Business Partners:

How Choice of Relationship Style Impacts the Success of Your Business

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Introduction

Unique businesses spring up around an innovation, among friends, in a basement or garage, on the golf course or over coffee. Professional firms form partnerships around complimentary skill sets, enhanced presence with a broader scope of services, shared overhead and support staff. Small to mid-sized business owners enter into partnership because it's often necessary for growth. **Coming together pools connections, spreads financial risk, may increase the employee base, and expand the marketplace.**

When a partnership is going well, it's great. There's energy, creativity, productivity, even humor or fun. **Differences and disagreement put partnership stability to the test. Difference can feel like something resolvable together. Or it can be experienced as annoying or even threatening depending on one's life experience and maturity of relationship knowledge and skill set.** When a relationship is not going well, people report feeling distracted, lethargic, and unproductive. They may even stop communicating. Left unattended, such a relationship feels disconnected. If there is out-and-out conflict, a relationship can quickly deteriorate, become divisive, and spread negativity like a virus throughout a team or company.

After the honeymoon in any relationship, differences between people naturally have a way of exposing themselves at any time—around large or small issues. **Unless business associates have a mutual relationship mindset, even simple behaviors may trigger a negative response.** If small things cause disruption, then bigger challenges which naturally occur over the course of each partner's development and over the course of a business's stages of development, may likely feel insurmountable. **Having the mindset, tools, and skills to navigate together is a necessity for a smooth functioning business.**

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Here at DJHP

We find that few people are given information about different relationship styles, about the unique aspects of these relating styles. Nor are they taught the consequences of adopting a given style. **Lack of knowledge about unique relating styles leads to confusion when people with different relating backgrounds interact—especially around setting priorities, decision-making, and managing differences or conflict.**

We find that each relationship style has a wide ranging impact—a ripple effect—within a company's culture, as well as outward into the personal lives of the owners, employees, and their families. **We find that some styles of relationships ignore or disregard the personal, while others acknowledge both sides of life in a wholistic, integrated way. When these values are aligned and integrated, they become infused throughout a company, and promoting happier employees.**

We find that knowledge of relationship styles empowers business partners with choice about how they wish to conduct business together. Styles that promote a growth mindset and a continuous learning culture empowers people with the mindset, tools, and skills necessary to navigate natural growth transitions as well as the uniqueness each person brings to the relationship. At its best, this assists partners in navigating through change and growing together for the long-haul.

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In this paper you will be introduced to four unique relationship styles. Decision-making, setting goals, and achieving objectives together are hallmarks of a strong alliance. Unless educated, each relationship style has unconscious "rules" or "beliefs" about what is spoken or shared, how one should behave or interact. Each style has unconscious needs and feelings, assumptions and expectations.

As in all close interpersonal relationships, **when business professionals are unaware of relationship styles, without new tools and skills they can incorporate together, they individually revert to what they know best which are often old, less functional, patterns.** And, like everyone else, put two people together and you'll find some random combination of approaches. **As a result, what originally feels like positive connection becomes confusing. Responses that used to work no longer work.** Without new information, people do not know how to work themselves out of this sticky situation. They can push it under the rug, but typically it does not go away without being addressed.

Each of the four relationship styles has a mindset or perspective. It relies on certain types of decision-making, goal setting, and conflict resolution. Each style is not compatible with another style. Some are healthier than others. **Committing to one relationship style is a necessity to have a smooth functioning relationship.**

Any important relationship is challenged by differences. Business partners are not immune. They have a great deal at stake. When handled poorly, the negative impacts of a disconnected partnership on a business, is just like tumult or divorce in a marriage. **It can derail a promising future making it hard to grow or rebuild. Handled well, partnerships become increasingly connected. They develop a mutual strength that protects the business from outside forces and allows it to flourish.**

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Choices and Consequences of Relationship Styles

No one ever started a business or entered into a business partnership hoping to fail. So by: 1) facing the realities of different relationship styles, 2) making a conscious choice of how you wish to work together in business, 3) arming yourself with the mindset, tools, and skills to navigate common and potential pitfalls, and 4) focusing on implementing win/win, mutually satisfying solutions together, you as business partners will have a better chance of success.

When relationship styles are unconsciously and randomly inter-mixed, it causes confusion and disrupts the flow of productivity. It starts with disconnect in communication. Most importantly, **when disruption between the business partners goes on too long, it damages what should be a well-oiled, smooth functioning, trusting relationship focused on the business objectives.** Ongoing disruption between business partners results in a trickle-down effect with employees and customers experiencing mixed messages, lack of consistency, and other forms of confusion.

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Navigating the Challenges of Growth and Change Together

While some business partners start out as friends, or friendly, it isn't a requirement to be friends to have a thriving business. In fact some business partners start out as close confidants and then don't know how to shift when differences come to the surface. Some never establish the mature foundation important in a long-lasting business relationship.

