



TRACK CHANGES

ISSUE 06
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MY BIDDING JOURNEY



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APMP UK CEO FOREWORD

Welcome to the latest edition of Track Changes which focuses on our journeys into bidding!

Before that though, I'd like to share some Chapter Board updates.

I'd like to welcome Steve Morgan to the Board. Steve is joining as Chief People Officer, focused on increasing our value proposition to our members. We've also held our first BIDx™ roadshow of 2023 in Newcastle, where we had a great day and turned our usual offering on its head! No keynote speaker, no sitting listening all day, the day was interactive, and challenged us to be curious and look at our thinking in a different way. Next up is Edinburgh on 25th April! We also had a very productive face to face Chapter Board Meeting last weekend, and are very excited with some new ideas that we'll be implementing this year.

Back to bidding... Most of us "fell into it" didn't we? And I'm no exception.

I originally studied art and graphic design, and worked for many years as a graphic designer. At the same time however, I also completed a BA Hons in English Literature & Language through the Open University. I became disillusioned with the creative world. I liked being free to create, not being bound by client briefs.

So I quit my job and did a 3-month coast to coast (and back again!) trip across the US. It was fantastic (apart from when I nearly died of heat-stroke halfway down the Grand Canyon!). I came back to the UK with a backpack, a motorbike (which I'd put in storage), and about £100.

I picked up the local newspaper and looked at the job section, and in amongst the adverts for cleaners and pub security was an advert for a bid assistant.

I had no idea what that was, but they needed someone with an English degree...so I applied, and got it! I've been doing bids for the last 21 years! And I still love it!

There are now many more ways to get into bidding, and some great articles here about the subject, so put your feet up and enjoy reading.



Mairi Morrison CPP CAP.APMP
CEO, APMP UK
mairi.morrison@apmpuk.co.uk

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APMP UK BOARD UPDATE

MEET THE APMP UK BOARD



Mairi Morrison, Chief Executive Officer



Mel Kerrison, Deputy CEO & Chief Events Officer



Steven Coles, Past CEO & Chief Technology Officer



Mike Reader, Chief Operations Officer



Lucy Davis, Chief Marketing Officer



Suzanne Shields, Chief Professional Progression Officer



Ellaine Gillam, Chief Career & Mentoring Officer



Steve Morgan, Chief People Officer

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APMP UK BOARD CALENDAR 2023

Wednesday 11th January	General Meeting	✓
Saturday 18th February	Quarterly Meeting	✓
Tuesday 14th March	General Meeting	
Tuesday 11th April	General Meeting	
Saturday 13th May	Quarterly Meeting	
Tuesday 13th June	General Meeting	
Tuesday 11th July	General Meeting	
Saturday 23rd September	Quarterly Meeting	
Tuesday 24th October	General Meeting	
Saturday 25th November	Quarterly Meeting	
Tuesday 12th December	General Meeting	

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APMP UK EVENTS CALENDAR

APMP UK EVENTS IN 2023

BIDx™ Digital Festival

BIDx™ Roadshows

Thurs, 5th January	APMP UK Annual Quiz ✓	Tues, 7th February	BIDx Roadshow, Newcastle ✓
Weds, 1st February	Bid Trends in 2023 ✓	Tues, 25th April	BIDx Roadshow, Edinburgh
Weds, 1st March	Intro to Bid Coord Apprenticeship	Tues, 18th July	BIDx Roadshow, London
Tues, 4th April	Capture in Context	BIDx™ The Big One	
Tues, 2nd May	Blueprint to Winning More Bids	Tues 17th & Weds 18th October	APMP UK Annual Conference, Birmingham
Tues, 9th May	APMP UK Awards - tips and advice for a successful nomination	APMP UK Social Value Group Series	
w/c 5th June	APMP UK Webinar (tbc)	Tues, 21st February	Social Value Delivery in Action ✓
w/c 3rd July	APMP UK Webinar (tbc)	Tues, 23rd May	Social Value Group Series
w/c 31st July	APMP UK Webinar (tbc)	Tues, 22nd August	Social Value Group Series
w/c 4th September	APMP UK Webinar (tbc)	Tues, 21st November	Social Value Group Series
w/c 2nd October	APMP UK Webinar (tbc)		
w/c 30th October	APMP UK Webinar (tbc)		
w/c 4th December	APMP UK Webinar (tbc)		

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HOW I STARTED IN BIDDING

MY VERY INTENTIONAL BID CAREER

If I had £1 for every time I've heard someone say, "I never set out to be a bid manager; I just fell into it," I'd have got myself a tidy sum by now. But they are not words you'll ever hear from me. In 2010, I realised precisely what I wanted to do for the rest of my working life – be a bid consultant. I had no doubt it would be perfect for me. This is my journey.

