

Partnering Readiness

The Through Line from Collaborative Leadership to
Collaborative Execution

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The Rhythm of Business® 

The Rhythm of Business Overview

Embed partnering throughout the organization.

Create desired outcomes. Fuel innovation to drive growth.

SERVICES

Consulting

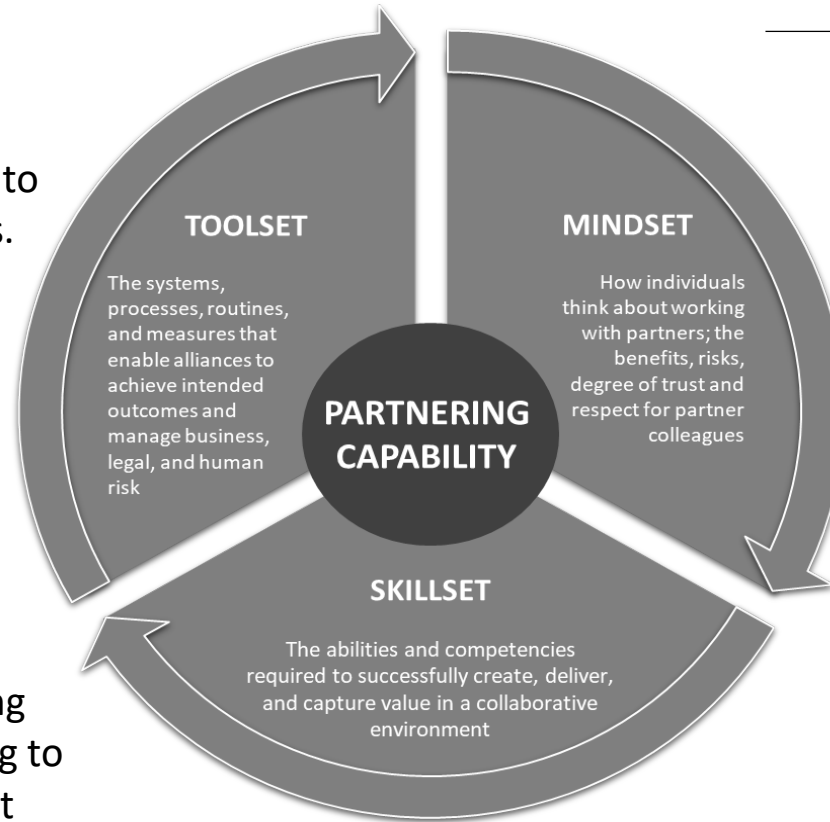
Strategize and build your end-to-end partnering practice to demonstrate value to stakeholders and outcomes for customers. Design and activate individual alliances

Assessments

Data-driven, contextual analysis provides deep insights that solves problems and drives measurable improvement

Talent Development

Hands-on coaching, support on challenging alliances, classroom and individual training to grow partnering and alliance management expertise and collaborative skills



THOUGHT LEADERSHIP



REPRESENTATIVE CLIENTS



Agenda

- Competing in the 2020s
- Partnering readiness framework
- From collaborative leadership to collaborative execution

ROADMAP

Partnering and collaboration are an imperative for successful business transformation



High Performing Organizations are Enabling Collaboration

Capgemini Consulting **BRIAN SOLIS**

The Digital Culture Challenge: Closing the Employee-Leadership Gap

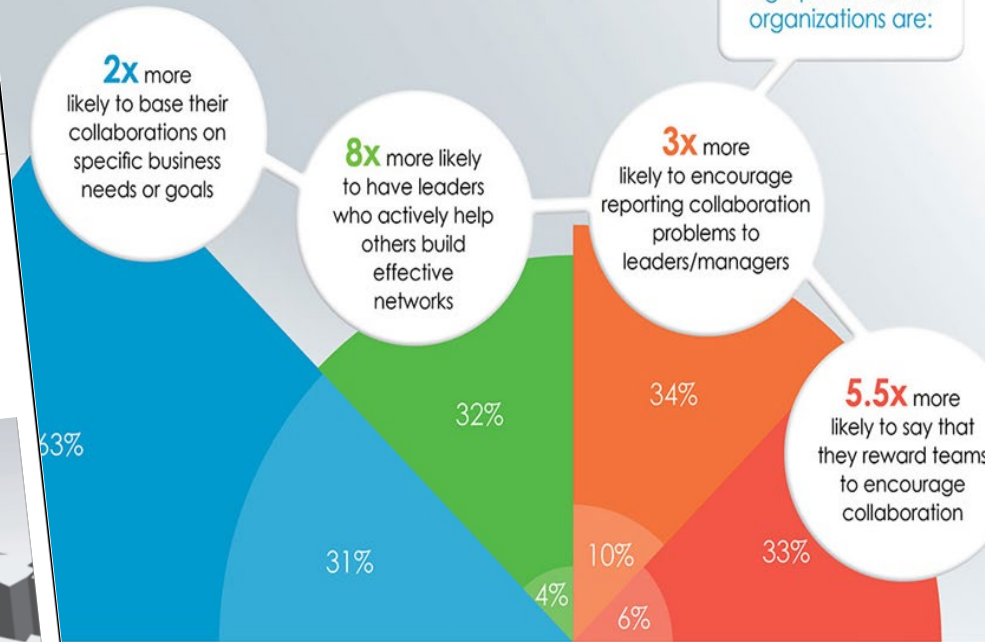
Front-Runners have a digital culture that performs across all dimensions of culture. **96% report that collaboration is prevalent in their culture**

Ways High-Performance Organizations Do Collaboration Better

From i4cp's Purposeful Collaboration Series
In partnership with Prof. Rob Cross
i4CP
i4cp.com

Collaboration is highly correlated with market performance.

