



Strategic Relationship Manager (SRM)

Like no other job in the world

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

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These slides – www.spibr.org/srm.pdf

Shown in this video – <https://youtu.be/ZevNyny8KN0>

Our Journey

- **Strategic Relationship Manager (SRM)**
 - Relationship is cause. Value and revenue are effects.
- **A Creator of Value**
- **Compared to Traditional Roles**
 - Differs in terms of value-creation
 - Comparison to a Mini-CEO is value-limiting
- **A Clear Identity is Critical**
 - An agent of change
 - Who is always negotiating
- **Individualized Personal Development Methodology**
- **Blissfully Accomplishing the Impossible**



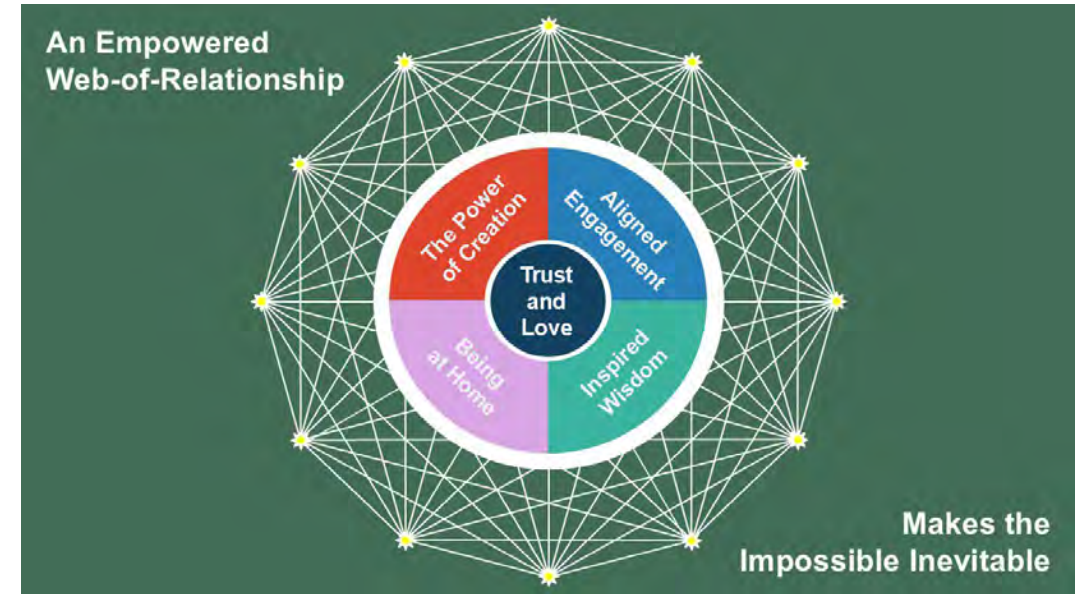
Strategic Relationship Manager

SRM: one who manages the development of a strategic alliance – a web-of-relationship

- Relationship is:
 - where *all* value-creation (development) and *all* value-exchange (sales) occurs,
 - an SRM's *primary* focus, in order to counter-balance the dominate orientation toward transactions.

Relationship is cause.

Value and revenue are effects.



Reminder videos:

- [Relationship](#) (6:26)
- [Processes OR Relationship & People?](#) (5:39)
- [An Empowered Web-of-Relationship Makes the Impossible Inevitable](#) (20:46)

An SRM is a Creator of Value

Their Job: deepen relationship in order to create value and increase sales revenue

| Strategic Relationship Manager (SRM) | |
|--|--|
| Is Not | Is |
| <ul style="list-style-type: none"> ▪ Just about the exchange of tangible value. | <ul style="list-style-type: none"> ▪ About the creation <i>and</i> exchange of value. |
| <ul style="list-style-type: none"> ▪ Focused just on the near-term and quantitative results. | <ul style="list-style-type: none"> ▪ Focused on both the qualitative aspects of relationship <i>and</i> long-term quantitative results. |
| <ul style="list-style-type: none"> ▪ Primarily an account manager, business development manager, or program manager. | <ul style="list-style-type: none"> ▪ A negotiator (i.e., a facilitator) – leading open, high-trust, value-discovering discussions. |
| <ul style="list-style-type: none"> ▪ Addicted to being a drama queen, complexity king, fear-monger or information-hoarder – there is <i>never</i> a rational reason for behaving in any of these value-limiting ways; there is always a better way. | <ul style="list-style-type: none"> ▪ Like a mini-CEO – except SRMs use nontraditional competencies, informal power, virtual pervasiveness (via <u>self</u>-obsolescence). |
| | <ul style="list-style-type: none"> ▪ An agent of change and growth – beginning with self, playing various change agent types. |
| <ul style="list-style-type: none"> ▪ Primarily a gatekeeper, dictator, executive liaison, escalation manager or schmoozing drone – <i>sometimes</i> SRMs may need to play some of these roles, but not always. | <ul style="list-style-type: none"> ▪ The embodiment of value – always and with everyone, in every relationship; being of value. |
| | <ul style="list-style-type: none"> ▪ A value creator – lovingly confrontational, inspired and inspiring, a value-creating being. |

Calls for trust. Deepens relationship. Creates value.