By 2010, I'd spent 28 years in IT sales, working my way up through new business and account management roles to sales manager and, finally, to sales director. Of course, I'd always been involved in bidding – it was part of being in sales – but I'd never realised it was a proper job! Then, as luck would have it, one of my sales team left and joined Shipley. He told me all about his new role. That sounds interesting, I thought. So I persuaded my boss that I didn't want him to invest in me doing a Chartered Director course, but instead, I wanted to go on a Shipley bid course.

So, off I went to 'Writing Winning Proposals' and was smitten – I wanted to be at the front of the class doing my trainer's job. Back at the office, I contracted a Shipley consultant (lovely chap, now retired) to help me with a big MOD bid. I was smitten all over again – the idea of developing proposals all day, every day, was thoroughly enchanting to me. I set out to change my life.

In 2011, I resigned from my sales director job. My lovely boss said he would happily support me in my transition to a freelance world, so I worked part-time in 2012 while I set up my company and trained to become a Shipley associate. I also tapped up my network for additional work, which turned up with surprising ease.

I always remember waking up on 2nd January 2013, my first day in full solo mode, thinking, "OMG, no one's going to pay my salary any more except me." But I needn't have worried.

What do I love about bidding? Well, you may know I label myself "Storyteller, Organiser, Timekeeper." Here's why. Bidding is about creating, telling and writing a compelling story – what a brilliant job! It's also about organising – planning and scheduling people, tasks and actions – I'm a born organiser. And it's about keeping to time every step of the way, so there's no last-minute stress – suits me to a tee. So, I get to spend my days doing the things I enjoy.

I came to a bid career later in life, but it was undoubtedly a very intentional choice. If bidding had been the career option it is today back when I started in the 1980s, would I have chosen it? Who knows, but it's certainly an amazing option for anyone today who loves storytelling, organising and timekeeping (hands off, that's my phrase!).



Sarah Hinchliffe CPP.APMP

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IT'S ALL ABOUT THE C WORDS!

So here's my non-surprising response to the question, how did you get into bidding?...it just kind of happened!

It's March 2006 and I had just started in a new job with a defence company, weirdly familiar having been brought up a Navy brat, but with a title that was totally alien to me...Quality & Business Improvement Specialist??...I must have said something that made them want to employ me!

Anyway, they did these things called bids...I knew the word, but I didn't have any idea what it meant in the context of 'doing a bid'. So when I was first asked to write something for a bid, it was a paragraph for a PQQ (Pre-Qualification Questionnaire...again, what is that?) Anyway, I wrote something, it seemed to fit the bill and the requests kept coming...turned out we did bids a lot!

Then one day I was asked to be 'on the bid team' (again ??) because they needed a Quality Plan...aah now I knew what that was...at last, something I could relate to! And so started an 18 month journey of being absorbed in this team of people with one aim...to win! There were deadlines and demands that made it a project like no other I had ever worked on. We became close knit, focussed and worked together doing whatever was needed, so very soon I wasn't just writing a Quality Plan, I was capturing processes, learning about how to structure documents and learning how much effort goes into presenting all our hard work in a way that was compelling, clear and compliant...oh and the acronyms, so many acronyms!

In the next 6 years I carved out a role for myself as the go to quality expert for various defence bids and progressed to Bid Manager...then it became really fun, really stressful and really rewarding!

Bringing a team together, compiling a plan that addressed all aspects of the bid, following a process that was never the same twice, gate reviews, being accountable to senior management for progress, making sure we all worked in a positive, driven and focussed environment, in spite of the pressures that we all know well that come with bidding and becoming totally absorbed...we called it the 'bid bubble'.

