

The Art of the Debrief:

The role of the debrief in the chess game of business development

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Challenge

What is a debrief?

"A debrief is a simple, repeatable process for doing trend analysis on what's driving wins and losses in a given market or market segment."

Challenge

You know that relationships are a key element of winning work and you also know that differentiation is important. Assuming that you conduct debriefs with your customers:

When is it most effective to conduct a customer debrief?

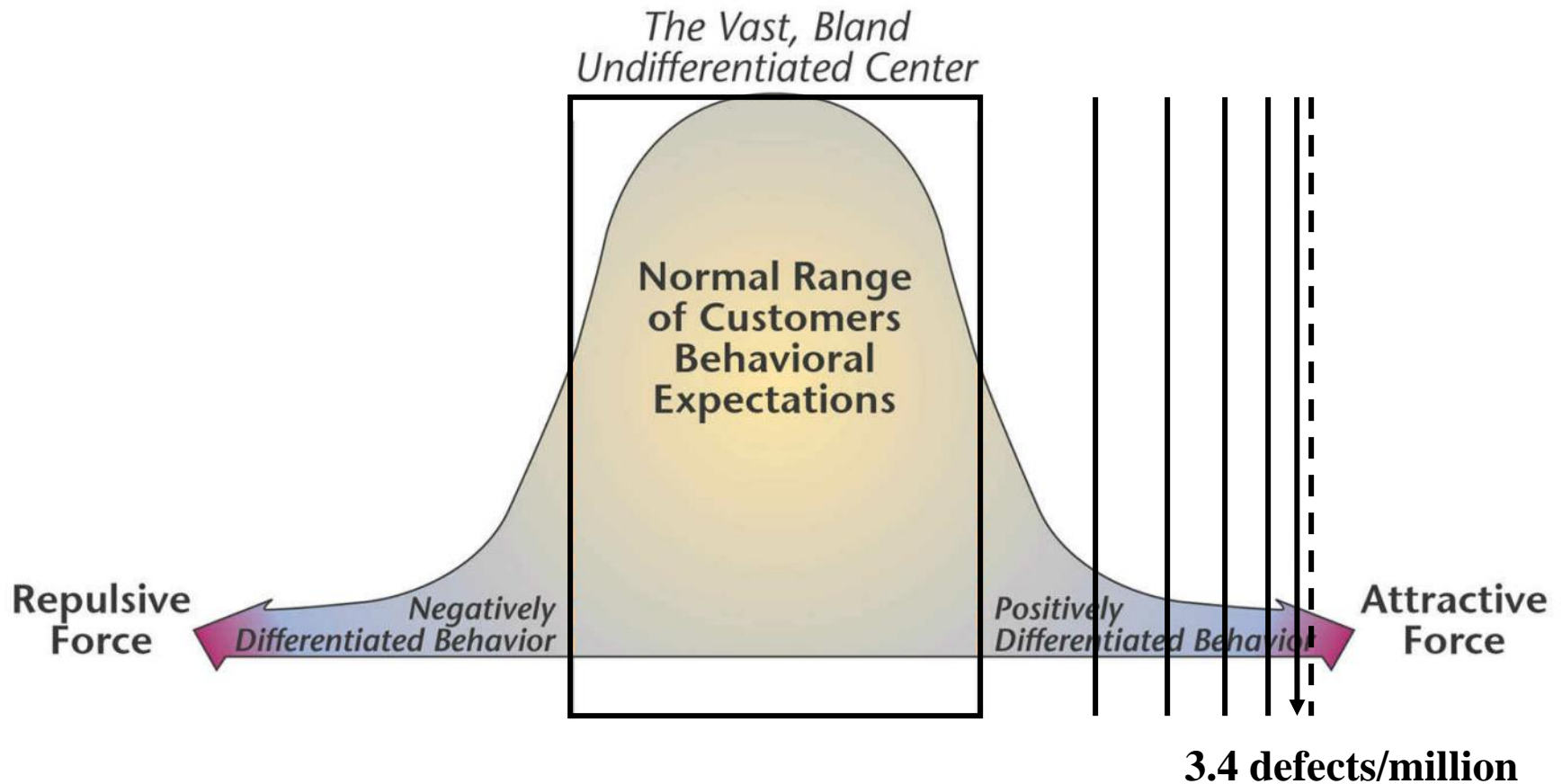
Who should we debrief?

Golden Rule

Win or lose, always debrief with the client. If you have to choose, debrief after a win.

