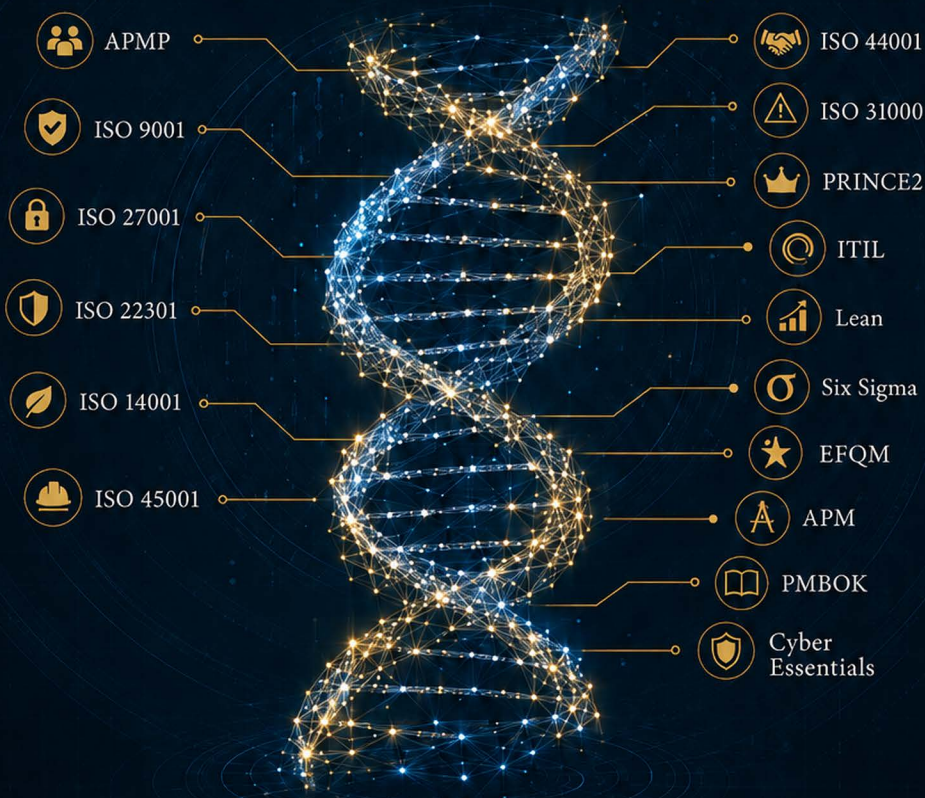


Assurance DNA

How to Strengthen the Bidder:
A Practical Architecture for
End-to-End Bid Management,
Growth, Evidence and Delivery



Achmed Esser

FIRST EDITION • EXPANDED FIELD EDITION



ASSURANCE DNA

How to Strengthen the Bidder

A practical architecture for end-to-end bid management, growth, evidence, delivery and responsible AI.

THE CENTRAL QUESTION

Can the organisation deliver the promise it has written?

Research-led • results-oriented • built for live bids

DISCOVER

SHAPE

DESIGN

PROVE

DECIDE

DELIVER

RENEW

ACHMED ESSER

PUBLISHED BY BID CHAMPIONS LTD • UNITED KINGDOM • 2026

Publication record

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First edition published in the United Kingdom in 2026 by Bid Champions Ltd.

ISBN 978-1-916752-14-6.

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Author's note: why I enjoyed building this

I have worked extensively around procurement, bids and the peculiar moment when an organisation allows a document to represent what it will do for years. What kept the work interesting was never the document alone. It was the experiment behind it.

Could a new entrant compete with organisations possessing far more history by making the operating model better before writing the proposal? Could a supplier replace an expensive dependency, redesign a commercial model, build a consortium, turn an evidence gap into a capability or earn a larger share of framework demand through dependable account development? Sometimes the answer was yes. Sometimes the experiment showed that the organisation should not bid at all.

Structure did not make the work less creative. It made experimentation safer. A controlled baseline made a bolder negotiation possible because the team could see what it was changing. Evidence discipline allowed sharper language because the claim could survive challenge. Handover readiness allowed the bid team to explore potential without leaving operations to discover an unpriced promise on Monday morning.

Assurance DNA grew through experiential bidding, extensive research, practical exchanges with bidding professionals and procurers, and field testing. I do not claim universal superiority. I claim something narrower: the architecture has been useful enough to make visible, test and improve.

DEDICATION

For the person who asks the inconvenient question while everyone else is admiring the slide—and for the delivery colleague who inherits every elegant promise after the bid room has gone quiet.

PROLOGUE • BUYER-NOTIFIED OUTCOMES

The first-time bidder experiment



ONE MICRO-ORGANISATION • FIRST TIME TENDERING
LESS THAN TWELVE MONTHS

One micro-organisation entered formal tendering for the first time. During one period of less than twelve months, the organisation's internal records counted 24 buyer-notified award outcomes.

This was an exceptional historical result for that one micro-organisation.

OFFER

The offer and operating model became clearer.

PARTNERS

Supplier and consortium dependencies became visible.

CONTROL

Evidence, price, authority and handover were strengthened.

PROFILE

Strengthened the capability and profile.

BOUNDED AUTHOR-REPORTED FIELD ACCOUNT

The case of the missing promise

At 08:17 on a wet Thursday, a bid team opened a draft that looked excellent. The headings were neat. The language was confident. Every answer was inside the word limit. Then someone asked a small question: who, exactly, had accepted the promise on page forty-three?

Operations thought the supplier owned it. The supplier thought the service lead owned it. Finance had priced a narrower version. The evidence came from an older contract with different conditions. The document was polished; the promise had vanished between departments.