In 2017 I discovered APMP UK. It was suggested, in the kind of way that suggested I really wanted to do this, that I get my Foundation certificate. That was great, it proved to me that everything I had learnt through colleagues and trial and error was, well, right! Then I went to my first conference in 2018 and it was a revelation! All these people who knew what I was talking about and dealing with...and there were loads of women! I had been bidding in a predominantly male environment so this itself was a revelation,,another one!

So over 17 years, turns out bidding is my career, and fortunately I love it! I have learnt that the most important thing about bidding is collaboration, creativity, care and good communication - my 4 Cs!



Lucy Davis CP.APMP

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MY JOURNEY INTO BIDDING

My journey into bids took some time...

I had already had a 20+ year career in the behind the scenes operations of a well known high street bank. In the final 10 years I became a specialist Project /Programme Manager leading ever bigger projects and leading departments procuring services and goods from vendors.

When I left the bank I joined an IT supplier to a well known car manufacturer, leading a team of Project Managers. Part of my duties were to liaise with the customer to negotiate proposals and Statements of Work, and it felt like a poacher turned gamekeeper scenario.

My company was then acquired and I took on the transition Chief Information Officer/Chief Information Security Officer role given my programme experience. After that was complete I made a career switch into the account management side of the business as an Engagement Lead for a major customer. I ended up being the Bid Manager on all of the bids because my combined skills made me a perfect fit.

I think this profession is a marmite choice, you love it or hate it. It turned out that I loved it!

When I came across APMP, initially the international branch, then the newly growing UK Chapter, I continued to develop professionally through the APMP certifications and at the same time taking on ever more complex deals. My final one with the company being over £1bn.

This brought me to my present company, which I joined as Strategic Bid Director and spent four years working the biggest, most complex deals. My team won the award for excellence for winning consistently and smashing the industry win rate.

I shifted my focus and spent three years in a global sales transformation programme passing on my experience by designing and delivering internal bid specific training and again I was recognised for my contribution to sales excellence.

I am now a certified sales coach and hold a level 3 teaching qualification. Now I provide deal support to large deals as well as maturing the sales learning to keep up with market trends. Since Q4 2022, I am paying back into our profession as the APMP UK Chief Professional Progression Officer.

When I look back to my first day at the bank all those years ago, I would never have guessed that this is where I would end up.



Suzanne Shields CPP.APMP

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ICP AND APPRENTICESHIPS

LET'S HEAR FROM OUR APPRENTICESHIP GRADS

In recognition of National Apprenticeship Week 2023 which took place earlier in February, APMP UK are celebrating the APMP Bid & Proposal Co-ordinator Apprenticeship, the new way into the bidding profession, by sharing stories from some of our apprentices alumni who successfully completed their apprenticeships.

Testimonial 1: Sophia Large



Sophia has been working in bids for five years now and she would not have had a clue what the career entailed if it wasn't for stumbling upon a local highways contractor looking to hire bidding apprentices soon after she left school at 18. Sophia had no idea what the role of bidding entailed and she had to do some google research the night before her interview!

Sophia experienced a bit of friction to her choice to do an apprenticeship early in her career from people with more outdated beliefs that everyone needs to go to university. However, as Sophia says,

"I think people need to accept that if you are someone who works best from learning from experienced people around you and have a strong work ethic, then an apprenticeship could be the better option".

Once in the company, Sophia enrolled on the APMP UK Bid & Proposal Co-ordinator Apprenticeship and started learning best practice in bids from experienced tutors around the industry.

A global pandemic and a job change to an engineering consultancy could not hinder her learning and despite technical issues with online learning, she managed to become one of the first people in the world to graduate with a Distinction from the apprenticeship in 2021. Sophia's experience on the apprenticeship and introduction to the APMP also led to her being the youngest person awarded with an APMP 40 under 40 award in 2021.

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LET'S HEAR FROM OUR APPRENTICESHIP GRADS

Testimonial 2: Donray Rae

Donray Rae recently completed his apprenticeship achieving a Merit in the final assessment.



