

*BD Leadership:*  
**What it Takes to Win and Grow**  
in a  
**Highly Competitive Market**



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04 | 04 | 24



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Here's my challenge today

**Business Development  
Leadership**

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	Leadership traits for business development
	<p><b><i>Strategy</i></b></p> <p><b><i>Decision making</i></b></p>

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	Strategy questions
	<p>Who                      What</p> <p>When                    Where                    Why</p> <p>   How                    Which</p>

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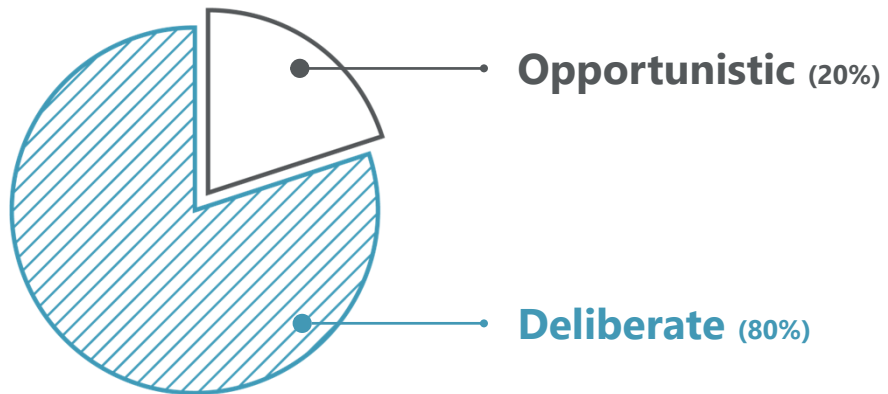
	Strategy questions
	<p>Who                      What</p> <p>When                    Where                    <b>Why</b></p> <p>   <b>Which</b></p> <p>How</p>

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	Why you need to know this
	<p><i>You may have to lead or coach pursuit leaders...</i></p> <p>If you're a large(r) or mid-size firm bidding as a prime, you can win more</p> <p>If you're a small(er) firm supporting large(r) primes, you'll understand how to provide value</p>

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## Business development leaders



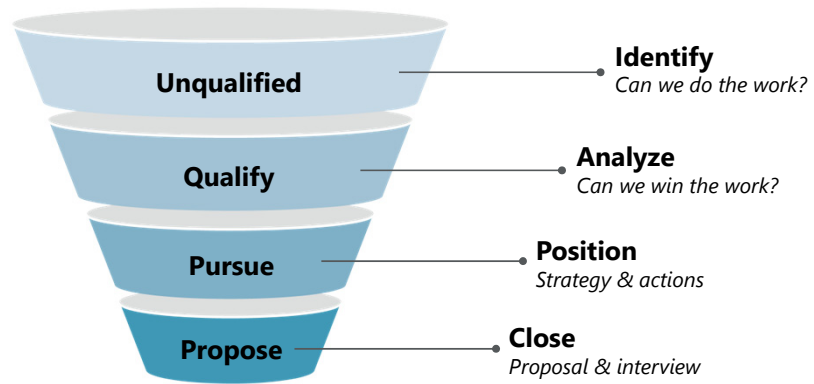
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## The Sales Funnel concept



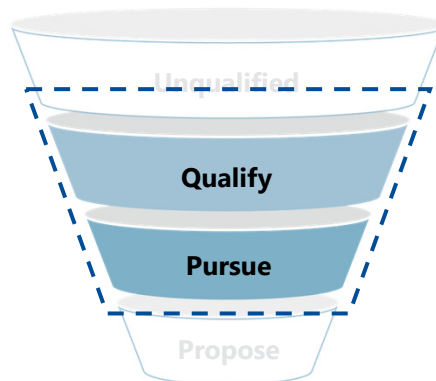
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## The Sales Funnel concept



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## Our focus today



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## Today's Topics



**Qualifying**



**Strategy**



**Examples & Best Practices**

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**Qualifying**

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## Finding the “right” opportunities

Can we do the work?

