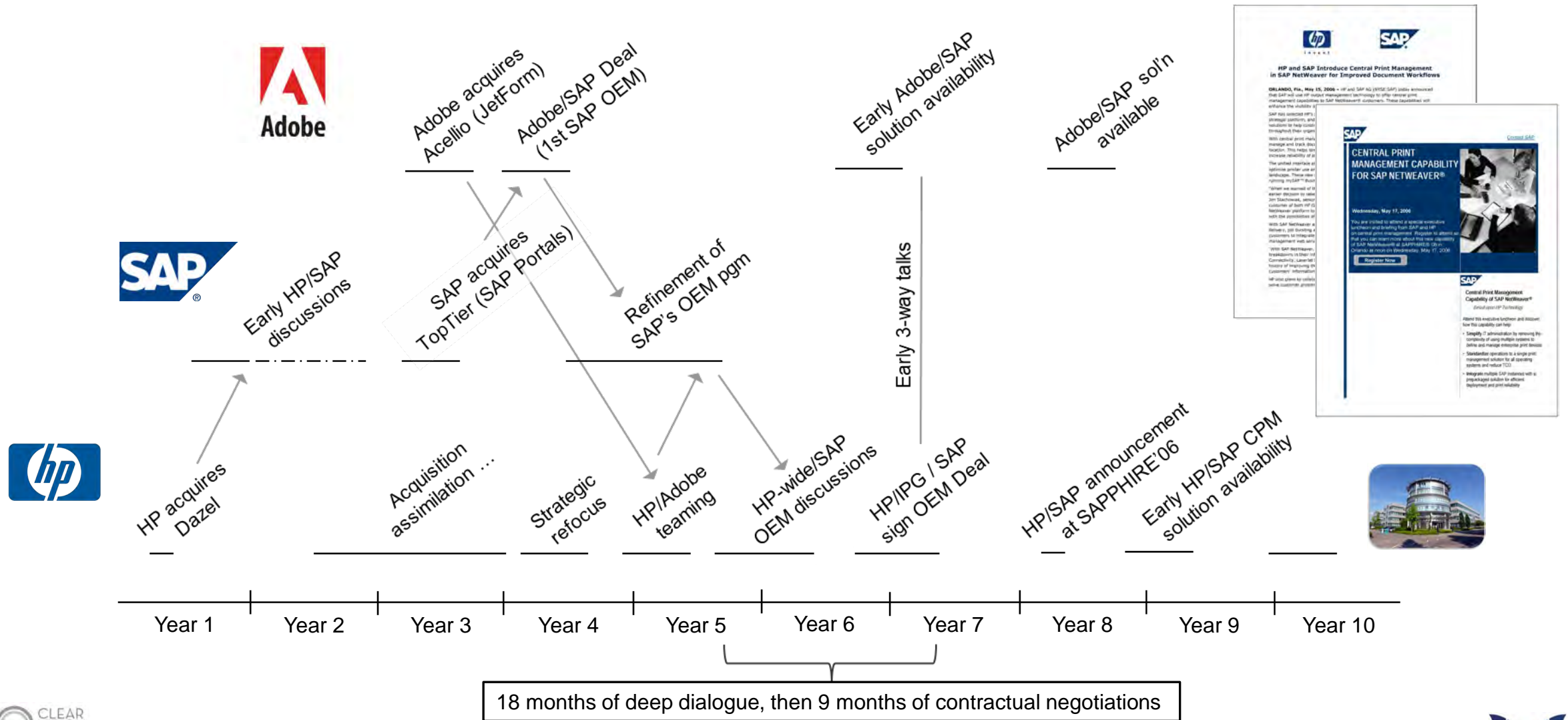
(Ref: [Accomplish the Impossible](#))

**Accomplished the Impossible:**  
Overcame time: Years of "No!"



# HP/SAP/Adobe Strategic Alliance Triad

## An 8-year long roller coaster



Value-Creation – overcame years of “no!” → closed on a \$300M+ strategic relationship

Fundamental Business Objectives	
<p><b>SAP's</b></p> <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 output pain for customers</li> <li>• Influence license sales – up-/cross-sell to installed base &amp; sales to new customers</li> <li>• Help SAP reduce investments – focus on core business objectives vs. spooling</li> </ul>	<p><b>HP's</b></p> <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>
Key Underlying Interests	
<p><b>SAP's</b></p> <ul style="list-style-type: none"> <li>• Accelerate adoption of Adobe forms – SAP's ROI</li> <li>• Reduce SAP customer support, re: output</li> </ul>	<p><b>HP's</b></p> <ul style="list-style-type: none"> <li>• Differentiate HP's on-/off-ramp devices</li> <li>• Accelerate growth in enterprise printing services</li> </ul>
<p><b>Possible Teaming Scenarios / Vision</b></p> <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 into 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>	

