Volume 2, Issue 4

July/August 2008

The Association for Proposal Management Professionals - Houston

APMP GREATER HOUSTON CHAPTER

Final Draft

Ethics and Professional Writing

UH-Downtown Professor to Present at Aug. 6 Meeting

Dr. Ann Jennings, associate professor of English and director of the professional writing program at the University of Houston-Downtown (UHD), will discuss ethics related to proposal and other professional writing on Wednesday, Aug. 6, at the next meeting of the Greater Houston Chapter of the Association of Proposal Management Professionals (APMP).

The meeting will begin at 11 a.m. at ABB, 3010 Briarpark Drive, Houston. Admission is $20 for members, $25 for nonmembers, and $15 for students (student ID required), and includes lunch. Seating is limited.

Dr. Jennings' workshop is based on an ethics grant she received recently from the National Endowment for the Humanities (NEH). The workshop will use a casebook example of unethical communication and short writings on ethics to interpret the actions of the decision makers, and participants will look at how this applies to the world of proposal professionals. As a former stock broker and one-time subcontractor for Enron, she will share her experiences regarding ethical dilemmas that proposal writers and other professional writers can face.

Dr. Ann Jennings will speak at the Aug. 6 chapter meeting.

Dr. Jennings teaches undergraduate and graduate courses including instructional design, visual design theory, business and technical report writing, technical editing, and writing for the Web. She is also a consulting editor and has designed and led writing and presentation skills workshops for

Continued on Page 8

Save the Dates and Follow the Links ...

- APMP Houston Chapter Meeting, Wed., Aug. 6, 3010 Briarpark Drive
- APMP Houston Board of Directors Meeting, Wed., Sept. 3, 3010 Briarpark Drive
- APMP Houston Chapter Meeting, Wed., Oct. 1, 3010 Briarpark Drive
- 12th Annual Southern Proposal Accents Conference (SPAC), Fri., Nov. 7, Atlanta, Ga.

Greater Houston Chapter Wins APMP's Programs Award

The Greater Houston Chapter has won this year's APMP Chapter Programs Award in recognition of the Chapter's commitment to bringing top-level guest speakers to discuss issues that are important in the bids and proposal development profession.

The award was announced at the Annual APMP International Conference, held May 27-30 in Rancho Mirage, Calif. Award nominees are judged by a panel comprising APMP's five regional directors. The judging panel then submits its recommendations to the National APMP Board of Directors for approval.

"The APMP Chapter Awards Committee is very pleased to award the Greater Houston Chapter with the APMP Chapter Programs Award for 2007, its 10th Anniversary Year," said Dick Eassom, APMP's Chief Executive Officer and Chapter Awards Selection Committee Chair. "The Chapter demonstrates a continuing program of high-quality presentations relevant to its members."

In This Issue ...

From the Prez 2

Share 'Value' Moments at Proposal Meetings 2

Understanding People's Workplace Behavior 3

Wrap-Up on 2008 APMP National Conference 6

Proposal Podcasts Come to APMP's Website 6

From the Prez: 2 Open Board Positions Need Filling

At the upcoming Aug. 6 meeting, the Greater Houston Chapter will select new chapter board officers. Last year, we revised the bylaws to provide staggered terms for positions.

Nominees for the board positions up for election this summer are:

- **President** – Jeannette Waldie
- **Treasurer** – Fritz Rumscheidt
- **Program Chair** – Open
- **Communications Chair** – Open

Our current Program Chair, Tanya Willis, and our Communications Chair, Michael Kent, will step down once the board positions are filled. There is still time to step up and join a great bunch of folks to make the Houston Chapter one of the top chapters within APMP. So consider stepping forward and put your name in the hat at our general meeting on Aug. 6.

At the recent APMP Conference, the national board announced two new programs that will be greatly beneficial to the Houston Chapter. First, they have restructured the chapter rebate program. This will allow the Houston chapter to receive a larger portion of your membership fee and will allow us to improve our offerings to you locally. Key to this new program is that our local members must have selected "Greater Houston Chapter" as their chapter in their APMP on-line profile. (Please see article in last issue on how to select Houston as your chapter!)

The second initiative is a Chapter Grant Program. This will be extremely helpful to Houston and the other Texas Chapters as we develop ideas for joint programs.