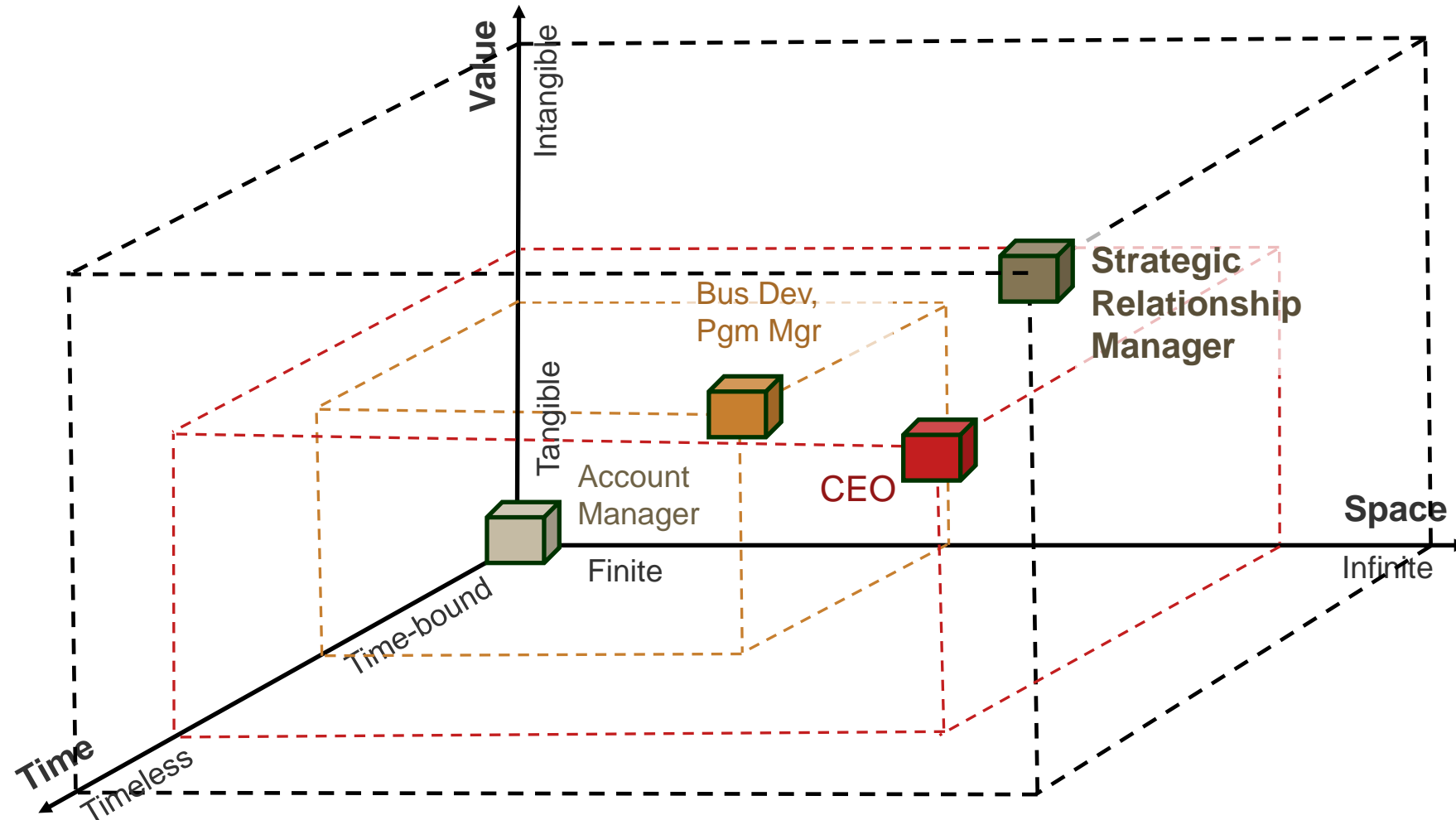
The SRM Role

Compared to traditional roles (Note: these are generalizations; using contrast to clarify)

| Traditional Roles | Similarities to Strategic Relationship Managers | Differences compared to SRMs | Value-Limiting Impact on a Strategic Relationship |
|---|---|---|--|
| Account Management (sales or procurement) | <ul style="list-style-type: none"> External relationships. | <ul style="list-style-type: none"> Focused on immediate tangible results. Limited to one area of the business. | <ul style="list-style-type: none"> Overlooks long-term and value-creation. Becomes a very tactical relationship. |
| Business Development | <ul style="list-style-type: none"> Oriented toward value. | <ul style="list-style-type: none"> Mostly focused on near-term tangible results. Somewhat expanded role in the business. | <ul style="list-style-type: none"> Somewhat lacking in long-term value-creation. Becomes a more tactical relationship. |
| Program or Project Management | <ul style="list-style-type: none"> Can span the entire business. | <ul style="list-style-type: none"> Scope limited to a program – often time-bound or organizationally-bound. Often limited experience in external relationships. | <ul style="list-style-type: none"> Reduced focus on long-term value-creation. May miss value creating opportunities. Becomes a somewhat more tactical relationship. |

The Role of Strategic Relationship Manager is Fundamentally Different

It is more timeless, more value-oriented, and more infinite than any other job



Comparing an SRM to a "mini-CEO"

