



Simply Focus on Creating Value

Establish a sustainable collaborative advantage

Create greater value in your strategic alliances and ecosystems

Joe Kittel – SPiBR.org LLC – joe@spibr.org – Collaborative-R&D Alliances



Agenda

Our Journey

1 April 2023

Introduction (Intro, 6:50, slides 1-2)

Relationship (#1, 13:04, slides 4-7)

- An intelligent and powerful creative force that lives in-the-between.

Strategic Relationships (a.k.a., Alliances) (#2, 10:20, slides 8-14)

- Value creating webs-of-relationship.

Strategic Relationship Managers (SRMs) (#3, 22:41, slides 15-28)

- It is like no other job in the world of business.

Use the 2-Slide Methodology™ (#4, 22:13, slides 29-44)

- Be simply led to greater value via the voice-of-the-collective.

Accomplish the Impossible (#5, 35:24, slides 45-51)

- Two real-world examples of the power in the *2-Slide Methodology™*:
 - Hewlett-Packard/Microsoft – corporate strategic alliance
 - SAP/Hewlett-Packard strategic alliance – enterprise document workflow

Achieve a Sustainable Collaborative Advantage (#6, 9:40, slides 52-56)



The Benefits of Simply Focusing on the Creation of Value

Getting to simplicity on the other side of complexity

Understand and Use Fundamental Principles

- Relationship, listening, simplicity, identity, trust and value

Arrive at Simplicity on the Other Side of Complexity

- Free up time and energy

Release Creative Power

- From individuals, webs-of-relationship and ecosystems

Accomplish the Impossible

- Change the world, bridge chasms and seize control of time

Achieve a Sustainable Collaborative Advantage

- Let your alliances and ecosystem lead you into ease and simplicity





Relationship

A powerful creative force that lives in-the-between

Create greater value in your strategic alliances and ecosystems

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Observe That Third Something

That lives in-the-between; and, lives in the web-of-relationship

A *third* something – it is not you and it is not me; it is in-the-between

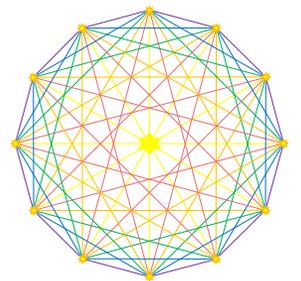
- Between people, between companies (strategic alliances); and, even between ideas.
- Empirical proof: In a relationship, each side sees the relationship itself differently.
 - Each side sees a different something; \therefore it must be a *thing* – a third something.

That third something is *alive*

- The *nature* of a relationship changes over time – closed, open, healthy, creative, ...
- It changes and *grows*, based on us paying attention to it, nurturing it, and loving it.

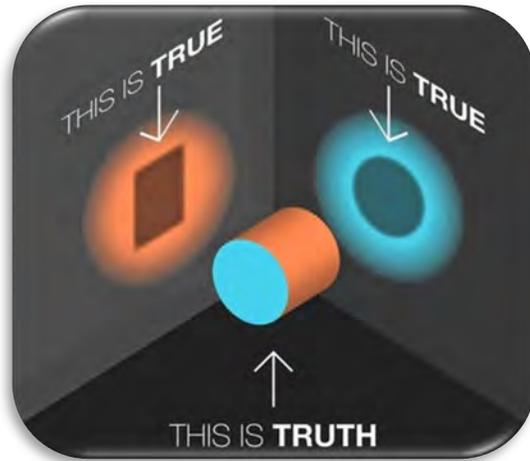
Have a healthy and *loving* relationship with a web-of-relationship

- Observe it. Acknowledge it. Value it. Appreciate it. Nurture it.
- Love it by *listening* to it – listening *is* an act of love.
- Listen to it indirectly by hearing the voice-of-the-collective – listen, understand, dialogue.
- By opening our hearts, we can listen and hear better – more deeply and more clearly.
- The web-of-relationship can be self-directed, helping us design and engineer its home.



Relationship Enables Value-Creation

The fulfillment of business' primary purpose



Focusing on that third something

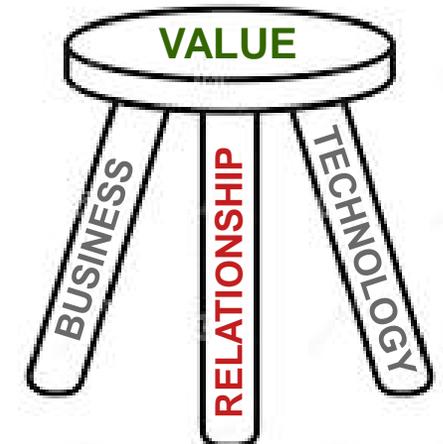
Relationship: that third something that lives in-the-between

- The source of all inspiration, creativity, and enthusiasm.
- Nothing in the world happens outside of relationship.
- Intimate relationships are crucibles for on-going transformation.

stabilizes the creation of value.

Transform this challenging area into your most strategic asset

- By hearing, understanding and dialoguing with the *voice-of-the-collective.
- Solutions to problems and new value-creating opportunities will emerge.
- A clear, practical and compelling long-term vision will become obvious.

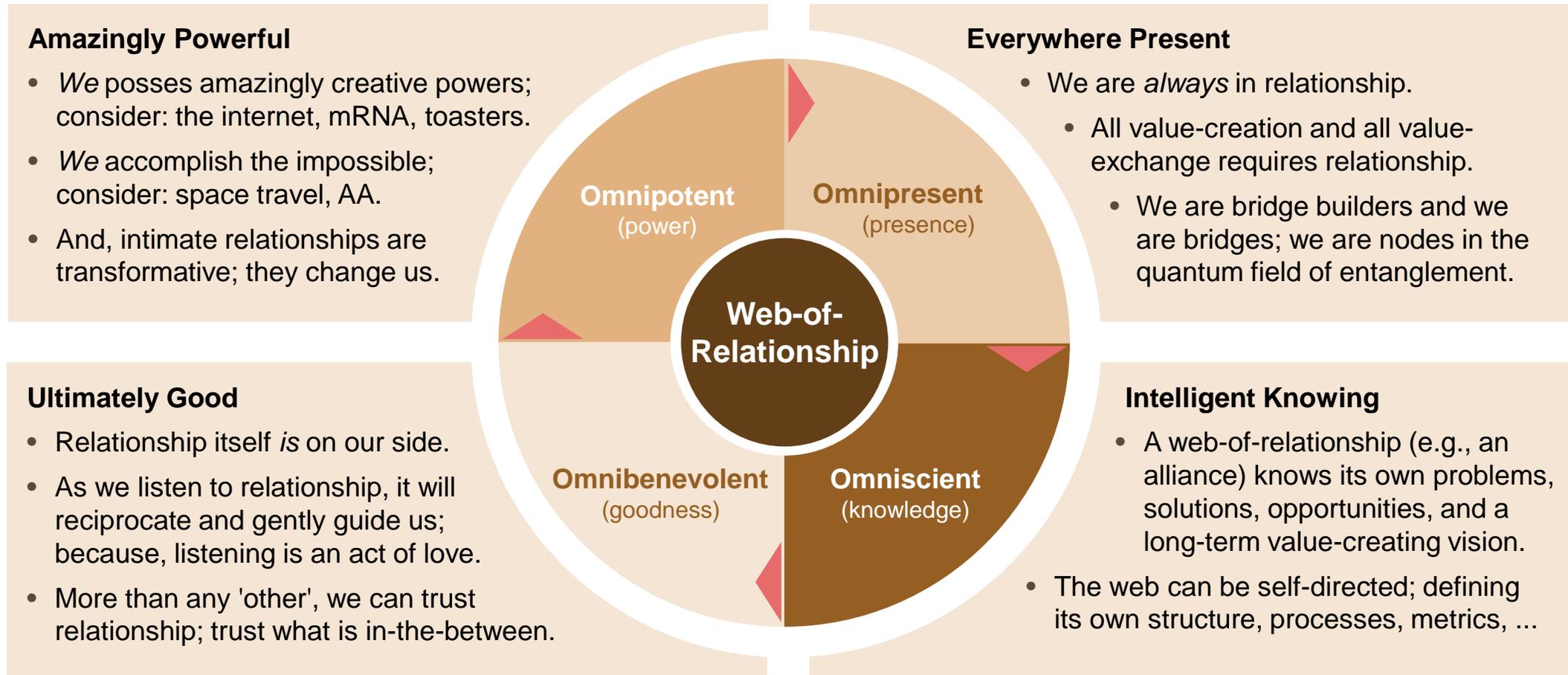


* Via the 2-Slide Methodology™

Evidence of Relationship's Power

The Creative Nature of a Web-of-Relationship

24 November 2025





Strategic Relationships (Alliances)

Value creating webs-of-relationship

Create greater value in your strategic alliances and ecosystems

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Strategic Alliances Create Value

Sales Revenue \neq Value

The purpose of a strategic alliance *is not* the generation of sales revenue

- As is true for a business, the generation of sales revenue is a *requirement*, it is not a *purpose*.

The purpose of a strategic alliance *is* the long-term creation of value

- If the relationship is *not long-term* (multi-year), it is *not strategic*.
- If the relationship *does not create value* (e.g., co-R&D), it is *not an alliance*.

Money is merely a measure of value

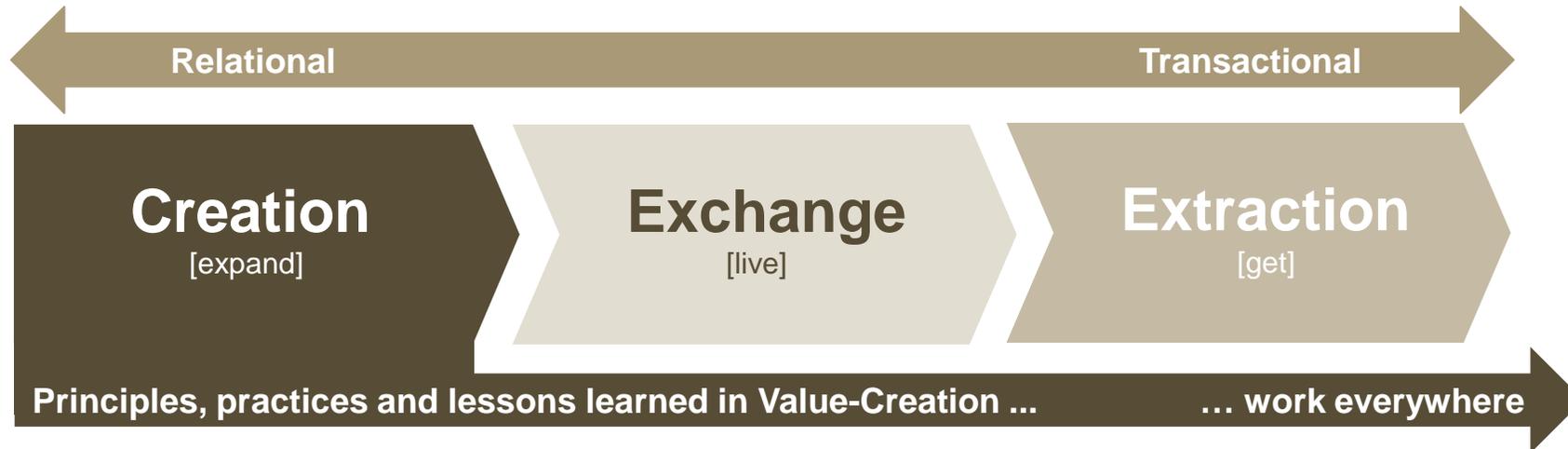
Value is something that eventually gets exchanged for money



Assessing the value of an alliance based solely on its sales revenue is like assessing the health of a marriage by simply counting the number of children; both metrics are obviously important and incomplete.

Value-Creation (collaborative-R&D, co-development)

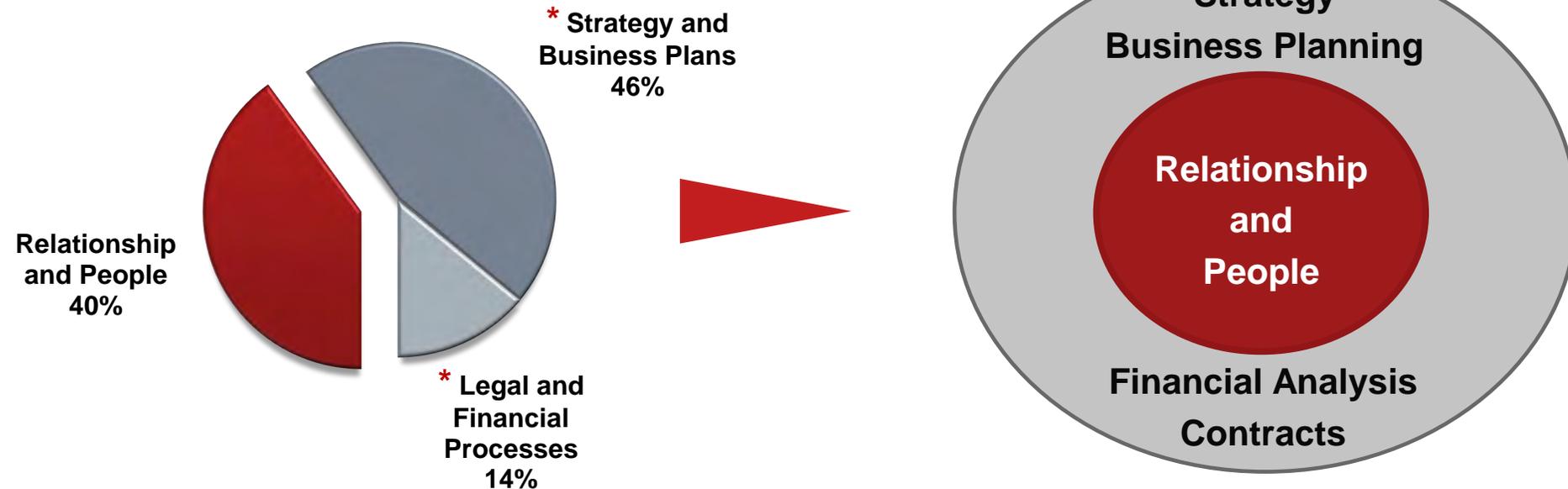
A pre-cursor to Value-Exchange (co-marketing, co-selling)



Definition	<p>The parties come together in order to collaboratively <i>create</i> new products, technologies, solutions or services.</p>	<p>Existing forms of value are <i>exchanged</i> between the parties, often in return for money (a <i>measure</i> of value).</p>	<p>One party is primarily concerned with the <i>extraction</i> of 'value' (i.e., money), from the other party.</p>
Examples	<ul style="list-style-type: none"> • Collaborative-R&D • Co-development • A strategic alliance 	<ul style="list-style-type: none"> • Co-development • Co-selling • Often referred to as a "strategic alliance" 	<ul style="list-style-type: none"> • Shareholder value (a misnomer) • Post-bankruptcy liquidation

Strategic Alliances Succeed ...

... when *Relationship* is valued



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.

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

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.

Transactional view of Strategic Alliances

The *quantitative* attributes can easily obscure the *qualitative* attributes



Relational view of Strategic Alliances

The *qualitative* attributes lead to *quantitative* results; focus on both



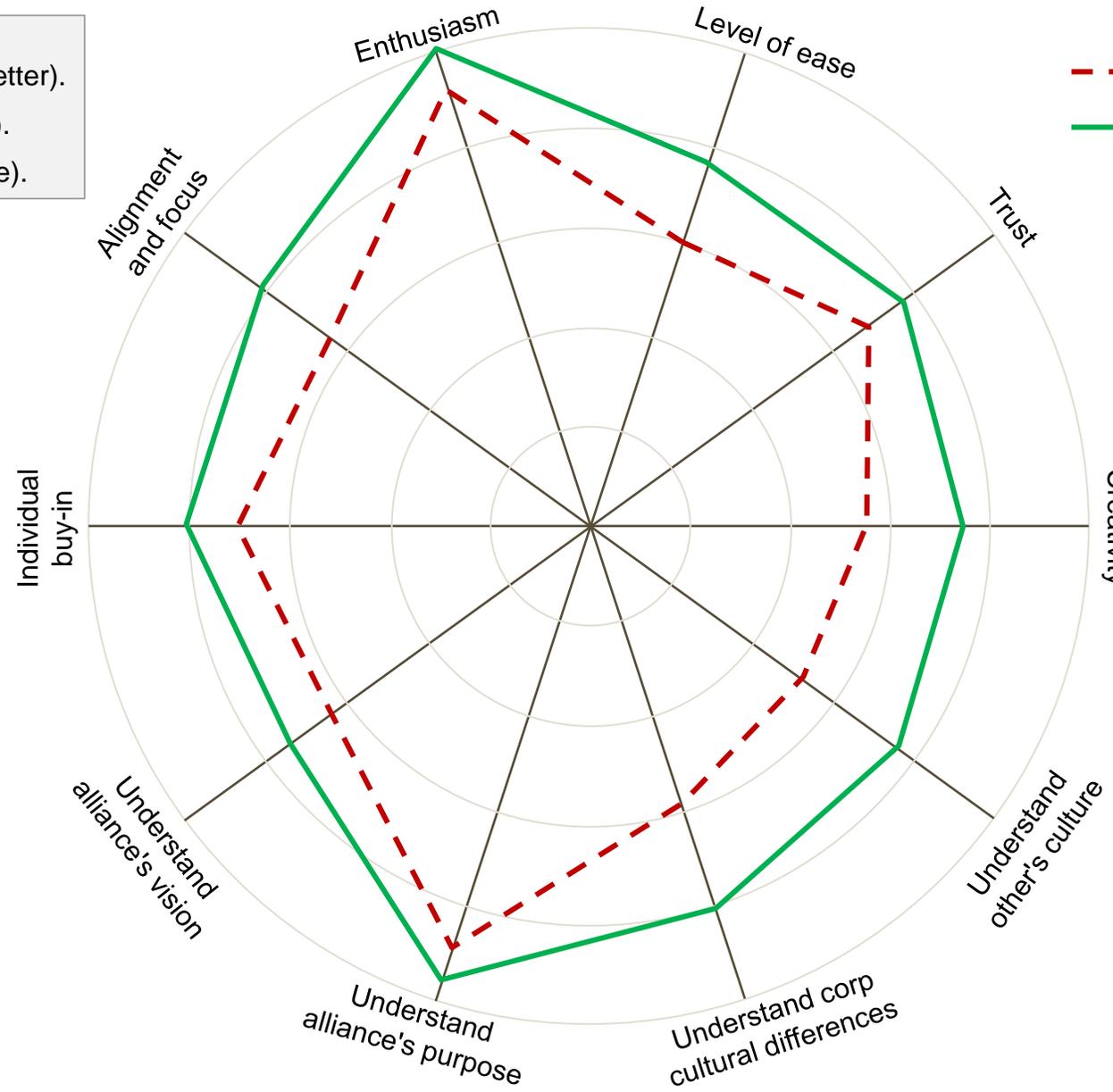
Qualitative Improvements Lead to Quantitative Results

Focus attention into relationship itself; it creates business results (sales revenue)

(example data)

2024-05-22

Note: Scores increase as the rings grow larger (i.e., bigger is better).
 Inner-most ring = 1 (lowest score).
 Outer-most ring = 5 (highest score).



