

2011/2012 Meetings

Houston Chapter

Wed, December 7, 11 am–1 pm RSVP by Monday, December 5, 10 am to Janet Dodd: janet.dodd@kbr.com

2012 General Meetings

First Wednesdays, 11 am–1 pm, February 1, April 4, June 6, August 1, October 3 and December 5

Location: HESS Club
5430 Westheimer Rd
Houston, Texas 77056

2012 Board Meetings: First Wednesdays, 11 am–1 pm January 4, March 7, May 2, July 4, September 5, and November 7.
Location: HESS Club

Lone Star Chapter

November 16
Location:
Spaghetti Warehouse
1517 North Central
Expressway
Plano, Texas 75075
(972) 516-8903
RSVP to
www.apmplonestar.org

Central Texas Chapter

Networking Happy Hours:
December 15
Location and topic TBA
RSVP to
apmpcentraltexas.com

Bid & Proposal Con

Call for Presentation Abstract(s):
November 14
May 22-25, 2012, Dallas, TX
www.apmp.org

Celebrate with Proposal Goodies

Come join us for holiday proposal treats at our December 7th meeting. In addition to some wonderful door prizes, we have a panel of Proposal Elves to bring cheer to your proposal season and answer your questions on best practices and the problems that put coal in your winter proposals. Our Proposal Elves are:

Mark Wigginton – Mark is Shipley Associates’ Regional Director for the South Central U.S. He has worked as a proposal manager and orals coach as well as facilitating Shipley’s core curriculum of business development courses. He is a member of APMP’s Central Texas Chapter and speaks regularly at APMP Chapter meetings and National Conferences. Mark is an Accredited Member of APMP (AM.APMP).

Tim Budzik – Tim is an experienced business development and technology executive with a strong background in energy, defense, information technology, cyber security and aerospace industries with over 25 years of experience in strategic business development, market capture, proposal development and program management. Tim is a long-time member of APMP and has presented at 4 International Conferences and at the Texas All-Star APMP conference.

Daniel Maddux – President of Elite Documentation, Daniel is an experienced professional and technical writer. A graduate of University of the Houston–Downtown



Professional Writing Program, he writes technical, marketing, and proposal material and specializes in writing clearly and persuasively for his clients, whether in Houston, across the United States, or in Canada. Daniel is Vice President of the Greater Houston Chapter.

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President's Corner

By **Marlane J. Kayfes, M.S.,**
President, APMP Greater Houston Chapter

In my youth I was a tomboy. I still am, in spirit, though sitting behind a computer takes up most of my time these days. My latest sport interest is shooting sporting clays. I still dance some. Years ago, and occasionally now, I shot pool and bowled. And I wasn't too bad at swinging a softball bat.

While out shooting with some friends recently, they kept telling me not to stop moving my shotgun.

When I take my shot, my gun should keep moving with the clay—follow-through. It's the same with pool, bowling, softball (hitting or throwing), and even dancing. Bring your hand through and up after releasing the bowling ball. Complete the swing after you hit the ball. The follow-through can ensure accuracy—success!

Off “the field”, follow-through is just as important. Merriam-Webster defines it as “to continue a stroke or motion to the end of its arch; to press on in an activity or process especially to a conclusion.”



Can you think of when your follow-through, or lack of it, affected your results? Maybe it was reminding a subject-matter expert of the deadline for a proposal section. Maybe it was sending a thank you note after a job interview. For whatever reason, follow-through is on my mind these days and I thought I'd share that with you.

Somewhat related to follow-through is your APMP membership. Do you pay your membership dues and add a line to your resume? Occasionally come to meetings? Are you getting all you can out of your membership? How is your follow-through? By that I mean your ownership of your membership, your involvement, your hand in building the chapter to be more for everyone?

At the December meeting, we'll have elections for some board positions. We hope you will put your name forward. Bring your fresh ideas to the table. And if you can't make such a commitment right now, there are many different ways you can contribute in the short term. Would you:

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Call for Nominations

Members of the Greater Houston Chapter of the Association of Management Professionals are invited to submit nominations for the following positions.

Vice-President – The Vice-President shall, in the absence or disability of the President, perform the duties and exercise the powers of that office. In addition, the Vice-President shall perform such other duties and have such other powers as the Board of Directors prescribes.