Research from i4cp and Prof. Rob Cross (Babson College) clearly shows the difference between productive and unproductive collaboration can be summed up in one word: **purpose**.



MIT Sloan
Management Review

FALL 2017 ISSUE

David Kiron

Why Your Company Needs More Collaboration

Digitization demands a focus on cooperation and collaboration that is unprecedented for most enterprises.

The most digitally advanced companies — are far more likely to perform cross-functional collaboration. More than **70% of these businesses use cross-functional teams** to organize work and charge them with implementing digital business priorities. This compares to less than 30% for organizations in an early stage of digitization.

Digitally advanced organizations recognize and reward collaboration and cross-functional teams — nearly 77% of digitally advanced businesses do, versus 34% of the least digitally sophisticated group of companies.

It is Simple: Collaborate to Compete in the 2020s...



Workplace innovation is born from collaboration



Patients are Empowered by Digital Transformation to Play an Active Role in Their Care



Strong Partnerships Are Key to Digital Transformation Success



Merck Used Appian, The Digital Transformation Platform™ to Drive Collaborative Innovation



Collaboration and a Multi-Cloud Strategy Can Accelerate Your Digital Transformation



Collaboration is Key to Successful Digital Transformation



Enterprise Collaboration Will Drive Digital Transformation



The digital revolution in R&D enabling new models of collaboration in research and efficiency in operations creating disruptive “beyond the pill” solutions



Digital Transformation's Secret Sauce: Collaboration

Alliances and Partnering Are Mainstream



33% of CEOs
Strategic alliances most important
growth driver...more than any other
driver

30%
Increase in alliances 2017 over 2016

62% of all alliances since 2011 are
cross-industry alliances



Why Are We Still Fighting Against the Tide?

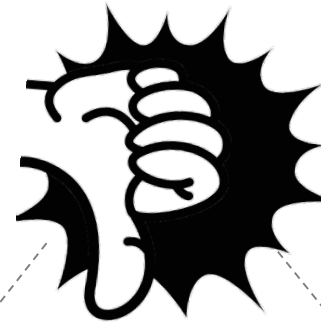
Traditional Systems and Practices are Barriers to Collaboration



Goal Setting
Internally
Focused



Siloed
Organization
Structures



Partnering
Skills not Part
of Leadership
Development



Insufficient
Resources



Opaque
Decision
Making



Pass the Buck
Behavior



Partnering Seen
as a Weakness

Centers of Excellence are Only Part of the Answer

Sits apart from the systems and practices that run the organization

Tools and training don't address underlying cultural issues



Requires proactivity on the part of the user

Hard to maintain, often no one's job

Collaborative Leadership is Required to Drive Change

- Be an entrepreneurial catalyst
- Orchestrate the right people
- Coach with empathy
- Evangelize enthusiastically
- Influence *without* authority and *with* diplomacy

The challenge and opportunity for today's collaborative leaders could not be more meaningful and impactful:



How will you overcome the systemic barriers to collaboration to compete and succeed in the 2020s?



Partnering Readiness

Ecosystem Orchestration

Alliance Management

Alliances



Readiness

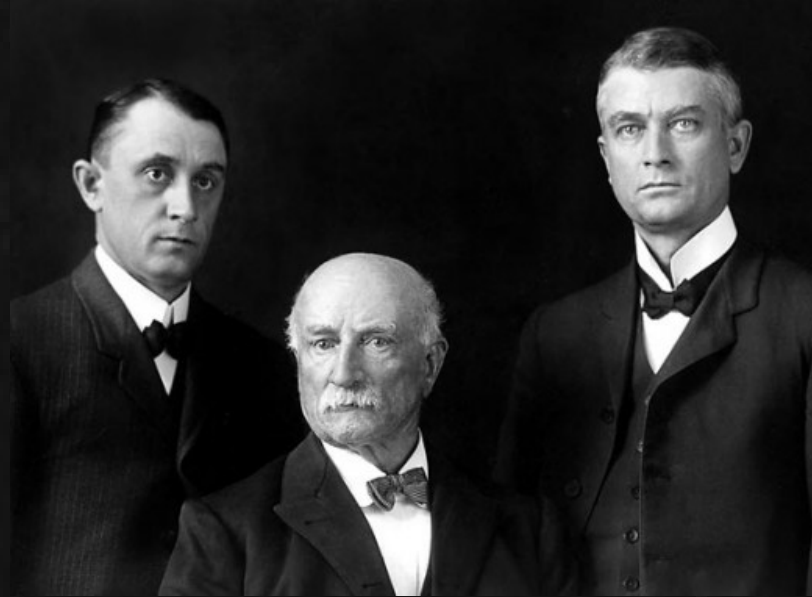
noun read·i·ness

/ 'redēnəs

The state of being fully prepared for something

THE MAYO CLINIC

FAITH · HOPE · SCIENCE



William Worrall Mayo and his sons Will and Charlie

“W.W. Mayo had a simple philosophy he imparted to his sons, ‘The needs of the patient come first.’ They wouldn’t treat diseases...they would treat people. **In a world where healthcare delivery is predominantly fragmented among individual specialties, the Mayo Clinic continues to practice a multi-specialty, team-based approach that has, from its beginnings, created a culture that thrives on collaboration.**”

Mayo Clinic's "Secret Sauce" to be Ready to Collaborate

- Begun as a collaboration between unlikely partners
- Patient-obsessed from Day One
- Organized in small, purpose-driven, multi-specialty agile teams
- Develops leaders in accordance with values
- Physician compensation scheme encourages collaboration
- Hundreds of research and clinical partnerships

