

Things That Matter

"I started applying this concept and exploring it during some of my relational workshops, and it's been really fascinating, gratifying and surprising to not only uncover misperceptions but also empathy, and the desire to fix those misperceptions. It's been really extraordinary."

Sally Guyer
Global CEO,
WorldCC



WorldCC have adopted *Things That Matter* in commercial relationships as a key focus. But why?

Surely it's *obvious* what matters in relationships?

Surely people are *already* focused and aligned on the *Things That Matter*?

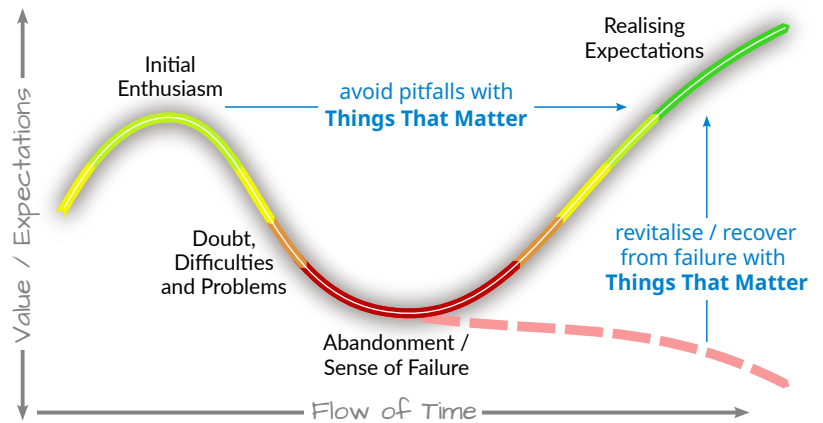
It turns out that people are *not* aligned on the *Things That Matter* in commercial relationships:

- 🔍 Fewer than 10% of people are 'very confident' that they are 'clear and aligned' on **Things That Matter**
- 🔍 77% of suppliers question customers' claims they want to collaborate; 95% feel price is their primary driver
- 🔍 34% of relationships don't even start due to failed negotiations

What do we do? How do we get started?

Part of the beauty and power of the 'Things That Matter' is that it's common sense: nobody wants to focus on what *doesn't* matter, and everyone understands the phrase intuitively, without complicated explanations.

But **Things That Matter** is far more than a phrase; it is a practical, thorough and proven approach, rooted in leading-edge understanding of how people most effectively think, work and collaborate in today's complex world (and there's much more to it than just asking colleagues and partners "what matters").



With our partners that pioneered the **Things That Matter** approach - New Information Paradigms - we began exploring this in the first of our **Things That Matter** webinar series. Please watch this webinar to:

- 🔍 Understand how and why misassumptions, misalignment and missed opportunities currently dominate
- 🔍 See what's involved with the **Things That Matter** approach and how to get started
- 🔍 Learn what's truly "behind" the approach and why it works

Get the webinar link from the QR code or visit:

managevalue.co.uk/things-that-matter-worldcc



Learn about our plans, and further explore what **Things That Matter** are, why they matter, and how you can start transforming *your* commercial relationships.

What is the state of play with the **Things That Matter** in your commercial relationships?

- Left to Chance**
Contract managers use internal KPIs to track the main contract deliverables
- Minimal Engagement**
Contract managers for both parties use some shared KPIs for the main contract deliverables, with a degree of review of what is measured
- Basic Awareness**
Contract managers go beyond shared KPIs for most deliverables to also consider softer value; there is some high-level articulation of priorities here, with some efforts made to establish overall alignment

- Above Average**
What matters to each party is familiar to most people involved, encompassing both tangible deliverables and softer value; there is reasonable clarity of what this all means in practice, KPIs and some softer measures are in place, and alignment is actively pursued

- Fully Resilient**
Everyone involved is clear about what matters to each party and what that means in practice; continuous evaluation of tangible deliverables and softer value means maximum alignment is maintained, differences are consciously managed and changes are actively tracked over time



----- MOST RELATIONSHIPS ARE HERE -----

A Things That Matter Thought Experiment

So, how confident are you about the state of play of the **Things That Matter** in *your* commercial relationships?
That was the question asked overleaf, and here's a thought experiment to help you flesh out and review your answer.

Exercise: Compare perspectives on Things That Matter

Warning: this is an introductory exercise, intended only to allow people to get some sense of the Things That Matter approach and to investigate and demonstrate its relevance; it is absolutely *not* a substitute for the full approach.
For more info - visit managevalue.co.uk/dont_just_ask



Party A: _____ Perspective

What do you (Party A) think are the top 5 Things That Matter to you - Party A?

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____

A A

Party B: _____ Perspective

What do you (Party B) think are the top 5 Things That Matter to the other party - Party A?

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____

What do you (Party A) think are the top 5 Things That Matter to the other party - Party B?

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____

B B

What do you (Party B) think are the top 5 Things That Matter to you - Party B?

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____

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The exercise sheet above is sometimes used in a workshop environment; if it is helpful for you, use it as a prompt or to jot down notes.

(The source file can be found at managevalue.co.uk/things-that-matter-worldcc)

Think of one of your key commercial relationships and consider (the left side of the exercise sheet)...

- What are the things that matter to your company in that relationship (try and be specific**)? What are the top 5?
- What are the things that matter to your partner (again, try and be specific)? What are their top 5?
- (How quick and easy was it to answer those questions? Many people are surprised how hard it is - especially to be specific!)

Now consider what your colleagues would answer to these questions (you could even ask them to do the same exercise)...

- Would they agree with what you think matters to your company and to your partner?
- Would they prioritize these things the same way?
- What different perspectives might they bring and how might that affect their answers?
- Would you have to rethink your lists? How would that happen? What would the results be?

Now consider what your partner thinks matters (the right side of the exercise sheet)...

- Would they know what matters to your company and with what priority?
- How well would their list of what matters to them match your thoughts? (compare the 2 lists at the bottom of the exercise)

Finally, consider what gaps and conflicting answers might mean...

- Would it explain any existing issues in that relationship? Could it create (further) issues in future?
- How effectively can you work together if you don't understand each other's priorities and rationale for decisions?
- What might be the consequences of continuing any misassumption, miscommunication and misalignment?

Perhaps now it's clear why we're so focused on the **Things That Matter**...!

** e.g. "price" often matters, but the price of what, specifically? relative or compared to what? etc, etc