

“The task of leadership is not to put greatness into people, but to elicit it, for the greatness is there already.” – John Buchan

# State of our industry today

Across the proposal industry today, we emphasize managerial skills rather than the importance of leadership.



# Vision for the future

We still need great managers, but if we step forward as leaders we will energize and elevate the profession.



# What to do now

Our job today is simply to start the conversation on leadership.



# Today's conversation

Do we have to choose between being great managers or great leaders?

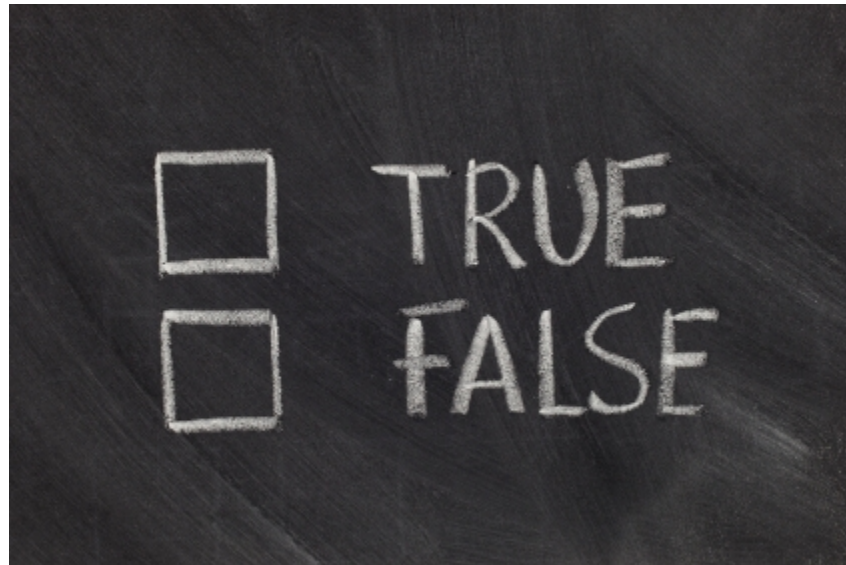
How do lessons in leadership apply to proposal professionals?

For those of us who are inspired to make the shift, what do we do?

# Manager – leader dichotomy

“Managers and leaders are two very different types of people.”

– Abraham Zalenik in *Harvard Business Review*



## Managers

Focus on accomplishing tasks

Direct people, processes

Handle day-to-day business

Work towards efficiency

Maintain connections

Maintain order

## Leaders

Create and pursue vision

Focus on results, objectives

Look to the “big picture”

