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CEO/COO Forum

by Kelli Stephenson and Tony Birch

We have come a long way since 42 people met in 1989 to discuss the potential to elevate proposal development to a profession. Along the way, APMP has continually evolved, and, to some extent, reinvented itself in response to changing times. The original base of mostly government-focused members has grown, today resulting in a majority of commercial members, in increasingly distinct verticals such as healthcare and telecommunications. The U.S.-based organization has expanded across the globe to include proposal professionals in 17 countries. The first new chapter was chartered in 1994 at Phoenix, Arizona, and led the way for the creation of the 17 chapters that exist today.

For the 23 original members, who still belong to the association today, the greatest evolution is likely how our profession is perceived in the business world. Last year's salary survey clearly indicated that the definition of roles related to proposals has broadened; more and more people are performing job functions that are considered to be a part of the proposal profession versus marketing or sales functions. We have further widened the scope of our profession through projects such as the Business Development Institute International, establishing APMP as a driver of business development best practices and the APMP Professional Accreditation Program, recognizing proposal professionals worldwide.

We encourage you to consider serving on the Board or one of the many committees to lead future growth and development.

With growth of 38% over the last five years, it is safe to say that APMP will keep evolving. Continually redefining its charter to account for new technologies, in an environment of globalization and increased competition that demands that we do a better job of communicating with our customers. Your Board of Directors is evaluating ways to more effectively represent our changing member base, including a potential restructuring of the Board, to better reflect vertical focus and broaden our ability to support more diverse needs.

We encourage you to consider serving on the Board or one of the many committees put in place to lead future growth of the organization and development of the profession. Considering what has been accomplished in the 16 years since APMP was established, imagine what we can do with the nearly 2,000 proposal professionals who belong today.

Our mission is to advance the arts, sciences, and technology of new business acquisition and to promote the professionalism of those engaged in those pursuits.

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APMP's mission is to advance the arts, sciences, and technology of business development acquisition and to promote the professionalism of those engaged in those pursuits through the sharing of non-proprietary proposal methods, approaches, and processes. APMP conducts meetings and events, both on a national/international scale and at the local level through individual chapters.

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Article Final Draft Due	Late January	Late July
Peer Review & Updates	Late March	Late September
Print & Distribute	June	December

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Guidelines for Authors

Proposal Management, the Professional Journal of the Association of Proposal Management Professionals (APMP), publishes articles, research, and case studies about business development and proposal management.

Editorial Statement

Proposal Management invites authors to submit their best research for peer review. Manuscripts may be of practical or scholarly importance to APMP's audience of proposal development, acquisition, procurement, business development, sales, and program management professionals.

Content

Proposal Management publishes the following types of peer-reviewed articles:

- Results of original research on proposal-related topics.
- Original contributions to proposal-related theory.
- Case studies of solutions to proposal-related problems.
- Tutorials on proposal-related processes or procedures that respond to new laws, standards, requirements, techniques, or technologies.
- Reviews of proposal-related research, products, books, bibliographies, and bibliographic essays.
- Views and commentary.

The journal promotes APMP and its goals through the timely publication of articles, reviews, and references. The journal is a medium for promoting constructive, intelligent discussion and debate about business development acquisition and proposal management. Because the primary audience of the APMP professional journal is informed practitioners in the private, government, and nonprofit sectors, manuscripts reporting the results of research or proposing theories about topics should include descriptions of or suggestions for practical applications.

Submissions

The following are requirements for articles/manuscripts submitted:

- Not more than 30 pages (15 pages single-spaced) including exhibits, printed on 8 1/2" by 11" paper.
- 12-point font and at least one-inch margins on all four sides.
- Double-spaced throughout, including references.
- Submit an electronic file of your article via e-mail or on a CD-ROM. Microsoft Word is the preferred electronic format; Corel WordPerfect, Rich Text Format (RTF) or ASCII file format are also acceptable. Alternatively, you may submit four hard copies of your article via regular mail.
- In addition to the text file, submit one electronic file for each exhibit in TIFF or JPG format. Screenshots are preferred to be captured and output should be 6" (width) by 4.5" (height) for full screens.
- Submit your article to *Proposal Management*'s Managing Editor or the Chair of the Editorial Advisory Board. (General inquiries can be made to the APMP Executive Director at (949) 493-9398.

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- Conformance with *The Chicago Manual of Style*, 14th Edition, pp. 640-699, is preferred.
- At the end of the text file, include a biographical sketch labeled "Author(s)" of no more than 100 words for each author. Describe author's professional experience, education, institutional affiliation, professional organizations, and other relevant information. Include e-mail address and a telephone number where you can be reached during business hours.

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Proposal Management articles must be well-organized and readable. Write clearly and avoid jargon and acronyms. Use the active voice. Avoid language that might be construed as sexist, and write with the journal's international audience in mind.

Spelling and usage should conform to *The American Heritage Dictionary*, 4th edition and *The Associated Press* stylebook. Punctuation, format, and citation style should conform to *The Chicago Manual of Style*, 14th edition.

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Welcome

by John Elder

In this issue we present the first installment of an article on the history of APMP. For newer members, we hope that it provides an interesting insight into how APMP began, from a group of 28 people with an idea to an international organization of more than 2,000 members. For those of you who have been here since the beginning, we offer a bit of nostalgia, an opportunity to recount where we have been and how far we've come.

We want to thank the many people who assisted in bringing this project to fruition. David Winton, Steve Shipley, Howard Nutt, and Barry Fields were all instrumental in searching their files and memory banks to assemble the information for this series. As with any effort that attempts to recount more than 16 years of accomplishment, some of those memories have faded or some perspectives differ. If you note any inaccuracies or omissions, please let me know so they can be corrected.

In future issues, we will look back at the chartering of our chapters, the conferences, symposia, publications, initiatives, and the people of APMP. Thanks to Chuck Keller, Keith Propst, Jon Williams, BJ Lownie, Evalyn Shea, Mitch Boretz, and Jeff Longshaw who have already submitted invaluable information on their chapters and symposia for future issues.

If you have anything that you would like to see included in this retrospective, please contact Ali Paskun (apaskun@tamsco.com) or me (jelder@caci.com) so that we can ensure that you, your chapter, or achievement receives its proper recognition. It is our goal to eventually offer a CD of this history to our members with expanded documents, photos, and memorabilia.

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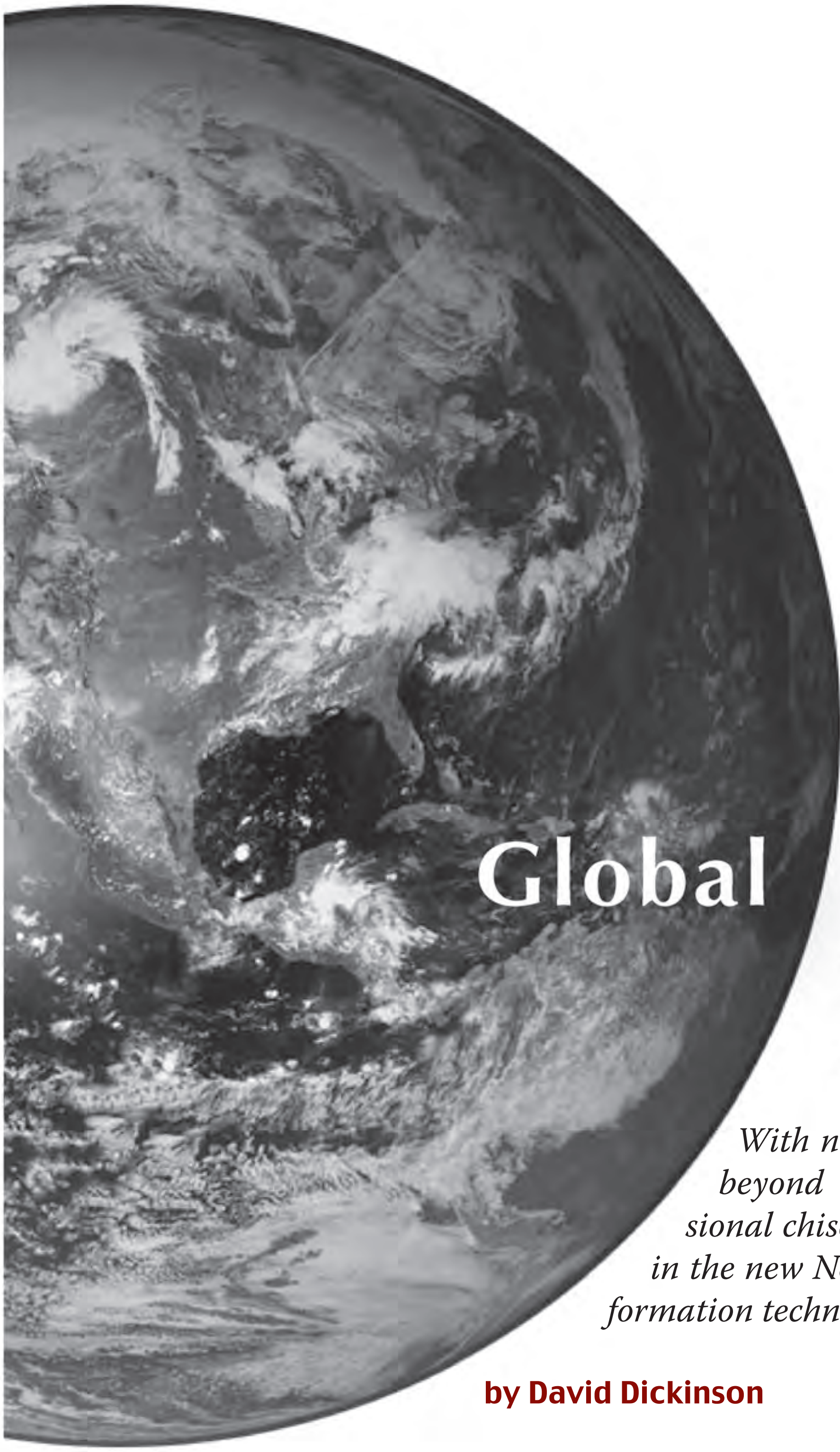
Members of the APMP are expected to:

1. Comply with rules, government regulations, and laws in their respective countries, as well as other appropriate private and public regulatory agencies.
2. Ensure compliance with all rules concerning interaction with clients and Government liaisons.
3. Protect sensitive information and comply with all legal requirements for the disclosure of information.
4. Avoid conflicts of interest, or the appearance of same, and disclose to their employer or client any circumstances that may influence their judgment and objectivity.
5. Ensure that a mutual understanding of the objectives, scope, work plan, and fee arrangements has been established before accepting any assignment.
6. Represent the proposal profession with integrity in their relationships with employers, clients, colleagues and the general public.
7. When in doubt about how to resolve an ethical dilemma, confer with a person you trust—one who is not directly involved in the outcome.

Zero to



Global In 4.2 Years

A Case Study in Small Proposal Development Center Management

With no budget, no mandate, and no resources beyond an old Dell laptop, a proposal professional chisels out a proposal management presence in the new North American subsidiary of a global information technology firm.

by David Dickinson

Like many of you, I tripped and fell into the proposal profession. In 1999, my family moved from California to Northern Virginia. In California, I finished a bout of military service during which I had rewritten a military regulation and was looking for a writing-intensive civilian job. I landed a job as a business development writer in the McLean, Virginia office of TimeBridge Technologies.

After three weeks of learning the ropes, the company was promptly bought out by Dimension Data, a $2.4 billion global technology firm. The day after the buy out, my boss stopped coming to work. He told me that my job would be going away, but the company had a strong need for someone who could write. I went to work for the next few weeks, and, well, did not do anything other than worry that I would get laid off.

Two weeks later, my boss quit and I was moved to another temporary boss in another temporary division, which lasted about three weeks. But in that brief three week period, something happened—we received a Request for Proposal (RFP). As the "writer-guy," those sheaves of paper came my way. I did not know what "RFP" stood for, or about writing business proposals. But I did know how to write and, to a somewhat lesser extent, think logically. And there began my proposal career.

In the early days of our new company, we never formally declared that we had a proposal process. It just happened.

We lost that first proposal, but I learned much about competitive bids and how to respond to them. We responded to a growing number of RFPs, and, as we won, more people in the company turned to me to respond to even more RFPs. In the early days of our new company, we never formally declared that we had a proposal process. It just happened.

As the number of RFPs grew, I began searching for guidance. A book, an article, a case study, something—anything—that discussed how to establish a small Proposal Development Center would have been helpful. But a survey of literature yielded little positive results. While copious amounts of material have been published discussing how to write the perfect winning proposal, I found nothing on how to create a small-scale proposal presence. There are some articles describing how large businesses have gone through business process re-engineering, of which proposal management was a subtask. But a paucity of data for the little guy remains.

If you are part of a small team, or alone, and attempting to establish a proposal management function within your organization, then read on my friend, read on. Because I have been through that painful process and I wish to alleviate some of the headache for you. I will share critical successes and concepts, as well as critical failures, and offer you frank advice on how to put you or your team on the company "map."

In this article, I will share with you *how* we did it, what happened, and make some recommendations and observations. But each company, like each person, has its own personality and dynamics. You will need to decide what will work for you and what will not.

Where We Are Now

Dimension Data now has 8,000 employees and global revenues of $2.5 billion. The North American subsidiary accounts for 600 employees and $450 million in revenue. The client mix is 70 percent commercial and 30 percent government (including education). Consequently, we bid on commercial and federal, state and local government RFPs.

Dimension Data North American's BidDesk (what we call our proposal management team):

- Has responded to almost 1,000 RFPs
- Consists of four full-time staff
- Is considering hiring two additional support personnel

- Has won hundreds of millions of contract dollars
- Has a burgeoning pipeline
- Wins about 50 percent of bids.

While there is room for improvement, the growth of our proposal management presence has been dramatic. The BidDesk is now a permanent fixture of our pre-sales process and is well respected throughout our North American organization. Additionally, we have a strong reputation across Dimension Data's global organization.

I would like to tell you that our proposal process started with a well drawn business plan. But it didn't. Our ability to respond to RFPs was 100 percent organically grown: I wrote the first proposal, someone saw it and asked who wrote it, I got another RFP, volume increased, and we incorporated it into our pre-sales process.

While that may not seem the best way to create a proposal process, keep this situation in mind—Dimension Data purchased seven different technology companies in 1999/2000 to create Dimension Data North America (DDNA). We were trying to combine these separate companies as the tech bubble burst. Management had many other immediate, pressing problems. While our early processes (or lack of them) were flawed, they were functional. And, as DDNA has solidified, we have been reviewing our bid processes and making them more efficient. But the name of the early game was simply "survival."

Key Concepts to Small Proposal Development Center Management

A weakness of proposal literature is its focus on the individual proposal. While important, I have found that the hurdle to successful proposal management is not how to write the single best proposal; rather, it is how to create an environment that ensures you are creating a volume of winning proposals. Ideally, you commit just enough resources to win the bid. Hearing that statement makes some people uncomfortable. Often, we try to create the perfect proposal. But perfection takes resources better used elsewhere. Where do you draw that line? Only experience can tell you when to say when.

You never know what a client will request in an RFP, but you can prepare the components that will make up your response. You may not know what the requested solution will be, but you can prepare some of the components of the proposal:

- General company information
- Past experience
- Financial data
- Solutions sets.

If you are founding a proposal presence, tackle the components of a proposal beforehand and, when the RFP lands on your desk, you will be able to move more quickly. Preparedness is the key to success in this business. This is especially true as deadlines are becoming shorter.

Five Key Concepts

1. Think Like a Small Business Owner

If you get nothing else out of this article, take this one point away—be a small business owner. Chances are, in a small proposal environment, you will not have all the resources, budget, and support you need. Therefore, you need to be creative. You need to do you own advertising, keep your own records, leverage other people's resources, and manage and win proposals. You are, in essence, a small business owner.

An instance of leveraging other people's resources is playing out currently. We are considering two other positions to support our proposal operations, but we are not going to pay for them. Instead, we have turned to our larger manufacturing partners who want us to more effectively drive their solutions. We have received their commitment, through their marketing departments, to fund additional positions at DDNA to respond to RFPs. In this win-win situation, the manufacturer gets to highlight their product and services, and we get the headcount.

Changing anything is difficult. But, regardless of your circumstances, you still need to drive the proposal process within your organization. You may, or may not, have management support. Take heart, most of the proposal professionals are in the same boat.

I would also like to share with you the simplest—and most valuable—chart I have ever seen for managing change (see *Figure 1*). It came from the Prince William County, Virginia, chief of social services. As you move forward with changing your organization, I suggest referring to it often to effect positive change. Ensure that all five aspects are in place as you move forward, and you can effect change. When one is missing, the situation in the right-hand column will become prevalent.

2. Get the Back Office Straightened Out

Incorporate, figuratively. Make your company's proposal presence more than you. Create a title for your proposal group, even if you are the sole proposal professional in your company. While this may sound strange, there is solid logic behind it. If a proposal "organization" does not exist, there is nothing to grow or expand. If you are the lone scout manning the "BidDesk" or "proposal development center," or whatever you name it, it gives the impression that there is room to expand. Psychologically, it makes a difference.

Create a title for your proposal group, even if you are the sole proposal professional in your company.

Check with Human Resources to find your official title and how your position is classified. In my case, my official classification had nothing to do with my actual job of proposal management. While it makes little difference in your day-to-day operations, it makes a big difference when compensation issues are concerned. In the Human Resources world, there are companies that provide salary ranges for particular job descriptions. Make sure yours are correct. If not, update them.

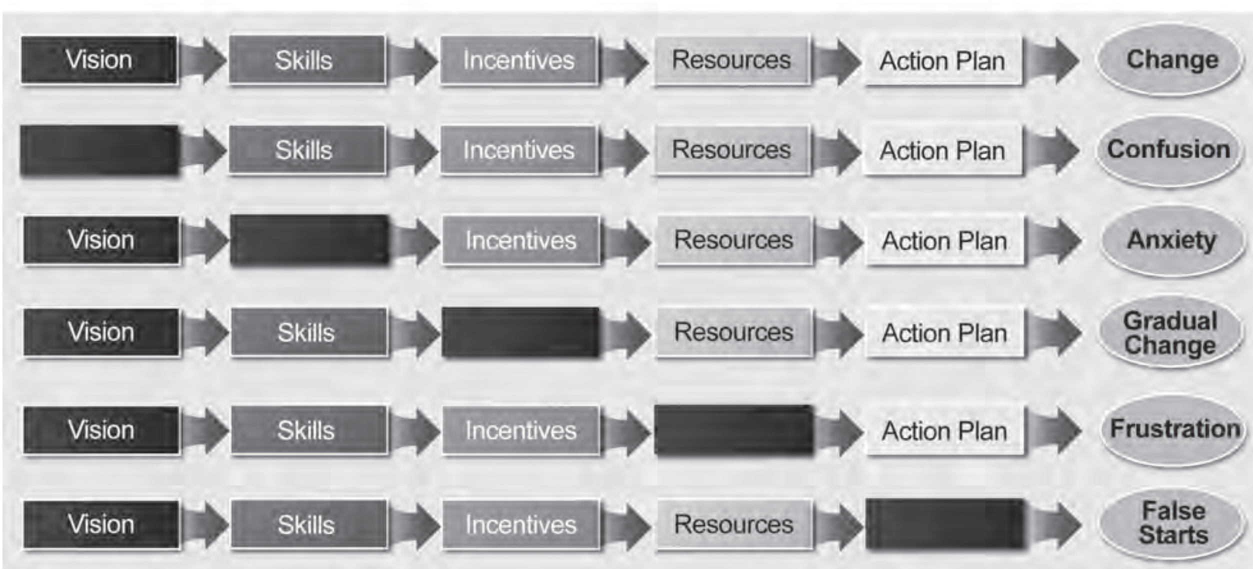


Figure 1. Table for Managing Change.

You may have the opportunity, as I did, to define your own job description. Be honest, but do not sell yourself short. If you struggle with defining your position, I suggest getting a copy of the APMP 2004 Salary Survey Report and using that as a baseline. Alternatively, you can search Monster.com or HotJobs.com for various proposal titles (i.e., Proposal Manager, Proposal Director) and use these descriptions for your own purposes.

Note that you will receive more resistance if your change entails a change in salary upfront. If needed, change the title and description and re-address the compensation issue at a later time, particularly after you have quantified your contribution to the company.

3. Justify Your Existence

You have read in proposal management articles the need to keep statistical data on what you do. This is absolutely essential. It is even more essential because of the gross ignorance of the proposal management profession. Across industries, a great many executives do not understand the complexity and value that good proposal management brings to the success of a sales organization. You need to put your value in a brief and easy-to-understand format. A sample of one report I generate is shown in *Figure 2.* If you need to start somewhere, start from there. If you do not have the data, start collecting it ruthlessly.

