

Profit, Innovation,  
and Value for the  
Partnering Enterprise



2017 **A|S|A|P** Global Alliance Summit



In the nearly twenty years since ASAP's founding, the world has embraced alliances, collaboration, and interconnected eco-systems as normal and valuable.

The word "alliances," which used to be shunned and scorned, is now embraced, cherished, and endorsed.

Why, then, are we -- the strongest advocates of alliances -- not seeing more C-Suite recognition for Managing Alliances?

### Key Points

- Victims of Self Imprisonment
- Why Thought Leadership is Essential
- What Alliance Professionals Must Do

**CHANGE THE GAME**

Robert Porter Lynch

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International Collaborative Leadership Institute



## Part 1 – Why We Are Stuck

- Mis Alignments Require Shift in Strategy

## Part 2 – *GAME CHANGING STRATEGY*

- Leading the Collaborative Shift -- Alliances are too Narrow

## Part 3 – *SHAPE SHIFTING STRATEGY*

- New Thinking , Architecture & Mind **MAAPS**  
- **M**etrics, **A**rchitecture, **A**ctions, **P**ictures, **S**tores

## Part 4 -- Road to the C-Suite

- What We Must Do

*Alliance Professionals are Positioned for Great Careers  
if.....We **CHANGE** the **Game** & the **Thinking***



# PART 1- WHY WE ARE STUCK

Profit, Innovation, and Value for the Partnering Enterprise



## Mis Alignments

## Changes Required

Tactical

Cost-Driven

TransActional

Muddled

Protective

Managerial

- Must Be STRATEGIC  
*Creating Competitive Advantage*
- Must Create VALUE  
*that turns into Money*
- Must Empower COLLABORATION  
*Transactional Deals SubOptimize*
- Must Handle COMPLEXITY  
*with Collaborative Systems*
- Must Be TRUSTED & VALUED  
*to Influence Without Authority*
- Must Demonstrate LEADERSHIP  
*being a Manager is Too Small*

## PART 2 – GAME CHANGING STRATEGY

# Road to the C-Suite → *Change the Game*

## LEADERSHIP IS ESSENTIAL

### • Shift has Begun

#### ➤ Who will Lead the Shift ?

- Alliance Professionals?
- Are we Playing too Small & Narrow?

#### ➤ Changing the Game

Shift to a More Powerful Position

- **More than Alliances** → Positioning Ourselves as Value Creators
- **From Alliance Management** → Collaborative Leadership
- **From Best Practices** → Collaborative Systems Design
- **From Operational Performance** → Strategic & Competitive Leverage



**ASAP**  
**Professionals**  
**have the Ability...**  
**but do we have**  
**Vision & Drive**  
**to Lead?**





## PART 2 – GAME CHANGING STRATEGY

Alliance Management → Collaborative Leadership Shift  
**COLLABORATIVE OPERATING SYSTEM**  
 ⇒ BETTER, FASTER, MORE VALUABLE ←

### All too Often Alliance Professionals are Pigeon-holed on Fringe of Corporate Structure

- Sub-optimized Talent
- Should be the *Masters of Collaboration*
- Bring New Levels of Value to Stakeholders



**A|S|A|P**

ASSOCIATION OF STRATEGIC ALLIANCE PROFESSIONALS

#### → Migrate/Imbed in Centers of Power

- Masters of Collaborative Systems Architecture
- Where ever Complexity requires Trust & Teamwork  
 --Every Project, Department, Cross-Functional Team, Supply Chain

#### → Game Changer Strategy & Architecture

with Mind MAAPS --*Metrics, Architecture, Actions, Pictures, Stories*



**Key Actions:** Advocate & Orchestrator of Collaborative Systems for:  
 -- Innovation -- Leadership – Teamwork – Competitive Advantage

**Key Messages:** Collaboration is required for Value Creation  
 Managing Complexity, Adapting to Change, Attracting Partners



# THE POWER OF ALIGNMENTS

*The key to success in business, and to life really, is creating aligned interests with smart people.*



-- Robert Kraft,  
owner of the  
New England

*Patriots*

*the most  
successful  
sports dynasty  
in history.*



# PART 3- SHAPE *SHIFTING* MIND MAAPS

Metrics, Architecture, Actions, Pictures, Stories

## Alliance Management → Collaborative Leadership *Shift* LEADERSHIP AS ALIGNED SYSTEM

### 1. ♦ **Strategic Alignment:**

Co-Create an Inspirational **Common Vision**, then chart an Innovative Strategy that generates a Significant Competitive Advantage and Value Delivery or Improvement over the Competition.

