

## ARTICLE 2

### Personality-Driven Proposal Development (PD<sup>2</sup>): Are you Among the Afflicted?

Who has experienced **Personality-Driven Proposal Development (PD<sup>2</sup>)**? If you are in the market of pursuing contracts and grants from the USG, you know what I am talking about. If you are reading this article, congratulations on surviving!

#### What is PD<sup>2</sup>?

*It is an organization's or individual's inability, unwillingness, or unknowingness to follow a structured (yet flexible) proposal development process – during capture (Pre-RFP) and after the bid goes live. The result is an inefficient, costly, and quite painful collection of activities that negatively impacts an organization's competitiveness.*

*In some cases, PD<sup>2</sup> occurs as a result of personalities on both sides of the aisle – from the bidding organization and the individual assigned in the role of Capture/Technical Lead. And sometimes, if you are really lucky, you have multiple, competing personalities, or **MC-PD<sup>2</sup>**, on a bid and the rest of the proposal team no longer knows who to listen to.*

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#### Common Characteristics

- **Walk the Talk.** When a company has a proposal development process/handbook and entry-level staff are the only people who are held accountable for adhering to it...and try, without success, to hold other, more senior staff to the same standards

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- **Shoot First.** Where writers write...and design programs later...maybe
- **The Past is the Past.** The solicitation hits and the outcomes from the pre-solicitation technical proposal design sessions are forgotten, or even worse, ignored
- **Reviewers not Reviewing.** How the most vocal red team reviewer only skimmed the executive summary. Ten minutes before the meeting started

These are some of the most visible signs of PD<sup>2</sup>. Common outcomes include lack of compliance with the solicitation's scope of work, instructions, and evaluation criteria; staff identification of employees/consultants to avoid on the next bid; low employee morale (*particularly your company's potential, future leaders*); and ultimately staff turnover. And nobody...nobody sees a proposal team's emotional scarring from PD<sup>2</sup> that may take months, if not years, to overcome.

Does all this sound a bit too familiar?

### **What if your organization adopts a business methodology that...**

...minimizes PD<sup>2</sup> yet still offers room for creativity, innovation, and flexibility?

...seamlessly integrates capture, technical design, and proposal development functions?

...incorporates 15 + years of BD experience capturing, responding to, and winning USG contracts and grants?

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