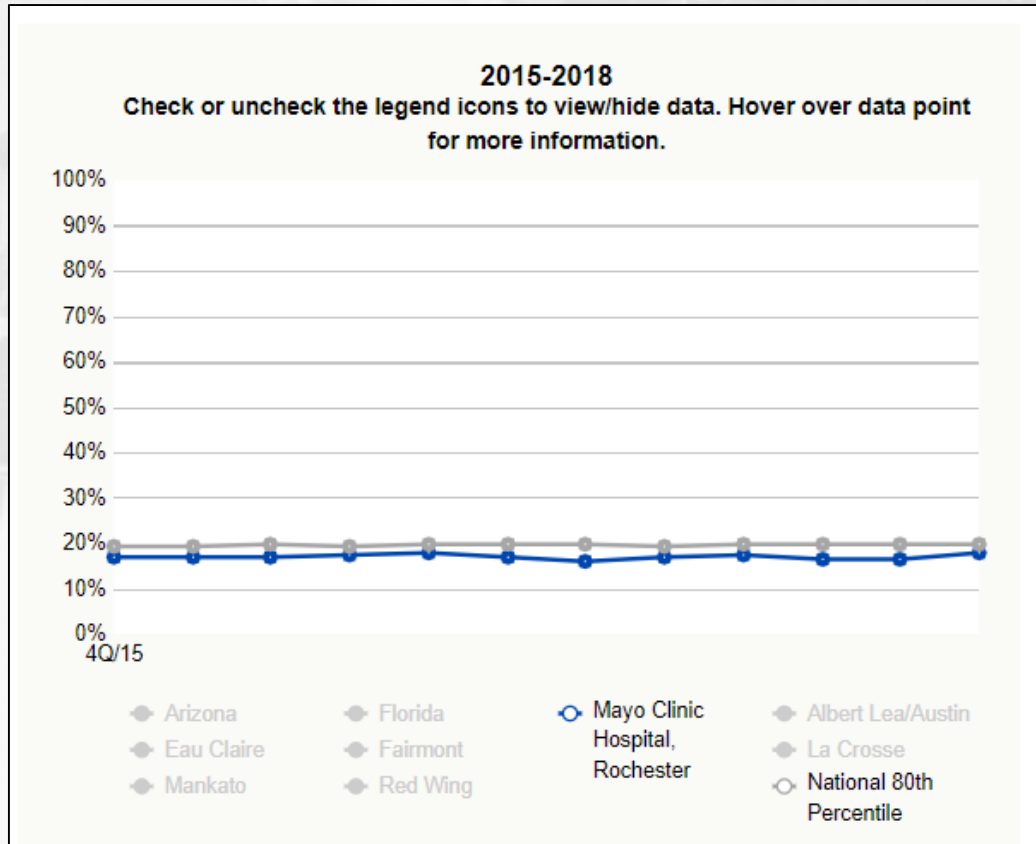


**2018-19 Best Hospitals Honor Roll
Again Ranks Mayo Clinic #1**

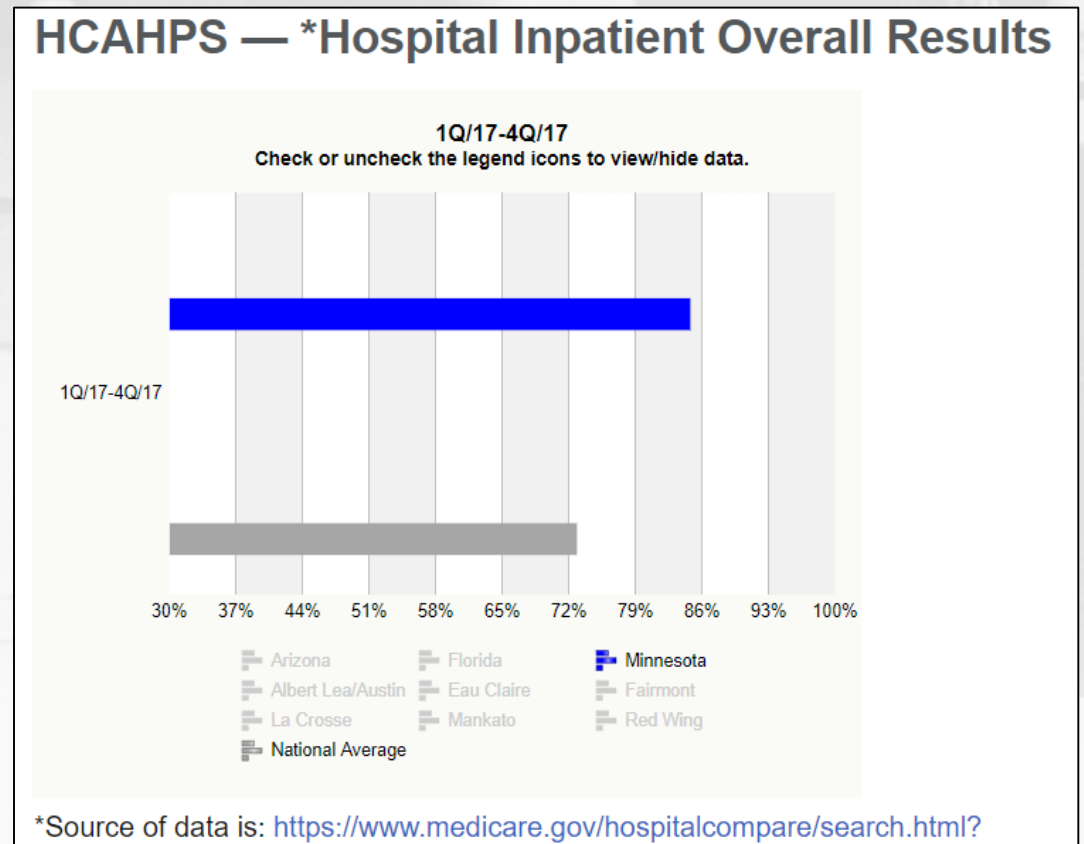
*More than 1.3 million people from
all 50 states and about 140
countries turn to Mayo Clinic for
diagnosis and treatment each year*

