



# Effective Proposal Leadership

August 9, 2022

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# Presentation Purpose

- Stimulate you to think about proposal leadership and your skills
- Seek improvement through APMP, Body of Knowledge, your regional chapter, APMP certification, leadership training and networking
- Experienced proposal leader? Be a mentor!

**Experience the Thrill of Proposal Leadership!**

# Experienced This?



**Being Forced or Getting Better at Chaos and Heroics is Not Good Leadership**

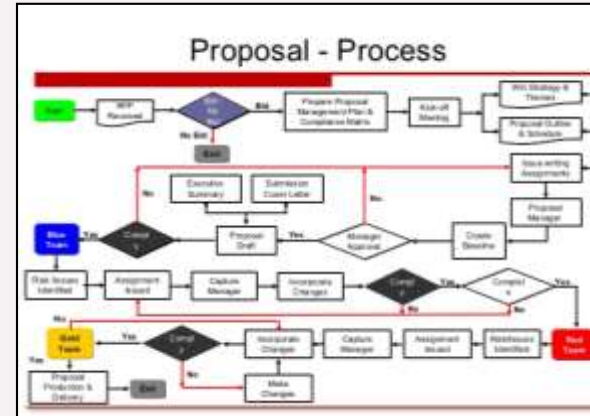
# How Many of You are Involved in Proposal Leadership?



- Proposal Manger, Volume Leads, Solution (Technical) Leads are most commonly thought of as “proposal leadership”
  - Many other roles require elements of leadership
    - Do team members look to you for guidance or instruction?
      - ♦ Capture Manager (effectively communicate Capture Plan elements)
      - ♦ Subject Matter Experts (communicating their expertise)
      - ♦ Proposal Support Specialists (process guidance to proposal manager and authors)
      - ♦ Publications/Graphics expert (providing guidance to authors)

# Science and Art Form

Effective proposal leadership is, and always has been, part science (process and tools)...



...and part art form (leadership style, soft skills and technique)



# Proposal Leadership Traits



Ref: Jack Welch, Winning.

# Leadership vs. Management

## We Lead Teams and Individuals



## We Manage *Things*

- Processes
- Schedules
- Budgets
- Quality
- Suppliers

# Definition of Leadership

Where a person, with **authority**, has the experience and **social skills** required to **influence** and **motivate** team members to **willingly follow** instructions and perform necessary tasks, on a timely basis, with a **shared sense of responsibility** to achieve a **common goal**.





# Leader's Most Important Responsibility

Create an environment where team members can do their **best work** and accomplish **great results**, while demonstrating **respect** for each other.



Successful leaders have many different styles and approaches for leading teams, but there are some universal truths about what leaders must do to build and motivate great teams. These behaviors are an observable and learnable set of practices.



# Leadership Effectiveness

*When leaders drive **emotions** positively they bring out everyone's best.*

*When they drive **emotions** negatively they spawn dissonance\*, undermining the **emotional** foundations that let people shine.*

*Gifted Leadership occurs where head and heart meet.*

*\* (disagreement)*

# Two Common Misconceptions

- Individual contributors (practitioners), who are senior and very experienced in doing the work, will always become good leaders of teams doing that same work
- Because someone is asked to lead a proposal team and given the title, the respect of their team will automatically follow

**More Than Often, Not!**

# The Five Dysfunctions of a Team



A topographic map with contour lines in shades of brown and tan, overlaid on a light gray background. The map shows various elevation levels, with some lines labeled with numbers like 200, 400, 600, 800, 1000, 1200, and 1400. The map is positioned on the right side of the slide, with the contour lines curving and following the shape of the slide's edge.

# 12 Behavioral Qualities & Practices to Improve Your Leadership Skills

Leadership behavior (internal) - leaders **possess**, e.g., empathy, confidence, etc.