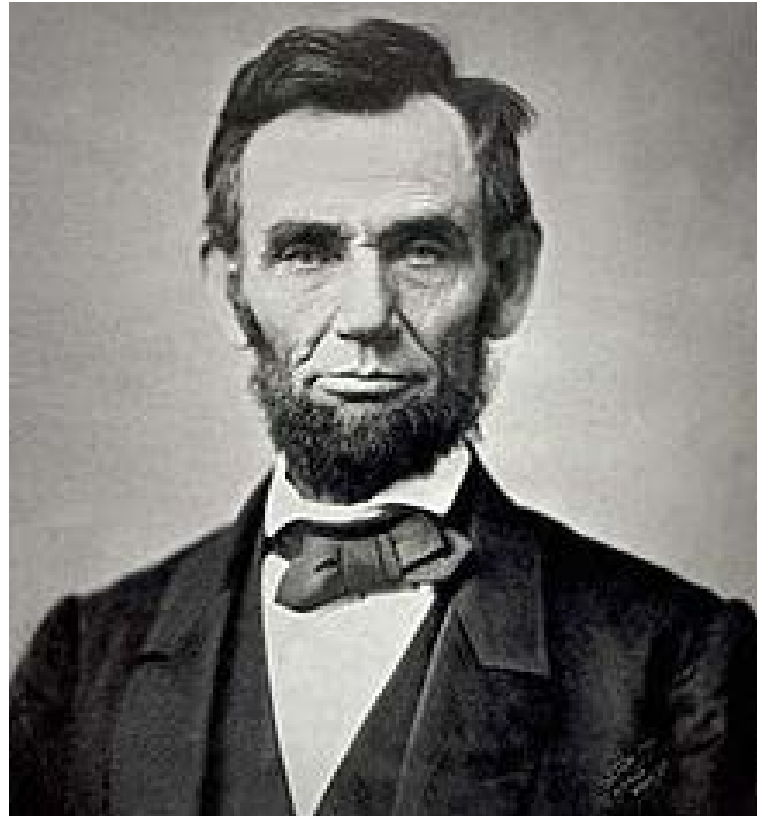
Disrupt norms, systems

Risk relationships

Put goals above order



# Dispelling the dichotomy

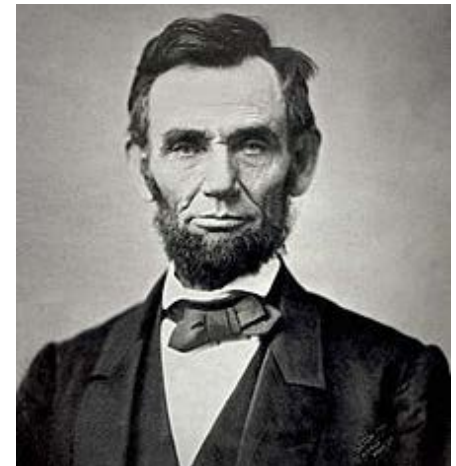


10 qualities that made Lincoln a great leader

By: Doris Kearns Goodwin

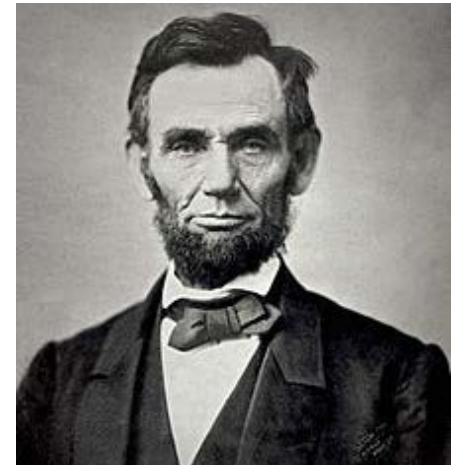
# Lincoln as leader

1. Capacity to listen to different viewpoints
2. Ability to learn on the job
3. Willingness to share credit
4. Accepted blame for subordinates' mistakes
5. Awareness of his own weaknesses



# Lincoln as leader

6. Ability to channel emotions safely
7. Knew how and when to relax
8. Connected emotionally
9. Adhered to core principles and values
10. Ability to communicate goals and values



People who want to see our profession continue to grow and thrive will help us move beyond the “get it done” culture of our profession today.

- Thought Leaders
- Innovators
- Pacesetters
- Interpreters
- Forecasters

"If you ask most businesses why their customers are their customers, most will tell you it's because of superior quality, features, price or service. In other words, most companies have **no clue why** their customers are their customers."

- Simon Sinek, *Start with Why*

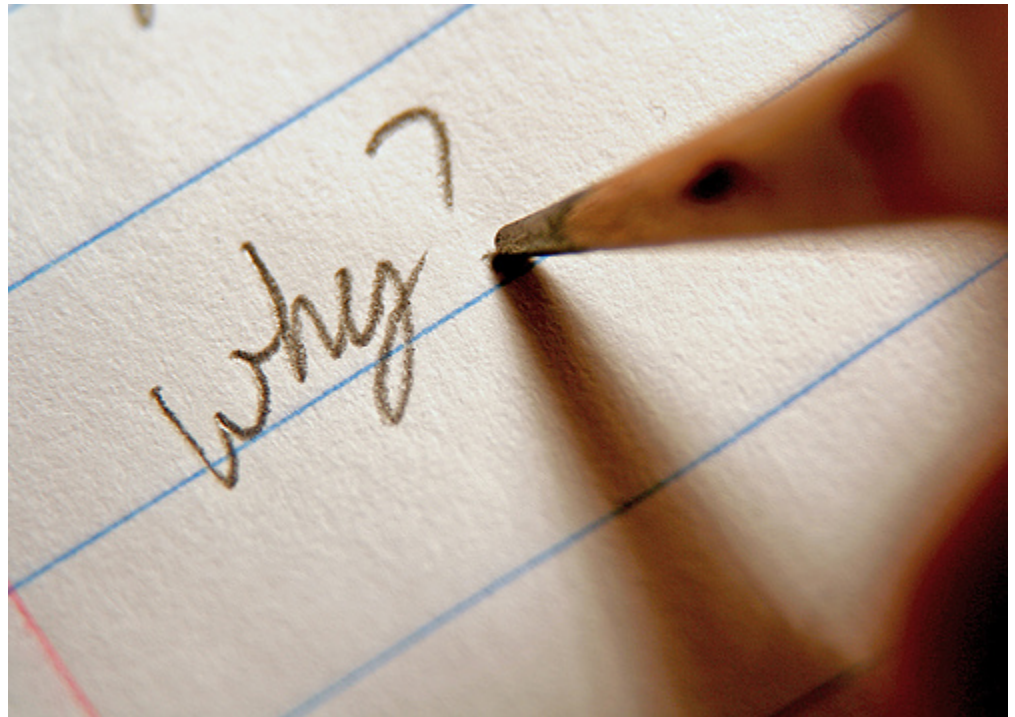
# Forcing the question of WHY?

