APMP®
Proposal Practitioner Assessment Questionnaire (PPAQTM) 2005


# Key Competency Area IR: Information Research and Management

**The Information Research and Management KCA involves understanding how to gather intelligence by recognising what should be known about the customer,the requirement, the competitors and the organisation capability and then implementing plans for obtaining the information.**

IRIG : Information Gathering:-

I have the ability to:

* define and drive the information collection strategy.
* analyse and relate information from different sources to draw logical conclusions.
* drive and coach others to use existing internal and external data sources and identify information gaps.
* define, own and operate a plan to fill the information gaps.
* monitor and assist the collection / analysis of high level intelligence / information that requires senior level connections / networks.
* monitor industry and government regulations.

**Select the response below that best describes the extent to which the above statements describe you**

 Not at All Marginally Partially Largely Fully

**To support the above assessment, please provide in 225 words or less details of:-**

1. Where and when this skill has been used (code names are acceptable to protect confidentiality)
2. Dates of relevant training courses that you have attended.
3. Any additional supporting information that you would like to offer to assist in the assessment of your competency.

IRKM : Knowledge Management:- The appropriate use of tools, process and culture that reuse and share organisational information and knowledge.

I have the ability to:

* define a knowledge management strategy.
* use current knowledge management tools.
* share knowledge and add to knowledge base.
* access all internal sources of information.

**Select the response below that best describes the extent to which the above statements describe you**

 Not at All Marginally Partially Largely Fully

**To support the above assessment, please provide in 225 words or less details of:**-

1. Where and when this skill has been used (code names are acceptable to protect confidentiality)
2. Dates of relevant training courses that you have attended.
3. Any additional supporting information that you would like to offer to assist in the assessment of your competency.

You have now reached the end of the **Information Research and Management** KCA; please describe how you intend to improve yourself and others in the competencies of **Information** **Gathering** and **Knowledge Management.** (Answer in less than 150 words).

# Key Competency Area: Planning

The Planning KCA involves recognising and planning the necessary activities to produce a bid team and help manage the process and effort and monitor the status during the proposal development phase

PSD: Schedule Development - Preparing a realistic schedule with a time plan of events, a resource plan and an estimate of expenditure requires a clear understanding of each task and the capability of the individuals assigned. The complexity of the schedule will depend on the size of the bid, the number of expertise and the location of all contributors. Scheduling will allow visualisation of the tasks ahead and provides a tool against which progress can be monitored.

I have the ability to:

* schedule activities and plan resource for complex bids.
* develop budget for complex bids.
* construct flowcharts to support the schedule.
* schedule adaptively ascircumstances change.
* prepare my own area of responsibility for the future.
* initiate wide ranging action.

**Select the response below that best describes the extent to which the above statements describe you**

 Not at All Marginally Partially Largely Fully

## To support the above assessment, please provide in 225 words or less details of:-

1. Where and when this skill has been used (code names are acceptable to protect confidentiality)
2. Dates of relevant training courses that you have attended.
3. Any additional supporting information that you would like to offer to assist in the assessment of your competency.

You have now reached the end of the **Planning** KCA; please describe how you intend to improve yourself and others in the competencies of **Schedule Development.** (Answer in less than 150 words).

**Key Competency Area: Development**

**The Development KCA involves carrying out detailed sequential and parallel tasks that advance the written offering through successive stages that provide explicit guidelines under which the writers write and quality control to minimise rework.**

DOP: Opportunity Qualification - Continuously verifying the qualification of an opportunity in accordance with organisational procedures remains valid is essential to monitor and evaluate additional competitive information that is gathered and changes that the customer may make to the requirement that may impact the original bid decision

I have the ability to:

* contribute to pursuit decisions.
* drive and make preliminary bid decisions.
* direct regular validation review s of the Bid /No bid decision.
* initiate and make strategic decisions and sponsor new ideas.
* set organisational values when making decisions.
* create and sustain political coalitions to gain support and influence the outcome.

Select the response below that best describes the extent to which the above statements describe you

 Not at All Marginally Partially Largely Fully

**To support the above assessment, please provide in 225 words or less details of:-**

1. Where and when this skill has been used (code names are acceptable to protect confidentiality)
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DWPD: Winning Price Development - The formulation and implementation of a winning price strategy. Pricing requirements vary by market and are unique to every organisation. A price target should be developed early in the bid by developing a view of the ultimate winning price. Throughout the bid that price target should be revisited and used to guide the solution offering and win strategy.