# Increase Value-Creation

## Integrate teaming scenarios and vision into documents, processes and briefings

**SAP / hp Strategic Alliance**  
Value-Creation – overcame years of “no!” → closed on a \$300M+ strategic relationship

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### Purpose:

- Define value-creating (co-development) opportunities.
- Establish a clear, practical and compelling long-term vision.

### Suggestions:

- Use the **Teaming Scenarios** content to:
  - Define and drive co-development activities:
    - Project plans
    - Teaming documents
    - MOUs
    - Contracts
  - Feed into strategic planning processes and systems.
  - Brief others on the purpose (i.e., value) of the alliance.
  - Drive the creation of co-marketing and co-selling collateral; after value-creation has been accomplished, facilitate value-exchange (co-selling) processes.
- Use the **Vision** content to:
  - Establish and maintain collective enthusiasm and momentum.
  - Brief executives and others.





# Being a Facilitator (Note: we are all value-increasing facilitators)

To render less difficult; to make easy; to help bring about ...

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## As Facilitators, we:

- Provide a safe space of high trust and openness.
- Make transformational healing easier, by bridging across the chasms in our midst.
- Help bring about deep, authentic and empathic dialogue which leads to value-creation.
- Catalyze deep dialogue by planting 'seed ideas' that encourage pre-gathering reflection.
- Render less difficult the experience of our web-of-relationship coming alive, inspiring and enthusing.

**Being a Facilitator is something we learn to do *within* a web-of-relationship and throughout life.**

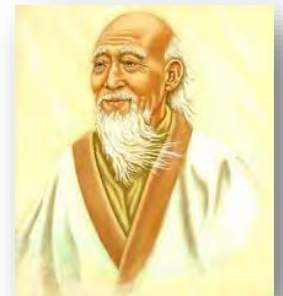
**We are *all* Facilitators; as we help others bring about healing, we facilitate Facilitators.**

*We are healed as we let the web-of-relationship teach us to heal healers.*

*We are transformed as we facilitate transformation.*

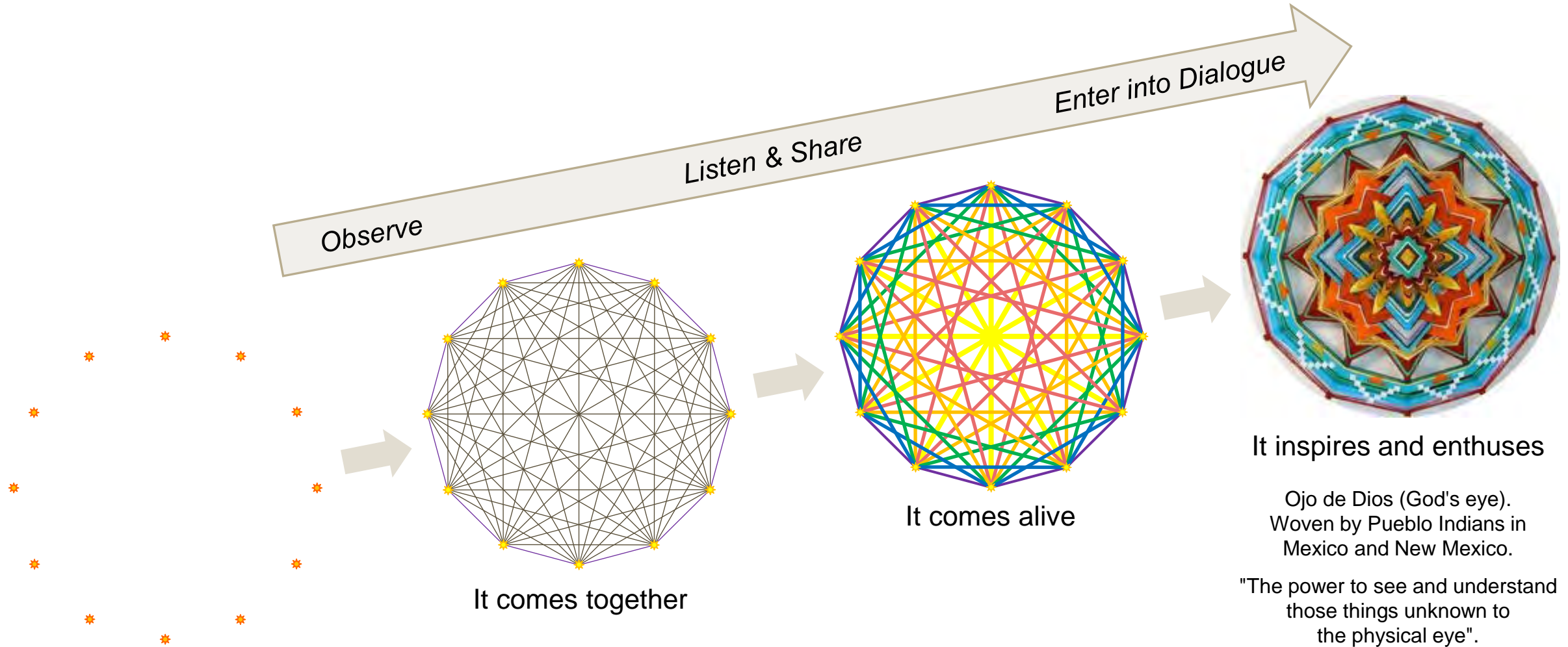
"A [Facilitator] is best when people barely know he exists,  
when his work is done, his aim fulfilled, they will say:  
*'We did it ourselves!'*"

