



# Becoming 'Bid Ready' Optimising Bid Team Performance





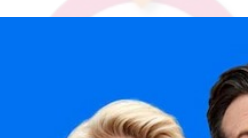
# The Team

- 100% = Bid Manager, PM, SEM, SSA
- Approx 50% - Capture Lead
- Less than 50% - Procurement, HR, HSE, finance, cyber, quality, ILS, other engineers, marketing & graphics, scheduler, T&E etc



## FORMING.

A new team, with low understand and trust



## STORMING



The team clicks!

### The Unknown Team

Different skills, communication styles, preferences and areas of interest.



### Factions Form

Bonding occurs between like-minded people, causing clique and team disharmony.

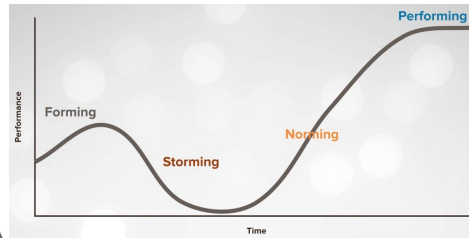


### Low Initial Performance

Early and poor strategic decisions are made by an underperforming team.



# The Challenge



### The Hidden Genius

Lack of psychological safety prevents team members contributing great ideas.



### Low Commitment

Those who feel ignored will never be fully committed to the bid solution.



### Reduced Success

The combination of factors decreases the probability of success



### Clash of Cultures

Working with Partners? They may have different behavioural and cultural norms.