**Experience** – similar projects

**Expertise** – staff capabilities

**Capacity** – people & time to deliver

**Other** – systems, processes, tools, etc.

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Is it a good

**FIT?**



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## Finding the “right” opportunities

Can we win the work?

**Understand** real client needs

**Offer** a different “solution” (team, approach)

**Present** a credible PM

***Do we have enough time to get ready?***

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Where can you leverage your  
***EXPERIENCE*** and ***RELATIONSHIPS***  
for the best ROI?

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Leadership is...

*... knowing what to do  
when you don't know  
what to do*

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**Strategy**

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Can we do the work? 

Can we win the work? 

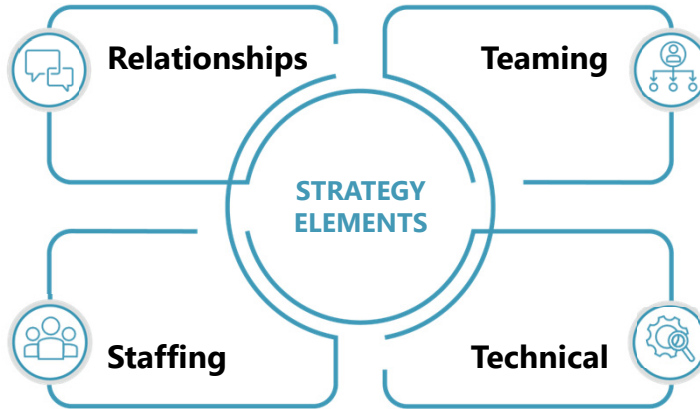
# HOW?

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Every strategy eventually  
boils down to a few simple  
building blocks

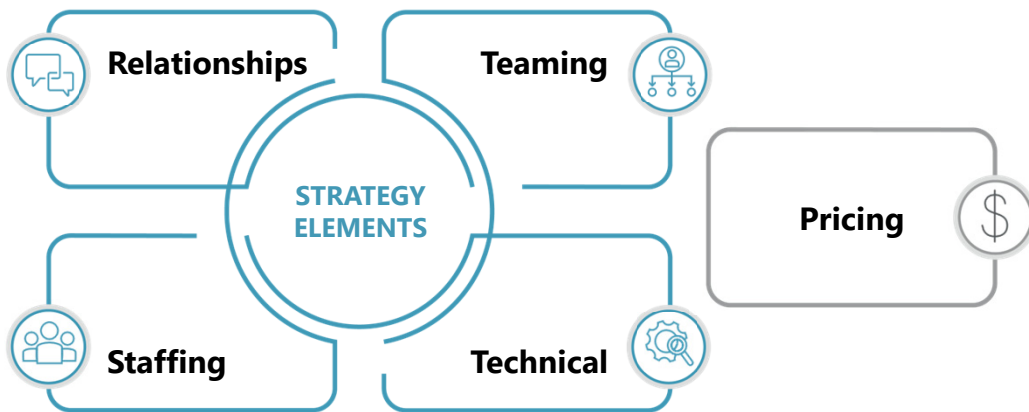
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These are the common strategy elements



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Price is a factor, sometimes



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Relationships play an important role in consultant selection  
*(and re-selection)*



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“*When you get to the shortlist every firm can do the work, and do it well. What separates you from other firms is the **relationship.***”



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## How to build relationships quickly

Focus on them

Find common ground

Follow up / follow through



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## How to build relationships quickly

Focus on them

*80 / 20 listening & talking*

Find common ground

*Whatever it is*

Follow up / follow through

*Offer something / ask for something*



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## Build your relationship network

### 1-to-1



**STRONG**

### 1-to-Many



**STRONGER**

### Networked



**STRONGEST**



Relationships



Teaming



Staffing

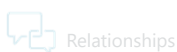


Technical

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## Teaming: What I consider when looking for a sub

- Prior experience / relationship with client
- Niche service
- Previous work on this site
- Relevant projects
- History working with my firm
- Geographic proximity
- Socioeconomic status
- Exclusivity



Relationships



Teaming



Staffing



Technical

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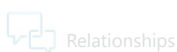
This is what my boss asks...

