

BECOMING A GREAT

Alliance Champion

WHAT IT TAKES TO
LEAD COLLABORATIVE
RELATIONSHIPS



International
Collaborative
**LEADERSHIP
INSTITUTE**

Founding Member



Association of Strategic Alliance Professionals

Becoming a Great Alliance CHAMPION

Why a Champion of Alliances Workshop?

LEADERSHIP IS THE FIRST DIFFERENCE BETWEEN SUCCESS & FAILURE

We know that by using alliance Best Practices, we can double and even triple the success rates. But where do you start? And are some Best Practices more important than others?

The answer is yes, some things are more important, and the place to start is with the leadership of the alliance itself. Over the years, and the analysis of thousands of alliances, there is no question that who 'champions' the alliance is the first distinguishing factor in separating long term superior performance from mediocrity.

It's the 'difference that makes the difference.

ALLIANCE CHAMPIONS ARE A UNIQUE BREED

Launching and successfully managing an alliance takes a very unique blend of hard and soft talents, abilities that most human resource departments are not familiar with. Learn to spot a great champion, nurture them, and give them the guidance they need to be successful.



What Value Can I Expect?

Alliances are a unique organizational form – they can be neither be commanded nor controlled in the traditional sense. Because alliance leaders have no direct command over much of the alliance, it makes 'leading without authority' a major factor in their success.

This will be a real work session applying principles and practices that will result in the effective selection and support of world class alliance leaders.

Who Will I be Working with & Learning from?

Robert Porter Lynch has been in the vanguard in the field of alliances, collaborative innovation, and trust building, as both a thought leader and expert professional with an extensive world-wide track-record; his methods have produced the highest performing alliances.



The author of several books, his work has been recognized across the globe.

Becoming a Great Alliance CHAMPION

Gaining the Leadership Advantage:

Great strategy is always considered a major advantage in any business venture. But the stark facts are that strategy is only as good as the leadership team that implements it. Choosing the right leaders for the alliance is essential to the materializing value.

Alliances are Like Startups:

Alliances are essentially start-up companies and must be led by champions who are at the same time entrepreneurs, risk takers, visionaries, and results-oriented managers. Unless an energetic champion is in place, the parent corporation's immunal rejection response will kick out the alliance before it's had a chance to become established.

The Entrepreneur in the Champion:

Not surprisingly, many champions are entrepreneurial at heart, which enables them to excel with broken tools and inadequate resources, under adverse conditions, and with minimal organizational support.

Networking Organizations:

Champions are omni-directional, in that they know the necessity of navigating the halls of power, and at the same time are willing to jump the chain of command by networking the bowels of the organization. Although champions think of organizations as networks, not hierarchies, they also somewhat grudgingly, but patiently acknowledge the realities of the corporate ladder, without giving it their blessing.

What is often perceived as their neglect of protocol causes champions to be slightly off-center from corporate norms and to have offended traditional corporate sensibilities more than a few times in the pursuit of a worthy cause.



Typically an alliance champion is not initially anointed from above. Instead he or she seizes the high ground and then asks for support. The motto of the champion is:

'tis better to ask forgiveness after the fact than permission before.

As one an alliance champion stated:

**I almost never have to ask for forgiveness.
It just amazes me that others ever ask for permission.**

Becoming a Great Alliance CHAMPION

AGENDA

1. THE VITAL ROLE OF THE ALLIANCE CHAMPION

- Success is dependent upon the Quality of the Champion
- Distinguishing Between Alliance Management & Leadership
- Finding the Right Champions Before Launching the Alliance
 - Workgroup Action Plan

2. CHARACTERISTICS OF EFFECTIVE CHAMPIONS

- Strategic Skills
- Entrepreneurship
- Operational Competence
- Trust Building
- Boundary Crossing
- Change and Innovation
 - Workgroup Action Plan

3. LEADING WITHOUT AUTHORITY

- Unique Difficulties Faced by Alliance Champions
- Working through Hierarchical Difficulties
- Building and Maintaining Trust
- Partnership Between Each Champion
- Creating the Collaborative Culture across Boundaries
 - Workgroup Action Plan

4. BUILDING THE VISION & VALUE PROPOSITION

- Ensuring the Vision-Value Proposition Linkage
- Migrating Value to Maintain Competitive Advantage
- Confronting Value Destroyers
 - Workgroup Action Plan

5. THE INTEGRATIVE ROLE OF THE CHAMPION

- Building Alliance Teams
- Understanding the Four Critical Drivers of Human Behavior
- Addressing Breakdowns
 - Workgroup Action Plan

6. WHAT SENIOR EXECUTIVES MUST DO TO SUPPORT THE CHAMPION

- Non-Traditional Role & Skill Sets – What HR typically misses or misunderstands
- Why Many Executives Choose the Wrong Person for the Champion
- Unique Rewards for Alliance Champions
- Measuring Champion Success
- The Need for ‘Air Cover’
 - Workgroup Action Plan

7. WHEN CHAMPIONS MOVE ON

- How to Choose a Champion’s Successor
- Realignments When the Corporate Leadership Shifts
- Educating the Organization
- How to Handle Political Infighting
 - Workgroup Action Plan

DID YOU KNOW?