Ingredients of a solid foundation include a steadfast respect for one another as human beings and workmates, impeccable accountability that maintains trust, laser-focus on working the business objectives, and an unwavering perspective that two or more heads are better than one. And acknowledging that challenges arise, a deep commitment to working through them together. **Adopting consistent partnering mindset, tools, and skills help you work efficiently and navigate the challenges, saving you time and money.**

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Healthy, mature, successful partnerships establish a solid foundation from the beginning and maintain it throughout. **They understand that long-lasting partnerships grow through stages and require consistent commitment to navigate each stage and grow together.** Mature partners have a growth mindset, always open to learning—not only staying on top of the latest best business practices, but growing personally and growing in all their relationships. They live their values, and role model them in their business and personal relationships.

In many fundamental ways, business partnerships are like marriage partnerships. Those that are long-lasting are well-vetted around compatibility, skill sets, and financials. **They are consciously developed with deep discussions around the business, and acknowledge personal life needs and future dreams. Partners who start this way do so knowing that business is really all about people.** Productive, high-performing people are fully aligned—in both their work lives, and their personal lives. Most importantly, successful long-lasting partnerships are consistently maintained with care for all the relationships impacted by the business, because **your relationships ARE the business.**

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Challenges of Communication

The personality characteristics and strengths of the entrepreneur or business owner often run counter to, or do not co-exist well with, the needs of a mutual on-going working relationship, let alone a binding partnership. **When a solo owner or entrepreneur knows that partnering is the next best business decision—be it for start-up, expansion, for future transition or sale—paving the way with a well thought-out relating style is beneficial for growth of the owners and growth of the business.**

Just like a well thought out business plan includes strategies plus tactics to pivot when challenges are presented, awareness of relationship styles and conscious acknowledgement of unique expectations that accompany each style will guard against you and your business objectives being derailed. **Everyone enters into relationships with assumptions. Teasing these out and consciously choosing how you want to behave going forward is important. Bottom line, it will save you time, money—and regret.**

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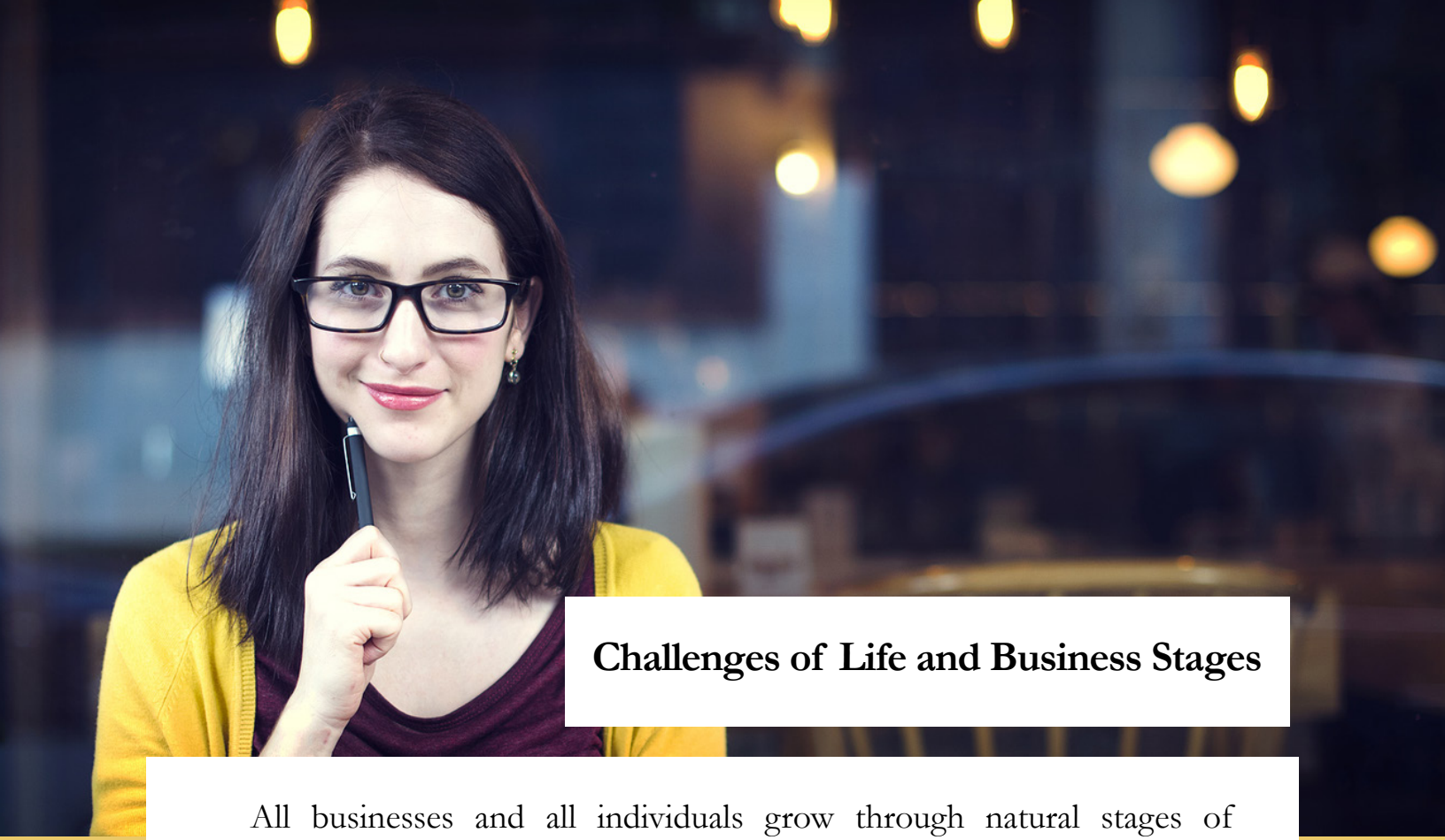