That is the mystery running through this book. A bid can sound certain while the bidder remains fragmented. Assurance DNA follows the clues backwards and forwards: requirement, decision, design, evidence, price, owner, release, handover and learning. The aim is not more paperwork. It is a promise another person can inspect and inherit.

COMPOSITE STORY

The recurring people and organisations in the teaching scenes are fictional composites. Their situations combine common field patterns so that confidential organisations and live procurements are not identifiable.

A technical book, made navigable

This book is written principally for experienced bid professionals, business owners and commercial or operational leaders who already understand the basic mechanics of a tender, a business model and a competitive strategy. It moves quickly into integration, authority, evidence, commercial engineering, specialist assurance, mobilisation and learning.

It is not a basic bid-writing course. A newer practitioner can still use it as a roadmap, and an intelligent general business reader can follow the examples, but unfamiliar live decisions should be supported by sound foundational training and competent advice. Technical terms are introduced through a scene, a simple model and an example before the deeper field material appears.

There are two routes. The story path follows what changes inside one evolving bid: the offer, supply chain, price, evidence, prose and eventual handover. The field path carries the clauses, questions, records and measures needed beside live work. They meet at the same destination.

CHOOSE A ROUTE, NOT A READING TEST



EXPERIENCED BID PROFESSIONAL

Begin with the eighteen-stage route; open a source chapter when a live risk needs it.



BUSINESS OR COMMERCIAL LEADER

Begin with the missing promise, the pressure cases and the bidder-change act.



CURIOUS GENERAL READER

Follow the story scenes and before/after panels; use DNA Essential before deeper controls.

THREE DEPTHS • THE LOGIC STAYS COMPLETE

DNA ESSENTIAL
six visible records

INTEGRATED DNA
shared workflow

FULL-SYSTEM DEPTH
scoped assurance

Where Assurance DNA came from

The architecture grew from experiential bidding and deliberate experimentation: repeated attempts to test what changed when mature practices from bid craft, procurement, quality, risk, security, privacy, continuity, project delivery, service management, improvement and organisational excellence were connected around one commercial promise.

The work combined extensive reading and comparison with practical observation, conversations with bidding professionals and procurers, review of live operating behaviour and the author's own field experimentation. The purpose was not to create a grand new standard. It was to stop reinventing good questions under deadline.

Some experiments changed the bidder before they changed the prose: a supply chain was renegotiated, a consortium was constructed, a service was narrowed, a pricing assumption was exposed, an evidence gap became a capability action or an opportunity was declined. Those outcomes made the method useful enough to document. They did not make it universally superior.

EXPERIENTIAL BOUNDARY

A disciplined method can lose and an undisciplined method can win. Judge the architecture by the quality and inspectability of the decisions it enables, not by mythology.

BEFORE

- **Plausible prose**
- **Invisible assumptions**
- **Late specialist review**
- **Handover after award**



AFTER

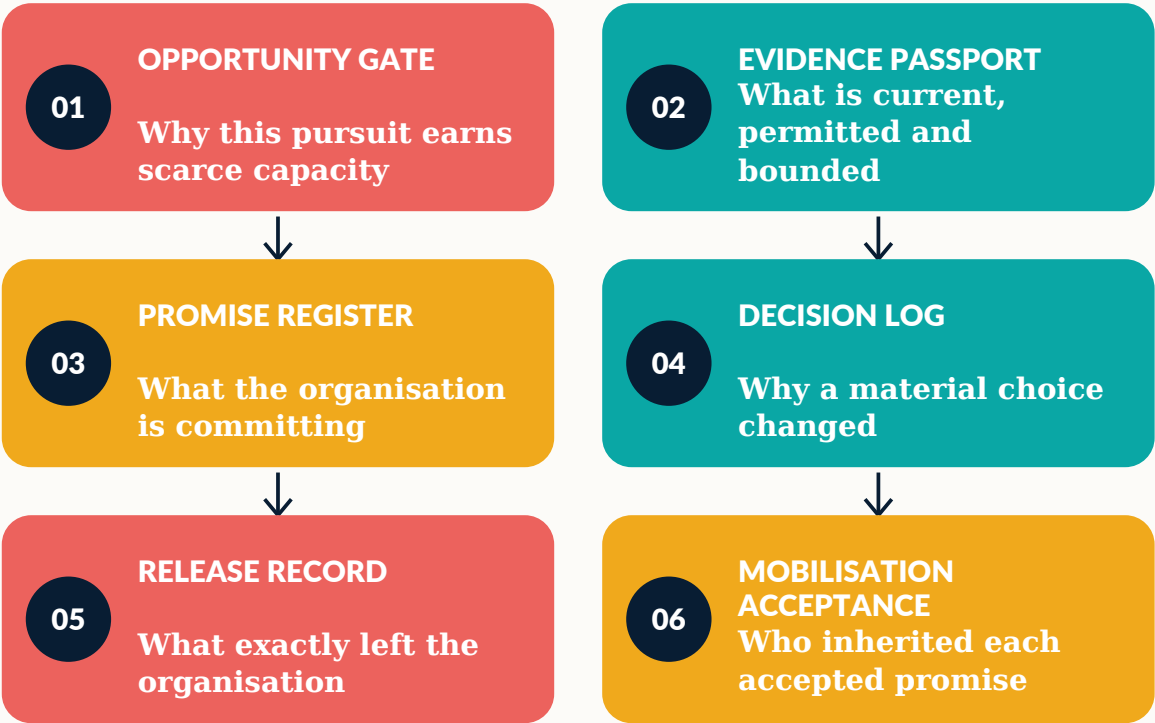
- **Controlled offer**
- **Named assumptions**
- **Early material challenge**
- **Accepted promise chain**

Six records, one visible chain

Assurance becomes useful when it leaves behind an accepted output that another competent person can inspect. The six records are small on purpose. They make the thinking visible without forcing a small organisation to impersonate a bureaucracy.