Ready to Deliver Outstanding Outcomes for Patients

Readmission Rates Better Than Optimal



Inpatient Satisfaction Far Above the Norm



What Does It Take to be Ready to Partner?

Partnering readiness is the state of being prepared to drive customer and business outcomes through and with partners



Start with a Five Point Agenda to a Enable Technology + Partnering Transformation



Set a North Star

Design for Customer Outcomes

Obliterate Traditional Boundaries

Build a Culture of Shared Accountability

Own Your Transformation—and Give Power to the People

Evolve the Leadership Systems from Barriers to Enablers— They are the Air You Breathe



Interdependent and reinforcing mechanisms for

- Decision making and execution
- Leader selection and development
- Accountability to deliver desired experiences and outcomes for customers, partners, stakeholders
- Advancing an organization's cultural norms, values, and ethics

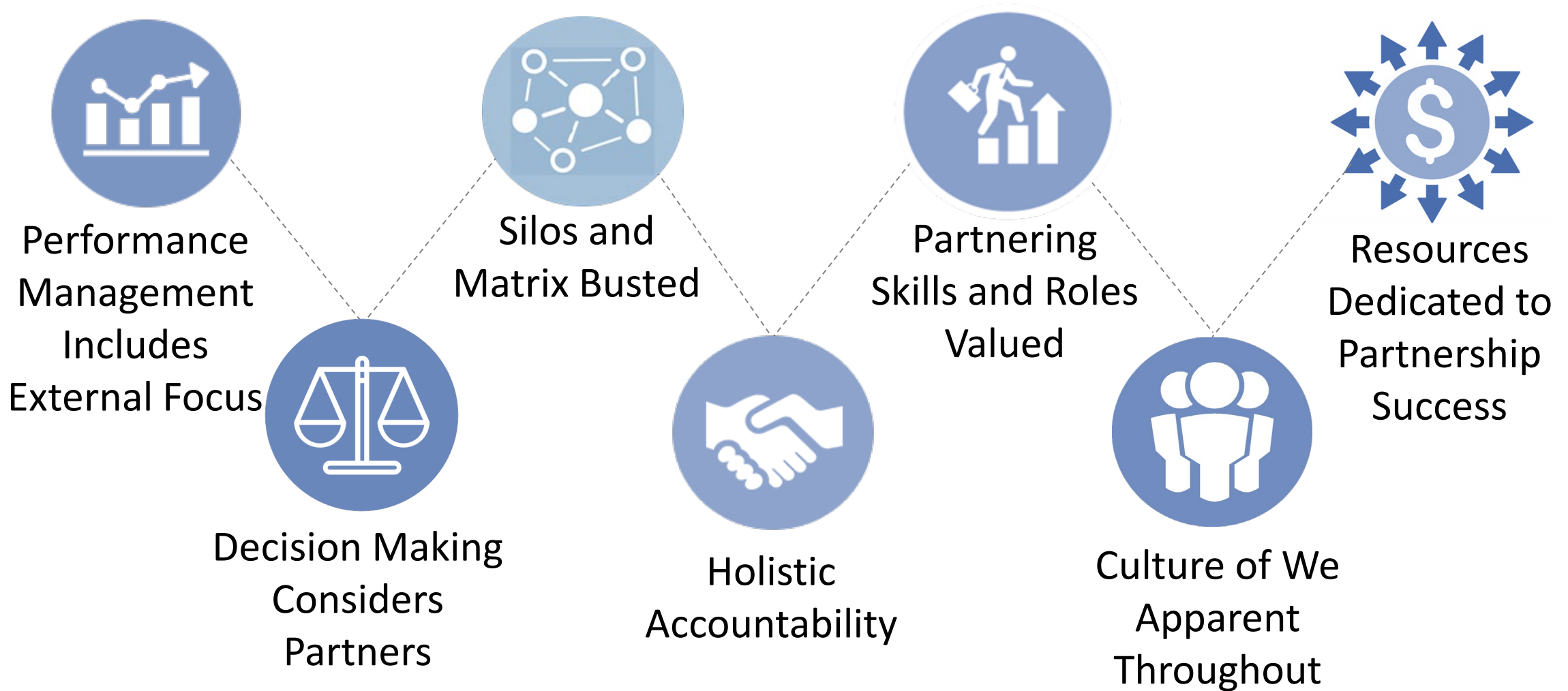
Leadership Systems Exist in Many Forms



- Embedded in the processes and culture of an organization
- How a manager operates a department
- How teams are brought together and operate
- In the governance of an alliance

Ideally, these are all just fit for purpose contextually relevant variations on how the organization exercises leadership