Challenges of Life and Business Stages

All businesses and all individuals grow through natural stages of development over the course of a lifetime. Or they stagnate. They cease to grow. Natural growth spurts and transitions occur approximately every 7 – 10 years for individuals; every so many millions in profit for business.

Having a smooth functioning culture with happy employees who have support and resources for their personal and professional development starts at the top. For owners and business partners, a long-view toward future transition or sale puts markers for growth into perspective. **When business partners are aware of these long-term objectives—and their partnering relationship is solid—communicating through growth stages and transitions, providing access to resources for individual development,** and other cultural values naturally goes hand-in-hand with productivity expectations and profit markers.

Transitioning through stages provokes the need for change. Some owners are sensitive to changes on the horizon, anticipate, and plan ahead. Others are heads-down focused on the day-to-day demands. Such owners are often

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blindsided by unexpected needs. Individuals and relationships are strained. In business, with so much on the line, change requires understanding, negotiation, new strategies and tactics, for partners to stay focused on mutual outcomes. **The foresight, alignment, and consistency of the partnership relationship determines just how nimble and proficient each proves to be.**

The need for care and clear communication is important at each choice point from start-up, through phases of growth, through to future planning for succession or sale. While business and personal lives are often not mentioned in the same sentence, there is a need for care not only due to impacts on the business success, but also impacts on personal lives, the fruition of personal dreams and fulfillment. And care for your relationship as business partners.

What works at one stage of your business partnership may not work at another. And if a partner's personal life goes haywire, or demands more attention, as in the case of pregnancy, divorce, illness, or death in a family, is your partnership armed with the tools and skills to pivot, to move through the changes as a team?

Whether change is anticipated or unexpectedly thrust upon you, having not only an agreed upon approach to carrying out your business objectives, a firm business model and working business plan, **it's also important to have an agreed upon approach to relating—so you know you can count on one another to work through the challenges together.**

Consciously acknowledging that business and personal changes will occur naturally over time, functioning consistently with a growth mindset, you can **arm yourself with mindset, tools, and skills so your business remains focused, your employees and customers are minimally impacted, and you support one another through the transitions and choice points that occur.**

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Four Relationship Styles and Their Impacts on Your Business

In the following pages you'll be introduced to four relationship styles entered into by business partners. One is more beneficial than the others.

Each style comes with conscious or unconscious assumptions and expectations. These in turn contribute in different ways to:

- Feelings of ease, trust, respect, and the ability to count on one another.
- A sense of individual contribution, recognition, and loyalty.
- Ease and openness of communication.
- Invitation, support, and encouragement of unique perspectives as part of a creative culture.
- A commitment to working on the "same team," An attitude that "We can resolve anything together," in navigating decisions and differences that impact personal satisfaction, as well as business success.

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Each style is briefly analyzed along the following dimensions:

- **The conscious or unconscious relationship mindset or perspective.** This dimension is about ultimate decision-making power. It may supersede title or even who appears to be in charge. Who ultimately gets their way, or final say? Are you operating as partners, a team or as a solo decision-maker?
- **An approach to decision-making across all aspects of the business.** Where and how are you given autonomy to make decisions individually as a business partner? Is it clear when decisions must be considered together? How do you wish this to filter throughout your team?
- **A perspective on differences, conflict, and how they get resolved.** Are you in agreement about how you will handle differences or conflict? Do you have ways to stay engaged when differences arise? If your individual response to conflict is different, do you enlist help so you come to resolution together, or do you revert to grand-standing or pushing things under the rug?
- **Expectations regarding production, agreements, and accountability.** Once decisions are made, do you have a clear system communicating next steps and project flow? Is there agreement so you can count on follow through, along with specified times to deliver, reevaluate or refine?
- **Regard for individual as well as mutual contributions and needs.** Is value placed in acknowledging each person's contributions? Is their respect for individual territory, based on expertise and capabilities? Are you conscious of both business developmental stages, and also personal developmental stages? How these needs are integrated, or not, for you and your employees needs impact the business.

