



Developing Deal Teams for Personal and Organisational Success, presented by Kathryn Wyon

20th May 2015 at Lloyds Banking Group, London EC2

At Lloyds' impressive steel and glass HQ overlooking St Paul's Cathedral in the City, Kathryn Wyon presented her approach to building and developing their bid team. She began by describing, to a large and enthusiastic APMP audience, what success might be and explained how it can mean different things to different people. It can include factors such as winning, feeling useful, seeing teams develop, recognition, meeting new people, learning new skills, attitudes, progression and work/life balance.

At Lloyds, success is about winning deals, ensuring margin, understanding product depth and breadth and improving market share.

Kathryn touched on the challenges she faced when moving to Lloyds and described how she went about creating success in the sales and bid teams. She addressed the importance of proposal development in Lloyds through the creation of deal teams and structures, recognising diversity and inclusion and recruiting with an open mind.

One factor that Kathryn emphasised to keep in mind when developing teams was to ensure that roles and responsibilities are clearly defined. She acknowledged that there are variations depending on industry or sector.

The bid strategy must be aligned to the strategic growth of the organisation so that everyone has a common target and common objectives. In addition, there should be incentives in place and bid teams should play on the strengths of each other. Today at Lloyds the team focuses on value and has increased their win rate from quite a low percentage (writing a great many bids) to just under 50%.

Another important factor during growth that Kathryn highlighted is the importance of key sales tools such as client propositions to give a clear understanding of client's requirements, the ability to carefully articulate solutions, demonstrating why clients should choose us, articulating the benefits to them and adding value.

Careful deployment of skills

When it comes to recruiting for bid teams, Kathryn suggested building and developing a team with blended skill set preferences. For example, she identified the need to have content developed in a consistent manner, so wrote a business case to employ a database manager who used to be an English teacher. At Lloyds, her team is a pooled resource of bid specialists who also have a broad understanding of the wider bid environment and who have developed experience in other roles.

Kathryn mentioned the skills required of the bid team: for example, the inherent need to wear multiple hats in a single function. The functional skills and qualities she suggested organisations look for when developing teams are those members with an eye for detail, those with the ability to motivate and get the best out of people, individuals who challenge ideas and processes, have flair, can empathise with clients and are deadline driven.

Her recommendation when recruiting is to do so with an open mind and to avoid being too descriptive. Organisations who have not done so already should consider developing competencies for the specific bid roles. Furthermore, they must retain their employees by exploiting their skills and interests, keeping them engaged and driven. Look at areas of strengths and weaknesses of individuals in your teams and undertake a tailored pathway for their personal development.

Lastly, explore and apply useful forms of development and learning such as holding masterclasses, attending APMP courses and events and lending your support to development of the long awaited apprentice scheme.

Review written by Maria Olwoch, Rackspace Managed Cloud