Characteristics of a Collaborative Leadership System



Define What it Means to be Ready from Ideas to Outcomes

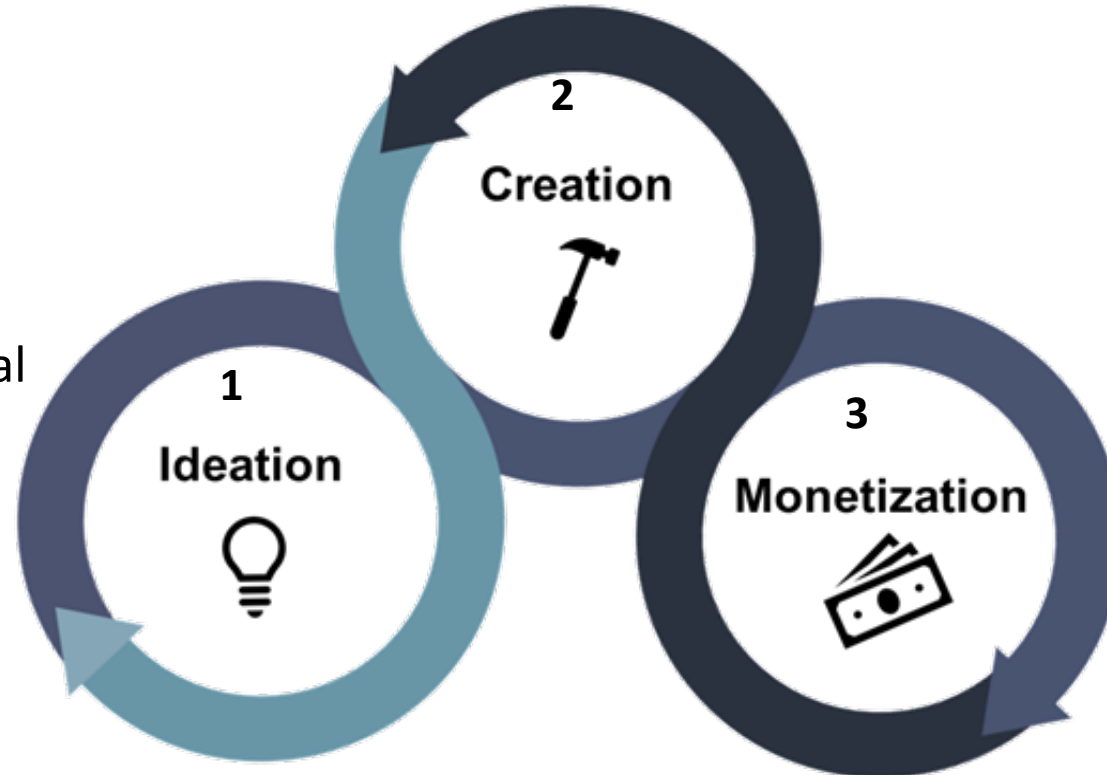


2. Creation

Develop the partnership model and offer,
preparing to go to market

1. Ideation

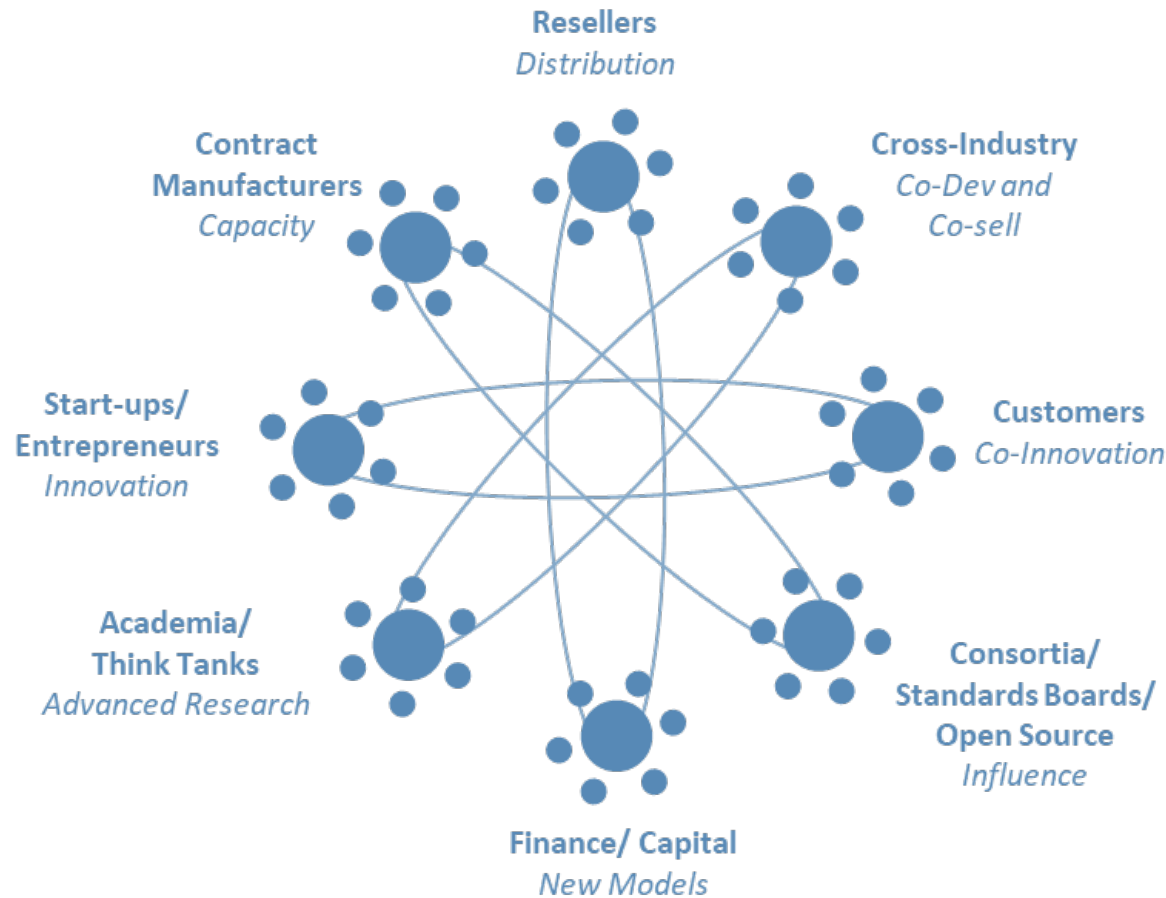
Generate and shape potential
partnership opportunities,
often involving customers