A great many executives do not understand ... and value that good proposal management brings to the success of the sales organization.

If the data reflects badly on your success (or lack of it), you may have to present it delicately. If poor ratios become evident, I strongly suggest that your initial presentation detail a plan of remediation. I also suggest using the previous chart for effecting organizational change.

A recent and positive development at DDNA has been to report these ratios by sales region, as well as collectively. This creates internal competition between the sales regions. It also points to regions that are particularly successful or deficient in winning proposals, which may lead to further investigation and action.

By placing your results in a simple spreadsheet, you can communicate volumes to others in your organization by quantifying what you or your team contributes. The sample spreadsheet I used (figures changed for confidentiality) was well received by management. The initial run of this report also showed me that most of our winnings came from large deals, although most of our labor was spent on smaller deals. Using this data as justification, we raised the minimum thresholds for Account Managers to receive proposal support and freed up time for us to concentrate on the larger deals.

4. Sales Is Your Friend

The client is the client, but the Account Manager is *your* customer. Never forget that. Be considerate to salespeople. They have a difficult profession. For every one salesperson making big

BidDesk WinLoss Report_Template

Win Statistics			Loss Statistics				
Category	Wins		Category	Losses			Win %
10M+	9		10M+	7			56.3%
1M-10M	21		1M-10M	19			52.5%
500k-1M	16		500k-1M	10			61.5%
<500k	18		<500k	24			42.9%
Total	64		Total	60		Overall	51.6%

Revenue Capture Statistics							
Category	Dollars		Category	Dollars			Capture %
10M+	$143,407,481		10M+	$79,771,000			64.3%
1M-10M	$36,254,048		1M-10M	$20,989,965			63.3%
500k-1M	$5,374,596		500k-1M	$8,962,440			37.5%
<500k	$3,034,791		<500k	$3,768,618			44.6%
Total	$188,070,916		Total	$113,492,023		Overall	62.4%

% Wins from Each Category		% Losses from Each Category	
10M+	76.3%	10M+	70.3%
1M-10M	19.3%	1M-10M	18.5%
500k-1M	2.9%	500k-1M	7.9%
<500k	1.3%	<500k	2.6%

GP Capture Statistics on Revenue Dollars							
Category	Dollars	Prop GP	Category	Dollars	Prop GP		Capture %
10M+	$28,655,077	20.0%	10M+	$12,051,320	15.1%		70.4%
1M-10M	$10,203,925	28.1%	1M-10M	$5,373,401	25.6%		65.5%
500k-1M	$1,685,990	31.4%	500k-1M	$1,564,016	17.5%		51.9%
<500k	$989,117	32.6%	<500k	$1,241,055	32.9%		44.4%
Total	$41,534,109	22.1%	Total	$20,229,791	17.8%	Overall	67.2%

% Wins from Each Category		% Losses from Each Category	
10M+	69.0%	10M+	59.6%
1M-10M	24.6%	1M-10M	26.6%
500k-1M	4.1%	500k-1M	7.7%
<500k	2.4%	<500k	6.1%

Open			Expected
Category			Wins
10M+	4		2
1M-10M	14		7
500k-1M	8		5
<500k	12		5
Total	38		20

Category	Dollars		Expected $
10M+	$119,366,530		$76,701,183
1M-10M	$20,960,000		$13,274,486
500k-1M	$5,058,000		$1,896,118
<500k	$2,590,507		$1,155,545
Total	$147,975,037		$93,027,332

GP			
Category	Dollars	Prop GP	Expected $
10M+	$15,448,470	12.9%	$10,874,878
1M-10M	$1,060,450	5.1%	$694,648
500k-1M	$43,200	0.9%	$22,411
<500k	$459,967	17.8%	$204,003
Total	$17,012,087	11.5%	$11,795,939

BidDesk	Contribution		
	Revenue Win	Bid Win	GP Win
Current	$188,070,916	64	$41,534,109
Projected	$93,027,332	20	$11,795,939
Total	$281,098,248	84	$53,330,048

Figure 2.

bucks, there are 99 scraping to get by. If the compensation of the best salesmen bothers you, go see your sales manager and change jobs. Maybe you want to travel incessantly, constantly be short of quota, and never quite know what or when your next paycheck will be. If so, go for it.

That is not to say that you should spoon feed the Account Managers. You certainly should not. The second an Account Manager detects that he can get you to do more work, he will push it to you. Be firm. Ensure your processes do not overburden you and set up concrete boundaries. Have minimum turn-around times. Insist that the Account Managers do what they are assigned to do. I like how former Secretary of State James Baker was described as "an iron fist inside a velvet glove." That is what a good proposal professional needs to be, particularly when dealing with a sales organization.

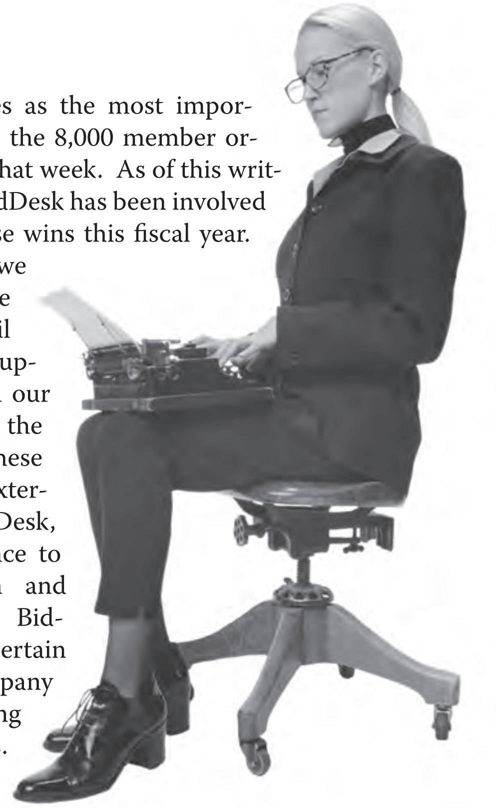
5. Advertise

If a proposal manager pulls together a great proposal and nobody knows, does it matter? Seriously, build upon your success through advertising. It may be in a periodic e-mail, Web site, or something unique. At Dimension Data, we have a BidDesk "Wall of Fame." On it, I post the total annual wins and the cover page for all winning proposals over $1 million. This way, everyone who comes into the office knows what the BidDesk is doing and what the key successes have been. It is also posted on the BidDesk's website.

Originally, I intended for the Wall of Fame to be one big billboard, which it is since it covers an entire wall in our office near the exit (note strategic placement). But I also noticed an unintended consequence. Account Managers wander up to the Wall to see who has the biggest wins. Thus, there is a bit of competition and desire to be on the Wall. The Wall has not been up for too long—maybe a year—but it has generated a buzz that is positive for our proposal efforts. Whatever method you decide to use, make sure it is interesting and effective.

Advertise your individual success. From listening to presentations from our esteemed colleagues in the proposal field, this seems to be a problem. Sound the horn of your success loudly, or your proposal management experiences may be overlooked as documentation exercises. When you win a proposal, announce it. Thank the people that supported the effort and let the fruits of your labors be known.

You should also tap into existing company programs. For instance, Dimension Data has a global "Win of the Week" (WOW) that global head of sales announces as the most important win across the 8,000 member organization for that week. As of this writing, DDNA's BidDesk has been involved in eight of those wins this fiscal year. Every time we are, I announce it in an e-mail and track the supported wins on our website. Since the judges of these WOWs are external to the BidDesk, it lends credence to the reputation and success of the BidDesk. I am certain that your company has something similar to this. Find out how to get your due recognition and use the system.



The Commercial versus Government RFP Differences

There is much talk, and a bit of confusion, over the differences between commercial and government RFPs. On the surface, the government RFPs look more complicated. They are typically longer, arcane, and full of legal terminology. However, once you crack their code, they are much easier to comprehend. Conversely, initially, commercial RFPs look more enticing. They may, or may not, have a prescribed response format and, at first read, are easier to comprehend.

But the commercial RFP world is deceiving. While the individual RFP is easier to respond to and more flexible to your company's own style or format, they are in the long run more difficult. The government-speak that scares some companies actually makes sense. Its highest value is that it brings *consistency*, which is exactly why the government uses it. For every commercial RFP I receive, I have to read through the entire RFP because there is not a standard structure. Consequently, you can not be certain where a client will throw in a requirement. Commercial RFPs demand much more up-front planning time due to these inconsistencies and have a generally poorer quality.

If you find yourself managing a global proposal, here are some brief words of advice:

1. Use diplomacy. You have little to no authority over the people overseas providing input to you. Therefore, be gracious and polite. You may be stressed that the deadlines are approaching, but the person on the other end of the phone can just walk away or provide so-so content and you have little recourse. Be firm, but be polite.
2. Start early. Always a good precept of proposal management, but critical in a global bid. Because of the time zone differences, you really have only three working days a week.
3. Put it down in e-mail. Because of the time and language barriers, succinct e-mails can greatly increase your chances of achieving success in gaining the information/reviews/pricing you need.
4. Thank people when it is all over. It is the right thing to do, and you will need their support the next time around.
5. Find an in-country "go-to" proposal person. Not every region has one, but if you can consistently go to a single person who can then tap into local resources, it will drive efficiencies in the long term.

The other key difference is deciding whether or not you will comply with the commercial RFP. To those who only consider government RFPs, non-compliance is a death knell. But in the commercial world there are several reasons why you may not comply. Again, deciding when not to comply is part of the art of proposal management.

I give the following non-compliance example. We received an RFP with onerous terms. So bad, in fact, it was not worth bidding. It was a global opportunity, and the client's terms put us at too much of a delivery risk. The client insisted on four occasions in the RFP that its terms were non-negotiable, and, if you did not accept them, your bid would be rejected.

However, we knew the RFP only went to three competitors. Through the grapevine, we heard that the strongest competitor no-bid the RFP. We assumed the terms and conditions were the cause for that. So, we purposely bid with the full intent of never complying with their terms. We made a compelling proposal and clearly demonstrated our value to the client. Then, on the very last page, we put in a statement that we did not accept their terms, and, in fact, insisted that they use ours. Why would we do this? Because we assumed that the competition, like us, would deem the risk too high and no-bid, which is exactly what they did. By submitting the only proposal, we forced the client to renegotiate the terms.

You have not managed a proposal until you host a conference call at 5:00 a.m. with 15 different people on cell phones across 10 different time zones.

In another instance, we were concerned that compliance would lose the business. The RFP called for a particular solution that was expensive. We knew the competition would propose a different solution because they could price it lower, and price was a driving consideration. In this case, we complied with the more expensive demands and won. The client really did insist on their particular solution and rejected all deviations.

Global Bids

Dimension Data has six regional areas: North America, Africa, Asia, Australia, Europe, and the United Kingdom. Consequently, we have global RFPs that cross geographies, divisions, and my desk on a weekly basis. If commercial RFPs are interesting, global commercial RFPs are hair-raising. You have not managed a proposal until you host a conference call at 5:00 a.m. with 15 people on cell phones across 10 different time zones and for whom English is a second (or third or fourth) language.

I think global commercial bids are the growth field for proposal management. As companies grow larger and merge or become multinational, their organizations become larger and more bureaucratic. As such, the procurement process becomes more formalized. Good relationships can still get you the business, but a corporation is less likely to award you a $50 million contract

because you and the Chief Technical Officer are best buddies. Chances are, they have put formal processes in place, and they follow them. Ironically, for multinational companies, their procurement processes are starting to drift towards the government systems that they often avow.

The most valuable lesson I learned from proposal management is that time is more valuable than money.

The Best and Worst Decisions I Ever Made

The best decision I ever made is something so mundane it is almost embarrassing to say this was my "best decision." But here it is. The best decision I ever made was to make the Account Managers responsible for the production and delivery of the proposals. Large Proposal Development Centers have in-house production capabilities, and small Proposal Development Centers often try to emulate them. But, unless you are consistently creating 1,000+ page proposals, that is a mistake. Production and delivery is an incredible task for the small Proposal Development Center.

Think about it. How much labor is expended to create the originals, eight copies, a CD-ROM, bind the hard copies, and e-mail a copy to the client? It takes a lot, and the task is taken for granted. Rather, give the Account Manager a PDF file of the proposal and let him or her do the production and delivery. It will save you and your team a lot of time and stress. Remember, think like a small business owner and use other people's resources.

Additionally—and this is a big one—it keeps the Account Manager engaged to the very end. In many cases when I hear Proposal Managers complaining that their Account Managers throw the RFPs over the wall to them, their Proposal Development Center does the production and delivery. Put the Account Manager as the last person in the baton race and you will notice a dramatic increase in their personal interest that the proposal is completed with an adequate amount of delivery time. When you do that, there is a powerful, positive incentive for change.

How did I accomplish that change in sales? As new Account Managers and Sales Managers came aboard during the rapid changes of the early millennium, I told them it was their responsibility. Geographically separated from each other, they did not know the difference. When enough new people came aboard, it was taken as law.

Conversely, the worst decision I ever made was to step out of the corporate process development loop to focus on proposal management. As such, I left the very important role of defining the process. Process defines results. When I was confronted with an overwhelming number of RFPs on a daily basis, I had to cut something out. As the company was in flux, the processes were constantly being revised. In order to accomplish the task at hand (getting proposals out the door), I backed off the process definition. While the company may have profited from that decision because more winning proposals went out the door, I certainly did not. The work kept coming and some bad processes stayed in place. We have progressed and refined, and are still refining, our processes. But I should have spent more effort defining the process.

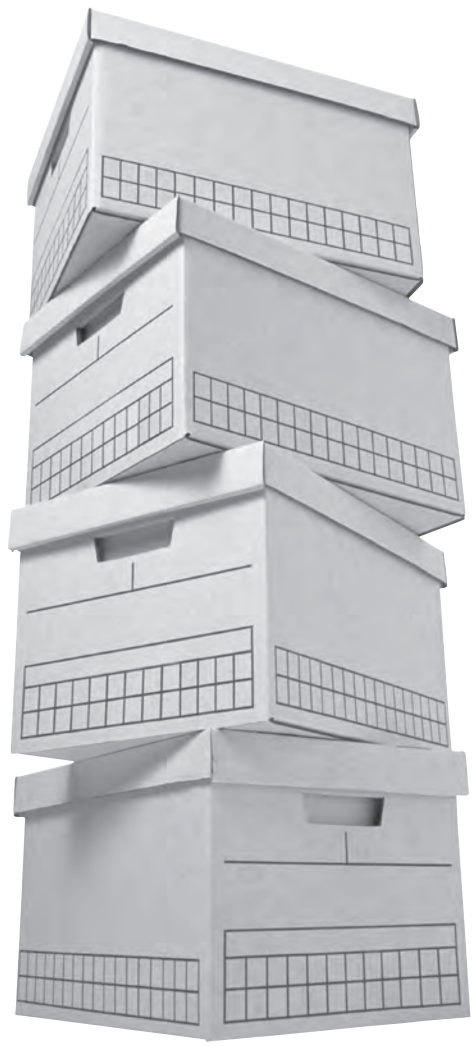
Conclusion

The most valuable lesson I learned from proposal management has tangential bearing on the profession. That is, time is more valuable than money. Currencies fluctuate daily. A million dollars may be much to you and me, but it is insignificant to a billionaire. But 24 hours is 24 hours is 24 hours. We all have the same amount of time every day, day after day. How you use that time, personally and professionally, will determine how your life plays out at home and at the office. Time is finite. Use it wisely.

As you engage your company, remember to:

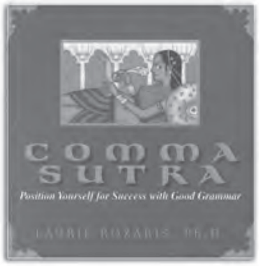
1. Think like a small business owner
2. Straighten out the administrative aspects of your position
3. Collect data on your results
4. Work well with your peers
5. Advertise your successes

This is a difficult profession and one widely open to rapid change. Add to that the resource restraints of a small Proposal Development Center and you make a difficult situation even more difficult.



David Dickinson is the Proposal Director for Dimension Data North America. He has been with Dimension Data for five years. Prior employment was with the Center for Nonproliferation Studies in Monterey, CA. Previously, he served as both an enlisted soldier and intelligence officer in the U.S. Army, and is a veteran interrogator of the first Persian Gulf War. He can be reached at davidickinson@yahoo.com.

Book Review



Comma Sutra: Position Yourself for Success with Good Grammar by Laurie Rozakis, Ph.D. Adams Media; 2005; Retail Price: $14.95

by Ali Paskun

If you are a faithful reader of book reviews past, you will already know of my interest in all things related to using the English language correctly. Playing on the familiar classic, *Kama Sutra*, grammarian Ms. Rozakis has written an innovative, fun, and dare I say, exciting way to brush up on grammar. She has taken a unique approach to discussing what some would consider a dry subject. But, as she states in the Introduction, "To keep you laughing through your pain, I've used jokes, riddles, quips, and other funnies as grammar examples. If some of them don't make you laugh – or groan – don't blame me; I just work here. On the other hand, I take full responsibility for anything here that you find particularly witty or insightful." Witty and insightful are just the beginning.

Playing on the familiar classic, **Kama Sutra***, grammarian Ms. Rozakis has written an innovative, fun, and dare I say, exciting way to brush up on grammar.*

This resource book is divided into three sections and includes the following chapters:

Part One: Basic Training

1. How We Got into This Mess
2. Assume the Position: Nouns, Pronouns, Verbs
3. Spice Up Your Life: Add Modifiers
4. Bondage 101: Conjunctions
5. The Naughty Bits

Part Two: Be A Player

6. Punctuation: A Little Dab Will Do Ya
7. Capital Punishment It Ain't: Capitalization and Abbreviation
8. Spelling: Spell It Rite
9. Why Can't a Pronoun be More Like a Noun? (or Help me Hurt You, Part I)
10. Four Play: Four Common Grammar Headaches

Part Three: Bring It On Home

11. Watch Your Words!
12. Sex and the Single Sentence
13. Work It, Baby: Let's Get Some Style
14. Write This Way

Rozakis continues the theme by including tidbits of knowledge on the side entitled, "Size Does Matter" and "Smarty Pants," easy-to-remember definitions of grammar principles she calls, "Come Again," and exercises at the end of each chapter appropriately referred to as "Drive It On Home." It is all there. The eight parts of speech, dangling modifiers, spelling rules, comparing adjectives and adverbs, levels of words, active and passive voice, rules for avoiding sending potential embarrassing e-mails, as well as model business letters. Each is written in the author's unique presentation style.

Using sexual innuendo as a metaphor to teach grammar is certainly out of the ordinary, and because of the adult nature of the wordplay this book will not be for everyone. However, I found it to be an original and somewhat offbeat guide.

**The opinions expressed in these reviews are those of the reviewers and do not necessarily represent the views of APMP. New book reviewers and book review recommendations are always welcome. Please send your recommendations or comments to Managing Editor John Elder at jelder@caci.com.*

Book Review

Renovate Before You Innovate: Why Doing the NEW Thing Might NOT be the RIGHT Thing by Sergio Zyman Portfolio; 2004; Retail Price: $24.95

by Lori Granger

The book capitalizes on the fashionable notion of core competencies in the marketing strategies of corporate America. A lot of the book focuses on the concepts of core competencies and core essence with a number of case studies including, of course, the Coca-Cola Company, Microsoft, Miller Beer, and a "major" cable company, that remains unnamed. I anticipated the book would attempt to explain why the innovation of new ideas is not a good business strategy. The author indicates he wants to focus on the return to core competencies and calls the innovation concepts of the past decade delusions. He states that "innovation is just another word for giving up. It states that things are so bad that it is easier to get into an entirely different line of business than to deal with our problems."

If you are looking for a slow read on some marketing basics, it is worth a try.

I think much of the issue I have with the book surrounds the simple definitions of the concepts. For example, Zyman considers the pop star Madonna's children's book more of a renovation than an innovation. I think the idea of a popular music star writing a children's book is innovative. In the proposal business, solving an old problem in a new way is considered innovative, whereas I believe Zyman would label it renovative, only because it would support his hypothesis.

When I think of innovation, I think of coming up with a totally new way to solve an existing problem. I believe this concept of innovation is valid, but this is not the innovation that Zyman is addressing in his book.

The titles of the book's main chapters all start with the word Renovate – Renovate Your Competitive Frame, Renovate Your Brand Positioning, etc. Most of the information in these chapters I did not find all that different from concepts one learns in Marketing 101. For example, in the "Renovate Your Brand Positioning" chapter, he says the first step is to "Create a brand positioning statement." The second step is to "Test your brand positioning." The third step is to "Position yourself." The fourth and final step is "Position your competition." This sound exactly like the steps we go through when putting a proposal together. I did not really find a lot of information here that was significantly different from traditional marketing wisdom.