Averaged across 3 alliances:

- The relationships appears to have matured (by 1-2 years), in a fairly balanced way.
- There has been a huge improvement in understanding the cultural differences. In time, this will lead to increases in trust and levels of ease.
- Enthusiasm for the alliances was already high, it cannot improve any more (at least not in this spider diagram).
- While the purposes are high, visions need to improve. "We know what we're working on today. Where are we going?"
- As vision increases, there will be increases in individual buy-in, and alignment and focus in the teams.



Strategic Relationship Managers (SRMs)

It is like no other job in the world of business

Create greater value in your strategic alliances and ecosystems

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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 a better way of life. 	<ul style="list-style-type: none"> ▪ Like a mini-CEO – except they 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 agent types.
<ul style="list-style-type: none"> ▪ 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. 	<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 – a loving, inspired and inspiring, value-creating being.

A boundless value-creator, with a timeless perspective

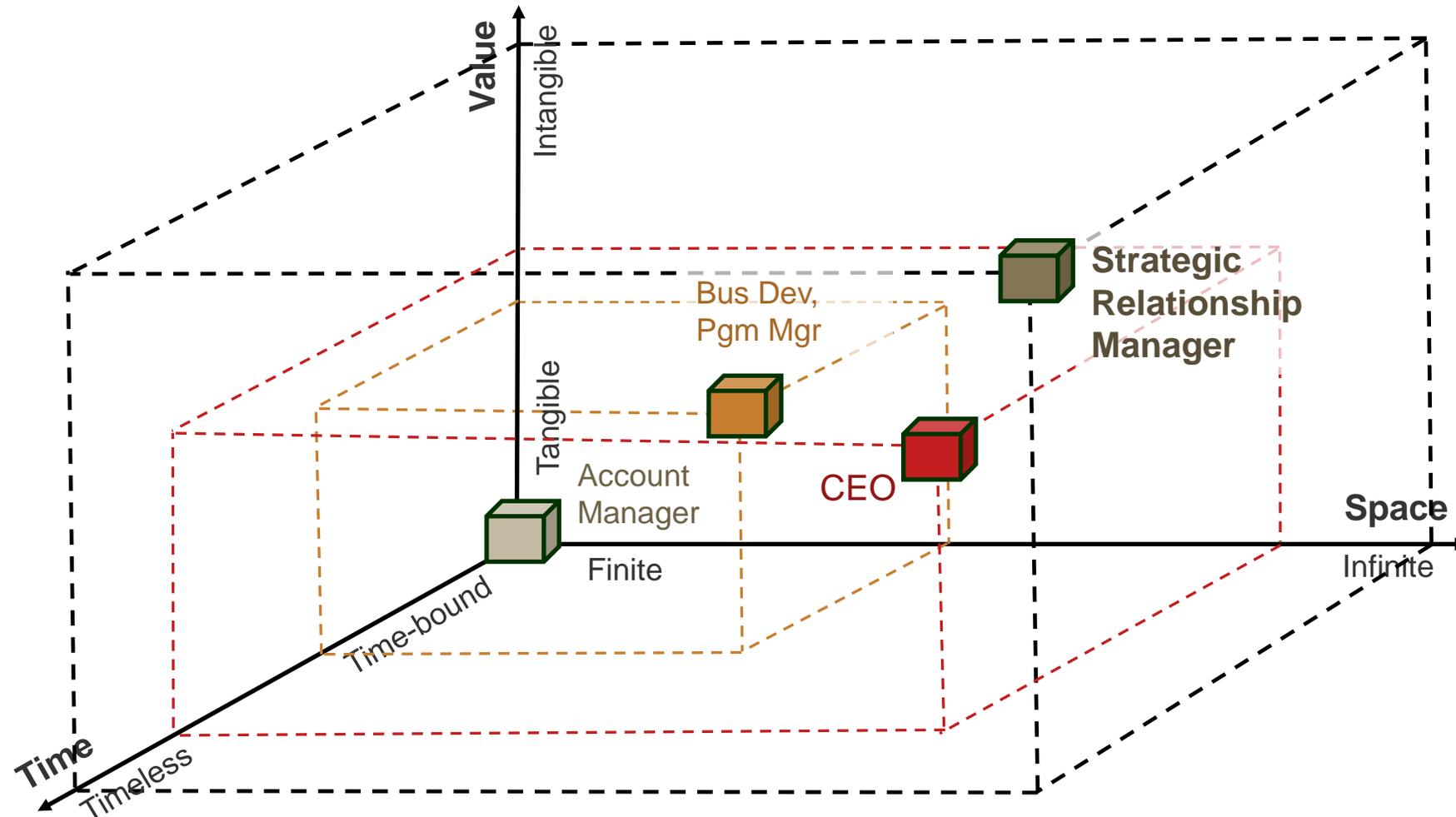
The SRM Role

Compared to traditional roles (generalizations)

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.

Strategic Relationship Manager (SRM)

More timeless, value-oriented, and infinite than any other job



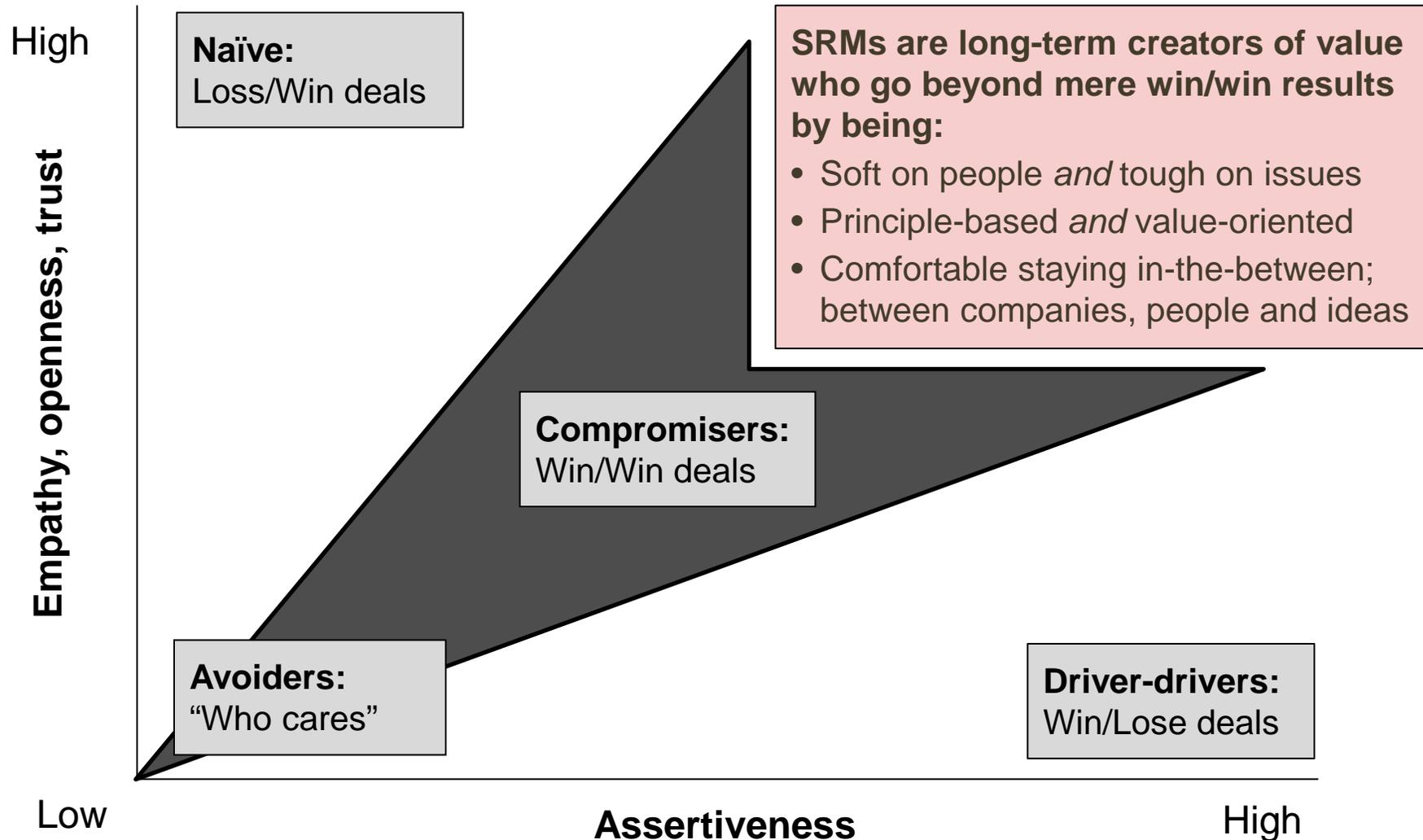
Comparing an SRM to a "mini-CEO"

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

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"> Relationship Manager 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"> SRM considers 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"> Relationship Managers influence decisions – 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 ourselves to a CEO, we end up frustrating ourselves (wishing we had more formal power); and, we can actually limit our own thinking and behavior; we 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, and thus "clearing the area" for increased creativity), the need to focus on changing attitude and mindset in order to deepen relationship, and the expansion of our personal informal power and virtual presence, via the empowerment of others (i.e., <u>self</u>-obsolescence, or service-based leadership). 		

SRMS are Always Negotiating – having important conversations

Be an open, highly empathetic and trusted, driver-driver; soft on people, tough on issues



SRMs are Agents of Change

At times, they can be transformational

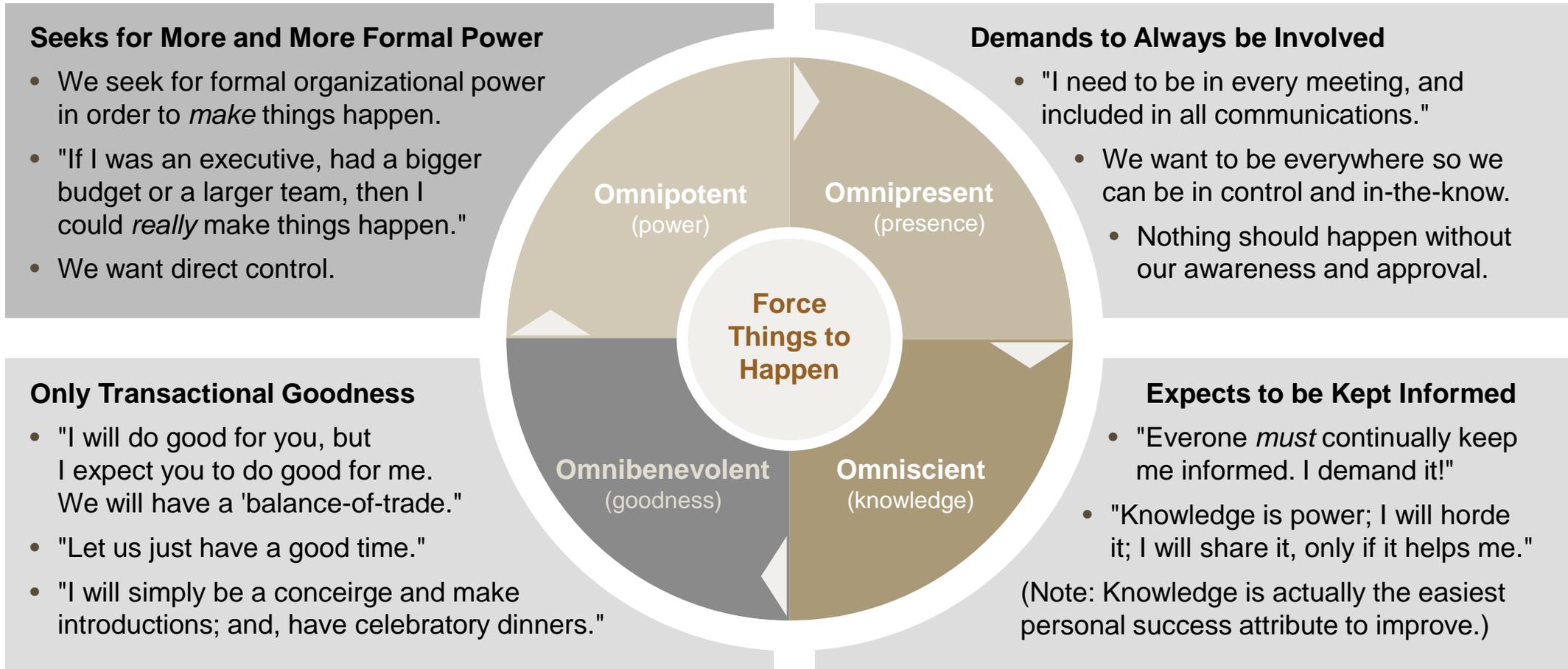
	Assessment	Structured Control	Escalation
Due Diligence	Fact-based	Authority-based	
	Behaviors we embody: <ul style="list-style-type: none"> ▪ Argument based on rational persuasion. ▪ Be an expert with all the necessary facts and knowledge. ▪ Lead sufficiently detailed analysis in preparation for discussion & 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.

When We Forget Our Identity as a Creator of Value

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

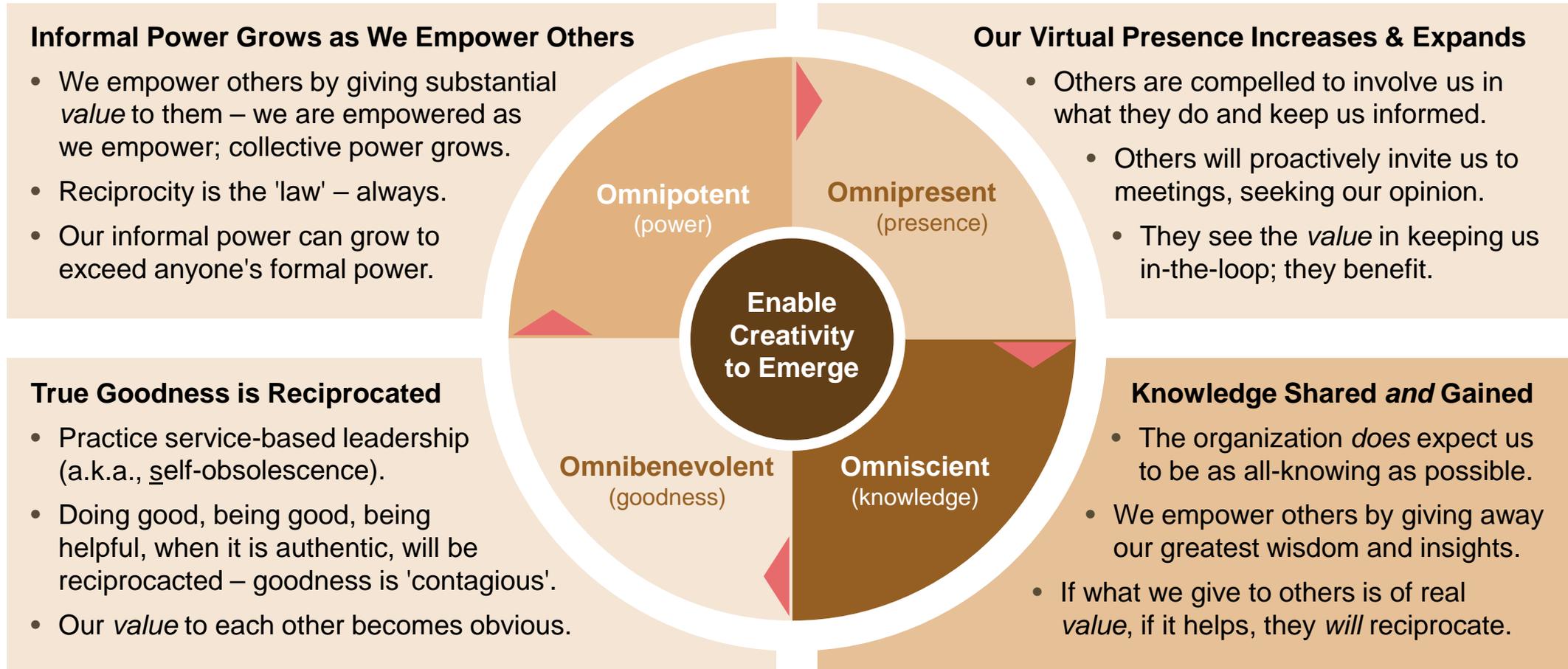
* Start by pursuing power.