David Pugh, *A Bidder's Dozen: Golden Rules for Winning Work – Proposing To Win*

Behavioral Differentiation: Getting outside the Box

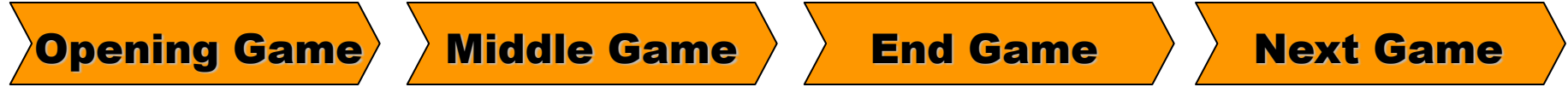


Golden Rule

**Differentiation does not simply occur.
It must be created.**

Terry Bacon and David Pugh, *Winning Behavior: What the Smartest, Most Successful Companies Do Differently* (June 2003)

Differentiation & Post-Award Business Development



Market Analysis
Resource Analysis
Strategic Planning
Business Planning
Account Planning
Branding/Image Mgt.

Contact

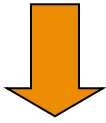
Initial Contact
Relationship Mgt.
Perception Mgt.
Information Mgt.
Opportunity Mgt.
Pursuit Mgt.
Capture Mgt.

RFP

Proposal
Presentation
Negotiation
Contracting

Award

Lessons Learned
Follow-up
Behavioral Differentiation
Customer Delight Mgt.
Continuous Improvement
Repositioning



Conditioning the Market



Conditioning The Client



Conditioning The Deal



Conditioning the Future

How Customers Perceive You

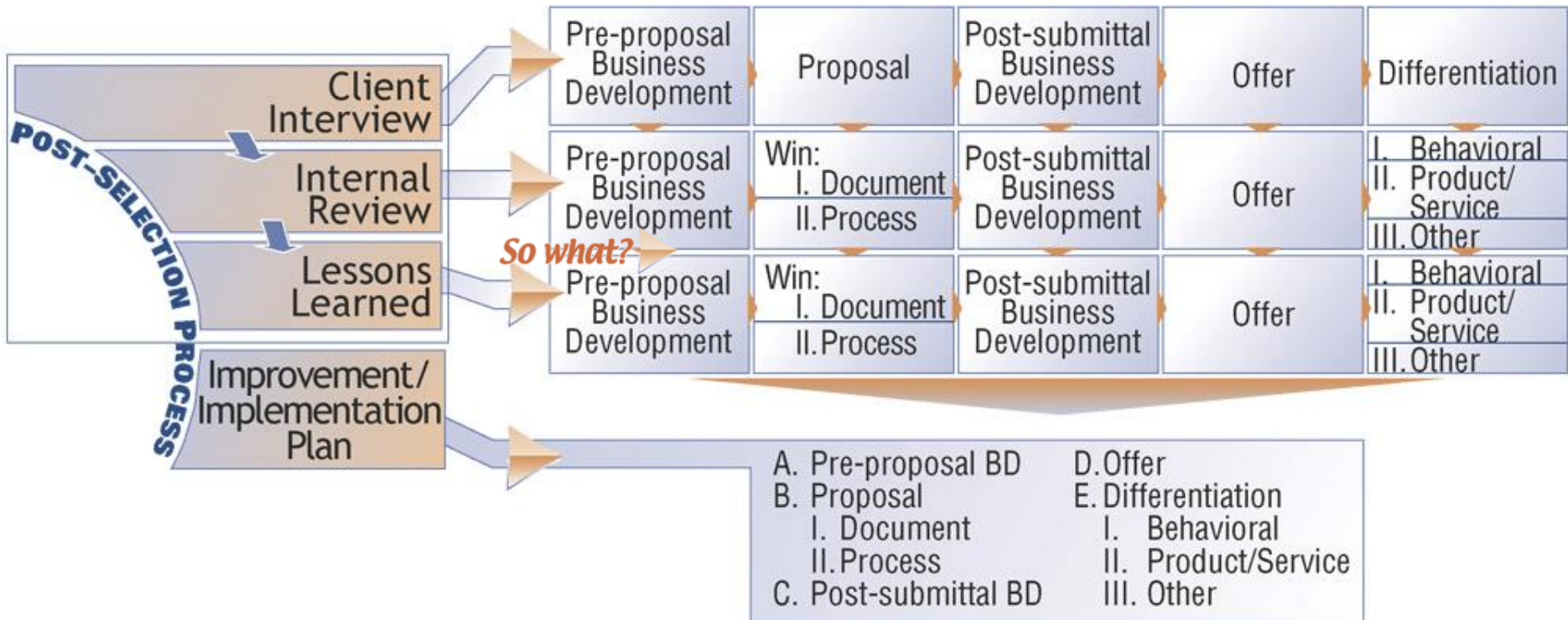
- Everything you communicate is a promise.
- However, actions speak louder than words. You are how you behave.
- You are on stage with your customers all the time. There are no time outs.
- To customers, your person currently interacting with them **is** your company.
- Your behavior communicates what you think of customers, what you consider important, and whether you really want their business.