THE SIX-RECORD SYSTEM AT A GLANCE

The lightest complete route: decide, prove, control, release and transfer.



EACH RECORD EARNS ITS PLACE BY ENABLING THE NEXT DECISION
COMPLETE ONLY WHEN FACT, BOUNDARY, OWNER AND ACCEPTANCE ARE SPECIFIC

The records are containers; the link test is the acceptance check

The six-record system holds the live decisions and evidence. The separate six-link test asks whether an output can safely move: requirement, decision, promise, evidence, owner and next recipient. A record may exist and still fail that test.

THE SIX-LINK OUTPUT TEST

A controlled output survives handover only when every link is visible.



ONE MISSING LINK = AN UNCONTROLLED OUTPUT

HANDOVER LOGIC

The records contain the work. The six-link test challenges the output. Only an accepted output moves to the next owner.

How the book moves

Act I finds the missing promise and introduces the common architecture.

Act II opens the library of standards and methods. Each source is treated as a lens that changes a decision, not a badge to display.

Act III follows the bid through eighteen scenes, from the earliest signal to measured delivery and adaptation.

Act IV brings artificial intelligence into the room and compares traditional, uncontrolled AI and evidence-led ways of working.

Acts V and VI test the promise under commercial pressure and show how repeated pursuits change the bidder itself. The Field Kit keeps the technical material available without forcing it into every scene.

THREE RULES

The buyer's documents control the live competition. A source enters because a material decision or risk needs it. Every important promise needs a requirement, evidence, owner, acceptance and learning route.

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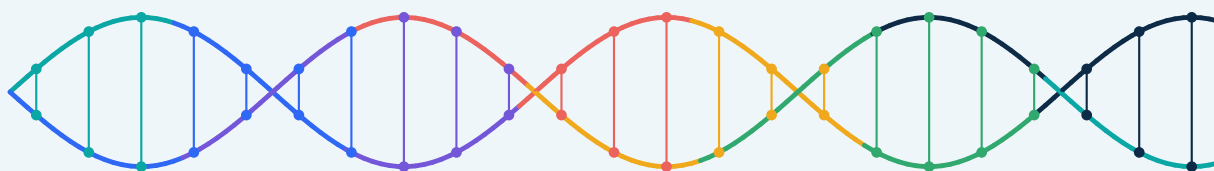
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ACT I

The Missing Promise

A polished submission disappears. The search for the stronger bidder begins.



DISCOVER

SHAPE

DESIGN

PROVE

DECIDE

DELIVER

RENEW

ONE CONTROLLED PROMISE • SEVEN MOVEMENTS • EIGHTEEN DECISIONS

1

ASSURANCE DNA • CHAPTER

The bidder is the object



A tender response is a temporary surface. Behind it sits an organisation with people, habits, evidence, systems, price, politics, suppliers, capacity, memory and a delivery record. The competition exposes that bidder. Sometimes it exposes strength. Sometimes it exposes a promise that the organisation has never made operable.

Conventional bid improvement often asks how the next answer can score higher. Assurance DNA asks a second question: what must become true in the organisation before the same requirement appears again? The live bid still matters. It must submit correctly. Yet a recurring evidence gap, partner dependency, weak mobilisation story, unsustainable price or missing certification may belong in a capability backlog rather than another elegant placeholder.

This dual horizon protects productivity and profit. The immediate control prevents today's defect. The growth action changes the process, supplier, product, evidence, system or market boundary so that future teams spend less time repairing the same weakness. The improvement receives an owner, budget, expected proof and review date. Otherwise it is not an action; it is a wish.

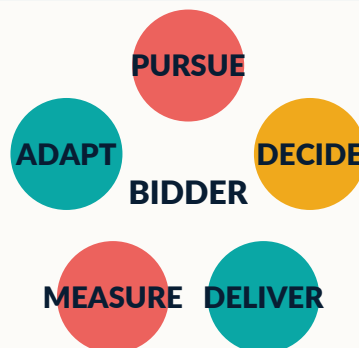


Figure 4 • Each pursuit should return capability and evidence to the bidder.

FROM MY EXPERIENCE

“

The most satisfying wins were not produced by a clever paragraph alone. They followed a change in the bidder: a new supplier, a redesigned service, clearer authority, better evidence, a bolder but controlled price, or a capability built because the previous opportunity exposed its absence.



DECISION



EVIDENCE



OWNER



BOUNDARY

2

ASSURANCE DNA • CHAPTER

One controlled promise



Different professions can work together because they share one object: the controlled promise. A quality manager sees a requirement and process. A bid manager sees a scored answer. A security specialist sees information risk. A commercial lead sees price and terms. A project manager sees a baseline and acceptance. A delivery owner sees work, measures and consequences. Assurance DNA prevents each person from maintaining a different version of the same commitment.

Not every quotation needs every field displayed. The logic can live in six compact records. What matters is that a material promise can be traced in both directions—from buyer need to delivery measure and from delivery result back to the original decision.

The fields

Field	Why it matters
Promise identifier	Provides one key across systems and versions.
Buyer requirement and evaluation criterion	Keeps the promise tied to the competition and acceptance logic.
Intended user or customer outcome	Prevents technical activity from displacing value.
Source and permission	Shows where the claim came from and whether it may be used.
Owner and competent challenger	Makes authority and independent challenge visible.
Solution component and process	Connects words to the operating model.
Supplier or dependency	Exposes external reliance and control.
Assumption, risk and exception	Preserves uncertainty rather than burying it.
Price, resource and capacity basis	Protects sustainability and margin.
Evidence and currency	Supports truthful, current claims.
Acceptance condition	Defines what satisfactory means.
Submission location and approved wording	Protects the exact released commitment.