When We Realize We Are Creators

We empower others, and then we are empowered → a virtuous cycle

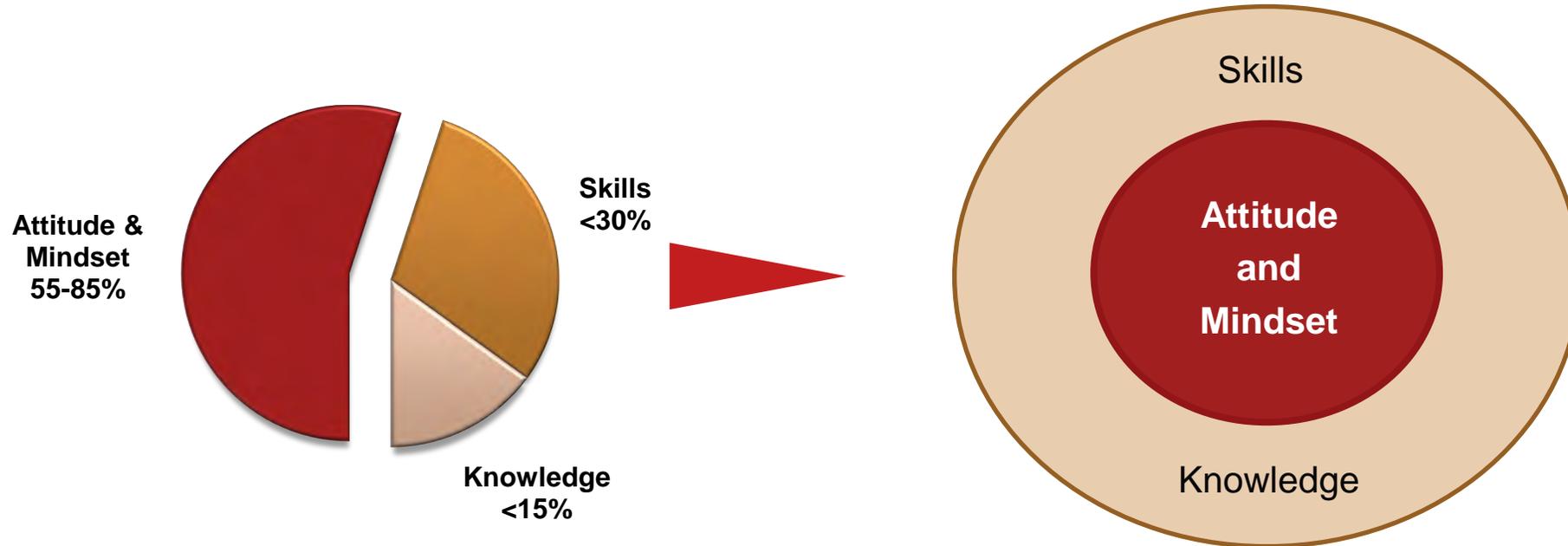
5 June 2023



* Start by empowering others.

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."

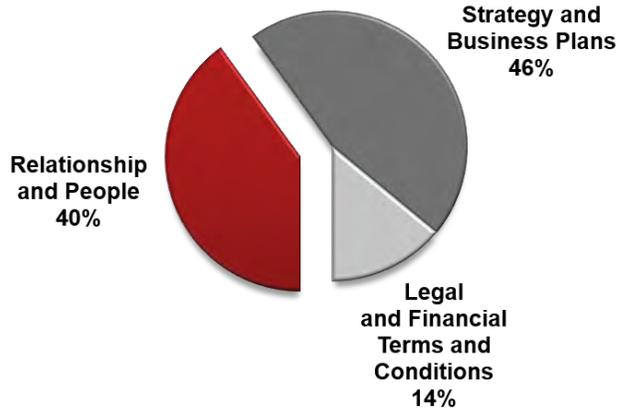
Attitude and mindset accounts for 55-85% of your personal success.

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

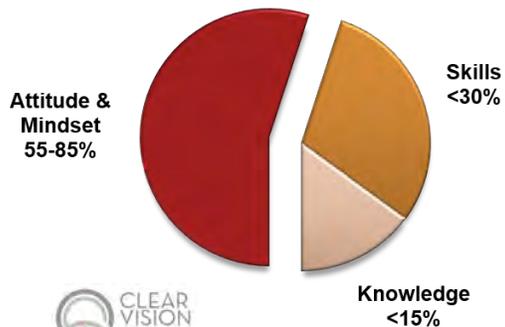
Personal *and* Alliance Success

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

Alliance Success Factors



Personal Success Factors



Personal Success

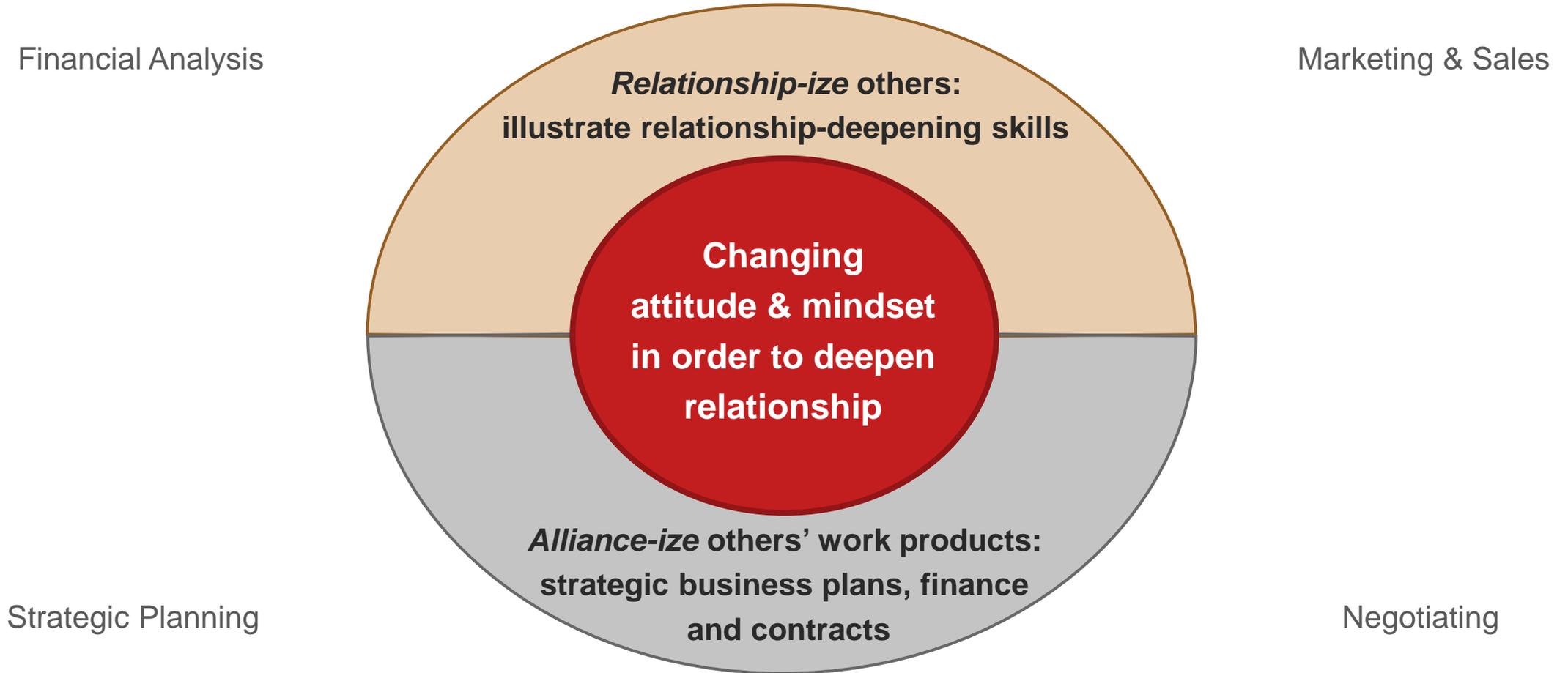


Strategic Alliance Success

	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

Focus where others cannot and will not focus → achieve personal *and* alliance success



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.

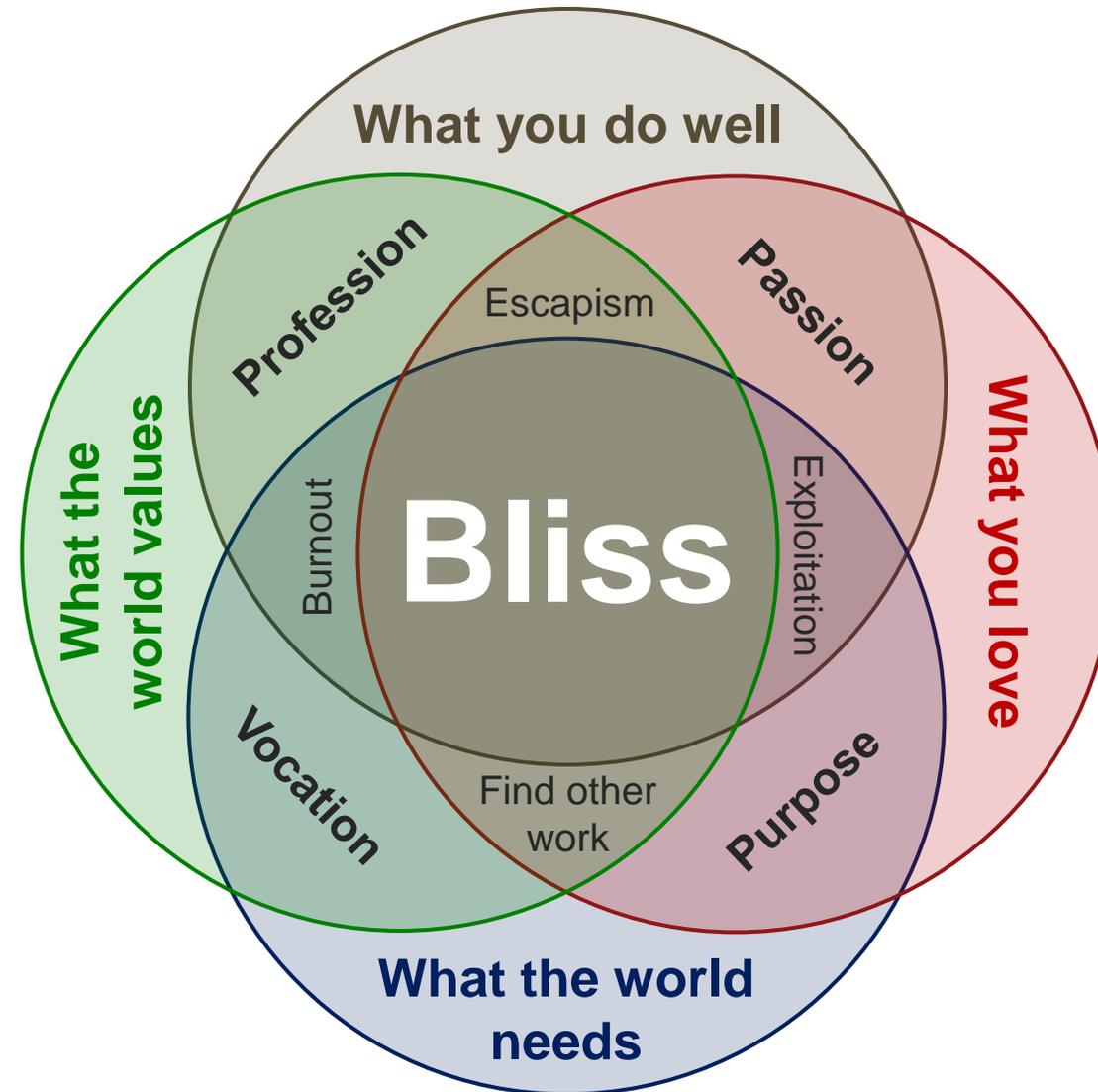
Is somewhat like a mini-CEO.

Values relationship itself.

Has more fun than
one person deserves.

SRMs Live a Life of Bliss

They do what they do well, what they love, what the world needs, and what the world values





Use the *2-Slide Methodology*TM

Simply led to great value via the voice-of-the-collective

Create greater value in your strategic alliances and ecosystems

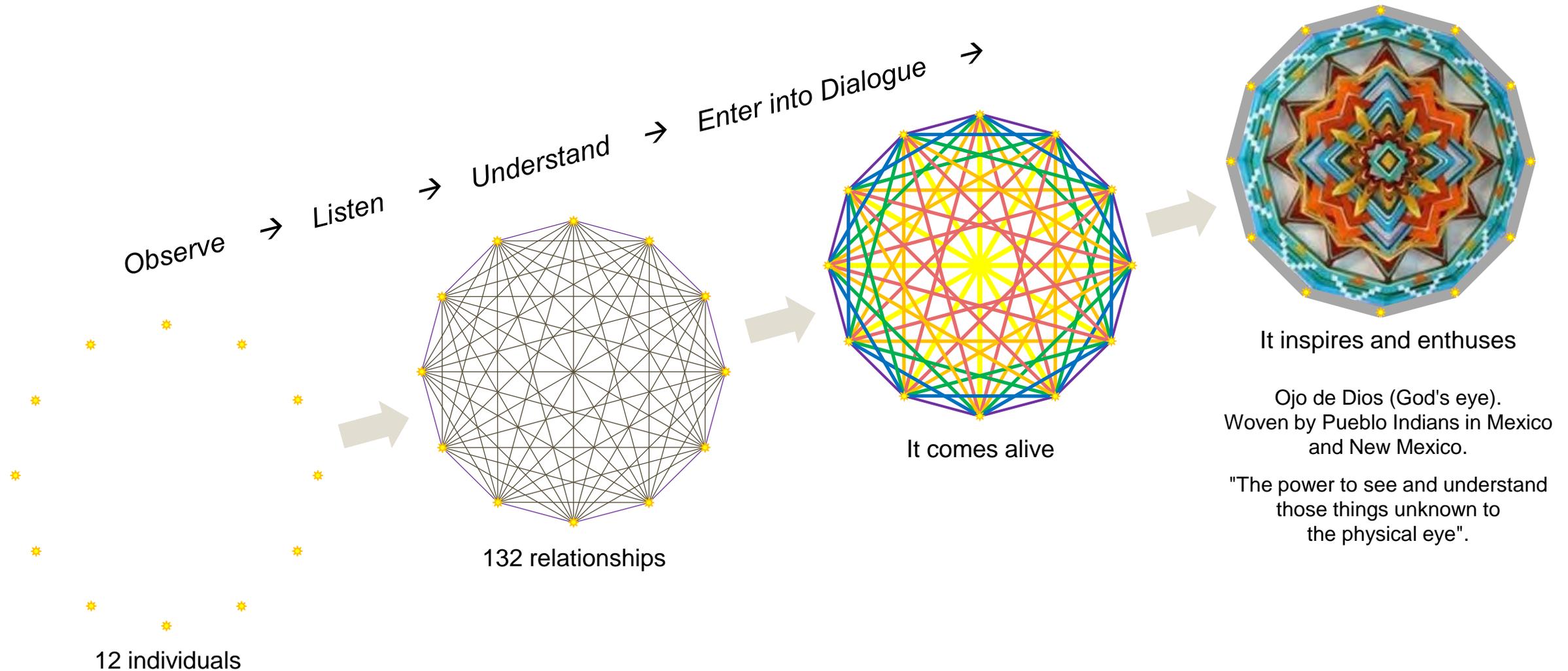
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Hear the Voice-of-the-Collective

Tap into the creative power that lives there

7 March 2024



It comes alive

It inspires and enthuses

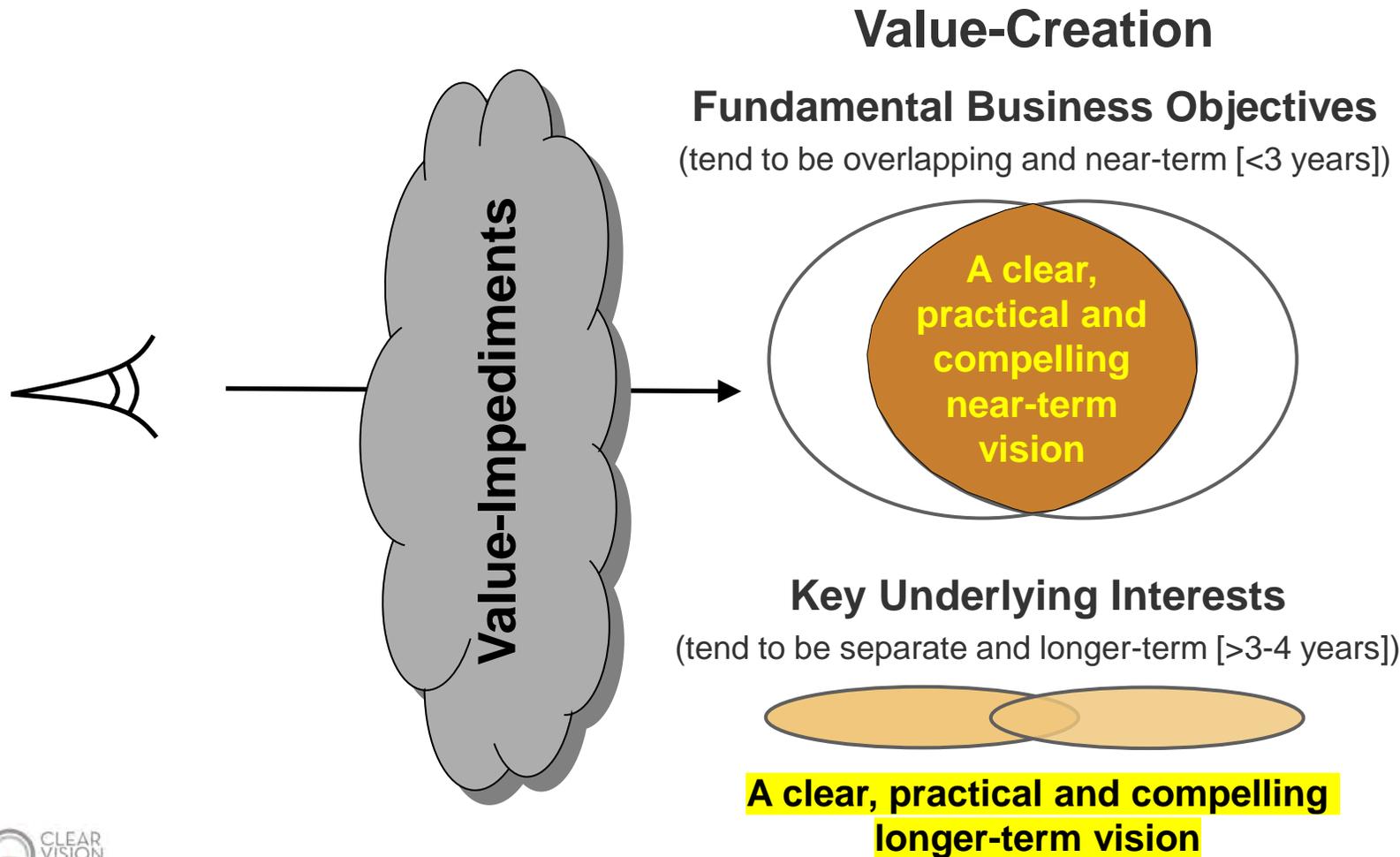
Ojo de Dios (God's eye).
Woven by Pueblo Indians in Mexico
and New Mexico.