- Lao Tzu



# An Empowered Web-of-Relationship Becomes Increasingly Value-Creative

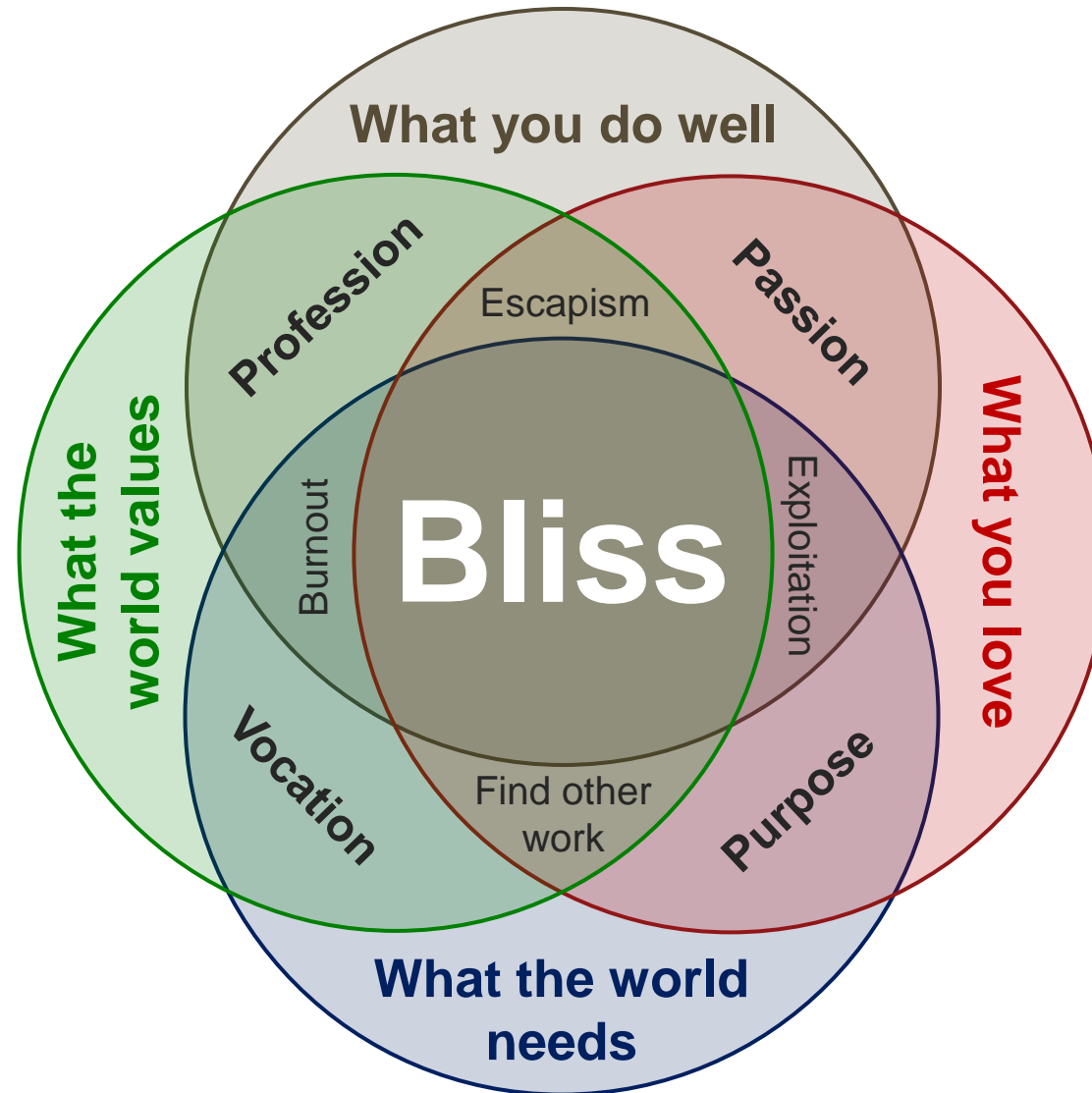
Empowerment happens when we enter into deep, authentic and empathic dialogue with it