As his employer, award-winning independent trustee organisation 2020 Trustees writes, "[Donray] is already making a tremendous positive impact to our business development efforts and the wider 20-20 team. He joined as an 18-year-old ex-footballer, who rejected four universities and decided an apprenticeship pathway was the finest choice for him and his career after completing his A-Levels."

Donray explains, "During my first year of sixth form I spent most of my time trapped at home. COVID-19 had a tragic effect on the education system. My school and family tried effortlessly to push me towards going to university, but I knew early on that it wasn't for me." A high flyer, Donray turned down the opportunity to work with both the BBC and civil service in order to take up the Bid & Proposal Coordinator apprenticeship.

From day one Donray was told his voice was as important as anyone else's and he plans to make a difference, wanting 20-20 Trustees glad they made the decision to take him on - and to learn from all these incredibly smart people around him.

Donray's apprenticeship allowed him to meet people from different walks of life, from VIPs to fellow apprentices and tutors on his course. The past six months have seen him take on more responsibility and help the team in ways he wouldn't have had the knowledge or ability to do in his earlier days.

Donray's progress has led to him being crowned with a nomination for the 2022 Professional Pensions Rising Star Award.

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LET'S HEAR FROM OUR APPRENTICESHIP GRADS

Testimonial 3: Mohammed Ali



Mohammed Ali (Mo) is a Bid Coordinator with Virgin Media. Mo left full time education at 18 to look for an apprenticeship knowing that the more consistent workload of studying in the workplace would suit him better than the peaks and troughs of effort at university. It was important to Mo not to simply work but to continue to learn and to treat work as a first step in his career rather than simply a job.

Mo chose to join the bid team because of the varied aspects of sales, marketing and overall view of the business. He describes the bid team as the hub of a wheel interacting with many other parts of the organisation. On a daily basis Mo manages content from SMEs, tidies up Requests for Proposals (RFP) and manages documentation.

Mo comments that line managers should bear in mind that an apprentice is not yet experienced (indeed, it's rather the point of an apprenticeship) but that there are lots of benefits from employing an apprentice. In a world driven by changing technology the apprentice has a new and different lens and open mind about processes and systems as well and markets, products and services.

Sophia, Donray and Mo along with two other alumni will be joining Suzanne Shields, APMP UK Chief Professional Progression Officer, on a webinar on the 1st March where they will chat with Suzanne and Marti Marsh (APMP UK Lead Volunteer for Professional Progression) about their experiences of the apprenticeship and answer any questions potential applicants and employers may have. You can register for the webinar [here](#).

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APPROVED APPRENTICESHIP ATOs

The apprenticeship wouldn't be possible without the support of our Approved Training Organisations.

The JGA Group and RHG have been with the scheme from the start and have supported the apprentices on their journey to success.

JGA Group

The JGA Group was the first company to offer this specialist apprenticeship. Expert coach Angela Denise writes "I couldn't let National Apprenticeship Week go by without joining in the celebrations and taking the opportunity to acknowledge all the past and present bid and proposal apprentices who decided to pursue a career in bidding by joining The JGA Group level 3 apprenticeship programme. I am one of the passionate bid professionals who deliver the programme that includes 10 digitally-led full day seminars in combination with high quality coaching and resources."

For more information or support to recruit an apprentice, please contact sales@jga-group.co.uk or call 020 8426 2666.



RHG

RHG is a national apprenticeship training provider who have been delivering the Bid & Proposal Co-ordinator apprenticeship with great success since its launch in 2019.



In addition to receiving training from top class learning coaches with bid and proposal industry experience, apprentices also benefit from access to the GROW academy. This includes courses on; Writing with Clarity, Mindfulness, Presenting with Confidence and Being Socially Responsible.

For more information or support to recruit an apprentice, please contact sarah@rhgconsult.co.uk or 0345 6039311.

If you want to know more about apprenticeship and if they are right for you and your organisation, please register [here](#) for our webinar being held on 1st March when we will be taking to our alumni Sophia, Mo and Donray about their experiences.

Anyone on an apprenticeship can apply for an APMP Student membership, which gives them access to the APMP Book of Knowledge and wider professional network. Post completion they can convert to a full membership. For further details check out the members joining details at www.apmp.org.