"The power to see and understand
those things unknown to
the physical eye".

The Essence of Any Strategic Alliance

Described in 2-Slides: (1) remove value-impediments, (2) create value

2024-05-07



Incremental Value with ISVs	
Fundamental Business Objectives	
SAP's view of ISV - SAP's ISV is a... - SAP's ISV is a... - SAP's ISV is a...	ISV's view of SAP - ISV's view of SAP... - ISV's view of SAP... - ISV's view of SAP...
Value-Impediments with ISVs	
Cultural Differences	
SAP's view of ISV - SAP's view of ISV... - SAP's view of ISV... - SAP's view of ISV...	ISV's view of SAP - ISV's view of SAP... - ISV's view of SAP... - ISV's view of SAP...
Recommendations	
- SAP should... - SAP should... - SAP should...	

The 2-Slides' can help an SRM define:

- Processes
- Programs
- Structure
- Metrics
- ...

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).

Clear, practical and compelling long-term vision

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

Benefits from the **2-Slide Methodology**™ – [22 min training video](https://youtu.be/DXAKSgehztg) (https://youtu.be/DXAKSgehztg)

New insights, with great clarity and confidence.

7 May 2024

Simplicity

- Neutralizes complexity; frees up time and energy, which can be scary.
- Is strategically attractive; similar to the attractiveness of personal integrity.

Deep, authentic and empathic **Dialogue** is a transformative journey

- **It provides inspiration:**
 - Uncovers previously unseen value-creating opportunities.
 - Enthuses via a clear, simple, practical, and compelling long-term vision.
- **It stabilizes relationships:**
 - Overcomes drama, complexity, and other value-impediments; it bridges the chasms.
 - Increases trust via healthy confrontation, leading to a more open and collaborative atmosphere.
- **It redefines and enables both formal and informal leadership:**
 - *Content* is itself empowering; it provides new insights, with clarity and confidence.
 - *Process* increases personal buy-in, team alignment and collective focus.

Enables the development of a **sustainable collaborative advantage**

- While simultaneously enabling the accomplishment of the impossible.

Value-Impediments with ISVs

Cultural Differences	
SAP's view of HP <ul style="list-style-type: none">• 1992 R/GI deal & launch HP helped "re-make" SAP; strong IBM history, too (esp. of CEO level)• In field, viewed as a hardware vendor - a "bones architect" (not selling bones, after the sale, no end!)• HP's horizontal bus value to SAP is unclear	HP's view of SAP <ul style="list-style-type: none">• weak formal on/MS value creation processes, ad hoc• top-down decision-making - process oriented• 1:1 interpersonal "working" relations one or two• lack of perceived urgency - need to think, discuss

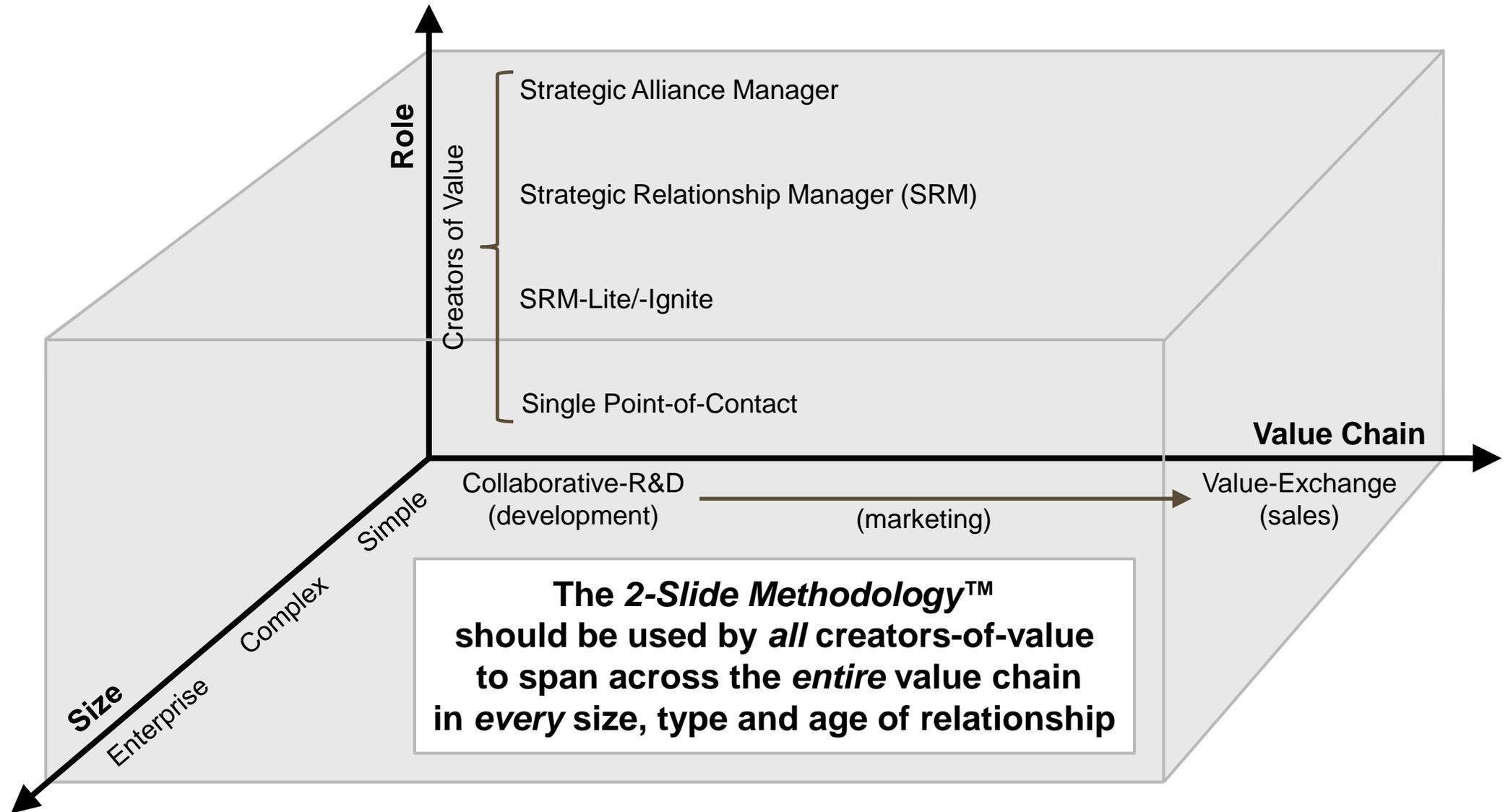
Incremental Value with ISVs

Fundamental Business Objectives	
SAP's <ul style="list-style-type: none">• Strong public endorsement of SAP WHO ARE• significantly reduce TCO & increase customer satisfaction - new SAP strategic imperative• remove "pointing A output" path for SAP & SAP's customers• influence license sales - up-front-selling to installed base & sales to new customers• help SAP reduce investments - focus on core business objectives vs. spending	HP's <ul style="list-style-type: none">• Broad deployment of HP CRM solutions• deliver on "locking in the enterprise" Core CRM• increase license & service value for HP's CRM solutions (SAP & HP's)• leverage off all of HP's enterprise strengths - cloud management, systems management, enterprise systems & services• raise "output" contribution dollar value/transaction
Key Underlying Interests	
SAP's <ul style="list-style-type: none">• accelerate adoption of Adobe terms, raise on SAP investments• reduce SAP customer support re. cloud	HP's <ul style="list-style-type: none">• differentiate HP on-offering services• accelerate growth in "locking in the enterprise" service
Possible Training Scenarios	
<ul style="list-style-type: none">• engineering-out relationship to competitors in their AS 2.0s, etc.• TCO-driven, tightly-integrated HP/CRM/SAP packaged solutions (e.g., CRM, Fin. Sales & Data) - maybe w/ DPREP or DPO for more change solutions - e.g., unified install, single, etc.• CRM case management provided in Salesforce (see up or even build better - option)• SAP/Adobe/HP terms/outputs this solution• explore risk reduction plays	



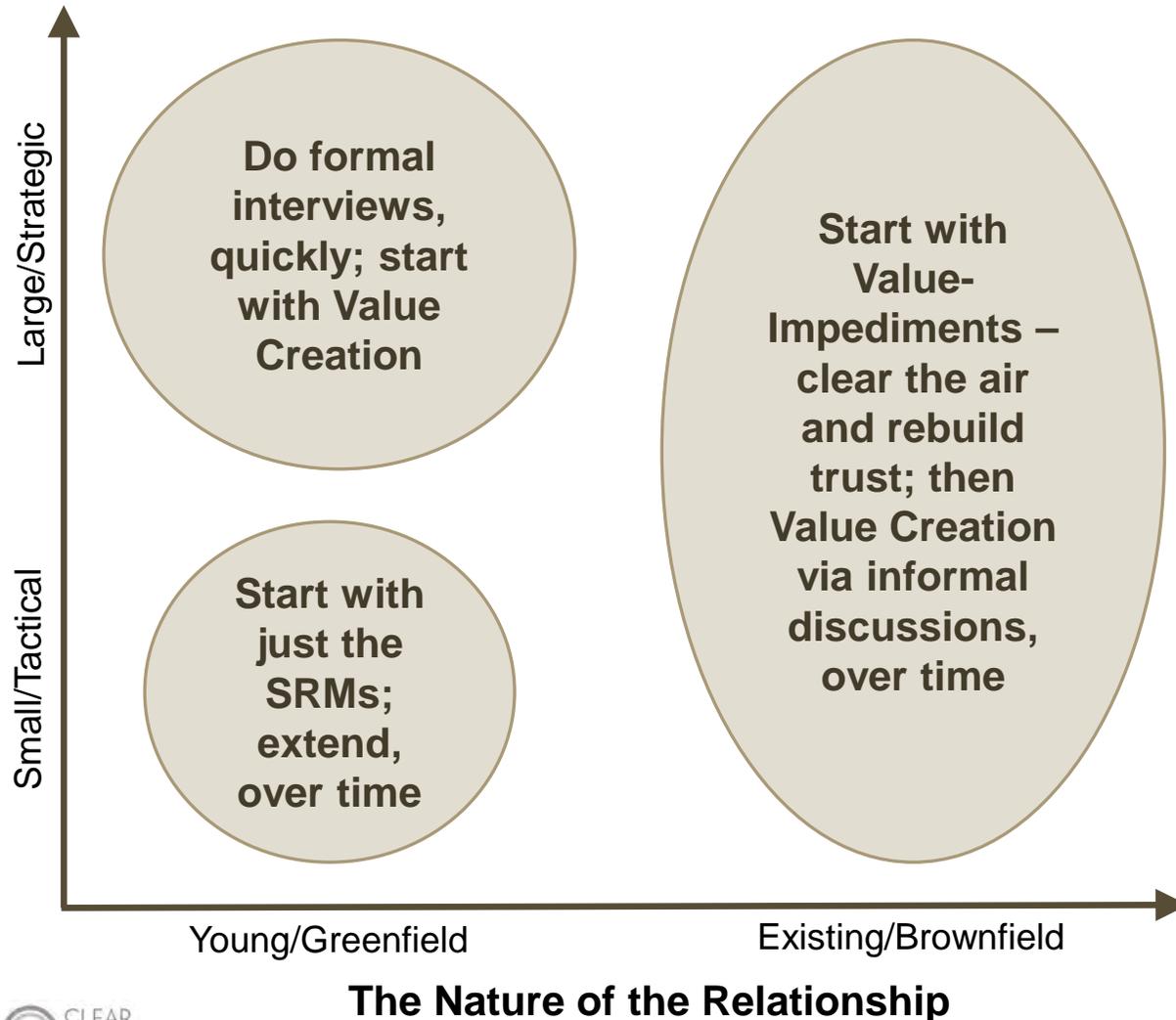
Simplicity's Power is All-Encompassing

One methodology. One identity. Any relationship.



Differing Approaches for Creating 2-Slides

Consider the size, nature and age of the alliance



Question: How should the 2-Slides get created?

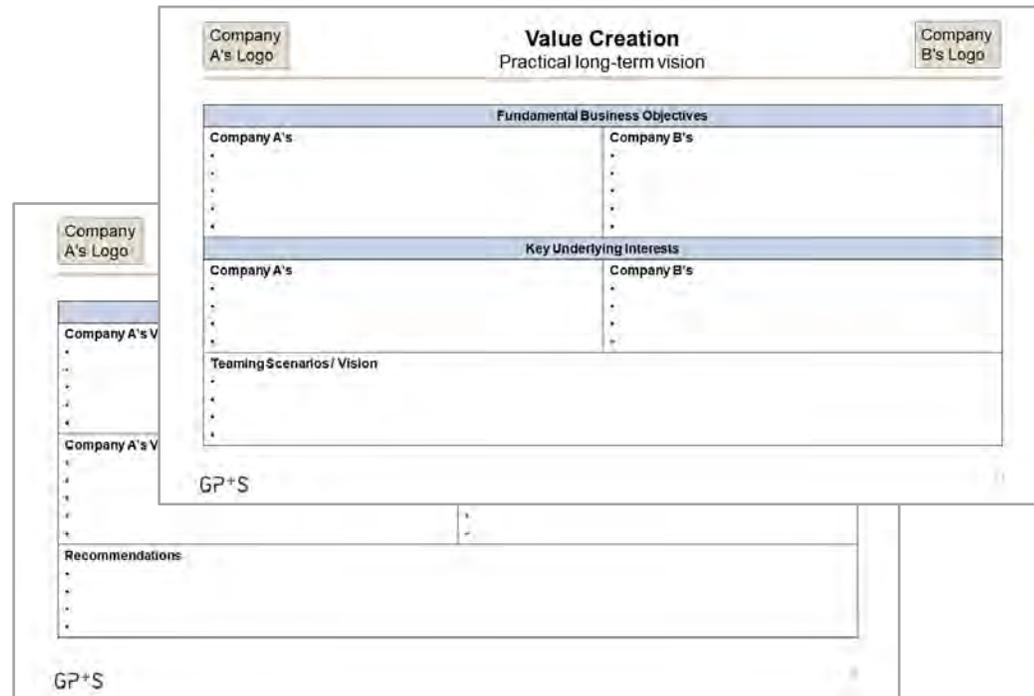
Answer: Well ... it depends ...

Suggestions:

- Consider the relationship – its history and general nature.
- **New, large, complex relationship:**
 - Consider a set of formal interviews, done quickly.
 - Start with Value Creation, then Value-Impediments.
- **New, small, simple relationship:**
 - Do the 2-Slides by yourself, then with the other SRM.
 - Listen, hear, and share with others, over time.
- **Existing relationship (e.g., >2-3 years old):**
 - Inter-organizational trust will likely be low (over time, trust tends to deteriorate between the companies).
 - Consider doing a select set of interviews, starting with Value-Impediments – clear the air, develop trust.
 - Value-Creation is likely well known within the team. Start with the SRMs, then extend over time.
- **If in doubt, just do it. Start with yourself. Fill out the 2-Slides. Then begin: listen, understand, dialogue, listen, understand, dialogue, [continually iterate] ...**

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).

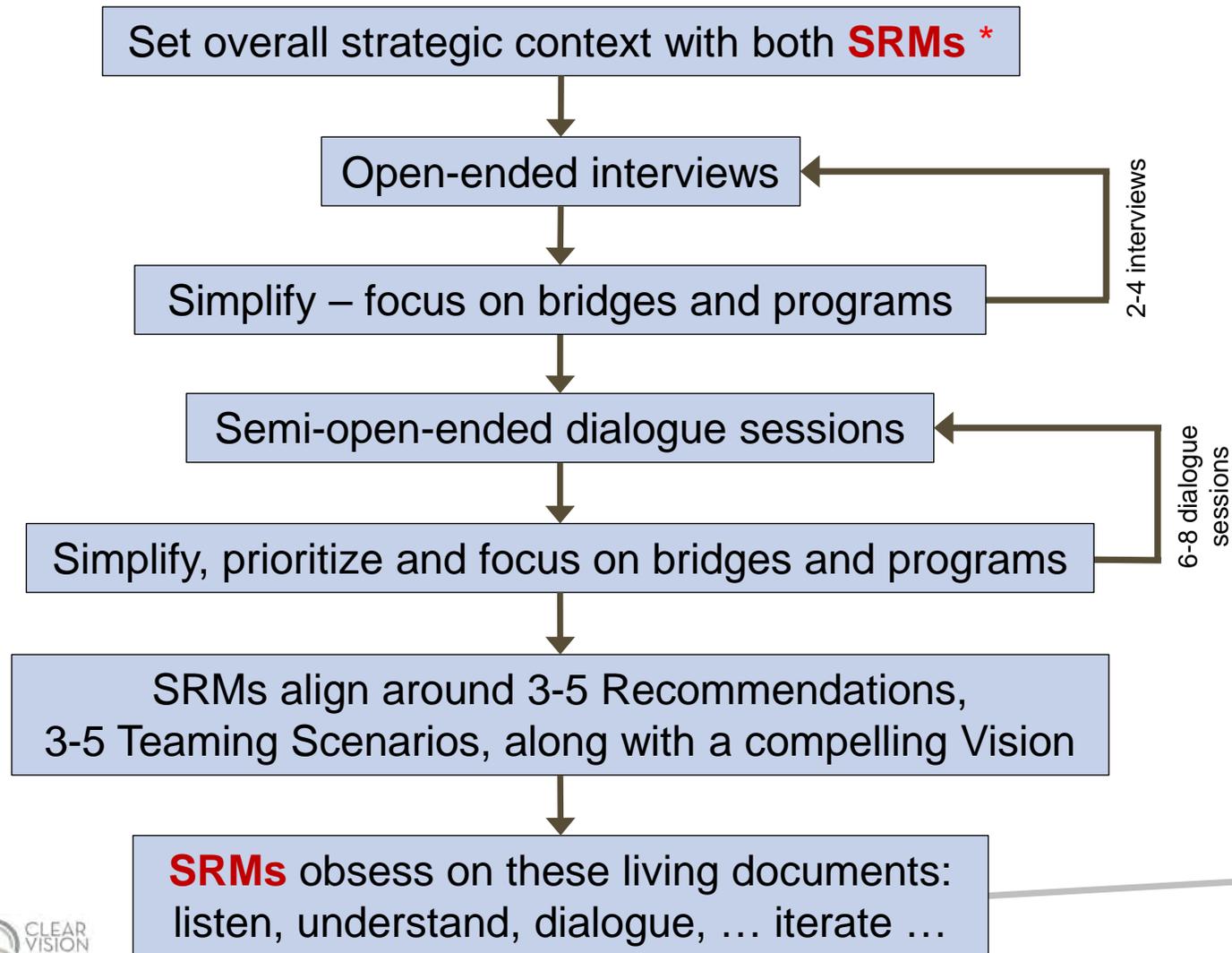
Transformational leadership will begin to appear

- 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.