# Live a Life of Bliss

Do what you love and you will do it well; the world needs you to do that!

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# Relevant Reference Material

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- [Deep, Authentic and Empathic Dialogue](#) (11:08) – the importance of dialogue, with guidelines.
  - [Dialogue IS The Answer](#) (1 page) – dialogue: (a) builds bridges and (b) it inspires and empowers.
- [An Empowered Web-of-Relationship Makes the Impossible Inevitable](#) (20:46) – an empowered web-of-relationship creates value and accomplishes impossibilities.
- [A Training/Learning Series for Strategic Relationship Managers \(SRMs\)](#).
  - [The 2-Slide Methodology™](#) (22:13) – how to dialogue within and between webs-of-relationship.
  - [Accomplish the Impossible](#) (35:23) – impossible results in HP/Microsoft and SAP/HP alliances.
- [Relationship](#) (6:27) – relationship is cause; value and revenue are effects.

Go to [www.Value-Creation.NET](http://www.Value-Creation.NET) to access other [videos](#) and [whitepapers](#).



# Joe Kittel

## Relationship Engineer

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- Grounded in electrical engineering (magna cum laude), I focus on the use of fundamental principles in order to create value and accomplish the impossible. This I have done in corporate level engineer-driven strategic alliances (e.g., amongst HP, IBM, Intel, Microsoft, SAP and others), measured in \$Bs.
- I am focused on creating value, in and between organizations, by leveraging off of the lessons learned in life and in my strategic alliancing work.
- I empower others to accomplish the impossible and change the world.

[résumé](#)

Let us engage in dialogue – [www.Value-Creation.NET](http://www.Value-Creation.NET)



# Backup Slides

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# Deep, Authentic and Empathic Dialogue

Dive into the power that lives within a collective web-of-relationship

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"This is the work of dialogue. It is the movement and expression of being. It is to be moved and affected, to allow your heart to feel, to open, to cry out, to sing. It is to be inspired and allow your own wisdom and ideas to flow freely, be given voice, be shared. It is to listen as a receptacle, receiving what is poured forth from others without judgment. It is to receive the actual energy of another, to feel the connection, to allow the pouring forth into one pool, and to allow the pool to move you in unforeseen directions."

- *A Course of Love*

Enter into the clear pool of spacious consciousness with us ...



# Value-Impediments

## Overcome cultural differences

### Perspectives

#### Company A's View of Company B

- As the companies are working together ...
- How does each company see the **other**?
- Be **bold and fearless**.
- Talk about the **most difficult challenges**.
- Limited to 5 **simple** statements (after distillation).

#### Company B's View of Company A

- As the companies are working together ...
- How does each company see the **other**?
- Be **bold and fearless**.
- Talk about the **most difficult challenges**.
- Limited to 5 **simple** statements (after distillation).

#### Company A's View of Company A

- As the companies are working together ...
- How does each company see **itself**?
- Be **open and vulnerable**.
- Talk about the **most difficult challenges**.
- Limited to 5 **simple** statements (after distillation).

#### Company B's View of Company B

- As the companies are working together ...
- How does each company see **itself**?
- Be **open and vulnerable**.
- Talk about the **most difficult challenges**.
- Limited to 5 **simple** statements (after distillation).