Without trust, the brain’s chemistry actually shuts down our ability to collaborate *and* to innovate.



Available in Three Formats

- 1 Day
- 1 ½ Day
- 2 Day

Becoming a Great Alliance CHAMPION

You Will Learn:

- One mistake that will kill the future of the alliance
- Two things to look for in a psychological profile that signal success
- Three qualities that must be present in an alliance leader that must be present to be effective
- Four most important behavioral drivers that distinguish champions from typical managers
- Five key indicators that enable you to know that a champion can effectively cross organizational boundaries
- Six of the champion's qualities that typically evoke resistance
- Seven factors that distinguish leaders from managers
- Three things champions must do to enable their alliances to evolve successful
- How to create a succession plan for the future
- How to use alliance differentials to generate synergy
- What alliance champions avoid that can doom the alliance
- Keeping the right balance in the alliance to maintain success
- How to recharge the alliance when its spirit wanes



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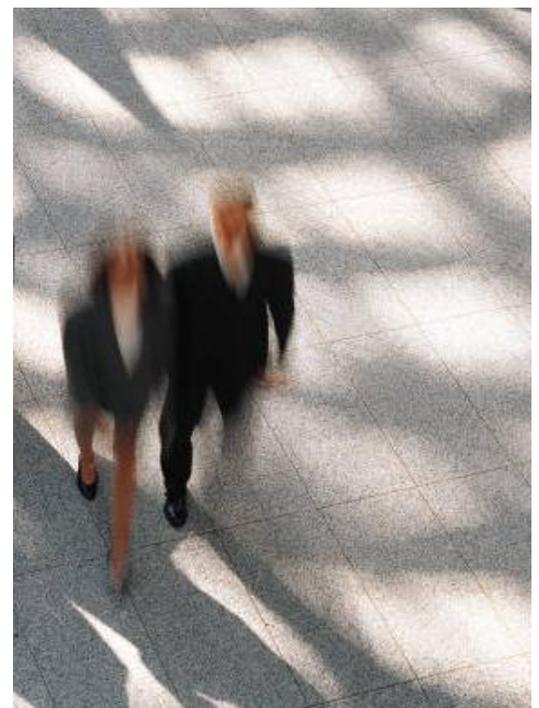
“Robert Porter Lynch’s understanding of alliance champions is right on the money. We are a very different breed set apart from the rest of the corporate managerial norm. Our motives are so often misunderstood, and our rewards are usually not acknowledged.

I recommend every alliance champion, and every senior executive that is responsible for providing sponsorship to alliances be given access to this invaluable information.

– Ninon Prozonic, Vice President, Strategic Alliances, Connect America

Key “Take-Away” Topics will include:

- How to build the leadership qualities of champions
- How to select the right people to champion an alliance
- How to lead without having authority
- How to build trust in the alliance
- How to gain support from senior executives
- How to bounce back from adversity
- How to distinguish the people who will support an alliance and those who won't
- Why misunderstanding the role of leadership can cause failure
- How to select the right person to be the champion's successor
- How to protect the champion from being undermined by his or her own management team
- How best to reward an alliance champion
- Why HR professionals consistently miss the best champions



Becoming a Great Alliance CHAMPION

Why Should I Use a Workshop Approach?

When making a decision about how to improve team performance, any ardent follower of winning sports teams knows that behind great stars invariably there is a great coach. Often great coaches take losing teams to the top of their game in only one season.

How can you inject the impact of a great coach into your alliance team quickly, economically, and with the expectation of great results in rapid order? The answer is coaching through a two-fold strategy:

First, reveal which best practices produce dramatic improvements.

Second, avoid the biggest mistake in learning: *knowledge brings results*. Studies show that simply having individuals attain knowledge does *not* improve results. Results come when teams apply their learnings together, immediately upon their joint learning.

Using these two strategies is why our workshops are so successful.



What can I expect?

Participants develop their own strategies & techniques that they can begin applying immediately into their organization.

Learnings will be offered through case examples, interactive sharing of ideas, and practical project development sessions.



About your Workshop Leader

Robert Porter Lynch has been creating alliances for over thirty years. His studies of Alliance Best Practices, beginning in the 1980s have resulted in thousands of successful alliances all over the world. Over 25,000 executives and managers have attended his programs and workshops worldwide.

CEO of The Warren Company and has consulted widely for scores of major companies in the high tech, communications, pharmaceutical, natural resources, financial services, healthcare and consumer products industries, among others. He's also assisted numerous smaller business, private-public partnerships, and government agencies.