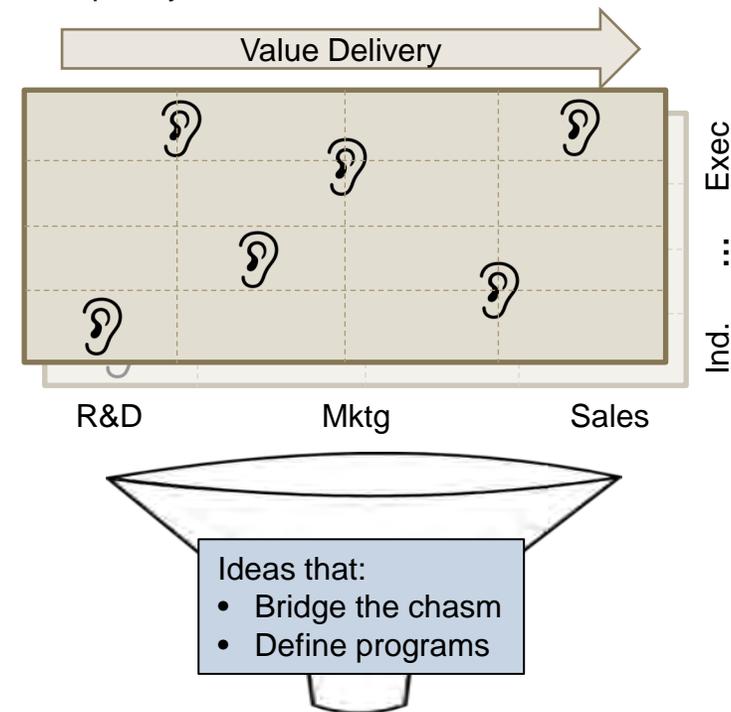
2-Slide Methodology™ – hearing the voice-of-the-collective (e.g., in a large alliance)

It starts and (never) ends with **You**

(* SRM = Strategic Relationship Manager, a.k.a., Strategic Alliance Manager)



Conduct dialogue sessions in both companies
Sample adequately across the interface, in breadth and depth

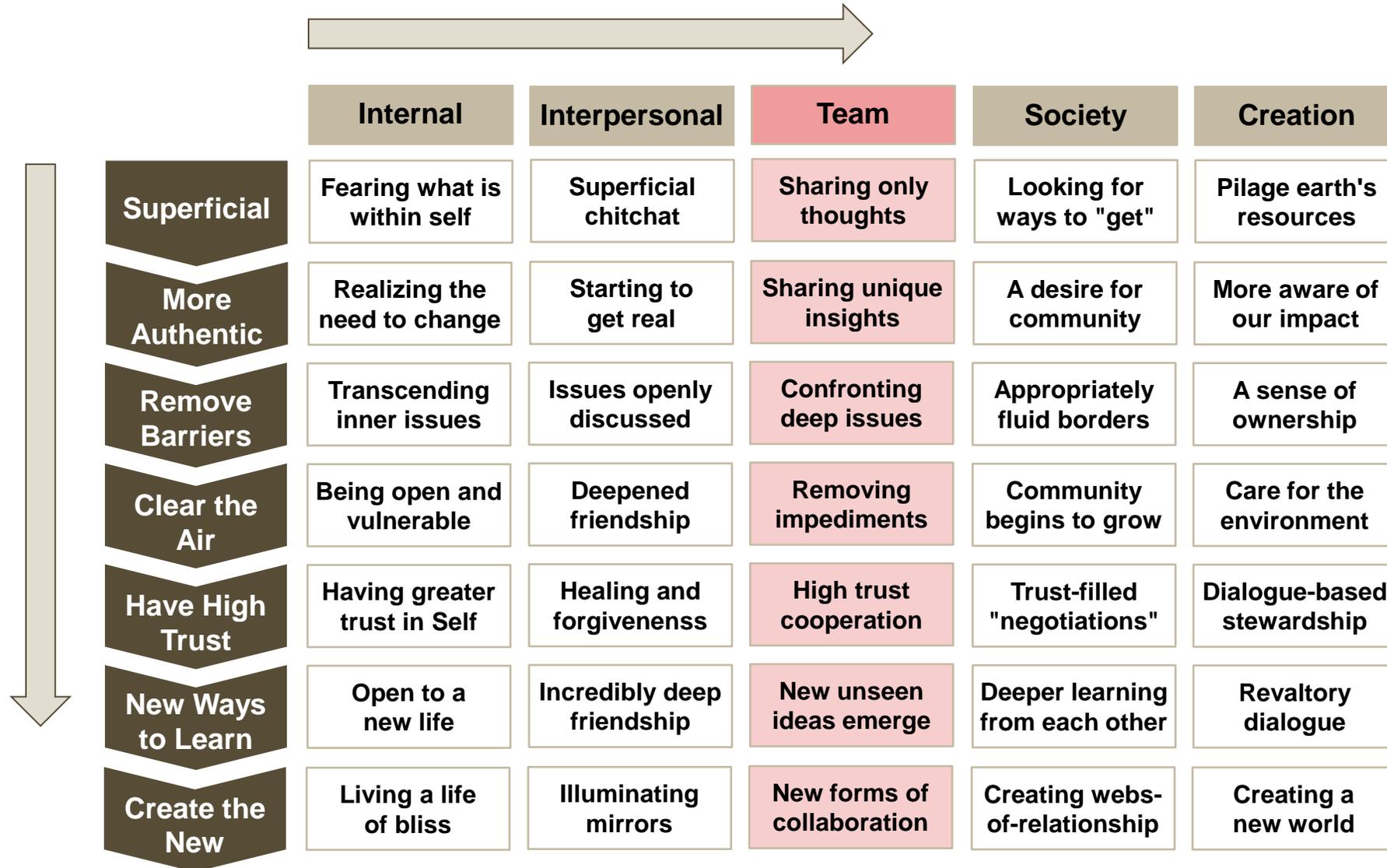


Incremental Value with ISVs	
<p>SAP's view of ISV</p> <ul style="list-style-type: none"> • SAP's ISV ecosystem is based on "Partner SAP" - a model where ISVs are integrated into SAP's ecosystem • SAP's ISV ecosystem is based on "Partner SAP" - a model where ISVs are integrated into SAP's ecosystem 	<p>ISV's view of SAP</p> <ul style="list-style-type: none"> • SAP's ISV ecosystem is based on "Partner SAP" - a model where ISVs are integrated into SAP's ecosystem • SAP's ISV ecosystem is based on "Partner SAP" - a model where ISVs are integrated into SAP's ecosystem
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Authentic Dialogue – [supplemental video on Dialogue](https://youtu.be/KRSGHTba72Q) – <https://youtu.be/KRSGHTba72Q> (11:08)

A portal that deepens and expands relationship

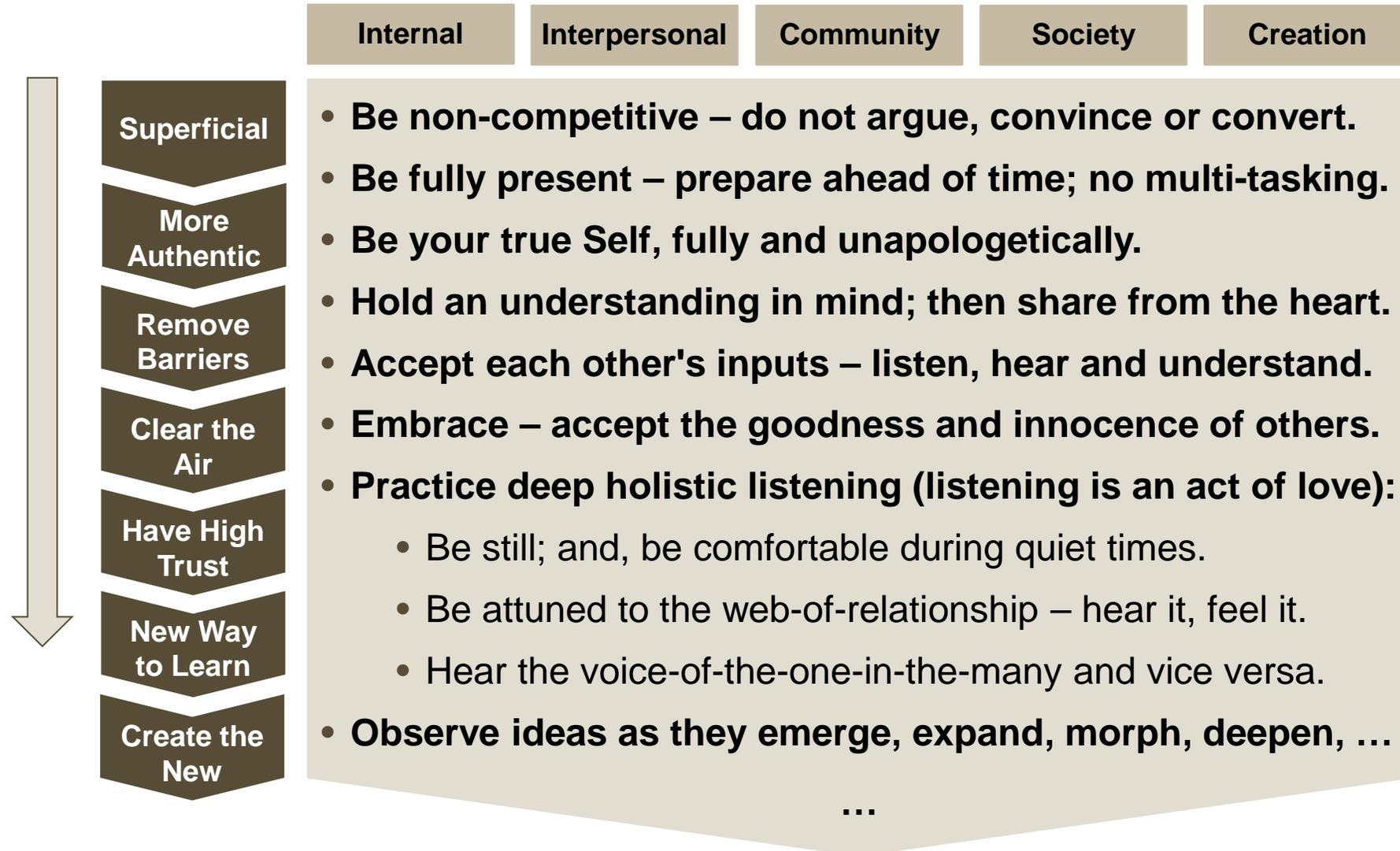
25 April 2024



Enter Into Deep and Authentic Dialogue

Suggested guidelines to deepen dialogue, and thereby deepen relationship itself

16 June 2023



SPF: Simplify, Prioritize, Focus

Distill the voice-of-the-collective to its simplest essence

Value-Impediments

- What ideas, when shared and discussed, will help **bridge the gap** between the companies?
- What ideas help people overcome the challenges in the relationship?
- What ideas help answer the question, "**How can I help?**"

Incremental Value

- What ideas can be used to help **define new value-creating activities?**
- What ideas contribute to:
 - technology roadmaps and strategies?
 - marketing, messaging, briefings, press releases?
- What ideas answer the question, "**What is the value of this relationship?**"

Pick 3-5 ideas per cell – find ideas that subsume other ideas; then pick the most impactful ones.

Incremental Value with ISVs	
Financial Goals & Objectives	ISV's
• Rev. 2012-2015, revenue of \$100M-\$150M	• Annual growth rate of 10-15%
• Profit margin of 15-20%	• Gross margin of 30-40%
• Customer acquisition of 1000-1500	• New customer acquisition of 100-150
• Retention rate of 80-90%	• Customer retention rate of 80-90%
• Net promoter score of 5-7	• Net promoter score of 5-7

Value-Impediments with ISVs	
ISV's view of ISV	ISV's view of ISV
• Speed to market vs. Time to market	• Risk aversion vs. Risk taking
• Customer acquisition vs. Customer retention	• Communication vs. Silence
• Transparency vs. Opacity	• Flexibility vs. Rigidity
• Innovation vs. Tradition	• Collaboration vs. Competition
• Customer-centric vs. Product-centric	• Data-driven vs. Intuition-driven
• Global vs. Local	• Scalable vs. Non-scalable
• Agile vs. Waterfall	• Iterative vs. Linear
• Customer-centric vs. Product-centric	• Data-driven vs. Intuition-driven
• Global vs. Local	• Scalable vs. Non-scalable
• Agile vs. Waterfall	• Iterative vs. Linear

Recommendations

- ISV should be very similar to the "old ISV" (partner) - contribute incremental value
- ISV should be very similar to the "old ISV" (partner) - contribute incremental value
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- ISV should be very similar to the "old ISV" (partner) - contribute incremental value

The content drives:

- Programs
- Structure
- Processes
- Metrics
- ...

Converting 2-Slides into Action Items

Value-Impediments

25 March 2024

hp HEWLETT PACKARD / Microsoft Corporate Alliance
Value-Impediments – throughout the relationship (1997-2002 → 2007 HBR article)

Perspectives	
HP's View of Microsoft <ul style="list-style-type: none"> Excessively competitive and confrontational Negotiating is a poker game; the goal: hold all the cards "Win / Don't Care" partnering mindset Focused only on winning the deal Packaged software mentality – commoditizes everything, including partnerships 	Microsoft's View of HP <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Focus on each other's complementary strengths: <ul style="list-style-type: none"> 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 	

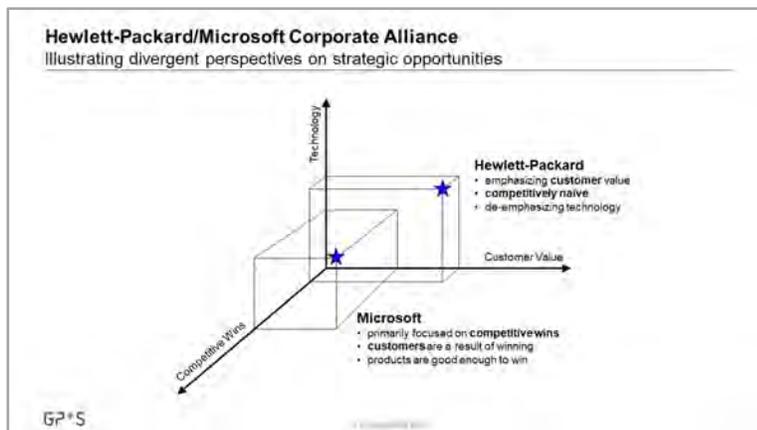
GP+S

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.



Converting 2-Slides into Action Items

Value-Creation

SAP / hp Strategic Alliance
Incremental Value – Enterprise Print Management and Document Workflow (circa 2005)

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

GP+S

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 processes.
- Use the **Vision** content to:
 - Establish and maintain collective enthusiasm and momentum.
 - Brief executives and others.



Accomplish the Impossible

By truly understanding the voice-of-the-collective

Create greater value in your strategic alliances and ecosystems

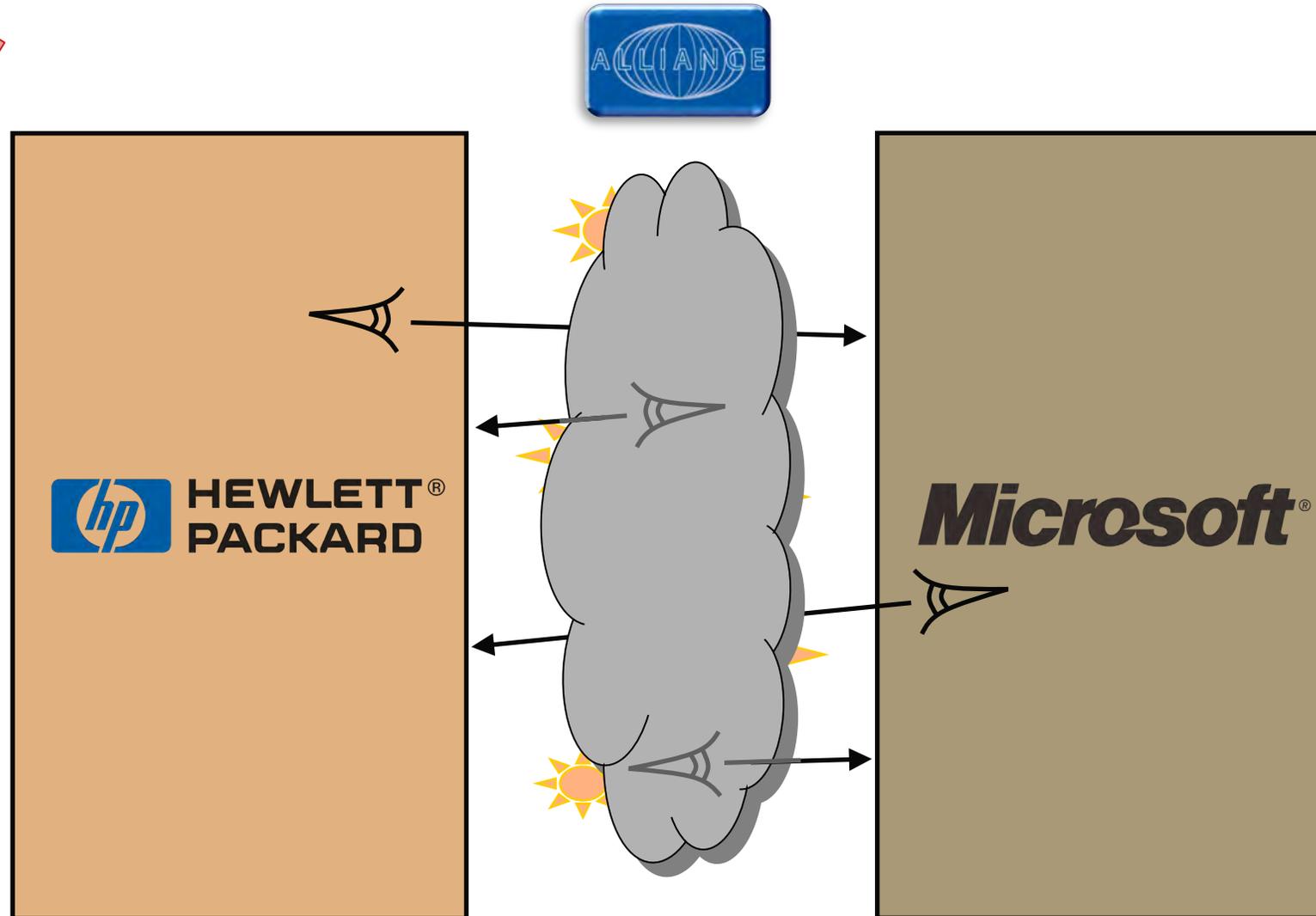
Joe Kittel – SPiBR.org LLC – joe@spibr.org – Collaborative-R&D Alliances



Hewlett-Packard/Microsoft Corporate Alliance

Value-Impediments

Accomplished the Impossible:
Vast differences in corporate cultures.