### 2. ♦ **Cultural/Leadership Alignment:**

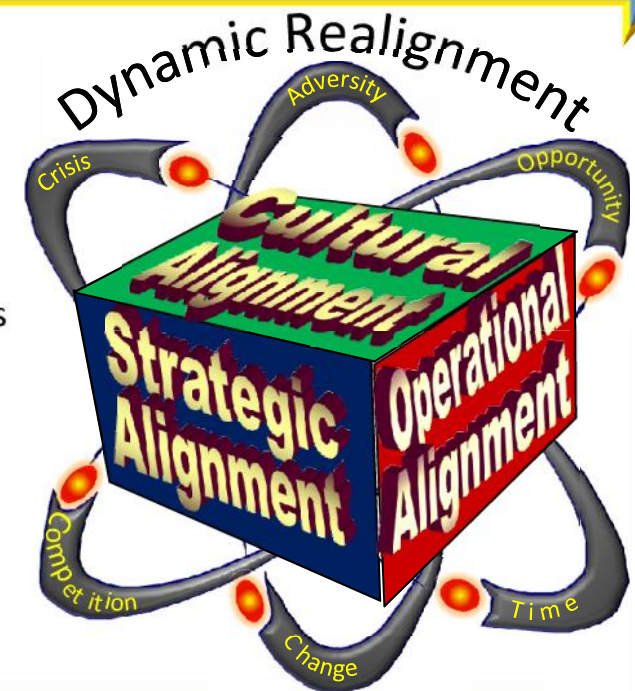
Leaders build **Culture of Trust & Teamwork & Governance** that Unleashes & Focuses Human Energy on High Performance & Achieving Strategy.

### 3. ♦ **Operational Alignment:**

Build Coherent **Organizational Teams**, with Accountability, Measures of Success, Best Processes/Practices & Rewards that produce great results.

### 4. ♦ **Dynamic ReAlignment:**

**Innovate/Adapt & Reconfigure/Restructure** as results are achieved and conditions/situations change



**SIMPLE MODEL** → Leadership, Metrics, Alliances, Change Mgmt, Negotiations, Hi-Performance Teams, Diagnostics

#### **Key Actions:**

Use the Four Alignments to Design Excellence  
Create Internal Alignments & External Alliances

#### **Key Messages:**

Alliances are “External Teams” built on Trust  
Use Alliance Practices to reduce Internal Silos



# PART 3- SHAPE *SHIFTING* MIND MAAPS Metrics, Architecture, Actions, Pictures, Stories

Alliance Management → Collaborative Leadership *Shift*  
**STRATEGIC ALIGNMENT**

## **AIM OF STRATEGY**

TRANSFORM VISION & STRATEGIC ASSETS  
INTO VALUE THAT  
CREATES COMPETITIVE ADVANTAGE  
QUICKLY & EFFICIENTLY

**Key Actions:**

Link & Leverage Strategic Assets across Span of Value Chain  
Learn what each Senior Executive can contribute Strategically

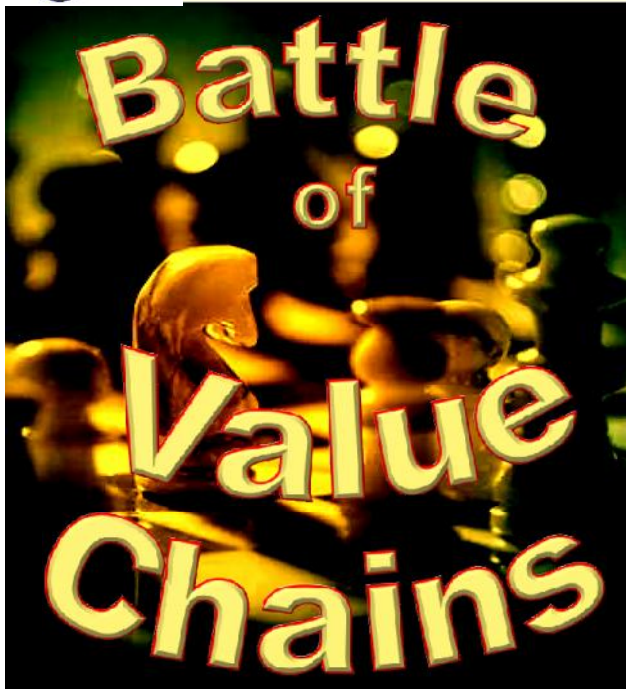
**Key Messages:**

Keep *Competitive Advantage, Strategy & Speed* front & center  
Alliances are NOT Transactions, NOT Deals, Not Tactical