Why are we bidding this opportunity?

Why now?

Why us?

Why us, really?



# An example



# Behave differently

- Work with decision makers to rethink how and what we pursue
- Work with procurement officials to design better RFPs
- Grow our colleagues' capabilities
- Delegate the small stuff (or let it go)



# If you're the one in charge

Find people with diverse viewpoints

Hire the best possible people

Share credit

## Find the right manager: leader ratio

- Do I know my values?
- Do I know my company's vision?
- Have I asked "why"?
- Am I looking at the big picture?
- Am I setting the pace or having it set for me?
- Am I focusing on the right issues?
- Are the end results what they should be?

# Be purposeful

Create a vision

Listen

Learn (in new places)

Find or be a mentor

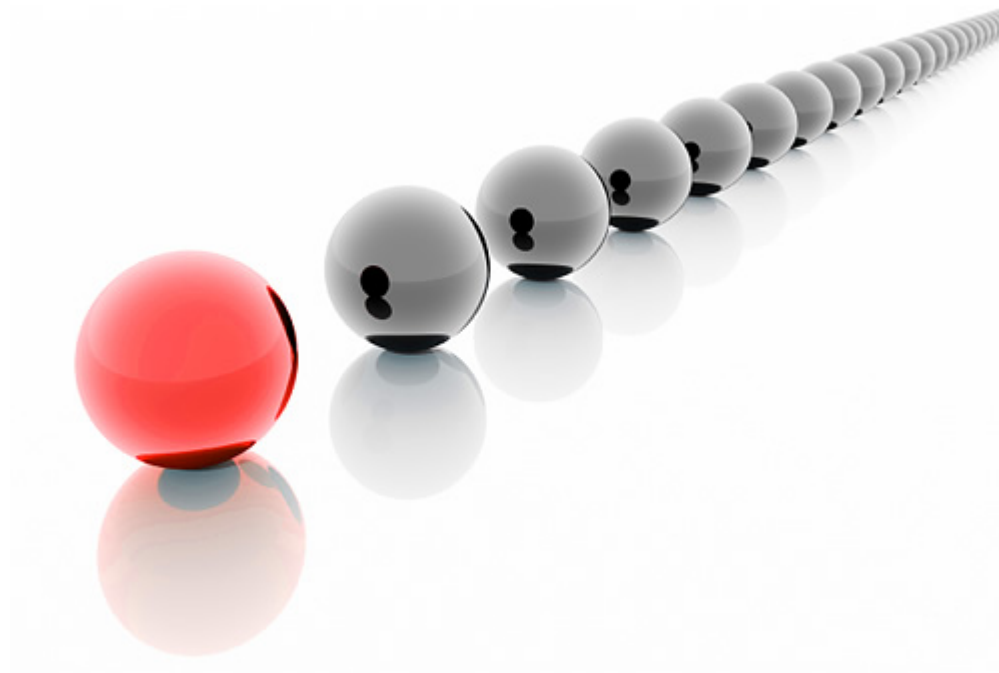
Network differently

Invest in yourself

Take risks

# The payoff

In today's hypercompetitive marketplace, leaders are extremely valuable.



# Know where you are

Are you part of an organization that has the right culture to support you as a leader?



1. Great managers can be great leaders.
2. Leadership is about mindset as much as, or more than, a behavior.
3. Lighting the leadership spark doesn't have to be hard, just intentional.

# Please be in touch

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