

### **Why and how to hold regular team meetings (aka “stand-ups”)**

**Why to hold them.** Stand-up meetings—stand-ups for short—can help maintain control while fostering communication. Scheduled yet informal get-togethers of the entire proposal team, whether on-site or via call-in, stand-ups provide an efficient venue for bringing everyone up to speed on the latest developments, and for reminding them of impending deadlines. They also give folks a chance to talk briefly about what they’re up to, alerting others who need to coordinate with them.

**How to hold them:**

- **Default chairperson:** Proposal Manager
- **Default frequency:** Daily. On long proposals, stand-ups may not be needed (or at least not be possible) every day; semi-weekly or weekly may suffice, except for the latter stages when everything accelerates.
- **Typical duration:** Between fifteen and thirty minutes
- **Best time of day:** As early in the morning as you can be sure of having everyone available, or at a natural break, like noon

*The bid was in disarray. Under-resourced at every level, the team was missing deadlines as a matter of course and subcontractors were off doing who knew what. Coming on late-to-need myself and in a limited role, I could still see that they needed help, help, and more help.*

*Camping out by the proposal manager’s office door until I caught him between meetings, I made the case and gave him a name. It took the better part of a month but help finally arrived, in the form of a professional proposal manager to be the de facto deputy proposal manager. The first thing he did? Institute stand-ups. I started breathing again: here was someone who “got it.”*