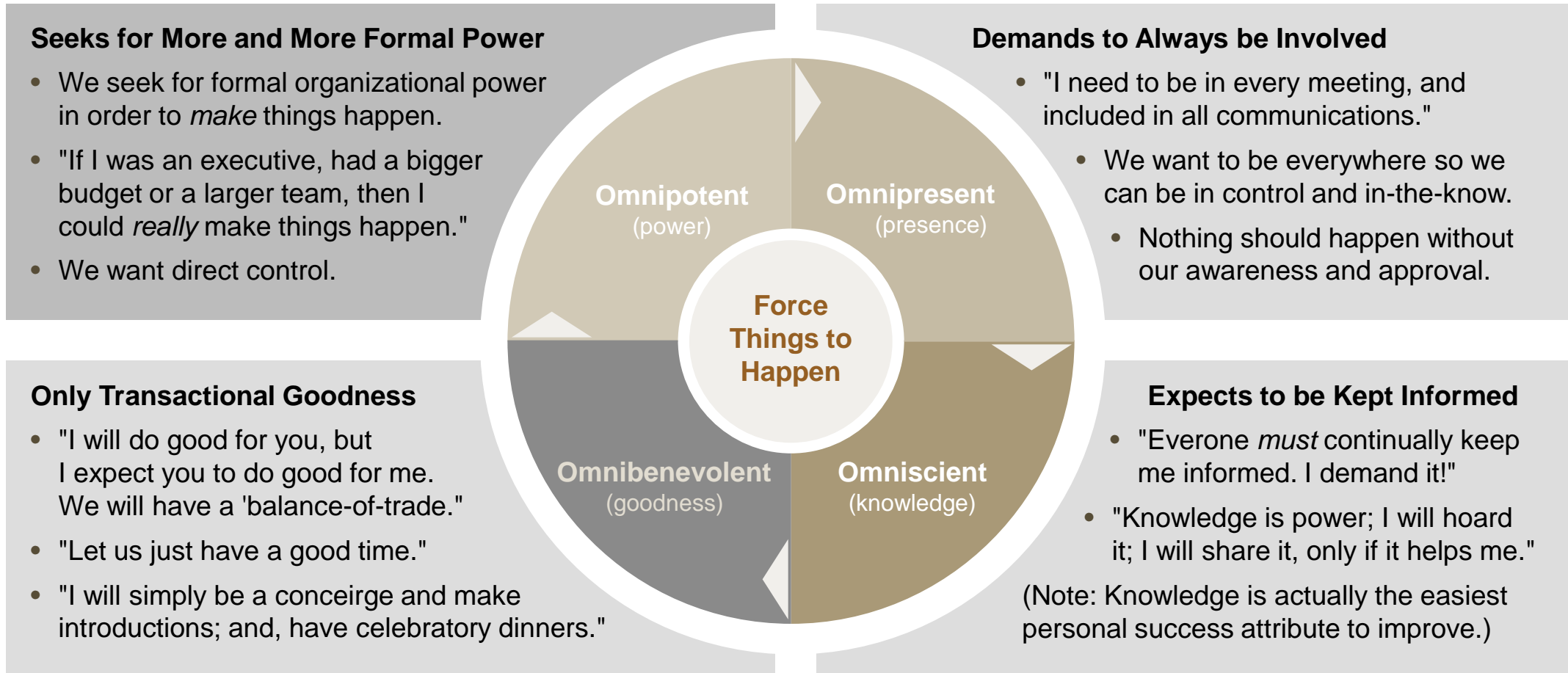
Close; a good start; but it actually limits an SRM's creative powers

| Comparing the CEO and Strategic Relationship Management roles | | |
|--|---|--|
| Similarities | Differences | |
| <ul style="list-style-type: none"> Both span the entire lifecycle – from R&D-to-Sales, plus Legal and Finance. Both are focused on growing near-term revenue and tangible value. | <ul style="list-style-type: none"> CEO has control over significant budget and resources. | <ul style="list-style-type: none"> An SRM often has insufficient budget and resources. |
| | <ul style="list-style-type: none"> CEO tends to be more focused on near-term tangible value. | <ul style="list-style-type: none"> SRMs consider near- <i>and</i> long-term, tangible <i>and</i> intangible forms of value. |
| | <ul style="list-style-type: none"> CEO has direct decision-making authority – formal power. | <ul style="list-style-type: none"> An SRM influences decisions via informal forms of power. |
| | <ul style="list-style-type: none"> CEO rarely goes to the lowest level (front line) in the business. | <ul style="list-style-type: none"> SRM goes wherever it is needed; to any level and into any functional area. |
| Conclusions | | |
| <ul style="list-style-type: none"> By comparing themselves to a CEO, SRMs end up frustrating themselves (wishing they had more formal power); then, they end up limiting they thinking and behavior; they end up missing out on: <ul style="list-style-type: none"> opportunities to focus on <i>the</i> core issue (relationship) and nontraditional business practices (e.g., calling for trust via confrontation, "clearing the air", a more value-creative atmosphere), the need to focus on changing attitude and mindset in order to deepen relationship, and the expansion of their personal informal power and virtual presence, via the empowerment of others (i.e., self-obsolescence, a.k.a., service-based leadership). | | |