Golden Rule

If you don't have powerful differentiation or take the time to develop it, lower your price.

Terry Bacon and David Pugh, *Winning Behavior: What the Smartest, Most Successful Companies Do Differently* (June 2003)

Post-Selection Debrief Process



Post-Selection Debrief Process

Client Interview

- *What did we do well in our early sales effort?*
- *What could we have done better in our early sales effort (i.e., what should we do differently next time)?*



Post-Selection Debrief Process

Client Interview

- *How would you rate the value of our offering relative to its price?*
- *What were the strengths of our offering?*



Post-Selection Debrief Process

Internal Review

- *How would you rate the quality of our relationship with the customer personally?*
- *How much time did you spend with the customer in person prior to delivering the proposal?*



Post-Selection Debrief Process

Lessons Learned

- *How well did our proposal address the customer's goals, problems, issues, and concerns?*



Post-Selection Debrief Process

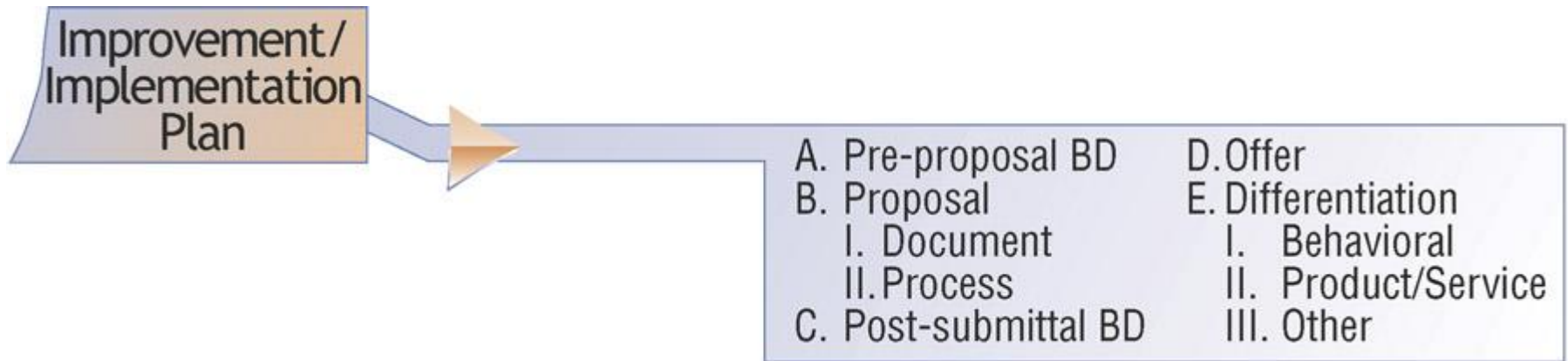
Lessons Learned

- *What can we do to better differentiate from the competition before the customer asks for a proposal?*



Post-Selection Debrief Process

Improvement / Implementation Plan



Challenge

Based on your knowledge, observations, and direct experience, answer this question: How are debriefs perceived by customers in our marketplace... positively, negatively, value-add, a waste of time, unnecessary, self-focused?

So What?!?!?

Starting Monday morning, what change(s) will you make to your post-award debrief process that would allow you to break from the industry pack and thereby condition the market favorably for you and your organization?

A Thought

“Operational effectiveness means you’re running the same race faster. Strategy is choosing to run a different race, the one you’ve set yourself up to win.”

Michael Porter, Harvard Business School

A Final Golden Rule

You may not have a degree in chemistry, but if you want to build your business by building relationships, you have to pass the chemistry test every working day of your life.

Terry Bacon and David Pugh, *Winning Behavior: What the Smartest, Most Successful Companies Do Differently* (June 2003)

Post Award Debriefs

So What?!?!?

- 1. Conducting debriefs consistently well before and after the award creates a powerful behavioral differentiator by raising the customer's expectations, thereby raising the bar on the competition.**
- 2. Over time, the use of a consistent post award debrief protocol provides valuable trend analysis for what's driving wins and losses in your marketplace.**