Field	Why it matters
Mobilisation owner and milestone	Carries the promise into governed action.
Delivery measure and reporting route	Makes later proof and correction possible.
Change history	Prevents version memory from replacing control.
Outcome, learning and capability action	Strengthens the bidder after the event.

3

ASSURANCE DNA • CHAPTER

Seven movements and eighteen stages



The architecture follows Discover, Shape, Design, Prove, Decide, Deliver and Renew. Eighteen stages make the decisions inside those movements visible. The stages are not a compulsory meeting calendar. They are a map of inputs, authority, accepted outputs and irreversible points.



Figure 5 • The end-to-end Assurance DNA lifecycle.

No.	Movement	Stage	Decision
01	Discover	Sense	Is there a material signal worth framing, and what may it imply for the bidder?
02	Discover	Frame	What problem are we actually considering, for whom, and within which boundaries?
03	Discover	Qualify	Should the organisation invest, and under what conditions or limits?

No.	Movement	Stage	Decision
04	Shape	Research	Which facts are sufficiently reliable to shape the offer, and which remain hypotheses?
05	Shape	Position	Why should this bidder be selected, and what must be true for that claim to survive scrutiny?
06	Shape	Influence	What helpful, permitted engagement can clarify need or improve readiness?
07	Design	Specify	What must, should and may the offer do, and how will acceptance be tested?
08	Design	Architect	Can the proposed operating model meet the outcomes within the stated constraints?
09	Design	Price	What price and commercial model protect buyer value, delivery and margin, and which assumptions require qualification?
10	Prove	Evidence	Is the evidence current, relevant, permitted and strong enough for the wording proposed?
11	Prove	Write	What is the clearest truthful wording that answers the disclosed question and supports evaluation?
12	Prove	Challenge	What must be corrected, accepted, qualified or escalated before release?
13	Decide	Authorise	May the organisation make this promise on these terms?
14	Decide	Release	Is this exact package complete, compliant, safe and recoverable?

No.	Movement	Stage	Decision
15	Deliver	Submit	Has the buyer received the exact authorised response within the rules?
16	Deliver	Mobilise	Is delivery ready to accept and operate every material promise?
17	Renew	Measure	What actually happened, how certain are we, and which causes deserve action?
18	Renew	Adapt	What should be corrected now, built for the future, standardised, automated or stopped?

4

ASSURANCE DNA • CHAPTER



Irreversible decisions and useful insertion points

Assurance is most valuable before a decision becomes expensive to change. Typical irreversible points include resource commitment, partner appointment, solution freeze, price freeze, certificate claim, legal acceptance, final approval, upload, award, mobilisation acceptance and the first delivery milestone.

A late review can detect a defect without controlling its cause. The useful insertion point is the last moment at which a refusal, redesign, repricing, qualification, partner change or no-bid decision remains possible. The control should sit there. This is why a specialist who only edits the final answer may be too late even when the advice is excellent.

Irreversible point	Control before it	Evidence retained
Pursuit investment	Qualification criteria, risk, capacity and authority	Gate decision and conditions
Solution commitment	Requirements, specialist design and delivery acceptance	Controlled solution baseline
Price freeze	Cost model, assumptions, risk, supplier and approval	Commercial baseline and sensitivity

Irreversible point	Control before it	Evidence retained
Claim release	Source, permission, evidence, caveat and challenge	Claim trace and approval
Submission	Exact package, portal, credentials and contingency	Release record and receipt
Mobilisation acceptance	Promise transfer, owners, milestones and residual risk	Accepted mobilisation baseline

5

ASSURANCE DNA • CHAPTER



Proportionality: complete logic, light machinery

A solo practitioner does not need twenty separate management systems. A consortium cannot rely on one person's memory. Proportionality changes the mechanism, not the need for truth, authority, evidence and handover. The smallest useful architecture preserves the complete chain with the least administration capable of doing the job.

Level 1 – DNA Essential

For solo professionals, microbusinesses and small bid teams: Borrow the highest-value logic from every relevant source without attempting certification or maintaining parallel systems.

- Opportunity gate and risk screen
- Requirement, evidence and obligation trace
- Decision, assumption and change log
- Controlled solution, supplier and price baseline
- Controlled promise register
- Release, handover, outcome and improvement record

Cadence: A fifteen-minute daily control check during live bids, one risk-based independent challenge, and a thirty-minute monthly system review.

Level 2 – Integrated DNA

For growing agencies, business units and suppliers running recurring pursuits: Operate one integrated process with defined owners, specialist overlays, management information, internal audits and a funded capability backlog.

- All DNA Essential records
- Context, scope and interested-party map

- Process and authority map
- Reference relevance and status register
- Integrated risk and control plan
- Competence and capacity plan
- Supplier/partner assurance record
- Audit, corrective action and management review
- Capability investment and benefits backlog

Cadence: Weekly portfolio control, monthly performance review, quarterly management review and risk-based internal audit of complete promise chains.

Level 3 – Full-Load Assurance DNA

For organisations seeking mature integrated management and, where justified, external certification: Implement full authorised requirements for selected standards inside one management spine, while preserving domain competence, legal boundaries and certification scopes.

- Integrated management-system manual or digital equivalent
- Full authorised clause and control mapping
- Domain risk assessments and treatment plans
- Statements of applicability and specialist registers
- Formal audit programmes and management reviews
- Exercises, tests, competence evidence and supplier assurance
- Portfolio, delivery, stakeholder and capability performance
- Certification and transition records where applicable

Cadence: Continuous operational control, scheduled specialist evaluation, integrated audit planning, executive review and controlled external assurance.

SELECTION RULE

Start at DNA Essential. Add machinery only when risk, obligation, scale, repeated failure, customer expectation or a genuine certification business case requires it.