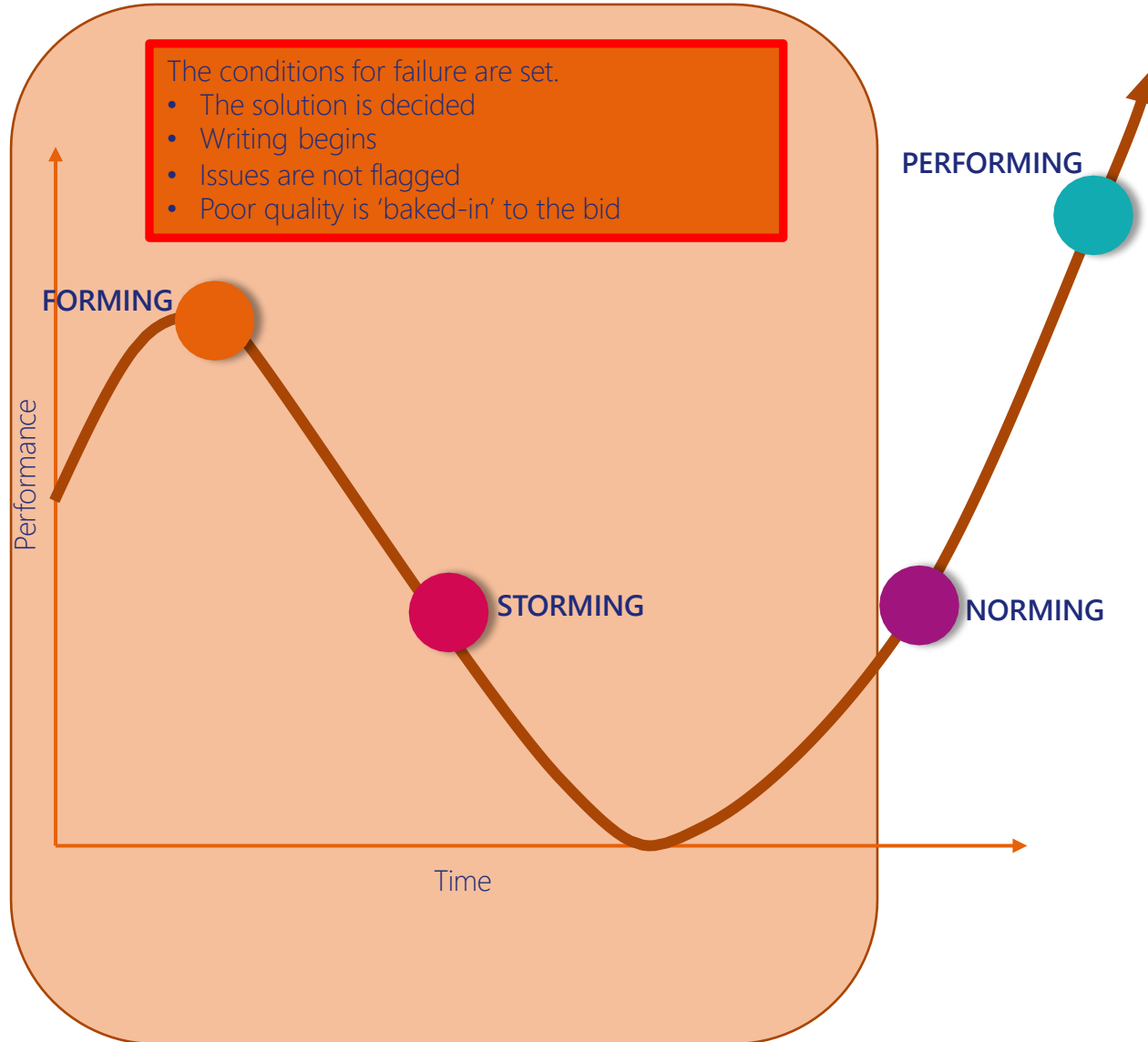
# The Tuckman Model

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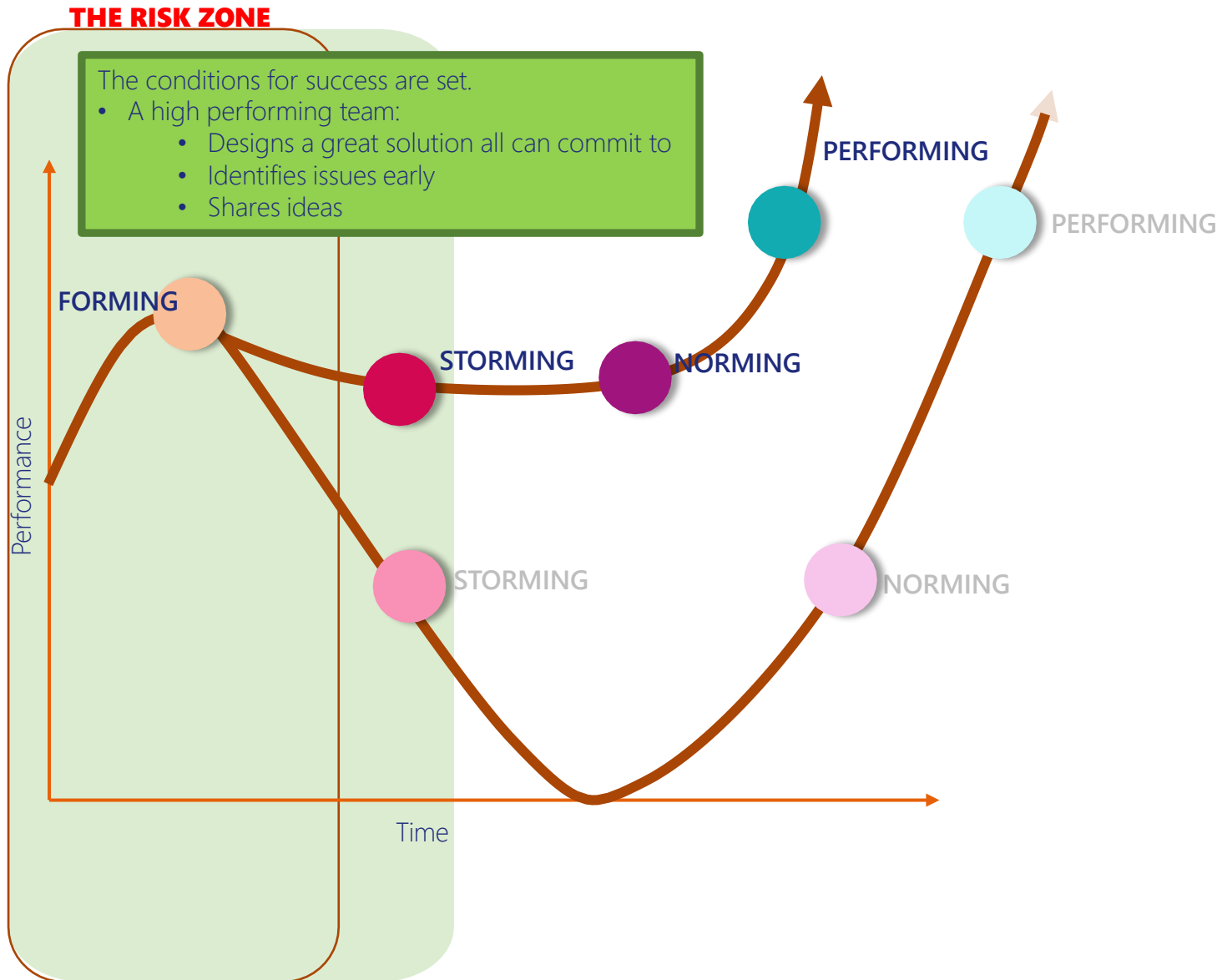