When an SRM Forgets Her/His Identity as a Creator of Value

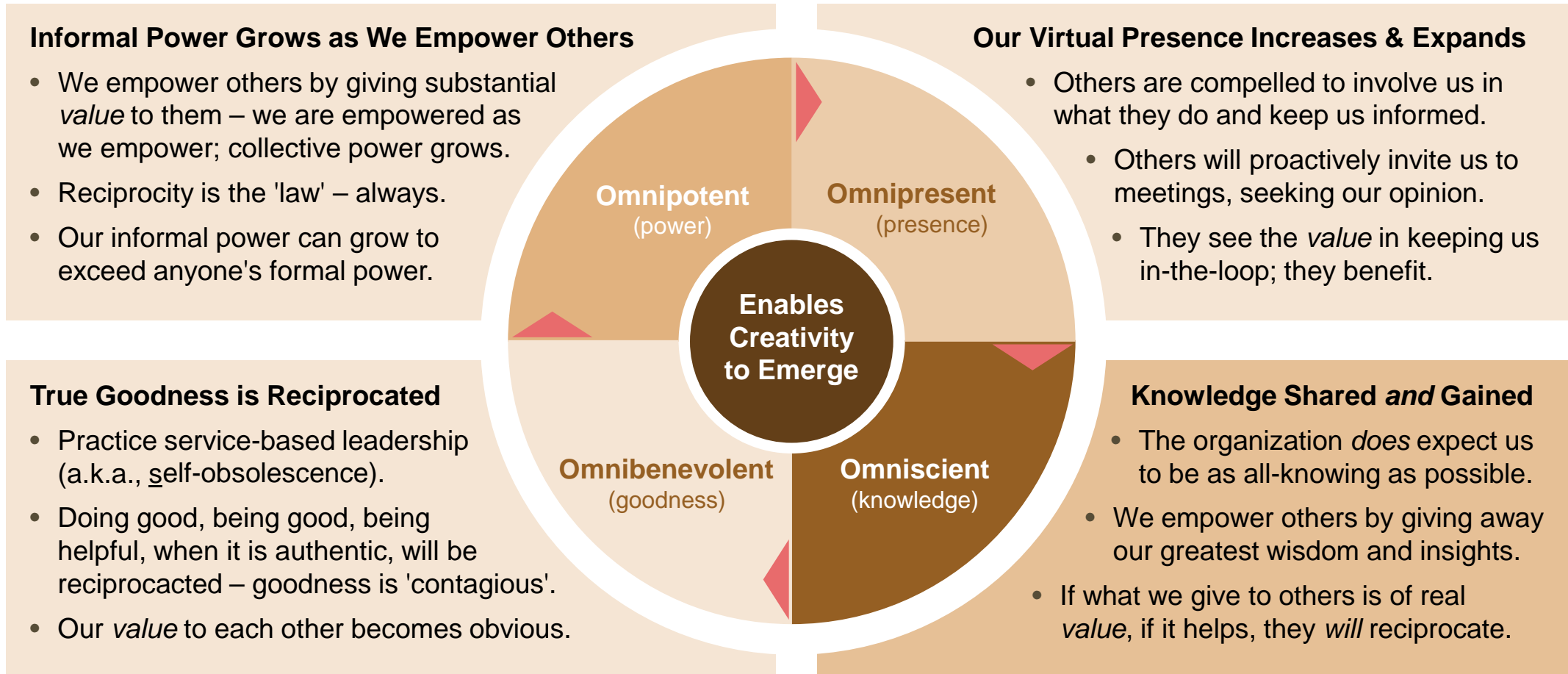
They try to *force* things to happen by using raw power → a vicious cycle

* Start by pursuing power.



When an SRM Realizes He/She is a Creator of Value

They empower others, and then they are empowered → a virtuous cycle



* Start by empowering others.

SRMs are Agents of Change

Their job is about changing the alliance and the overall business

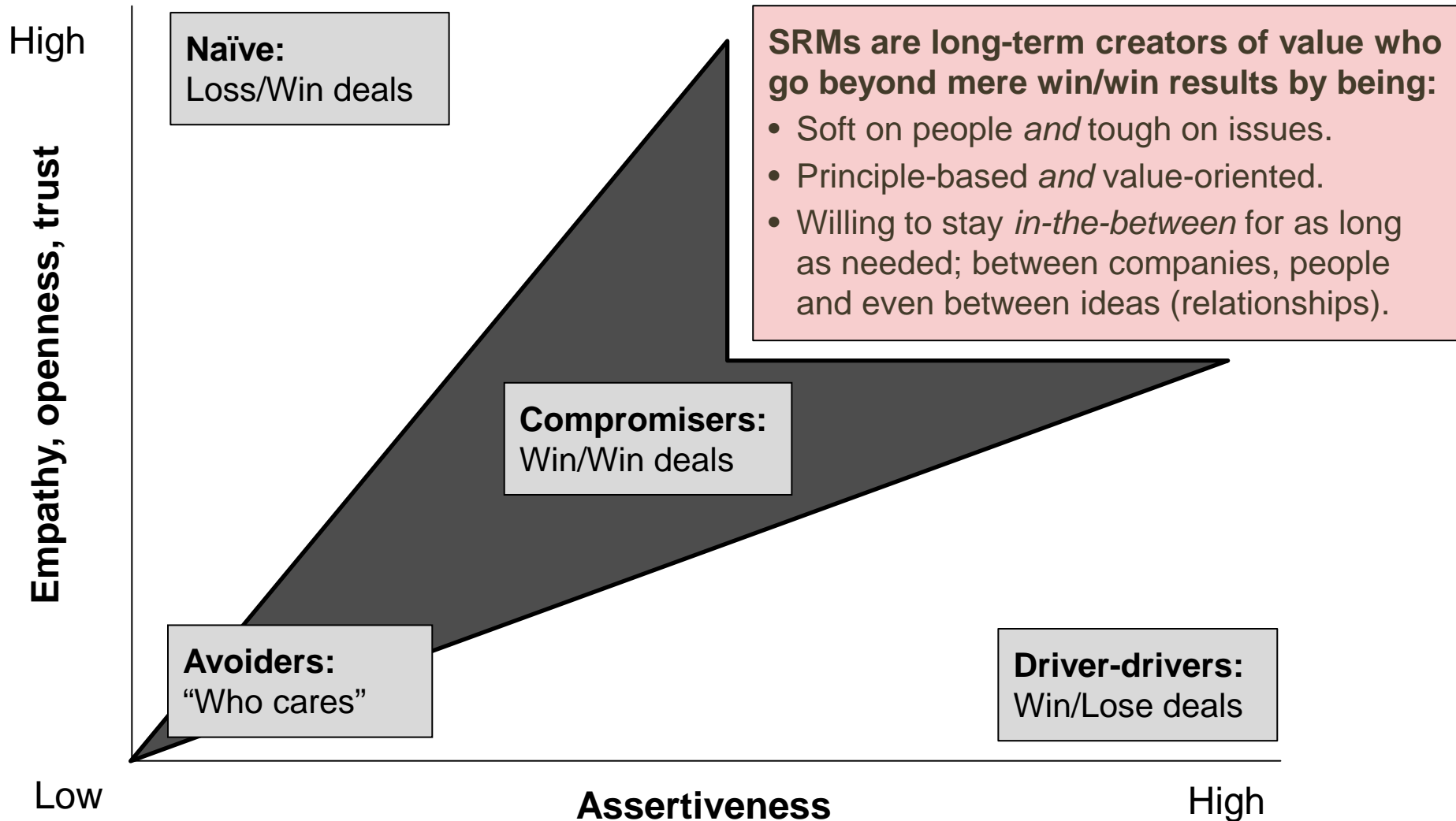
| | Assessment | Structured Control | Escalation |
|---------------|--|---|-------------|
| Due Diligence | Fact-based | Authority-based | |
| | Behaviors we embody: <ul style="list-style-type: none"> ▪ Argument based on rational persuasion. ▪ Be an expert with all the necessary facts and knowledge. ▪ Lead sufficiently detailed analysis in preparation for discussion & negotiation. ▪ Instruct, inform, teach. | Behaviors we embody: <ul style="list-style-type: none"> ▪ Leverages behavior to force compliance. ▪ Use authority, and if necessary fear, to legitimize directives. ▪ Assure compliance via performance-based rewards and punishments. ▪ Information flow and context is controlled. | |
| | Transformational | Relationship-based | |
| | Our embodiment: <ul style="list-style-type: none"> ▪ Transform self – embraces hypocrisy, spiritual boldness, leads by being. ▪ Productive community, transcends external sanctions, and (as needed) disrupts the status quo (i.e., systems). ▪ Awareness of, and surrender to, an emergent reality – “something's going on”. | Behaviors we embody: <ul style="list-style-type: none"> ▪ Open all-inclusive, clear and open dialogue fosters a supportive environment. ▪ Healthy nonjudgmental confrontation to resolve important and difficult issues. ▪ Interpersonal cohesion – feeling “part of”. ▪ Strong emphasis on win/win relationships. | |
| | Trail blaze | Transform & Renew | Negotiation |