I have the ability to:

* influence and implement a top-down pricing strategy to meet the winning price.
* plan ahead to negotiating stage.
* manage the process for the business caseof the approval and sign-off.
* manage the production of the Pricing Strategy Document.
* define cost drivers and pricing.
* prepare estimating guidelines.
* think 'out of the box' and advise on the implications of the different options.
* take and manage entrepreneurial risks.
* make strategic decisions.
* set organisational values when making decisions.

**Select the response below that best describes the extent to which the above statements describe you**

 Not at All Marginally Partially Largely Fully

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1. Where and when this skill has been used (code names are acceptable to protect confidentiality)
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3. Any additional supporting information that you would like to offer to assist in the assessment of your competency.

DTI: Teaming Identification - Development of a strategy where two or more organisations agree to jointly pursue an opportunity either to improve their chances of winning or to decrease their chances of loosing.

I have the ability to:

* recognise the need for teaming partners.
* identify the suppliers / partners required.
* recruit partners and negotiate the agreements.
* define and agree Statement of Work for teaming / partnering to meet the schedule.
* define and agree a communication plan with partners.
* engender confidence in the bid team, management, the customer and other relevant third parties.
* create and sustain inspiration, energy and focus over time, even under adverse conditions to achieve desired goals.
* make strategic decisions that affect the business longer term.
* communicate complex concepts clearly and simply.
* lead multiple teams balancing conflicts and interests.
* create and sustain political coalitions to gain support and influence the outcome.

**Select the response below that best describes the extent to which the above statements describe you**

 Not at All Marginally Partially Largely Fully

**To support the above assessment, please provide in 225 words or less details of:-**

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3. Any additional supporting information that you would like to offer to assist in the assessment of your competency.

DPSD: Proposal Strategy Development - analysis of the customer, the business and the competitors to develop a strategy that is ethical, implementable and cost effective.

I have the ability to:

* identify how the customer perceives the organisation.
* identify the customer's perceptions of the competitors.
* identify the +ve and -ve discriminators for the opportunity.
* develop proposal statements in a 'what1 / 'how1 format.
* assign proposal strategies to individual proposal sections.
* coach others to define and use proposal strategy statements effectively.
* communicate complex concepts clearly and simply, verbally and in writing.
* create and sustain inspiration, energy and focus.
* think 'out of the box’.

**Select the response below that best describes the extent to which the above statements describe you**

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DESD: Executive Summary Development - development and production of a high level summary that reflects the Organization's win strategy, themes, overall content, in the format that the final proposal will have. The summary is distributed to the full team asguidance for writing.

I have the ability to:

* collaborate with Senior Manager to write an early draft of the Executive Summary.
* conduct a high-level review.
* use the Executive Summary asa bid / proposal briefing tool internally and externally.
* review comments.
* participate in the review and sign off of the final Executive Summary.
* communicate complex concepts clearly and simply, verbally and in writing.
* create and sustain inspiration, energy and focus.
* think 'out of the box’.

**Select the response below that best describes the extent to which the above statements describe you**

 Not at All Marginally Partially Largely Fully

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1. Where and when this skill has been used (code names are acceptable to protect confidentiality)
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3. Any additional supporting information that you would like to offer to assist in the assessment of your competency.

DSD: Storyboard Development - Development of storyboards for the bid / proposal that capture and communicate win strategy and win themes. Storyboards help ensure consistency across the sections, compliance and responsiveness and assist the bid team to write content that is easy to evaluate, fully compliant and sells the solution offering as the best solution.

I have the ability to:

* develop Storyboards asa framework for the proposal.
* to drive the process to complete the storyboards.
* communicate to the team the win strategy for the storyboards.
* decide upon the sections of a proposal that require storyboarding.
* assign and coach team members to complete the storyboards.
* review the content of the storyboards.
* actively promote the use of storyboards within the organisation.
* identify supporting information required for the storyboards.
* communicate complex concepts clearly and simply, verbally and in writing.
* create and sustain inspiration, energy and focus.
* think 'out of the box’.

**Select the response below that best describes the extent to which the above statements describe you**

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DRI: Requirements Identification - The ability to identify customer requirements within their documentation and identify and record requirements discussed in customer meetings. Understanding and identifying all requirements - whether documented, verbal, implied or implicit, allows a solution to be defined that best fits the customer's needs and price and provides the basis for developing a winning strategy.