3. Monetization

Deliver customer outcomes,
capturing value with and
through partners

Be Ready to *Ideate* with Customers and Partners

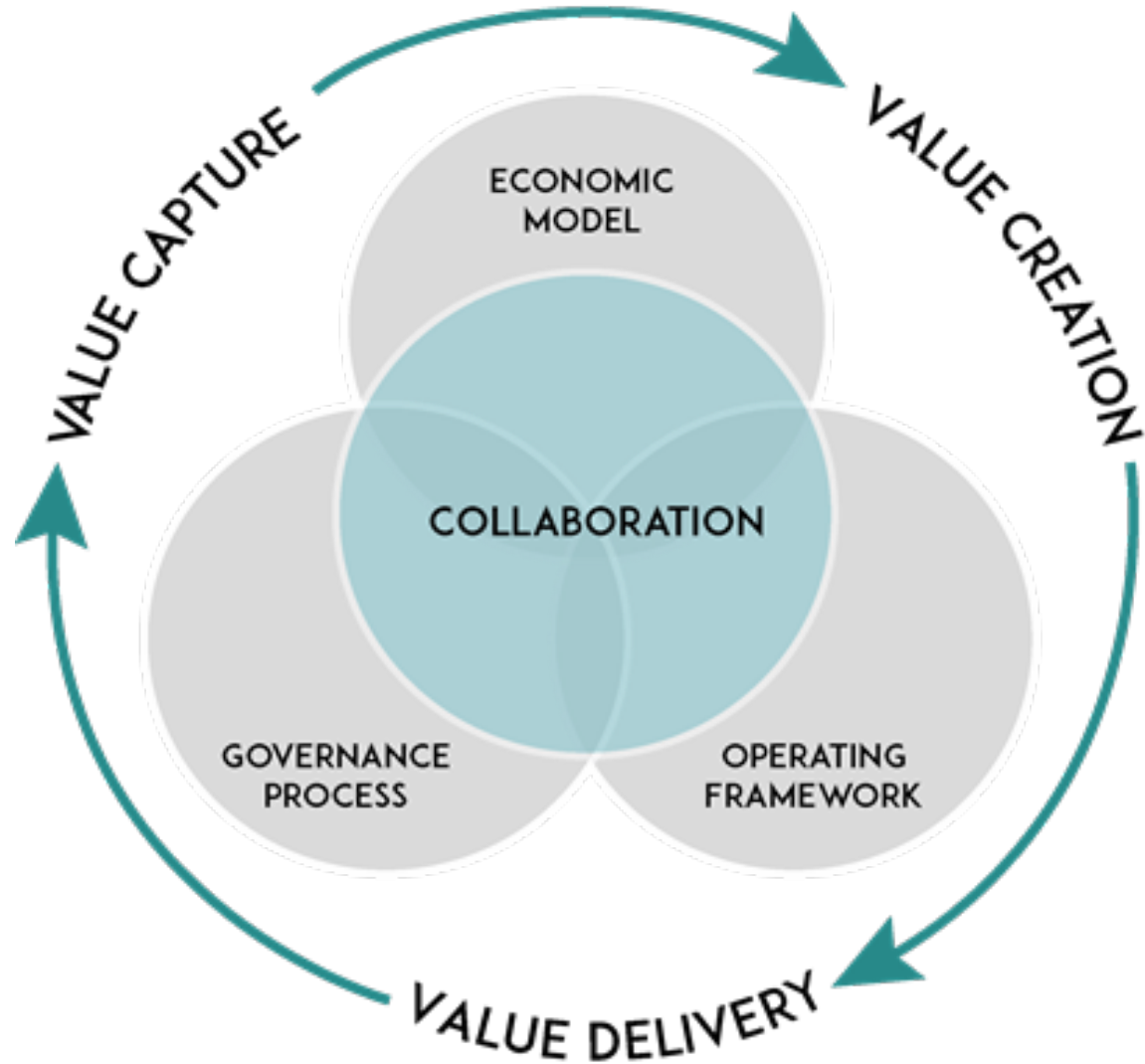


- Partner strategy should include many types of partners
- Build connections with startups, accelerators, academia, and investors to access cutting-edge innovation
- Align the partner development process with the offer development process
- Build a discipline of co-innovation

“Bring the market into the organization.”

