

# BPC DENVER

—October 10-13, 2021—



# Adapting the Proposal Process in Unique Environments

Alyssa Kolski, CP APMP, Sandia National Laboratories

**BPC**  
DENVER







**Managing  
proposals is like  
baking bread**





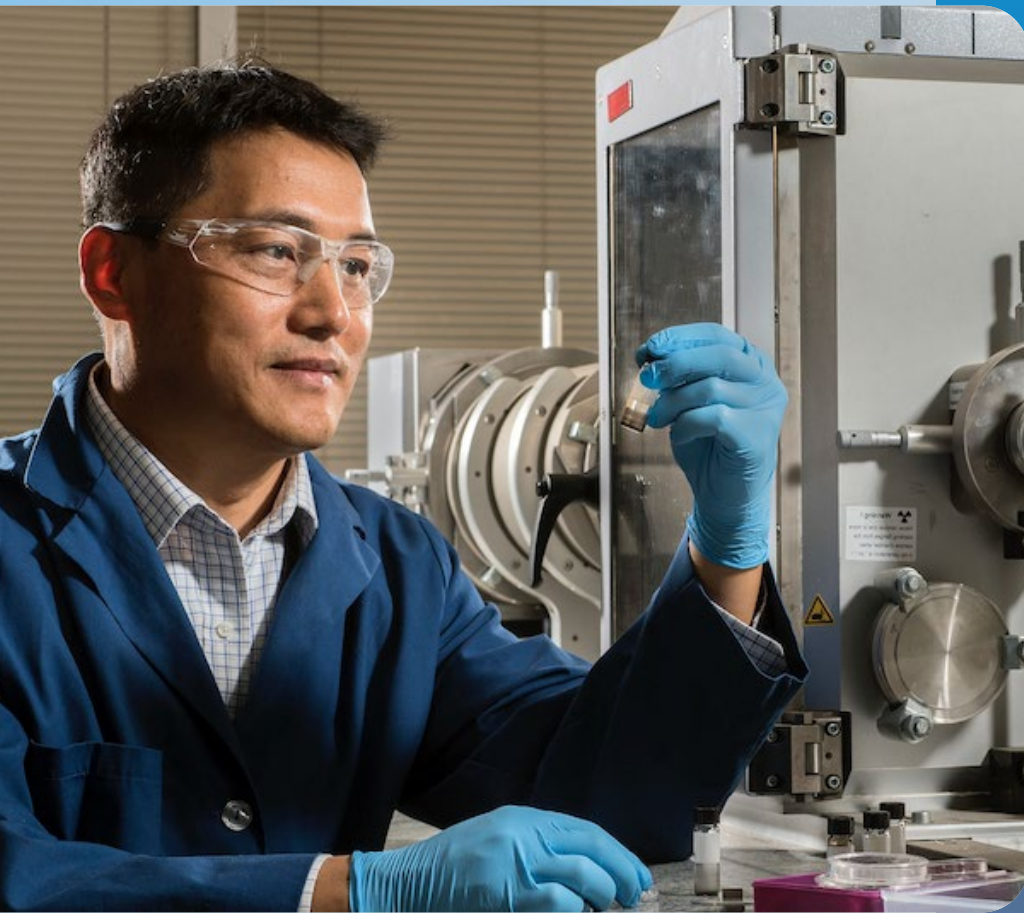


## ***Alyssa Kolski, Sandia National Laboratories***

- Technical Business Development Specialist & Proposal Education Lead
- APMP Practitioner Certification
- 40 Under 40 Class of 2021
- M.A. in Writing and Rhetoric, University of New Mexico

**I teach technical researchers how to utilize the proposal process and adapt APMP best practices to Sandia's unique environment.**





Sandia National Laboratories is a Federally Funded Research and Development Center (FFRDC) managed and operated by National Technology & Engineering Solutions of Sandia, LLC, a wholly owned subsidiary of Honeywell International Inc.

**For more than 70 years, Sandia National Laboratories has delivered essential science and technology to address the nation's most challenging security issues.**

As a Federally Funded Research and Development Center (FFRDC), Sandia is a long-term strategic partner to the federal government, operating in the public interest with objectivity and independence and maintaining core competencies in missions of national significance.