# The Tuckman Model

## THE RISK ZONE



# > The Outcome



## FORMING

A new team begins to build understanding and trust early



## STORMING

Great communications and psychological safety keeps performance up



## NORMING

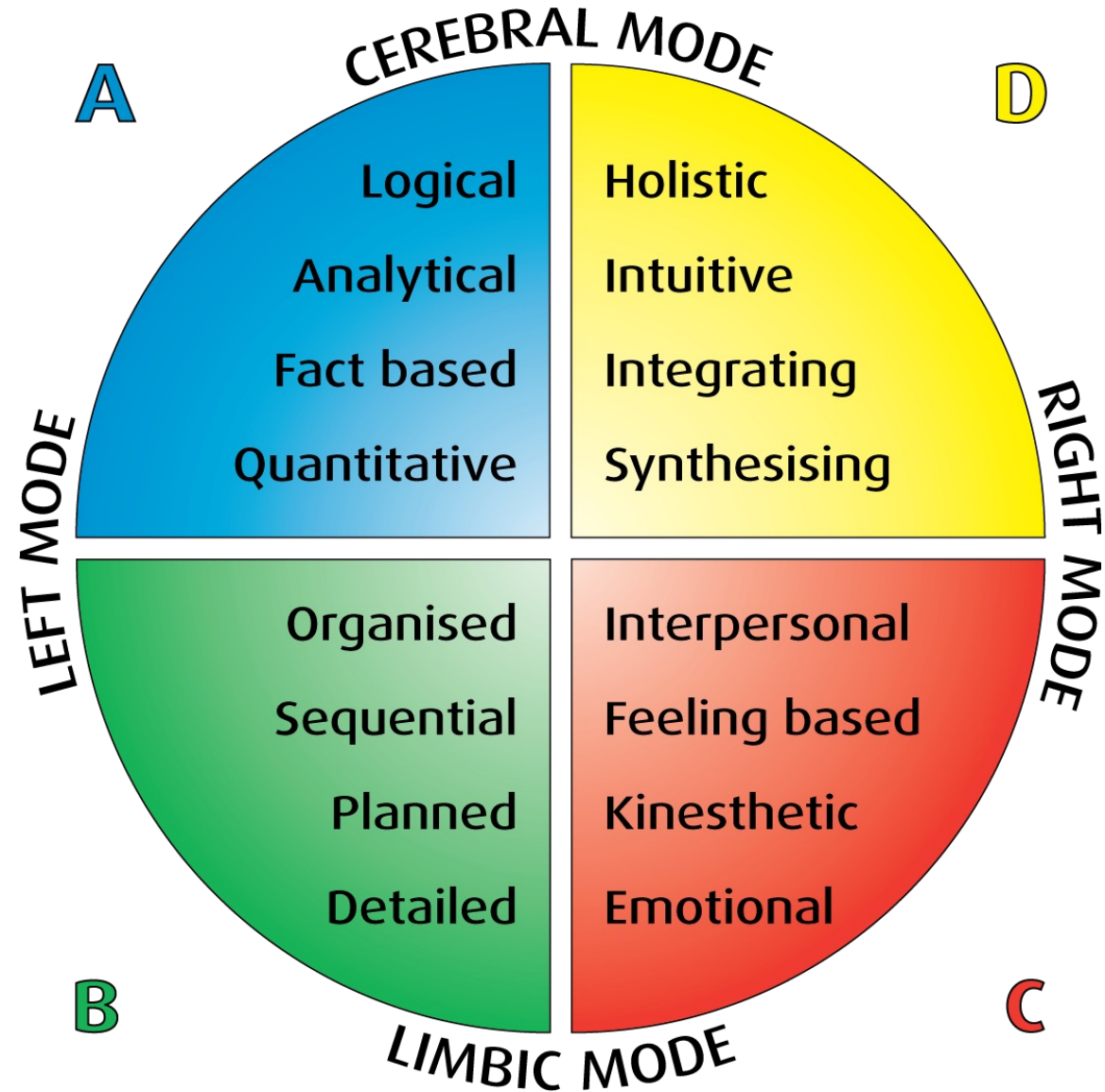
Teams begin to perform to a consistently