6

ASSURANCE DNA • CHAPTER



The common management spine: clauses 4–10

Several ISO management-system standards share a high-level structure. That common structure is the opportunity for integration: one context process, one leadership forum, one planning route, one competence and information system, one operating model, one evaluation programme and one improvement route— provided specialist content remains competent and visible.

Integration is not achieved by placing certificates beside one another or combining procedures with similar titles. It is achieved when a real input enters once, owners add the specialist decisions they are authorised to make, and one controlled output travels through the pursuit and delivery chain. Shared governance should reduce duplicate administration; it must not dilute information-security risk, privacy law, continuity analysis, environmental aspects, safety hazards or AI impacts.

Clause 4 • Context

Define the organisation, interested parties, scope and the connected processes that turn market signals into controlled delivery promises.

- Define the Assurance DNA scope and exclusions in plain operational language.
- Map buyers, users, regulators, employees, partners, suppliers, certification bodies and delivery owners as interested parties only where their needs affect intended outcomes.
- Describe the seven movements, interfaces, inputs, outputs, owners, criteria, measures and retained evidence.
- Maintain a standards status and relevance register so editions, amendments, scopes and non-claims remain current.

Clause 5 • Leadership

Set policy, accountability, authority and customer focus; resolve who can commit the organisation and who can stop it.

- Make a senior sponsor accountable for the integrity and deliverability of the promise.
- Set one integrated policy that permits specialist sub-policies where detail is needed.
- Separate recommendation, drafting, challenge, approval, risk acceptance, commercial commitment and release authority.
- Give people permission to stop or escalate commitments without retaliation.

Clause 6 • Planning

Address risks and opportunities, objectives, planned change and the resources needed to make commitments credible.

- Use a shared risk architecture with domain-specific criteria and competent owners.
- Set objectives for decision quality, flow, defects, evaluator effort, margin, mobilisation and capability growth.
- Control changes to scope, requirements, solution, supplier, model, law, price and systems.
- Treat climate, technological, legal and market change as context inputs rather than generic statements.

Clause 7 • Support

Provide people, competence, awareness, communication, knowledge, infrastructure and controlled information.

- Plan workload and continuity so control does not collapse under the deadline it was built to protect.
- Define competence for each material role and retain evidence proportionate to risk.
- Control organisational knowledge, research sources, evidence permission and lessons.
- Use one information architecture for identifiers, version, access, retention, approval and change.

Clause 8 • Operation

Run the pursuit, solution, supply chain, evidence, release, handover and delivery controls.

- Place controls before irreversible decisions; do not wait for the final review.
- Review customer requirements and changes; design the service and controls; govern external providers; release only accepted outputs.
- Integrate security, privacy, continuity, environment, safety, AI, collaboration, integrity and service controls as selected overlays.
- Transfer the exact submitted and negotiated baseline into mobilisation and delivery.

Clause 9 • Performance evaluation

Measure, analyse, audit and review whether the system and its promises work.

- Define each measure, source, owner, frequency, threshold and intended decision.
- Audit complete promise chains and interfaces, not only procedures.
- Compare review predictions and qualification forecasts with evaluator and delivery outcomes.
- Use management review to decide resources, priorities, simplification and capability investment.

Clause 10 • Improvement

Correct nonconformity, learn from outcomes and improve the bidder rather than only repairing a document.

- Contain and correct the live issue without losing evidence.
- Distinguish the last human error from the process conditions that made it likely and hard to detect.
- Verify corrective-action effectiveness under another live deadline.
- Remove controls that no longer add confidence and invest in capabilities that prevent repeated evidence debt.

●

INTEGRATION RULE



**Share the governance route;
preserve the specialist organ.
One body can have many
organs. It cannot survive if
every organ creates a separate
nervous system.**



DECISION



EVIDENCE



OWNER



BOUNDARY

7

ASSURANCE DNA • CHAPTER

Roles, authority and the right to stop



A RACI chart is not enough if nobody knows what the letters permit. Assurance DNA separates preparation, recommendation, competent challenge, approval, risk acceptance, commercial commitment, release and delivery acceptance. One person may hold several roles in a small business, but the roles should remain conceptually distinct.

Role	Authority and accountability
Sponsor or investment authority	Sets appetite, resources and strategic boundary; approves material investment and capability action.
Opportunity/capture lead	Owns customer understanding, position, pursuit strategy and gate conditions.
Bid manager	Runs the controlled lifecycle, dependencies, decisions, reviews and submission.
Solution/delivery owner	Accepts that the operating model can be delivered and inherited.
Commercial authority	Owns cost, price, terms, assumptions and negotiated change.
Evidence owner	Controls source, permission, currency, scope and reuse.
Specialist assurance owner	Accepts decisions within security, privacy, continuity, environment, safety, AI, legal or another domain.

Role	Authority and accountability
Independent challenger	Tests material decisions without inheriting the original bias or incentive.
Release and submission owner	Verifies the exact authorised package, route, timing, integrity and receipt.
Mobilisation recipient	Accepts the promise, conditions, residual risks, milestones and measures.
Process and improvement owner	Measures the system, audits interfaces, corrects causes and simplifies controls.

The right to stop is part of competence. People must know when they may refuse an unsupported claim, a supplier with inadequate control, an unapproved AI use, an unsafe method, an unsustainable price or a submission package that is not the released baseline. Escalation must move authority towards material consequence, not pull ordinary decisions away from informed teams.

The right to stop is a control

Authority becomes real when the trigger and route are visible before pressure arrives.



8

ASSURANCE DNA • CHAPTER



Research, evidence and the discipline of uncertainty

Research enters Assurance DNA as controlled evidence, not as a volume contest. Each item keeps its source type, date, scope, permission, confidence, limitations and later contradictions. A study in selected writing tasks does not prove a tender win-rate effect. A certificate does not prove a service outside its scope. An award notice does not prove why the evaluator selected the supplier. A previous winning answer is not verified truth.

