

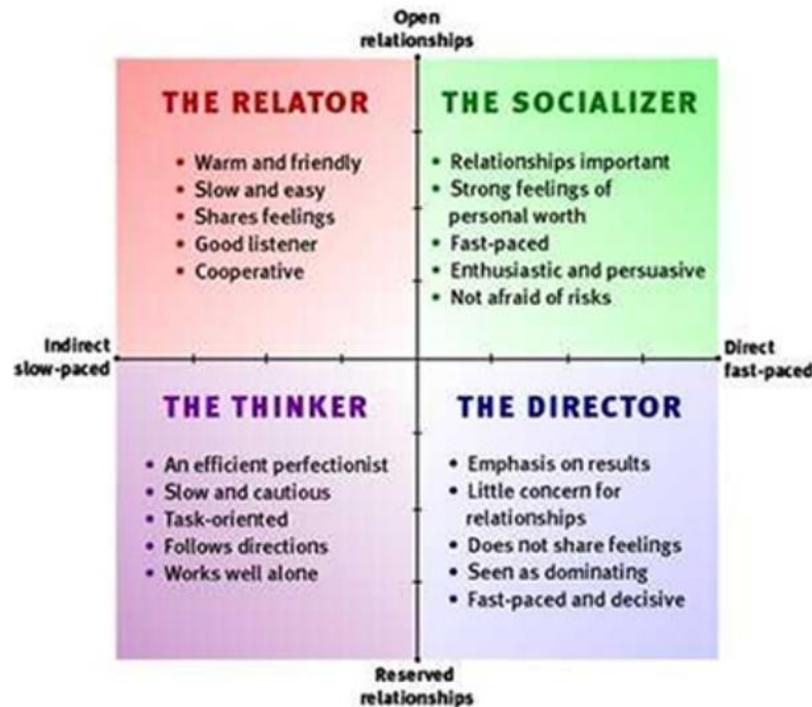
# Internal Communication

## Acquisition vs Accounting

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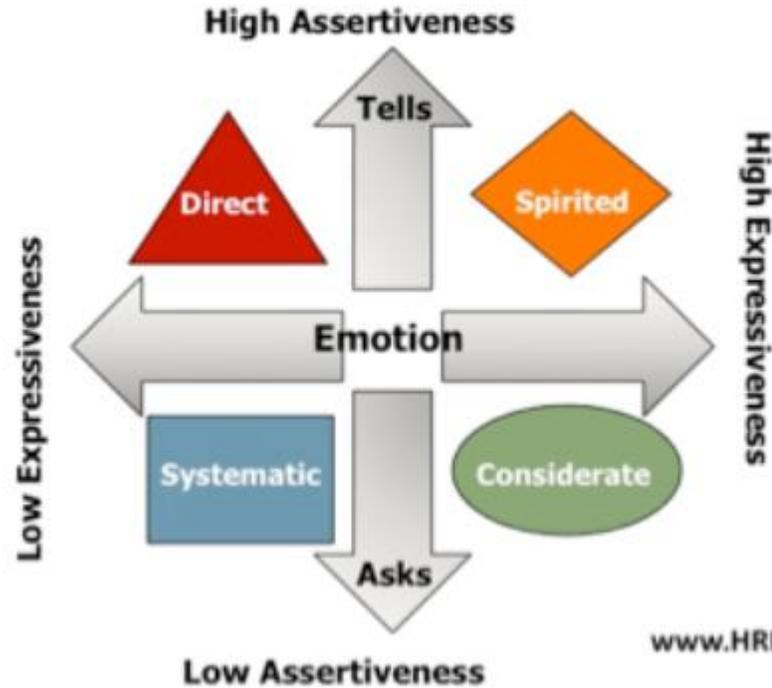
# Communication:

A process by which information is exchanged between individuals through a common system of symbols, signs, or behavior the function of pheromones in insect communication; also : exchange of information



**What is your communication style?**

# What's My Communication Style?



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See all

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# What is Internal Communication?

Internal Communication:

Internal communications is the function responsible for “effective communication” among participants within an organization.

## Effective Communication:

The process of exchanging information, both verbal and non-verbal, within an organization

# Benefits:

Effective verbal and nonverbal communication skills are valuable in the workplace. Some companies spend a lot of money to train their employees on how to effectively communicate. Good communication skills go beyond conversations, but employees must know how to communicate well in written reports and emails. Understanding the benefits of effective communication helps companies place a focus on developing a workforce that is able to communicate within the firm and with customers, vendors and international business partners.

# The Manager:

## 1. Consider the Situation Before Taking Any Action

Our emotions tempt us to make quick decisions based upon superficial evidence which may not reflect the true nature of the problem. The manager may assume that the poor appearance of the store was due to the employees' lack of effort or attention.

Consider outside influences before taking action.

Ask questions.....

## 2. Gather and Confirm Information Before Making a Decision

We have a tendency to confuse symptoms with disease, and consequently treat the symptom rather than the underlying illness. Technology enables us to capture massive amounts of data and slice and dice it to make it appear any way we want. But data is a representation of the problem, not the problem itself. Observing the work of the assistants and talking and listening to them about the aspects of their job might lead to a different conclusion than otherwise reached.

## 3. Focus on Problems, Not Personalities

Don't attack the character of a person by implying they are lazy, derelict, or are betraying him. The implications can intensify the emotional context of the situation overshadowing its factual content and purpose.

Whenever dealing with any issue that might have emotional content, the “24-Hour Rule” should be in effect: Don't send any email, message, letter, memo, or report to others until you've had a day to reflect upon its content and are sure it communicates the facts and the tone you wish

#### 4. Manage Individuals, Not Groups

The lack of specificity enabled a recipient to avoid personal responsibility, as they may feel that their own effort met expectations. As a consequence, you will fail to get the desired result and aggravate an already touchy work environment.