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YOUR BID TRAINING & CERTIFICATION JOURNEY



Strategic Proposals

The world never sits still, and neither should you. We work in a competitive industry where small margins bring big rewards, and every newly gained skill has the potential to give you the edge over your rivals and win your organisation the deal. Learning is the gateway to improvement and the APMP's signature certification programme provides an excellent framework to help you become an expert in your role.

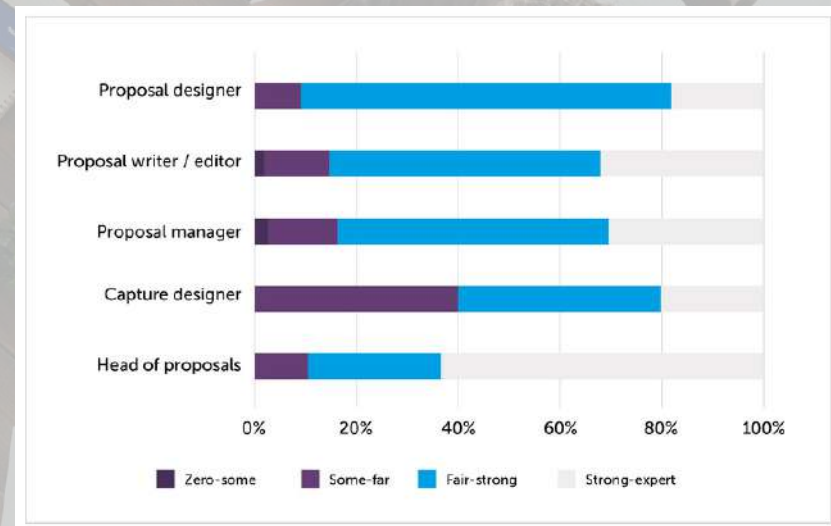
At Strategic Proposals, of course, we've long been at the forefront of helping individuals to enhance their skills. Today, we train teams and coach over 500 individuals per year around the world. This has helped us be recognised as the APMP's No.1 Approved Training Organisation. We've put over 4,300 bid and proposal professionals through APMP certification (Foundation; Practitioner; Professional; and Capture Practitioner) with a +99% pass rate. So we think we're well placed to give our perspectives on how you can use the APMP certification framework to your advantage.

APMP certifications are a badge of honour and proof of your commitment to the industry. And a series of new specialist micro-certifications have been launched, one for executive summaries soon to be followed by one for writing, with more on the way. A perfect opportunity to keep you sharp and at the top of your game.

But does using the framework work? The answer is: yes. Absolutely. You always gain from developing your skills. Naturally, we get to see the impact as we train individuals within our clients. For example, one financial services company saw their win rate increase from 47% to 68%. A global team at a telecommunications company reported a staggering 2,600% ROI on the investment they made in developing their team!

Wherever you are in your career, the right training will take you higher and APMP certification is a fantastic guide to progress. They validate your competency levels and show people you mean business.

How do you know where your level of competency is today? This might help. The following chart shows competence levels across roles taken from data within our [My Proposal Coach](#) tool. This free-to-use online self-assessment tool clearly shows that a significant proportion of people consider themselves as having strong to expert level of competence.