Leadership practices (external) - **actions and strategies** leaders implement to consistently help teams achieve higher levels of performance and satisfaction

**Many of These Must be Worked Over Time...  
Not in the Heat of Proposal Battle**

# 1. Manage Yourself First – It Starts With You

- You must have an ethical moral compass
- Create healthy and positive emotions; manage bad emotions...leads to being proactive, fair, and good decision making
- High emotional intelligence breeds optimism and self-efficacy\* ...ensures efficient management of proposal teams
- Understand the power of what you speak

\* (power to produce an effect)

**Behaviors and traits you expect from your team  
should be exhibited in yourself first**



## 2. Then Focus on Your People

- Build a team of people around you who are Capable, Engaged and Connected
- Leaders who cultivate these three attributes have the most influence on team productivity and satisfaction
- Overarching goal is to have a team that will perform brilliantly, no matter what changes or challenges arise

**Great Leadership is Irrelevant Without Good People**

### 3. Know Your Team...Relationships Matter

- Get to know your team members, individually
- Discover what makes them tick and what frustrates them
- Learn about their strengths and perspectives
- You don't have to be friends; friendly and fair is enough

**Effective Relationships Result in Improved Team Member Dedication, Motivation and Performance**



# 4. Understand Personality Types

## Myers Briggs

1. Test/determine your own personality type
  - Where you focus your attention – Extraversion (E) or Introversion (I)
  - The way you take in information – Sensing (S) or INTuition (N)
  - How you make decisions – Thinking (T) or Feeling (F)
  - How you deal with the world – Judging (J) or Perceiving (P)
2. Access online information regarding your type strengths, weaknesses, and role-specific contexts, including advice regarding managing or working with other personality types
3. See if your HR Department can arrange for frequent proposal managers/team members to voluntarily take the MB assessment
4. Review team personality types, weaknesses, strengths, etc.
5. Use people in their “best” roles; refrain from using people in their weak areas

## 5. Express Your Passion



- Express your excitement, motivation, and passion. If you don't have it, why should they?
- Leaders who express conviction and enthusiasm, no matter their role or title, are consistently seen as more effective
- Leaders who hit the ground running towards their vision are leaders that people love to rally behind

## 6. Empower Your Team

- Effective leaders inspire team members to transcend their own self-interests for the betterment of the overall effort
- Empower your team by providing tools, resources and guidance to achieve success, rather than subjugating them by commands or orders
- Proposal leaders motivate team members by appealing to them at an individual level

*“Leaders Touch a Heart Before They Ask for a Hand”*

# 7. Develop Trust, Then Let Them Do Their Job

- Micro-management is toxic to team morale
- Leaders should inspire trust, and in turn, trust their members to get the job done (learn to delegate)
- By listening, observing, understanding and critical thinking, proposal leaders develop the intuition to do the right thing
- Make expectations clear, establish what and when you want, then secure a commitment to get the job done on-time



## 8. Share The Big Picture and Your Vision

- Proposal leaders should be able to communicate “the big picture” and impact of success, *with passion*
- Good leaders can evaluate and determine the consequences of a certain course of action before moving forward
- Leaders who take the time to share their vision with their people have tremendous impact on motivational levels, commitment and productivity

**Extraordinary team performance isn't possible unless there is a common vision and shared responsibility**

## 9. Listen and Observe More

Good proposal leaders are good listeners

- Listening is a critical leadership skill
- By listening properly, one can acquire information, identify and clarify issues, make decisions, and resolve conflict
- Learn to read between the lines...observe behaviors, body language and team interactions



**People Feel Important and Respected When They Are Heard**

# 10. Effective Problem Solving

- Status and addressing issues should be the central component of a team's recurring meetings
  - Keep meeting short; don't waste people's time
  - If it doesn't involve everyone, take it offline
- Ensure that explicit next steps, agreement, due dates and accountability are clearly communicated and accepted
- Most people do not respond well to criticism by itself. Use the *Compliment Sandwich* approach...bookend with praise

# 11. Spend a Few Hours Alone Each Week

- Proposal leadership is extraordinarily challenging, with its ebb and flow of activities...a seemingly overwhelming tasks and high stress
- From time to time, leaders should withdraw from the tumult and turmoil of the proposal to think, put things in perspective, then strategize for the coming week(s)
- Failure to rest, plan and recalibrate can lead to leadership burnout



## 12. Encourage the Heart




Ever worked on a proposal, contributed to the success, or landed that big win and were met with...well, nothing?

- Without celebration, or at least appreciation, hard work can often feel thankless. It's hard to maintain motivation and commitment while feeling underappreciated
- For many in the business world, knowing how to create a spirit of community and appreciation doesn't come as naturally as learning how to meet deadlines and drive results
- Take time to connect, engage, thank and celebrate...*not just for wins only*

# Summary

- We lead people; we manage things
- Get to know your team members personally
- Know and improve your leadership skills
- Lead with integrity, credibility and authority
- Use effective interpersonal (soft) skills
- Your ability to motivate and influence is critical



"Knowing yourself is  
the beginning of all  
wisdom."