## PERFORMING

The team at an early stage of delivery

# Accelerating Understanding





# Build Trust and Psychological Safety

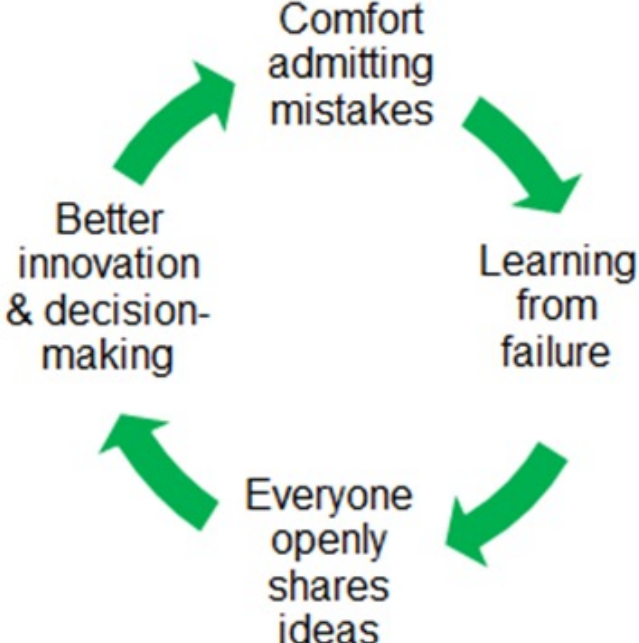
$$\begin{array}{ccccccc}
 \text{Trust} & & \text{Credibility} & & \text{Reliability} & & \text{Intimacy} \\
 T & = & C & + & R & + & I \\
 & & \text{-----} & & & & \\
 & & & & S & & \\
 & & & & \text{Self-Orientation} & & 
 \end{array}$$

# Build Trust and Psychological Safety

## Psychological Danger



## Psychological Safety



# Build Trust and Psychological Safety

**Psychological Safety**

**Amy Edmondson**  
PROFESSOR, THINKER & AUTHOR

1 HOW I HELP...

2 MAKE YOUR PEOPLE FEEL THAT THEIR VOICE IS WELCOMED

MY VOICE IS WELCOMED!

THIS IS WHERE I WANT TO WORK!

I BELONG

CHALLENGER

CHERNOBYL

DIESEL SCANDAL

COULD THIS HAVE BEEN PREVENTED?

ASK

GOOD QUESTIONS

FOCUS, FOCUS, FOCUS.

BOSS

WE HAVEN'T DONE THIS BEFORE!

