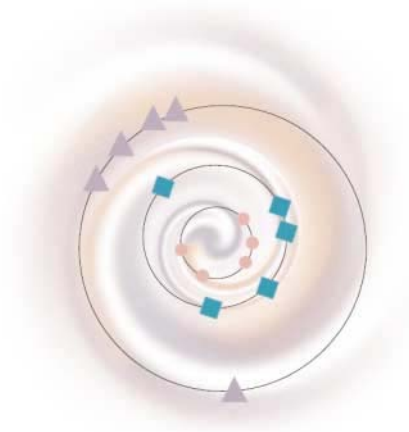


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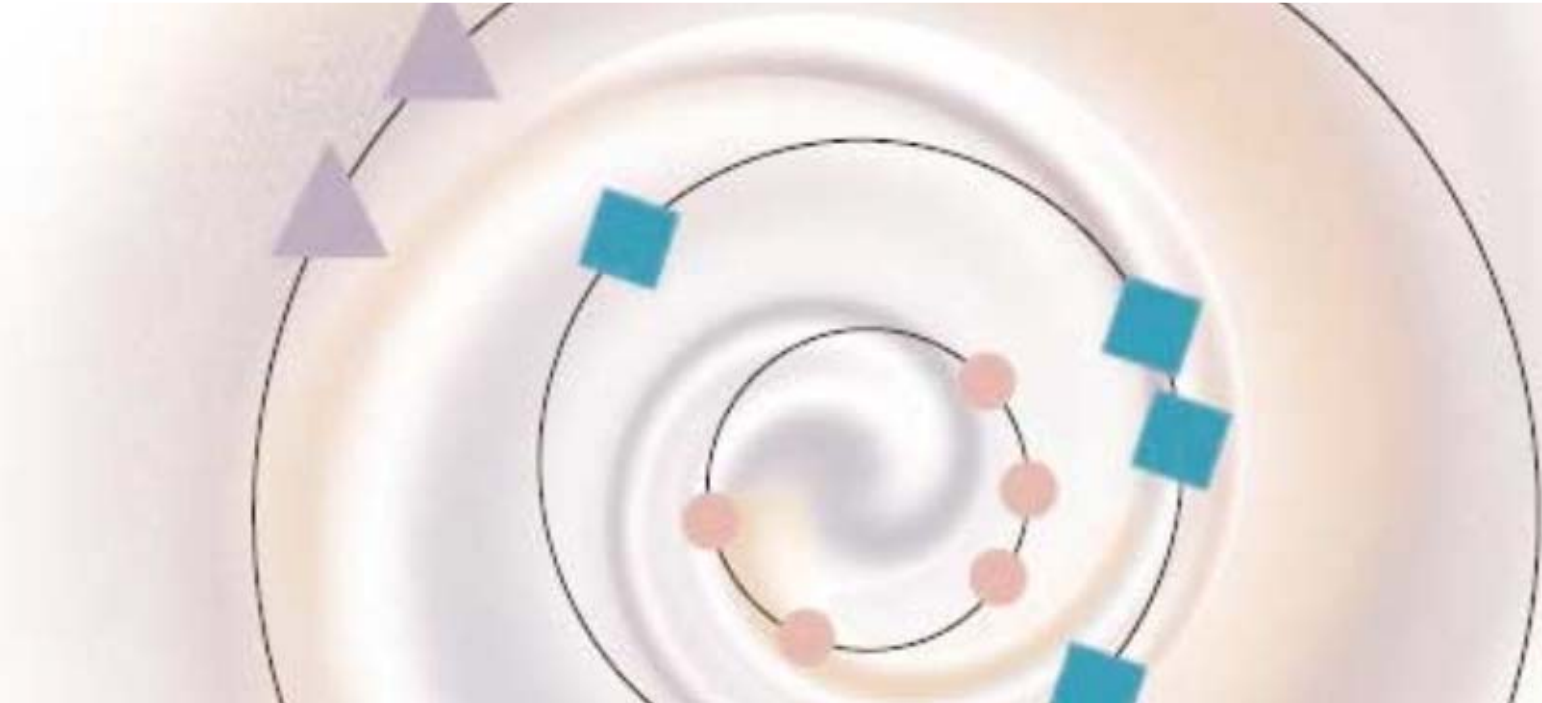
June 14, 2004



Get your project funded —
even when budgets are tight

by Baldwin Tom

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Sail with the wind.
Fish where the fish are.
Go with the flow.
These three common catch phrases may be key to your success in a world of shrinking budgets and rising service demands. But what wind, which fish?