-Aristotle

# General Leadership Skills Testing

- [Leadership Skills Test \(psychtests.com\)](https://psychtests.com)
- [How Good Are Your Leadership Skills? - Leadership Training \(mindtools.com\)](https://mindtools.com)
- [Leadership Style Quiz: 12 Clever Questions to Identify your Style \(usc.edu\)](https://usc.edu)
- [Leadership Styles Test | 16Personalities](https://16personalities.com)
- [Leadership Style Test \(psychologytoday.com\)](https://psychologytoday.com)

# Resources & Recommendations

- *The Leadership Challenge*, James Kouzes and Barry Posner
- *The 21 Irrefutable Laws of Leadership*, by John C. Maxwell
- *The Five Dysfunctions of a Team*, Patrick Lencioni
- The Myers Briggs Foundation [www.myersbriggs.org](http://www.myersbriggs.org)
- *Emotional Intelligence 2.0*, Jean Greaves and Travis Bradberry
- Seek mentoring through APMP regional chapter or your company
- Network...find a colleague who is willing to mentor
- Proposal leadership job shadowing...experience is the best teacher

# Thank You!

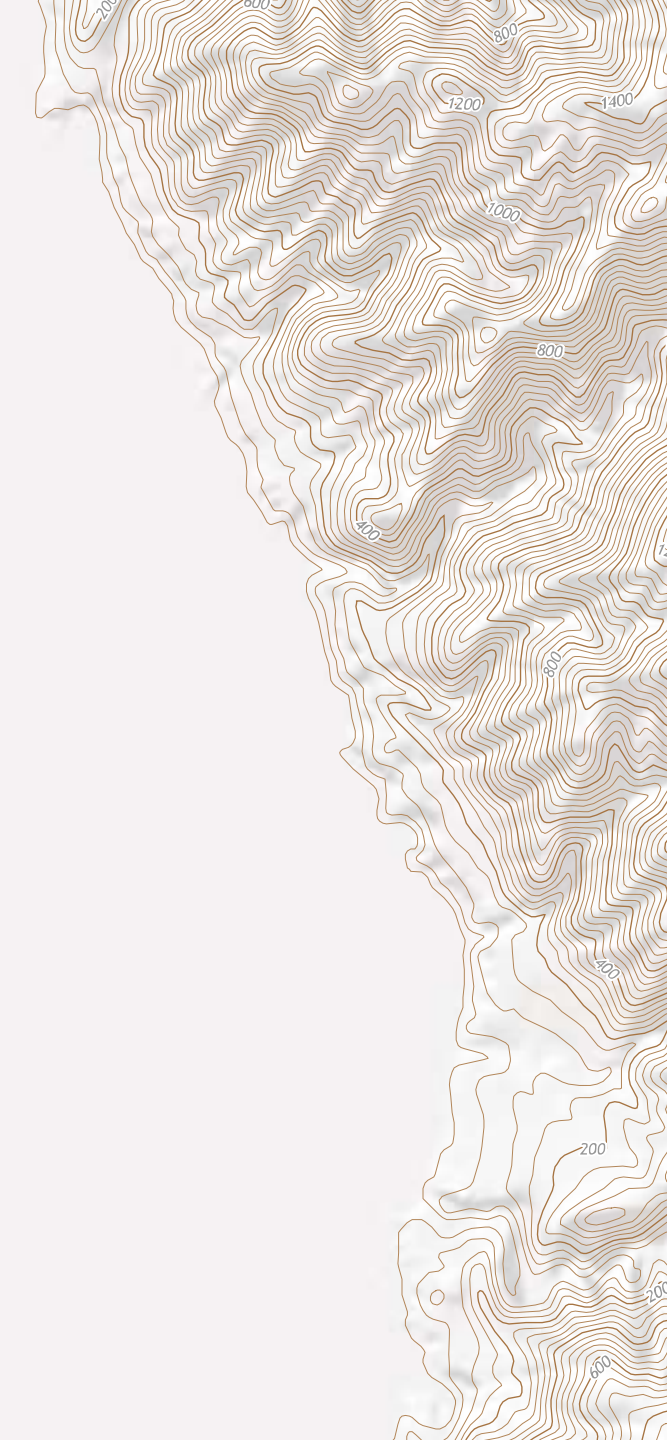
Questions ?