Derived from *Change the World* by Robert E. Quinn. Explore how his ideas will [Transform Your Alliance](#).



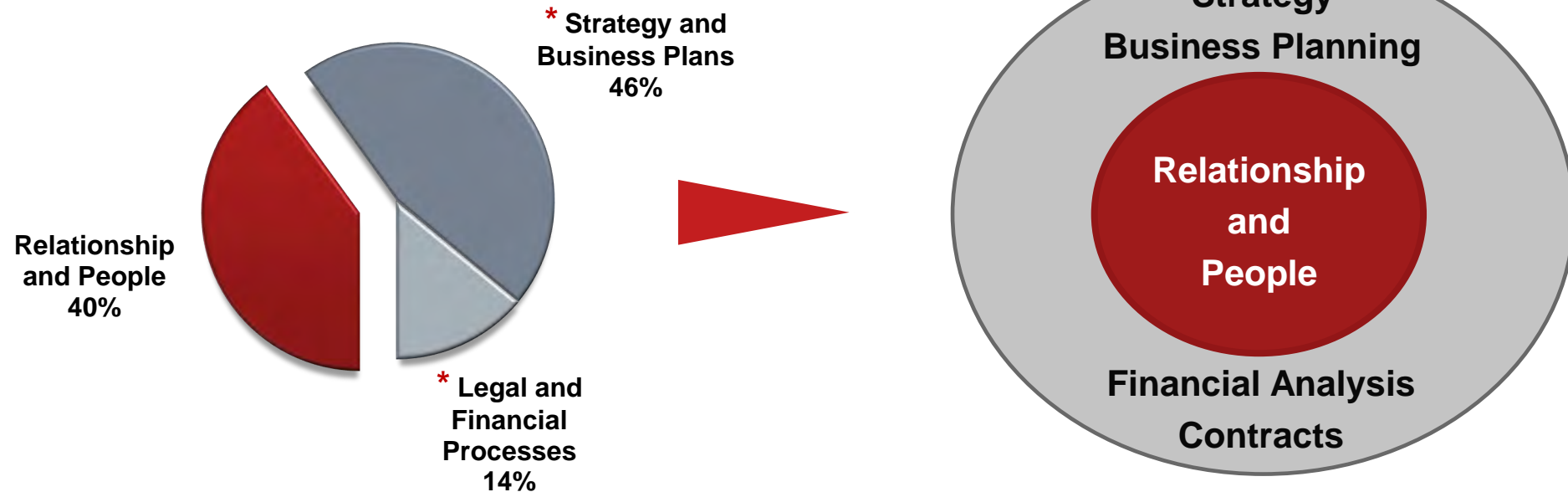
SRMs are Always Negotiating

Always having important conversations – tough on issues while being soft on people



Alliance Success Factors

More important than strategy, business plans, financial analysis or contracts is *relationship*



Ref: *Managing Alliances for Business Results: Lessons Learned from Leading Companies* by Jeff Weiss, Sara Keen and Stuart Kliman, Vantage Partners LLC. Three years of research of over 100 alliance managers and executives representing 93 companies in a broad range of industries.