Many federal managers find that their project funding requests are meeting resistance or rejection. Some are inclined to hunker down and wait for funding to be restored, continuing to work the way they always have. However, it seems that leaner budgets are the norm for the foreseeable future.

Except for some. Despite the leaner times, the administration continues to spend money. The key point to note is that it spends on its areas of priority: homeland security, e-government and the Defense Department. Would your department benefit from some of the appropriations being spent on these initiatives?

Remember: Sail with the wind, fish where the fish are, and go with the flow are still valid recommendations. But the key is implementation. You need to make a deliberate strategy out of such recommendations to make yourself a winner. Start thinking of the administration as your customer, and think about what it wants.

The administration wants bang for its buck. Show you know how to extend and leverage resources.

Align with that customer's priorities. In many cases, its priorities are set out in black and white, such as in the president's management agenda. Track news reports of what gets funded, and what issues show up in the White House press briefings. Listen when senior government employees are interviewed on news shows. Network to find out who is winning their funding requests and who is left disappointed.

Remember that priorities change – most famously, national security moved to the top of the agenda right after September 11, 2001. This can mean that your programs may be hot now but not in several months – or vice versa.

List all of your department's projects and see which of them support the priorities of the administration. Make your funding requests on that basis. Senior decision-

makers are eager to support projects that will show them to be team players when it comes to help meet the administration's objectives. If you can show them you can help, you're much more likely to get your calls returned, your requests for meetings granted, and your funding requests approved

Measure performance. Show that you know how to measure outcomes in the projects you propose. Provide a plan to demonstrate how you will track the successful completion of each task – timeliness, effectiveness and impact. After all, that's what is expected of you in a performance-based environment. Maximize your results by working with other agencies – for example, is there some way that you can support the front-burner priorities? Are there major corporations or economic sectors that benefit from your work, with whom you can make common cause?

The administration wants the most bang for its buck. Show you know how to extend and leverage resources. Manage customer expectations. Take time to check if you are indeed responding to your customer's expectations. Meeting expectations requires you work closely with the customer at each stage of the proposal or project in order to receive just-in-time feedback on progress and results. Ask, "Is this what you expect?"

Making mid-course adjustments in this fashion may spell the difference between a good result for the customer and an exceptional one, and more important, receiving partial versus full funding support.

Approaching project funding in this fashion optimizes one's funding potential, shows good stewardship of funds, and demonstrates alignment with national priorities.

Baldwin Tom is president and chief executive officer of The Baldwin Group, a Washington-based consulting firm.



About Baldwin

Baldwin Tom is the Managing Partner for The Baldwin Group, Inc. (TBG). He has built a business focusing on organizational change, process redesign, performance management, and development of change leadership infrastructure. Dr. Tom compiled a 27-year success record in shaping private and public sector organizations. His professional knowledge is in training management, planning for change management using tailored workshops and planning processes, vision development assistance, teaching teamwork skills, redesigning organizational factors to support change, and project management. .

For 11 years, Dr. Tom served as the leadership trainer for middle managers, providing tools and strategies for leading oneself, leading teams and leading organizations. For 10 years, Dr. Tom was a trainer for Basic Management and Strategic Planning for the United Way of America, leading teams through best practices for implementing organizational change, structural recommendations, and improving the strategic planning process. He was trained as a facilitator by the firm that wrote the book, "Making Meetings Work." Thereafter, Dr. Tom developed the *Strategic FacilitatorSM* course and has trained over 500 managers in facilitation skills that include process tools, strategy tools, and collaboration tools. Prior to starting his firm he was an executive with an international consulting firm, specializing in performance measurements and metrics, utilizing both competency and compatibility factors.

Dr. Tom is a Certified Management Consultant (CMC[®]), the preeminent designation earned in the management consulting profession (www.IMCUSA.org). He is Chairman of the Board of Directors of the Institute of Management Consultants USA. He holds Master's and Doctorate degrees in Biochemistry and Immunology, and a Master's degree in Business Administration.



About TBG

The Baldwin Group, Inc. (TBG) is an award-winning Washington, DC-based Strategic Change Management consulting firm with a project office in Manassas, Virginia. Since 1988, TBG has completed successfully a broad range of projects for federal agencies, state and local governments, private sector, and nonprofit organizations.

TBG delivers value to clients with a dedicated team of *ResultantsSM* consultants who produce results! We partner with clients in times of incessant change to optimize work performance by bridging the people resources of an enterprise with the task components of its operations.

Learn more about TBG *ResultantsSM* at www.tbgroupconsultants.com. Contact us at 202-544-2877 or email Dr. Tom (baldwin@tbgroupconsultants.com).