

Leading vs Managing Proposals

How to Get the Best Performance from Your Proposal Team

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Overview / Outline

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Leading vs Managing

Understanding the Goal

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Opening Thoughts on Leadership

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Examples of Proposal Leadership Challenges

- Some Key Assumptions on Leadership & Proposals
 - A strong leader will invariably produce better proposals than a weaker one
 - There is no formula, but you can recognize good leadership when you see it

THEREFORE

- For Proposal Professionals, it is worth observing and noting what leadership approaches work better than others **and under what circumstances**
- For Proposal Professionals, it is worth continuously striving to become a stronger leader

Leading vs Managing

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Examples of Proposal Leadership Challenges

■ Leading

- Focuses on the Higher Objective (Winning)
- Sets **the** Example
- Provides Clarity
- Prioritizes for the Win
- Removes Obstacles
- Empowers Others
- Coaches
- Collaborates Appropriately
- Addresses Adversity

■ Managing

- Focuses on the Lower Objectives (Process)
- Sets **an** Example
- Assumes Clarity
- Prioritizes for Completion
- Accepts Obstacles
- Controls Tasks
- Demands
- Works in a Vacuum
- Gets through Adversity

Understanding the Goal

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Examples of Proposal Leadership Challenges

- Why are you pursuing this procurement?
 - Is it a “must win”?
 - Is it a “must propose”?
 - Is it something in between?

Indicators of a true “Must Win”

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Examples of Proposal Leadership Challenges

- Senior Level Commitment of Time & Investment
- Strategy and Capture performed early
- A Committed Proposal Management Team:
 - Capture Manager, Program Manager, Systems Engineer/Solution Architect, Deal Shaper
- A Committed Author Team

Calibrating Your Approach

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Examples of Proposal Leadership Challenges

- *Never lose sight of the win!!!*
- “Must Win,” “Must Propose,” in Between?
 - What is the goal?
 - What example will you set?
 - How will you provide clarity?
 - How will you prioritize?
 - What obstacles must you remove for your team?
 - How will you empower and leverage your team?
 - Who must you coach?
 - How must you collaborate?
 - What adversity must you address?

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Examples of Proposal Leadership Challenges

- What is the goal?
 - Is it to win?
 - Is it to maximize your chances of winning within certain constraints?

- What example will you set?
 - Will you “walk the talk”?
 - Will you “pontificate”?
 - Be cognizant of how you delegate tasks

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Examples of Proposal Leadership Challenges

- How will you provide clarity?
 - Will you define the high, mid, and low-level objectives in sufficient detail so that everyone heads in the same direction?
 - Will you be able to articulate why your charted direction is the right one?

- How will you prioritize?
 - Actions to position for the win?
 - Actions to develop the proposal?

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- What obstacles must you remove for your team?
 - Are there barriers to winning that you must help remove?
 - Are they related to the procurement? Your competitive position? Internally as a company?
 - Who's expectations must you manage in order to maximize Pwin?
- How must you collaborate?
 - What decisions will you need to make that **are and should be** team decisions?
 - What decisions will you need to make that are less negotiable? How strong is your ability to influence?

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Examples of Proposal Leadership Challenges

- What adversity must you address
 - Are you a long shot to win?
 - Are expectations horribly unrealistic?
 - Will you protect your team from the adversity?

- How will you empower and leverage your team?
 - Will you set a clear target and expectations for your team?
 - Will you micromanage?

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Examples of Proposal Leadership Challenges

- Who must you coach?
 - Who on the team is struggling and why?
 - What are you doing to help them?
 - Are people struggling because of capability or because you've asked them for "another rock?"

The Leader Coach

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Examples of Proposal Leadership Challenges

The most remarkable aspect about John Wooden is that he never scouted opposing teams. Instead, he focused on getting his players to reach their potential. And he addressed those things through practice and personal interaction with the players. It was never his goal to win championships or even beat the other team. His desire was to get each person to play to his potential and to put the best possible team on the floor. Wooden's results were incredible. In more than forty years of coaching, he had only one losing season – his first. And he led his UCLA teams to four undefeated seasons and a record ten NCAA championships. No other college team has ever come close.

(Source: "The 21 Irrefutable Laws of Leadership," by John C. Maxwell, 2007. Published by Thomas Nelson, Inc.)