The book is 240 pages long and, unfortunately, not very well written. It moves from paragraph to paragraph without connections, in many cases, and with many distracting turns of phrase. It also manages to insult numerous groups of readers in the process. One example is in Chapter 7, during a discussion of Britney Spears, he makes the statement "It's not really clear anymore who's buying Britney's albums, although there's a good chance that a lot of people (okay, men) who don't like her music would buy a magazine with her (half naked) on the cover." In Chapter 3, during a discussion of the pizza business, he says about Domino's Pizza that "Then they got fat – maybe it was all those trans fats in the cheese." Comments like these had me going back to reread several times to make sure what he was saying!

The book does have small pieces of useful information between the zingers. Early in Chapter 3 Zyman says "If you take away from this book only one idea, it should be this: The purpose of marketing is to drive sales, and every dollar you spend on marketing should generate measurable results." While excellent information, this has very little to do with the theme of the book and, along with many other parts of the book, is more like Marketing 101. Chapters 4, 5, and 7, also read much more like Marketing 101 and focus on clarifying your business destination, becoming more competitive in your market segment, and positioning your branding.

If you are looking for a slow read on some marketing basics, it is worth a try.

Book Review

RFP Nation: How to Increase Your Firm's Win Rate in Our Proposal–Driven Business; by Martin Andelman The Fourth Floor LLC; 2005; Retail Price: $24.95

by Ali Paskun

Although I would not exactly characterize *RFP Nation* as a "summer read," the wit and easy-to-read style of the author almost make this book feel like one.

RFP Nation is written for professionals (primarily in the Commercial sector) who are trying to sell their management on a better way to respond to RFPs or who are working for a company that has already made the decision to implement a more refined process. Andelman explains how RFPs should not be viewed as daunting or difficult to respond to. If anything, he presents a logical rationale for why managers should seek out RFPs.

He explains that the number one way to generate new business not long ago was mostly by developing relationships (the proverbial sales pitch on the golf course). However, while we as proposal professionals know developing relationships with customers is still important, it is just the first step—responding successfully to the RFP gets you the business.

Throughout the book, Andelman uses his personal experience, case studies, and learning exercises to take the reader through each step the proposal process. Chapter 6, "Creating a Winning Written Proposal – Rules to Live By," presents 18 guidelines that form the foundation of a successful proposal. Most of them are familiar to those of us who have been responding to RFPs for a while. However, I felt Andelman put them in a new light with his personal insights of how he has applied them to proposals he has worked on. The one that will have most of us shouting, "Amen to that," is number 10: "Breathe deeply, walk away, get plenty of rest, exercise, eat – don't try to get by on caffeine and candy bars." And when he mentions eating, I do not think he means cold pizza at 2:00 a.m.!

I think the main reason that is the case is the author's incredible sense of humor. He has taken a subject that could easily have become bogged down in textbook-style language and written a book that is witty and fun to read. The chapter on company differentiation, for example, is priceless. I do not think anybody could read Andelman's tribute to the folks at Arm & Hammer without laughing out loud – at least I know I could not. For example, he begins his ode to their ingenuity by describing how baking soda is "…a commodity product that no one uses anymore except the couple of hundred people still baking in this county." However, he goes on to describe their solution to this drop in market share. He writes, "Downsize? Not at Arm & Hammer. These people actually embarked on a path to expand significantly. They told us to buy the product, open its lid and just leave it sitting in the back of our refrigerators. Forget about baking…now they are the product that absorbs odors in the fridge. Does it work? No way to tell, but they said it does, so what the heck? I can't remember even being bothered by my refrigerator's odors – unless of course the power went out in which case I am pretty sure that a box of baking soda wouldn't be much help." This case study in differentiation continues to pay homage to the number of other clever ways Arm & Hammer has expanded.

Another humorous analogy included early in the book concerned the TV show, *Happy Days*. I will also never be able to watch that show again without thinking about Fonzie speeding on his motorcycle to deliver Howard Cunningham's proposal on time.

The book is obviously geared more toward professionals who are beginning to work on writing proposals, and the examples given are based on commercial work as opposed to federal RFPs. Even though I do not fit that demographic, I still found Andelman's presentation of the material fun and educational. This book should be a resource for everyone.

If this book is lacking anything, it would be graphics. Given how creative we sometimes must be to use graphics to present information in proposals, the fact that there were so few in this book was surprising. The few that are included are mainly cartoons at the beginning of chapters. I believe the reader, especially since the audience is considered new to proposals, would have benefited from more graphics—perhaps a few sample pages from an RFP or a chart representing the increase in the number of RFPs the author was able to respond to once he began practicing the process he describes in the book.

New to the proposal field and want to grasp the basics? More experienced but need a way to move your company toward using a better way to write proposals? Want to enjoy a new and humorous way of defining the proposal process? Read *RFP Nation* – you will not regret it!

Fellows Award

The APMP Fellows Award recognizes individuals who have made substantial contibutions to our profession and APMP. Fellows aid APMP as advisers and mentors, continuing their records of excellence and service.

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David Pugh
Tom Sant
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2002 Recipients Presented May 9, 2002
Salt Lake City, Utah

Tom Amrhein
David Bol
Tom Boren
Mike Ianelli
Chuck Keller
Sherrill Necessary
Howard Nutt
Karen Shaw

2003 Recipients Presented May 24, 2003
New Orleans, Louisiana

Charlie Divine
Barry Fields
Dennis Green
Steve Jensen
Jayme Sokolow

2004 Recipients Presented June 2, 2004
Hollywood, Florida

Art Bass
Richard “Dick” Eassom
Michael Humm
Nancy Kessler

2005 Recipients Presented June 8, 2005
Phoenix, Arizona

Mark Ciamarra
Dana Spears

Using Self-Organizing Activities in Proposal Development:

What Harvester Ants, Urban Pedestrians, Enthusiastic Audiences, and the Ford Motor Company can teach us about getting the most out of proposal teams

by Jayme A. Sokolow, Ph.D.

One of the most exciting new research fields in the last decade has been the study of self-organizing behavior, which is characteristic of bottom-up systems that use indirect control to grow smarter over time. What is self-organizing behavior? And how can it be incorporated into proposal development to make proposal teams more effective?

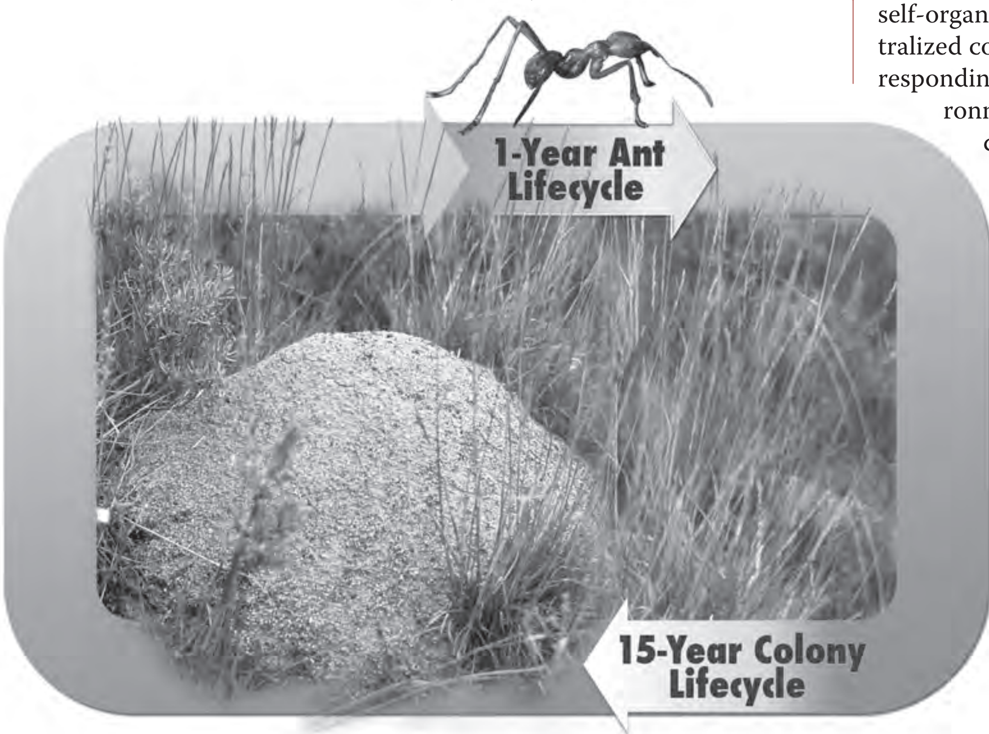
Consider the Lowly Ant

Every summer, Deborah Gordon and her Stamford University students visit the Chiricahua National Monument in southeastern Arizona. Their five-week work schedule involves getting up at 4:30 a.m., going into a desert canyon about 15 miles from the research station until about 11 a.m., and then returning for lunch and a couple of hours of laboratory work in the afternoons.

Their task is to study the behavior of harvester ants. A typical ant colony has a life cycle of about 15 years before it expires. But the individual ants in the colony live only about one year. How does the ant colony survive from year to year with such short individual life spans?

A person with the moral qualities of an ant would be terrifyingly empty.

As she explains, "the basic mystery about ant colonies is that there is no management. There is no central control. No insect issues commands to another or instructs it to do things in a certain way. No individual is aware of what must be done to complete any colony task."



In a typical ant colony, ants carry out five different functions. There is the queen, who lays all the colony's eggs. Some ants do nest maintenance. Others are in charge of collecting and disposing of garbage. There are foragers who bring food to the colony, and finally there are patrol ants that protect the colony.

Although most of us may think that the queen ant controls the colony, this is incorrect. As Gordon explains, "the queen is not an authority figure. She lays eggs and is fed and cared for by the workers. In a harvester ant colony, many feet of intricate tunnels and chambers, and thousands of ants separate the queen, surrounded by interior workers, from the ants working outside the nest and using only chambers near the surface. It would be physically impossible for the queen to direct every worker's decision about which tasks to perform and when."

As Gordon argues in her informative book, *Ants at Work: How an Insect Society is Organized* (1999), ants use chemical compounds of pheromones to communicate simple information ("There's food over there," "Run away!") that enables them to accurately assess local situations. By frequently interacting with each other, ants are able to solve problems, regulate their colonies, and survive with just ten to twenty basic chemical signals.

Harvester ants are an outstanding example of self-organizing behavior. Living in highly decentralized colonies, they grow smarter over time by responding to the changing needs of their environment with higher-level behaviors. Gordon does not think that people should emulate ants ("A person with the moral qualities of an ant would be terrifyingly empty"), but she admires them because their colonies function effectively without any direction from above.

Self–Organizing Behavior

At the heart of the universe is a steady, insistent beat: natural organisms are constantly self-organizing, which is a process whereby the components of a system spontaneously communicate and cooperate with

each other to form new and more complex forms of order. It pervades nature at every scale, from ant colonies and slime molds to human behavior.

Sometimes called emergence by scientists, self-organizing behavior involves the development of complex adaptive systems. As scientist John H. Holland has defined it, self-organizing behavior is "much coming from little," and it has the following characteristics:

- Self-organization occurs in systems with relatively small numbers of components that obey simple laws.
- The interactions between the parts are nonlinear. The whole is more than the sum of its parts.
- Interactions between the parts provide growing adaptability. The more interactions, the more possible responses.

Among humans, self-organization is the spontaneous development of groups around specific issues that creates new ideas and patterns of behavior. It is usually in conflict with the official hierarchy, and it is provoked by differences and conflict.

Despite their astonishing variety, self-organizing behaviors share certain features. They draw upon relatively simple rules. They are bottom-up rather than top-down systems that do not depend on executive direction to guide them. Their intelligence comes from below, not above. And their core principles are local interaction, positive feedback, nonlinear behavior, and indirect control.

Nonlinear behavior and positive feedback loops are keys to self-organizing behavior. According to Cornell University mathematician Steve Strogatz, linear behavior describes "simple, idealized situations" where causes and effects are proportional and predictable. But "life depends on nonlinearity. In any situation where the whole is not equal to the sum of its parts, when things are cooperating or competing, not just adding up their separate contributions, you can be sure that nonlinearity is present."

Any group of people working together constitutes a feedback system. As they work and learn, feedback can take a negative or positive form. In negative feedback, information is fed back to dampen certain kinds of ideas or behavior. In positive feedback, information is fed back to produce new ideas and forms of behavior.

Negative feedback helps produce stability. Positive feedback systems are usually nonlinear and they disturb or modify established ways of doing things, leading to innovation.

Because this discussion of emergence, self-organizing behavior, feedback loops, and nonlinear behavior may seem rather abstract, I will illustrate how human self-organization actually works with three miniature case studies: applause; urban pedestrians; and the resurgence of the Ford Motor Company. My case study of Ford is not an endorsement of Ford cars, products, or Ford's devotion to depleting the earth's ozone layer. It simply is an example of how self-organizing behavior at Ford Motor Company helped turn around a troubled firm.

***Self-organizing Behavior:** A process whereby the components of a system spontaneously communicate and cooperate with each other to form new and more complex forms of order. In human organizations, self-organization is the spontaneous formation of groups around specific issues.*

Applause

When Albert László-Barabási attended a studio theater in Budapest, he was as fascinated by the audience's applause pattern as by the theatrical performance. A renowned European scientist and a chaired professor of physics at Notre Dame University, he decided to study the science of this rich aesthetic experience. "Suddenly everyone around me burst into tumultuous applause, which was echoed and amplified by the black walls. In no time the chaotic thunder gave way to unison clapping. Our palms came together at precisely the same moment, united by a mysterious force that urged us to clap in phase, as if following the baton of an invisible conductor."

According to Barabási, "synchronized clapping offers a wonderful example of self-organization following strict laws extensively researched by physicists and mathematicians." After Barabási and Strogatz investigated applause, they concluded that it remains disorderly and random until it begins following a mathematical model known as coupled oscillations. When two or more oscillating systems – like people clapping – allow motion energy to be exchanged between them, coupled oscillations occur. Based on studies of concert halls in Romania and Hungary, they concluded that clapping has two modes – fast, which occurs immediately at the conclusion of a performance, and slow, as audiences cut the frequency of their clapping almost in half.

Synchronized clapping offers a wonderful example of self-organization following strict laws extensively researched by physicists and mathematicians.

When audiences clap rapidly, synchronization is impossible, but when audiences slow down, they are able to rapidly synchronize their applause. As Strogatz said, "It's been recognized for 40 to 50 years that there's a mathematical unity to these phenomena. It's a beautiful part of mathematics." While rhythmic applause has a physical basis, an audience's ability to move from disorderly rapid clapping to slower synchronized applause is self-organization in action.

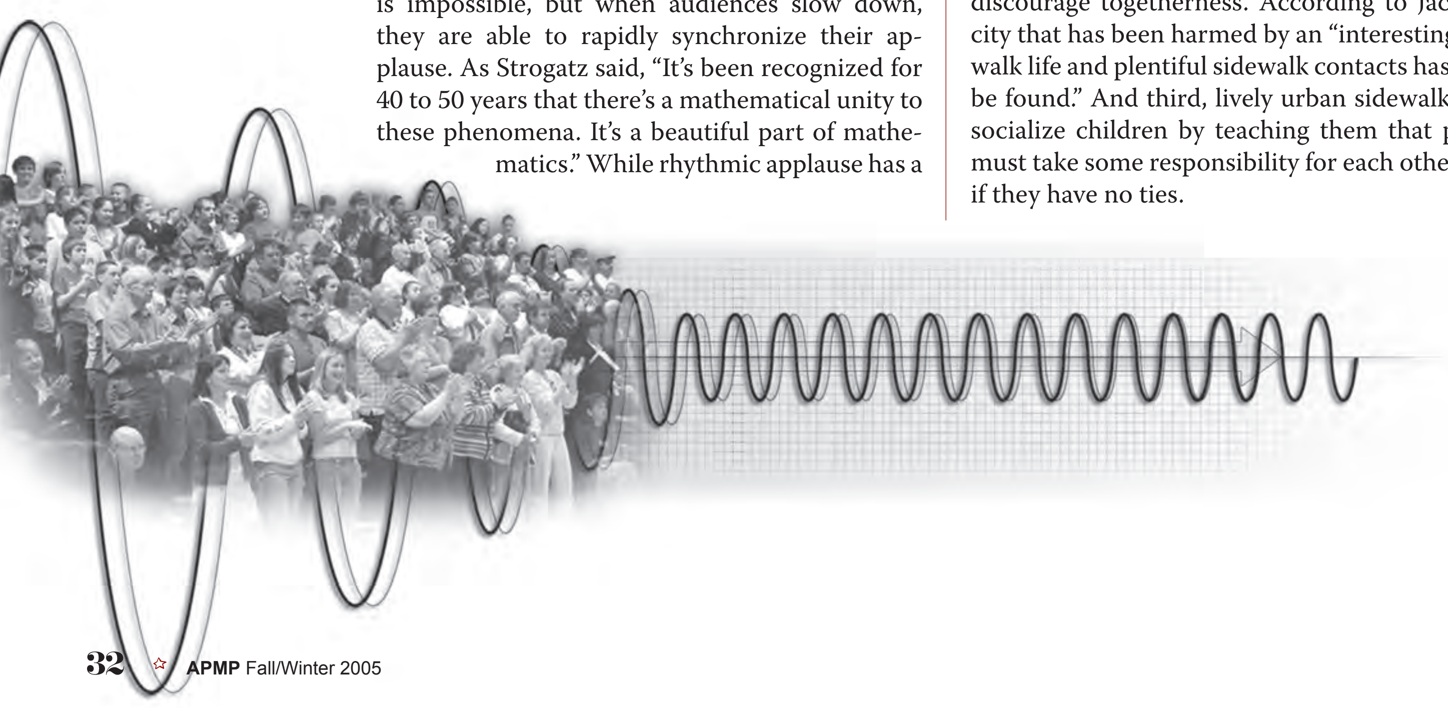
Urban Pedestrians

In 1961, Jane Jacobs and her lower Manhattan neighbors successfully fought the New York City Planning Commission's proposal to raze much of the historic West Village. Out of this experience and her own keen observations about urban life came one of the most important books written after World War II – *The Death and Life of American Cities* (1961), which has been continuously in print since its publication.

Jacobs argues that "under the seeming disorder of the old city, wherever the old city is working successfully, is a marvelous order for maintaining the safety of the streets and the freedom of the city. It is a complex order. Its essence is intimacy of sidewalk use, bringing with it a constant succession of eyes." In other words, successful cities are great examples of self-organizing behavior.

For Jacobs, urban sidewalks serve three critically important purposes. First, peace in cities is not kept primarily by the police but by "an intricate, almost unconscious, network of voluntary controls and standards among the people themselves." When pedestrians feel safe and secure, the city's streets are "tolerably safe from barbarism and fear."

Second, contact on city streets is important because it provided an informal and highly effective means of surveillance. For her, empty streets discourage togetherness. According to Jacobs, a city that has been harmed by an "interesting sidewalk life and plentiful sidewalk contacts has yet to be found." And third, lively urban sidewalks help socialize children by teaching them that people must take some responsibility for each other even if they have no ties.



Attacking the "Great Blight of Dullness" that settled over American cities in the early 1960s, Jacobs suggests that diverse, innovative cities have four basic characteristics, which all began with their sidewalks:

- Neighborhoods serve more than one primary function, and preferably more than two
- Urban blocks are short with ample streets and opportunities to turn corners
- Neighborhoods mingle buildings that vary in age, condition, and economic uses
- There are dense concentrations of people, even in residential areas, because they want to live there.

As Jacobs rhetorically asks at the end of her book, "Does anyone suppose that, in real life, answers to any of the great questions that worry us today are going to come out of homogeneous settlements?" Dreary, inert cities appall Jacobs. She wants to see "lively, diverse, intense cities" with the energy to contribute to the greater good of humanity, as successful cities always have done.

What happens when people avoid sidewalks was dramatically illustrated by the great Chicago heat wave of 1995. In July of that year, more than 700 people died of heatstroke, dehydration, heat exhaustion, renal failure, and electrolytic imbalances as the heat index climbed above 120 degrees Fahrenheit. But as sociologist Eric Klinenberg argued, these deaths were not random.

The victims were primarily elderly. About 75 percent were over 65 years of age. Chicago's African Americans had the highest proportional death rates of any ethnic or racial group, and Hispanics, who constituted about one-quarter of the city's population, represented only two percent of heat wave deaths.

When Klinenberg investigated this pattern, he found that African Americans disproportionately lived in segregated neighborhoods with high levels of abandoned houses, empty lots, few stores and businesses, bad sidewalks, parks, and streets, and weak social services. Violent crime and street drug markets kept people off the sidewalks and discouraged neighbors from caring about each other. This is why so many elderly African Americans died in July 1995. They lived in isolation and fear, and thus they had no one to help them when disaster struck.