-Alibaba

Be Ready to Quickly and Iteratively *Create* Your Partnership Model



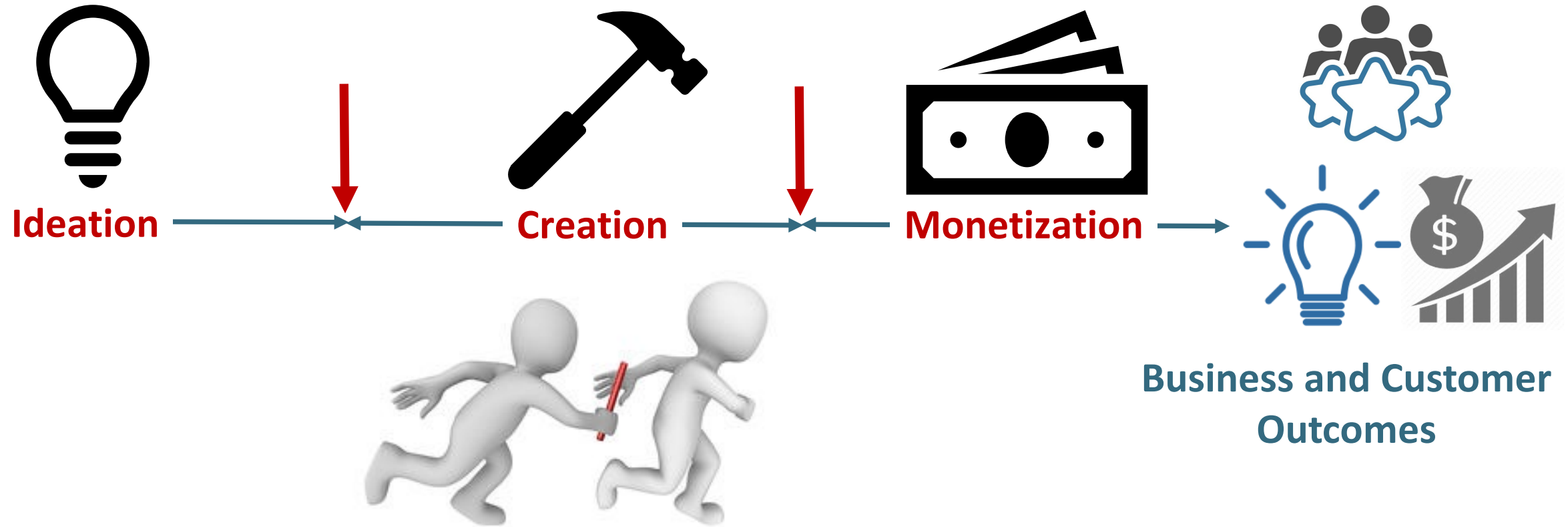
Minimum Viable Partnership

The minimum common understanding at any point in time of how the partners collaborate to create, business and customer outcomes

It starts with the assumption that there is enough value to be created, delivered, and captured so that it is worth a low risk, low investment “pushcart”

“People who are tightly integrated work, make decisions, and build trust faster.”

Use Acceptance Criteria at Critical Transition Points to Ensure Readiness to *Monetize* through Co-Selling



Mind the Transition Points

Integrate Partnering into Every Aspect of the Business



Strategy



Incorporate **“ally”** as a **pillar of a purposeful strategy** to pursue innovation and growth through partnering; **align with business/geographic priorities and map to capabilities** required to deliver customer and business outcomes and experience. Use a **portfolio approach to allocate investment** and resources, making partnership a big enough portion of the job so that people care

Development



Use a **“front door” process** to direct potential new partners into the most relevant partnering relationship including **one-to-one, multi-partner, and ecosystem platform**. Use an agile partnering methodology such as the **Minimum Viable Partnership** to address speed, scale, scope

Management



Enable the businesses to be self-sufficient in working with most partners in accordance with a portfolio of management strategies and processes aligned with the relationship. **Enterprise management of cross-BU partnerships. Breakthrough the silos and the matrix** to speed decision making and drive accountability

Deployment



Build scale and predictability by partnering with account teams to engage with the ecosystem of partners in a **co-selling motion**, supported by a program of **enablement, focused on sales acceleration**. Align the buyer journey with the lead to sales process

Support



Digitize information flows in a system of record for **transparency and end-to-end visibility**. Continuously **build skills and knowledge to develop leaders**. Become a master of storytelling

Develop the Mindset, Skillset, Toolset of Partnering Readiness



Mindset



Customer-obsessed and **everyone is a customer**. Driven by producing the outcomes and providing the experience that **creates affinity and bias**. A mindset of **abundance** recognizes partnering creates significantly more value—of many forms—and that the distribution of value should be both **fair and efficient**. The alliance professional as **entrepreneur**

Skillset



Ability to work and lead in an **iterative manner that focuses on learning fast**, organized in **networks of agile teams**. Practices **collaborative leadership**. **All forms of value are recognized and utilized** to achieve desired outcomes and experiences

Toolset



Systems, processes, and routines that incorporate and/or align partnering activity with the solo activities of the firm. Provide **visibility** into process, activities, data, and metrics required to engage in partnering activities. Organize **the proactive and social communications** within the ecosystem

“Culture is a garden and you just have to work at it.”

--Josh Hix, co-founder, Plated

Partnering Readiness



The through line from collaborative leadership to collaborative execution

As the Partnering and Collaboration Experts Alliance Managers Should Lead the Way