#### Recommendations

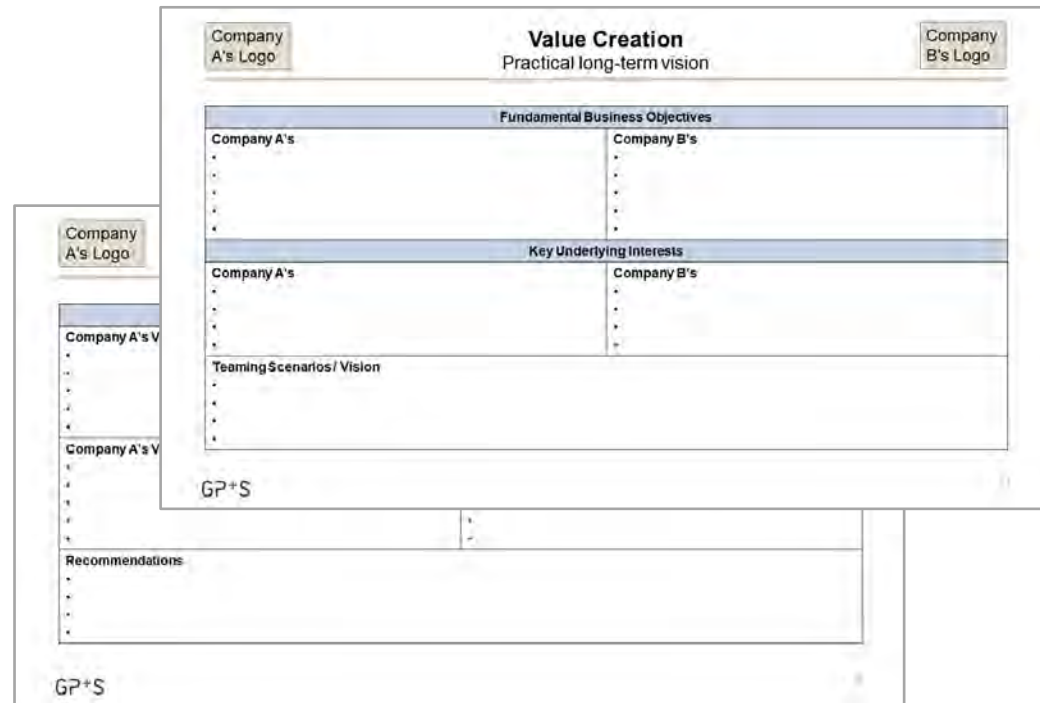
- Work on this cell **after** the 4 above have been completed (i.e., are good enough).
- What are **practical recommendations** for overcoming these impediments?
- Limited to 3-5 **simple** statements (after distillation).



Fundamental Business Objectives	
<p><b>Company A's</b></p> <ul style="list-style-type: none"> <li>• Primary motives for the relationship. <b>Why?</b></li> <li>• Achievable <b>long-term</b> outcomes.</li> <li>• Tend to be <b>strategic</b> and general in nature.</li> <li>• Generally static and <b>timeless</b>.</li> <li>• Limited to 5 <b>simple</b> statements (after distillation).</li> </ul>	<p><b>Company B's</b></p> <ul style="list-style-type: none"> <li>• Primary motives for the relationship. <b>Why?</b></li> <li>• Achievable <b>long-term</b> outcomes.</li> <li>• Tend to be <b>strategic</b> and general in nature.</li> <li>• Generally static and <b>timeless</b>.</li> <li>• Limited to 5 <b>simple</b> statements (after distillation).</li> </ul>
Key Underlying Interests	
<p><b>Company A's</b></p> <ul style="list-style-type: none"> <li>• Benefits that underly Business Objectives.</li> <li>• These tend to be <b>side benefits</b>.</li> <li>• And, are <b>more separate</b> than combined.</li> <li>• Limited to 3-5 <b>simple</b> statements (after distillation).</li> </ul>	<p><b>Company B's</b></p> <ul style="list-style-type: none"> <li>• Benefits that underly Business Objectives.</li> <li>• These tend to be <b>side benefits</b>.</li> <li>• And, are <b>more separate</b> than combined.</li> <li>• Limited to 3-5 <b>simple</b> statements (after distillation).</li> </ul>
<p><b>Teaming Scenarios / Vision</b></p> <ul style="list-style-type: none"> <li>• Work on this cell <b>after</b> the 4 above have been completed (i.e., are good enough).</li> <li>• What are <b>bold and creative possibilities</b> for how Objectives and Interests can be achieved?</li> <li>• Limited to 3-5 <b>practical and inspirational vision</b> statements (after distillation).</li> </ul>	

# Getting to Simplicity Can Have a Simple Start

Just start



## Just start

- Fill out the *2-Slides*, as best you can, by yourself.
- Then, share them with another; incorporate what they have to say.
- Begin to *live* the *2-Slides*:
  - Obsess on them.
  - Carry them with you, throughout your workday.