A major change is coming to the APMP website. The Perspective, the Journal, conference presentations and other information resources are migrating to the "Members Only" area of the website. In the future, to access these resources, you will need to log-on. The Knowledge Database is already located in the Members area. So, if you are not yet a member and regularly rely on this information, now is the time to consider joining.

See you soon!

Regards,

Jeannette Waldie, AM.APMP
President,
Greater Houston APMP Chapter
and Central U.S. Regional
APMP Representative

Share a Few 'Value Moments' at Proposal Meetings

By David Wallis

Many companies begin formal meetings with some type of "value moment" discussion. Here are a few topic ideas that you might want to share with your team.

Don't waste paper and ink. Proposals generate a lot of paper. We all need to be conservative in the number of copies we print, especially for things in color. Print double-sided. For simple items like pricebooks, consider whether they really need to be in color or will black and white do? How many people *really* need a hard copy of the finished tender?

Be mindful of security. Tender efforts are full of critical information. We not only have to be mindful of what could leak to the competition, but we also have to be careful not to give our customers proprietary information. Watch out for tender requests for information which customers don't really have a right to. Lock up tender documents in process. Secure your server. Consider who's listening when you're in public.

Be Concise. A great quality tip for any tender team is to simply be concise. Customers don't have time to read huge volumes of material. Don't throw the "kitchen sink" into tenders. Give the customer what they ask for but typically no more. Consider what "attachments" could be

"CD only" to make our binder smaller. Many times, people spend hours looking for lengthy material to copy and paste when they could probably sit down and write a simple answer that would fit better. Remember the old adage, less is more!

Quality tenders matter. A customer once said, "The quality of your tender documents will serve as evidence of the level of service you will provide." What does it say when we don't follow instructions or we are sloppy and provide poorly organized or outdated material? In a restaurant, the quality of the food is paramount, yet the atmosphere and garnishing on the plate help set the stage. We may already have our first impression before we've taken the first bite. Every tender we present to a customer speaks for us. A professional tender response can help raise their perception of us, and even if we don't win this one, we can raise the bar in their mind for the next one.

A customer once said, "The quality of your tender documents will serve as evidence of the level of service you will provide."

Understanding People's Workplace Behavior

By Dr. Robert Pennington
and Stephen Haslam
Resource International

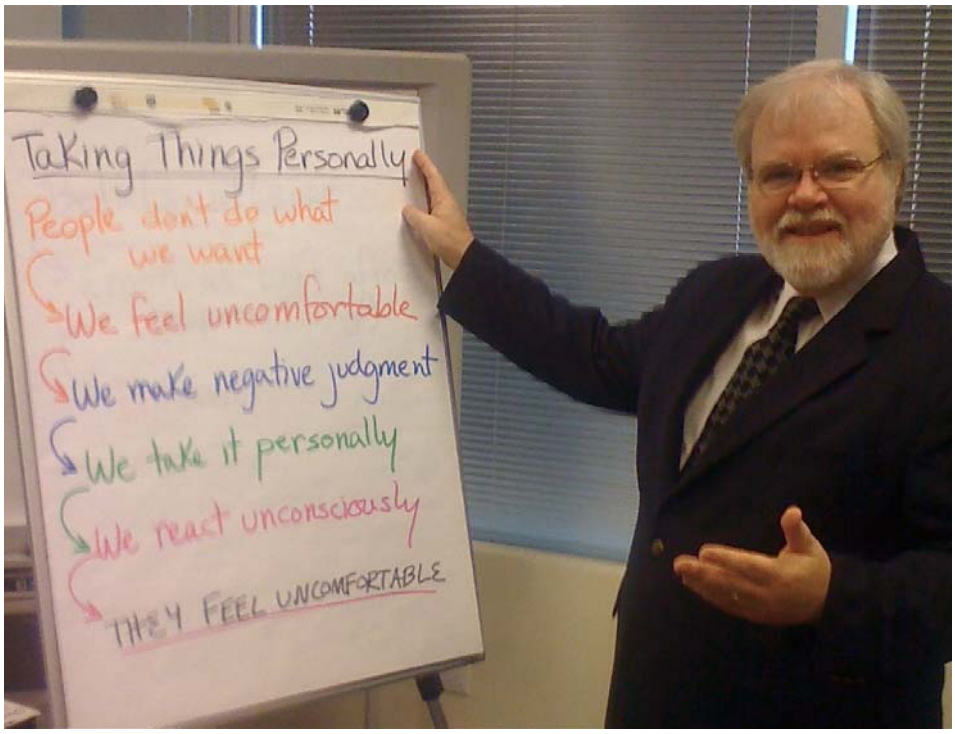
Most people were raised in families in which, whenever there was disagreement, we did not end up closer; instead, we ended up further apart. So most people had to develop unconscious, automatic defense mechanisms to avoid potentially painful disagreements and conflicts. As we all know, for some people the best defense is a good offense.