Maxwell's 21 Laws of Leadership

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Examples of Proposal Leadership Challenges

- 1. The Law of the Lid** – *Leadership Ability Determines a Person's Level of Effectiveness*
- 2. The Law of Influence** – *The True Measure of Leadership is Influence – Nothing More, Nothing Less*
- 3. The Law of Process** – *Leadership Develops Daily, Not in a Day*
- 4. The Law of Navigation** – *Anyone Can Steer the Ship, but It Takes a Leader to Chart the Course*
- 5. The Law of Addition** – *Leaders Add Value by Serving Others*
- 6. The Law of Solid Ground** – *Trust is the Foundation of Leadership*
- 7. The Law of Respect** – *People Naturally Follow Leaders Stronger Than Themselves*

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Examples of Proposal Leadership Challenges

8. The Law of Intuition – *Leaders Evaluate Everything with a Leadership Bias*

9. The Law of Magnetism – *Who You Are is Who You Attract*

10. The Law of Connection – *Leaders Touch a Heart Before They Ask for a Hand*

11. The Law of the Inner Circle – *A Leader's Potential is Determined by Those Closest to Him*

12. The Law of Empowerment – *Only Secure Leaders Give Powers to Others*

13. The Law of the Picture – *People Do What People See*

14. The Law of Buy-In – *People Buy into the Leader, Then the Vision*

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15. **The Law of Victory** – *Leaders Find a Way for the Team to Win*
16. **The Law of the Big Mo** – *Momentum is a Leader's Best Friend*
17. **The Law of Priorities** – *Leaders Understand That Activity is Not Necessarily Accomplishment*
18. **The Law of Sacrifice** – *A Leader Must Give Up to Go Up*
19. **The Law of Timing** – *When to Lead is as Important as What do Do and Where to Go*
20. **The Law of Explosive Growth** – *To Add Growth, Lead Followers – To Multiply, Lead Leaders*
21. **The Law of Legacy** – *A Leader's Lasting Value is Measured by Succession*

Proposal Example #1

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Examples of Proposal Leadership Challenges

Proposal Leadership Challenge:

Fish Out of Water: \$50M Proposal Manager on \$5B Proposal

- How you approach the two may be similar from a process standpoint but is vastly different from a leadership standpoint
- Level of Visibility and Degree of Impact to the Company

Applicable Leadership Concepts:

The Law of the Lid – *Leadership Ability Determines a Person's Level of Effectiveness*

The Law of Process – *Leadership Develops Daily, Not in a Day*

The Law of Intuition – *Leaders Evaluate Everything with a Leadership Bias*

The Law of Magnetism – *Who You Are is Who You Attract*

The Law of the Inner Circle – *A Leader's Potential is Determined by Those Closest to Him*

The Law of Empowerment – *Only Secure Leaders Give Powers to Others*

The Law of Explosive Growth – *To Add Growth, Lead Followers – To Multiply, Lead Leaders*

Proposal Example #2

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Examples of Proposal Leadership Challenges

Proposal Leadership Challenge:

Inadequate Strategy – “Spin Strategy” vs. “Win Strategy”

- The strategy does not create a winning position
- Win Themes simply highlight “what’s good” about the solution and the company

Applicable Leadership Concepts:

The Law of Influence – *The True Measure of Leadership is Influence – Nothing More, Nothing Less*

The Law of Navigation – *Anyone Can Steer the Ship, but It Takes a Leader to Chart the Course*

The Law of Respect – *People Naturally Follow Leaders Stronger Than Themselves*

The Law of the Picture – *People Do What People See*

The Law of Buy-In – *People Buy into the Leader, Then the Vision*

The Law of Solid Ground – *Trust is the Foundation of Leadership*

The Law of Victory – *Leaders Find a Way for the Team to Win*

Proposal Example #3

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Examples of Proposal Leadership Challenges

Proposal Leadership Challenge:

Not My Job, Or Is It? – Post Lock-Down Changes From a High-Level Exec Have Swamped Your Volume Lead

- **The Volume Lead may work for the Proposal Manager, but the Proposal Manager is ultimately responsible for the proposal**

Applicable Leadership Concepts:

The Law of Addition – *Leaders Add Value by Serving Others*

The Law of Connection – *Leaders Touch a Heart Before They Ask for a Hand*

The Law of Priorities – *Leaders Understand That Activity is Not Necessarily Accomplishment*

The Law of Timing – *When to Lead is as Important as What to Do and Where to Go*

The Law of Sacrifice – *A leader Must Give Up to Go Up*

The Law of Legacy – *A Leader's Lasting Value is Measured by Succession*

- Good Proposal Managers are good leaders!
- Having the winning strategy is essential, but means little if no one will follow you
- There is no simple and easy formula to leadership, but since we can recognize it when we see it, we can observe what approaches work best within each circumstance

Questions?



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