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# Extra Material



# MB Personality Types

<b>ISTJ—Most reliable</b> Organized, compulsive, private, trustworthy, follows rules and regulations, practical	<b>ISFJ--Most loyal</b> Easy to collaborate with, works behind scenes, sacrifices readily, accountable
<b>ISTP--Most pragmatic</b> Observant, often seen as cool and aloof, practical, unpretentious, ready for anything	<b>ISFP—Most artistic</b> Warm, sensitive, unassuming, team player, in touch with self and nature
<b>INTJ—Most independent</b> Theoretical, skeptical, needs to be competent, sees world as chessboard, needs things "my way"	<b>INFP—Most idealistic</b> Has strong personal values, seeks inner order and peace, creative, nondirective, reserved with people
<b>INTP—Most conceptual</b> Challenges others to think, high need for competency, socially cautious, independent	<b>ENFP—Most optimistic</b> People-oriented, creative, seeks harmony with others, life of the party, better at starting than finishing

<b>ESTP--Most fun</b> Unconventional, fun, gregarious, lives for the here and now, problem-solver	<b>ESFP—Most generous</b> Sociable, spontaneous, loves surprises, cuts red tape, juggles many projects, shares readily
<b>ESTJ--Most forceful</b> Orderly and structured, sociable, opinionated, results-oriented, productive, traditional	<b>INFJ---Most reflective</b> Reflective, introspective, quietly caring, creative, eloquent speaker/writer, visionary
<b>ENTP—Most inventive</b> Given to brinksmanship, tests limits, enthusiastic, innovative, enjoys arguing both sides, likes challenges	<b>ENFJ—Most persuasive</b> Charismatic, idealistic, ignores unpleasantness, sees the potential in others, compassionate
<b>ENTJ—Most commanding</b> Visionary, gregarious, argumentative, planner, leader, impatient with incompetence	<b>ESFJ—Most harmonious</b> Gracious, thoughtful, lives to please, has strong interpersonal skills, accomplished host/hostess

# Generational Differences

WORKPLACE CHARACTERISTICS				Millennials
	Veterans (1922–1945)	Baby Boomers (1946–1964)	Generation X (1965–1980)	Generation Y (1981–2000)
<b>Work Ethic and Values</b>	Hard work Respect authority Sacrifice Duty before fun Adhere to rules	Workaholics Work efficiently Crusading causes Personal fulfillment Desire quality Question authority	Eliminate the task Self-reliance Want structure and direction Skeptical	What's next Multitasking Tenacity Entrepreneurial Tolerant Goal oriented
<b>Work Is ...</b>	An obligation	An exciting adventure	A difficult challenge A contract	A means to an end Fulfillment
<b>Leadership Style</b>	Directive Command-and-control	Consensual Collegial	Everyone is the same Challenge others Ask why	*TBD
<b>Interactive Style</b>	Individual	Team player Loves to have meetings	Entrepreneur	Participative
<b>Communications</b>	Formal Memo	In person	Direct Immediate	E-mail Voice mail
<b>Feedback and Rewards</b>	No news is good news Satisfaction in a job well done	Don't appreciate it Money Title recognition	Sorry to interrupt, but how am I doing? Freedom is the best reward	Whenever I want it, at the push of a button Meaningful work
<b>Messages That Motivate</b>	Your experience is respected	You are valued You are needed	Do it your way Forget the rules	You will work with other bright, creative people
<b>Work and Family Life</b>	Ne'er the twain shall meet	No balance Work to live	Balance	Balance