Secretary – The Secretary shall keep accurate records of the acts and proceedings of all meetings of Directors. Minutes distributed by the Secretary of board meetings will include the date and place of the meeting, a list of who attended, a summary of the significant discussions, and any follow-up actions required. The minutes are distributed to the Directors and a final version (approved at a regular board meeting) becomes part of the permanent record. The secretary is also responsible for providing a synopsis of any round-table or other panel meetings for use in the Executive Summary of the Annual Report.

Membership Chair – The Membership Chair shall be responsible for soliciting renewals of membership and new members each year and for other membership issues, and for resolving any discrepancies with the mailing addresses provided by the National APMP organization. The Membership Chair will also provide the President with the number of members who attended programs during the fiscal year and other significant statistics for year-end reporting required by the National APMP. The Membership Chair will also coordinate all recruiting efforts of new members to the local chapter.

Web Coordinator – The Houston chapter shall have a Webmaster Committee who will be responsible for the format and content of the Houston APMP web site. Duties shall include posting meeting announcements, summaries of previous meetings, contact information, and other information approved by the Board of Directors. The Webmaster shall also be responsible for ensuring that the Houston web site is in keeping with National APMP standards and regulations regarding the format and content.



Bridging the Client Belief Gap

by Janice Scanlan, Performance Foundations

In being asked to speak to APMP Houston about interview teams, I faced a challenge. Even though all of your members rely on subject-matter experts to develop and sell your offerings, not all the members get interview team face time with the prospect. So making this topic useful and relevant to the audience was indeed a challenge. Since all members face the obstacle of subject-matter experts' time and attention to sales, adding how to tap into that expertise and channel it ... getting them to believe taking this time is important challenges all members. So here are some things to consider for making your expertise more valuable to your organization.

Picture the Golden Gate Bridge. The famous two towers are visible, but the path across the bridge is fogged-in. You can see



the start and destination, but the path is possibly fraught with a multitude of perils. This picture is much like any complex sale where a prospect has a defined need ... it's choosing the right approach, team and long-term solution ... and ***until it's applied to the prospect's business, the solutions and benefits all look alike.***

In fact, implicit or generic benefits like saving money, time, cutting-edge technology, or quality may actually fog up the picture by creating more confusion if you can't apply them to the client's situation.

So value to the prospect is what he or she perceives as valuable minus its cost – and value can be a combination of tangible and intangible factors. The prospect not only has to see value, but also has to trust that your solution and team will get him across the bridge.

When value and trust meet at a high level, you get belief (both to clients and subject-matter experts).

If the prospect doesn't trust you, but sees value in the tangible factors, you have a product sale. If he trusts you, but perceives your offering as "all alike" or not worth taking the time to discover "what's different," you are facing an undifferentiated

service sale where price too often becomes the determining factor, as it can as well in a product sale.

How you set your sales strategy and spend your time is whether your prospect will take the time to help you apply your expertise to his business to actually create value. If not, it's how to package your offering in such a way that the prospect can select the level of value, s/he is willing to buy.

There are basically three factors that in varying ways "make you different:"

- technology
- trust in your professionalism
- ease of doing business

Stories about relevant results you've achieved and relevant conversational snippets from those stories are one way to demonstrate competence. Moreover, knowing the questions to ask your prospect often enable your prospect to articulate how your solution links to important initiatives and their situation.

When subject-matter experts meet with their peers, it's important that their peers be able to relate your solution positively to what is important to their bosses. So knowing the questions to ask as well as the questions your prospect may have are important to preparing for any client meeting—and having the relevant stories and "proofs" on the top of your team's mind keep your meetings conversational, engaging, and impactful.

To develop these questions, you have to put yourself in the prospects' place and ask, based on their situation, **what would you want to know if you were buying your solution?** Then get a senior technical individual experienced with the client to critique it.

When the list is ready, engage your interview team to answer the questions as they pertain to his or each area. Then you're ready to provide relevant examples of:

- work we've done like this and its benefit to clients that are relevant to your prospect
- what we've done when problems and unforeseen obstacles occurred
- what lessons we've learned about various areas that are on the prospect's mind.

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Adding Value to your APMP Membership

By Jeannette K. Waldie, PPM.APMP

Looking for a way to enhance your leadership skills? Want to build your professional network? Want to make new friends? Want to get even more out of your membership in APMP? Then become involved in your chapter. The Chapter has a wide range of volunteer opportunities to match your interests and schedule.