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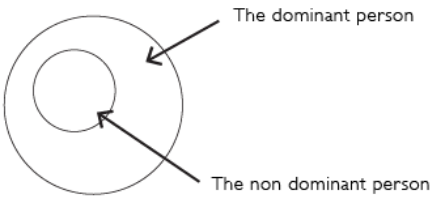
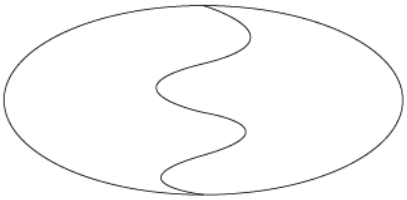
Four Business Partner Relationship Styles

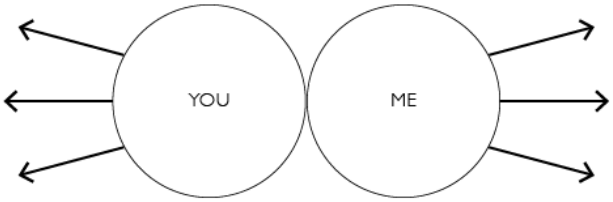
Dominant – Non-Dominant



Undefined Roles



Unilateral Decision-Makers



Big Picture Partners

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Dominant – Non-Dominant

A key feature of the Dominant—Non-Dominant relationship dynamic, is that one person is in charge and ultimately makes final decisions. Typically this is a one owner or business leader situation, where full responsibility falls on the shoulders of that individual. When carried into a business partnership, the Dominant—Non-Dominant dynamic may be a clearly stated agreement. In this case it is an agreed upon mindset or perspective from which all discussions are had, goals are set, decisions are made, action is laid out, and accountability is followed—achieving the end-results, the expectations of the dominant person. **Without such clarity, confusion may ensue.**

In Control

When the "who's in charge" question is apparent, theoretically differences, disagreement, or conflict would not arise nor be addressed. **It would be clear that the dominant individual's preferences take the lead.** If we focus on power and productivity in day-to-day relating within a Dominant—Non-Dominant dynamic, it will be experienced as more autocratic when it is demanding or

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domineering in nature. Such leaders are referred to as dominating, bossy, or dictatorial. Sharing of ideas and information feels unwelcome or stilted. Respect is absent, trust is not built, nor is it possible under these conditions.

Capricious

Another version of day-to-day with a dominant leader is experienced as capricious. Without a clear focus, or a strategic plan thoughtfully shared with the business partner or other team, **they appear to generate needs and demands arbitrarily**, and change their decisions quickly and seemingly randomly. This relating approach is so sporadic it often leads to great inefficiency and frustration. It can also lead to fear of failure in those around this unpredictable leader as there is not consistency or regard for individual capabilities or contributions.

Ultimate Decision Maker

In a healthy Dominant—Non-Dominant dynamic, a dominant leader may seek ideas and input from a business partner and others, in order to come to a decision. **This can feel collaborative when it is done consciously and when there is a clear expectation the leader will make final decisions, no matter how excellent the input.** However, if the dominant individual is unaware of how they approach feedback, appearing to invite collaboration and participation, and if they and those around them are unconscious of how the dominant person ultimately makes decisions, such interactions will eventually feel like bait and switch to those involved.

Entering into an on-going business partnership or transition to future partnership arrangement with a dominant leader of long experience can be challenging for all sides. **The transition should be well thought out, roles defined, and consequences discussed—for the satisfaction of all parties involved.**

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Undefined Roles

People enter into Undefined Role business relationships under a number of circumstances. One is when they dive right in to the day-to-day demands and assume they will sort out the roles later—or sort them out over time. And often, they never get around to it. Others fall into an Undefined Role style because they have an underlying, often unconscious, desire to share everything. In the beginning stages of start-up this happens frequently and may feel both exciting and supportive as they discuss everything, sometimes ad nauseam.

Over time, this need for connection proves to be inefficient and eventually keeps a business from achieving the growth they may or may not have targeted. **This style may lead to placing value in interpersonal relationship satisfaction above and beyond business objectives.** This can feel satisfying in what is called a "life style business" but it frequently doesn't lead to successful growth.

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Merging or Lack of Boundaries

Another version of owners with Undefined Roles is seen in people who come together unaware of what it means to have a healthy, mature relationship. Often this is seen in all their relationships—professionally as well as personally. These owners have few boundaries and little autonomy. They may not think independently and respond inter-dependently most of the time. It may appear as though they are working in sync, but they are really merged. **They function like two halves of a whole versus two independent highly functioning people bringing all their expertise and creativity to the table.** Decision-making is a lot of acquiescing or giving in that stems from having to feel connected instead of thoughtful choices for the sake of the business. When both individuals come together this way, growth inter-personally and in the business is difficult to achieve because they cannot think outside one another's box. **While this style is not found full blown very often, many owners exhibit aspects of this style in aspects of their relationship.**

Business owners with Undefined Roles function like two halves of a whole versus two independent highly functioning people bringing all their expertise and creativity to the table.