Evidence states

State	Meaning	Permitted use
Authoritative requirement	Buyer, law, contract or authorised standard controls the decision.	Use as governing input; resolve conflicts explicitly.
Verified organisational evidence	Owned, current, permissioned and checked record.	Use within its scope and caveats.
External factual source	Credible source with date and context.	Use with attribution and uncertainty.
Professional judgement	Competent interpretation based on evidence and experience.	Identify as judgement; allow challenge.
Hypothesis	Plausible but unverified proposition.	Test before material commitment or state as assumption.
AI-generated candidate	Machine-produced content or classification.	Never release as fact without source verification and human acceptance.

The research database should answer live questions faster and more safely. It should not convert storage volume into an illusion of knowledge. Useful views include buyer plans and renewals, recurring assurance requirements, evidence debt by strategic claim, capability gaps by outcome, standard status, review predictions, and delivery proof available for controlled reuse.

AN EVIDENCE ITEM TRAVELS WITH ITS LIMITS

Storage is not knowledge. Traceability makes it usable.

SOURCE

Where did it come from?

DATE

Is it still current?

SCOPE

What does it actually support?

PERMISSION

May it be used here?

CONFIDENCE

How certain is it?

LIMIT

What must not be inferred?

RELEASE ONLY WHAT THE EVIDENCE CAN HONESTLY CARRY

9

ASSURANCE DNA • CHAPTER



Growth management and commercial engineering

Growth management changes what the bid function is allowed to improve. It may recommend a new supplier, a partnership, certification, automation, a product, an operating process, a pricing structure, a market exit or a different business model. The recommendation must still pass governance, investment and evidence tests.

This is where relentless drive becomes useful rather than theatrical. The team can keep testing the boundary because every experiment has a hypothesis, owner, cost, control, evidence threshold and stop decision. Negotiation can be ambitious because the baseline and authority are visible. A new entrant can organise around a buyer's need because the capability is built and accepted before the promise. A framework can become a route to recurring demand because account development, service proof and delivery measures continue after award.

Two horizons

Live pursuit	Stronger bidder
Correct the current unsupported answer.	Build the evidence-generating process.
Replace the unavailable supplier for this bid.	Create a resilient supplier strategy and exit route.
Qualify the current price assumption.	Redesign the service or commercial model.
Obtain a specialist review.	Develop competence or certification where the business case exists.
Prepare the current mobilisation plan.	Create repeatable mobilisation evidence and capability.

COMMERCIAL BOUNDARY



Assurance DNA supports bold design and negotiation. It never converts concealment, misrepresentation, collusion or unilateral breach into a technique.



DECISION



EVIDENCE



OWNER



BOUNDARY

10

ASSURANCE DNA • CHAPTER



Operating behaviour: five German principles and three Japanese lenses

Standards can define requirements and mature practices. They cannot guarantee how people behave when a deadline, client request or commercial opportunity tests the system. The Assurance DNA therefore uses a small set of practice principles as behavioural lenses. They are not certifications, national stereotypes or claims of cultural ownership.

Ordnung — purposeful order

Give every live requirement, decision, version, owner and retained record an intelligible home. Order is valuable only when it reduces search, ambiguity and rework.

- One identifier follows a requirement from notice to delivery measure.
- The current baseline is obvious; superseded material remains controlled rather than silently deleted.
- Folders, systems and naming conventions follow the operating sequence rather than personal preference.

ANTI-PATTERN

A beautiful filing hierarchy that nobody can navigate at 22:30 is decoration, not Ordnung.

Nachweisführung — disciplined evidence traceability

Treat an important claim as a chain of source, permission, currency, owner, interpretation, use and later performance evidence.

- Claims cite controlled sources and record the permission to reuse them.

- Evidence expiry, scope and limitations are visible before drafting.
- The same trace survives handover so delivery can prove or correct the promise.

ANTI-PATTERN

A testimonial copied between bids without context, consent or date is not evidence discipline.

Vier-Augen-Prinzip – four-eyes challenge

Material commitments receive competent challenge from somebody who is sufficiently independent of the original decision.

- Challenge is risk-based rather than applied equally to every comma.
- The reviewer can stop, qualify or escalate a commitment.
- Review comments identify the decision at issue and the evidence needed to resolve it.

ANTI-PATTERN

A senior person opening the document five minutes before submission

does not create independent assurance.

Übergabereife – handover readiness

A promise is not complete until another competent person can receive it without losing assumptions, authority, price, measure or exception.

- Mobilisation owners are involved before release where risk justifies it.
- Unresolved issues, dependencies and acceptance conditions travel with the submitted baseline.
- The recipient confirms understanding rather than merely attending a meeting.

ANTI-PATTERN

Sending the final PDF to operations is transmission, not handover readiness.

Verbesserungsdrang – restless but controlled improvement

Keep curiosity and ambition alive while requiring evidence that a change removes waste, improves a decision or strengthens the bidder.

- Each significant pursuit produces no more than a few funded capability actions.
- Controls can be removed when they no longer add confidence.
- Review predictions are compared with evaluator and delivery outcomes.

ANTI-PATTERN

Adding another gate after every mistake teaches fear rather than improvement.

Kaizen

Small, repeated improvement grounded in observation of real work.

Application: Improve the next live cycle by changing one observable behaviour, measure the result and retain only what earns its place.

GUARDRAIL

Do not use the term as a decorative label or pretend that a Western bid routine represents Japanese organisational culture in full.

Zanshin

Continuing awareness after the apparent action is complete.

Application: Remain attentive after submission: clarifications, standstill, mobilisation, delivery evidence, renewal and unintended consequences remain part of the promise.

GUARDRAIL

It is a practice lens for sustained attention, not a certification or a claim of cultural mastery.