Robert is Founding Chairman of the Association of Strategic Alliance Professionals. He teaches at the Universities of Alberta, British Columbia, and San Diego; he's the author of nearly a dozen books and numerous articles. His current book, *Trusted to Lead* will hit the bookstores early next year.

Highly Acclaimed

Because the program design carefully links Best Practices with Practical, Real World Application, these are typical statements from the workshops:

- Superb! Excellent Content*
- Great info on a fresh new topic*
- Made me think, A great learning experience*
- Great Work! Well Organized*
- Completely Shifted my thinking*
- One of the best seminars ever attended*

Who should attend?

The program is designed for upper and middle management who are seeking to increase alignment, teamwork & collaborative innovation.

This session will prove to be highly useful for any group that needs better coordination, joint problem solving, communications across boundaries, and wants higher levels of human energy. Leaders that know that something is missing in their unit typically discover something powerful, energizing, and eye-opening.

What others have said about this workshop:

(comments from previous sessions)

“This gives me a new way for forward.
I now know the roadmap to be a
proactive Champion of Innovation.”
– Patrick Hehir, Vice President,
Strategic Innovation, Flextronics



“Really opened my eyes to a brighter world. I came away really understanding how I can impact a greater sphere beyond those I have been collaborating with both internally and externally. Frankly, I was truly inspired... It was dead on.”
– Dr. Malcolm De Leo, Director of Alliances & Technology Development, Clorox

“The whole program was very informative, valuable, and invigorating.”
– Debra Johnston, President, Tiger Resources, Inc.

“Surpassed my expectations...every word was valuable and beneficial.”
– James Pelletier, Secretary-Treasurer, Bradley Bros., Ltd.

“Robert Lynch had practical experience and was able to demonstrate a high level of enthusiasm and relevant information--made this program *really come alive.*”
– Paul McKinison, AT&T

“Excellent in practical aspects and real-life applicability.”
– Bill Enos, Director International, Bell Canada

“The mechanics and architectural framework is invaluable.”
– Ian King, President, Western Concord Manufacturing



“Robert Lynch's excellent and interesting style, plus good examples from personal experience made an excellent seminar that exceeded my expectations.”
– Paul Bertram, New Business Development, Knoll Pharmaceuticals

“A worthwhile investment both of working time and money...provided a good understanding of the process--of the right sequence of the different steps...most valuable and helpful. I recommend this program to all those interested and involved in strategic alliances.”
– Heinz Marti, Corporate V.P. & General Manager, Sandoz Canada

Why THE WARREN COMPANY?

Providing a Full Range of Services for Strategic Alliances & Collaborative Ventures

The Warren Company specializes in creating, implementing and revitalizing strategic alliances, joint ventures, supply chains, outsourcing, value networks, and similar collaborative or integrative business relationships.

For the last 20 years, TWC has been recognized internationally for its leading edge architectures in alliance formation and management, collaborative innovation, and trust building. We have invested heavily in continuously performing best practices research, developing breakthrough ideas, and creating numerous proprietary methodologies to increase collaborative success. We have a fresh approach to impact each phase of collaborative development, from analysis, strategy, and planning to implementation and operations.

TWC provides services to Fortune 500 as well as smaller companies, and has trained well over 30,000 executives in our collaborative architectures. Our network of over 30 highly qualified and experienced professionals is distinguished by the fact that, in order to join The Warren Company, one must have had extensive operational experience. The Capability Building Programs we offer include:



Alliance Management Systems
Benchmarking
Best Practice Implementation
Capability Building
Channel Management
Collaborative Innovation
Collaborative Strategy
Contract Structuring
Diagnostics & Assessments
Education & Training
Executive Briefings
Exit Strategies
Integration Advisory Services
Human Resource Consulting
Health Care Reform
Marketing & Sales Alliances

Mediation Services
Metrics for Collaboration
Negotiations Assistance
Networked Enterprises
Portfolio Management
Regenerating Existing Alliances
Sales & Distribution Networks
Strategic Out-Sourcing
Strategies & Scenario Mapping
Supply Management Alliances
Transformation Strategies
Trust Rebuilding
Value Chain Reengineering
Value Propositions
Value Migration Analysis
War Gaming for Alliances

We are NOT Consultants; we are Resultants -- "Architects & Capability Builders" who deliver a tested and effective strategic system and process methodology that harnesses the innovative power of differentials across internal and external boundaries.

- We Design/Co-Create Collaborative, Alliance & Trust based Innovation Systems
- We Give Clients Long-Term, Sustainable Capabilities that Produce Results



www.WarrenCo.com
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While we do analysis and give advice, neither are our primary purpose -- our job is to co-create, with our clients, the most sustainable, regenerative system of useful competitive advantage through our Collaborative Innovation Architecture™