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Breaking Up is Hard (but Maybe Healthier) To Do

Random events sometimes cause professionals to seek a more mature business relationship. Otherwise one or both would have to consciously want to learn ways to relate so the business grows. There are owners who, over time, discover they are partnered with an associate who is merged with them. This power can be manipulated, it can also feel cloying or claustrophobic once awareness sets in. In the personal setting this discovery frequently leads to divorce. In business, this will eventually feel like a need to break out of the box—totally evaluating roles and responsibilities or ending a partnership.

When business partners are in trouble or questioning their viability, an experienced relationship coach and business consultant can help you in one of two ways. The first is helping you make the difficult but necessary shift to make your enterprise grow. The second is helping you each to move forward individually, creating successful futures.

Engaging the help of a business coach for entrepreneurs, a coach for business partners in trouble, can be beneficial in understanding the dynamic between you. While an undefined role relating style is difficult to change, gaining perspective on your part in the dynamic will benefit you in your entire life. And should the discomfort and learning lead to a break up having professional help will hopefully assist you both.

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Unilateral Decision-Makers

Unilateral Decision-Makers Typically Function Like Roommates

Unilateral Decision-Makers are initially attracted to what they perceive as one another's equal competence, independence, and productivity. **These are typically seen as complementary skill sets which advance their business.** This is also a common default relating style among independent, educated, highly ambitious couples, who are sometimes couples in business together, running a home and an office together.

When this relationship is working, each partner typically feels energized, supported, and trusting of the work, the relationship and the business future. It's fun!

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Parallel Play

Having characteristics of entrepreneurs, these owners are focused on making their vision a reality. They each tend to have take-charge and in-control personalities. As a result, **a major defining characteristic of Unilateral Decision-Maker owners is that they make decisions independent of one another. Often this is done with the best of intentions, assuming they will be in agreement, but without consciously taking their partner's feedback into consideration.** These Unilateral Decision-Maker individuals may appear to discuss, check-in, or consult with one another from time-to-time, or even on a regular basis. What they may or may not be aware of, is that they are working on parallel tracks. They really haven't shared their thoughts, feeling, or made decisions together. They assent to one another's decisions because they don't disagree.

Taking Things for Granted

Now this separation of duties is necessary, and even important, for role definition, task assignment, and ultimate accountability to get things done. **When this relationship style is working smoothly, these business partners feel like they are working "together." In reality, they are unconsciously simply working "next to" and sometimes even "around" one another.** They may or may not keep one another informed of their individual decisions on a consistent basis, and when this relationship feels good, it's because they feel no need for input. Or they feel no need to give input. They are simply supporting a decision or action their associate has taken.

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Business owners who end up in a Unilateral Decision-Making style often do not realize that it's working well because of the very fact they are in agreement. What happens when they are not in agreement? When they discover differences in opinion? When they run into controversy or conflict?

Blindsided

Because Unilateral Decision-Makers fall into this style—meaning it's not consciously chosen—when something arises, causing unexpected disagreement or conflict, they often feel blindsided and at worst, even betrayed. Their individual assumptions about how their associate will respond is challenged. **They do not have the experience of working together through to a decision or face challenges together.**

Lacking the skill set to work as a team, as "partners"—which requires they learn a new way of communicating—they either disengage, pushing the disagreements under the rug, or they end up in heated repetitive arguments that go nowhere.

A fallback position is blaming one another for any problems that arise, which may eventually pervade an entire working relationship.

Without a mindset and skill set to work through differences as a team, owners in this relationship style often think privately about ending their working relationship. This negative attitude toward one another can trickle down to their employees, causing further confusion especially if employees feel caught in the middle or are inadvertently feel the need to take sides.

As is true in any relationship, learning a new way is important for the individuals and for the business to get unstuck. Outside help from a skilled

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coach for entrepreneurs, to shift their interpersonal mindset—paired with a new set of skill for discussion and decision-making together—is the choice they must face to give up individual control and shift to shared decision-making.

Guidance from a coach experienced in working with business partners, and applying the necessary tools and skills, can help these owners re-evaluate their core values together, consciously face their assumptions, reconsider what they want and need from the relationship to decide if it is aligned with the business objectives. **In that new context they can begin to work together better with a whole new set of skills.**

My long time experience with many unconscious Unilateral Decision Makers is that they really want to have a solid partnership relating style but do not know how to handle differences.

Typically these business owners—be they strictly business partners or couples in business together—ultimately desire the same outcome, they want the same things. They want what brought them together in the first place. So they need additional tools and skills to help them balance areas of independence, with a partnering need for interdependence that facilitates the end results they desire.