We learned to react to most differences with discomfort and judgment:

- We feel uncomfortable when people don't do what we want.
- We make an instant negative judgment about their behavior (but also about their motives).
- We take it personally!
- We react unconsciously and automatically in ways that usually make them uncomfortable.

Whenever you ask people to do things that are outside of their normal way of doing things or go against what's familiar to them, you are asking them to make a change. Unfortunately, most people resist change! So it is pretty guaranteed they will feel some level of discomfort with what you want them to do, even if it would be helpful to you and in their own best interests. They will tend to make a negative judgment about you and about your motives. As described previously, they will take your request personally, then think, "You don't understand how difficult/challenging/wrong the change you are asking is." They will react unconsciously in ways that will make you even more uncomfortable. As a result, both of you will be stuck in a Cycle of Conflict© .

Think about one of these people who gets on your nerves or doesn't do what you want. Think about some of the habits they have.



Dr. Robert Pennington, of Houston-based Resource International delivers a key point during his June 4 presentation to the Greater Houston Chapter of APMP. Among the many topics, Dr. Pennington offered suggestions on how to address the dysfunctional behaviors within an organizational culture as well as the challenges of understanding individuals.

Isn't it true that they would be this way whether you were there or not? Right? So, it's not personal, but it can be difficult. Their behavior always tells you more about the other person than it does about you. It's not personal even when they mean it to be.

What happens when there are misunderstandings? Consider this example: What percentage of all the disagreements and conflicts that we experience do you think are caused by misunderstandings? There is no "correct answer." Just get a number in mind for what you believe is true.

Now, focus only on that group of disagreements that are caused by misunderstandings. Ask yourself, "What percentage of *those* are caused because *I* misunderstand?" What number comes to mind this time? For most people it's a much lower number!

In your better moments you may think you have some responsibility. But in the moment of the disagreement what do you think about your position? It's right, right? And when you know you're right, what do you know about them? They're wrong! When you know you are right and you know they are wrong, what's your job? To point it out, of course! Just trying to be helpful.

When you do point out that they are wrong and your are right, what percentage of the time are they grateful? Zero!

Hmmm. There's something irrational about this. But don't we all do it all too often at work and at home. This is because we tend to take their disagreement personally, so we act unconsciously and automatically. The fact

Continued on Page 4

Understanding People's Workplace Behavior

Continued from Page 3

that things only get worse seems not to bother us too much. After all, we are right!

Why People Are Different From You

We often misunderstand other people's motives for why they do what they do. We interpret their behavior in light of what it would mean if we behaved that way. Often we aren't even aware of it because most of our reactions are automatic and unconscious.

There are a number of important conceptual models to know in order to handle our reactions in a more conscious, respectful, productive manner when dealing with people who behave differently than we think is best. These include: The Myers-Briggs Type Indicator, The Waterfall of Cause and Effect, and The Emotional Computer, to name a few.

Myers-Briggs Type Indicator

Carl Jung developed theories about the potentials within us that make us whole human beings. Katherine Briggs and Isabel Briggs Myers developed a model based on Jung's theories to help people recognize our own preferences and understand ourselves and one another better. Their research eventually developed into the Myers-Briggs Type Indicator® (MBTI), the most widely used person styles inventory in the world based on more than 80 years of research.

The insight is that behaviors that are comfortable for one person are the very things that are uncomfortable for someone else.

Some of the examples that are the most obvious between people are the differences between what Jung defined as introverts and extroverts. The common misunderstanding is that all introverts are shy and lacking in confidence while all extroverts are confident and friendly. But the difference between the two has nothing to do with confidence or sociability. The difference is how we generate energy. Extroverts energize themselves by interacting with others and with the world around them. They are drawn to talking to people in order to work things out in their own minds. An extrovert's thinking is often a public experience. When an extrovert has a thought about something, he may start "thinking out loud" immediately, often interrupting others around him. However, an extrovert is often energized by others interrupting him as well. Extroverts gain energy by interacting.

