

## Step 3

# Managing the Proposal Development Process

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### 3.5 Decision-making

Decisions have to be made at every step of the proposal development process, and it is important to determine in advance how key decisions will be made. For example, is team consensus required? Does one lead person have the authority to make some decisions? Are there individuals who must approve all work and can override some decisions? Are different individuals responsible for approving content and making editorial or visual presentation decisions? Outlining a decision-making process in advance is essential to smooth progression of the proposal development process.

#### How-To Tips

- **Complete the Step 3: Proposal Work Plan Worksheet** before starting proposal development, and ensure that all stakeholders agree to what is proposed.
- **Develop or agree to an existing style guide.** A style guide is a reference document that includes rules and suggestions for writing and document presentation. Having a style guide for proposals and other documents can increase the quality of the final product, as well as decrease the time spent discussing such issues as the proposal is developed.