How well do we know them?  
What's their reputation?



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*I use discussions with subs to check data on the market and competitors*



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## Staffing: What to consider when selecting staff

- The "right" expertise
- The "right" experience
- The "right" expense (level)



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## Staffing: What to consider when selecting staff

- The "right" expertise  
*What they're good at*
- The "right" experience  
*Applied that expertise on a similar project*
- The "right" expense (level)  
*Consider staff profile for delivery*



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## Technical (*can cover many things*)

Means & methods

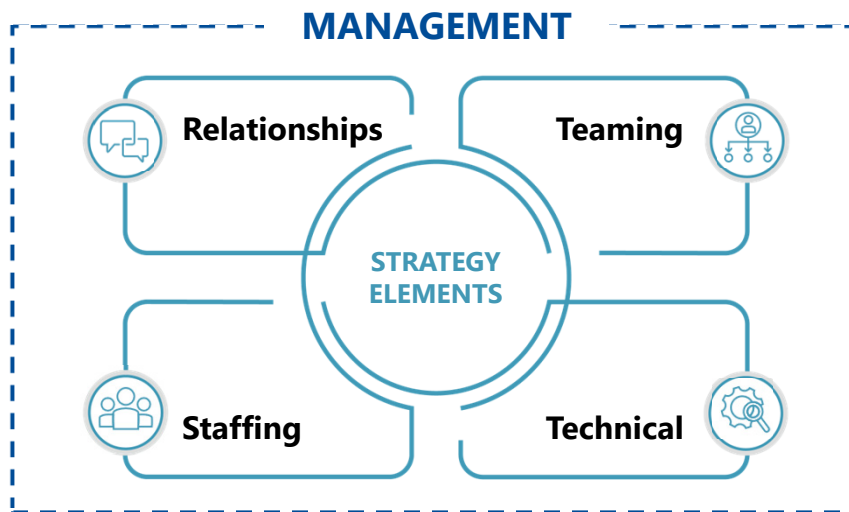
Systems, equipment, or processes

Applying innovations, streamlining, and cost or schedule enhancements



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You pull it all together with...



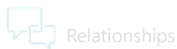
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How will you deliver the work (*aka Approach*)?

Assemble the project team  
*(mobilization, capacity, coordination)*

Fulfill the scope  
*(sequencing, phasing, quality)*

Typically begins with the word, "describe"



