Managing Authentic Relationships

Facing New Challenges in a Changing Context

Networking in the seventeenth century

Management is doing things right, leadership is doing the right things. A quotation by a pioneer of management theory, Peter Drucker. Already in the seventeenth century, this concept was apparently well understood. This large militia painting by Nicolaes Pickenoy from 1632 exhibits this clearly. Twenty-four militia men – sorry; this is the seventeenth century, no ladies yet – pose thoughtfully for a painting. They are aware they are being observed and they commissioned this painting to illustrate their good deeds. They are members of a civic guard, a sort of voluntary military group. They have a good reason to order a group portrait as their captain, Jacob Backer, has recently been elected mayor. He is shown with his men for the last time before he has to leave the civic guard. Soon he will occupy the most important office in the city. These men know they will benefit from his promotion so they appear at their very best. One active and alert, another contemplative and wise – perhaps their attitudes depend on their ambitions? Each man had his own preferences on how he was depicted. In the seventeenth century, Amsterdam city politics was in the hands of regents. These men of high status usually came from rich merchant families or the aristocracy. Time after time they were able to secure the highest political or managerial positions through their extensive family relations or friendships. Powerful families shamelessly favoured and appointed one another. However, the civic guards still offered an avenue for someone from a humble background to worm their way up. To get in, you had to pay for your own uniform and arms, but you did not necessarily have to be a rich merchant. It was one of the best stepping stones. Upon joining, you knew you were being observed. You got the chance to perform, which included presenting yourself well and being seen doing good deeds. It really was a once in a lifetime opportunity.

Paul Mosterd, Deputy Director Hermitage Amsterdam

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- Jean Paul Wijers (Editor and Chapter 12-13)
- Monica Bakker (Chapter 1-3)
- Robert Collignon (Chapter 4-9)
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Interviews with
- Janine Dijkmeijer, CEO, Nederlands Dans Theater
- Marielle Konings, Advisor Relationship Management, City of Eindhoven
- Alexandra Messervy, Founder and Chief Executive, The English Manner
- Rutger van Nouhuijs, CEO Corporate and Institutional Banking, ABN AMRO Bank

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Foreword

Managing authentic relationships has been important in every age. Barter trade was based on reciprocity; by exchanging goods or services, the needs of both parties could be met. Sensitivity to the interests of the other and a relevant exchange of needs are still the basis of professional relationship management.

This book will sharpen your sensitivity to stakeholder interests. You will be inspired to create added value to a network and optimize cooperation. This book offers a guide to strengthening trust. The guiding principle is a holistic view of relationship management – fulfilling stakeholder interests by being relevant, connected, and reliable.

As representatives of the public and private sectors, it is our pleasure to combine the leading practical and scientific views on Strategic Relationship Management in this book, thereby happily offering you an introduction to successful networking. We thank the authors and the members of the Advisory and Supervisory Board of the Institute of Strategic Relationship Management for sharing their knowledge and expertise to support the creation of this invaluable manuscript.

Managing authentic relationships is an art; an art you will learn to master by reading this unique book. Using this guidance, you can learn to make a measurable contribution to the strategic goals of an organization – the Return-on-Relationship.

Franck Erkens
Chair of the Advisory Board of the Institute of Strategic Relationship Management

Preface

I had many years of experience as an organizer of networking events when I decided to write this book. I was motivated to do so after seeing so many networking events fail. Putting hundreds of people in one room does not mean the right people will meet. That is not what makes a networking event successful.

At most networking events, the majority of the budget and attention goes to food or what happens on stage. Overcrowded rooms, loud music, or lengthy programs make it impossible for people to meet. Very little thought is given to whom to invite, how to make sure they will come, and how to guarantee the right encounters will take place.

This is where my experience in protocol comes in. While I was a student, I founded Protocolbureau, an organization specialized in providing operational support at high-level events. Protocol was originally developed by the European monarchies since a king or queen has very little time but has to talk to many people. Protocol is a way to stage personal attention based on specific predetermined goals.

By translating the royal protocol into a contemporary version, we were able to apply protocol at networking events, fashion shows, and even dance events. It gave us a way to guarantee the right encounters would take place.

Professionalizing networking events alone turned out not to be enough. Building and managing a strong network for the entire organization requires implementing professional relationship management on strategic, tactical, and operational levels.

I took the initiative to further develop our vision and did so with the help of a Supervisory Board and Advisory Board consisting of relationship management experts from the public and private sectors and academic experts.