Perspectives	
<p>HP's View of Microsoft</p> <ul style="list-style-type: none"> ▪ Excessively competitive and confrontational ▪ Controlling, paranoid, and greedy ▪ "Win / Don't Care" partnering mindset ▪ Focused only on winning the deal ▪ Packaged software mentality – commoditizes everything, including partnerships 	<p>Microsoft's View of HP</p> <ul style="list-style-type: none"> ▪ A non-player in professional services ▪ Falling behind its competitors ▪ Slow, bureaucratic, risk-averse – a laggard ▪ Historically, great technology ▪ Conflicted sales strategies (UNIX vs. NT [in late '90s])
<p>HP's View of HP</p> <ul style="list-style-type: none"> ▪ Collaborative mind-set – looks for common good ▪ Reinventing itself – trying to get more focused under new CEO's leadership (Carly Fiorina) ▪ Disciplined – mature, can sell complex solutions, long-term orientation, methodical with new opportunities ▪ Win/win – actively seeks the other company's wins ▪ Flexible – looks for creative deals 	<p>Microsoft's View of Microsoft</p> <ul style="list-style-type: none"> ▪ Competitive, fast-moving, risk-taker, 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
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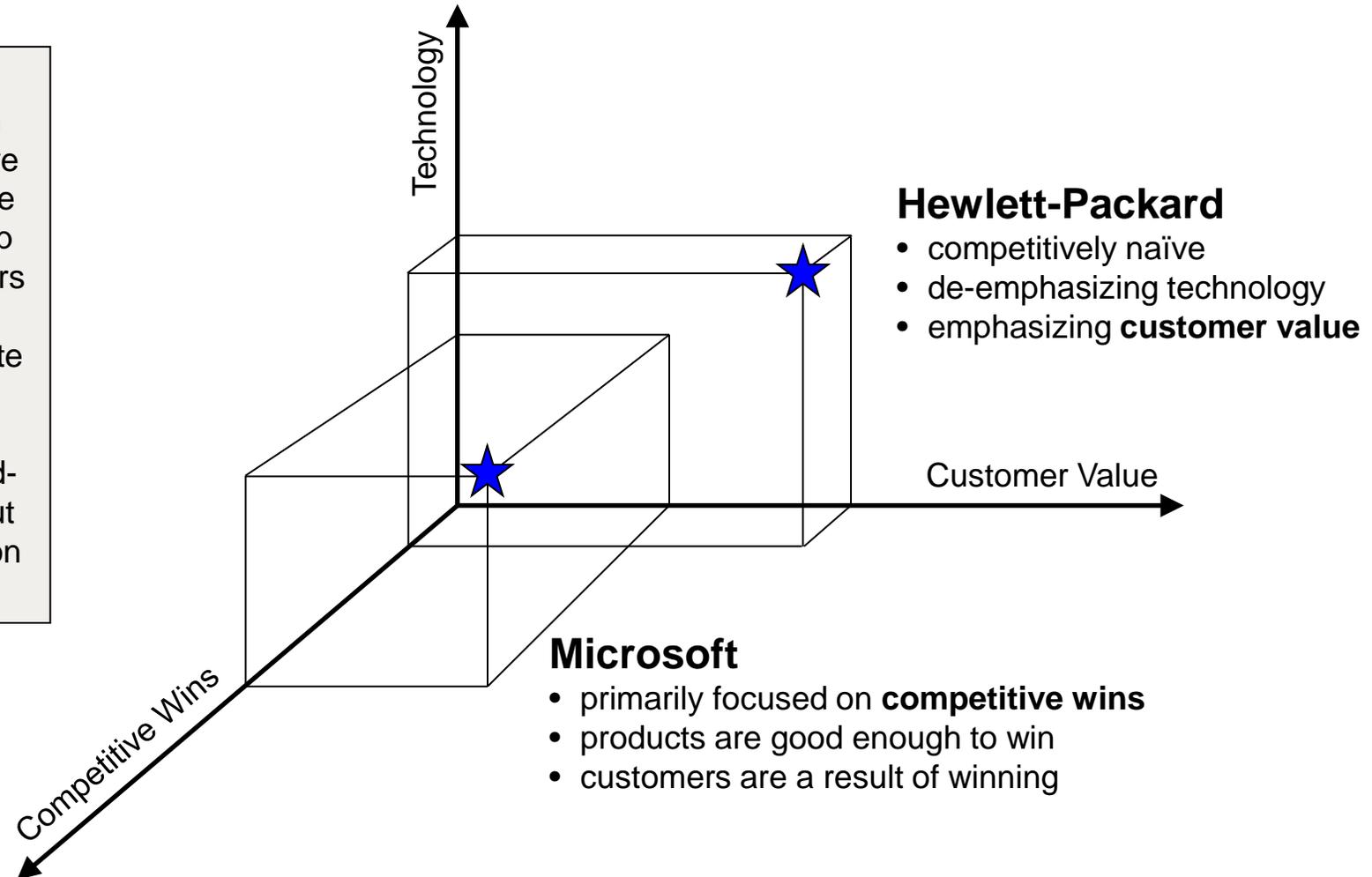
Hewlett-Packard/Microsoft Corporate Alliance

Divergent perspectives

22 March 2024

So what?

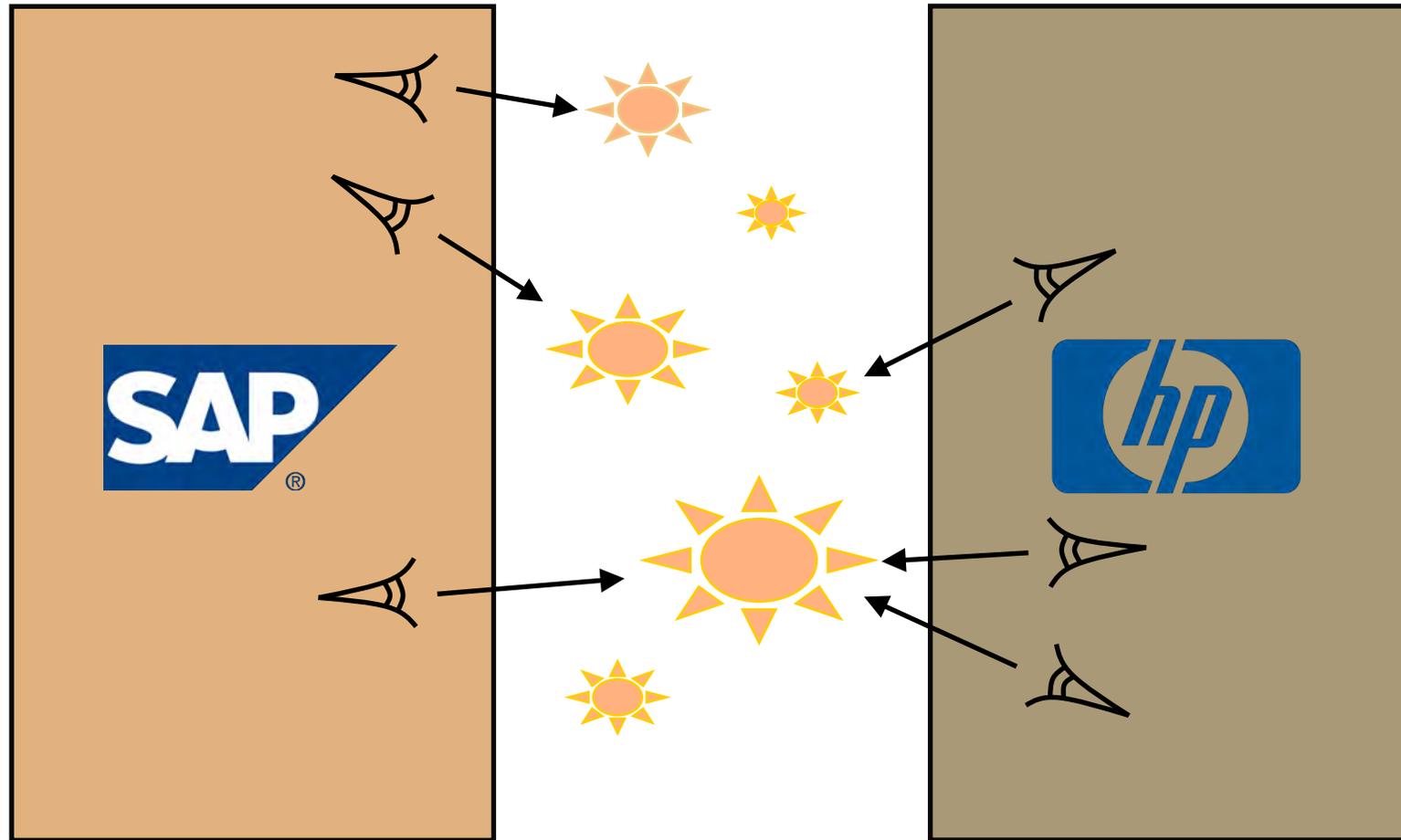
- HP should communicate with Microsoft from the perspective of competitiveness. They care about technology, if it will help them win. And, new customers are the result of winning.
- Microsoft should communicate with HP from the perspective of great technology, that enables value-delivery to end-user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



SAP/HP Strategic Alliance

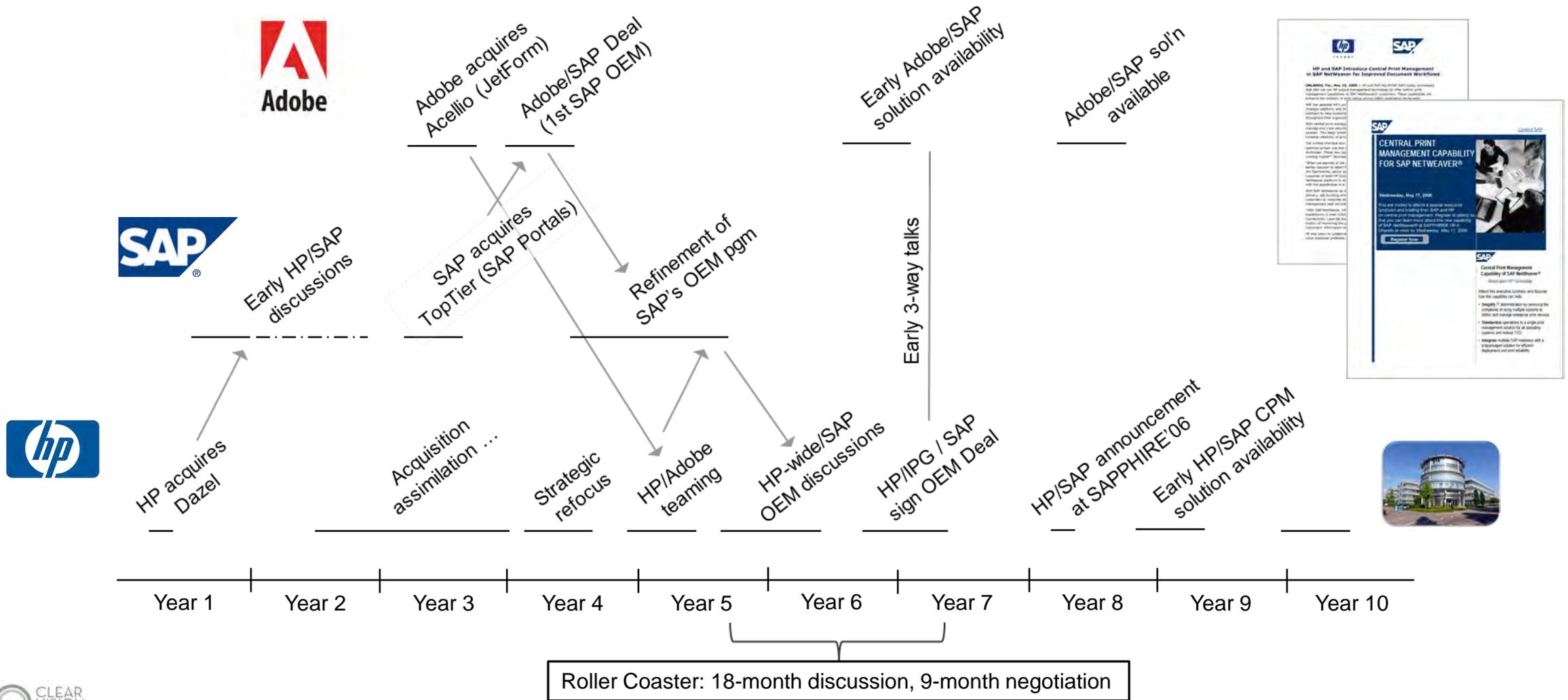
Incremental Value

Accomplished the Impossible:
Time: Years of "No!" Roller coaster.



HP/SAP/Adobe Strategic Alliance

8-Year Roller Coaster: "No!" → part of CEO level discussions → only piece left → SAPPHIRE



Fundamental Business Objectives	
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Sustainable Collaborative Advantage

Via simplicity on the other side of complexity

Create greater value in your strategic alliances and ecosystems

Joe Kittel – SPiBR.org LLC – joe@spibr.org – Collaborative-R&D Alliances



Summary

It is all about relationship

Strategic Relationships (Strategic Alliances)

- Are long-term value-creating (collaborative-R&D or co-development) relationships.
- They succeed when relationship itself is valued as business' *most* strategic asset.



Strategic Relationship Managers (SRMs; Alliance Managers)

- Like no other job in business; it is extraordinarily unique; a long-term creator of value.
- Requires a clear personal identity and non-traditional practices in order to succeed.

The 2-Slide Methodology™ – simplicity on the other side of complexity

- Tap into the powerful creative force that lives in relationship: solutions, opportunities, inspiration, vision, transformation.
- Listen, understand, enter deep dialogue, and act on the voice-of-the-collective; let the alliance itself be self-directed.
- Neutralize overwhelming complexity and dysfunctional drama – free up time and energy to focus on relationship.
- The basis for establishing an on-going sustainable collaborative advantage in an ecosystem; it is simply attractive.

Relationship: your most strategically-important asset; and, a crucible for on-going transformation.

Thank You ...

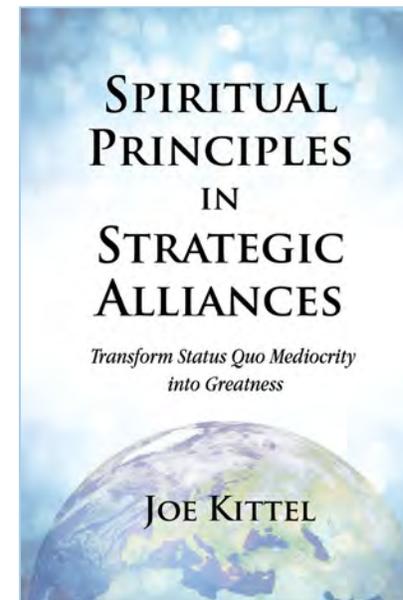
... for your interest in the ideas shared in these videos

In the first module, I mentioned the book *Spiritual Principles in Strategic Alliances*; if you are interested, here is a link to the pre-published version. This is my gift of appreciation to you. Thank you!

www.spibr.org/spiritual_principles_in_strategic_alliances.pdf

I prefer the size and formatting of the pre-published version. And, the illustrations are in color. This is what I offered to members of the [Association of Strategic Alliance Professionals](#) when that organization endorsed it in their [Best Practices Bulletin](#).

If you want to buy the book,
it is available on Amazon.



Joe Kittel

Empowering strategic relationship managers to create greater value



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joe@spibr.org



I am focused on the empowerment of individuals and the transformation of business relationships (especially strategic alliances). I clarify personal identity and refine any alliance's essential purpose.

The results that I enable are 100% leverageable into any process, system or audience; while simultaneously creating a sustainable collaborative advantage for your business. My work benefits any size and type of strategic alliance.

Founded in 2007, SPiBR.org LLC is an international consultancy, headquartered in Santa Fe, NM, USA.

www.spibr.org

[résumé](#)





I empower individuals to transform their strategic relationships

That is what I do.

Joe

Joe Kittel

joe@spibr.org



Simplicity on the other side of Complexity

Simplicity on the Other Side of Complexity

27 March 2024

Simplistic
(weak & naive)

Complexity
(overwhelming)

Simplicity
(wise & powerful)



- At the start of something new.
- Initial reaction to simple ideas: "It can't be *that* simple!"