I have the ability to:

* identify and develop requirements collaboratively with the customer.
* analyse Customer documentation and identify anomalies and redundancies.
* identify and communicate clarification questions to the customer and their responses to the team.
* access Senior Management and key stakeholders to lobby for appropriate SMEs.
* build complex Requirements Matrices.
* brief SMEs from Requirements Matrices.
* use listening and questioning techniques to gain a thorough understanding.
* question the customer's implicit assumptions and practices.
* communicate complex concepts clearly and simply, verbally and in writing.

**Select the response below that best describes the extent to which the above statements describe you**

 Not at All Marginally Partially Largely Fully

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DCCD: Compliance Checklist Development - Compliance Matrix are lists of bid requirements and customers questions that must be answered. They are used to verify that all requests have been answered.

I have the ability to:

* assess the customer evaluation and weighting criteria for the bid.
* strip complex requirements and build complex compliance matrices, listing each requirement separately.
* define strategies and plan alternative courses of action to accommodate non-compliance.
* discuss compliance with the customer and effectively communicate compliance requirements to team.
* facilitate regular internal compliance review meetings.
* monitor compliance of the bid throughout.
* communicate complex concepts clearly and simply, verbally and in writing.

**Select the response below that best describes the extent to which the above statements describe you**

 Not at All Marginally Partially Largely Fully

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DOD: Outline Development - Development of an outline that is customer focused by identifying the detailed structure of the bid/proposal and then allocating appropriate contributors based on that structure. A well designed proposal outline will provide writers with a clear concept of what the bid deliverables are, what they will look like and their size.

I have the ability to:

* develop a customer focused proposal outline following RFP guidelines.
* recognise scope for and identify boilerplate.
* add extra structure to meet the evaluation and weighting criteria.
* recognise a customer focused proposal structure.
* recruit writers with appropriate skills for the bid size and complexity.
* approve the customer focused proposal outline.
* use the proposal outline to manage control of the writing process.
* visualise documents and communicate the vision clearly and simply, verbally and in writing.

**Select the response below that best describes the extent to which the above statements describe you**

 Not at All Marginally Partially Largely Fully

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3. Any additional supporting information that you would like to offer to assist in the assessment of your competency.

You have now reached the end of the **Development** KCA; please describe how you intend to improve yourself and others in the competencies of **Opportunity Qualification, Winning Price Development, Teaming Identification, Proposal Strategy Development, Executive Summary Development, Storyboard Development, Requirements Identification, Compliance Checklist Development** and **Outline Development.** (Answer in less than 150 words).

**Key Competency Area: Management**

**The Management KCA involves understanding the review points and organisational reporting structure that together are the key quality control milestones during the bid development and involve key stakeholders and senior management.**

MSRM: Storyboard Review Management - Storyboard Reviews allow key stakeholders and senior management to constructively test the proposed win strategy by reviewing wall mounted storyboards before the bid team begin to draft the text.

I have the ability to:

* plan, schedule and manage Storyboard Reviews*,* their outcomes and the process.
* provide the Draft Executive Summary for the Storyboard Review.
* chair the Storyboard Review meeting.
* coach senior managers on the aims, objectives and purpose of the storyboard review.
* promote the active use of storyboarding.
* use the Storyboarding process adaptively.
* set organisational values when making decisions.
* lead multiple teams balancing conflicts and interests.
* initiate wide ranging action to achieve business objectives.
* communicate clearly to a wide and diverse audience.

**Select the response below that best describes the extent to which the above statements describe you**

 Not at All Marginally Partially Largely Fully

**To support the above assessment, please provide in 225 words or less details of:-**

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3. Any additional supporting information that you would like to offer to assist in the assessment of your competency.

MKOMM: Kick Off Meeting Management - Preparing for and running a Kick Off meeting is a critical milestone that requires careful planning followed by professional delivery. It should initiate the proposal effort for all writers, answer questions about the opportunity, allocate writing assignments, co-ordinate up-coming activities and create a cohesive team.

I have the ability to:

* require that a Kick-off meeting be held.
* direct and chair the kick-off meeting.
* review, critique and authorise presentation and documentation (Proposal Management Plan [PMP]).
* coach others in the use of kick-off meetings.
* actively promote the use of kick-off meetings.
* create and sustain inspiration, energy and focus over time, even under adverse conditions.
* lead multiple teams balancing conflicts and interests.
* initiate wide ranging action to achieve business objectives.
* communicate clearly to a wide and diverse audience.