**DO THIS:**

- CALL ATTENTION TO CHALLENGES
- PROACTIVELY ASK GOOD QUESTIONS
- MONITOR YOUR RESPONSE

to create a safe Environment for the TEAM!

finch  
REDANREDAN@fi

#NBFORUM  
#OBFORUM

BUSINESS FORUM GROUP

DIV

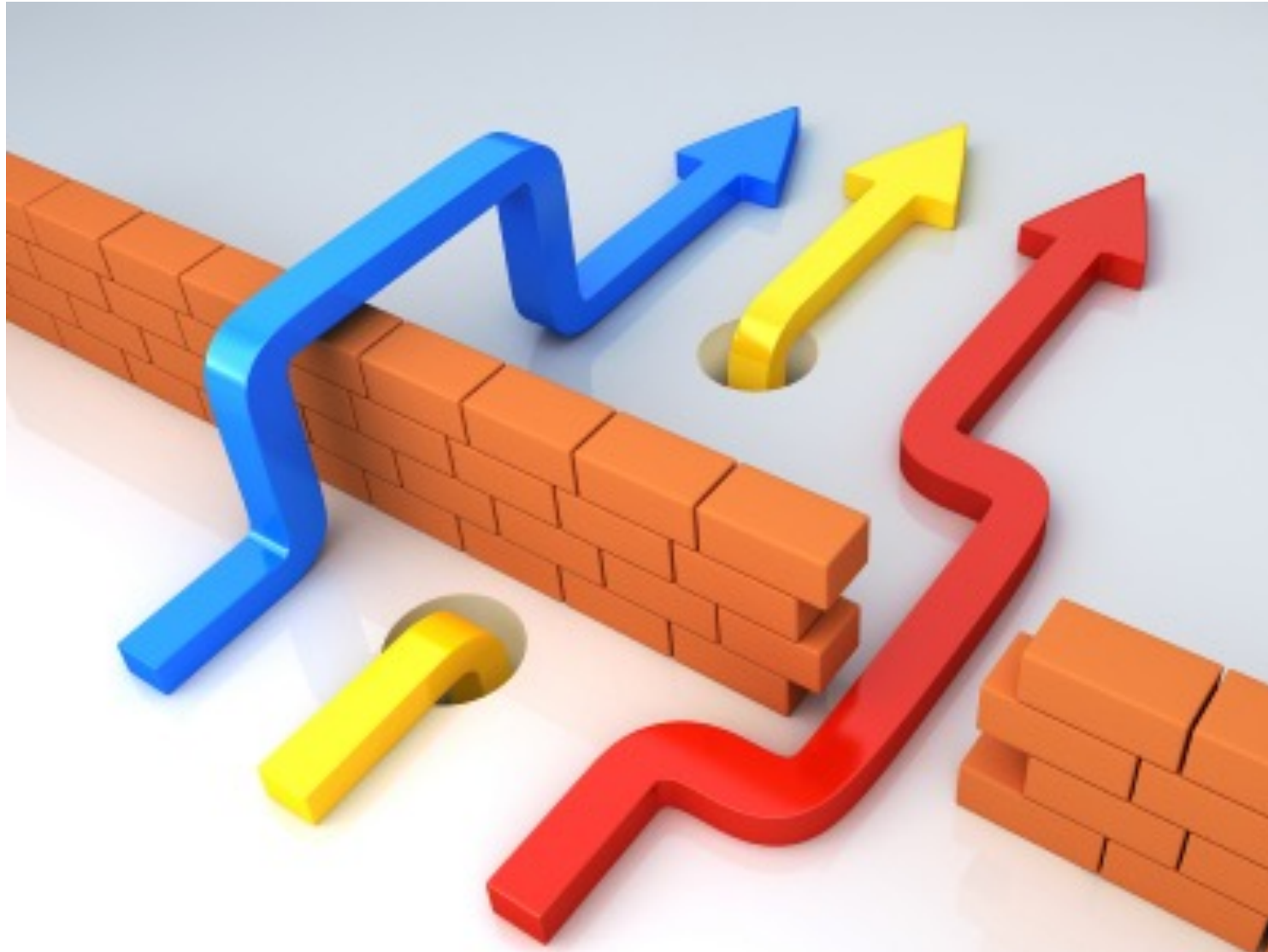
# Agree Behaviours

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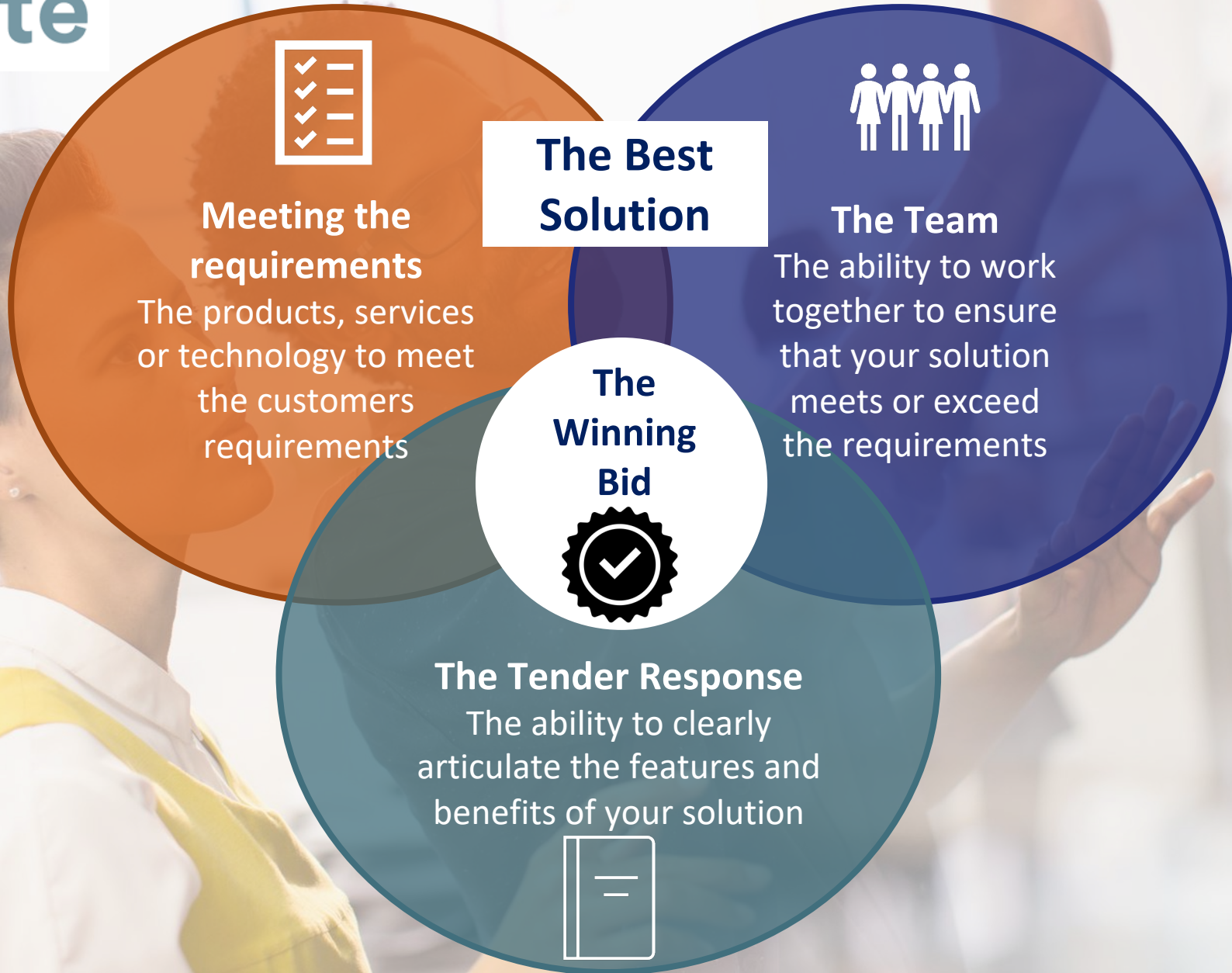
# Embed Behaviours