On the other hand, introverts energize themselves by reflecting inwardly. They often turn and share with others what they have already worked out internally, in their own minds. An introvert believes it is only polite to let people finish their thought and often pauses before responding to consider what others have said. An introvert gains energy by reflecting, ideally while alone.

Put the two of them together and you are bound to get misunderstandings. The introvert tries to "think out loud" before he has worked something through in his own mind, trying to get a spontaneous and immediate response. But the introvert tries to reflect silently on the topic in order to get clear, while the extrovert keeps interrupting repeatedly. It seems to the extrovert that the introvert is not interested because the introvert is not interacting. By contrast, it seems to the introvert that the extrovert is not interested in the introvert's viewpoint because the extrovert keeps interrupting with his own thoughts.

To avoid lots of hurt and anger, an extrovert and an introvert have to learn to not take these differences personally, to see the strength in each approach and change some habits in order to pull the best out of each other. For example, an extrovert may learn to e-mail the introvert a brief note to give the introvert time to prepare his thoughts. Similarly, an introvert may learn to qualify his thoughts by saying, "This is just off the top of my head" or "Don't hold me to this." Each example is a small change that can produce huge benefits for an extrovert and introvert working together though they have profoundly different personal preferences for how to work.

This is just the tip of the iceberg when it comes to the many ways in which we are different from one another! For instance, the MBTI addresses innate differences in how everyone generates energy, gathers information, makes decisions and takes actions. Misunderstandings and conflicts can occur with any of these differences if you are not aware of the value of each approach.

The Waterfall of Cause and Effect©

The Waterfall of Cause and Effect outlines how these differences express in our behaviors. It is a basic model developed by RI based on cognitive psychology. Simply, our beliefs determine our emotions, which in turn affect our behaviors, producing results in the world around us. In the following graphic, notice how it's like a waterfall with positive thoughts producing positive emotions down to effective results, while negative thoughts flowing down to producing ineffective results.

The Waterfall of Cause and Effect model

The Emotional Computer©

The Emotional Computer is another model that visually represents in a flowchart form

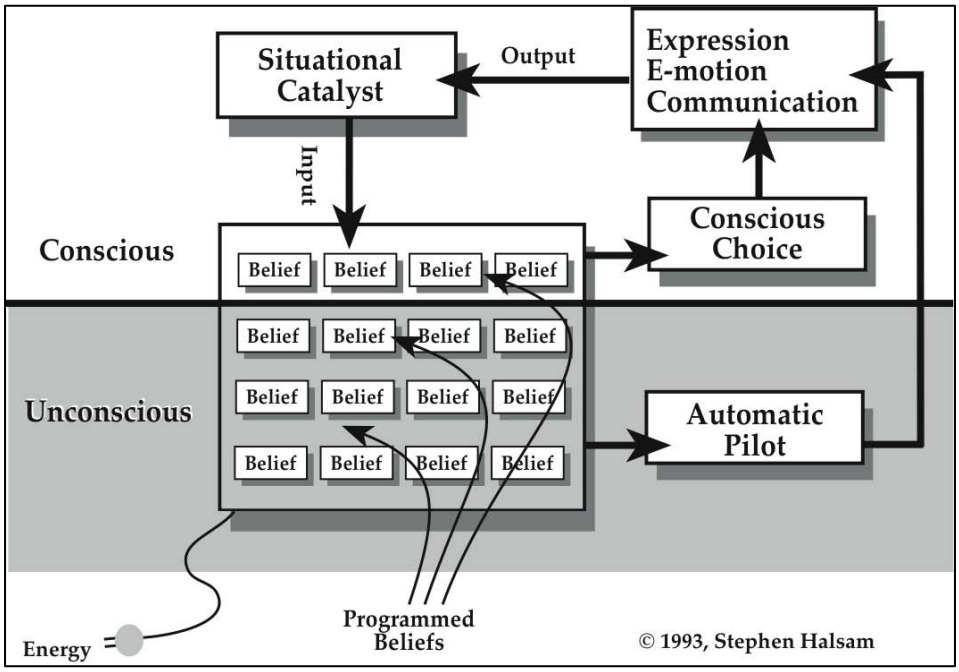
Continued on Page 5

Understanding People's Workplace Behavior

Continued from Page 4

how emotions result from beliefs that are either conscious or unconscious. In the illustration at right, notice that more unconscious beliefs are noted in the model than conscious beliefs. When you express an emotion through your behavior, that behavior becomes information (data) input into the other person's "emotional computer." But they have different beliefs based on different experiences. So your behavior (volume and tone of voice, facial expressions) may mean something different than it means to you. So they make a negative judgment and take it personally, and both of you are right back in the cycle of conflict again.