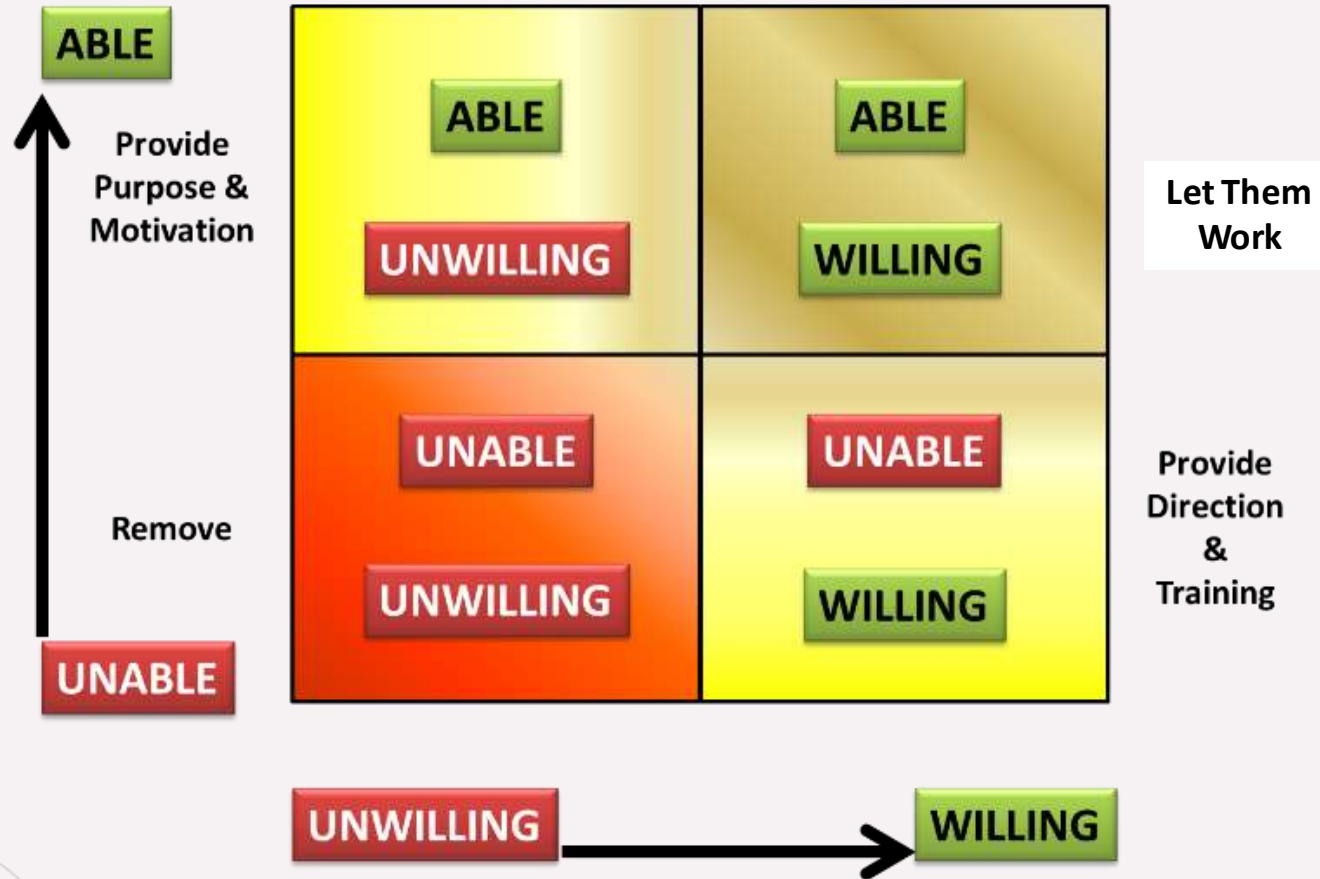
Research/take the time to understand generational differences

- Communication
- Adapting to change
- Technical skills
- Work culture expectations
- Negative stereotypes
- Company culture

Images: (Lower) Mixing and Managing Four Generations, FDU Magazine;  
(Upper) Winning the Generation Game, The Economist



# Resolving Individual Performance Issues



# Steve's Career Observations

1. Effective proposal leadership is a lot like defensive driving... you must think about what can go wrong, in advance; proactively develop your strategy and plan to avoid problems in the first place.

*Problem avoidance is a useful leadership strategy!*

# Observations (Cont'd)

2. Proposals involve a myriad of dynamic elements (e.g., people's availability, effort, meeting deadlines), most of which are not under your direct control.

*...your most effective tools are a positive and calm leadership style and ability to motivate and influence. The ability to consistently maintain proposal and team stability in a highly dynamic environment, meeting deadlines with quality, compliant content, is the mark of an effective proposal leader*

# Observations (Cont'd)

3. Should the unexpected occur, effective proposal leaders are the ones who can adapt, develop best corrective action(s) and still achieve the overall objective...on-time delivery of a compliant, quality, compelling proposal, *without chaos or excessive heroics.*

*Effective problem-solving and quick course correction skills are absolutely critical to get back to plan*

# Maxwell's 21 Laws of Leadership

- 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*

# Maxwell's 21 Laws of Leadership

**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*

# Maxwell's 21 Laws of Leadership

- 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 to 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*