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# Summary





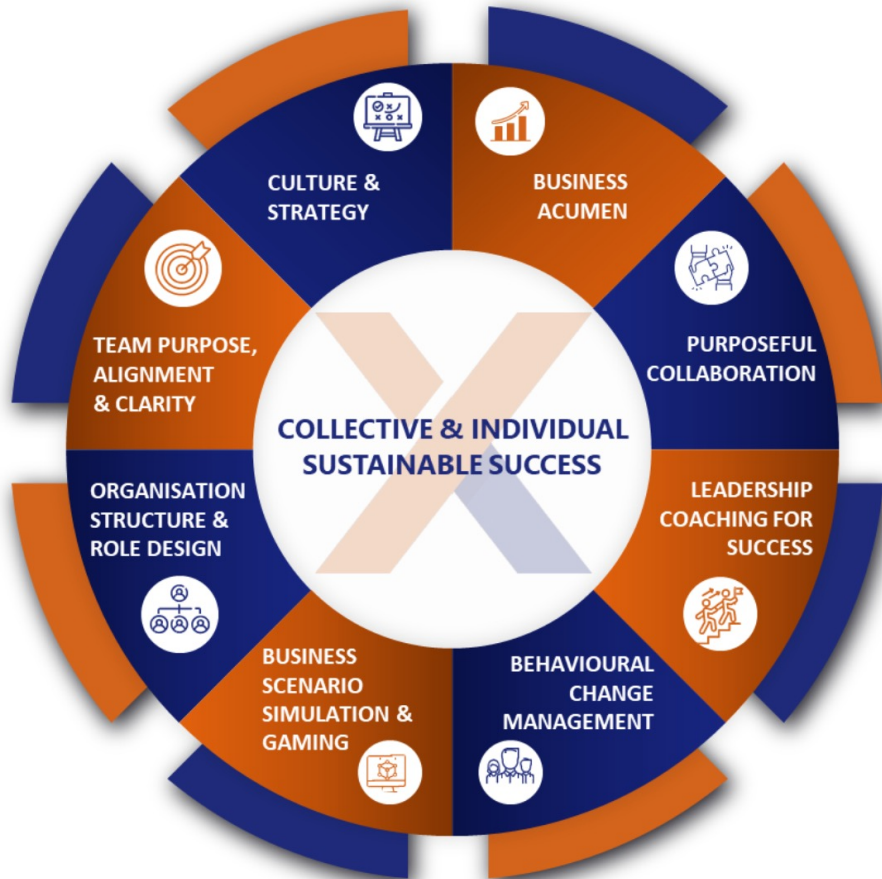
# Becoming 'Bid Ready' Optimising Bid Team Performance





# What We Do & Proposed Approach

## What We Do



## Our Proposed Approach

- We will use our experience in rapidly improving team collaboration to assist in optimising bid team performance.
- Immediately prior to RFT release we will deliver a 1.5 day program of activities to ensure that the team:
  - have a deeper understanding of each others thinking preferences, communication styles and problem solving approaches,
  - will have an awareness of the ingredients of a psychologically safe environment where everyone can contribute, with the skills to create this environment and,
  - have an agreed set of behaviours that the team will implement that bring the first two activities together.

# Appendix 1

## The nXus People Team



## James Fulford-Talbot, Partner

M.A, Defence Studies

I'm a Partner and Director at nXus People with a diverse background leading teams in various countries and industries.

I began as an infantry officer in the British Army, and experienced five operational tours in Europe and the Middle East. I then worked in large headquarters and as a procurement program manager in the Ministry of Defence. Since leaving the military, I've led large and complex organisations in the commercial sector up to General Manager level.

With my extensive experience in leadership, team dynamics, strategy and Defence, I now consult, coach, and facilitate for clients such as: Amex; Bloomberg; the Department of Defence; State and Federal Government organisations; and several SMEs.

Outside of work, I volunteer as a firefighter, serve as a board member of Business Southern Highlands, and am an active member of my local community.

I'm married to Jodie and have two mini donkeys, Freddie & Mr Percival.

### Qualifications and Accreditations

- MA, Defence Management and Military Studies, King's College London
- Post Graduate Diploma Defence Studies, Cranfield University
- Managing Successful Programs (Advanced Practitioner) Association of Program Managers
- Advanced Management Achievement Course Manchester Business School
- Accredited in multiple assessment tools, including Herrmann Brain Dominance Instrument (HBDI) and the Global Leadership Wellbeing Survey (GLWS).