Relationships



Teaming



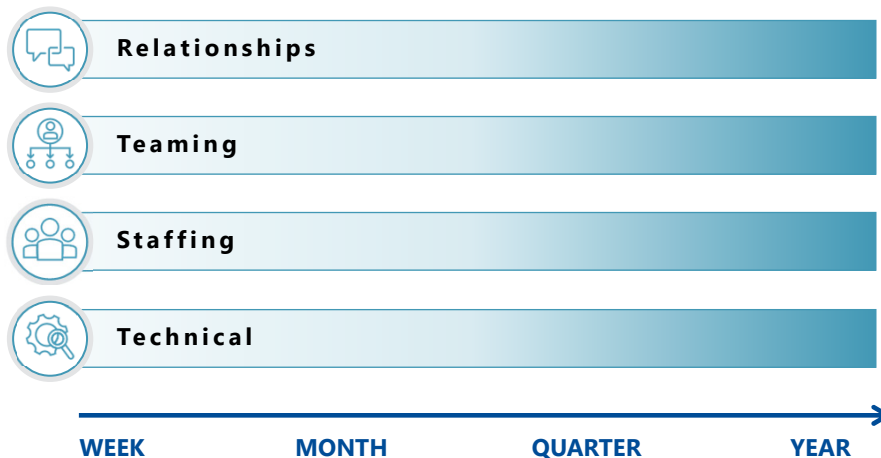
Staffing



Technical

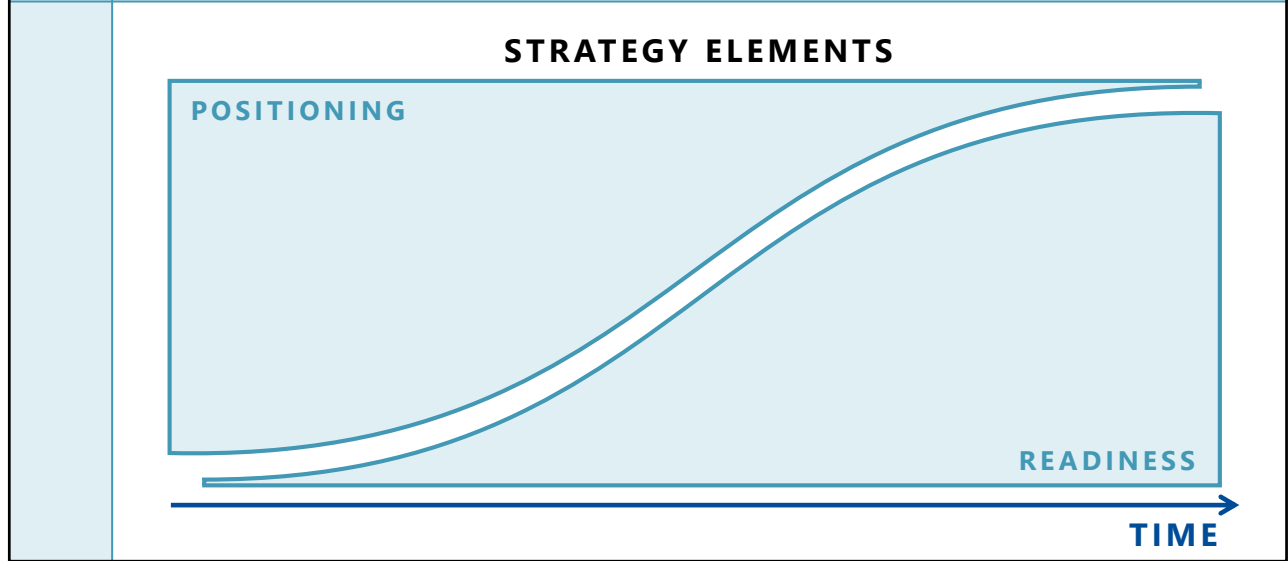
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Each strategy element evolves over time



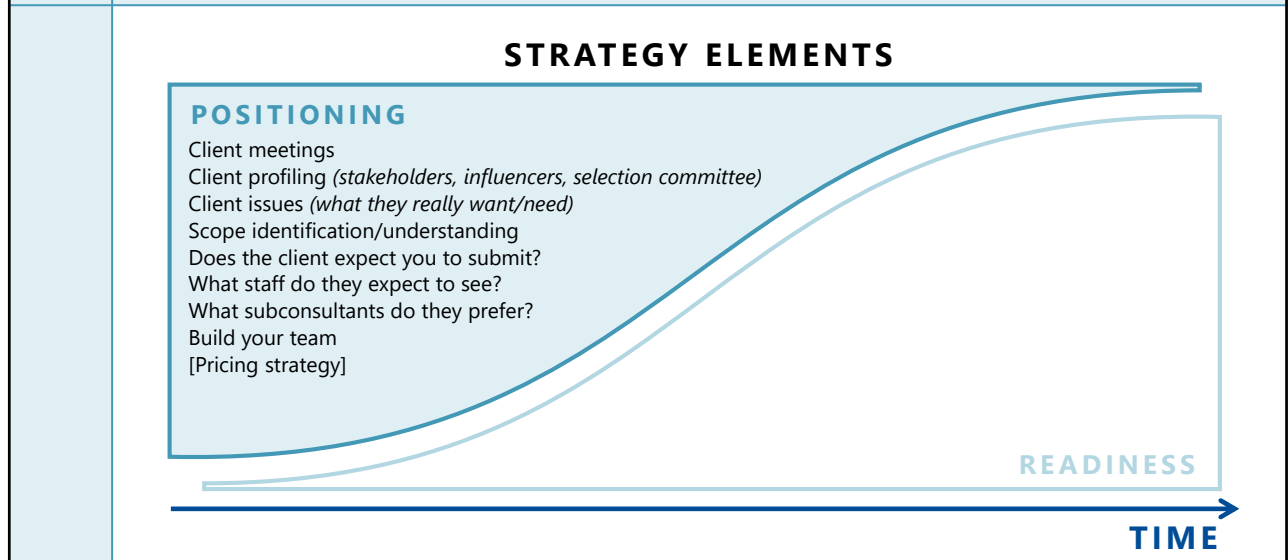
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## What's the difference between Positioning & Readiness?