**PART 3- SHAPE SHIFTING** MIND MAAPS  
*Metrics, Architecture, Actions, Pictures, Stories*

Alliance Management → Collaborative Leadership *Shift*  
**STRATEGIC ALIGNMENT**



**Generate  
Competitive Advantage  
and  
Maximize  
Value Flow  
End to End (E2E)  
in Our Value Chain/Network**

**Key Actions:**

Get Your Supply Chain & Market Strategy Engaged  
Get Alignment on Metrics of Competitive Advantage

**Key Messages:**

Must Maximize Flow & Speed of Innovation & Value  
Cost is less important than Competitive Advantage

**Our Strategic  
Suppliers**

**Our Company**

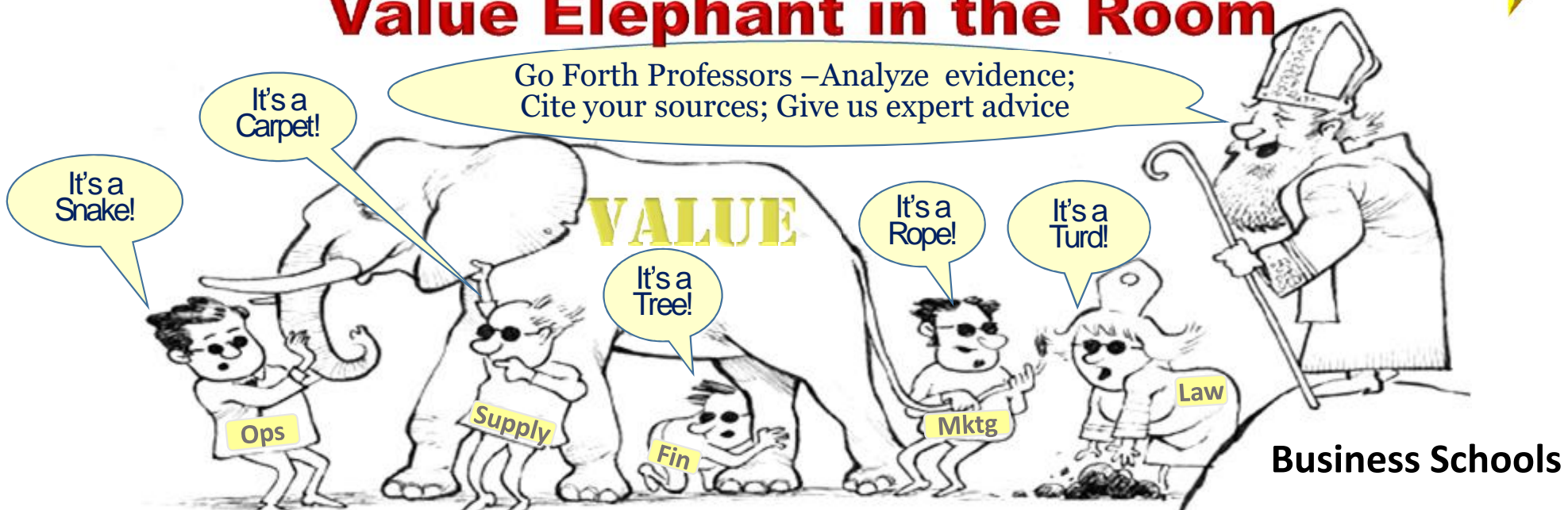
**Our  
Partners**

**Our Ultimate  
Customers**

# PART 3- SHAPE SHIFTING MIND MAAPS Metrics, Architecture, Actions, Pictures, Stories

## Alliance Management → Collaborative Leadership *Shift* STRATEGIC ALIGNMENT

### Value Elephant in the Room



**Key Actions:**

Focus Thinking, Language & Metrics & TRAINING on Value Generation  
Use Strategic Return on Investment to help focus Value Metrics

**Key Messages:**

Purpose of Business: to *Maximize Value Alignment* for Stakeholders  
If Value is Vague, everything Defaults to Cost or Revenue + MisAlignment