Most strategic alliances fail to achieve their full Value-Creating potential. Why? Because:

~40% is directly tied to relationship

~60% is indirectly tied to relationship *

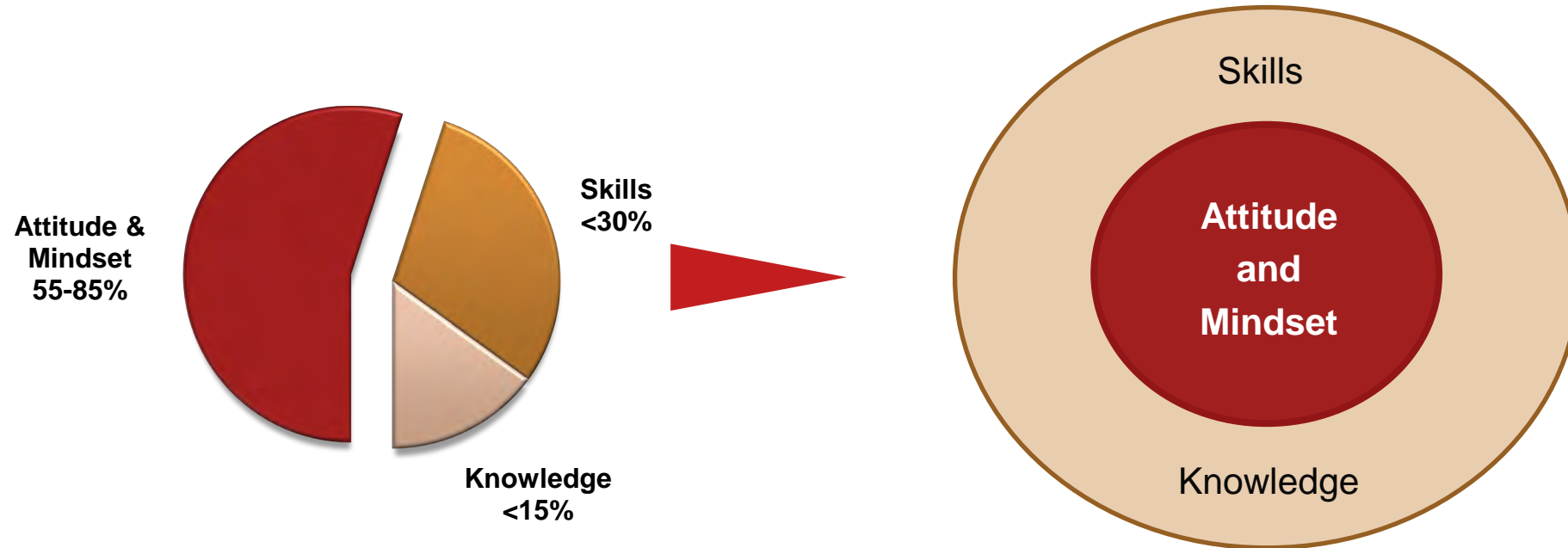
And, transactional (tangible) activities distract us from the intangibles of relationship itself.

* Traditional business practices need to be "alliance-ized".



Personal Success Factors

Much more important than skills or knowledge is *attitude and mindset*



Ref: *The Psychology of Success* by Dobbins, Richard, Pettman, Barrie O from the Society for Human Resource Management. "Knowledge and skills account for 15% of all the success you will ever enjoy. Attitude is far more important as it determines 85% of all the success you will ever enjoy."

Attitude and mindset accounts for 55-85% of your personal success.

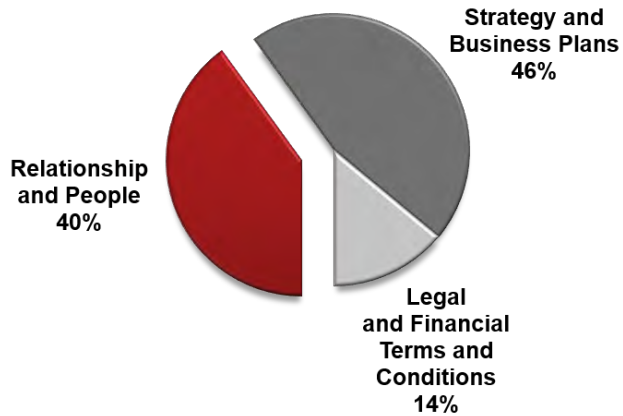
- And yet, most people focus instead on:
 - Skills – which accounts for <30%
 - Knowledge – which accounts for <15%