In the city's Hispanic neighborhoods, in contrast, there was plenty of poverty but also an active street life. Stores, street vendors, churches, social clubs, and pedestrians of all ages crowded the sidewalks, making them safe and friendly. As a result, older residents walked, shopped, and socialized. They knew their neighbors and had support networks. When the heat wave struck, individuals and businesses quickly responded by taking care of their most vulnerable residents.

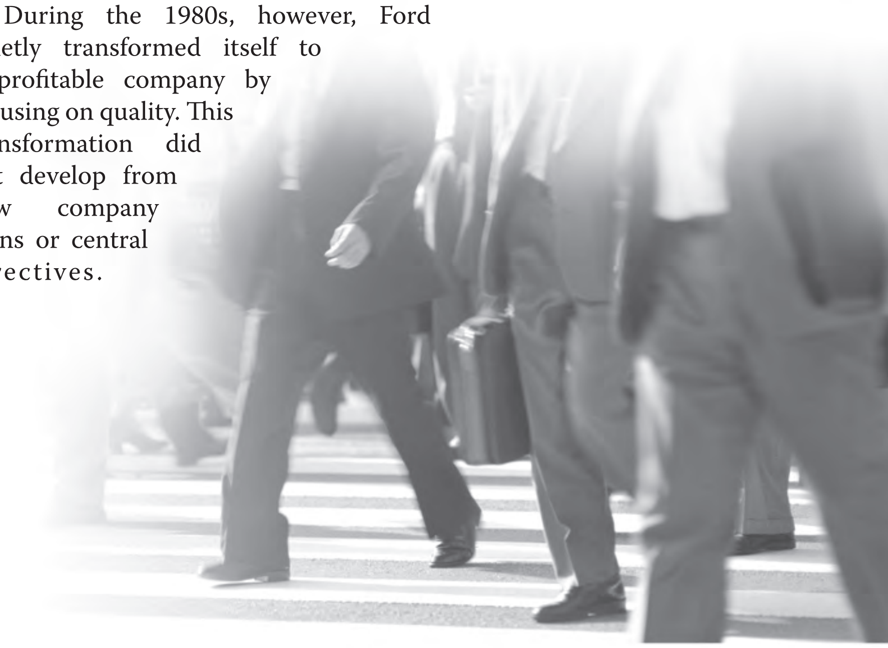
Klinenberg's case study is a powerful example of Jacobs's thesis that lively, dense sidewalks are a city's life blood, promoting neighborliness and the kinds of self-organizing behavior that can solve problems. Sidewalks are superb conduits of information among city residents; stifle communication, and urban order breaks down.

Lively, dense sidewalks are a city's life blood, promoting neighborliness and the kinds of self-organizing behavior that can solve problems.

Ford Motor Company

By the late 1970s, the Ford Motor Company was in serious financial trouble. Like other major American automobile firms, Ford was fixated on volume. Under the autocratic leadership of Henry Ford II and Lee Iacocca, cars varied little in design. They were medium to large, had plenty of horsepower for rapid acceleration, and consumed vast quantities of gasoline. As a result, during the energy crisis of the 1970s Ford could offer no small cars to the American public that rivaled the mid-sized Mustang and Thunderbird in popularity. In just two years – from 1978 to 1980 – Ford lost six percent of its market share to rival automakers.

During the 1980s, however, Ford quietly transformed itself to a profitable company by focusing on quality. This transformation did not develop from new company plans or central directives.



Instead, it appeared as a set of initiatives that flowed together and became mutually self-enforcing.

Until 1980, Ford employees worked in a highly controlled environment that stifled independent thinking or action. As one senior executive lamented, "We'd solve problems by issuing a new rule – which only solved the problem on paper. There wasn't any dialogue. It was bureaucratic gridlock. The edicts used to come from on high. You had to be nuts to argue anything." This changed in the 1980s as Ford used a variety of seemingly unrelated activities – employee participation, multi-discipline teams to design the new Taurus, task forces to break down barriers and promote cooperation, blue collar and executive training and development programs, and more cooperative relations with the United Auto Workers union – to redesign the company without disrupting it.

Traditionally, Ford's divisions were semi-independent fiefdoms. At Ford headquarters in Dearborn, Michigan, the Design and Engineering Departments occupied adjacent buildings but officially communicated only by memos. Ford responded by creating cross-functional teams. As one Taurus team member observed, it took 18 months for members to believe that they could really cooperate. With Team Taurus leading the way, Ford employees gradually learned to work together. The 1986 Taurus was designed in just four years, and it had half the weight and twice the miles per gallon as the previously designed Ford car. It also ranked as one of the highest quality American cars.

> *We'd solve problems by issuing a new rule – which only solved the problem on paper. There wasn't any dialogue. It was bureaucratic gridlock.*

Another example of Ford's new approach was its improved relations with the powerful United Auto Workers that had often been acrimonious and adversarial since the mid-1930s. In 1982, Ford negotiated a profit-sharing program. In 1987, Ford paid a whooping $630 million in bonuses, the biggest in American corporate history at that time with an average employee bonus of $3,700.

With profit-sharing, Ford workers became advocates of maximizing production. In 1978, Ford employed about a half-million people worldwide and produced almost 7 million vehicles. By 1990, Ford had closed eight plants in the United States, reduced its staff by about 130,000, reduced the number of outside vendors form 7,000 to 3,000, and yet produced almost a half-million more cars than in previous years.

During the 1980s, Ford successfully confronted instability and crisis within itself and in the U.S. auto market. Ford became a profitable and quality-driven operation not through new executive leadership or a brilliant master plan, but through a number of modest, nonlinear, independent, and self-reinforcing initiatives that led to more adaptive and innovative modes of organizational behavior.

Management and Self–organizing Behavior

Ralph D. Stacey is one of the most innovative contemporary thinkers in strategic business management, although he is better known on the other side of the Atlantic. He has worked as an economist for the British Steel Corporation, as a financial investment strategist in the securities industry, and as a corporate planning manager for one of the United Kingdom's major construction companies. Today, he is a management consultant to executive teams in major companies and teaches strategic management at the Business School of the University of Hertfordshire in Hertford, England.

Of his many books on business dynamics, *Strategic Management & Organizational Dynamics* (2nd edition, 1996) is a rarity for proposal professionals: while it provides a masterful summation of the contemporary literature on strategic management, it proposes a very provocative view of the business world that may change the way you think about managing your next proposal.

In this book, Stacey attacks conventional business wisdom by proposing a wide variety of alternative approaches to strategic management. I have chosen to focus on his analysis of self-business organizing behavior for two reasons. First, it finds compelling echoes in the works of thinkers such as Jacobs, Strogatz, and Barabási, among the many people who have written so powerfully about emergence and self-organizing behavior.

And second, my own experience on proposal teams in companies, nonprofit organizations, and the District of Columbia government has convinced me that proposal efforts would benefit from the deliberate cultivation of self-organizing behavior. Consequently, the remainder of this article will be based on three simple but essential premises:

Self-organization	Self-managed Teams
• Fluid, temporary, informal teams	• Established as part of the official hierarchy
• Not controlled by managers	• Controlled by managers
• Participants decide who gets involved	• Management decides who gets involved
• Participants empower themselves	• Management empowers the team
• Characterized by differences and conflict	• Characterized by a strongly shared culture

Figure 1. Major differences between self-organization and self-managed teams.

- Self-organizing behavior occurs naturally in proposal development.
- Self-organizing behavior can be suppressed, but only at the cost of stifling the emergence of new ideas and new ways of adapting.
- Proposal managers can create an environment where self-organizing behavior occurs so that their teams can grow smarter over time by using positive feedback loops (problems lead to new ideas and solutions).

First, however, we must understand the role of self-organizing behavior in business environments. According to Stacey, the conventional wisdom about strategic management is rather straightforward: its purpose is to "reduce the level of surprise, to increase the level of predictability, and thereby improve the ability of those at the top to control the long-term destiny of their organizations." This approach is based on the premise that businesses succeed when they operate in a "state of stability and harmony to adapt intentionally to their environments."

Stacey argues, however, that the real-world life of managers is very different from the conventional wisdom. Managers are needed because "organizational life is inevitably full of ambiguities, uncertainties and surprises." In other words, managing, like life in general, is messy and frequently unpredictable. He calls this extraordinary management, in contrast to ordinary management.

Although messiness is hardly a positive word, our previous examples of self-organizing behavior demonstrate that mess is the condition from which life, creativity, and new solutions to problems emerge. Urban sidewalks are messy and ant colonies are messy, and yet out of these disparate environments emerges order.

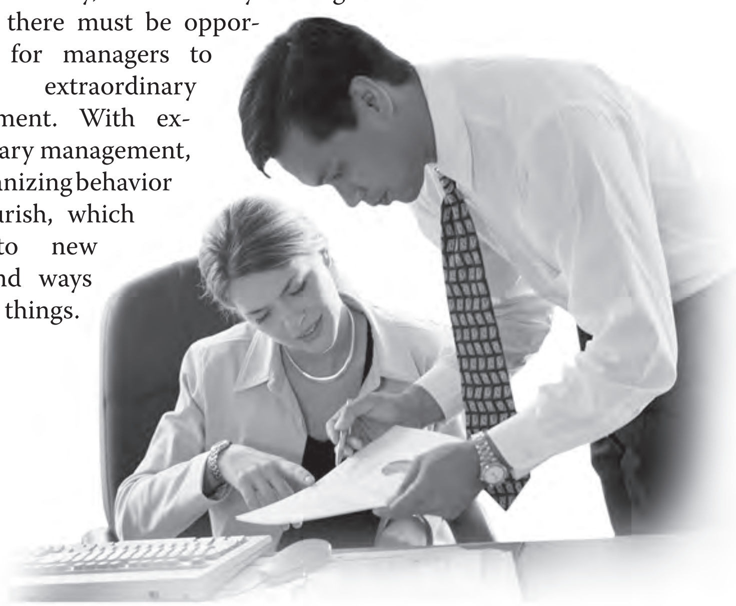
Consequently, the really important task of managers is not to maintain stability but to use unpredictability, conflict, clashing cultures, and inconsistency to develop new perspectives, new forms of behavior, and continual learning. This is self-organizing behavior, which differs from self-managed teams created by management (*see Figure 1*).

In the business world, ordinary management – what we would label classical bureaucratic behavior – is likely to be successful when people face closed, constrained, and predictable situations. Work tomorrow will be much like the work today and yesterday. Because they do not usually need to question the assumptions upon which they work, managers can make a reasonably accurate forecast of what lies ahead.

Ordinary management enables large numbers of people to take efficient actions on a day-to-day basis to accomplish the organization's primary tasks. Ordinary management usually operates with a negative feedback loop – certain activities are dampened or suppressed because they do not conform to the organization's paradigm. This is how many successful companies operate (*see Figure 2 on next page*).

The key to ordinary management is dividing up tasks in a predetermined way and ensuring that they are performed to a predetermined standard. This approach works very well in stable settings, but not in conditions of uncertainty, like the Ford Motor Company found itself in the 1970s.

Paradoxically, for ordinary management to succeed there must be opportunities for managers to practice extraordinary management. With extraordinary management, self-organizing behavior will flourish, which leads to new ideas and ways of doing things.



Ordinary Management	Extraordinary Management
• Based on blueprints and master plans formulated at the top	• Ideas appear from many sources and are pursued in different ways
• Instructions for implementation are passed down the hierarchy for implementation according to bureaucratic rules	• New ideas, policies, and procedures appear at many different points and are tested on an experimental basis before they become codified as company policy
• Outcomes derive from the realization of the intentions of those highest in the hierarchy	• Outcomes emerge without prior or widely shared intentions and are later codified as the new organizational policy
• Those in charge are in control, or at least everyone thinks they are in control	• Those in charge create an environment where new ideas, policies, and procedures can emerge
• Relationships are contractual	• Relationships are based on trust, friendship, honor, the fear of failing, or letting the group down, etc.
• In principle the principle between policy and implementation is not problematic. The blueprint establishes a roadmap for everyone to follow	• Uncertainty, ambiguity, disagreement, complexity, and the sheer messiness of organizational life make it impossible to start with an intentional, organization-wide policy. The local behavior of an organization's members will create ideas, policies, and procedures that later will become legitimized
• Failure to reach predicted outcomes is considered disastrous	• Some of the organization's ideas, policies, and procedures will succeed while others will fail. Positive feedback systems are built into the organization's learning process
• Sustains stability and the *status quo*	• Operates in tension with the reigning system and provokes changes in that system

Figure 2. Ordinary and Extraordinary Management.

Self–Organizing Behavior in Proposal Teams

Self-organizing activities are likely to spontaneously appear in conditions of uncertainty during proposal efforts. Whether a bid opportunity is old or new, there are certain aspects of the proposal development life cycle where ordinary management works superbly well. There are predictable tasks that will not vary regardless of the RFP.

But suppose that the bid opportunity represents a departure for your business, nonprofit organization, or government agency? Suppose you know that your organization must develop a new solution to the RFP? As a proposal manager, how will you develop it and how will you identify gaps or potentially adverse situations that may compromise your solution?

Here is where self-organizing behavior is likely to appear as a nonlinear feedback system that amplifies small changes to modify existing patterns of thinking and behavior. Of course, it can appear only if proposal managers allow it

The Paradox of Ordinary Management: *Ordinary management enables large numbers of people to take coherent and efficient actions on a day-to-day basis to accomplish the organization's primary tasks. Paradoxically, however, in order for ordinary management to succeed, there must be opportunities for managers to allow self-organizing behavior to flourish, which leads to new ideas and new ways of doing things.*

Major Organizational Challenges Faced by Proposal Managers

- All proposal teams are webs of nonlinear feedback systems connected to other people and organizations.
- All proposal teams have a paradoxical organization. On the one hand, they are pulled toward stability by the forces of camaraderie, shared purposes, bureaucratic control, adaptation to their wider organizational environment, and the human desire for security and certainty. On the other hand, they are pulled toward instability by differing perspectives, clashing personalities, partial isolation from their wider organizational environment, and the human desire for excitement, learning, and innovation.
- If a proposal team becomes too stable, it becomes ossified and has difficulty responding to new challenges. If it becomes too unstable, it may disintegrate or product a poor proposal. Success lies in sustaining the proposal team on the borders between stability and instability.
- Proposal teams cannot easily anticipate long-term developments because the future is unclear and proposal development, like all long-term processes, is subject to change.

because they have the capacity to stifle new ideas and certain kinds of activities. The basic process of self-organizing behavior (*see Figure 3 on next page*) contains seven basic steps :

- **Step 1:** Detecting and selecting open-ended issues to address.
- **Step 2:** Gaining attention and building an agenda around an issue.
- **Step 3:** Interpreting and handling the issue.
- **Step 4:** Clarifying preferences and objectives.
- **Step 5:** Taking experimental action and getting feedback.
- **Step 6:** Gaining legitimacy and support.
- **Step 7:** Incorporating the outcome into the organization's behavior and memory.

Step 1: Detecting and selecting open–ended issues to address.

When a proposal team is confronted with open-ended change, the key challenge becomes identifying the most important issues, problems, and opportunities. Under these conditions of uncertainty, some individuals on the team may choose to pursue some issue that intrigues them.

Through discussion over lunch, the water cooler, and the gym, they may convince others with similar interests to join an informal network. This is a self-organized group because it has emerged from the spontaneous interactions of selected members of the proposal team. Its norms are created by the group, not by the parent organization or the proposal manager. Personal influence, not hierarchical power or authority, will be the group basis for making decisions.

This group is neither officially sanctioned by the parent organization nor formally empowered by the proposal manager. It has a fluid and informal character. In fact, its members may vehemently disagree about everything except the importance of the issue they are tackling.

Step 2: Gaining attention and building an agenda around an issue.

Once the group finishes examining an issue, it lobbies the entire proposal team and the proposal manager to address the issue. Nobody is centrally coordinating this quasi-political activity as the group tries to build coalitions and support.

If the group is unsuccessful in convincing the proposal manager that their issue should become part of the proposal team's strategic agenda, it will dissolve. However, other groups may spontaneously develop around different issues, if they do not already exist.

Step 3: Interpreting and handling the issue.

When self-organizing groups succeed in getting their issue placed on the strategic agenda, they are performing a potentially destabilizing function. New ways of resolving issues may change the content of the Technical and Management Volumes. Once an issue is on the strategic agenda, there is likely to be plenty of discussion, disagreement, and even conflict, which may result in changed perceptions. As in all self-organizing forms of behavior, instability and uncertainty actually are opportunities because they help shatter old patterns and create new ones.

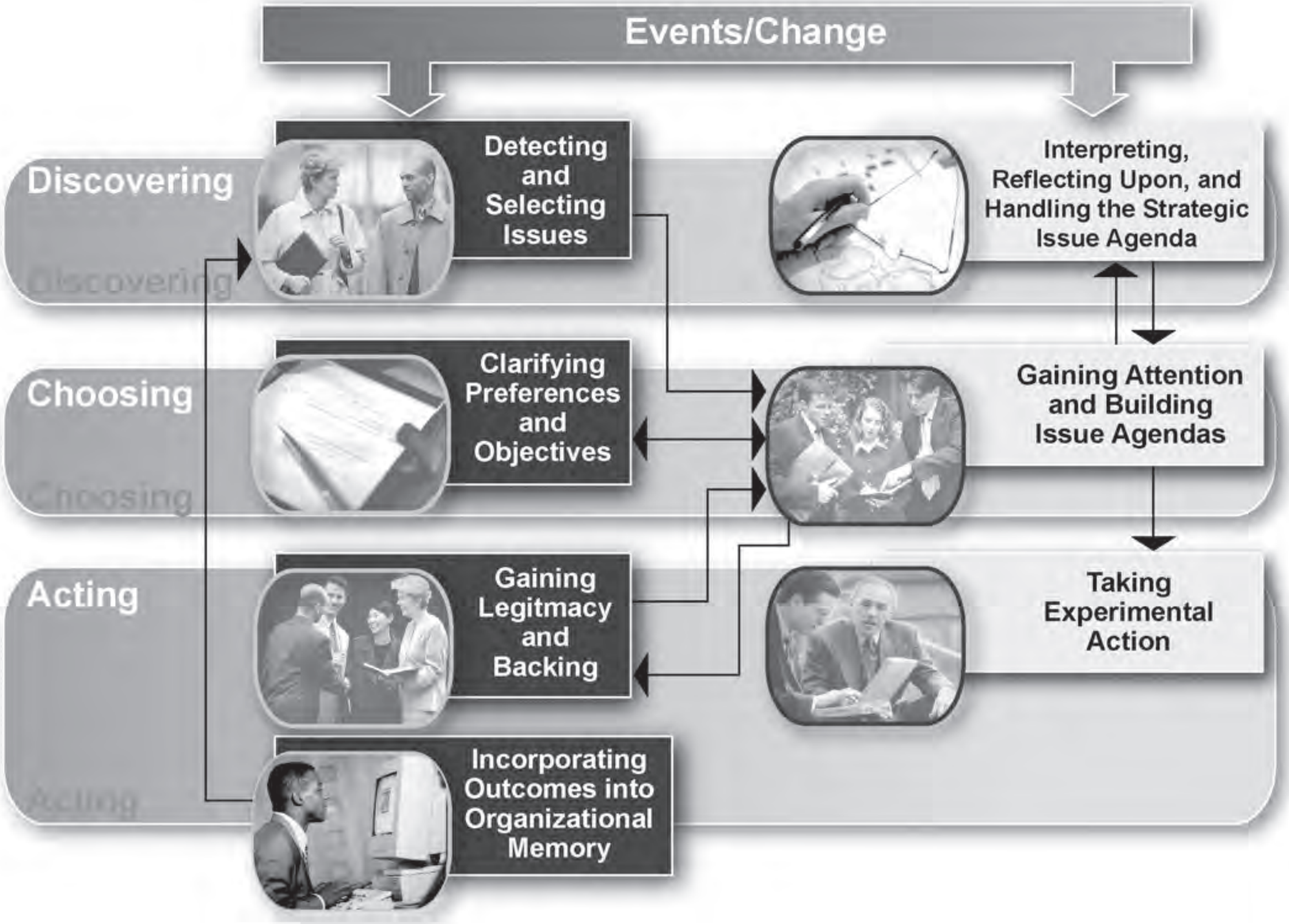


Figure 3. Political and learning process: self-organizing control.

Step 4: Clarifying preferences and objectives.

The way these agenda issues are resolved is inherently unpredictable because resolution depends on a constellation of nonlinear factors – power, personality, group dynamics, the disposition of the proposal manager, and the thrust of the parent organization, to name but a few. Now the proposal team must decide how to address the new issue on the strategic agenda.

Step 5: Taking experimental action and getting feedback.