# PART 3- SHAPE SHIFTING MIND MAAPS

Metrics, Architecture, Actions, Pictures, Stories

Alliance Management → Collaborative Leadership *Shift*  
**STRATEGIC ALIGNMENT**



**Key Actions:**

Master the Disciplines of Value Maximization & Teach Them  
Be sure C-Suite, Legal & Finance are on board with Value

**Key Messages:**

Never Learned Value Max in Business School – Should Have!  
Take Charge of Value Paradigm – Don't let it default to Cost/Revenue



# PART 3- SHAPE SHIFTING - MIND MAAPS



Potential Value Contribution



**1. Value Depreciation Strategy**  
Win at All Costs or Win without Creating Value



**2. Value Protection Strategy**  
Protect Against Predators



**3. Value Transaction Strategy**  
Out-Deal the Competition



**4. Value Addition Strategy**  
Out Perform the Competition



**5. Value Creation Strategy**  
Obsolete the Competition



5-7 Key		
Stratagems		
Per Step		

**VALUE Maximization STAIRWAY**

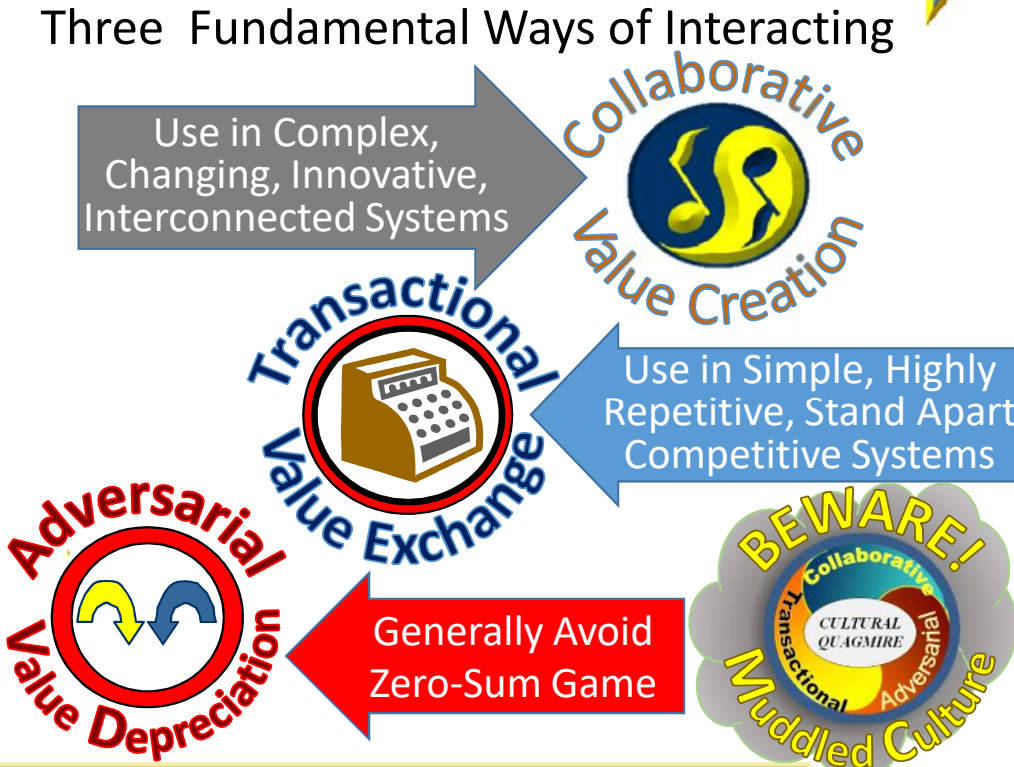
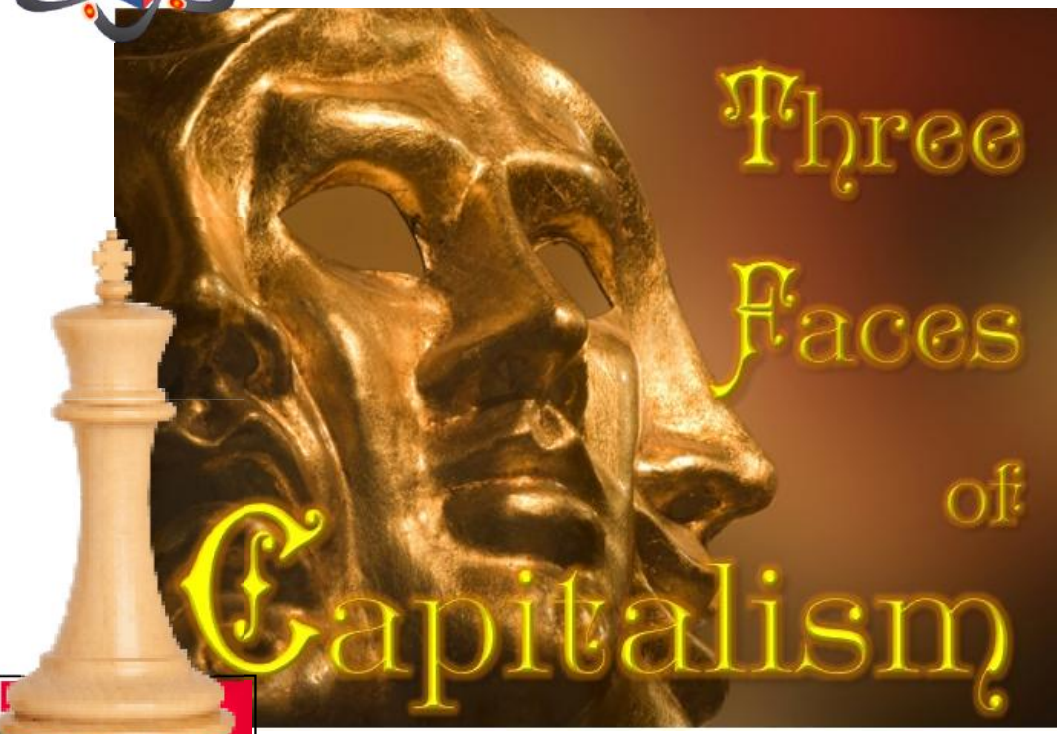
**Key Actions:** Assign % of Strategic Actions for Each Level – Make % Visible  
Learn the Key 5-7 Stratagems to Execute at each Levels