- Consumed by day-to-day activities.
- Can't see the forest for the trees.
- "There *has* to be a better way!"

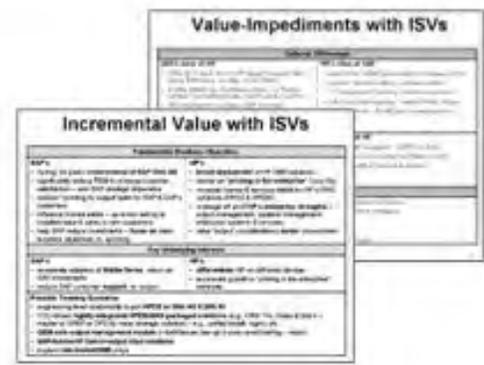
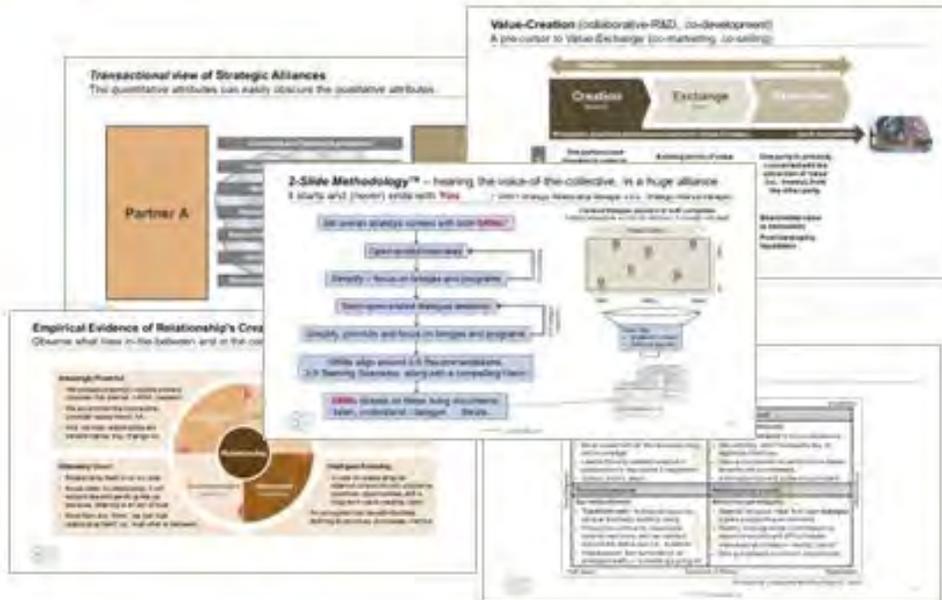
- Experience brings wisdom.
- "Oh. *Now* I understand!"
- Time and energy is freed up.

Simplicity on the other side of Complexity

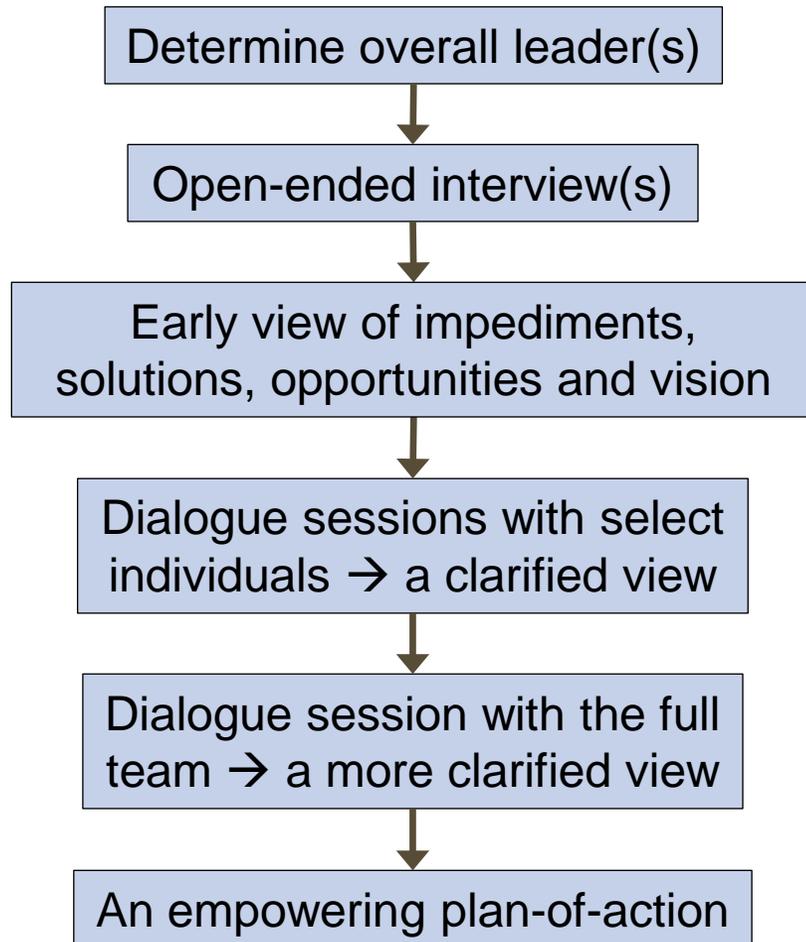
Simplistic
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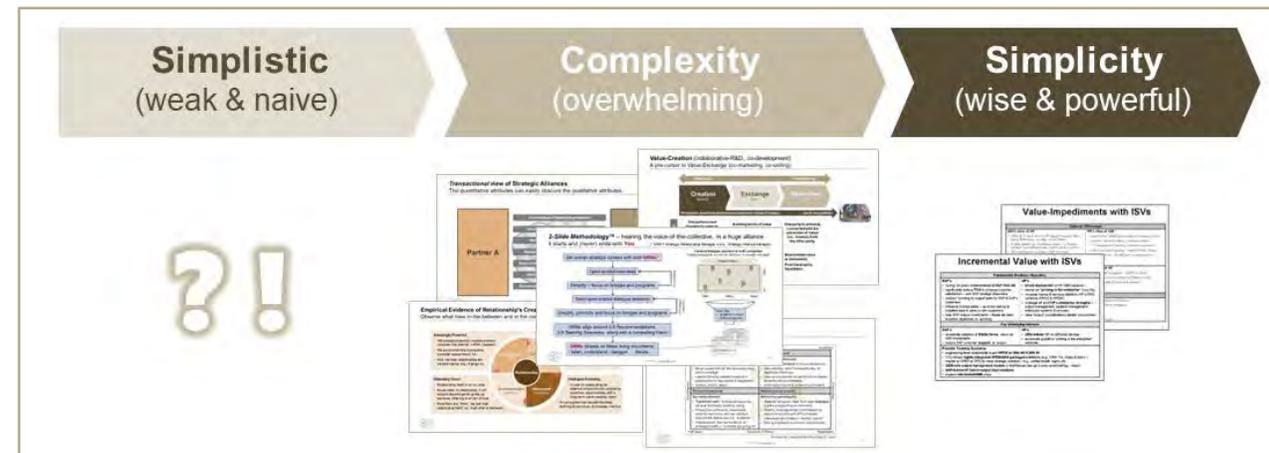
Getting to Simplicity Can Be a Complex Process



Complexity



Simplicity on the other side of complexity



Value-Impediments – potential questions to stir up dialogue

Overcome cultural and strategic differences

Perspectives

Understand each companies view of the other company:

- As the companies are working together, how does each company see the other? Focus on the challenges, especially difficult ones.
- Encourage the participants to be clear, bold and fearless. Assure them that their answers will not be attributed to them (confidentiality).
- As you progress through this process, you will be able to draw from what the collective has told you, in order to take participants deeper.
- This process is a hybrid of open-ended and leading questions, striving to take participants deeper and deeper.

Understand each company's view of itself:

- Now the questions, above, are applied to each company's view of itself – an honest self-reflection.
- What unique challenges does each company bring into this relationship, that makes it difficult for the other company?
- Again, draw from what you have heard so far.
- Take the participants deeper and deeper, by asking a hybrid of open-end and leading questions.

Recommendations

- As you progress through this process, you will likely hear Recommendations from the participants. Capture those ideas. Share them along the way, to help take participants go deeper and deeper into the issues, challenges and possible solutions.
- Eventually, toward the end, you will work on this cell **after** the 4 above have been completed (i.e., are good enough).
- What are **practical recommendations** for overcoming these impediments?
- Strive to be limited to 3-5 **simple**, somewhat prioritized, statements.

Value-Impediments

Overcome cultural differences

Perspectives

Company A's View of Company B

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Company B's View of Company A

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Company A's View of Company A

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Company B's View of Company B

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Recommendations

-
-
-
-

Value Creation – potential questions to stir up dialogue

New forms of value; and, a clear, practical and compelling long-term vision

Fundamental Business Objectives

Ask each company about *their* Fundamental Business Objectives, and also what they think *the other* company's objectives are:

- Fundamental Business Objectives tend to be: overlapping (benefit both companies), strategic, and near-term (<3 yrs.).
- Why are you interested in having any kind of relationship with the other company? Why even have this relationship?
- What are your company's primary motives for this relationship? What does your company expect to derive out of the relationship?

Key Underlying Interests

Ask each company about *their* Key Underlying Interests, and also what they think *the other* company's interests are:

- Key Underlying Interests tend to be: more separate than combined, and longer-term (>3 yrs.).
- What are your company's achievable long-term outcomes – brainstorm, be bold, be creative, think "outside the box".
- These can be thought of as "underlying" the objectives – side benefits from the primary purpose of the relationship.

Teaming Scenarios (to accomplish objectives and interests, of both companies) / **Vision**

- As you progress through this process, you will likely hear Teaming Scenarios from the participants. Capture those ideas. Share them along the way, to help that the participants deeper and deeper into dialogue.
- Eventually, toward the end, you will work on this cell **after** the 4 above have been completed (i.e., are good enough).
- What Teaming Scenarios best fulfill each company's objectives and interests?
- What seems to be emerging as a clear, compelling and practical long-term Vision?
- Strive to be limited to 3-5 **simple**, somewhat prioritized, statements.

Fundamental Business Objectives

Company A's

-
-
-
-
-

Company B's

-
-
-
-
-

Key Underlying Interests

Company A's

-
-
-
-

Company B's

-
-
-
-

Teaming Scenarios / Vision

-
-
-
-

Shorten TTICC

Time-To Insights, Clarity and Confidence → more and better value-creating actions, sooner

2024-03-05

Good enough and simplicity are our goals, with refinement over time.

- Good enough content and a simple (i.e., as small as possible) team will shorten TTICC.

1. Adequately cover the value-chain and value-impediments from <company>'s point-of-view:

- Engineering (value-creation) and business (value-exchange) via 2 one-on-one dialogues.
- Fundamental Objectives and Underlying Interests (esp. <company>'s; partner's if understood).
- <company>'s view of partner and self-reflective view – impediments (partner's perspective, too).

2. Initiate one-on-one or team dialogue with the lead(s) on the partner side (1-2):

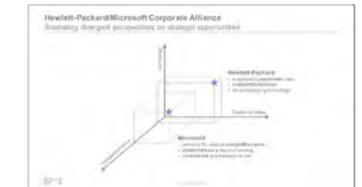
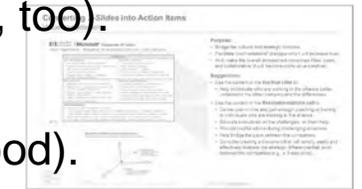
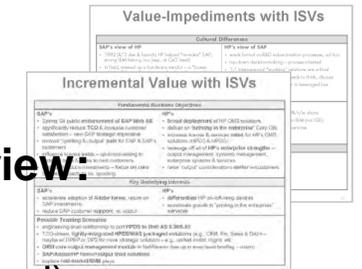
- Fundamental Objectives and Underlying Interests (esp. partner's; <company>'s if understood).
- Partner's view of <company> and self-reflective view – impediments (<company>'s perspective, too).

3. A brief (30 min) <company>/partner dialogue with as small a team as possible:

- Further refine content, while improving <company>-with-partner alignment and focus.
- Focus especially on Teaming Scenarios, Vision and Recommendations (w/3-axis slide).

4. On-going reflection and refinement will lead to higher-impact actions:

- A clear, simple and compelling long-term vision to foster alignment and enthusiasm.
- Simple educational content to help the team and executives overcome impediments.
- Help management understand how the team valued and engineered relationship itself.



Relationship

That creative force that lives in-the-between has been neglected

The lack of meaningful relationships in today's society is a plague, a serious threat to our physical and mental health, a crisis.

Relationship is:

- Hidden in plain sight, it is itself the source of *all* creative and transformative ideas.
- Founded on trust and deepened via authentic dialogue (listen, hear, understand).

Relationship is much more than:

- The superficial give-and-take of transactions.
- Something that can be managed by a system (e.g., CRM).

**All we have is Relationship.
We are all meant to build bridges,
Always and everywhere.**

Listen, Hear and Understand the Voice-of-the-Collective

The Journey that Deepens and Expands Relationship

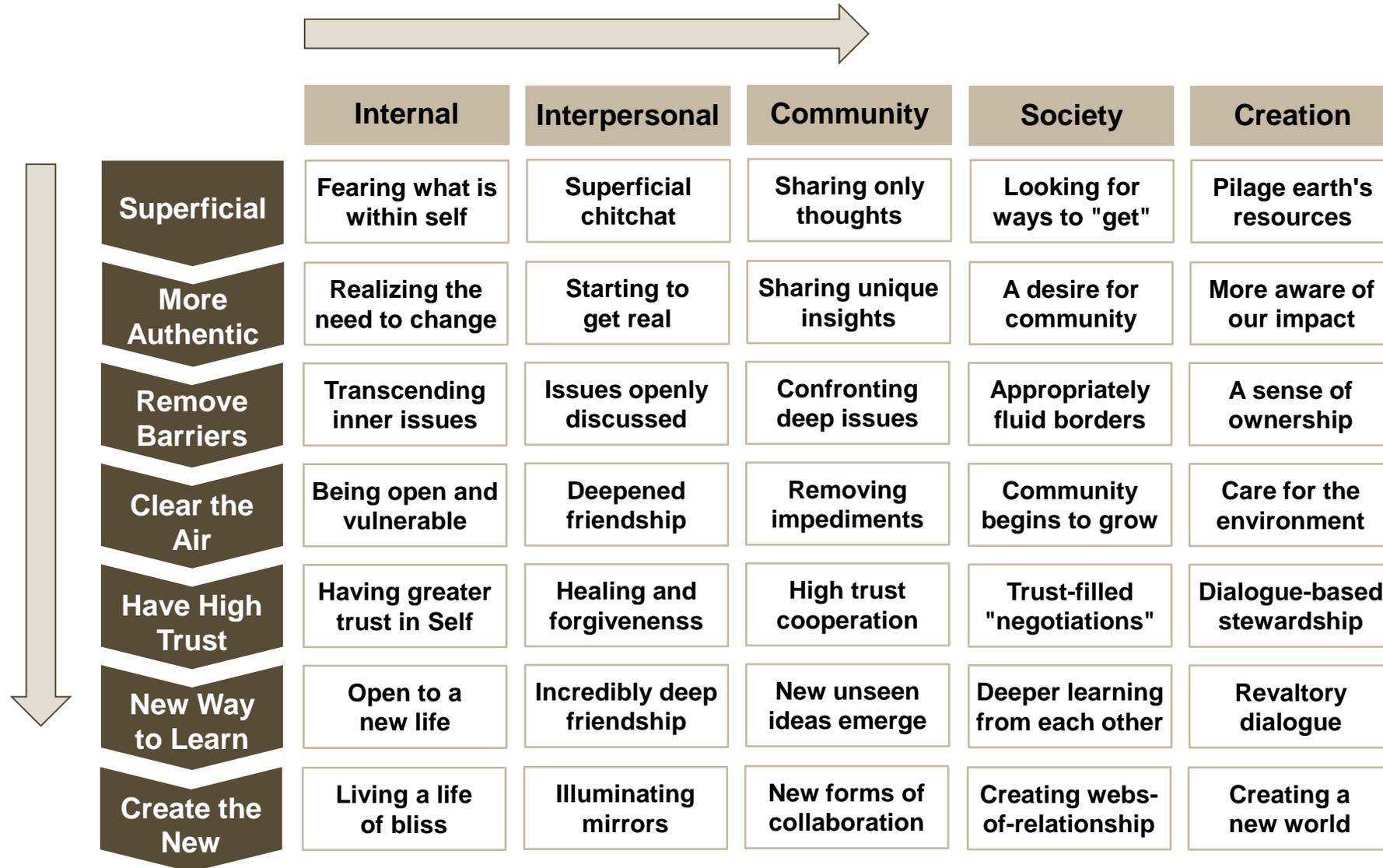
16 June 2023



Authentic Dialogue

A portal that deepens and expands relationship

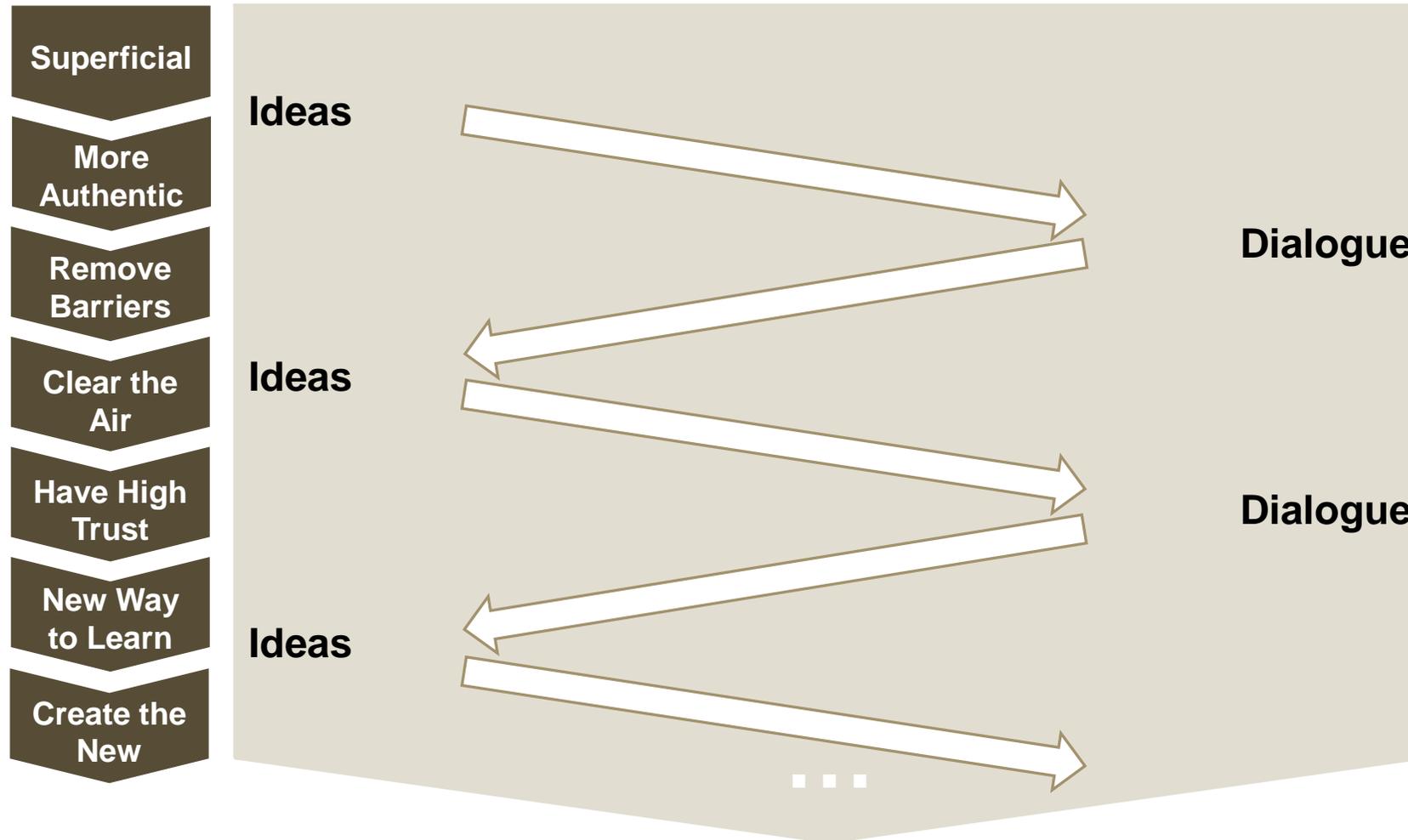
16 June 2023



Enter Ever More Deeply Into Dialogue

Ideas fosters dialogue which expands the ideas which fosters deeper dialogue ...