If the proposal team decides to address the issue, experiments may occur. For example, if a group has successfully advocated an alternative technical solution, it will have to be reviewed and perhaps tested. The results will provide the self-organized group and the proposal team with another opportunity to learn more about the issues in the RFP.

Step 6: Gaining legitimacy and support.

Building support for issues on the strategic agenda is highly informal and usually proceeds outside the formal hierarchal structure. Formal decision-making personnel, however, are critically important in this process for three reasons. First, ultimately they have to legitimize the issues advocated by the group if changes are to occur. Second, they provide boundaries within which the group operates. And third, as once open-ended issues are identified, clarified, discussed, and acted upon, the proposal manager plays an increasingly important role in their implementation. New ideas, strategies, and ways of doing things will emerge only if ordinary management blesses the group's efforts and provides them with the resources to succeed.

Step 7: Incorporating the outcome into the organization's behavior and memory.

Once ordinary management decides to legitimate, support, and institutionalizes new ways of thinking and behaving, it becomes part of the proposal team's culture and collective memory.

Because the proposal team is working in an unstable environment, this new stasis is only temporary. New issues, problems, and disagreements will appear. In fact, the process of change through self-organized behavior may be as important as the kind of changes that are made. Once a self-organized group is successful, others groups will spontaneously appear around other issues.

What has occurred in this seven-stage process is something that may seem odd to us because it goes against the principles of ordinary management. Out of the seemingly disorder and conflict of the self-organizing process will emerge new norms, news ideas, and new boundaries and constraints. With the right organizational context, the seven phases will modify existing structures and perspectives and at the same time produce new forms of order that will benefit the proposal team.

How Proposal Managers Can Encourage Self–Organizing Behavior

There is only one reason for proposal managers to provide a supportive environment for self-organizing behavior: it leads to innovation and more successful ways of developing proposals. Despite this obvious benefit, however, self-organizing behavior probably is not widespread in proposal development.

The reasons for its absence are rather obvious. Proposal teams and their parent organizations are almost always top-down organizations. Despite the camaraderie, business casual dress, and male sports patter, they are bureaucratic and based on ordinary management. Among proposal teams, the most important communications usually are two-way, between the proposal manager or his or her designated representative and a member of the team. Teams members may work and talk among themselves, but they gaze upward. Even at allegedly open-ended team meetings, the proposal manager usually dominates the discussion. The proposal team is a network with just one important node.

In this kind of environment, self-organizing initiatives often are discouraged or suppressed because they do not emanate from upper management, they are seen as a threat to the authority of those in power, or because they are not considered part of the organization's culture. Under ordinary management, defense, deference, and avoidance are used to survive and prosper. Self-organizing behavior cannot emerge in this bunker mentality.

There is another problem. Managers must be willing to take the informal group's issues seriously and reflect upon them, for ultimately managers set the boundaries for group behavior. If managers approach new ideas from others as a challenge to their authority, negative rather than positive feedback will be the result.

There must be tension and discord for learning and organizational growth to occur.

As Stacey points out, most students of organizational behavior ignore the spontaneous appearance of self-organized groups. Those who recognize its existence and value to organizations usually advocate one of two responses: (1) organizations should formally install a more flexible bureaucracy to replace the calcified one; or (2) organizations should create an environment where self-organizing groups can function successfully.

Many individuals have attacked the principles of bureaucracy because they believe it creates unnecessary frustration and rigidity. In its place, they have advocated installing more flexible structures that foster motivation and self-initiative. Probably the most popular advocate of this position has been the organizational guru Tom Peters.

However, attempts to institutionalize informality have by and large failed, especially in large organizations. There are several reasons for this. First, bureaucracy and ordinary management do many tasks superbly well, especially under conditions of certainty. Second, flexible structures may weaken the hierarchy that makes ordinary management successful. And third, creating more flexibility may lessen the necessary and productive tension between elasticity and control that encourages the appearance of self-organized behavior.

It is the clash of two cultures – self-organizing groups and the bureaucracy – that provides the impetus for change and creativity. Without this clash, new ideas and paradigms cannot appear. There must be tension and discord for learning and organizational growth to occur. This may not be apparent to most managers, but it is a truism nonetheless. In what kind of academic setting would you learn more – in a class where everyone agreed with each other, or where there were a wide variety of stimulating perspectives and ideas percolating around you? Proposal teams are no different.

Team members do not have the luxury of doing whatever they like in the hopes that it will improve the proposal.

The creation of new knowledge cannot be centrally designed or controlled because no one knows what can be created until it appears. Before knowledge becomes explicit, it must be bandied about from one person to the next, discussed, argued about, and modified. This will occur in self-organized groups.

Thus proposal managers should have two tasks. First, they must use the proven techniques of ordinary management to handle those aspects of proposal development that are repetitive and predictable, like Red Team reviews. And second, in conditions of uncertainty they can create an environment where self-organizing behavior can emerge. Below are seven ways to accomplish this task, all of which have been suggested by Stacey.

1. Develop a New Mindset

Proposal managers rightly believe that with tight deadlines, plenty of evening and weekend work, and many milestones, team members do not have the luxury of doing whatever they like in the hopes that it will improve the proposal. But proposal managers establish boundaries for the work of self-organizing groups. They are still in charge, and they must create the context for self-organized behavior.

2. Use Power Wisely

How power is wielded will determine if self-organizing behavior succeeds or fails. If proposal managers concentrate power solely among themselves and bludgeon team members into performing, the proposal team will be so stable that little new learning will take place because the boundaries are too tight. On the other hand, if proposal managers widely distribute power and fail to exercise their authority, anarchy will occur because boundaries no longer exist.

But if power is distributed according to the circumstances, proposal managers can create highly flexible boundaries that enable self-organizing activities to appear. You do not want a

self-organizing group proposing a new technical solution the day before the Red Team review, but you might give them a week to develop one early in the development process.

3. Establish Self–organizing Groups

This sounds like a real paradox. If proposal managers cannot create new ideas and paradigms by fiat, how can they create self-organizing groups to address important issues during the proposal development process? Proposal managers can encourage groups to form around issues if they meet the following criteria:

- They have the freedom to operate according to their own rules.
- They must develop their own goals and objectives.
- They must be composed of team members from different arenas – technical, management, and finance. By drawing on a wide variety of perspectives, proposal managers can ensure that there will be plenty of perspectives, disagreement, and even conflict, which is how new knowledge emerges.

If everyone on the proposal team shares the same perspective, innovations will not occur.

4. Foster Multiple Cultures

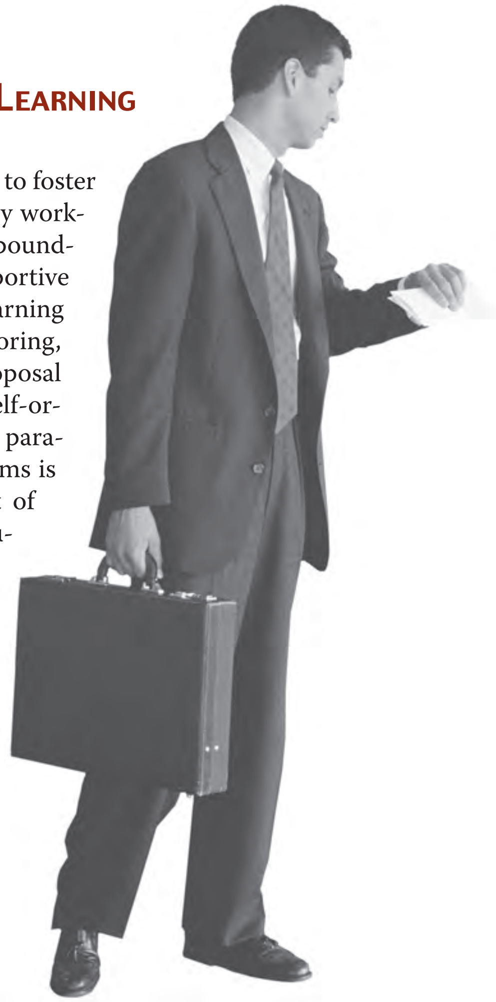
If everyone on the proposal team shares the same perspective, innovations will not occur. Proposal managers must mix disparate kinds of people and functional responsibilities for self-organization to succeed. Using consultants from outside the organization also may foster diversity.

5. Present Challenges, Take Risks, Set Boundaries

If the proposal team has a common culture, work will run smoothly, but new solutions are unlikely. Proposal managers should treat challenges and risks as a two-way street. They should challenge team members to address important issues, and they should be open to challenges from those around them. Taking chances and discovering new things are closely interrelated. Proposal managers have the power to set challenges; they also have the power to set boundaries on their resolution.

6. Improve Group Learning Skills

There is one simple way to foster group learning – by actually working in groups with clear boundaries. By creating a supportive environment for group learning through coaching, mentoring, and actual group work, proposal managers can encourage self-organizing efforts. One of the paradoxes of most proposal teams is that members spend most of their time working individually on proposals. There is plenty of cooperation, but little collaboration. Perhaps it is time to put the word "team" back into proposal teams.



7. Provide Needed Resources

Self-organizing teams need time and resources to succeed. For example, if team members are expected to work 10 hours a day, they will have neither the time nor the energy for self-organizing activities. Proposal managers must use their power to invest in self-organizing groups by freeing them from enough day-to-day work to address new issues and problems.

The Dual Challenge of Proposal Managers

Over the past couple of decades, business organizations have been inundated with managerial quick fixes, from T-groups to the one-minute manager to management by walking around. Self-organizing behavior is not one of these quick fixes. It is a mindset and a practical, applied approach to dealing with change and uncertainty. And it works because successful self-organized behavior occurs around us, every day.

Proposal managers face a dual challenge. On the one hand, as ordinary managers they must practice skilled bureaucratic behavior to promote, order, stability, and the execution of predictable tasks. On the other hand, proposal managers must learn to practice extraordinary management skills in an atmosphere of uncertainly and instability.

The dual challenge of proposal management is a paradoxical one. On some occasions, proposal managers must use their power to make the bureaucracy run well. On other occasions, however, they must encourage self-organizing behavior, which challenges the bureaucracy and allows innovations to appear. Bureaucracies have difficulty changing, and that is why proposal managers need to carve out the time, space, and resources for team members to spontaneously form groups to address and resolve problems.

If a proposal team becomes too stable, it runs the risk of becoming inflexible and unimaginative. If it becomes too unstable, then team members will flounder and not perform well. An adept proposal manager will position his or her team in between the borders of stability and instability to create the conditions for adaptation and change.

Ordinary management is about knowing how to achieve known objectives. Extraordinary management is about challenging and changing existing paradigms, and it flows naturally from the inherent limitations of bureaucratic behavior because it is based on conflict and a lack of consensus. As the English poet William Blake once wrote, without contraries there is no progression.

Self-organization is not just for harvester ants and urban pedestrians. We need more self-organizing behavior on proposal teams if we are to remain fresh, stimulated, and motivated, and if we are to do our best work.

The author would like to thank Marcia Brownstein for her assistance on this article.

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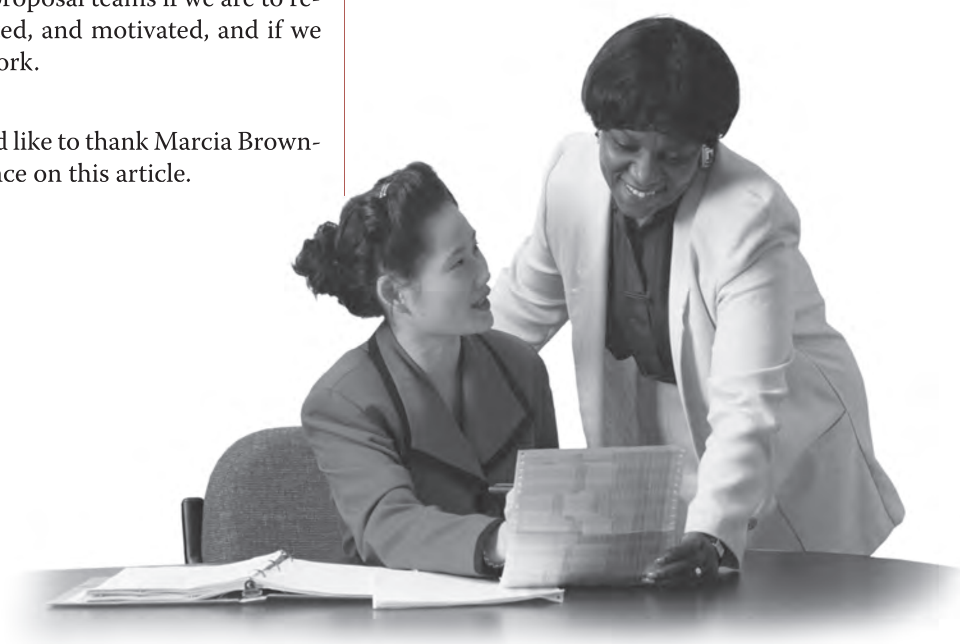

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17th Annual Conference (May 23–26, 2006) UPDATE

"Lessons Learned from Lagniappe: Proposing Extra Value to Gain and Keep Customers."

Next year the Annual APMP Conference returns to New Orleans and promises to offer many benefits for its attendees. The conference focus on benefits is reflected in its theme: "Lessons Learned from Lagniappe: Proposing Extra Value to Gain and Keep Customers."

So what's "lagniappe" (pronounced "lan-YAP") and what does it have to do with proposal development? In short, lagniappe is a Creole (Louisiana French) term for providing the customer with a little extra benefit, unexpected and at no charge.

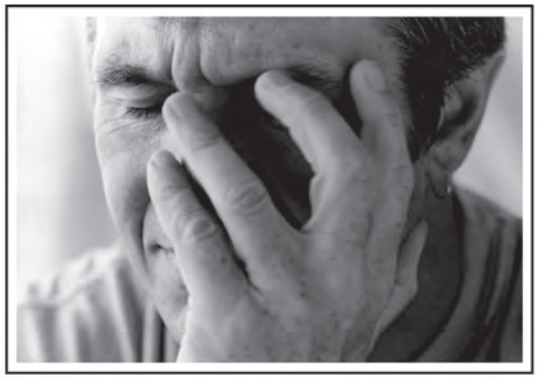
Our conference lagniappe theme celebrates the Creole culture of new Orleans and highlights our conference goal to provide attendees with the following features and benefits:

- Presentations, mini-workshops, and vendor exhibits to help you develop proposals that showcase the benefits of your product/service to prospective (and current) customers.
- Networking opportunities to meet (and learn from) others in the proposal development profession.
- Your networking might help you find bid partners for future proposals or prospective customers for your future proposals.
- Entertainment and tourist activities when not attending conference events.

We hope you will make plans to attend the conference and even give a presentation while you're there. More details about the 2006 conference will be provided as conference planning develops.

from Perspective *Summer 2005*

Jayme A. Sokolow, Ph.D., is founder and president of The Development Source, Inc., a proposal services company located in Silver Spring, MD, that works with businesses, government agencies, and nonprofit organizations around the country. He is also Assistant Managing Editor and Chair of the Editorial Advisory Board of *Journal of the Association of Proposal Management Professionals.* He can be reached at JSoko12481@aol.com.



Tips to Combating Proposal
(and life and work and family and ...)

STRESS

by Colleen Jolly

Working on proposals, like life itself, is usually a series of stressful situations. There is no magic elixir to change these situations or the people who cause them. However, there are some simple strategies that we can use every day to help ease the stress. Somehow, we have lost touch with these basics of coping with the daily demands that overwhelm us. This article focuses on these fundamental behaviors that can enable us to choose whether or not to stress out.

Life can be stressful, work is often stressful, and proposals are full of stressful situations. Knowing these simple truths is the first step, making progress toward developing your own strategies for coping with stress is the second, and implementing these strategies in real-world stressful situations is the hardest step by far.

In this article we examine some strategies for dealing with stressful situations specific to the proposal industry that you can put into practice immediately. These situations may seem a bit extreme (or some may sound a little too close to home!), but hopefully they will offer both humor and new ideas to combat stress at work and elsewhere.

Nothing ever goes right.

Doctor and scholar Julia Penelope once said, "language forces us to perceive the world as man presents it to us." Have you ever found yourself anticipating how a proposal would go? You knew which people would "forget" to write their sections, which print vendors would inevitably miss printing a page, and that the pizza delivery person would, of course, be late. The more you talked about the horrible and disorderly way things were going to happen the more the world aligned itself with your expectations. You were unhappily correct in all your assertions. "Whatever we expect with confidence becomes our own self-fulfilling prophecy" (Tracy).

If you change the way you look at life, life will change the way it looks at you.

But what if you stopped talking about the world, your job, or this proposal negatively: "I always work long hours. No one ever appreciates me. I hate going through this again." Instead looked at the positive side. Problems become "challenges" and "opportunities to excel." A challenge is "a test of one's abilities or resources in a demanding but stimulating undertaking" rather than a problem – "a situation that (simply) presents difficulty" (dictionary.com). The only real defense you have against unruly deadlines, unexpected bumps in the road, and recalcitrant teammates is to control how *you* truly feel about things. Brian Tracy, author of numerous self-improvement books and lectures tells us, "You cannot control what happens to you, but you can control your attitude toward what happens to you, and in that, you will be mastering change rather than allowing it to master you." If you change the way you look at life, life will change the way it looks at you.

Let's look at this scenario:

You have been waiting all week for section 2 of the technical proposal to come in from an off-site SME. It needs to be edited for content, then for grammar. Afterwards it must be sent to the desktop publisher and finally be delivered to production to print 10 bound copies for your 8:00 a.m. Red Team tomorrow. At 5:05 p.m. your e-mail inbox is still empty. You are about to call your VP and tell her some strong opinions about the tardy SME when at 5:07 p.m. the file arrives. No apology and no justification for the delay. At first glance the section looks incomplete; you doubt it is even compliant with the RFP. If you stay late tonight and cancel your dinner plans you can have it to production just in time to make the Red Team.

You are angry. You are always the one putting out fires and cleaning up after other people. But you stay and get it done. You arrive at the Red Team late at 8:15 a.m. the next day after an absolutely dreadful hour in traffic. Your Vice President of Business Development is smiling; she can not believe you (again) managed to create such a complete (and compliant!) document for Red Team. You smile weakly in return – you are a team player. Of course you will do what needs to be done, but that does not mean you are not tired and angry.

Strategy:

Now, take a step back. You have been in the proposal industry for many years. You know that people often miss deadlines or are overcome by events. Take a neutral look at the proposal process in your organization. It is far easier to create a structure of tested processes and procedures for people to work within rather then to try and modify a particular person's behavior (Gerber). If there is no way to improve upon your proposal development process, or if you're not able to take a leadership role in changing it, take an impartial look at the people involved in the process. Dale Carnegie, author of "How to Win Friends and Influence People" tells us that people "are not creatures of logic, but creatures of emotion, creatures bristling with prejudice, and motivated by pride and vanity." See yourself and your team at the worst you could possibly be: selfish, intractable, underqualified, inconsistent, rude, smelly, etc. and accept the worst case – but do not dwell on that worst case. Think of your proposal worst case like your morning commute; even though some days traffic moves swiftly and you arrive at the office with time to spare, you leave home assuming you will be on the road for an hour (or more). Once you have accepted the worst your team and your process could possibly be, improve on it. Believe that while people can be intractable they are also capable of great things.

> *The happiest people in the world are those who feel absolutely terrific about themselves, and this is the natural outgrowth of accepting total responsibility for every part of their lives.*

Choose to have a productive and positive stance on how you view the entire project – including yourself and the other people involved. You are still going to deal with the same tardy SME, but if you first see the "problem" as a "challenge" that you can improve on, you will see what a difference you can make by being the same great you you have always been. The very act of choosing how you are going to react to a particular person or a recurring situation (like the pizza place putting pepperoni on your usual extra cheese order or a government extension that coincides with your trip to Tahiti) is empowering. No longer are you a slave to someone else's moods or actions. Instead of saying "Tony makes me so angry" try "I am allowing myself to be angry at Tony's inaction." Sounds silly right? Once you take responsibility for being angry, or for being happy, you are the only person who can make yourself calm or unhappy. You will be less tired and less upset at unexpected bumps in the road and unfortunate, unexpected situations. These things (people, events, etc.) are no longer unexpected or upsetting because you know just how "bad" things can be and you've already acknowledged that you're not going to let it (whatever "it" is) upset you. "The happiest people in the world are those who feel absolutely terrific about themselves, and this is the natural outgrowth of accepting total responsibility for every part of their life." (Tracy)

No one cares about my contribution.