Shu-Ha-Ri

A learning progression from faithful practice, through informed adaptation, to fluent creation.

Application: A new practitioner first follows the minimum method; an experienced team adapts it with evidence; a mature organisation may redesign it without losing the reason for each control.

GUARDRAIL

Progression does not grant permission to discard fundamentals without evidence.

How the eight lenses work together

Ordnung makes the work findable. Nachweisführung makes the claim traceable. Vier-Augen-Prinzip makes material decisions challengeable. Übergabereife protects the transfer. Verbesserungsdrang keeps the system dissatisfied with ceremony. Kaizen turns dissatisfaction into small tests. Zanshin keeps attention alive after the apparent finish. Shu-Ha-Ri gives practitioners permission to grow from disciplined use to evidence-based adaptation and fluent redesign.

DIRECTOR'S LINE



The principles are visible only through behaviour. If nobody can point to the changed decision, record, handover or improvement, the label has done no work.



DECISION



EVIDENCE



OWNER

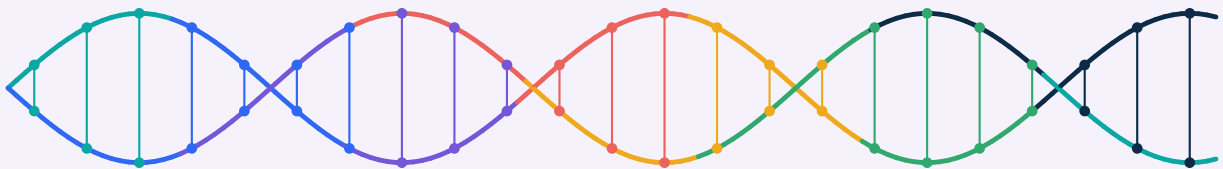


BOUNDARY

FIELD INTERLUDE I

The Competitive Profile

Pitch what is true. Build what can responsibly become true. Make both easy for a buyer to trust.



DISCOVER

SHAPE

DESIGN

PROVE

DECIDE

DELIVER

RENEW

ONE CONTROLLED PROMISE • SEVEN MOVEMENTS • EIGHTEEN DECISIONS

SIGNATURE METHOD

Pitch current. Prove potential.

A bidder has two legitimate stories. Current profile describes capability that exists and can be evidenced now. Potential profile describes capability that will be made real through authorised, funded and testable commitments before delivery requires it.

PITCH CURRENT PROFILE

Name the present operating model, mechanism, scope, current evidence, delivery measure and precise boundary.

PITCH POTENTIAL

Name what will become true; show approval, funding, ownership, secured dependencies, acceptance and fallback.

FIELD LINE

Potential is not aspiration dressed as fact. It becomes pitchable only when authority, resources, dependencies, acceptance and a credible fallback are visible.

CURRENT PROFILE

Turn existing strength into scoreable proof

Many bidders possess more strength than the response reveals. The buyer must be able to see the mechanism, scope, currency, ownership and consequence.

QUESTION	COMPLETION TEST	RETAINED ANSWER
Capability	What does the organisation already do reliably?	Named process or service component
Mechanism	How does it work under the buyer's conditions?	Roles, sequence, controls and tools
Proof	What evidence exists now?	Record, result, reference or test
Boundary	Where does the evidence stop?	Scope, date, volume, location or condition
Outcome	Why does this matter to the buyer?	Reduced risk, effort, cost or delay