## High-altitude Conditions

- Role as FFRDC and trusted advisor
- Special capabilities as a National Laboratory
- No competition with private sector
- Focus on research and development
- Changing funding environment
- Large institution, but small teams
- Need for partnerships and cost share

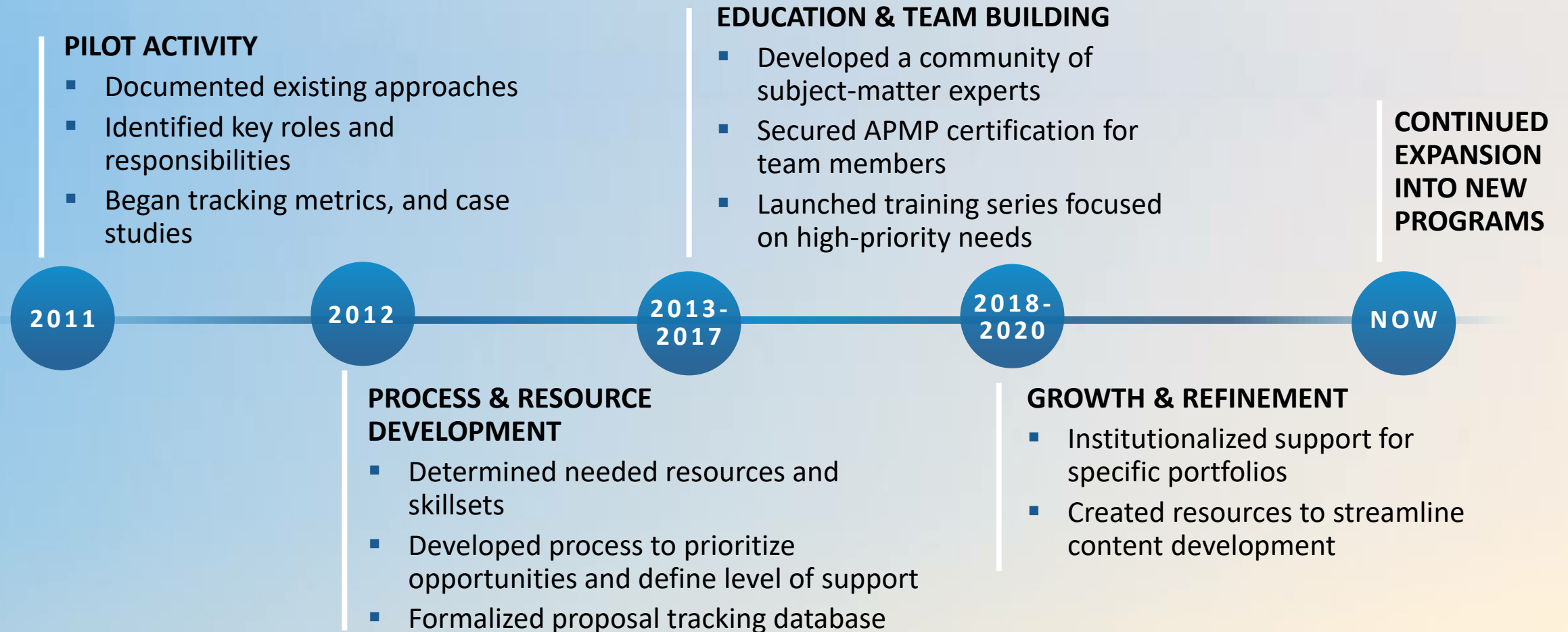




**What special conditions  
make your proposal support  
high-altitude?**

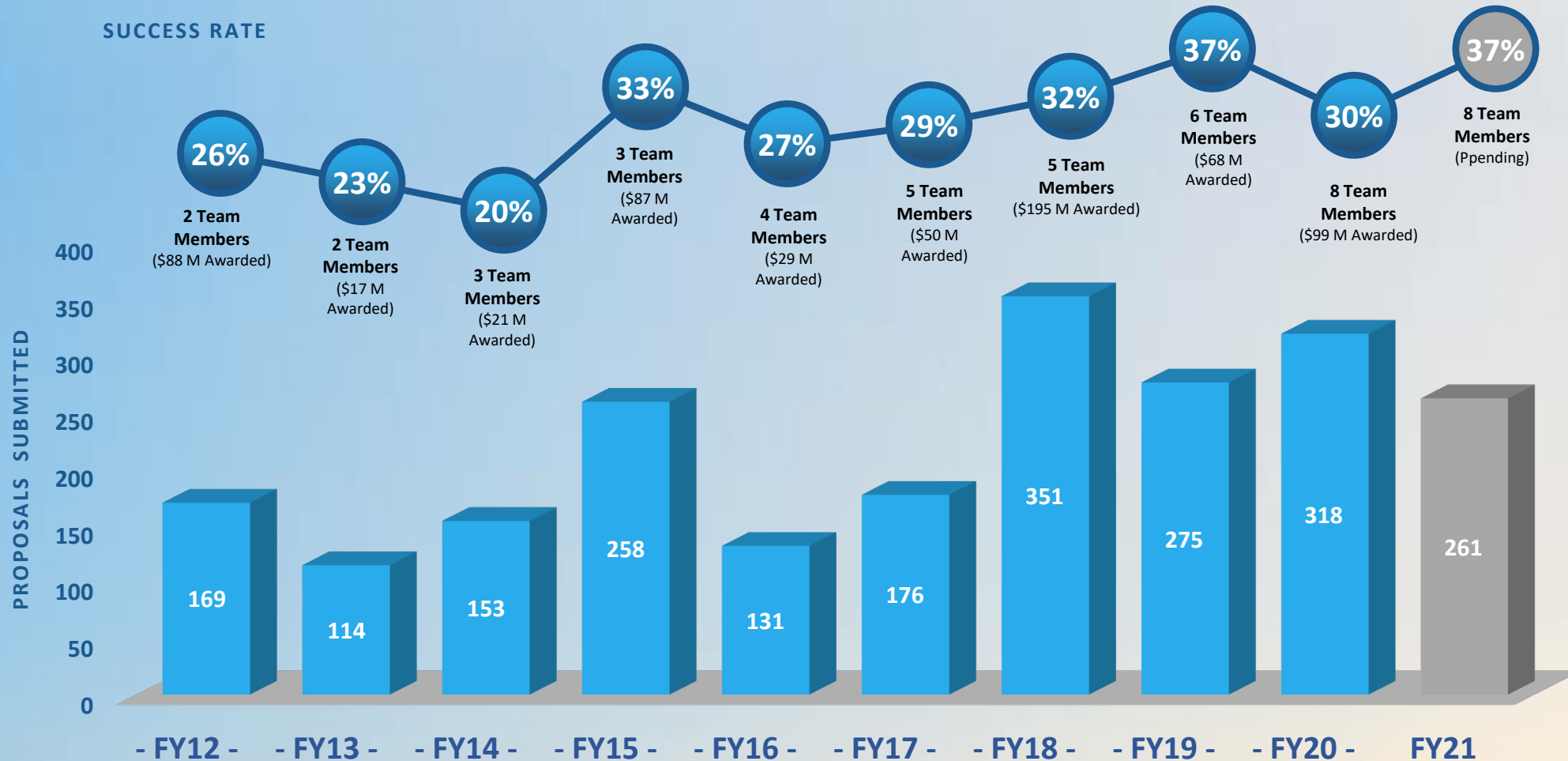


# Sandia's Proposal Management Capability





# Sandia's Proposal Management Capability



Adapting the proposal process has enabled us to expand our support and increase Sandia's success rate.





# Recipe

## ***Adapted Proposal Process***

**FROM THE KITCHEN OF:** Alyssa Kolski

### ***DIRECTIONS:***

- 1. Leverage existing strengths and resources when defining your structure.*
- 2. Start small, pilot the process, and communicate success.*
- 3. Accept the limitations posed by your environment.*
- 4. Focus on the activities that will provide the highest value.*





# Recipe

## ***Adapted Proposal Process***

**FROM THE KITCHEN OF:** Alyssa Kolski

### ***DIRECTIONS:***

- 1. Leverage existing strengths and resources when defining your structure.***
- 2. Start small, pilot the process, and communicate success.*
- 3. Accept the limitations posed by your environment.*
- 4. Focus on the activities that will provide the highest value.*



# Start from your own kitchen

- Utilize existing roles
- Understand needs
- Build relationships
- Add support as a natural extension of other activities

## Recipe

**STEP 1:** Leverage existing strengths and resources when defining your structure.



# Utilize your culinary experts

- Identify successful teams
- Work with the experts
- Understand what roles to fill (or not)



*Recipe*

**STEP 1:** Leverage existing strengths and resources when defining your structure.





# Understand your environmental conditions

- Gather data on how proposals are currently developed
- Identify strengths and weaknesses
- Seek to address needs and solve problems

*Recipe*

**STEP 1:** Leverage existing strengths and resources when defining your structure.



# Recipe

**STEP 1:** Leverage existing strengths and resources when defining your structure.

- What are the existing roles or activities that you could utilize to implement your proposal process?
- Who has insight into what is working and what is not? How can you get them to help you?
- What is the underlying motivation for change? How could this influence where you start?