People everywhere underappreciate the importance of appreciation. Often we point out only the negative. Remember the phrase "no news is good news?" People – our fellows at the office, our families, cashiers at the grocery story – mostly speak when there is something to critique. All we ever hear are the things we are doing wrong, the things we misplaced, the things we should have been doing: "You're not doing that right," "You're wrong," "You forgot again?" Think of the bumper stickers on the back of large trucks: "How's my driving? Call this number and tell us." Most people only call when a truck is driving dangerously on the highway. Similarly, how often do you send letters to your mechanic's boss to say what a good job he did, or to your child's teacher to thank them for trying so hard? Only when a service is above and beyond what is generally considered the "call of duty" do we take note and send our gratitude. Millions of merely "good jobs" are overlooked every day for the few outstandingly pleasing and atrociously displeasing jobs that demand our attention.

Would your day be a bit brighter if everyone said "good morning" and meant it? If, when you were telling a story, people really listened and allowed you to complete each sentence without interruption and asked you thoughtful and pertinent questions? Dale Carnegie compares nourishing a person's self-esteem to their stomach, "People would think they had committed a crime if they let their families or employees go for six days without food; but they will let them go for six days, and six weeks, and sometimes sixty years without giving them the hearty appreciation that they crave almost as much as they crave food." Do not flatter your superiors, your contacts at the agency you are bidding to or the *barista* at the Starbucks. Express sincere gratitude for that person's positive impact on your daily life. You would notice if they were gone or did not do their job the way you expected.

Let's look at this scenario:

Chris loves working for his company. He is dedicated, thoughtful, dependable, and fantastic at what he does. Unfortunately his bosses and coworkers have become very accustomed to Chris' being their "go-to guy." When he was first hired everyone would comment on his skill, friendliness, and desire to truly help. Now, years later, no one says much of anything. Chris works long hours and is often the person who gets the hardest work. Everyone knows he will never let them down. After many, many long nights and difficult proposals full of challenging SMEs, book bosses, capture managers, print vendors, inadequate staffing, weekends with no air conditioning, and server malfunctions, Chris is at the end of his rope. The last person left three hours ago. He is all alone, facing a daunting task and the expectation that he will never let anyone down — ever. Chris is tired, becoming very angry, and feeling like no one cares about him or his contribution to the success of his company and his peers. If he left right this second, not only would his boss get in trouble, but the team would not get their proposal in on time, the company would lose billions of dollars, and hundreds of people (people he would never meet anyway) would lose their jobs. If he hit the delete key right this second, all those things would happen, and he could go home. Chris reconsiders and finishes his work. The next morning he comes in a little late, and the first person he sees tells him he misspelled the CEO's name on the SF-33. A light in Chris' tired eyes comes on, and he grabs the leftover pizza box from the night before. He climbs atop the printer and threatens everyone in earshot that the pizza has moments to live unless someone, anyone, can say one nice thing about everyone else in the room, including him.

People everywhere need (and it is a basic need like food or shelter) to feel that they count, that they positively affect the world around them.

Strategy:

This is a feeling everyone has felt – underappreciated to the point of breaking. In this situation you feel that nothing you ever do matters, or at least no one else says it does. Others who do less work, take less pride in their actions, or complain more than you – the "squeaky wheels" – are the ones who garner the most attention. People everywhere need (and it is a basic need like food or shelter) to feel that they count, that they positively affect the world around them. It can be hard to praise or appreciate a coworker who never seems to do anything well but try this equation: for every genuine criticism give them two "atta boys" – two things that they are doing correctly or two things that are positive about them. When you do have to correct someone, make sure your criticism is constructive and you have documented evidence that a person or a process has broken down or underperformed. Be as objective as you can and phrase your assessment positively. Unjustified or apparent unjust criticism can breed resentment. Always “seek first to understand then be understood” (Covey). When giving praise or condemnation, try to see things from the other person’s point of view. There may be a very specific reason your department does not order paper with prepunched holes or why the new intern is always falling asleep. Too often we “simply assume that the way we see things is the way they really are or the way they should be” (Tracy). Be open to understand people and don’t judge them against your own opinions or preconceptions.

When you take full responsibility for feeling how you feel (only you can make yourself angry or calm, happy or unhappy), you must also honestly identify why you are feeling underappreciated. Are you really working as hard as you think? Do you have metrics to back up your assertions? Are you really working harder than your coworkers? Do you remember to appreciate them too?

Too often we simply assume that the way we see things is the way they really are or the way they should be.

Work and the difficulties associated with work (and life too) are very relative. Some people like working late, some physically can not. For younger colleagues missing a Saturday night date feels like the end of the world, for older staff it may not matter as much. It is impossible to quantify just how demanding one hour of life is for one individual versus another. If you are still feeling underappreciated but are not sure why, try this: smile. Another silly idea, right? “People who smile,” according to University of Michigan psychologist James V. McConnell, “tend to manage, teach, and sell more effectively, and to raise happier children.” Practice smiling in the mirror in the morning while brushing your teeth or while in rush hour. If smiling does not come easy to you put a pencil in your mouth parallel to your teeth. You will start working the muscles around your mouth immediately, and if you happen to catch yourself in the mirror or a coworker sees you, you will die laughing – smiling all the way.

The opinionator.

Every organization, no matter how large or small, needs clear lines of communication, as well as clearly defined roles, responsibilities, and expectations. In the Air Force, a Second Lieutenant knows his or her direct report is a First Lieutenant, then a Captain, a Major, and so on. Unfortunately, in corporate America, roles and communications between those roles are often muddled. Out of these arachnid-like organization charts come miscommunication, confusion, and the opinionator. The opinionator appears to have no specific job function or place in an organization, rather they seem to float and as they do so, they interject, correct, befuddle, bore, and sometimes anger other persons with more specific or apparent roles. Sometimes an opinionator has an official function but is seemingly unable or unwilling to do it. In this case, an opinionator can become a roadblock to completion, the last and only person who can authorize sometimes a very important and sometimes a trivial request. Inevitably an opinionator is nowhere to be found when needed but is always available when there is work to be done – by other people.

In the movie “Office Space,” the main character, Peter, has at least five bosses, all interjecting similar information with their specific flair into his workday, utterly destroying his ability to work. Peter quips that he, “in a given week” does “only about 15 minutes of real, actual work.” Presumably if Peter had a clearer view of whom he was reporting to and receiving work from, he would do more “real, actual work.”

Let’s look at this scenario:

You are in the middle of writing the fifth of 500 resumes for a proposal due in a month. You have just hit your stride when Mary walks up behind you. She does not like the font you are using. You explain that the font was given to you by the graphic designer who in turn had it approved by the capture manager who actually loves it. “Well,” she says, nonplussed, “I don’t like serial commas.”

As you turn around to further debate the merits of style sheets, she has already left. Later, you are getting hungry and notice that it is after the typical time for lunch to arrive. You find your proposal manager who explains that lunch may be late or not happening at all because he could not find Joe to approve the order. You have decided to try your luck with the vending machine and arrive just in time to find three other authors trapped in an interminable conversation with Bill about his time in the war. Which war you are not sure, but Bill is a talker and it takes you and your compatriots 20 more minutes to extract yourself from the conversation and make it back to your now cold cup of coffee and bag of vending machine pretzels. Then it is back to your resumes.

> *Do not assume someone is absolutely wrong and do not say they are wrong. They may simply be reacting with a different set of predispositions or knowledge.*

Strategy:

Opinionators come in all shapes and sizes but generally appear to eschew any "real, actual work" and do their best to convert you to their ways. The first step to minimizing opinionator-itus is to have a clear understanding of who is involved in the proposal process and what exactly they are to do and when. Make sure you have an enforcer – someone whose job is taskmaster. Sometimes this is a proposal manager or coordinator; sometimes it is someone else entirely whose sole purpose is to ensure the process is streamlined and that milestones are met.

For opinionators who resist all tactful exits to uncomfortable situations, try a "straw man" approach. Do not address the person directly and avoid any unnecessary confrontation or miscommunication. Create an imaginary third person who may or may not have an opinion that differs from theirs. For instance, you do not agree with Rose's method for book check but know that she would immediately become defensive if criticized. Instead of addressing her directly say, "Some people might like looking at one book at a time instead of two or three, even though it takes longer." This allows the other person to consider another opinion that does not appear to be a direct criticism. Always be positive with your Straw Men! Offer other positive or neutral options rather than attacking the one in question.

Do not assume someone is absolutely wrong and do not say they are wrong. They simply may be reacting with a different set of predispositions or knowledge than you currently possess. They may need to be educated but certainly not demeaned. While Covey tells us "don't argue for other people's weaknesses. Don't argue for your own. When you make a mistake, admit it, correct it, and learn from it – immediately." It is not as easy to see your own faults as someone else's. Believe that you have faults and at some point others have chosen not to point them out or done so in a manner that was less abrasive. Give your coworkers the benefit of the doubt and work with them to create a more harmonious work environment.

Conclusion

Many remedies to saving yourself from stress (in life, in work, during proposals…) are internal and they are hard. It is incredibly difficult to be accountable to yourself, outwardly appreciate other people, and tactfully help others become better people when it seems that the world is doing just the opposite – conspiring to make your commute longer, your customer service experience nastier, and your next proposal unforgiving at best. While nothing changes overnight, try implementing these ideas in small ways. Try chatting with your doorman and smiling at the dry cleaner. Walk into meetings believing that you will get all the things on your list accomplished. Smile more. These tips will not make long hours disappear forever or solve frayed nerves and bad coffee, but they will help you feel better. And if you feel better, work will start to become easier and suddenly being stuck in traffic is a great excuse to listen to your favorite music rather than a waste of time. "Happiness doesn't depend on any external conditions, it is governed by our mental attitude" (Carnegie).

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Colleen Jolly is a Principal at 24 Hour Company, a professional proposal graphic and production company in Falls Church, VA. Ms. Jolly is also responsible for Book Composition and Cover Design for the *Journal of the Association of Proposal Management Professionals*. She holds a BA in English and Studio Art from Georgetown University. She can be contacted at colleen@24hrco.com.

APMP: Sixteen Years of Promoting Our Profession (Part I)

by Ali Paskun and John Elder

It all started with a simple question: “Is it time to elevate proposal work to the status of a profession?” The answer would see an Association founded, chapters formed, publications started, and initiatives put in place. All of these events would not only raise those who worked in the proposal field to the status of recognized professionals, but they would provide many opportunities to advance the profession and influence how the field as a whole would develop.

It all started with a simple question: “Is it time to elevate proposal work to the status of professional?”

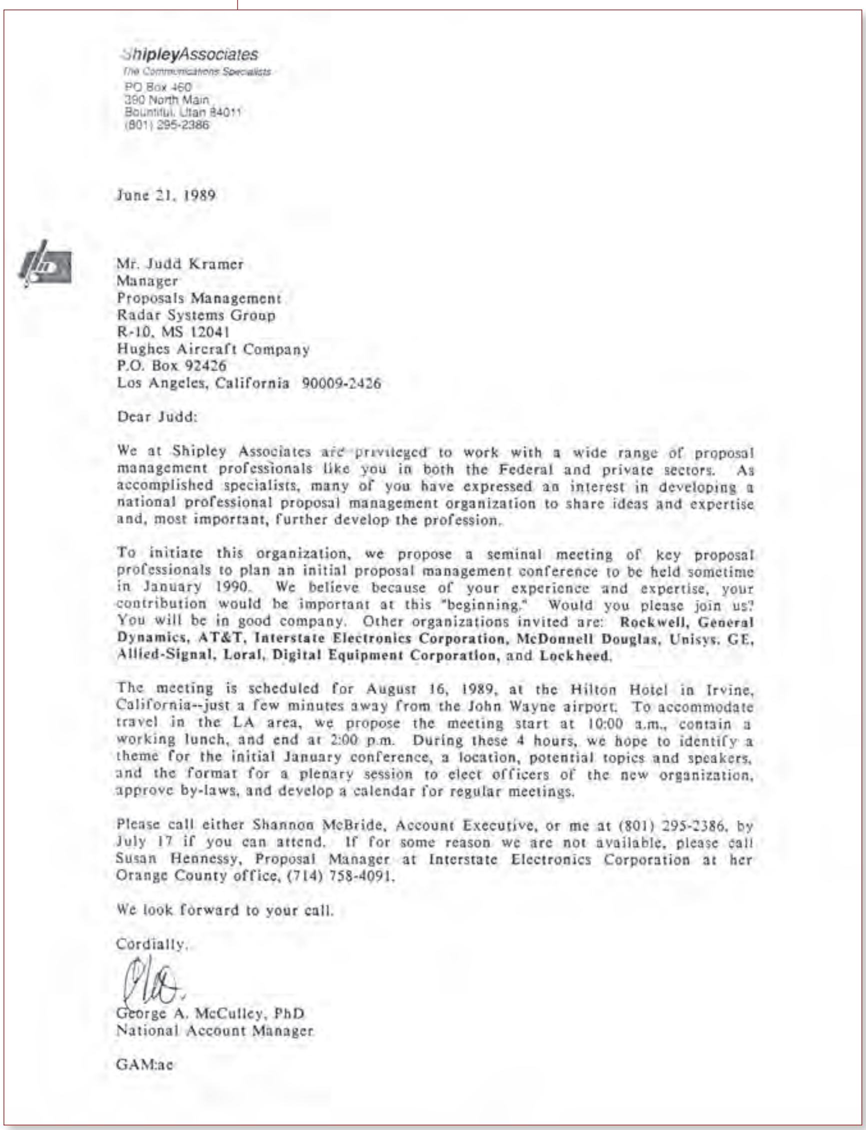
On June 21 1989, the following letter was sent by George A. McCulley, PhD, National Account Manager, announcing a meeting of an ad hoc planning committee to discuss forming a national association for proposal professionals:

“We at Shipley Associates are privileged to work with a wide range of proposal management professionals like you in both the Federal and private sectors. As accomplished specialists, many of you have expressed an interest in developing a national professional proposal management organization to share ideas and expertise and, more important further develop the profession.

To initiate this organization, we propose a seminal meeting of key proposal professionals to plan an initial proposal management conference to be held sometime in January 1990. We believe because of your experience and expertise, your contribution would be important at this ‘beginning.’ Would you please join us? You will be in good company. Other organizations invited are: **Rockwell, General Dynamics, AT&T, Interstate Electronics Corporation, McDonnel Douglas, Unisys, GE, Allied-Signal, Loral, Digital Equipment Corporation,** and **Lockheed**.

This meeting is scheduled for August 16, 1989, at the Hilton Hotel in Irvine, California – just a few minutes away from the John Wayne airport. To accommodate travel in the LA area, we propose the meeting start at 10:00 am, contain a working lunch, and end at 2:00 p.m. During these 4 hours, we hope to identify a theme for the initial January conference, a location, potential topics and speakers, and the format for a plenary session to elect officers of the new organization, approve by-laws, and develop a calendar of regular meetings” *(see Figure 1).*

The Association was founded on August 14, 1989. The initial Board of Directors, Stephen P. Shipley, Shannon McBride, and George McCulley, signed the Articles of Incorporation for the



ShipleyAssociates
The Communications Specialists
PO Box 460
390 North Main
Bountiful, Utah 84011
(801) 295-2386

June 21, 1989

Mr. Judd Kramer
Manager
Proposals Management
Radar Systems Group
R-10, MS 12041
Hughes Aircraft Company
P.O. Box 92426
Los Angeles, California 90009-2426

Dear Judd:

We at Shipley Associates are privileged to work with a wide range of proposal management professionals like you in both the Federal and private sectors. As accomplished specialists, many of you have expressed an interest in developing a national professional proposal management organization to share ideas and expertise and, most important, further develop the profession.

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Please call either Shannon McBride, Account Executive, or me at (801) 295-2386, by July 17 if you can attend. If for some reason we are not available, please call Susan Hennessy, Proposal Manager at Interstate Electronics Corporation at her Orange County office, (714) 758-4091.

We look forward to your call.

Cordially,

George A. McCulley, PhD
National Account Manager

GAM:ac

Figure 1. The letter that started it all.

then-named "National Association for Proposal Managers." The Certificate of Incorporation was issued by the Utah Department of Commerce.

Two days later on August 16, 1989, the announced planning meeting was held at the Irvine Hilton and Towers with 28 attendees. According to the meeting minutes, it was decided that these attendees would form the "nucleus of charter members of the organization" *(see Figure 2).* They included:

Figure 2. The Original Charter Members.

- Les Wilmot, Northop Electronic Systems Group – *Anaheim, CA*
- Judd Kramer, Hughes Aircraft Company – *Los Angeles, CA*
- Kurt Rabot, McDonnell Douglas Helicopter Company – *Mesa, AZ*
- Dick White, McDonnell Douglas Space Systems Company – *Huntington Beach, CA*
- Al Gingerich, McDonnell Aircraft Company – *St. Louis, MO*
- Patrick Schmeidler, McDonnell Aircraft Company – *St. Louis, MO*
- Barry Fields, Hughes Aircraft Company – *Los Angeles, CA*
- David Winton, Douglas Aircraft Company – *Long Beach, CA*
- Susan Hennessy, Interstate Electronics Corporation – *Anaheim, CA*
- Ron Lisich, Lockheed Missiles and Space Company, Inc. – *Sunnyvale, CA*
- Howard Nutt, Allied-Signal Aerospace Company – *Phoenix, AZ*
- Chuck Burke, Litton Applied Technology – *San Jose, CA*
- John Matthews, Rockwell International – *Duluth, GA*
- William McRea, Rockwell International – *Anaheim, CA*
- Donna Clifton, Digital Equipment Corporation – *Irvine, CA*
- Nancy Prafke, AT&T – *Aurora, CO*
- Frank Abbott, DuPont Advanced Composites – *Wilmington, DE*
- Gene Talbert, Unisys Corporation – *Camarillo, CA*
- Karen Szymanski, General Electric Electronics Laboratory – *Syracuse, NY*
- James Shuppert, General Electric Company – *Cincinnati, OH*
- Robert "BJ" Lownie, Digital Equipment Corporation – *Merrimack, NH*
- Caitlin Littlefield, IEC – *Anaheim, CA*
- Robert Johnson, Rockwell International – *Downey, CA*
- Dennis Drouillard, General Dynamics – *Ontario, CA*
- George McCulley, Shipley Associates – *Bountiful, UT*
- Stephen Shipley, Shipley Associates – *Bountiful, UT*
- Shannon McBride, Shipley Associates – *Bountiful, UT*
- Lyn LeCrone, Shipley Associates – *Bountiful, UT*

Many of the "original 28" are still active in the Association today.

The Articles of Incorporation and draft bylaws were distributed for review and a new name was adopted: Association of Proposal Management Professionals. Shipley, who was an officer of the First Amendment and Individual Rights Foundation at the time, reported that he had requested and received a commitment for a $5,000.00 grant from the Foundation to help start the Association. A motion to examine other organizations to determine if APMP should become part of an existing professional association was defeated by the attendees *(see Figures 3 and 4).*

As stated in the Minutes of the August 16 Planning Meeting, "Pat Schmeidler, McDonnell Aircraft Company, offered the following purpose for the organization:

> *'To advance the arts, sciences, and technology of proposal management and to nurture and promote the professionalism of those engaged in these pursuits. Also, to serve the needs and professional interests of members and improve public understanding of the profession and its contributions.' "*

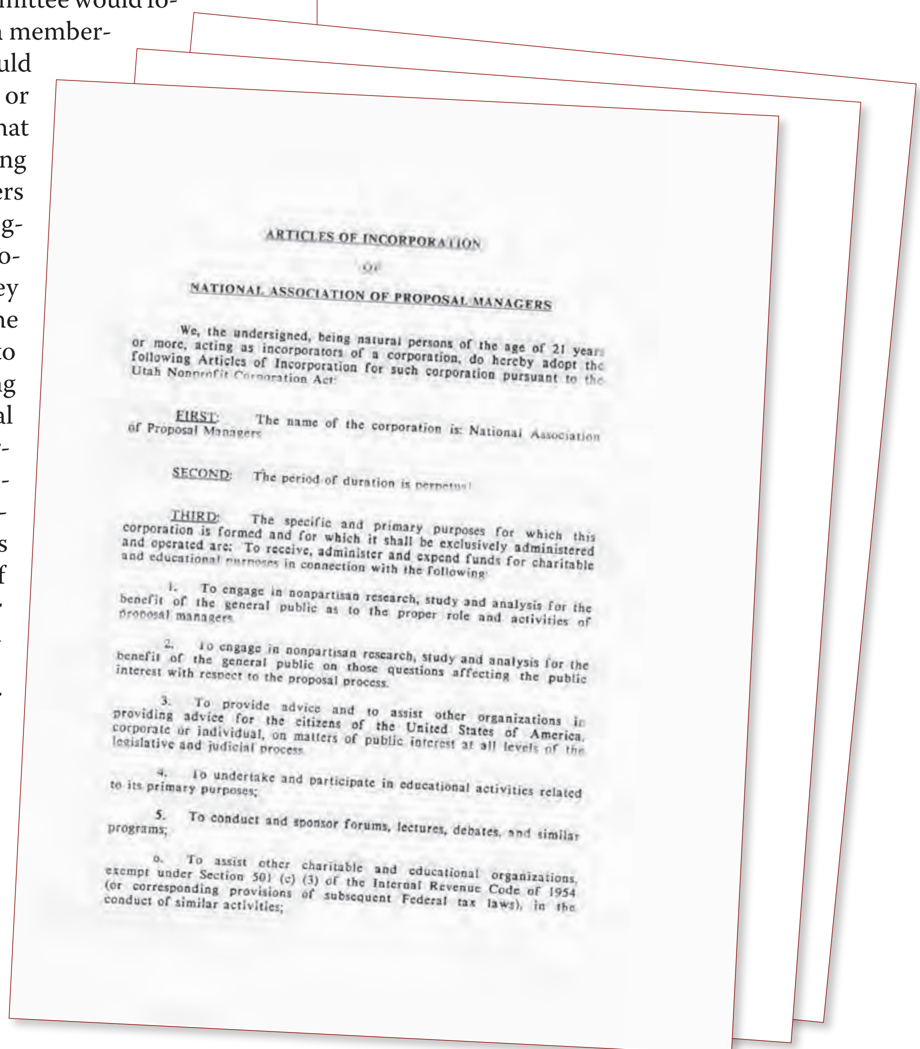
It was "moved, seconded, discussed, and approved that the purpose presented by Pat Schmeidler be adopted as the purpose of the association."