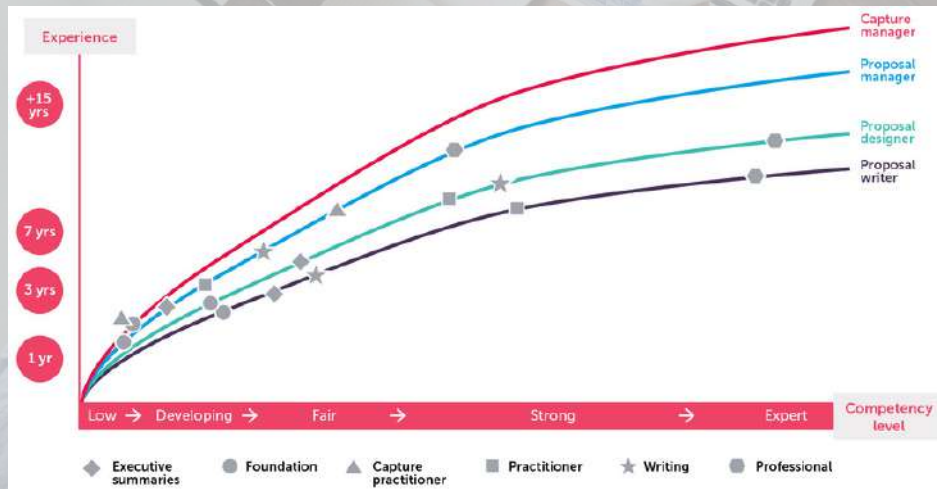


The APMP framework is a great way to help you structure your journey to those higher levels of competence. For example proposal managers could consider Foundation as being representative of evidencing a "some to fair" level of competence. Practitioner would demonstrate "fair to strong" and so on.

YOUR BID TRAINING & CERTIFICATION JOURNEY



The model below shows what your development path could look like. Everyone is different. The organisation you work for will require different skills and levels of experience. But typically, your experience and expertise would fit snugly with the following certifications labelled on the role timelines.



The time it will take you to get to expert depends on the number of competencies that you need to master. As per [My Proposal Coach](#) and in the Body of Knowledge (BoK), it can take capture and bid/proposal managers longer to hone their skills, build their experience, and become an expert!

But remember, passing an APMP exam is a bit like buying a car. Once you've got your new, shiny badge, just like a car, it needs maintaining. To retain your status, you need to gain either 20 (Foundation) or 40 (for Practitioner, Professional and Capture Practitioner) Continuous Educational Units (CEU) over two years.

You can do this by:

- Taking ATO delivered training (1 CEU per hour)
- Attending an APMP conference or webinar (1 CEU per hour)
- Doing self-study (reading the BOK or other articles (3 CEUs for 3 hours per 2 years)
- Creating content for the APMP (1 CEU per hour)
- Preparing or presenting educational content (5 to 10 CEUs depending on the media)
- Volunteering for the APMP (1 CEU per hour)

What next? You might want to assess your current competency levels to identify areas where you need to sharpen them – perhaps with CEU-based training, coaching or self-study. If you have around 40 minutes to spare, then think about using [My Proposal Coach](#). This is our free-of-charge competency self-assessment tool, designed to help you pinpoint your current levels against the role you perform. The output will help identify where you could improve.

So that's your potential APMP certification journey. And a few thoughts on how to retain the certifications that you gather along the way. If you've got any questions on this or need help and advice, then drop us a line at info@strategicproposals.com.

Self-improvement requires an acknowledgment of your current competency levels and our free-to-use online tool [My Proposal Coach](#) will highlight areas where you might want to focus attention. It's forty minutes well-invested.

Has this given you food for thought? Got any questions? Need advice? We'd be delighted to hear from you at info@strategicproposals.com.

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RAPPORT MENTORING PROGRAMME

APMP UK RAPPORT MENTORING PROGRAMME

A mentoring relationship is an invaluable way to get thoughtful support and guidance providing both growth and development opportunities for all mentoring programme participants. There are many known benefits a mentee can gain from a career mentor, but mentorship can also play a key role in professional and personal development for the mentor as well.

People often refer to the important role a mentor has played in their careers. For mentees a career mentor is someone who can help you achieve your professional goals, and give you objective guidance and support on determining your aspirations, developing confidence and helping you break down barriers. For mentors, it provides the opportunity to reflect on their own goals and practices, develop their personal leadership and coaching styles as well as gaining personal satisfaction of sharing their skills and experience.

So what's stopping you from joining a mentoring programme? Perhaps you've heard the following myths?

1. Being a mentor or having a mentor is reserved for the most senior and well-connected professionals within a business.
2. A mentor has to be somebody senior to you who works at your company.
3. You have to be older so you have experience to enable you to be a mentor.
4. You have to be really successful to be a mentor.
5. You have to be on a positive career trajectory to be worthy of a mentor

The answer to all these myths is absolutely not!

At APMP UK we have created the Rapport Career Mentoring Programme to make mentorship accessible and meaningful to all our members. It is a highly professional programme that focuses on the individual's career situation and aspirations within the bid and proposal profession.