The more you understand how these things are true about yourself the more you will understand others. And the more you will not be taking their behavior personally!



The Emotional Computer model suggests that people have more unconscious beliefs than conscious beliefs. When you express an emotion through your behavior, that behavior becomes information (data) input into another person's "emotional computer."

That's the Problem; What's the Solution?

If this type of conflict is inevitable, how can we get people to stop taking things personally? Awareness is one step. Training is another. Beyond these is the ability to successfully address organizational dysfunctions that can sabotage even a great training program.

- Teach supervisors and employees how to *recognize and appreciate the value in these inevitable differences* so that they don't take another person's different behavior personally.
- *"What we are unaware of controls us; what we become aware of we can change."*
- Teach a few practical interpersonal communication skills to everyone. For example, our Resource International's communication techniques include: Three Questions that Reduce Misunderstanding©, The Five Levels of Communication©, Three Steps in Giving Constructive Feedback© and The Six Stages of Building Supportive Agreements©.
- Conducting confidential interviews and anonymous Internet-accessed surveys will provide RI trainers with the knowledge to help employees, during the actual training, apply these communication skills to their everyday real-work situations. This is much more powerful than the more traditional use of theoretical "simulation" examples, which usually don't apply to each person's real challenges. People are motivated to deal with the real stuff. Training should help them do it.
- During the training have employees use communication tools and techniques to make agreements with one another about how to adjust to each other's differences and expectations, and how to best handle it when they disagree – which they will!
- Provide coaching to leaders so that they become the best models for the use of these communication skills.
- Incorporate the ongoing use of specific communication tools into everyone's performance evaluation.

Individual Training Is Not Enough

Sometimes, even if you train individuals, there are norms, procedures or unwritten rules in an organization's culture that inhibit change.

For example, RI taught teambuilding, collaboration and conflict resolution to a major corporation. But the corporation uses a "forced ranking" system of performance evaluation. Supervisors are forced by the ranking system to mark a specific percentage of employees down each year. Employees know this. They know their supervisors are actually looking

Continued on Page 7

Houston Represented at APMP Conference

By Jeannette Waldie, AM.APMP
Greater Houston Chapter President

Several Houston chapter members attended 19th Annual APMP International Conference and Exhibits at the Westin Mission Hills Resort in Rancho Mirage, Calif. With 604 professionals attending from around the world and 60 sessions, the conference was a record-breaker. Houston members met peers from Egypt, Australia, South Africa, England, and Germany, and from across the United States as well.

At left, Greater Houston Chapter President Jeannette Waldie accepts the Chapter Programs Award for 2007 from APMP Executive Director Dick Eassom at the Annual APMP Convention. The record-setting conference drew more than 600 proposal professionals from around the world. Ms. Waldie was one of two Greater Houston Chapter members who delivered workshops.

The conference center and hotel was located in the beautiful California desert, surrounded by the Santa Rosa Mountains on the south and the San Jacinto range on the west. The weather was sunny with pleasant temperatures in the high 80s and low 90s, thanks to a cool front. With an on-site golf course, three swimming pools, and a spa, there were lots of opportunities to relax.

The conference was kicked off with the tough-in-cheek style of Jon Williams and B.J. Lownie, managing partners of Strategic Proposals, LLC, otherwise known as "The Proposal Guys." Their keynote presentation, "GPS – Getting People in Sync" got attendees laughing, talking, and walking throughout the ballroom.

The rest of the presentations were just as informative and entertaining. Sessions not only covered proposal best practices but also covered competitive intelligence, capture planning, and competitive pricing, as well as hands-on workshops such as "Wordman's Microsoft Word Q&A."

Texas was well represented at the conference. At Wednesday's lunch, the Greater Houston Chapter, Central Texas Chapter (Austin/San Antonio), and the Lone Star Chapter (Dallas/Fort Worth) met and talked at three full tables. The Texas delegation cheered Amy McGeady, Central Texas Chapter Chair, and Linda Gregg, Lone Star Chapter Chair, as they received their gavels as new APMP chapters.