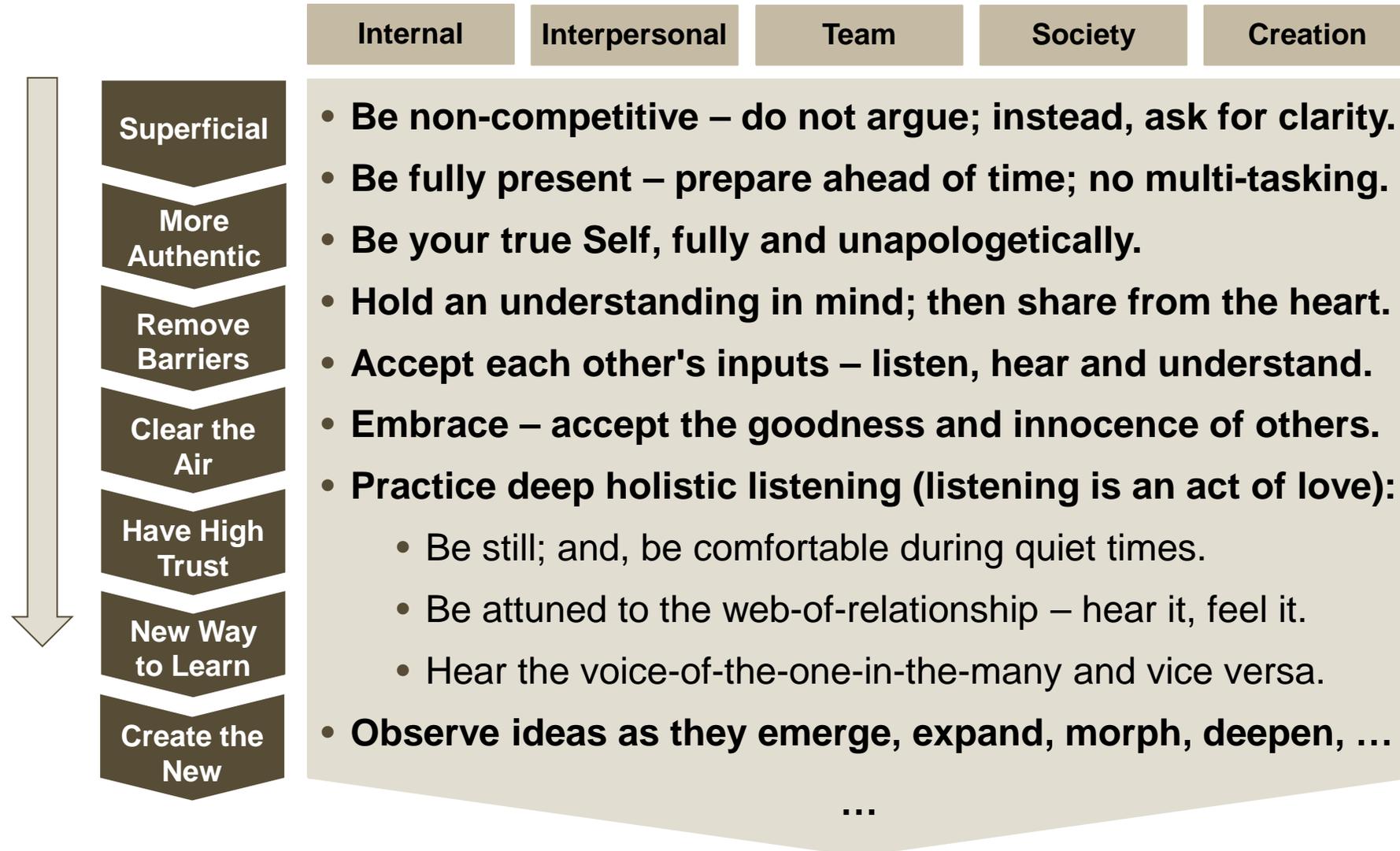
21 February 2024



Enter Into Deep and Authentic Dialogue

Suggested guidelines to deepen dialogue, and thereby deepen relationship itself

9 March 2024



Deep and Authentic Dialogue

Dive into what lives in the collective web-of-relationship

"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 ...



Calling for Trust via Healthy Confrontation

Clearing the Air in Interpersonal Relationships

2 June 2023



Acknowledgment of Active Listening: consider asking the other side to respond back with:

"When I do _____, you think _____, you feel _____, and you are requesting that I _____.
Did I get that right? Did I miss anything? Is there anything more you think, feel or want to say?"

Consider providing the other person with an opportunity to reciprocate, to apply this process from their perspective, possibly at a later time.

self-Obsolescence

Drastic steps are needed (i.e., obsolescence), in order to put the lesser self in its proper place

13 September 2023

Lesser <u>self</u>	Greater Self
Grounded in fear, separation and scarcity	Grounded in trust, unity and abundance
Highly competitive and focused on getting	Very collaborative and focused on creating
Sees ideas as the source of <u>self</u> power	Sees ideas as the source of empowerment
Attracted to complexity and drama	Freed up by simplicity and bridge building
Uses conflict to try to force issue resolution	Uses confrontation to actually resolve issues
Oriented primarily toward transactions	Oriented primarily toward relationships
Grandiosity – "who is the best?"	Grandeur – "we are all great!"
"It is me against the world – it is against me."	"A benevolent world is on my side."
"Nothing is working out."	"Everything is working out."

There may be times when the lesser self does have a role to play.
However, it should always be under the loving direction of the greater Self.

self-Obsolescence

A drastic step is needed in order to put the egoic self in its proper place

16 October 2023

Egoic <u>self</u>	Divine Self
Grounded in fear, scarcity and separation	Grounded in trust, abundance and unity
Highly competitive and focused on getting	Very collaborative and focused on creating
Ideas are the source of the <u>self</u> 's power	Ideas are the source of empowering others
Addicted to complexity and drama	Freed up via simplicity and bridge building
Uses conflict to attempt to force issue resolution	Uses co-frontation to actually resolve issues
Primarily oriented toward transactions	Oriented toward relationship and transactions
Grandiosity – "which one of us is best?"	Grandeur – "we are all great"
"It is me against the world"	"A benevolent Universe is on my side"
"Nothing is working out" – sees problems	"Everything is working out" – observes holiness

There *may* be times when aspects of the egoic self *may* have a role to play. However, it should *always* be under the **loving** direction of the Divine Self.

A Strategic Alliance's Strategic Gifts to Business

The enablement of on-going transformation

Relationship: value it, appreciate it, design for it, engineer it.

- Relationship is business' *most* strategically-important asset.
- A strategic alliance/partnership and an ecosystem is a collective web-of-relationship.

Trust: *the* foundation in relationship and in life.

- Call for trust via healthy confrontation – deal with the most difficult issues.

Leadership: encourage adaptive, flexible and responsive leaders to emerge and evolve.

- Agents of change who thrive on controlled chaos and who will enact healthy insurgency.
- Leaders who give freely of their best ideas, wisdom and insights.

Climate: create an atmosphere that is open, creative and collaborative.

- Counteract today's pervasive scarcity-oriented and fear-based climate.

Value: creating value is business' purpose; it is not the generation of sales revenue.

- Realize that intangible (qualitative) causes lead to tangible (quantitative) results.

Community: build productive communities that attract greatness.

- Teams with a clearly aligned focus on a practical and compelling long-term vision.



Walk more confidently into the land of uncertainty.

Additional Reference Material

Documents that deepen the ideas in these videos

7 January 2024

A Journey into the Heart of Relationship

www.spibr.org/journey_into_relationship.pdf

Simple Rules for Making Alliances Work

hbr.org/2007/11/simple-rules-for-making-alliances-work

The *2-Slide Methodology*[™]: transformational simplicity

www.spibr.org/2-slide_methodology.pdf

Strategic Alliance Manager Role (Identity): a unique, holistic and empowering perspective

www.spibr.org/strategic_alliance_manager_role.pdf

Transform Your Alliance: accomplish extraordinary results

www.spibr.org/Change_Your_Alliance.pdf

self-Obsolescence: the most empowering practice you can embody

<https://spibr.org/self-obsolescence.pdf>

Why Alliances Are Strategic: crucibles for transformation

www.spibr.org/why_alliances_are_strategic.pdf

Building Trust in Strategic Alliances: enabling greater value

www.spibr.org/Building_trust_and_value_in_alliances.pdf

A Training/Learning Series for Strategic Relationship Managers: simplicity on the other side of complexity

www.spibr.org/learning_with_SRM.pdf

Overview of Training/Consulting Topics

New modules developed as called for by SRMs

Core Classes

1. Strategic Relationships (Alliances) (30 min)

- Value-creation calls for great intimacy and trust.
- Most alliances fail because businesses do not value relationship – our most strategically-important asset.
- Discuss follow-on training modules; get feedback.

2. Strategic Relationship Managers (30 min)

- Like no other job in the world of business.
- Addresses unhealthy and value-limiting behaviors.

3. Calling for Trust via Confrontation (30 min)

- Confrontation: co-facing difficult issues; it is not conflict.
- Honestly share perspectives in order to 'clear the air'.

4. *2-Slide Methodology*[™] – hearing-the-collective (60 min)

- The essence of any strategic relationship can be described in two slides: value-impediments and value-creation.
- Awaken and listen to the spirit that lives in the collective web of relationship; it will inspire, enthuse, and lead.

Advanced Classes

5. Being a Creator of Value (30 min)

- Change attitude & mindset → deepen relationship.
- Discuss fundamental principles (ideas).
- Embody the attributes of deity (the creator).

6. The Empowerment of self-Obsolescence (30 min)

- By sharing our wisdom and insights, our informal power and virtual presence increases; others will reciprocate.
- What we share and hear increases the powerful impact of the content in the *2-Slides*.

7. Development of Self AND Relationship (45 min)

- A 3x3 matrix captures how an individual and her/his strategic relationship will both uniquely develop.

8. Healthy Negotiating (30 min)

- Stay in-the-between: individuals, companies, and ideas.
- Be soft on people and tough on issues.

9. Crucibles for On-Going Transformation (30 min)

- Lessons learned in relationship will transform business.

Five Principles and Practices

Ideas and behaviors that deepen relationship

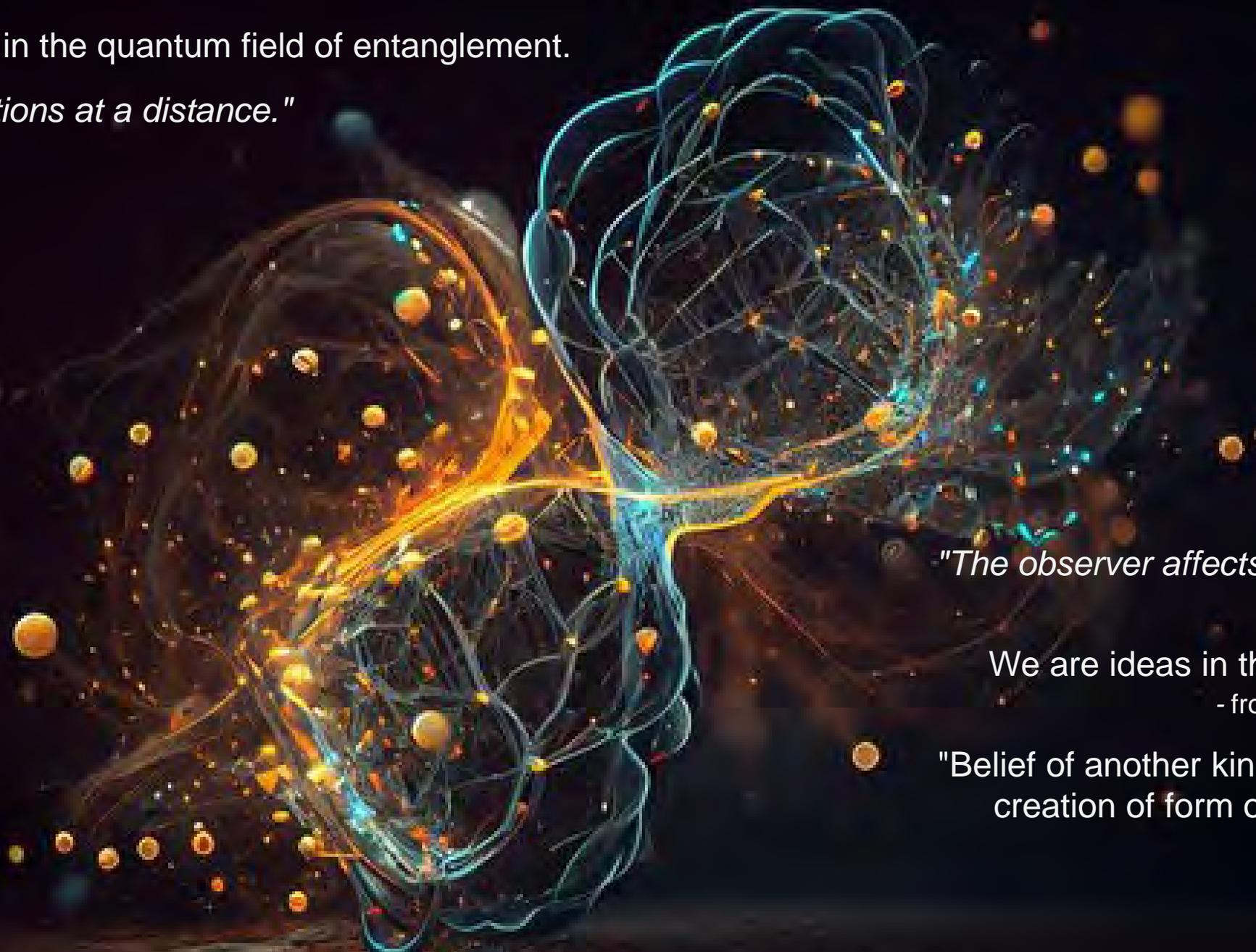
5 Principles (ideas)	5 Practices (behaviors)
Oneness: see the other as being one with you; either oneness is or it isn't, there is no in between.	self-Obsolescence: give freely of your best ideas and wisdom; it is always immediately reciprocated.
Now: all we have is this present moment; and, multi-taking is a lie; you're either here now or you are not.	Confrontation: call for trust via confrontation (not conflict), and trust will come; attack the obstacles.
We Create: emphasis on "we"; we were created by our Creator to create; it is an innate force within us.	Develop Relationship: focus on both qualitative intangible causes <i>and</i> quantitative tangible results.
Love: the universal force compelling us all to grow; the source of inspiration, creativity, and enthusiasm.	Focus Collective Attention: on (1) the removal of value-impediments <i>and</i> (2) the creation of value.
Trust: things are always working out; trust the Universe; trust relationship; trust trust itself.	Negotiate Beyond Mere Win/Win: be soft on people and tough on issues; stay in-the-between.

These five principles seems to be sufficient.
There are other practices, founded on these principles.

We are nodes in the quantum field of entanglement.

"... spooky actions at a distance."

- Einstein



"The observer affects the observed."

- Heisenberg

We are ideas in the mind of God.

- from ACIM plus ACOL

"Belief of another kind can foster the
creation of form of another kind."

- *A Course of Love*



Joe Kittel



- Focused in value-creating (collaborative-R&D) strategic alliances for over three decades; half of that time at Hewlett-Packard.
- With a BSEE, I am focused on discovering, understand and utilizing fundamental principles; like those found in physics and calculus.
- For the past two decades, I have been focused on understanding how I accomplished the impossible at HP, and sharing that with others.

[Résumé](#)