**Key Messages:** Value Maximization is the “Game Book” for Winning  
Differentiate Three Cultures (ATC) & Their Impact





Alliance Management → Collaborative Leadership *Shift*  
**CULTURAL ALIGNMENT - OPERATING SYSTEM**



**Key Actions:** Master the Strategies & Practices of Collaborative Value Creation  
 Leaders Focus Time & Energy on Culture – Mindsets/Beliefs drive Action

**Key Messages:** Never Operate Alliances in the Lower Zones or with Muddled Mindsets  
 Transactional Deal-Making Mindsets undermines Alliances & Complexity



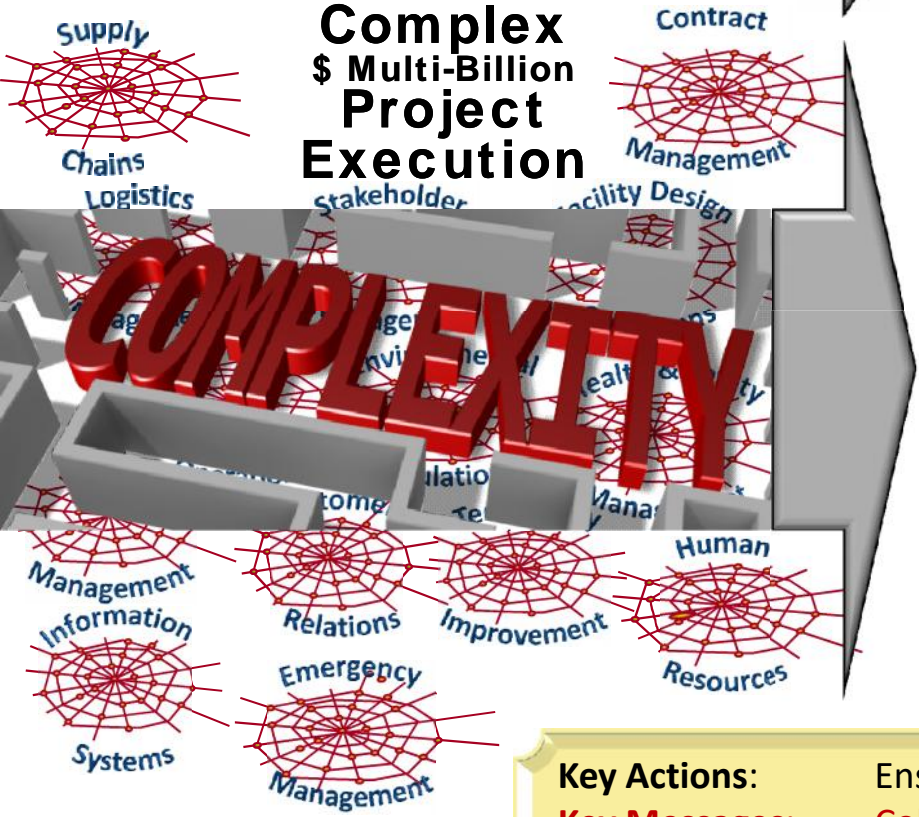
# Alliance Management → Collaborative Leadership *Shift*