## Molly Henman, Partner

BA, M. Human Resource Management & Industrial Relations

I am a Partner and Director at nXus People and have returned to my hometown of Canberra after working across Australia, the U.S. and Asia.

With a wealth of experience across a range of public and private entities, I have worked up to C-Suite level in sectors including: risk, security and support; aviation; Defence and Defence Industry; mining and resources; pharmaceuticals, manufacturing, banking, retail, energy; and professional services.

I started my career as a researcher at ANU in the Research School of Social Sciences and the Faculty of Arts History Department. My journey into HR began through a commercial background where I ran high-temp businesses with P&L accountability.

My interest in leadership was sparked early on, and I gained extensive experience in leading large operational teams and strategic and operational HR teams- providing me with deep insight into the individual, team and organisational development challenges. As an Organisational Development specialist, I am energised by people, teams, and organisations learn and succeed.

In addition to my work at nXus People, I enjoy conversation, reading, entertaining, travel, and collecting vintage and antiques. I am married to Bill and we have two lively labradoodles, Max and Milly.

### Qualifications and Accreditations

- Bachelor of Arts. Political Science
- Master of Human Resources Management & Industrial Relations
- Accredited in multiple assessment tools including Saville Wave, GLWS, and HBDI



## Thomas Higgins, Partner

B.A.(Hons Applied Psychology), M.Management, M.Professional Writing

As a Founding Partner and Director at nXus People, I've held senior roles in Australia and abroad, with extensive experience in Asia, including mainland China. Half of my career has been in the private sector, and the other half in consulting, with roles such as managing director and human resource director.

I've worked with top organizations in finance, education, manufacturing, not-for-profit, and the public sector, such as: HSBC; AXA; AIG; Commonwealth Bank of Australia; ANZ; ICBC; PayPal; HK University of Science and Technology; TAL Group; C&A; and the Australian Defence Force.

Apart from building and running nXus People, I coach and provide advice to boards, CEOs, and executives across various industries. My expertise includes leadership development, employee engagement, strategy, change management, and assessment.

I hold a Master of Management, MA in Professional Writing, and a BA with Honours in Applied Psychology & Statistics, and I'm a member of the Australian Institute of Company Directors and Society of Human Resource Management. I'm married to Margot, have two daughters, four grandchildren, and a cat named Murphy.

### Qualifications and Accreditations

- Bachelor of Arts (Hons), Murdoch University
- Master of Management, University of Western Sydney
- Master of Professional Writing, University of Technology, Sydney
- Accredited in multiple assessment tools including Saville Wave, HBDI and GLWS.

### Professional Memberships

- Australian Institute of Company Directors
- Society of Human Resource Management



## Stuart Waldon, Director

B.Com, GAICD, FAHRI

I am a Director and Founding Partner at nXus People, bringing a wealth of experience in leadership roles across various industries. Starting as an accountant in the brewing industry, I transitioned to HR and progressed to HR director level across multiple organizations and sectors.

In the last decade, I have been consulting for a diverse range of businesses including: professional services; manufacturing; health; Defence; government; fast-moving consumer goods; and not-for-profit sectors. As a consultant and coach, I offer a wide range of skills and experiences to help businesses and individuals achieve desired outcomes and navigate challenges.

At nXus, I co-lead the Canberra and Sydney practices, with a focus on Defence and Defence Industry, government, private practice, and not-for-profits.

Outside of work, I serve as Company Secretary of the Neurodevelopmental Behavioural Paediatric Society and as a director of Meals on Wheels NSW. I also volunteer for community organisations including Scouts Australia and Angel Flight.

I am married to Jo, a senior federal public servant, and have two sons studying at Sydney University. In my free time, I enjoy flying, staying fit, and reading.

### Qualifications and Accreditations

- Bachelor of Commerce, University of Melbourne
- Graduate of the Australian Institute of Company Directors (GAICD)
- Accredited in multiple assessment tools including Saville Wave, GLWS, HBDI and Birkman

### Professional Memberships

- Fellow of the Australian Human Resources Institute (FAHRI)
- Graduate of the Australian Institute of Company Directors (GAICD)