The Greater Houston Chapter had a strong showing in its own right. Tim Budzik helped lead a panel discussion on "Capture the Power of Influence" while Jeannette Waldie gave a well-attended presentation titled "Selling Your Team: The Art of Proposal Resumes." Additionally, at Thursday's lunch, the Greater Houston Chapter received the Chapter Programs Award for 2007.

According to one conference attendee from Texas, "I thought the conference would be beneficial, but it far exceeded my expectations."

If you want to check out some of the sessions, copies of the presentations are available at http://www.apmp.org/2008-Conference-Schedule/ca-164.aspx. Simply select the presentation title to bring up the presentation.

The 20th Annual APMP International Conference and Exhibits, with the theme "Knowledge is Power," will be held June 9-12, 2009, at the Sheraton Wild Horse Pass Spa and Resort in Chandler, Ariz.

APMP Becomes 'Portable' With Launch of Proposal Podcasts

By Michael Kent, AM.APMP
Final Draft Editor

For a long time, proposal and bid professionals have turned to APMP for guidance on a variety of topics. Now some of that guidance is being made portable.

That's because APMP recently introduced a series of Web site podcasts that can be downloaded and stored on your favorite portable MP3 player and played back anytime, anywhere.

The podcasts are written and narrated by Larry Newman, author of Shipley Associates' highly acclaimed *Proposal Guide for Business and Technical Professionals*. The podcasts are intended to cover a variety of proposal topics.

Charlie Divine, an APMP board member who serves as director of education, said the podcast idea was first discussed in March. From there, the idea grew quickly into reality.

"I had the idea that we needed to increase the way that we (APMP) provide information to our members and get some different things

Continued on Page 8

Understanding People's Workplace Behavior

Continued from Page 5

for reasons to mark people down. If you knew this and you see a team member about to make a mistake, why would you stop them? As a consequence the organization's culture actually *facilitates greater conflict* between team members by pitting them against one another! Employees don't see the success of others as their own success. That made it difficult for people to set aside their individual career goals and work toward the benefit of the team, even if they were told teamwork is valued. The same problem can exist between departments as well.

Address Organizational Dysfunction

So at the same time you need to train people how to not take individual differences personally, you also need to address the organizational dysfunctions that promote misunderstandings and differences in priority.

For example, there might be a lack of cooperation on proposals or tenders. We have worked with companies to help form teams to support sales departments in developing proposals for each product offered to a client. These teams may include members of the sales, operations, engineering, and finance departments. What we learn is that many competing priorities make success difficult. Often the Sales team would promise more than the operations team can deliver within a certain time period, or with specifications that the engineering team believes could not be done safely with existing technology. Meanwhile, the finance team wants the signed agreement on the books to reflect positively on this quarter's financial report.

The result is that the operations team will look bad when it cannot deliver and projects cannot stay within budget. Engineering may later say, "We would have told you that wouldn't work if you had ever asked us." Yet the sales team still gets its commission on time. This all leads to a culture of resentment, suspicion, and distrust.

Robert Pennington

Stephen Haslam

Perhaps past training and team building approaches have been ineffective in making any real impact to change the company culture, work habits, and work relationships. Following is a "two-pronged" approach that we have used to integrate training with facilitated work sessions to improve the ways team interact, which often is so crucial to an organization's success.

Two Pronged Approach: Training and Teamwork

Here is a two-pronged approach to address both the individual and organizational dysfunctions.

First, train team members in the MBTI as well as common change management and conflict resolution tools.

Second, facilitate collaborative work-sessions to process real-time issues using the models presented in the trainings. Do all this within the framework of Patrick Lencioni's four-step model to overcome the effect of silos and turf wars *("Silos, Politics, and Turf Wars," 2006 Jossey-Bass)*. Lencioni's four steps are:

- *Create commitment* with a rallying cry (project)
- *Create clarity* by "defining objectives" (project)
- *Define accountability* by connecting the project's defining objectives to standard operating departmental objectives
- *Focus on results* with metrics to get everyone clear on how progress will be measured

By going through these steps together (all in the same room), focusing their discussion on how they would work differently on an upcoming proposal, project teams can establish new agreements and ground rules that can help to ensure project success and will help them check one another when they fall back into old habits. More information on our approach to working with teams is available online.