## CULTURAL ALIGNMENT - OPERATING SYSTEM

Each Major Project is an interconnected set of processes, systems, rules, relationships, traditions, and technologies.

**OPERATING SYSTEM** at Interface determines the outcome's pathway

Outcome can be either Value Creation, Value Exchange, or Value Destruction on least 10 factors



1. Speed of Delivery
2. Coordination of Effort
3. Human Energy/Enthusiasm
4. Alignment of Goals
5. Litigation & Adjudication
6. Integration & Planning
7. Redundancy & Duplication
8. Productivity & Learning
9. Joint Problem Solving
10. Teamwork & Synchronicity

**Time & Budget Impact (Overrun = \$1 M/hr)**

**Key Actions:** Ensure Complex Projects are based on Collaboration  
**Key Messages:** Collaboration Highest Chance on-Time/Budget & Reduces Risk  
 Alliance Best Practices = Great Framework for Collaboration





# Alliance Management → Collaborative Leadership *Shift* CULTURAL ALIGNMENT - OPERATING SYSTEM

## ECONOMICS OF TRUST

### Trust's Impact on Profits

## Collaboration Produces Significant Economic Advantage – 25% GAIN\*

\*based on over 5,000 senior executive inputs

- Increases in Productivity & Profit
  - Increases in Speed & Flow
  - Increases in Innovation & Problem Solving
  - Increases in Simplicity, Synchronicity & Synergy
- ❖ Reduction in Non-Value Added Work (Lean)
  - ❖ Reduction in Breakdowns @ Interfaces
  - ❖ Reduction in Job Turnover & Disengagement



Economics of Collaboration – endorsed by Senior Economist from World Bank

**Key Actions:** Evaluate Trust's Impact on Profits (TIP)  
Use Alliance Methods to Improve your Company

**Key Messages:** Alliances are "External Teams" built on Trust  
Alliances are the beginning of Collaborative *Shift*

# Alliance Management → Collaborative Leadership *Shift*

## CULTURAL ALIGNMENT - TEAMWORK & TRUST

### Ladder of Trust



Reliable  
Get Results  
Integrated  
No Silos  
No Surprises



**FUZZY DISTRUST** **CONFUSION, SUSPICION**  
Doubt, Anxiety, Uncertainty

**STRONG DISTRUST** **DETRACTION, PROTECTION**  
Negativity, Judgment

**INTENSE DISTRUST** **DECEPTION, MANIPULATION**  
Trickery, Corruption, Lying

**CATAclysmic DISTRUST** **AGGRESSION, CHARACTER ASSASSINATION**  
Threats, Attacks, Betrayal, Exclusion

## EIGHT TRUST PRINCIPLES

1. **F**airness & Reciprocity
2. **A**ccountability & Integrity
3. **R**espect & Empathy
4. **T**ruthfulness, Courage
5. **H**onourable Purpose
6. **E**thics & Excellence
7. **S**afety & Security
8. **T**ransparency & Openness

**Key Actions:** Live & Teach Trust, Use Diagnostics  
Select Hi-Trust/Performance Teams

**Key Messages:** Trust is Foundation of Teamwork



# PART 3- SHAPE SHIFTING

MIND MAAPS

Metrics, Architecture, Actions, Pictures, Stories

Alliance Management → Collaborative Leadership *Shift*  
**DYNAMIC REALIGNMENT**

## ◆ Dynamic ReAlignment:

### Innovate/Adapt & Reconfigure/Restructure

as results are achieved & conditions/situations change

- ◆ Technology Changes
- ◆ Governmental Changes
- ◆ Value Evolution is Faster
- ◆ Leadership & Personnel Changes
- ◆ Acquisitions Shift the Playing Field
- ◆ Competitors Enter & Exit
- ◆ New Customer Need
- ◆ Adversity Strikes
- ◆ Contracts Expire

Can you Anticipate,  
Innovate, Adapt?

