Partnering Readiness
The Through Line from Collaborative Leadership to Collaborative Execution

Jan Twombly, CSAP and Jeff Shuman, CSAP, PhD
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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

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Agenda

- Competing in the 2020s
- Partnering readiness framework
- From collaborative leadership to collaborative execution
Partnering and collaboration are an imperative for successful business transformation.
High Performing Organizations are Enabling Collaboration

4 Ways High-Performance Organizations Do Collaboration Better

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.

High-performance organizations are:

- 2x more likely to have leaders who actively help others build effective networks
- 8x more likely to have leaders who actively help others build effective networks
- 3x more likely to encourage reporting collaboration problems to leaders/managers
- 5.5x more likely to say that they reward teams to encourage collaboration

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.

Why Your Company Needs More Collaboration

The most digitally advanced companies — are far more likely to perform cross-functional collaboration. More than 78% 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...

<table>
<thead>
<tr>
<th>Microsoft</th>
<th>McKinsey&amp;Company</th>
<th>ptc</th>
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<tbody>
<tr>
<td>Workplace innovation is born from collaboration</td>
<td>Patients are Empowered by Digital Transformation to Play an Active Role in Their Care</td>
<td>Strong Partnerships Are Key to Digital Transformation Success</td>
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<td>Merck</td>
<td>Dell EMC</td>
<td>KPMG</td>
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<td>Merck Used Appian, The Digital Transformation Platform™ to Drive Collaborative Innovation</td>
<td>Collaboration and a Multi-Cloud Strategy Can Accelerate Your Digital Transformation</td>
<td>Collaboration is Key to Successful Digital Transformation</td>
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<td>CIO</td>
<td>BCG</td>
<td>BMC</td>
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<td>Enterprise Collaboration Will Drive Digital Transformation</td>
<td>The digital revolution in R&amp;D enabling new models of collaboration in research and efficiency in operations creating disruptive “beyond the pill” solutions</td>
<td>Digital Transformation’s Secret Sauce: Collaboration</td>
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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

Sources: KPMG 2018 CEO Report, Strategy & Business, Spring 2019
Why Are We Still Fighting Against the Tide?
Traditional Systems and Practices are Barriers to Collaboration

- Goal Setting Internally Focused
- Siloed Organization Structures
- Opaque Decision Making
- Pass the Buck Behavior
- Partnering Skills not Part of Leadership Development
- Partnering Seen as a Weakness
- Insufficient Resources
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

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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?
Readiness

noun read·i·ness
/ˈredənəs/

The state of being fully prepared for something
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.”

Source: pbs.org
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.

Sources: pbs.org, U.S. News & World Report, mayoclinic.org

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Ready to Deliver Outstanding Outcomes for Patients

**Readmission Rates Better Than Optimal**

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<th>Year</th>
<th>Percentage</th>
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<td>2015-2018</td>
<td>10%</td>
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Sources: pbs.org, U.S. News & World Report, mayoclinic.org

**Inpatient Satisfaction Far Above the Norm**

**HCAHPS — *Hospital Inpatient Overall Results**

*Source of data is: https://www.medicare.gov/hospitalcompare/search.html?
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 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

- Performance Management Includes External Focus
- Decision Making Considers Partners
- Silos and Matrix Busted
- Holistic Accountability
- Partnering Skills and Roles Valued
- Culture of We Apparent Throughout
- Resources Dedicated to Partnership Success
Define What it Means to be Ready from Ideas to Outcomes

1. Ideation
Generate and shape potential partnership opportunities, often involving customers

2. Creation
Develop the partnership model and offer, preparing to go to market

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

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<th>Strategy</th>
<th>Development</th>
<th>Management</th>
<th>Deployment</th>
<th>Support</th>
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<tr>
<td><strong>Incorporate “ally” as a pillar of a purposeful strategy</strong> to pursue innovation and growth through partnering; <strong>align with business/geographic priorities and map to capabilities</strong> required to deliver customer and business outcomes and experience. Use a <strong>portfolio approach to allocate investment</strong> and resources, making partnership a big enough portion of the job so that people care.</td>
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<td><strong>Use a “front door” process</strong> 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 <strong>Minimum Viable Partnership</strong> to address speed, scale, scope.</td>
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<td><strong>Enable the businesses to be self-sufficient</strong> in working with most partners in accordance with a portfolio of management strategies and processes aligned with the relationship. <strong>Enterprise management of cross-BU partnerships. Breakthrough the silos and the matrix</strong> to speed decision making and drive accountability.</td>
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<td><strong>Build scale and predictability</strong> 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.</td>
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<td><strong>Digitize information flows</strong> in a system of record for <strong>transparency and end-to-end visibility</strong>. Continuously <strong>build skills and knowledge to develop leaders</strong>. Become a master of storytelling.</td>
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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**

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

**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

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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

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

Partnering at the Speed of Business

What’s Your Resourcing and Capability Roadmap?

Closing the C-Suite’s Collaboration Gap

The Power to Partner Everywhere Imperative: A Practitioner’s Guide
Driving Partnering Outcomes Since 1999