Easier Said Than Done

You can't just give a model or technique to a group and expect everything to change. It's like saying, "Since this model is great, let's now all act like one happy family and just get along!" It won't happen. *Change requires more than pointing a direction.*

First people need to be trained how to stimulate productive ideological conflict (as opposed to personal conflict) so that disagreements and different viewpoints can be aired openly and respectfully. If this is not done, information will be withheld and overall success will suffer.

To accomplish this, because of the history of taking things personally, an objective, trained facilitator may be required to guide the team members through their old habits into new sustainable agreements.

Robert Pennington and Stephen Haslam are co-founders of Resource International, a Houston-based management consulting firm that specializes in assisting leaders and their direct reports to reduce the resistance to change and conflict. Dr. Pennington has a Ph.D in educational psychology and previously was a professor at three universities. Mr. Haslam previously managed The Supportive Lifestyle Network, an international organization of convention speakers, and served as director of Hearthfire Lodge, an in-depth retreat center specializing in super-learning techniques.

About Greater Houston Chapter of APMP

2007-2008 Board of Directors
President - Jeannette Waldie
Vice President - Monica Williamson
Secretary - Janet Dodd
Treasurer - Fritz Rumscheidt
Program Chair - Tanya Willis
Membership Chair - Kim Muckelroy
Communication Chair - Michael Kent
Webmaster - Lisa Edwards Tinsley

Final Draft is the official newsletter of the Greater Houston Chapter of APMP. All content is copyrighted and authors retain rights. Unless otherwise stated, the views expressed in this newsletter are those of only the authors and do not necessarily represent the views of the Greater Houston Chapter of APMP or the APMP National Organization.

The mission of the Association for Proposal Management Professionals (APMP) is to advance the arts, sciences and technology of new business acquisition and to promote the professionalism of those engaged in those pursuits.

We are extremely proud that we have grown into an internationally recognized association with membership and corporate sponsors from a diverse range of disciplines and industries who are committed to the pursuit of proposal excellence. Our journey has been one of promoting the professionalism of our members and shaping the future of the proposal profession throughout the world.

APMP is a learning environment for both novice and seasoned proposal professionals. We offer professional symposia, conferences, and publications - the **Perspective** *and the* **Journal of the Association of Proposal Management Professionals.**

Join our organization online at ***https://www.apmp.org/siteSpecific/customer/register_accountData.aspx****. You can pay with a credit card or check (follow the online instructions). For a chapter affiliation, simply select the Greater Houston Chapter from the corresponding drop-down list.*

Join us and discover how we can help you pursue new horizons in proposal excellence.

UH-Downtown Prof to Discuss Ethics and Professional Writing on Aug. 6

Continued from Page 1

national and international companies.

Among her other successful proposal pursuits was a second NEH grant to help fund changes to the UHD professional writing program's graduate studies curriculum. Over the past several years, she also has provided skills development consulting services to various engineering firms and a nonprofit organization. Previously, Dr. Jennings was an editor and writer for broker sales training materials.

Podcasts Making APMP 'Portable'

Continued from Page 6

going," said Mr. Divine, who also works as a certified appraiser for Business Development Institute International (BD-Institute). "We've got to start shaking things up and changing a little bit, and the podcast seemed like a great way to supplement our APMP Body of Knowledge and other information. We're making this available to people around the world, and hopefully it will help attract some new members."

Mr. Divine and Mr. Newman have worked together to get five podcasts posted to the APMP Web site. The podcasts cover topics such as customer focus, capture planning, and compliance versus responsiveness.

"Larry was such a ready person to help," Mr. Divine said. "He knows all this stuff and has great voice as well."

The podcasts are available in MP3 file format and can be downloaded for free although they are copyrighted to APMP. Future plans are to make them available on iTunes as well. Mr. Divine said he expects that iTunes will have them available shortly. And for those who don't own an MP3 player, scripts are available in PDF format.

Plans are being made to add more podcasts. Anyone who has an idea or suggestion for future podcasts are encouraged to contact either Charlie Divine or Larry Newman.

"Larry is the prime developer of the content, but we'd like to get ideas from APMP members," Mr. Divine said. "We're open to other people tackling this. It's not intended to be a Larry Newman exclusive."