ALLIANCE MANAGEMENT ROLES

The Visionary …

serves as the driving force behind the alliance's creation.

paints a picture of the possibilities that forming an alliance might create.

maintains a broad perspective spanning inside and outside the company.

understands the compatibility of strategic intents.

can be seen by default (by virtue of his or her position).

The Strategic Sponsor …

sells concept of strategic alliances, inside company and beyond

has authority to commit resources and key personnel to the alliance.

is “in” the alliance, not peripheral to it

actively sells this alliance internally as well as beyond

puts in motion the alliance opportunities

creates an atmosphere that fosters high energy and personal compatibility

builds an organization with dedicated resources

looks for opportunities across company that would benefit the alliance

fosters social development for alliance growth

provides educational opportunities to strengthen and evolve the alliance

spans many boundaries and layers

The Advocate …

sells the value of the relationship to alliance participants

sells the value of the specific alliance in question

develops support for the alliance

constantly pushes the dream forward

rallies the right people at the right time

makes things happen "deep" into the company

acts as champion for the alliance

creates mechanisms for support and understanding within the alliance

maintains a vigilant focus on the ongoing business of the alliance

broadcasts its successes and achievements

sells new opportunities and expansions of the alliance

is internal to the alliance, hands on and tactical

has already bought into the alliance concept

actively owns the day to day alliance

allows the alliance to have a large share of mind
needs to be supported by the company
makes a significant emotional investment

The Networker …

relies on frequent contacts to expedite alliance business
knows who to ask for help and when to ask
puts the right people together
accesses resources quickly and efficiently through others
creates links among internal networks of the partner companies
puts in face to face time in order to cultivate trust in key relationships
engages in and encourages informal activities
is mainly an interpersonal activity
utilizes contacts past, present and future
acts as a liaison; links parties together
bridges communication gaps
able to easily locate resources

The Facilitator …

encourages open, honest and straightforward communication
among all parties to the alliance
facilitates effective "no blame reviews"
conducts interactions with diplomacy, tact and objectivity
creates bridges between diverse parties with different interests
resolves conflicts effectively
exhibits sensitivity to the needs of all parties
is the lubricant for alliance relationships
is based on communication and honesty
anticipates business situations and acts proactively

The Manager …

shoulders responsibilities for sustaining the alliance
insures that the alliance follows its prescribed path
maintains relationships critical to alliance success
communicates frequently with all partners
maintains the alliance's momentum
actively develops future alliance managers
is daily and constant
is more tactical - about getting the business of the alliance realized
is based on relatively stable alliance conditions