# Recipe

## ***Adapted Proposal Process***

**FROM THE KITCHEN OF:** Alyssa Kolski

### ***DIRECTIONS:***

- 1. Leverage existing strengths and resources when defining your structure.*
- 2. Start small, pilot the process, and communicate success.***
- 3. Accept the limitations posed by your environment.*
- 4. Focus on the activities that will provide the highest value.*



# Start with the recipe as written

- Start with a pilot
- Utilize best practices
- Understand what works
- Understand what is difficult



Recipe

**STEP 2:** Start small, pilot the process, and communicate success.



# Understand effects of changes

- Learn how changes are received and adopted
- Nurture what works before introducing new ideas
- Address existing problems before fulfilling your own needs



*Recipe*

**STEP 2:** Start small, pilot the process, and communicate success.





# Advertise successful results

- Document what you have done
- Capture feedback from all stakeholders
- Utilize lessons learned
- Communicate success

## Recipe

**STEP 2:** Start small, pilot the process, and communicate success.

# Recipe

**STEP 2:** Start small, pilot the process, and communicate success.

- Where can you start that can yield an early win?
- What can you do to build trust in your team and the process?
- How can you track your results to capture and communicate success?





# Recipe

## ***Adapted Proposal Process***

**FROM THE KITCHEN OF:** Alyssa Kolski

### ***DIRECTIONS:***

- 1. Leverage existing strengths and resources when defining your structure.*
- 2. Start small, pilot the process, and communicate success.*
- 3. Accept the limitations posed by your environment.***
- 4. Focus on the activities that will provide the highest value.*









# Add special ingredients

- Consider unique needs of different customers or technical areas
- Understand the preferences of your funding agencies

*Recipe*

**STEP 3:** Accept limitations posed by your environment.

# Recipe

**STEP 3:** Accept limitations posed by your environment.

- What are the problems you are encountering with your process?
- Is there an underlying reason why these problems may be difficult to overcome?
- Are there ways to mitigate these problems or do you need to try a different approach?





# Recipe

## ***Adapted Proposal Process***

---

**FROM THE KITCHEN OF:** Alyssa Kolski

### ***DIRECTIONS:***

- 1. Leverage existing strengths and resources when defining your structure.*
- 2. Start small, pilot the process, and communicate success.*
- 3. Accept the limitations posed by your environment.*
- 4. Focus on the activities that will provide the highest value.***

# Write your own recipe

## DISCOVER

Understand market factors, customer requirements and opportunities

Business and  
Competitive  
Intelligence



Customer and  
Partner Engagement



Capture  
Planning



Solicitation and  
Opportunity  
Discovery



## DEVELOP

Prioritize strategic efforts, align resources, and create the proposal

Strategy  
Development &  
Execution



Outlining and  
Template Creation



Proposal  
Development and  
Support



Review, Refine, and  
Submit



## DOCUMENT

Track and analyze proposal activity for continuous improvement

Success and Key  
Metric Tracking



Reviewer  
Comment Analysis



Detailed Case Studies  
and Lessons Learned



Recommendations  
for Future Efforts



*Recipe*

**STEP 4:** Focus on the activities that will provide the highest value.

**BPC**  
DENVER

**APMP**



# Recipe

**STEP 4:** Focus on the activities that will provide the highest value.

- What gaps do you see in the way things are done now?
- Where is the biggest pain felt?
- What activities could you focus on to have the most impact?



# Recipe

## ***Adapted Proposal Process***

**FROM THE KITCHEN OF:** Alyssa Kolski

### ***DIRECTIONS:***

- 1. Leverage existing strengths and resources when defining your structure.*
- 2. Start small, pilot the process, and communicate success.*
- 3. Accept the limitations posed by your environment.*
- 4. Focus on the activities that will provide the highest value.*





# Thank You!

**Alyssa Kolski**

[ajchris@sandia.gov](mailto:ajchris@sandia.gov)

[www.sandia.gov](http://www.sandia.gov)