Group communications are perfect for providing general information, education, and praise; however, they should not be used for individual direction or criticism. Remember, praise in public and criticize in private.

#### 5. Meet Subordinates Face-to-Face

The meaning and intent of written words without the context of a physical presence is often misunderstood, and can lead to confusion and conflict. There is no substitute for looking someone in the eye and seeing their reaction to your conversation to clarify content and assure comprehension and agreement.

Managers often hide behind memos and notes as if their subordinates were robots to be moved into place and programmed. However, successful leaders seek personable commitment and build bridges of trust, mutual respect, and shared experience. Be physically available and “walk the walk,” and let your people know you are with them through the good and the bad.

## 6. Assign Tasks Directly and Clearly

People work best when they know what is expected of them. Good managers identify the goals and measures in simple, understandable terms, assign responsibility unequivocally, and confirm that the information is understood by those to whom it is directed.

Good managers follow up and give corrective input to ensure that each subordinate is on the same page and working toward the same objective.

Managers should always remember that no employee takes a job with the expectation that he or she will be overlooked, ignored, or insignificant at work. Employees want to be liked and respected by their peers and proud of their employer. Management's challenge is to maintain and further develop this employee enthusiasm and commitment, even during times of stress.

Mistakes are part of growing, and falling short and correcting the course are regular occurrences in business and in life. Dealing with subordinates the way you would wish to be dealt with in a similar situation is the best course any manager can take.

# Employee:

## 1. Never Personalize Criticism

Whether you're giving or receiving criticism, it should be based upon observed actions and results, not intent. It is impossible to know the motivations behind any activity, only the physical actions and outcome of the activity. As a consequence, criticism should be given and accepted unemotionally, considered for its validity and pertinence, and implemented when action is justified.

In other words, don't be too sensitive or defensive when you receive feedback. Consider the information received as intended to get a different result, not a personal attack

## 2. Understand the Situation

Constructive criticism is part of a regular employee performance review, designed to give both parties feedback. Use both opportunities to build your relationship and get information. Use a review as an opportunity to receive and give intelligence that might otherwise be missed.

### 3. Be Understanding

Whenever you receive what you consider to be an unjustified personal attack or criticism, recognize the source and their circumstances before jumping to a conclusion. Unfortunately, people have bad days, and they often respond by assailing others for little or no reason. When heads are cooler and pressures are less, contact the assailant to learn more about the problem and how you can be part of the solution. You may discover that the stimulus for the assault was an overreaction on the sender's part or had nothing to do with you or your work.

### 4. Learn From Your Mistakes

Whatever the stage of your career, you can and should continue to learn. Over your working life, you'll work for and with superiors of varying capabilities and talents. Some you will remember because of their great leadership, while others you'll remember because they were such poor managers. Even the latter can teach you something.

# Acquisition Team:

Who comprises the Acquisition team?

Executive Management

Program/Project Manager

Proposal team

Estimator

SME

Contracting

Accounting

## **Definition:**

The acquisition team is normally composed of representatives from program, technical, and contracting areas of the organization. It provides a balanced perspective of cost and schedule considerations.

# ROLES:

## Executive Management

- Input on solution proposed to the customer
- Final approval on the selected solution
- Final approval on proposal

# Program Manager/Project Manager

- Participate in study/customer information gathering
- Formulate the solution to the customer
- Knowledge of individuals to fill positions
- Materials, means and methods
- Project plan of action

# Proposal Team

- Plan schedule for proposal production
- Participate in information gathering
- Outline/plan proposal to present the solution for the customer
- Provide input on effective marketing techniques for proposal presentation
- Approve all proposal graphics
- Read sections to be sure the proposal effectively presents the solution from the standpoint of clarity and effective sales techniques
- Obtain all necessary approvals on document

Proposal Manager, Author, Editor, Writer, Proposal Coordinator,  
Graphic Artist, Layout, Publisher

# Estimator

Finding out what the client wants.

Researching materials, equipment and labour costs.

Gathering quotes from sub contractors and suppliers.

Assessing the levels of risk on a project.

Analysing company data, exchange rates and prices using software packages.

Preparing and submitting quotations for work.

Helping with bids for new contracts and supporting buying activities.

Monitoring the stages of a project to make sure that costs are kept in line with forecasts.

# SME

Important part of the development process.

Subject matter experts can be business owners or business users.

SMEs are responsible on how tasks, to include the order of performance steps, are to be performed, while instructional designers are responsible on how that material will be presented (e.g., demonstrate – practice – hands-on test).

SMEs are responsible with the technical-jargon, while instructional designers decide if that jargon needs to be explained.

SMEs are responsible for acceptable performance levels, while instructional designers decide how that performance will be evaluated (e.g., written, hands-on, oral).

SMEs are responsible for providing the performance objectives, while instructional designers are responsible for turning the objectives into viable learning or performance objectives (task, conditions, and standards) and experiences.

# Contracting

Serves in an advisory role to the Capture Manager and Proposal Manager.

Reviews the RFP for contractual matters, participates in strategy development to ensure that it is compliant with RFP clauses, and reviews the proposal for compliance.

The Contracts Specialist is generally responsible for preparing required forms, clauses, representations, and certifications (typically found in Section K). These are typically included in the cost/pricing volume.

# Accounting

Labor Costs

True costs vs Estimated Costs

Historical Costs

Tax structures

Employment

Corporate

Overhead

G&A

# Communication:

**Acquisition vs Accounting**

**Project vs Accounting**

**Close out vs Accounting**

**Questions?????**