With expert guidance from a business coach for entrepreneurs with skills in life coaching for business and personal relationships (if a couple) these business partners can make the shift into the final style of relating and become very successful Big Picture Partners.

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You Want A Great Partnership

In the beating heart of every entrepreneur, business owner, and business partner, is a desire to move with ease and speed, to be one step ahead of the curve, to have a partner and team working smoothly in the flow, laser-focused on achieving mutual goals and agreed upon outcomes, driven to succeed.

A business is fertile ground for partnering with one or more people, often with complimentary skills, energy and enthusiasm, sometimes investing money, bringing connections or a book of business.

Like many relationships, business partnerships are sometimes humorously referred to as a working marriage. Both are "working relationships." Humor highlights the complexity such close relationships bring. And like the long-term commitment of a personal relationship, the spirit that brings people

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together in business also requires interpersonal skill and attention to make the business and the relationship successful over the long-haul.

Yet while business partners enter into their legal and working relationship with positive expectations, even enthusiasm, statistics show that anywhere between 50% to 70% of business partnerships ultimately fail. How do you inoculate yourself against such a demise?

This chapter introduces an approach to navigating an important business relationship that should be a great asset to you and your business. It offers insight into the mindset, skills, and tools to work as Big Picture Partners™. This style of relating in your business provides you the communication tools and processes so you arrive at mutually satisfying solutions to your business needs—so you enjoy the process of owning, growing, and even transitioning or selling your business together.

> Integrating the Big Picture Partnering™ approach has saved numerous partners loss of revenue due to inefficiency, years of heartache due to disagreements, and produced great satisfaction as they reach for their goals together.

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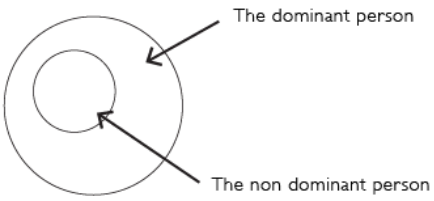
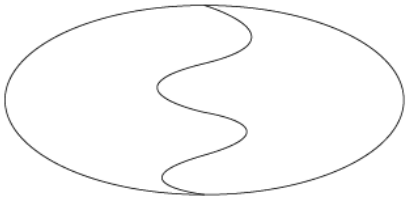
In the previous pages, you've considered the pros and cons of 3 other styles of relating. These are the Dominant—Non-Dominant, Undefined Role, and Unilateral Decision-Maker relationship styles. Here's a quick visual overview once again.

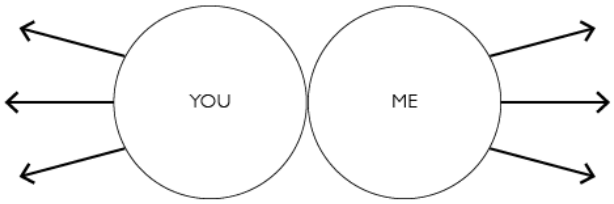
Dominant – Non-Dominant



Undefined Roles



Unilateral Decision-Makers



Reading about these styles, you've learned that unconsciously intermixing of styles between partners—personal or professional—causes confusion between people and disruption to the efficient flow of business and interpersonal satisfaction.

It's common, and there's a solution.

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Big Picture Business Partners

The fourth way of relating is called the **Big Picture Business Partnering™** style. While professionals in the other three partnering styles eventually experience difficulties and dissatisfaction that can derail their communication and ultimately their business growth, Big Picture Partners are coached so they become armed with the mindset, tools, and skills to:

- Listen to one another and make decisions together.
- Confidently face differences or disagreements together as a team, so you remain focused on what you value, namely what's best for the business and your partnership.
- Implement new and efficient ways to connect and stay connected.
- Clarify and balance individual as well as mutual strengths and responsibilities—so you develop the best in yourself, maximize what is most satisfying in your partnership, and work toward the business outcomes you desire.
- Stay focused on the long-view, so steps taken at each stage create the ultimate outcomes you desire, individually, together, and for the business.

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The EcoSystem Big Picture Partners Create and Maintain Together

Guided by a highly skilled business coach, specifically a coach skilled in working with relationships and business partners, these owners develop the mindset, tools, and skills of "true partnering." **Together these business partners create a whole eco-system that supports each of them individually, their business, and their personal lives.** They are not "in-each-other's-back-pockets" nor are they necessarily outside-the-office best friends, but they do value and attend to the blend of one another's professional desires and personal needs as they navigate business start-up, growth, and exit planning.

In our experience, integrating the Big Picture Partnering approach has saved numerous partners loss of revenue due to inefficiency, years of heartache due to disagreements, and produced great satisfaction as they reach for their goals together. They know they can trust that their partner has their back and will work through differences, using the skills they have learned together.