**Select the response below that best describes the extent to which the above statements describe you**

 Not at All Marginally Partially Largely Fully

**To support the above assessment, please provide in 225 words or less details of:-**

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1. Dates of relevant training courses that you have attended.
2. Any additional supporting information that you would like to offer to assist in the assessment of your competency.

MRM: Review Management - Managing reviews effectively are the most cost effective way to improve a bid. Reviews that have clearly defined objects will test different aspects of the bid during the development phase.

I have the ability to:

* direct all types of bid reviews.
* approve selection of reviewers.
* ensure all actions from review are closed.
* promote the active use of defined reviews.
* Use the review process adaptively.
* create and sustain inspiration, energy and focus over time, even under adverse conditions.
* lead multiple teams balancing conflicts and interests.
* initiate wide ranging action to achieve business objectives.
* communicate clearly to a wide and diverse audience.

**Select the response below that best describes the extent to which the above statements describe you**

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**To support the above assessment, please provide in 225 words or less details of:-**

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3. Any additional supporting information that you would like to offer to assist in the assessment of your

competency.

MRMM: Risk Mitigation Management - The development of strategies for containing the risks inherent in a proposed approach or offer. Customers understand that every offer will entail risk, therefore they wish to see, and best practice recommends, discussion of how risk will be managed. Superior value can justify increased risk, therefore it is important to understand the degree of risk that is acceptable to the customer. All major project risks should be identified and quantified.

I have the ability to:

* ensure that all aspects of risk arerecognised.
* develop and own the risk management strategy.
* ensure that the bid / proposal risks are documented, articulated, communicated and accepted by senior management aspart of the risk strategy.
* question implicit assumptions and practices.
* think 'out of the box' and advise on the implications of different options available.
* take and manage entrepreneurial risks.
* set organisational values when making decisions.
* initiate and sponsor new approaches.

**Select the response below that best describes the extent to which the above statements describe you**

 Not at All Marginally Partially Largely Fully

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2. Dates of relevant training courses that you have attended.
3. Any additional supporting information that you would like to offer to assist in the assessment of your

competency.

MRPM: Report Management - Internal reports should be kept up to date and regularly provided to senior management and key stakeholders in support of the bid activity. Reporting to Senior Management and key stakeholders on the bid activity and progress ensures their support for resource and that expectations are met in developing the solution.

I have the ability to:

* develop the reports / presentations for Senior Management and key stakeholders.
* answer questions and negotiate solutions and resolutions.
* guide the organisational expectations.
* defuse political situations.
* communicate complex concepts.
* create and sustain political coalitions.

**Select the response below that best describes the extent to which the above statements describe you**

 Not at All Marginally Partially Largely Fully

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1. Where and when this skill has been used (code names are acceptable to protect confidentiality)
2. Dates of relevant training courses that you have attended.
3. Any additional supporting information that you would like to offer to assist in the assessment of your competency.

MRRM: Final Document Review Management - A Final Document Review with senior managers will test a good final draft of the bid against customer expectations by evaluating the customer focus, completeness and clear communication of the win strategy and solution. Final Document reviews provide positive, constructive recommendations to improve the bid, improve the win probability and improve the ability of individuals and the team to capture future business.

I have the ability to:

* direct and lead the Final Document Review.
* identify, recruit and brief appropriate reviewers.
* communicate the Final Document review comments to the bid team.
* coach and advise solutions to open actions from the Final Document review.
* promote the active use of Final Document reviews.
* use the Final Document review process adaptively.
* guide the organisational expectations.
* defuse political situations.
* communicate complex concepts.
* create and sustain political coalitions.

**Select the response below that best describes the extent to which the above statements describe you**

 Not at All Marginally Partially Largely Fully

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3. Any additional supporting information that you would like to offer to assist in the assessment of your competency.

MPM: Production Management - The infrastructure and resources must be ensured and available to produce a high quality bid for the customer. The quality with which the proposal is presented will influence the customer's perception of the organisation's ability to deliver quality.

I have the ability to:

* ensure and facilitate sufficient infrastructure and resource for the size and complexity of the bid.
* continuously monitor infrastructure and resource against the schedule and develop contingency plans.
* review and revise the final production plans.