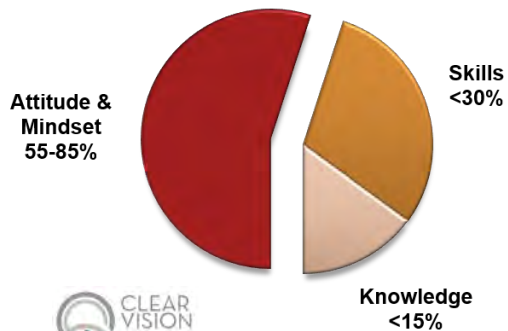
Personal *and* Alliance Success

An SRM's top priority: change attitude & mindset in order to deepen relationship

Alliance Success Factors



Personal Success Factors



Personal Success



Strategic Alliance Success

| | Strategy & Business Plan | Relationship & People | Finance & Legal |
|--------------------|--|--|--|
| Skills | <ul style="list-style-type: none"> □ Strategic planning skills. □ Integrate alliance- and relationship-specific factors into planning activities. | <ul style="list-style-type: none"> □ Skills that deepen and improve relationship. □ <u>self</u>-Obsolescence – freely give and serve; service-based leadership. □ Relationship-ize people. | <ul style="list-style-type: none"> □ Financial analysis skills. □ Negotiating skills. □ Integrate alliance- and relationship-specific factors into financial and legal processes. |
| Attitude & Mindset | <ul style="list-style-type: none"> □ Cultivate the appropriate attitude & mindset that will facilitate good business planning in the alliance. □ Treat planners with respect. □ Alliance-ize work products. | <ul style="list-style-type: none"> □ Changes attitude & mindset in order to deepen relationship. □ A bridge building value creator. □ Calls for trust via healthy confrontation (not conflict). □ Empowers self and others via <u>self</u>-obsolescence. | <ul style="list-style-type: none"> □ Cultivate the appropriate attitude & mindset that will facilitate good financial analysis & legal documents. □ Treat Finance and Legal with respect. □ Alliance-ize work products. |
| Knowledge | <ul style="list-style-type: none"> □ Knowledgeable about key issues in strategic plans. □ Integrate alliance- and relationship-specific factors into planning activities. | <ul style="list-style-type: none"> □ Know and have trust in self. □ Share knowledge about each organization's culture. □ Empowers others, in order to be empowered. □ Relationship-ize people. | <ul style="list-style-type: none"> □ Knowledgeable about key financial metrics, and legal considerations and risks. □ Integrate alliance- and relationship specific factors into financial and legal processes. |

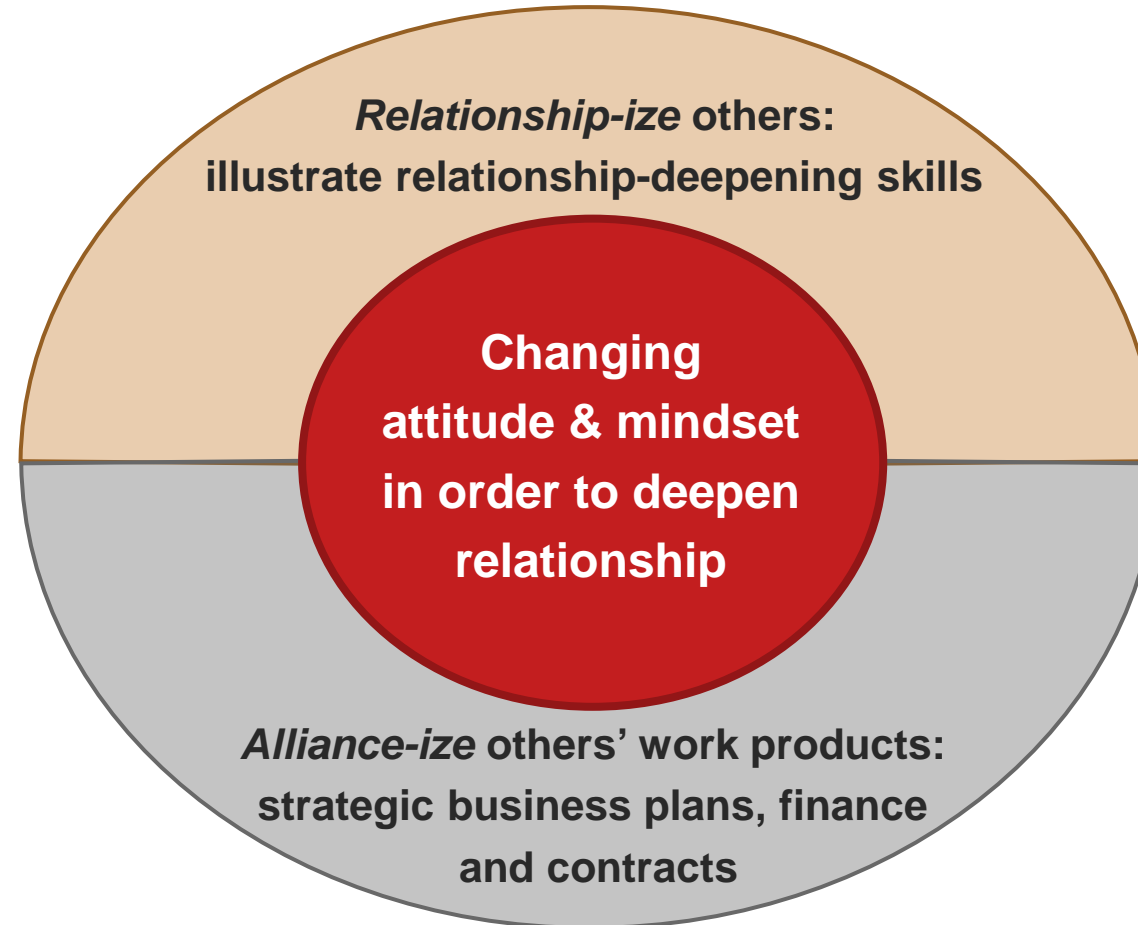


Developing and Managing a Strategic Alliance

SRMs focus where others cannot and will not focus

Financial Analysis

Marketing & Sales



Strategic Planning

Write Contracts



A Strategic Relationship Manager

Has more fun than one person deserves

Knows no limits.

Sees "no" as not yet "yes".

Is persistent and tenacious.

Is the embodiment of value,
always and everywhere.

Is a bridge builder
and a bridge.

Is about deepening relationship.

Is like no other job
in the world of business.

**Does the impossible,
with nothing,
in the eye of a
hurricane.**



***The impossible often
has a kind of integrity
which the merely
improbable lacks.***

- Douglas Adams

Is a creator of value.