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BUSINESS ECOSYSTEM

BENEFITS of BIG PICTURE BUSINESS PARTNERING

- The business is strengthened by the individual uniqueness which you each bring to the working relationship.
- Fully aligned across business and interpersonal values, you support each other's personal needs and goals.
- All business values, goals, and growth are supported and strengthened by your commitments to the ecosystem.
- You have the skills and tools to focus your entire team on the same business objectives.
- Everyone contributes to a positive work environment based on agreed upon values, mission, and systems that deliver the best for the customer.
- Your business stabilizes and grows as you come together to create mutually satisfying Our World solutions. Business objectives, needs, concerns, go on the table for discussion; only win/win solutions go into Our World.

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Two or More People, One Journey

In the Big Picture style, you mutually create this entire ecosystem for your business—and your life—that expresses your values and the business objectives you desire. You'll see in the diagram above there are three worlds, which are encompassed in a larger partnering universe. This is the ecosystem from which you conduct and grow your business.

In the diagram, the circle on the left symbolizes Your World (Partner A) which comprises all your individual strengths, capabilities, and work responsibilities for which you are accountable. The circle on the right is Your Partner's World (Partner B), which comprises all these aspects of your business partner's work-life. These individual realms are identified, agreed upon, and supported by each of you as partners. The ovals extending from each business partner's world represents other aspects of their unique lives,

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including family, friends, finances, leisure activities, and so on. In the Big Picture approach, alignment of the personal and professional are necessary and supported.

The center circle—Our Business World—encompasses the all aspects of your business which are need to be mutually agreed upon and revisited regularly. These joint decisions are the foundation of your business and your growth toward ultimate outcomes. They include everything from mission, values, strategic planning, employee engagement, decisions for expansion, and so on. Nothing goes into Our World unless it is a win/ win, mutually satisfying decision which you learn using the Big Picture tools and skills.

You will notice in the diagram that there is a field surrounding the three worlds: Partner A's World, Partner B's World, and Our Business World. This is not a dead space. It represents positive behaviors and communications that you practice and role model for all your employees and everyone you and they contact.

> **The ecosystem values you consciously create and emulate become your company culture and part of your brand strength.**

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Mindset, Tools, and Skills

While all relationships—personal or professional—embody some aspects of all 4 relating styles, when your goal is to become better partners, the mindset, tools, and skills are coach-able and achievable. I've given you only a broad brush here in this article. As a business coach for entrepreneurs, business owners and as a coach for couples and couples in business, I have seen many people quickly adapt this style. **Integrating the Big Picture Partnering™ approach has saved numerous partners loss of revenue due to inefficiency, years of heartache due to disagreements, and produced great satisfaction as they reach for their goals together. They know they can trust that their partner has their back and will work through differences, using the skills they have learned together.**

Business Partners and Teams: Move Forward Better, Together

Having the right partners and team is crucial to the development of your business. Strategically develop a strong working relationship based on shared vision and unique strengths. Create safety and trust together for you and your employees. Grow your business efficiently, achieve higher profits, gain desired clients, hire better employees, develop a great team, do better work, become stronger leaders together.

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Identify Your Relationship Style

Most business partners start with some combination of styles. As mentioned earlier, this becomes confusing if you unconsciously and randomly switch from one style to another. As you implement the mindset, tools, and skills of the Big Picture Partnering™ style, you will learn that it can include some elements that may "look" Dominant—Non-Dominant or even Unilateral, but are actually fully discussed and agreed on as Big Picture Partners. For example, this would be areas of great independence approved by both partners. You don't need to revert to being Unilateral Decision-Makers to achieve necessary independence. **You simply need to learn to work toward what capabilities you bring, what satisfies you individually, and what works best for the business—and arrive at the win/win agreements and solutions together.** Take our assessment on the next page to find out where you stand now. Then consider how you'd like it to be.

Making Decisions Together

When you choose the Big Picture Business Partnering™ style, the way in which you and your partner make decisions is quite different from those of the other three styles. In the Big Picture, Our Business World decisions—those that involve both people—are made together. Your World and My World decisions are made individually, but are supported by each partner.

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ASSESSMENT: What Is Our Current Style of Relating?

What relationship style, or combination of styles, do you see you and your partner using in your current relationship?

If you are not in a partnership yet, or are considering one, what styles might you default to, especially when faced with interpersonal challenges or conflict? What style do you default to in other or past relationships?

In the blank lines below, please write down the percentage of the time you feel that you and your partner spend in each style at the current time. (The four percentages should add up to 100 percent.)

Dominant-Non-Dominant style _____%

Undefined Roles style _____%

Unilateral Decision-Maker style _____%

Big Picture Partnering style _____%

Total = 100%

Individually, reflect on this assessment of your relationship. How do you experience each of these styles in your business relationship? How do you think your business partner experiences these styles of relating?

Then think about how you would like your relationship to be.