**Your mindset will change;** it will impact how you think and see:

- You will begin to see the alliance from each side's perspectives.
- How you perceive value will *expand*, encompassing:
  - the removal of value-impediments,
  - enabling the creation of greater value (co-development), and
  - increasing value-exchange (co-selling; revenue generation).

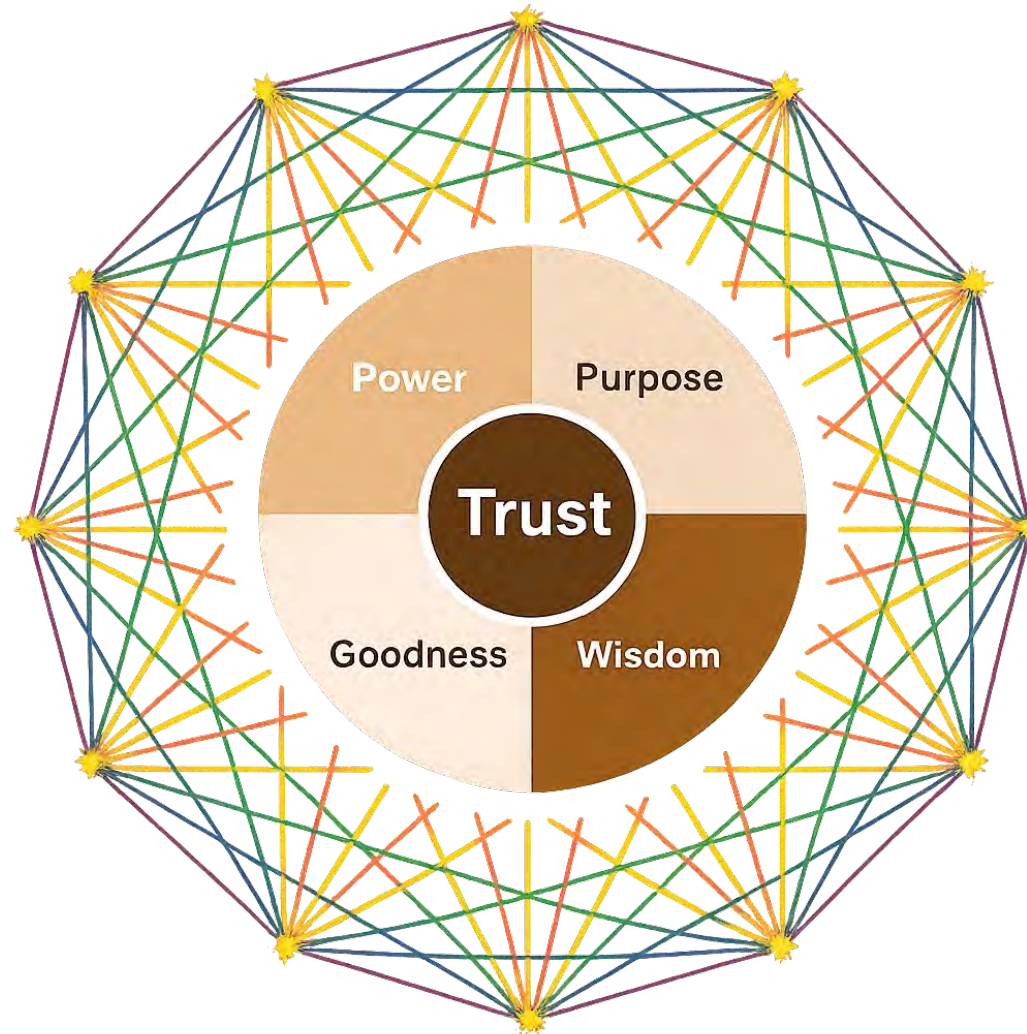
## Transformational leadership will begin to appear

- Co-marketing, co-deployment, and co-selling activities will naturally emerge, specific to the relationship.
- Content can be abstracted-up in order to define partner-spanning programs that will help in the architecting of an ecosystem: removing value impediments, creating greater value.
- As you hear ideas and issues from others, incorporate them.
- Let the *2-Slides* take on a life of their own and mature over time.



# Value-Based Negotiating

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## The Power-of-Creation