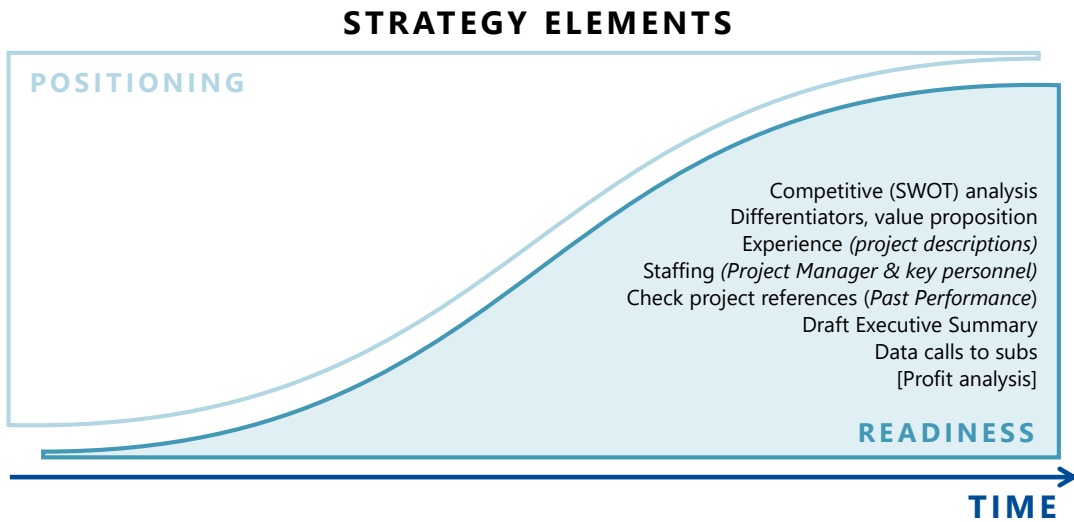
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## What's the difference between Positioning & Readiness?



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## What's the difference between Positioning & Readiness?



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## Examples of Strategy Elements evolving

**POSITIONING**

Identified and met with key client influencers

**READINESS**

Incorporated insights into draft materials (*projects, resumes, approach*)



**Relationships**

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## Examples of Strategy Elements evolving

### POSITIONING

Identified the need for teaming partners and vetted potential subs

### READINESS

Received initial materials from subs relevant to this project



Teaming

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## Examples of Strategy Elements evolving