Bring your individual assessments together. Where would you like to experience more alignment? How might clarifying your relating style impact specific aspects of your business success?

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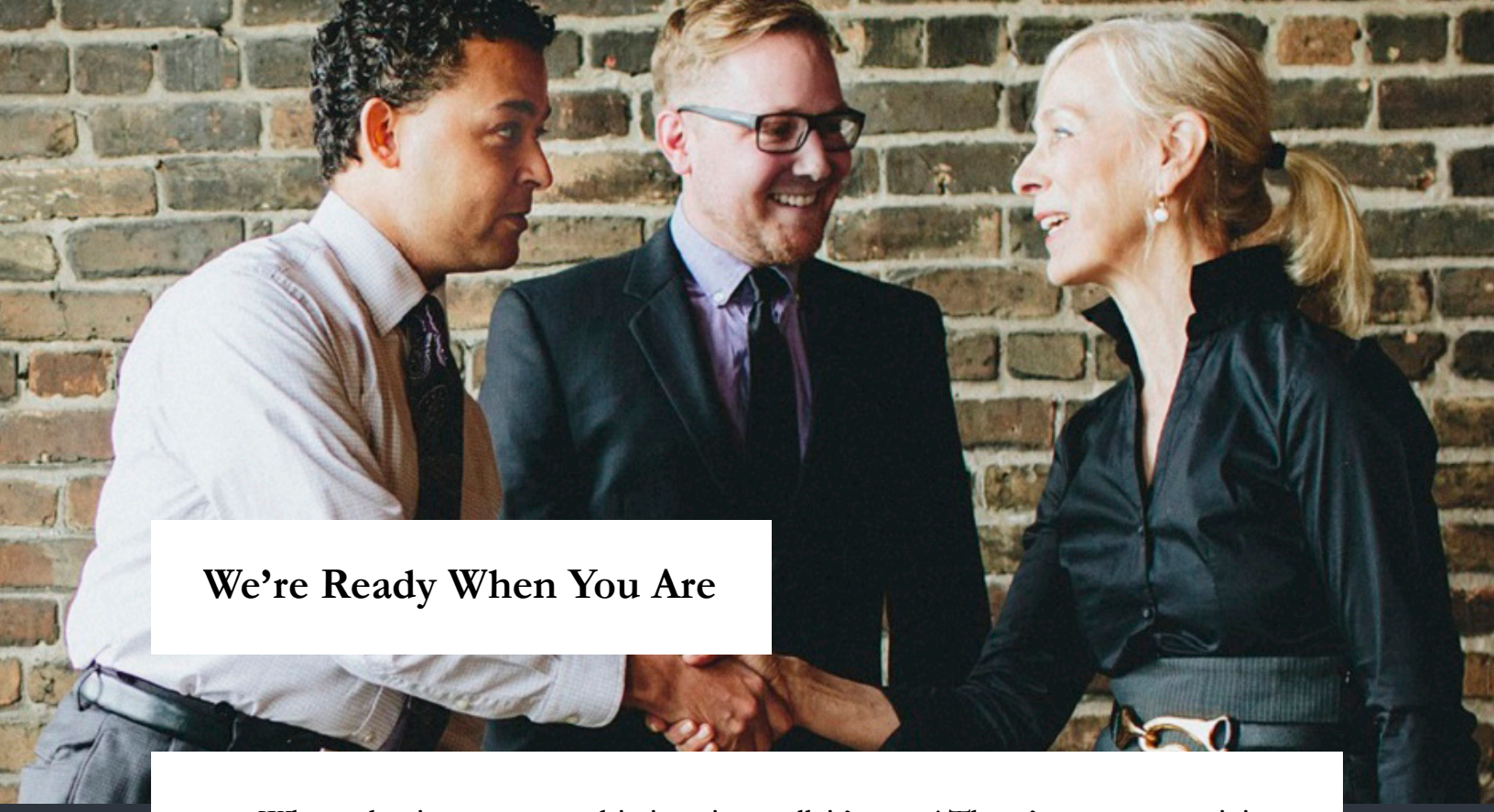

We're Ready When You Are

When a business partnership is going well, it's great! There's energy, creativity, productivity. Coming together as business partners pools connections, spreads financial risk, may increase the employee base, and expand the marketplace. Differences put partnership stability to the test. With the mindset, tools, and skills of the Big Picture Partnering approach differences are resolvable. When we work together, the steps and tools of the Big Picture approach make your work life easier and more efficient. As we work together they are customized and directly applied to your individual and business needs. This approach is successfully implemented starting with one individual or with business partners. Then the values and tools are easily integrated throughout your organization.

For more information please visit:
https://drjanhoistadpartners.com/relationships/business-partners/

Read more in our blog https://drjanhoistadpartners.com/blog/

Find our contact form at https://drjanhoistadpartners.com/contact-now/

Or simply reach out to discuss your needs and how we might help:
email janhoistad@drjanhoistad.com

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