The collaboration with Prof. René Foqué, Monica Bakker, Robert Collignon, and Gerty Smit started when we were given the opportunity to develop a minor in relationship management, first at The Hague University of Applied Science and later at the Hotelschool The Hague.

By this time, I founded my second company, the Institute of Strategic Relationship Management (ISRM), and we translated the minor into a program for professionals, the so-called postgraduate Strategic Relationship Management.

An organization needs to implement professional relationship management at all levels to be able to have a meaningful network and a reciprocal relationship with the right people. In an organization that implements professional relationship management, the strategy is translated into a Relationship Management Strategy, the relationships are managed properly, and the stakeholders are mapped correctly. The Return-on-Relationship is calculated. It is clear where the responsibility lies

for the relationship management process. The meetings with stakeholders are measured, the networking events deliver the desired results, and the networkers are properly supported in their networking activities.

Furthermore, in an organization where real relationships are built, there is a shared understanding of what relationships are. It is impossible to develop successful relationship management without authentic relationships based on trust and reciprocity. From an organizational perspective, goals have to be set and processes have to be managed, but authentic relationships cannot be built on very precise or detailed expectations. This book offers a holistic view on the management of professional networks based on authentic relationships.

Professional relationship management delivers valuable and measurable contributions to the strategic goals of an organization and a network of authentic relationships:

· This book, *Managing Authentic Relationships*, starts (Chapter 1 and 2) by explaining what reciprocal relationships and meaningful networks are and why it is so important for organizations to know the right people.
· Chapter 3 is about developing a tailor-made Networking Vision, an organization's own view on why networks and relationships are important.
· In Chapter 4 the book continues with the Relationship Management Strategy, the translation of the why into the how.
· How to explore the broader set of participants in the value network is discussed in Chapter 5 about mapping the external stakeholders.
· The Relationship Management Plan in Chapter 6 describes the implementation of the Relationship Management Strategy.
· Chapter 7 describes the use of data in steering, monitoring, and improving relationships.
· Chapter 8 explores the economics of relationship management by calculating the Return-on-Relationship.
· In Chapter 9, performance is discussed in the context of Strategic Relationship Management.
· The internal responsibility for and implementation of the Relationship Management Strategy is addressed in Chapter 10, as is the organizing principle of networks with networkers, networking teams, and Managers of the Network.
· Chapter 11 is about change, as for most organizations the implementation of professional relationship management is new.
· The book concludes with a chapter about supporting the networkers (12) and organizing effective networking events with measurable results (13).

Prof. René Foqué wrote the introduction for this book and Monica Bakker the first three chapters about what relationships and networks are and why they are so

important. Robert Collignon wrote Chapter 4 through 9 about managing relationships, and Gerty Smit Chapter 10 and 11 about the internal responsibility for and implementation of relationship management. I am the editor of this book and wrote the last two chapters about successful encounters.

For this book we interviewed the CEO of the Nederlands Dans Theater, Janine Dijkmeijer; Marielle Konings, Advisor Relationship Management, City of Eindhoven; the CEO Corporate and Institutional Banking of ABN AMRO Bank, Rutger van Nouhuijs; and the Founder and Chief Executive of The English Manner, Alexandra Messervy, formerly of the Royal Household of HM the Queen.

The history of relationship management is described by Paul Mosterd, Deputy Director of the Hermitage Amsterdam. He wrote about the four paintings in this book, the one on the cover and those at the beginning of each of the three main sections.

The contributions by Marike Dragt (ING), Boukje de Haan (Foundation for Refugee Students AUF), Paul Spies (Stadtmuseum Berlin), and Tom Verbelen (Municipality of Antwerp) provide practical examples of relationship management.

Jean Paul Wijers
Founder and Director of the Institute of Strategic Relationship Management

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Managing Authentic Relationships

1.
Authentic Relationships
Why are networks and relationships important? What are networks and relationships?

- *Develop an inspiring Networking Vision*

CHAPTER 1, 2 & 3

2.
Managing Relationships
How to manage relationships? How to measure results? How to implement a relationship management?

- *Develop a Relationship Management Strategy*
- *Map the stakeholders*
- *Develop a Relationship Management Plan*
- *Calculate the Return-on-Relationship*
- *Shape the internal responsibility for and implementation of the relationship management*

CHAPTER 5, 6, 7, 8, 9, 10 & 11

3.
Successful Encounters
How to stage effective networking events or meetings?

- *Support the development of professsional networkers*
- *Organize effective networking events or meetings with measurable results*

CHAPTER 12 & 13