Chapter Board: The board is accepting self-nominations for the positions of Vice President, Secretary, Membership Chair, and Web Coordinator. (see page 2 for position descriptions.). Terms are for two years. In addition to assisting with the General Meetings, board members also meet the first Wednesday of every other month.

Communication Committee: The Communication Committee has the following volunteer opportunities:

- *Newsletter Editor* – help produce the Chapter Newsletter
- *Social Media* – Assist in posting information to various network discussion boards
- *Job Postings* – research and coordinate job postings of interest to Houston members.

Program Committee: The Program Committee has the following volunteer opportunities:

- *Registration* – Print name tags before meetings; meet and greet members, process registrations, and collect meeting fees.
- *Program Planning* – Research and identify potential topics and speakers for future meetings.

By-Laws Committee: Serve on the committee to update and revise the Chapter's By-laws.

Interested? **Then contact any board member or attend the December 7th meeting.** With your help, we can continue to grow and expand the Greater Houston Chapter.

Interview with Lisa Tinsley Houston Board Member

How long have you been an APMP member and what drew you to the organization?

I have been attending meetings since the late '90s to early 2000s – when we were holding our meetings at Aramco... have been a Board member since approx. 2004 or 2005. I was drawn to the organization on the recommendation of Chuck Emmerich. I also helped Chuck with the organization of the first Houston conference (in '99, I think).

Why did you decide to become a volunteer for the chapter and what kept you involved?

I was persuaded to become the webmaster after I won the logo design contest held in (about) 2004. I have always been interested in graphics and web design so this was a great fit for me and the Houston Chapter.

What are the benefits you've gained from volunteering for the chapter?

The benefits are the lifelong friends, mentors and colleagues I have met. I know I can call any of the other board members and ask “how do you deal with _____” or “do you know how to do _____”, etc. I now have a huge group of friends who are also great resources. Overall, I think it's the friendships I have developed that will always keep me coming back.

Time is often a premium for proposal managers. How have you juggled your responsibilities on the board with your profession?

Luckily, I have always had bosses who understand my desire to be involved in APMP. I still plan to be involved ... I just think it is time for some new thoughts and ideas to resonate through ... time for new blood.

Why should chapter members become more involved with the Houston Chapter?

Great programs, good friends, new resources, and people who really understand what it takes to be a proposal professional...the real question is why shouldn't you?



The Write Word

By Rhonda Cavender
Shea Writing and Training Solutions, Inc.

What is ‘voice’ and what does it have to do with my writing?

First, let’s state what voice is: it is the property of a verb that indicates whether the subject does the action or receives the action in the sentence. So there are two types of voice: active and passive.

For example:

I dropped my cell phone. (active voice). (In this case, the subject ‘I’ performs the action ‘dropped.’)

My cell phone was dropped. (passive voice). (In this case, the subject is ‘cell phone,’ and it does not perform the action—it receives it.)

Note that the passive forms of a verb consist of some form of the helping verb ‘be’ (*am, is, are, was, were, be, being, been*), as in ‘*The computers were destroyed.*’

Why should I write in active voice?

In most cases, the use of active voice improves clarity and avoids confusion. Active voice also helps to avoid dangling modifiers (i.e., modifiers that do not clearly and logically refer to the correct noun or pronoun in a sentence). Active voice identifies the ‘doer’ of the action in a sentence. It is more direct than its counterpart, passive voice.

When is passive voice okay to use?

Although we normally prefer active voice, passive voice is sometimes necessary and even recommended.

If you do not know the performer of the action or if what happened is more important than ‘who did it,’ use passive voice:
My computer was stolen last night. (We don’t know who stole it).
The leaking hydrogen sulfide was discovered this morning.
(It doesn’t really matter who discovered the gas—the fact that it was discovered is the most important thing in the sentence.)

We also sometimes use passive voice to avoid pointing a finger or accepting blame: *Mistakes were made.* (This is a favorite of politicians.)

Which would you rather say to your spouse after you crashed your car?

I wrecked the car today. (active)

The car was wrecked today. (passive)

(I like to leave myself out of anything that involves damage to large machinery, but I don’t recommend this tactic. I tried it; it is not an effective means of avoiding drama.)

Can MS Word help me identify passive voice?