Select the response below that best describes the extent to which the above statements describe you

 Not at All Marginally Partially Largely Fully

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3. Any additional supporting information that you would like to offer to assist in the assessment of your

competency.

MLLAM: LessonsLearnt Analysis and Management - The ability to gather internal and external feedback and apply lessons learnt to the benefit of the organisation. Obtaining both internal and external feedback is vital to apply lessons learnt to the benefit of the organisation. Recognising the need for change ensures continuous improvement. As circumstances change, organisations change and better ways of doing things arelearned, changes to process should be suggested. Lessons learned should be captured from the bid team and the customer.

I have the ability to:

* drive the Lessons Learnt process both internally and externally.
* manage the Lessons Learnt process.
* ensure the feedback is captured and documented asLessons Learnt.
* share Lessons-Learnt Report.
* recognise systematic process issues and drive their resolution.
* strive for continuous improvement to achieve long term business objectives.
* question implicit process assumptions and practices to shape organisational change.
* identify and champion the need for bid process related organisational change.
* create a forward thinking culture.
* create a culture in which change is embraced for enhanced performance.

**Select the response below that best describes the extent to which the above statements describe you**

 Not at All Marginally Partially Largely Fully

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MPRM: Process Management - Adaptive management within a defined bid process framework help organisations to improve their win rate through the efficient use of systematic actions to capture new business.

I have the ability to:

* recognise best practice process, including roles and reviews.
* coach others in all aspects of process best practice.
* exploit process adaptively within organisations.
* define and champion process improvement.
* strive for continuous improvement to achieve long term business objectives.
* question implicit process assumptions and practices to shape organisational change.
* identify and champion the need for bid process related organisational change.
* create a forward thinking culture.
* create a culture in which change is embraced for enhanced performance.

**Select the response below that best describes the extent to which the above statements describe you**

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2. Dates of relevant training courses that you have attended.
3. Any additional supporting information that you would like to offer to assist in the assessment of your

competency.

You have now reached the end of the **Management** KCA; please describe how you intend to improve yourself and others in the competencies of **Storyboard Review Management, Kick-Off Meeting Management, Review Management, Risk Mitigation Management, Report Management, Red Review Management, Production Management, Lessons Learnt Analysis and Management and Process** **Management.** (Answer in less than 150 words).

**Key Competency Area: Sales Orientation**

**The Sales Orientation KCA involves understanding and supporting the internal sales process to further organisational objectives, and meet customer requirements through a planned and customer focused approach.**

SOCIM: Client Interface Management - The management of customer contact to further the bid and the relationship can require various levels of contact - from calling on others to communicate with the customer, to a full personal relationship with power sponsor.

I have the ability to:

* work with sales and have access to the customer to discuss high-level and operational levels aspects of the bid.
* participate in resolution of issues with the customer.
* strategically manage communication related to the bid with the customer.
* formulate questions that further the strategic aims of the bid.
* communicate complex concepts clearly.
* use listening and questioning techniques to gain a thorough understanding.
* lead multiple teams balancing conflicts and interests.

**Select the response below that best describes the extent to which the above statements describe you**

 Not at All Marginally Partially Largely Fully

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3. Any additional supporting information that you would like to offer to assist in the assessment of your
4. competency.

SOCPD: Capture Plan Development - Following an effective action-orientated Capture plan provides the opportunity to influence the customer and shape the requirement in favor of an organisation prior to proposals being submitted. A capture plan written, action orientated plan that assessesthe environment and how to implement a winning strategy orientated toward capturing a specific business opportunity.

I have the ability to:

* put together a Business Capture Plan.
* use the Capture Planning process adaptively for all types of customers and opportunities.
* use the Capture Planning process and information to drive the proposal.
* ensure that the Capture plan contains actions that will advance the proposal.
* ensure that the Capture plan is maintained and evolves throughout the proposal timetable.
* define specific actions to implement the Capture Strategy.
* create and sustain inspiration, energy and focus over time.
* think 'out of the box' and advise on the implications of different options available.
* take and manage entrepreneurial risks.
* set organisational values when making decisions.
* initiate and sponsors new ideas.

**Select the response below that best describes the extent to which the above statements describe you**

 Not at All Marginally Partially Largely Fully

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2. Dates of relevant training courses that you have attended.
3. Any additional supporting information that you would like to offer to assist in the assessment of your

competency.

SOWSD: Winning Strategy Development - Analysis of the customer, the business and the competitors will drive the development of a strategy that is ethical, implementable and cost effective.