#### Key Actions:

Use Four Alignments to Create Competitive Advantage  
Create Internal Teams & External Alliances/Alignments

#### Key Messages:

Success will Maximize with all Four Alignments  
Alliances are Alignments – Use Diagnostics regularly







## PART 4 - ROAD TO THE C-SUITE

### ALLIANCE PROFESSIONALS MUST MASTER *New Thinking, Language, & Architecture*



#### **GAME CHANGER STRATEGY** requires

- 1. Become COLLABORATIVE SYSTEMS Orchestrators**  
*Symphony of Synergies* -- Not Just Alliance Professionals
- 2. THINK, SPEAK & DESIGN Differently – SHIFT THE Architecture**  
Advocate, Champion, Demonstrate the Collaborative Imperative
- 3. Show LOWER RISK, HIGHER SUCCESS, GREATER PROFIT**  
through Collaborative Strategies, Culture, Operational Best Practices
- 4. Demonstrate VALUE & COMPETITIVE ADVANTAGE**  
that is MEASURABLE that becomes MONEY
- 5. Interact with POWER CENTERS in your Company**  
Understand Transactional, Deal Mentality - *Shift & Elevate* Game of Business
- 6. EDUCATE, BUILD TRUST & BUILD CAPABILITIES**  
in the New ARCHITECTURES – people must feel stronger as a result
- 7. SIMPLE MAPPS – Metrics, Architecture, Actions, Pictures, Stories**  
Ask questions that draw people into new understandings





## *Open Discussion*

What's Important?

What's Missing?

What Shifts in Thinking?

What's Possible?

What Actions are Required?

What Must be Done Differently?

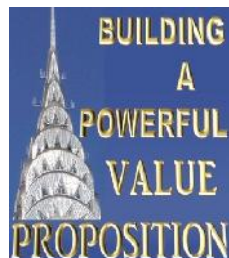
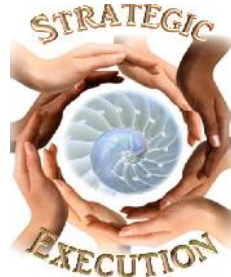
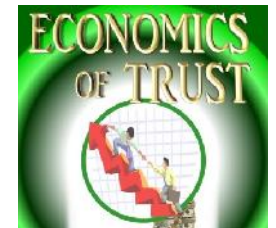
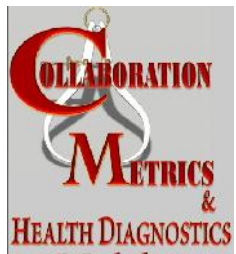
Counter-Points?

Key Take-Aways?

# LEADERSHIP REQUIRES NEW THINKING

Profit, Innovation, and Value for the Partnering Enterprise

## Implementing Game Changing Shifts — Architectures Programs & Tools





# Architecture of Teamwork

## BUILD A TRUST & TEAMWORK CULTURE WITH PEOPLE



### Competence

#### – Talents

- Knowledge & Experience
- Education, Skills & Abilities
- Analytic Capacity
- Getting Results

### Character

#### – Who You Are

- Wisdom, Judgment,
- Personal Integrity & Accountability
- Values, Honor, Win-Win
- Trustworthiness, Discipline
- Perseverance, Work Ethic

### Compassion

#### – Caring about Others

- Empathy, Sensitivity to other's needs & concerns
- Willingness to Support Others
- Emotional Maturity

### Creativity

#### – Imagination

- Resourcefulness
- Insight & Curiosity
- Problem Solving Capacity
- Progressive Learning & Thinking

### Courage

#### – Championing Spirit

- Clarity of Mission & Purpose
- Commitment & Enthusiasm
- Response Under Pressure
- Ability to live on the edge of uncertainty

### Collaboration

#### – How you Interact

- Teamwork, Building Others
- Sharing, The Golden Rule
- Communicating, Listening,
- Giving Credit to Others

# Applications of Collaborative Alignment Architecture

Profit, Innovation, and Value for the Partnering Enterprise





# *Collaborative Alignment Architecture*

*Profit, Innovation, and Value for the Partnering Enterprise*



## **International Collaborative Leadership Institute**