Yes, in Word, go to Tools and then Options (for MS Word 2003*) and then the ‘Grammar & Spelling’ tab. Choose ‘Settings’ under ‘Writing Style.’ Then under ‘Style’ check the box that says ‘Passive sentences.’ Word will draw a green squiggly line under your sentences that have passive voice. Then you can decide if you want to keep it that way or not!

Also, if you set up Word to identify readability statistics, it will tell you the percentage of passive voice sentences in your document. Try to keep it between 10 and 15% at the most. (Email me if you need instructions for how to do this.)

If you have a question or comment, please contact rhonda.cavender@sheaws.com, and we may use your suggestion for our next column.

*If you need instructions for setting up options in Word 2007 or 2010, email me and I will send you the instructions.

About the Author:

Rhonda Cavender is Senior Editor at [Shea Writing & Training Solutions](http://www.sheawriting.com) and the editor of Shea’s Timely Tips. Rhonda earned her B.A. in English with a minor in German at Sam Houston State University in Huntsville, Texas. She has extensive experience with detailed editing as a result of having spent 19 years in the high school English classroom.

Welcome New Members!

Donyale Banks (Domoneck)

Kenneth Hall

Leslie J. Mucha

Brian Kettler

Robyn Rasch

Helpful Web Pages

<http://proposalcafe.com>

www.acronymfinder.com/

www.bd-knowledgebase.org

<http://new.myfonts.com/WhatTheFont/>

www.dummies.com

Mobile Apps/Resources for Proposal Managers

By Sarah M. Worthy
Schipul - The Web Marketing Company

If your job is anything like mine, you are on the road and out of the office more than in the office lately. I also have those after 6 pm priority requests for a proposal item or report that is stored on my company's network drive and I just got on the highway. Sound familiar? Luckily, mobile devices are getting faster and cheaper, and mobile apps are becoming more useful for doing business, not just for playing Angry Birds.

Jeannette Waldie, our Program Chair, has already recommended the Shipley Proposal Guide iPhone/iPad app as a must-have for proposal managers. The Shipley Proposal Guide app puts the full Proposal Guide in the palm of your hand for about \$20. I made a list of my top 5 must have mobile apps that are available on Blackberry, Apple, and Droid mobile devices to share with those of you on the go:

- **Documents to Go** allows you to edit, create, view and share Microsoft Office files and view PDFs, iWork and Google doc files on your mobile device. Documents to Go is available on the iPad, iPhone, Android tablets and phones, and Blackberry devices and costs about \$15.
- **Google Translate** is a multilingual translation app for when you need to translate your proposal or a document. Google Translate is free and is superb at translating text and voice into up to 57 different languages. The only downside? It isn't available on Blackberry – luckily there is ProTranslateLite for Blackberry which has interfaces with Google Translate to enable it to work fairly similarly. And it is free too!
- **WebEx** enables you to schedule, attend, and host online conference calls and webinars from your smartphone. The app is free although you do need to have a Webex account. My company uses GoToMeeting for our webinars, which also has free iPhone and Android mobile apps.

- **Dropbox** has a free mobile app to give you access to your files stored in your Dropbox. I mentioned Dropbox before and this is one of the most invaluable tools for me personally. I save my documents on my desktop at work inside my Dropbox folder, which works just like any other file folder and can access those documents from my laptop, mobile phone, or any other Internet-capable device. I just log in to my personal Dropbox account.
- **LinkedIn Mobile** gives you access to your LinkedIn professional network wherever you go. Keep up with APMP LinkedIn group discussions, read and share industry news and updates, and research companies and people you want to do business with from your phone. You can even search for and apply for jobs posted on LinkedIn.

You can download these apps online from your phone's particular app marketplace or search from your desktop to learn more details and discover additional apps. Here are the links to find mobile apps for your device:

Android: <https://market.android.com>

iPhone/iPad: <http://www.apple.com/itunes/>

Blackberry: <http://appworld.blackberry.com>

Want to learn more? Have a mobile app you use and want to recommend? Join APMP Greater Houston's LinkedIn group and share your comments and questions.