I have the ability to:

* manage the bid / proposal win strategy and ensure full trace ability and rigour in defining the strategy.
* ensure that the strategy is continually reviewed to reflect changing circumstances.
* sell the strategy internally and to partners.
* define and communicate a vision providing focus and energy for the sharing of knowledge.
* create and sustain inspiration, energy and focus over time.
* think 'out of the box' and advise on the implications of different options available.
* take and manage entrepreneurial risks.
* set organisational values when making decisions.
* initiate and sponsors new ideas.

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3. Any additional supporting information that you would like to offer to assist in the assessment of your

competency.

SONP: Negotiation Planning - Negotiation should not be regarded as a final event in bidding. The negotiation strategy should be considered in the Capture Plan and should influence the price target and solution. Negotiation is a critical part of securing a contract. The negotiation points should meet the customers’ desired outcome and the organisation's desired result.

I have the ability to:

* participate in the early definition of the negotiating strategy.
* obtain and operate under broad guidelines for the strategy from senior managers.
* create and sustain inspiration, energy and focus over time.
* think 'out of the box' and advise on the implications of different options available.
* take and manage entrepreneurial risks.
* set organisational values when making decisions.
* initiate and sponsors new ideas.

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3. Any additional supporting information that you would like to offer to assist in the assessment of your

competency.

SOSP: Sales Participation - To maximise wins, external focus on customers rather than on internal matters is required. Gaining customer's confidence and being able to influence customers requires a professional and sales driven approach and the ability to adopt the appropriate approach for different customers and situations.

I have the ability to:

* use different sales approaches adaptively to suit the organisation and the customer.
* work with a sales team to influence the customer.
* participate in sales strategy development.
* create and sustain inspiration, energy and focus over time.
* think 'out of the box' and advise on the implications of different options available.
* take and manage entrepreneurial risks.
* set organisational values when making decisions.
* initiate and sponsors new ideas.

**Select the response below that best describes the extent to which the above statements describe you**

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2. Dates of relevant training courses that you have attended.
3. Any additional supporting information that you would like to offer to assist in the assessment of your

competency.

You have now reached the end of the **Sales Orientation** KCA; please describe how you intend to improve yourself and others in the competencies of **Client Interface Management, Capture Plan Development, Winning Strategy Development, Negotiation Planning** and **Sales Participation.** (Answer in less than 150 words).

**Key Competency Area: Behaviour & Attitude**

**The Behaviour & Attitude KCA involves understanding the behavioral and attitude required from self to motivate and compel others to carry out required actions.**

BACP: Communication & Persuasiveness - I am able to use appropriate Interpersonal styles and communication methods to clearly convey information and ideas through a variety of media to individuals or groups in a manner that engages the audience and helps them to understand and retain the message. I address messages from others through correct interpretation of their messages and an appropriate response.

I am able to seek information to understand situations, needs, and desired benefits and develop positioning approaches that leverage supportive factors, overcome/minimise barriers, and address the unique needs and preferences of key decision makers. I interact with prospects/clients in a manner that builds effective relationships.

**Please provide supporting evidence demonstrating how you have carried out the above in not more than 75 words.**

BAQO: Quality Orientation - I accomplish tasks by considering all areas no matter how small. I accurately check processes and tasks; I am watchful over a period of time and prepared to take corrective and preventive action where necessary.

**Please provide supporting evidence demonstrating how you have carried out the above in not more than 75 words.**

BASRST: Building Strategic Relationships and a Successful Team - I am able to develop and use collaborative relationships to facilitate the accomplishment of work goals. I am able to develop direction and involve others through working collaboratively with the team and regularly sharing important/relevant information. I seek and expand original ideas, enhance others' ideas, and contribute my own ideas for the issues.

**Please provide supporting evidence demonstrating how you have carried out the above in not more than 75 words.**

BADMDR: Decision Making and Delegating Responsibility - I identify and understand issues and opportunities and the resulting decisions and have the ability to effectively delegate the implementation of the required activities and responsibilities consistent with the available facts, constraints, and probable consequences.

I implement decisions/initiate action within a reasonable time. I include others in the decision making process, make the most appropriate decisions, and ensure buy in and understanding of those decisions. I am able to allocate decision making authority and/or task responsibility appropriately to maximise organisation and individual effectiveness.

**Please provide supporting evidence demonstrating how you have carried out the above in not more than 75 words.**