### POSITIONING

Identify the best candidate PM and introduced him/her to the client

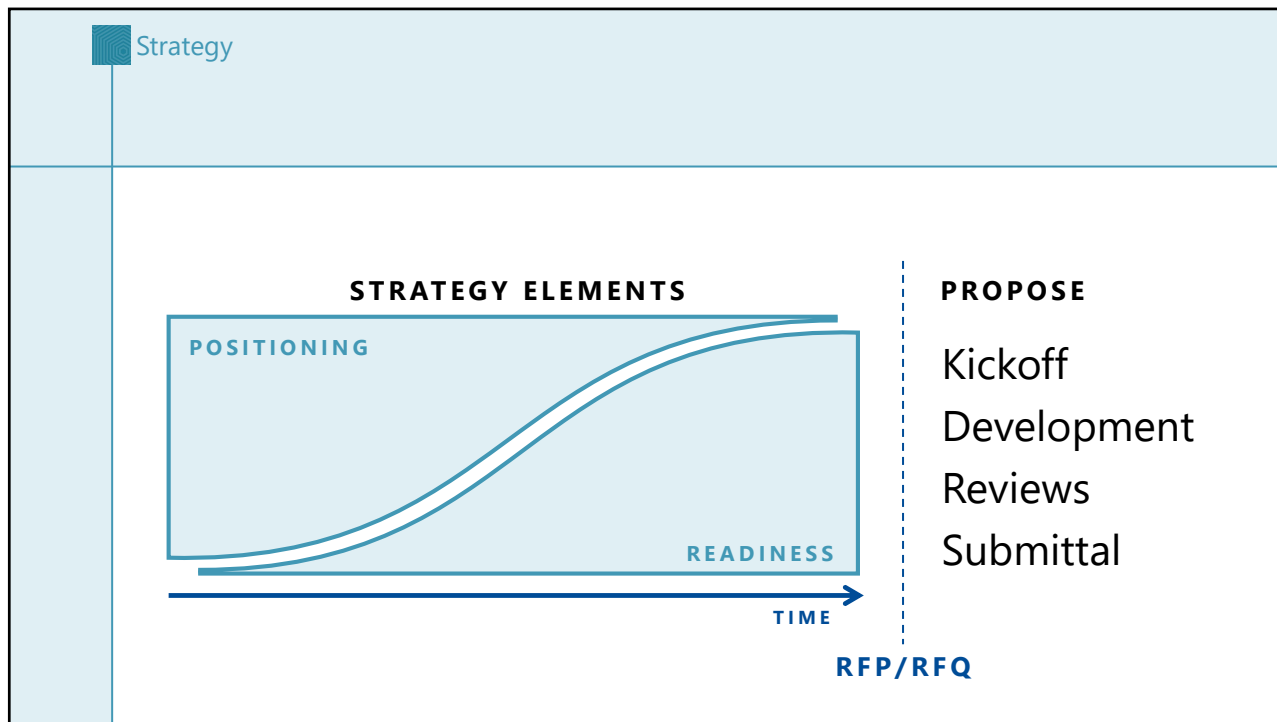
### READINESS

They expect to see him/her in the proposal and you prepared a tailored resume



Staffing

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Strategy

Develop a strategic approach to winning

Strategy is  
**DELIBERATE**  
*(remove the guess work)*

High Probability

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# Examples & Best Practices

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## Examples & Best Practices

EXAMPLE: Master Contract (nearly 3 years)



"Worldwide Support Services" IDIQ

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## EXAMPLE: Task Order (5 months)



## "Natural Hazards Screening" Project

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## Here are some Best Practices

- ① You always need a passionate advocate, the person lying awake at night worrying...
- ② Develop a process, and use it (*be disciplined, but flexible*)
- ③ Start early in every phase; you can do a lot to be positioned and ready
  - Review information you have
  - What information do you need?

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## Here are some Best Practices

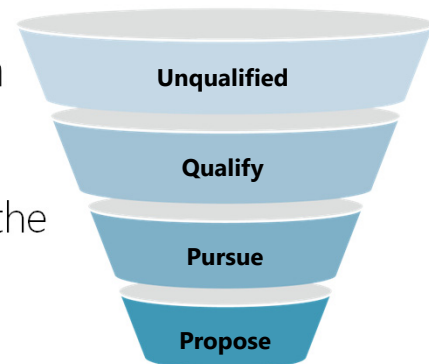
- ④ Expect the unexpected  
*(obscure disciplines, priority of criteria, etc.)*
- ⑤ Great writing comes from re-writing  
*(people who don't like to write will procrastinate)*
- ⑥ A "qualifications package" is not a proposal; you win based on what you've done, not what you will do  
*(unless they ask for an approach)*

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## And something else to consider

A Best Practice to help you move opportunities through the Sales Funnel

Monthly Funnel review: focus on the health of your future business



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“Win more than your fair share”

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**GROWING** 

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“Win what you’re not supposed to win”

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***ENERGIZING*** 

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What's your business development approach?

Are you *Qualified* and *Tracking*?

Or are you **POSITIONED** and  
**READY** to WIN?

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**Let's Talk...**

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***BD Leadership:***  
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