About the Author:

Sarah M Worthy has extensive experience in digital marketing, sales, and customer relationship management. Sarah's daily activities range from customer communications and training, identifying new tools online to improve workflow both internally at Schipul and for clients, event management and marketing, RFP hunting, and creating marketing collateral for Schipul's Business Development Team. She spends her time split between exploring the Internet and running around Houston. Sarah also serves as the Communication Chair for APMP - Greater Houston Chapter, Houston Curator for the StartupDigest, and Organizer for Houston Startup Weekend.



**BID &
PROPOSAL
CON**

**MAY 22-25, 2012
SHERATON DALLAS HOTEL
DALLAS, TEXAS**



Bridging the Client Belief Gap

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Allow your team to practice working conversationally with the prospect's interview team to supply benefits of your solution as well as ask how your solution might relate to what their bosses are trying to achieve. Focus on what it does, not how it works.

This exercise creates pride and confidence in your team and builds trust in you if you show your genuine appreciation for their expertise.

Most subject-matter experts are good listeners. Tap this resource because listening to understand builds trust. By asking clarifying questions or summarizing what you think you've heard, ensures your prospect knows you've listened and clears up misunderstandings. Thinking like the prospect and knowing what the prospect is thinking then helps your experts demonstrate what they've done in the past and enable working with the prospect to apply it to their situation as well as help prospect peers look good to their bosses. This develops belief in your competence and trust you'll work with them especially if your team identifies and effectively addresses prospect concerns. It also helps sell your solution when you're not around.

Preparing stories with your team will also help you create a series of vignettes to use in various ways with your proposals as well as help your graphic artists and writers to develop relevant concepts and analogies that create clear paths across the bridge. What your solutions help clients achieve combined with stories, helps demonstrate your team will get them across the bridge. And subject-matter experts usually love what they do, but most people

won't or don't take the time to understand it. Your value is to help them articulate and demonstrate it to the prospect's team.

If you don't have face time or sufficient time to develop understanding between what the prospect needs and what he says he wants, ask engaging questions in the proposal then supply options that help the prospect choose the level of value they need and/or can afford. Developing these options, linking each to what level it takes your prospect, and pricing them separately can take some of the sticker shock out of price and help your prospect make better informed decisions.

Creating options and thinking like prospects helps your team and organization create value, build trust and carried through consistently throughout the sale create belief you're the team to get them across the bridge.

If you would like some relevant examples that better relate to your organization, contact me at 281-261-2320 or janicescanlan@clear.net. I'll do my best to provide some examples to a vast subject as well as what are unique and different about your issue and relevant to your situation.

About the Author:

Janice Scanlan helps her clients' get winning results from their marketing, sales, and service. She has a long, successful track record of helping interview teams work with sales, marketing, and management to win business. She'll share some real world examples she's employed to help her clients create belief to win complex sales as well as implement solutions more effectively. Visit her website at <http://www.performancefoundations.com/>

President's Corner

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- Trade off with one other person to receive guests at the meeting, take money, and complete receipts; that would be a commitment of three times a year for each person
- Print name badges for the meetings
- Complete the paperwork to nominate a member to receive a fellowship

- Join the chapter's by-laws review committee and collaborate to recommend changes by the end of 2011
- Search for jobs occasionally and post them on the chapter's LinkedIn page or website jobs forum
- Consider another way you can follow through with your membership investment to help grow the returns

Whatever your decision, we hope to see you at the December 7 meeting. Cheers!



2011 Board of Directors

- President - Marlane J. Kayfes
- Vice President - Daniel Maddux
- Secretary - Janet Dodd
- Treasurer - Fritz Rumscheidt
- Program Chair - Jeannette Waldie, PPM.APMP
- Membership Chair - OPEN
- Communication Chair - Sarah M. Worthy
- Webmaster - Lisa 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 International 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://apmp.site-ym.com/general/register_member_type.asp?

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

Proposal Goodies

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Lisa Tinsley – Lisa is an experienced proposal manager with Mustang Engineering where she develops proposals for the commercial market. Lisa started her career working for advertising agencies as a graphic artist and brings that graphic focus to her proposals. The Greater Houston Chapter’s logo is an example of Lisa’s design capabilities.

Jeannette Waldie, PPM.APMP, Chapter Chair, will serve as Moderator.

If you have a question you’d like the panel to address, send it to our Panel Moderator, Jeannette Waldie, PPM.APMP, at jeannette.waldie@att.net, by Monday, December 5th.



Want to see the Houston Chapter do more?

Then volunteer today!