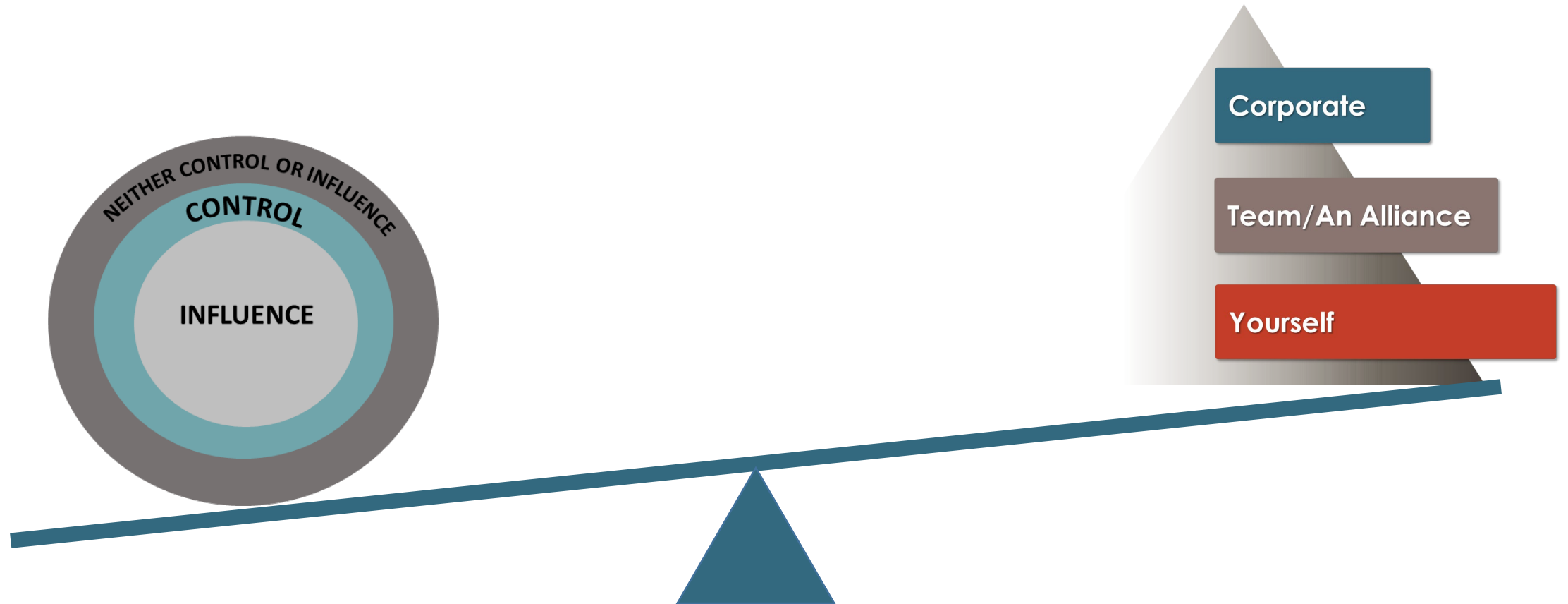
Deliver value in new and visible ways

Engage the organization in eliminating barriers to collaboration

Play a leadership role in the ongoing business transformation

Know What You Control and Influence

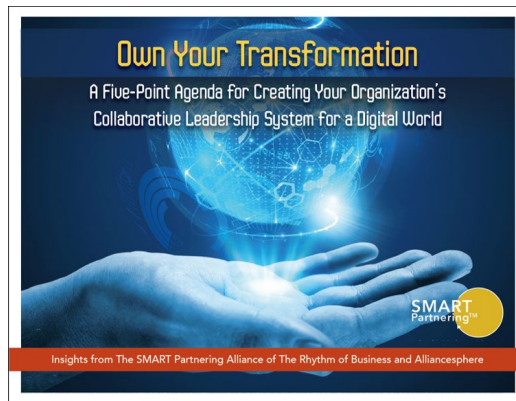
*Transformation starts with you
Define your spheres of influence and control at all levels of the
organization and identify points of greatest leverage*



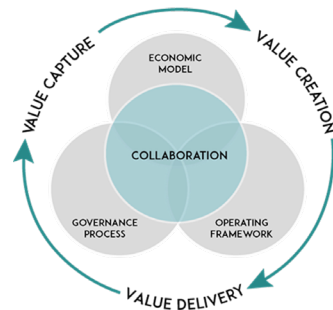
Set Your North Star to Partnering Readiness

Be ready to compete and succeed in the 2020s

Selected Publications on rhythmofbusiness.com

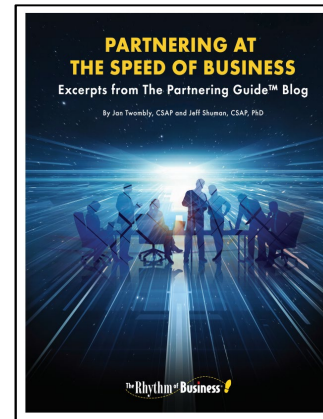


Own Your Transformation: Creating Your Organization's Collaborative Leadership System
https://rhythmofbusiness.com/blogv2.1/userfiles/files/Own_Your_Transformation.pdf

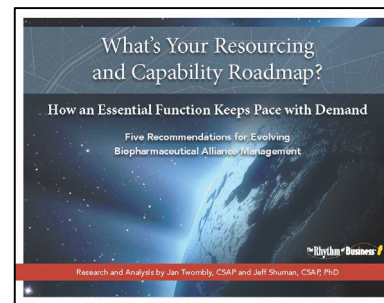


Designing the Why, What, and How of Your MVP - Minimum Viable Partnership

<https://rhythmofbusiness.com/insights.php?pid=67>



Partnering at the Speed of Business
<https://rhythmofbusiness.com/blogv2.1/userfiles/files/Partnering%20at%20the%20Speed%20of%20Business.pdf>



What's Your Resourcing and Capability Roadmap?

<https://rhythmofbusiness.com/insights.php?pid=73>



Closing the C-Suite's Collaboration Gap
<https://rhythmofbusiness.com/insights.php?pid=79>



The Power to Partner Everywhere Imperative: A Practitioner's Guide
https://rhythmofbusiness.com/blogv2.1/userfiles/partner_everywhere.pdf





Driving Partnering Outcomes Since 1999

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