The aim is to help individuals to be the best they can be in their current role and to provide a platform to help them achieve their aspirations.

The following two articles are success stories from one of our mentors, [Debbie Warner](#) and one of our mentees, [Sophie Ashton](#), looking at why they joined the programme and the value of it.

We have a growing waiting list of mentees and mentors so APMP UK are excited to announce that in 2023 we will be offering two more cohorts of mentor training, one in London and one in Birmingham. If you have already applied to be a mentor, keep a lookout for more information to hit your inbox! If you want to apply to be a mentor or a mentee, then click [here](#).



Ellaine Gillam CF.APMP

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DEBBIE'S MENTOR SUCCESS STORY

Debbie is an experienced Senior Bid Manager who has worked primarily in the Defence and Aerospace sectors, but has also supported industries including construction, IT, banking and insurance including both sole source and competitive bids.

Debbie became a mentor on the APMP UK Rapport Mentoring Programme in 2022 and gets satisfaction from seeing someone gain confidence by enabling them to talk openly to someone outside your organisation who understands the challenges of bidding.

Debbie has said of the programme, "when the APMP Rapport Mentor programme was announced, I saw this as a great opportunity to support others in a different way and also develop new skills too."

We asked Debbie, why be a mentor? She said, "It's really satisfying seeing someone gain confidence in their own abilities and be able to find ways to progress in their careers. Since I've worked in bids and proposals for over 14 years, I have a good few scars and stories to tell from dealing with a large variety of people in the different functions, encouraging team members to produce their best work and in generally herding the cats. I've also learned a lot from working on several consortium bids. This is why when the APMP Rapport Mentor programme was announced, I saw this as a great opportunity to support others in a different way and also develop new skills too."

We also asked Debbie why she thinks the mentoring programme is important? She said,

"I think it's really important that we have this mentoring programme in APMP. As a bid or proposal manager we are quite often a bit of a lone ranger and it's so useful to have someone from outside your organisation to be able to talk openly to, who understands the trials and tribulations of your job!

I hope to continue on my mentoring journey and sharing more success with my mentees."

What Debbie and other mentors on the programme provide is a valuable service to people progressing through their bidding careers. If you think that you can support someone on their bidding journey, then get in touch [here](#).

To read Debbie's story in full click [here](#).



Debbie Warner CP.APMP

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SOPHIE'S MENTEE STORY

Sophie has worked in bidding for six years during which time she has gained her APMP Foundation certificate whilst working in manufacturing and healthcare.

Sophie became a mentee on the APMP UK Rapport Mentoring Programme in 2021 and sees it as a valuable support mechanism that helps her wellbeing by being able to talk to someone who understands bidding.

Sophie has said of the programme, "Our sessions encourage me to develop strategies to achieve my goals and work through any challenges I am experiencing."

We asked Sophie, why she wanted to join the programme and be a mentee? She said,

"I had transitioned from working for an SME in manufacturing to working for a large healthcare organisation. This was a big learning curve for me and I wasn't feeling very confident in my abilities. I therefore applied to the mentee programme to support my professional growth and learn from someone experienced in bids."

She told us, "My journey on the programme has helped me to feel more self-assured and to affirm what it is that I want to do with my career."

We also asked Sophie if she would recommend the mentoring programme? She said,

"I would 100% recommend the programme, whether you are new to bidding or have 10 plus years of experience. It is very helpful to have someone outside of your current working environment to have discussions with and develop strategies for different approaches to issues."

What Sophie and other mentees get from the programme is the support and space to work towards their goals and explore their challenges. If you think that you could benefit from having a mentor, then get in touch [here](#).

To read Sophie's story in full click [here](#).



Sophie Ashton CF.APMP

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A man with a beard and mustache, wearing a yellow button-down shirt, is shouting with his mouth wide open and his hands cupped around his mouth. He has a joyful expression. The background is a plain, light grey wall.

Something to share?

Something to advertise?

Submit a ticket via the APMP UK Help Centre with the product 'Track Changes' and priority 'Just FYI'.

CHAPTER RESOURCE DIRECTORY

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Email us at comms@apmpuk.co.uk with your
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