Is a very effective negotiator.

Is service-oriented.

Has a clear personal identity.

Focuses on the tangibles and
most importantly the intangibles.

Is somewhat like a mini-CEO.

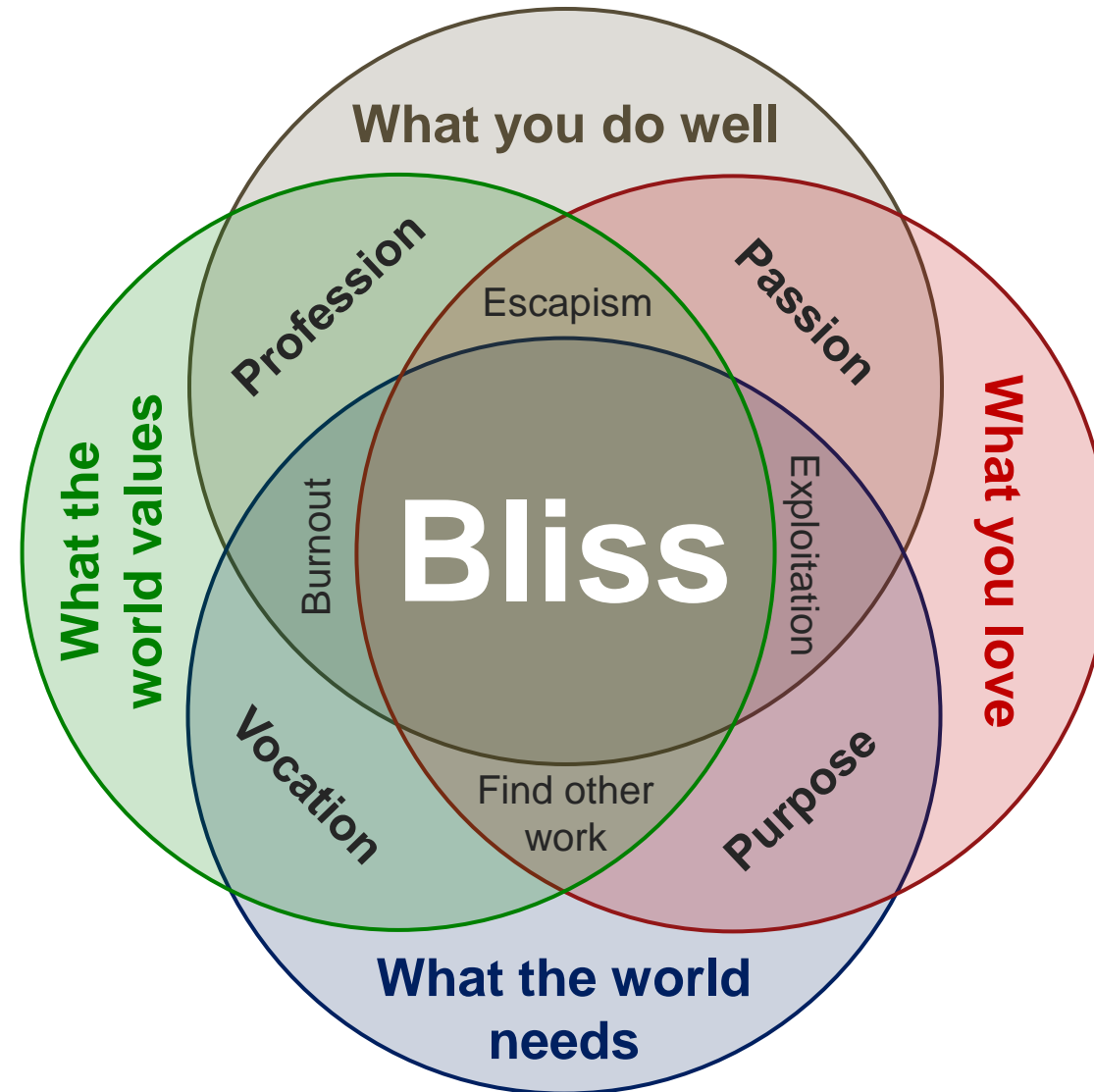
Values relationship itself.

Has more fun than
one person deserves.



SRMs Live a Life of Bliss

They do their job well and they love it; and, the world needs and it values them.



Relevant Reference Material

- [Strategic Alliance Manager Role](#) (34 pages) – a unique, holistic and empowering perspective focused on identity.
- [Learning with SRMs](#) (1 page) – links to 2 hours of training videos for Strategic Relationship Managers (includes access to all of the slides discussed in the videos).
- [Transform Your Alliance](#) (18 pages) – accomplish extraordinary results.
- [Building Trust in Strategic Alliances](#) (12 pages) – trust is *the* fundamental issue in *any* relationship and therefore in *every* strategic alliance (an [ASAP](#) Best Practice).
- [Self-Obsolescence](#) (2 pages) – the most empowering spiritual practice you can embody. Proven to enable the accomplishment of the impossible.
- [Transformational Change Agents and Organizations](#) (8 pages) – how individuals create productive communities and lead organizations toward transformational change.

Also, go to www.Value-Creation.NET – click on Library and Videos.



Joe Kittel

Relationship Engineer



- 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 follow-up dialogue – www.Value-Creation.NET



Backup Slides



A Strategic Relationship Manager (SRM)

**Does the impossible,
with nothing,
in the eye of a hurricane.**



While having more fun than one person deserves!

Personal *and* Alliance Success

An SRM's top priority: change attitude & mindset in order to deepen relationship