Four committees were formed to further discuss how to develop the association. A By-Laws Committee chaired by Steve Shipley and consisting of six members was formed to facilitate final approved by-laws. A Membership Committee would be chaired by Barry Fields with help from six members. This committee would focus on the purpose of a membership, if the member would represent themselves or their companies, what should be done regarding dues, and if the members should develop a recognition/certification process. George McCulley was made chair of the Program Committee to plan the next meeting with the help of several members; it was determined that corporations would send members if the meetings included some type of information transfer such as a workshop. Finally, Susan Hennessy was appointed chair of the Steering Committee along with eight members to form the Association and develop a plan of action. At this time it was decided to have an all-volunteer Board of Directors; that remained the norm until 1993 when David Winton was hired as Executive Director.

The Certification of Incorporation with the name change was refiled by Steve Shipley on November 17, 1989, and the name change was approved that day.

By March 1990, much had been accomplished. The initial Steering Committee was meeting monthly at the Wells Fargo Bank Building in Laguna Beach, CA. David Winton remembers, "At that time, APMP's treasury was small. The Board of Directors met every other month on a Saturday at the Wells Fargo Bank Community room, where lunch was pizza of course."

Barry Fields had developed the membership database, and the Membership Committee had created the first marketing brochure and a dues structure (it was decided that membership dues would be $50.00) *(see Figure 5).* The By-Laws Committee had completed all steps necessary to have the Internal Review Service designate APMP a 501(c)(6) organization. Ron Richerson was heading up the Finance Committee, which developed the initial operations budget.



ARTICLES OF INCORPORATION

OF

NATIONAL ASSOCIATION OF PROPOSAL MANAGERS

We, the undersigned, being natural persons of the age of 21 years or more, acting as incorporators of a corporation, do hereby adopt the following Articles of Incorporation for such corporation pursuant to the Utah Nonprofit Corporation Act:

FIRST: The name of the corporation is: National Association of Proposal Managers

SECOND: The period of duration is perpetual

THIRD: The specific and primary purposes for which this corporation is formed and for which it shall be exclusively administered and operated are: To receive, administer and expend funds for charitable and educational purposes in connection with the following:

1. To engage in nonpartisan research, study and analysis for the benefit of the general public as to the proper role and activities of proposal managers

2. To engage in nonpartisan research, study and analysis for the benefit of the general public on those questions affecting the public interest with respect to the proposal process.

3. To provide advice and to assist other organizations in providing advice for the citizens of the United States of America, corporate or individual, on matters of public interest at all levels of the legislative and judicial process

4. To undertake and participate in educational activities related to its primary purposes;

5. To conduct and sponsor forums, lectures, debates, and similar programs;

6. To assist other charitable and educational organizations, exempt under Section 501 (c) (3) of the Internal Revenue Code of 1954 (or corresponding provisions of subsequent Federal tax laws), in the conduct of similar activities;

Figure 3. Articles of Incorporation.

August 15, 1989

APPROVED BYLAWS

OF

Professional

~~NATIONAL~~ ASSOCIATION OF PROPOSAL ~~MANAGERS~~ Management

(a Utah non-profit corporation)

ARTICLE I

Offices

1. Business Offices. The principal office of the corporation in the State of Utah. The corporation may have such other offices, either within or without the State of Utah, as the Board of Directors may determine or as the affairs of the corporation may require from time to time.

2. Registered Office. The corporation shall have and continuously maintain in the State of Utah a registered office, and a registered agent whose office is identical with such registered office, as required by the Utah Non-profit Corporation Act. The registered office may be, but need not be, the address of the registered office may be changed from time to time by the Board of Directors.

ARTICLE II

Members

1. The corporation shall have members.

2. Any person, corporation, foundation, labor union, or other organization may become a member of the Corporation upon meeting the qualifications for membership as specified below.

3. There shall be two (2) categories of members:

(a) Individual

(b) Organization

4. Membership dues for each category of membership and the qualification for membership shall be established by the Board of Directors.

Figure 4. By-laws.

Gene Talbert and the Steering Committee brainstormed the initial strategic planning goals (both near term and long term) for the organization. Short-term goals for 1990 included putting in place what was needed to become operational: establishing a place of business and a charter, approving by-laws, electing a Board of Directors, appointing committee chairs and standing committees, enrolling at least 200 members by year's end, creating a financial base, creating an ongoing publication, and having the first national conference. As reported in the June 1990 edition of *Perspective*, it was decided that the long-term goals would be: "…augmenting our physical facilities and equipment; expanding communications capabilities to include electronic mail; an APMP journal and databases; expanding our annual conference to 2-3 days with exhibition space and exhibitors; initiating a technology development program to advance the state of the art of acquisition planning, the proposal process, and supporting technologies; and programs for professional development and recognition of proposal professionals through train-

First - a bit about APMP . . .

APMP was conceived by people who believe that developing proposals is a career worthy of recognition. It was born on August 16, 1989, in Irvine, California by the consensus of those who chose to accept the challenge of promoting this concept among their peers.

At that time, these proposal professionals unanimously agreed that the overall objective of our association would be:

to advance the arts, sciences and technology of proposal management and to nurture and promote the professionalism of those engaged in these pursuits. Also, to serve the needs and professional interests of members and improve public understanding of the profession and its contributions.

APMP goals are tailored to our profession

The primary goal of APMP is to provide an environment in which the needs of our members can be met. These needs were extensively researched. The benefits of your membership in APMP include meeting these needs.

APMP Membership Benefits

✔ IMPROVEMENT

Requirements generation
RFP content and structure
The proposal process
Automation
Evaluation

✔ INTERACTION

Private sector
Government
Academia
International

✔ RECOGNITION

Professional discipline
Acknowledgement of the profession
Standards
Membership status
Professional certification

✔ DOCUMENTATION

Membership directory
National/chapter newsletters
Technical publications

✔ OPEN FORUM

Annual symposium
Publication of papers
Issues resolution

✔ TRAINING

Needs analysis
Workshop and symposia
Preparation for certification

Are you interested in joining us to help APMP achieve its objectives?

APMP is in its most critical phase - its infancy. We need dedicated people to help nurture it to maturity; we need individuals who believe, as we do, that proposal management is a profession to be proud of.

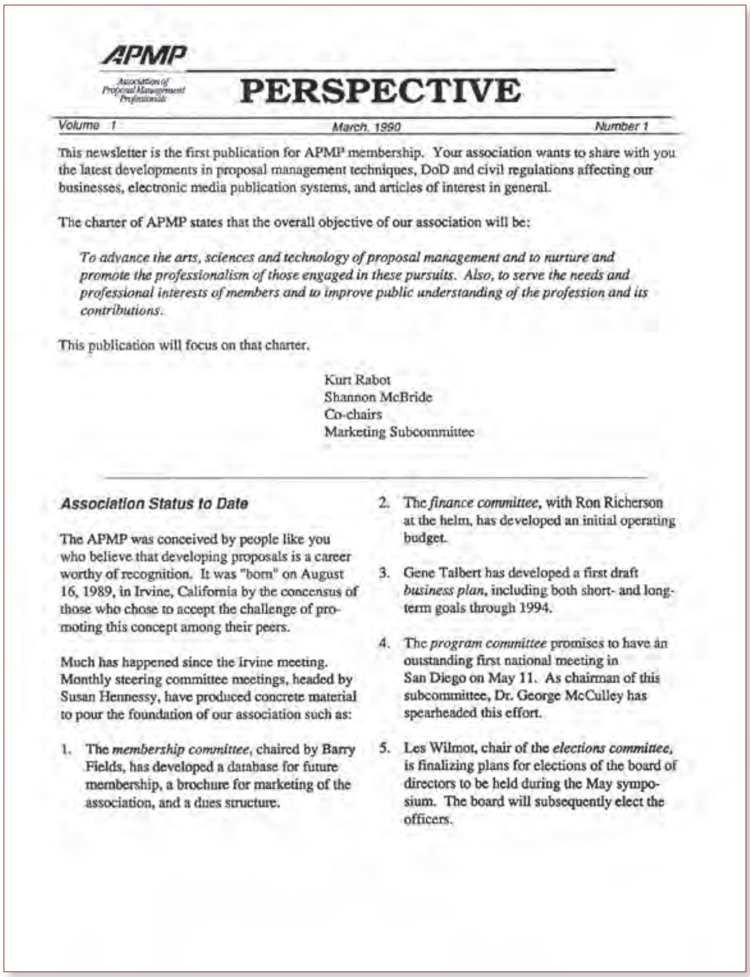
Our profession is becoming more and more critical in this era of shrinking procurement budgets. As members of APMP, we can make a difference. We can improve the process, from better requests for proposals to a more in-depth understanding of how best to respond. We can gain recognition for the role of the proposal professional, highlighting our responsibilities in reducing the costs of producing winning proposals.

We believe the time is right, and APMP is the right vehicle to make it happen. If you agree and would like to participate, mail the attached Request for Information, or call:

APMP
(801) 292-7522
P.O. Box 25409
Anaheim, CA 92825-5409

Our first annual national symposium will be held on May 11 at the Hyatt Islandia, San Diego, Califor

Figure 5. Original APMP Marketing Brochure.



APMP

Association of Proposal Management Professionals

PERSPECTIVE

Volume 1 | March, 1990 | Number 1

This newsletter is the first publication for APMP membership. Your association wants to share with you the latest developments in proposal management techniques, DoD and civil regulations affecting our businesses, electronic media publication systems, and articles of interest in general.

The charter of APMP states that the overall objective of our association will be:

To advance the arts, sciences and technology of proposal management and to nurture and promote the professionalism of those engaged in these pursuits. Also, to serve the needs and professional interests of members and to improve public understanding of the profession and its contributions.

This publication will focus on that charter.

Kurt Rabot
Shannon McBride
Co-chairs
Marketing Subcommittee

Association Status to Date

The APMP was conceived by people like you who believe that developing proposals is a career worthy of recognition. It was "born" on August 16, 1989, in Irvine, California by the concensus of those who chose to accept the challenge of promoting this concept among their peers.

Much has happened since the Irvine meeting. Monthly steering committee meetings, headed by Susan Hennessy, have produced concrete material to pour the foundation of our association such as:

1. The *membership committee*, chaired by Barry Fields, has developed a database for future membership, a brochure for marketing of the association, and a dues structure.
2. The *finance committee*, with Ron Richerson at the helm, has developed an initial operating budget.
3. Gene Talbert has developed a first draft *business plan*, including both short- and long-term goals through 1994.
4. The *program committee* promises to have an outstanding first national meeting in San Diego on May 11. As chairman of this subcommittee, Dr. George McCulley has spearheaded this effort.
5. Les Wilmot, chair of the *elections committee*, is finalizing plans for elections of the board of directors to be held during the May symposium. The board will subsequently elect the officers.

Figure 6. First Issue of Perspective.

ing, education, certification, career development, and job placement" *(see Figure 6).*

In addition, the Program Committee was preparing for what would be the First National Conference scheduled for May 1990. An Elections Committee, chaired by Les Wilmot, finalized plans to hold elections of the first Board of Directors during the May conference. Finally, a Marketing Committee, headed by Kurt Rabot and Shannon McBride, had developed the *Perspective* newsletter, a logo design, and letterhead.

The first National Conference was held at the Hyatt Islandia in San Diego, CA on May 10-11, 1990 with George McCulley and the APMP Program Committee as the Conference Chairs. To advertise the conference, an announcement was sent to the original charter members and a mailing list of proposal professionals. The conference fee was $135.00 for a one-day professional conference with a golf tournament the day before. The response was impressive; 135 proposal professionals attended, which raised the total number of APMP members to 157. Officers and Board of Directors *(see Figure 7)* were elected and the APMP by-laws and financial report were approved. Eighty-five attendees completed a conference survey and eighty-four said they would want to attend another conference if one were held the following year (one attendee didn't answer the question.) The conference was declared a success! *(see Figure 8 on page 60.)*

Figure 7. Original Board of Directors.

APMP Job Title Summary

The following information is based upon the job titles listed on APMP membership applications. The job titles that were grouped to make up each job category are given below:

Job Category	Number
Proposal Specialist	50
Manager Proposal Operations	57
Director, Proposal Operations	11
Proposal Manager	35
Consultant	55
Marketing	46
Editor/Writer/Publications	12
Documentation	5
Procurement Advisor	2
"Upper" Management	6
Contracts	3
Not Listed	58

Job Titles

Specialist:	Manager/Director Proposal Operations	Marketing
Proposal Specialist	Proposal Operations	New Business Development
Proposal Coordinator	Proposal Center	Program Development
Proposal Administrator	Proposal Support Group	Acquisition Manager
Proposal Engineer	Proposal Development	Policy Analyst
Proposal Representative	Proposal Production	Accounts Manager
	Proposal Development Training	Marketing Communication
	Proposal Information Services	Marketing Manager
	Proposal Support/Analysis	Government Services Planning
	Proposal Planning & Development	
	Proposal Resources	
	Proposal Coordination	
	Proposal Administration	
	Creative Services	

Figure 9. Sample Form: Job Survey.

The first association initiative was undertaken around this time. Shannon McBride and the newly formed Education Committee surveyed APMP members and asked them to submit copies of proposal-related job descriptions used at their companies. The results of this survey were published and this summary of proposal management job descriptions was sold for $3.00 a copy. This publication became the basis for the APMP Salary Survey *(see Figure 9)*.

That same year Shannon McBride and Kirk Rabot launched publication of *Perspective*, a one-page newsletter scheduled for publication six times a year. In the beginning it focused primarily on keeping the membership updated on the work being accomplished by the various committees. Within a few months, *Perspective* was expanded to four pages and featured articles of general interest to proposal professionals as well as updates on APMP initiatives. In the beginning the newsletter even contained a column for job seekers where "…individuals seeking full time employment can publicize their availability" and a "From Our Membership" column for articles or letters submitted by APMP members. Although it has continued to evolve over the years as the needs of the members changed, *Perspective* is still published today and is available electronically on the APMP Website.

Alexis Park Resort, a non-gaming resort in Las Vegas, NV, was the location for the second National Conference on May 15-17, 1991. Jack Dean was the Conference Chair, and the conference theme was, "Proposal Development: A Total Quality Management Approach to Proposals." The attendance that year was 168, which exceeded the goal of 150 members. As reported in the June-July 1991 issue of *Perspective,* "It also didn't hurt that the weather was gorgeous and some of the Miss Universe contestants were staying at the hotel." There were 20 sessions with 23 presentations given by 32 APMP members. Topics included: proposal methodologies and disciplines, proposal management techniques, cost proposals, and production *(see Figure 10).*

Steve Shipley and Shannon McBride facilitated an exercise during the opening session that involved 128 conference attendees. The exercise was designed to accentuate the need to use a

APMP *Association of Proposal Management Professionals*

SECOND ANNUAL CONFERENCE OF THE ASSOCIATION OF PROPOSAL MANAGEMENT PROFESSIONALS

DATE: Thursday and Friday, May 16 and 17, 1991 at the Alexis Park Resort in Las Vegas, Nevada.

HOW TO REGISTER: Complete the registration form on the back of this brochure. Conference fees are $200 for members and $220 for non-members when registering by mail. We have an additional registration category called the "Conference Pack" which will include first 1-year membership for new members or automatic renewal of next year's membership for current members. Save by pre-registering; fees when registering at the conference will include an additional $30.

HOTEL RESERVATIONS: For hotel reservations, complete the enclosed reservation form, or contact the Alexis Park at (800) 582-2228 or (702) 796-3300. If reservations are made by phone, be sure to ask for the **APMP** *conference rates. Confirmed single or double suite rates are $79 per day. Alexis Park has kindly extended these rates for two days before and after the conference.*

CAR RENTALS: For auto rental, call General Rent-A-Car at (800) 327-7607 or (702) 739-1954. Be sure to ask for the **APMP** *conference rates.*

PLANNED APMP SOCIAL EVENTS: The association is planning three social events on Wednesday, May 15th. There will be golf and tennis tournaments in the afternoon, and the Conference Registration and Opening Social in the evening. Further details on the tournaments will be announced in the **APMP** *Perspective. For the golf tournament, contact Barry Fields at (213) 335-5551 or FAX (213) 690-0031. For the tennis tournament, contact Susan Hemmey at (714) 758-4051 or FAX (714) 738-4148.*

Association of Proposal Management Professionals invites you to attend our second annual conference.

Program theme for this conference, *Proposal Development: A Total Quality Management Approach To Proposals*, is reflected in our very diverse agenda.

Maximize your professional development by discovering the proven techniques that fellow association members use to reduce cost, improve quality, and solve problems. Also, learn what is being done to make proposal management a recognized career track, and what you can contribute to that objective.

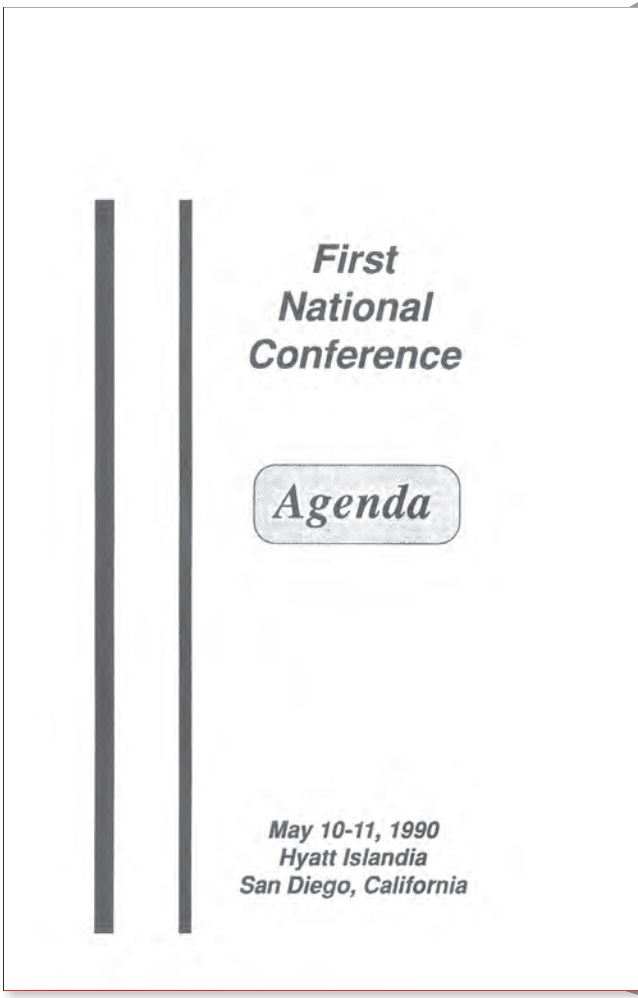
Presentations, demonstrations, and workshops on the latest techniques and practices in all facets of proposal preparation are on the agenda. Participate and share your interests and concerns with others in your profession. This is a perfect opportunity to establish your network with other association members.

My primary objective in developing this year's conference agenda was to help all members continue developing proposal management as a recognized profession through cross-fertilization of techniques and disciplines. Presentations, demonstrations, and workshops on the latest, innovative proposal development practices are planned.

I would like to thank everyone for this opportunity to be of assistance to the association.

Jack Dean,
Chair—Programs

Figure 10. Second National Conference.


First National Conference

Agenda

May 10-11, 1990
Hyatt Islandia
San Diego, California

"We must change the perception of proposals management from a 'sweat-shop' to one that is closely associated with the financial heartbeat of the company."
What Needs To Be Done To Make Proposals Management a Recognized Profession? Kurt Rabot

"What is it that evaluators now expect in cost volumes? At the very least, evaluators expect volumes that are both understandable and easy to evaluate."
New Directions in Cost Volumes, Tom Block

"Does proposals management require great skill? Does proposals management necessitate a certain level of education? Of management capability? Of scheduling and budgetary expertise?"
Why Is Proposals Management a Profession? Sil Engilman

Figure 8. Selections from the First National Conference.

proven proposal management methodology and to demonstrate how interacting with other APMP members as well as the Association's leadership could help improve proposal quality.

One of the goals of APMP at this time was, and still is, to increase membership, and with the rise of membership comes the need to create local chapters to promote growth of the association and encourage communication among members. Developing local chapters is considered essential because these groups provide these benefits:

- Networking
- Focus into the immediate needs of the chapter membership
- An available forum for presentation of proposal-related issues
- A working environment to further the objectives of APMP
- Develop relationships among special interest groups of proposal professionals (e.g., graphic artists)

The first local chapter was the Valley of the Sun chapter in Phoenix, AZ that was formed by Howard Nutt in 1991. The members met during the second national conference in Las Vegas, NV and agreed to begin meetings in mid-July. The agenda for the first meeting would include a networking session, a discussion on forming the chapter, and setting chapter goals. Members from Tally Industries, Intel, Digital Equipment Corporation, Dynamic Sciences, Honeywell, McDonnell Douglas, and several divisions of Allied-Signal Aerospace

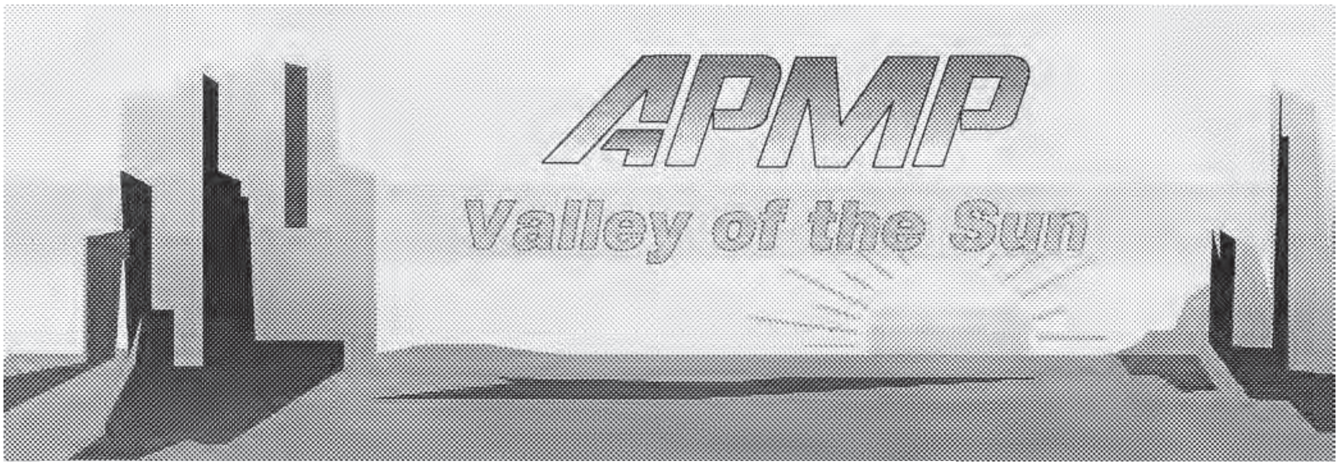


Figure 12. The First Local APMP Chapter: Valley of the Sun.

Company participated in starting this milestone chapter *(see Figure 12).*

Meetings were conducted monthly as Arizona members brainstormed ideas of what their chapter should be. They rotated the meetings, with each founding member sponsoring a meeting at his or her company. Not only did they have an opportunity to discuss plans for this initial APMP chapter, but it also provided time to view each other's facilities and gather some lessons learned from other proposal professionals.

Also in 1991, APMP members were invited to participate in a Fall Symposium sponsored by the LA/South Bay Chapter of the National Contract Management Association held on November 14 at the Hacienda Hotel in El Segundo, CA. Speakers from APMP participated in two conference sessions: "Evaluating the RFP:Deciding Bid" and "Writing the Winning Proposal."

To Be Continued: The second installment of this article will appear in the next issue of the Journal. It will include the success of the various APMP Conferences and Symposia, as well as the formation of the APMP chapters.

John Elder has been with CACI International Inc. in Arlington, VA since 1998 and is currently the Presentations and Proposal Production Manager. Prior to joining CACI, he worked as a Proposal Coordinator for five years. Mr. Elder currently serves as Managing Editor of the *Journal of the Association of Proposal Management Professionals*. He holds a BA in English and an MA in Journalism from the University of South Carolina. He can be contacted at jelder@caci.com.

Ali Paskun has extensive proposal experience working as a coordinator, writer, editor, and manager. She currently is the Lead Proposal Manager at Technical and Management Services Corporation (TAMSCO) in Calverton, MD. Ms. Paskun is the Books Editor for the *Journal of the Association of Proposal Management Professionals* and serves on the APMP Board of Directors as Government Liaison. She holds a BS in Communications from the University of Maryland, University College. She can be contacted at apaskun@tamsco.com.

"To advance The Arts, Sciences, and professionalism of those engaged in members and improve public

November 17th:
Name change was approved and the Association of Proposal Management Professionals was officially formed.

June 21st:
A Letter was sent by George A. McCulley, PhD, National Account Manager announcing a meeting of an ad hoc planning committee to discuss forming a national association for proposal professionals.

1 9 8 9

August 16th:
An Announced Planning Meeting was held at the Irvine California Hilton and Towers with 28 attendees who became the original Charter Members.

August 14th:
The Association was founded. The initial Board of Directors, Stephen P. Shipley, Shannon McBride, and George McCulley, signed the Articles of Incorporation for the then-named "National Association for Proposal Managers."

May 10-11th:
The First National Conference was held at the Hyatt Islandia in San Diego, CA.

1 9

March:
Initial Steering Committee was held at the Wells Fargo Bank Building in Laguna Beach, CA.

Technology of Proposal Management and to nurture and promote the these pursuits. Also, to serve the needs and professional interest of understanding of the profession and its contributions."

May:

First Association Job Survey was completed by the Education Committee.

March:

The First Issue of *Perspective* was published.

90

1991

July:

The first local chapter, the Valley of the Sun, was formed by Howard Nutt in Phoenix, AZ.

May 15-17th:

The Second National Conference was held at Alexis Park Resort in Las Vegas, NV.

November 14th:

APMP members were invited to participate in the Fall Symposium of the LA, South Bay Chapter of the National Contract Management Association.

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Note: Archive articles are posted in PDF format at the APMP Website, www.apmp.org.

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APMP ALLIANCES

BUSINESS DEVELOPMENT INSTITUTE INTERNATIONAL *www.bi-institute.org*

The Business Development Institute International (BD-Institute) is a non-profit organization, dedicated to promoting business development excellence through the Business Development Capability Maturity Model (BD-CMM®) and providing direct support and services to BD-CMM® users and service providers. The BD-Institute is sponsored by the Association of Proposal Management Professionals (APMP) and Shipley Associates, with financial support from Shipley Associates.

SOCIETY OF COMPETITIVE INTELLIGENCE PROFESSIONALS *www.scip.org*

The Society of Competitive Intelligence Professionals (SCIP) is a global nonprofit membership organization for everyone involved in creating and managing business knowledge. Our mission is to enhance the skills of knowledge professionals in order to help their companies achieve and maintain a competitive advantage.

SOCIETY FOR TECHNICAL COMMUNICATION (STC) *www.stc.org*

STC is an individual membership organization dedicated to advancing the arts and sciences of technical communication. It is the largest organization of its type in the world. Its 18,000 members include technical writers and editors, content developers, documentation specialists, technical illustrators, instructional designers, academics, information architects, usability and human factors professionals, visual designers, Web designers and developers, and translators - anyone whose work makes technical information available to those who need it.

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Review-Book	Paskun, Ali	*Changing Minds: The Art and Science of Changing Our Own and Other People's Minds (by Howard Gardner)*
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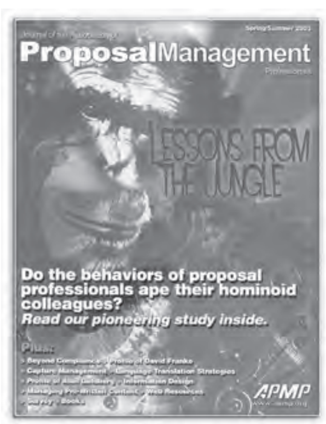

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Packaging	Frey, Robert S.	*Packaging and Managing Proposal Information and Knowledge Effectively*
Profile	Green, R. Dennis	*Looking Back with Edward J. Velton*
Profile	Green, R. Dennis	*Always In Motion – Patty Nunn*
Questions	Herndon, David & Ransone, R.	*Why, When, and How to Ask Questions on Government Solicitations*
Review-Book	Gaither, Joanna Hannigan	*Accidental Magic: Wizard's Techniques for Writing Words (by Roy H. Williams)*
Review-Book	Spangler, Barry	*Proposal Development – How to Respond and Win the Bid (By Bud Porter-Roth)*
To Wit	Fields, Barry	*When Par Isn't Good Enough*
Training	Lownie, B.J.	*Improving the Proposal Team (Improvisational Theatre Techniques)*
Training	Wilson, Greg	*Proposal Training for Organizations*
Trends & Views	Devore, Chuck & Moler, T.	*US DoD B&P on the Rise: What Does It Mean?*
Writing	Sokolow, Jayme	*Taking the Arrogance Out of Proposal Writing*

Spring/Summer 2002

Capture Mgmt	Pugh, David G.	*A Bidder's Dozen: Golden Rules for Winning Work*
Leadership	Amrhein, Tom	*Failure to Lead, Leads to Failure: The Art of Proposal Management*
Philosophy	Sokolow, Jayme	*Fredrich Nietzsche? For Proposal Professionals?*
Production	Kelman, Suzanne	*Proposal Production: A Primer on Quality Drivers, Lead Times, and Production Task Scope*
Products-Commerce	Wilson, Greg	*Developing 'In-house' Proposal Tools*
Profile	Green, R. Dennis	*The Proposal Industry Council*
Review-Book	Parks, Jennifer	*Sales Proposals Kit for Dummies (by Bob Kantin)*
Review-Book	Peterman, Todd	*Shipley Associates Proposal Guide for Business Development Professionals (by Larry Newman)*
Review-Book	White, Mark	*Win Government Contracts for Your Small Business (by DiGiacomo and Kleckner)*
Security	Cavanaugh, Tom	*Computer Security from a Proposal Perspective*
Security	Rhea-McKenzie, Denise	*Proposal Security 101: Basics of Managing Competition Sensitive Data*
Service-Learning	Munger, Roger	*Workplace-Classroom Collaborations [Internships]: A Role for Service Learning in Proposal Development*
To Wit	Gregory, Eric	*Reeling in the Big Ones (Lessons from Fishing)*

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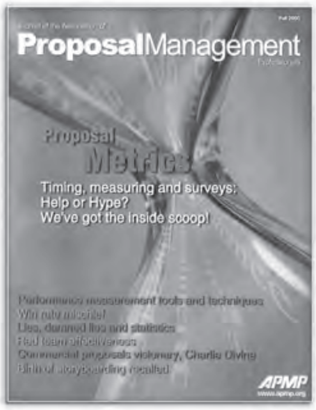
Electronic Procurement	Irby, Gay T.	*The Electronic Procurement Revolution [NASA]*
History	Sokolow, Jayme	*Nineteenth Century Contracting Foibles in the Building of America's Canals*
How-To	Eassom, Dick	*MS Word Power*
How-To	Herndon, David H.	*RFP Response Mapping and Compliance Identification*
Products-Commerce	Wilson, Greg	*RFP Master Product Demonstration Review*
Profile	Green, R. Dennis	*Michael J. Ianelli – A Business Development Virtuoso*
Recruitment	Siskind, Jon	*Bidding for the Best and Brightest: Recruiting and Hiring Top Quality Proposal Professionals*
Review-Book	Bennington, Amy	*Government Proposals: Cutting through the Chaos (by Rebecca Shannon)*
Review-Book	Bielak, Susan	*Successful Proposal Strategies for Small Businesses, 2nd Ed. (by Robert Frey)*
Telecommuting	Greer, Sherri R.	*Telecommuting and the Proposal Manager*
Trends & Views	Dean, Roger	*Demise of Dinosaurs*
Web	Ognibene, Peter J.	*Net-working the Web*

Fall 2001

Best Value	Dempsey, David B.	*Best Value Proposals Under OMB Circular A-76*
Best Value	Mickaliger, Michael J.	*Best Value Contracting: Selection by Perception*
Cost Control	Turnbull, Duane	*Tips to Cutting Proposal Costs*
Cost Proposals	Dean, Roger	*Dollars and (Non)Sense [Trends & Views]*
Cost Proposals	Newman, Larry	*Developing Cost Price Data [Proposal Guide Excerpt]*
Cost Proposals	Oyer, Darrell J.	*Developing Cost Estimates for Proposals to the Government [Book Excerpt]*
Cost Proposals	Snodgrass, Alan	*CAIV: Cost As an Independent Variable*
Nonprofits	Sokolow, Jayme	*Nonprofit Lessons for the Business World*
Products-Commerce	Wilson, Greg	*Proposal Automation Products – Product Survey*
Profile	Green, R. Dennis	*Perpetual Youth: Story of Lou Robinson and Gene Dawson*
Review-Book	Casey, Ann Marie	*The Strategy and Tactics of Pricing: A Guide to Profitable Decision Making (by Nagle & Holden)*
Review-Book	Napolitano, Jennifer C.	*Writing for a Good Cause: The Complete Guide to Crafting Proposals and Other Persuasive Pieces for Nonprofits (by Barbato & Furlich)*
Review-Book	Parks, Jennifer	*The Great Wave: Price Revolutions and the Rhythm of History (by David Hackett Fischer)*
To Wit	Mar, Jen	*Proposal Phobias: Revelations and Cure*

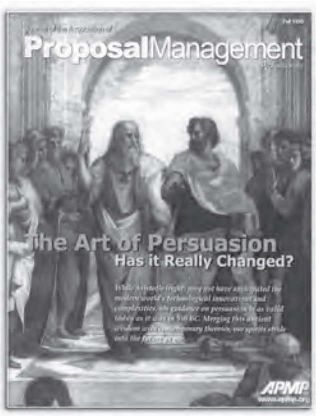
SPRING 2000

Case Study	Miller, Robert L.	*An Architectural Proposal in the Modern Vein [An A/E/P Procurement]*
Case Study	Rhea-McKenzie, Denise	*A Virtual Private Network Case Study [Litton PRC Defense Systems]*
Electronic Procurement	Jacobs, Barry E.	*How Electronic Handbooks are Changing the Way Federal Agencies Manage Grants and Contracts [DOJ & NASA]*
Electronic Procurement	Nunn, Patricia A.	*Federal Electronic Procurement, Past and Future: Feeding 'Need for Speed'*
History	Sokolow, Jayme	*Pioneers in Virtual Reality: From Ancient Pompeii to Modern Baseball*
International	McFarlane, Eileen Luhta	*Developing International Proposals in a Virtual Environment: A Cultural and Personal Perspective*
Products-Commerce	Dickson, Carl	*Web Technology – Trends to Watch*
Profile	Green, R. Dennis	*Spotlight on Marianne Gouveia*
Profile	Rider, Rick & Green, R. Dennis	*Steve Shipley: CEO, Shipley Associates, Inc.*
Review-Book	Maddry, Lisa M.	*How to Write a Statement of Work -4th Ed. (by Peter S. Cole)*
Review-Book	Parks, Jennifer	*The Elements of Technical Writing (by Gary Blake and Robert Bly)*
Small Business	Davis, John	*So What is SBIR/STTR?*
Trends & Views	Dean, Roger	*Virtual Teaming – The Proposal Siren Song*
Writing	Green, R. Dennis	*Web Writing – Using the Write Brain*



FALL 2000

Case Study	Mesing, Paul	*Metrics at NCR's Proposal Center*
Case Study	Salamida, Marietta	*Process Improvement Methodology [Lockheed Martin Federal Systems]*
History	Starkey, Walter S.	*The Beginnings of STOP Storyboarding and the Modular Proposal*
Metrics	Dean, Roger	*Win Rate Mischief [Trends & Views]*
Metrics	Freeman, Rich & Freeman, James S.	*A Metrics Toolbox: Scoring System to Help Evaluate Proposals and Processes*
Metrics	Freeman, Rich & Freeman, James S.	*Proposal Writing Metrics*
Metrics	Martens, Mark	*Performance Measurement and Outsourcing [Informed Comment]*
Metrics	Sokolow, Jayme	*Lies, Damned Lies, and Statistics: The Use and Abuse of Numbers*
Products-Commerce	Wilson, Greg	*A Competitive Intelligence Product Review: Knowledge Works (from Cipher)*
Profile	Green, R. Dennis	*Divine Intervention [Charlie Divine]: Leadership in New Commercial Proposal Paradigm*
Red Teams	Herndon, David H.	*Using Red Teams Effectively – Focus on Basics*
Review-Book	Beeler, Steve	*Technical Writing: A Practical Approach (by William S. Pfeiffer)*
Review-Book	Bragaw, Robert	*American Management Association – Self Development for Success Series*
Review-Book	Giguere, Paul	*Proposal Writing: The Art of Friendly Persuasion (by W. S. Pfeiffer and C.H. Keller, Jr.)*



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Graphics	Horton, William & Horton, Katherine	*Picture-Perfect Proposals: Putting Visual Literacy to Work*
Leadership	Green, R. Dennis	*Leadership as a Function of Power – Gary Yukl Research*
Orals/Pres.	Leech, Thomas	*The "Murphy Foiler" Checklist*
Orals/Pres.	Leeds, Dorothy	*Conquer Speaking Faults and Succeed as a Team*
Orals/Pres.	Pease, Gregory W.	*Persuasive Oral Proposal Presentations*
Persuasion	Dean, Roger	*The More Things Change, the More They Stay the Same [Trends & Views]*
Persuasion	Durack, Katherine T.	*It All Comes Out In The Wash: Persuasion in Technical Proposals – 19th C. Washing Machine Applications [Patent]*
Persuasion	Sokolow, Jayme	*The Darker Side of Persuasion: Stanley Milgram's Experiments on Obedience to Authority*
Products-Commerce	Green, R. Dennis	*Proposal Products: Another Great Proposal Automation Tool*
Products-Commerce	Nix-Karnakis, Nancy L.	*Proposal Room Wall Hanging Systems – Tailor to Suit*
Profile	Green, R. Dennis	*Profile – Steve Myers: Chairman and CEO, SM&A Corporation*
Review-Book	Giguere, Paul	*Franklin Covey Style Guide for Business and Technical Communication, 2nd Ed.*
Review-Book	Sokolow, Jayme	*Visual Explanations: Images and Quantities, Evidence and Narrative (by Edward R. Tufte)*
Review-Book	Sokolow, Jayme	*Envisioning Information (by Edward R. Tufte)*

FALL 1999

Competitive Intelligence	Prescott, John E.	*The Evolution of Competitive Intelligence: Designing a Process for Action*
History	Boren, Tom	*How Industry and Later APMP Made Contributions to Proposal Process*
History	Boren, Tom	*Win Rate Mischief [Trends & Views]*
History	Boren, Tom	*The Impact of Evolving Government Procurement Practices*
History	Boren, Tom	*The Impact of Technology (on Proposal Development)*
History	Sokolow, Jayme	*Renaissance Proposal Managers – da Vinci and Machiavelli*
History	Sokolow, Jayme & Green, R. Dennis	*Wright Brothers' 1908 Proposal for a Heavier-Than-Air Flying Machine*
Products-Commerce	Green, R. Dennis	*Proposal Products: Review of Proposal Automation Tools*
Review-Book	Brome, Nancy J.	*Handbook for Writing Proposals (by Robert J. Hamper and L. Sue Baugh)*
Review-Book	Mitchell, Linda	*Show Me: The Complete Guide to Storyboarding and Problem Solving (by Harry I. Forsha)*
Review-Book	Perri, Rich	*The Anatomy of Persuasion (by Norbert Aubuchon)*
Review-Book	Prichard, Beth M.	*High-Impact Presentations: A Multimedia Approach (by Jo Robbins)*
Trends & Views	Dean, Roger	*From Cave Walls to the Internet: Lots of progress, but are we any better off?*

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