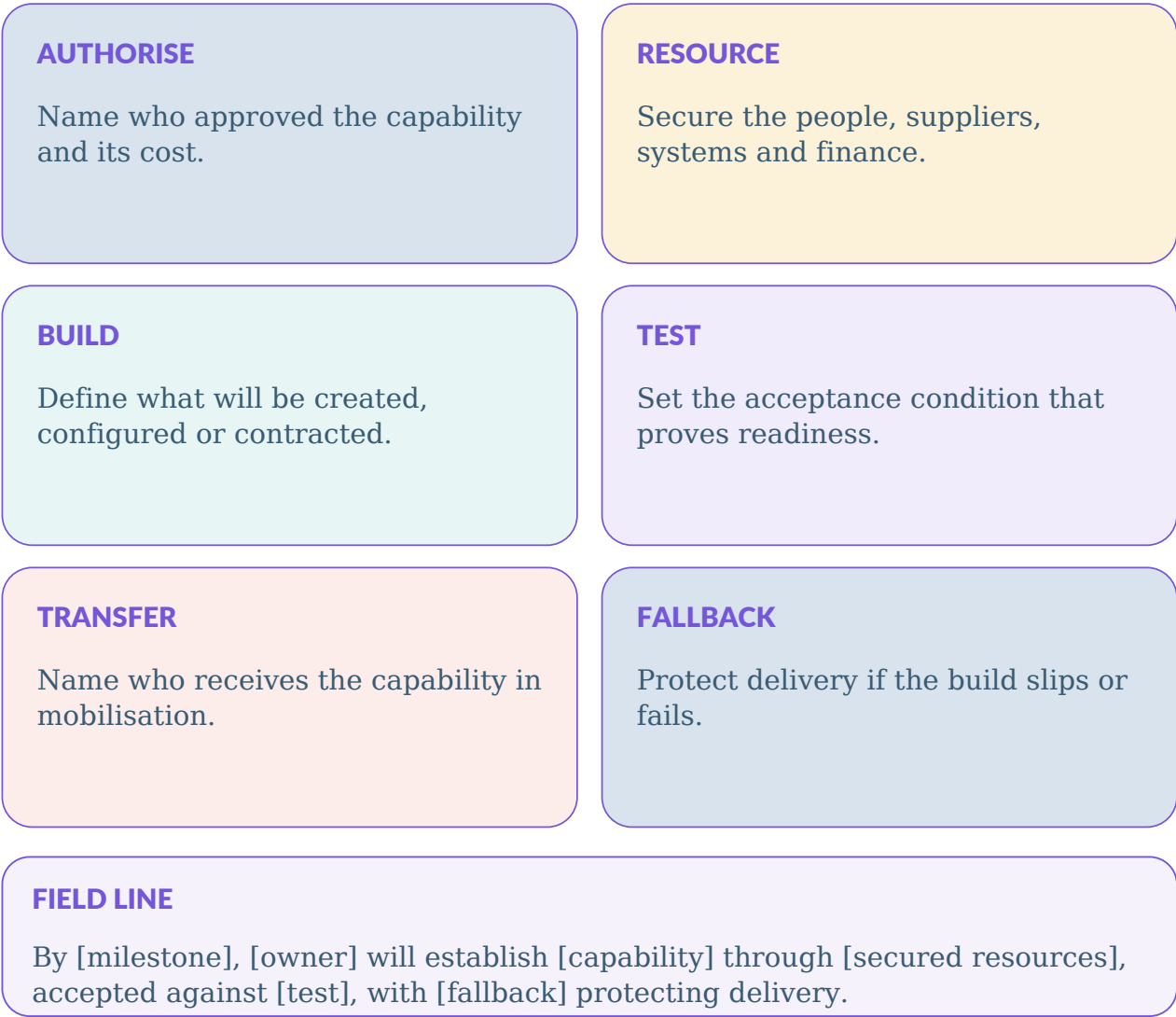
DECISION LINE

We currently [operate the mechanism] under [scope], evidenced by [proof], producing [buyer-relevant result].

POTENTIAL PROFILE

Make future capability real before the promise

New entrants and changing suppliers do not need to imitate an incumbent's history. They can compete on a designed future—but only when that future has already entered governance.



PROFILE LADDER

From unknown supplier to trusted operating choice

Market profile is not a slogan. It is the accumulated effect of visible choices, accepted delivery and reusable evidence.

UNKNOWN

The buyer cannot yet see enough to judge.

CREDIBLE

A narrow promise is evidenced and deliverable.

PREFERRED

Performance and responsiveness reduce buyer effort.

STRATEGIC

The supplier helps shape outcomes and future capability.

FIELD LINE

Every outcome should return evidence, measures and a stronger profile to the bidder—not merely a result in a spreadsheet.

MICRO-ORGANISATION

Concentrate credibility

A micro-organisation wins by narrowing the promise, accelerating authority and making external dependencies unusually visible. These are operating configurations, not statutory size definitions.

DESIGN QUESTION	OPERATING ANSWER
Primary advantage	Specialisation, speed, proximity and direct decision access.
Primary risk	Founder dependency, thin evidence, cashflow and capacity.
Bid design	Choose lots and scopes that fit; partner for missing reach.
Evidence design	Use evidence passports, named owners and recent proof.
Commercial design	Protect working capital, supplier terms and mobilisation capacity.
Review design	Use one independent challenge on the material decision, not a committee.

MEDIUM-SIZED ORGANISATION

Convert growth into repeatability

A medium organisation often has capability but uneven control. The useful move is to turn local success into a repeatable portfolio-wide operating model without losing speed.

DESIGN QUESTION	OPERATING ANSWER
Primary advantage	Broader capacity, references and specialist access.
Primary risk	Fragmented evidence, inconsistent authority and competing bids.
Bid design	Calibrate the portfolio and freeze shared baselines.
Evidence design	Create common owners, expiry and reuse rules.
Commercial design	Model capacity across pursuits and delivery, not the bid team alone.
Review design	Separate strategy, solution, commercial, evidence and release reviews.

LARGE OR DISTRIBUTED ORGANISATION

Reduce distance to the promise

A large organisation does not usually lack resources. It loses clarity when a decision travels too far, too slowly or through too many versions.

DESIGN QUESTION	OPERATING ANSWER
Primary advantage	Scale, breadth, resilience, data and established delivery.
Primary risk	Authority latency, generic evidence, silos and legacy promises.
Bid design	Delegate decisions within appetite and escalation thresholds.
Evidence design	Tag scope, owner, business unit, currency and permission.
Commercial design	Expose cross-subsidy, supply-chain and change assumptions.
Review design	Audit complete promise chains across functions and units.

SCALE MATRIX

Scale changes the control—never the standard of truth

The same decision needs a different operating route as organisational distance and dependency grow.

DECISION	MICRO	MEDIUM	LARGE
Qualification	Founder appetite and cash	Portfolio fit and conflict	Strategic appetite and unit authority
Capture	Direct access and narrow insight	Account and sector plan	Multi-stakeholder market shaping
Evidence	Small controlled proof set	Shared library with owners	Federated scope and permissions
Price	Cashflow and supplier exposure	Capacity and margin trade-offs	Cost base, cross-subsidy and contract risk
Review	Targeted peer challenge	Purpose-separated reviews	Delegated assurance and exceptions
Mobilise	Named people and partners	Repeatable transition	Integrated programme and supplier governance

SCALE BRIDGE

Use a consortium to add capability—not ambiguity

A consortium can let a specialist supplier compete for work beyond its individual reach. The buyer still needs one coherent promise, clear authority and visible responsibility.

WHY TOGETHER

The buyer need genuinely requires combined capability.

WHO COMMITS

Lead, members and subcontractors have explicit authority.

WHAT IS SHARED

Solution, price, evidence, data and risk have controlled interfaces.

HOW IT FAILS

Withdrawal, conflict, underperformance and exit routes are designed.

WHO INHERITS

Mobilisation and delivery recipients accept each dependency.

DISAPPEARANCE TEST

Identify which claim, price, control or milestone becomes false if a partner leaves.

FIELD LINE

A partner logo adds reach. Only accepted interfaces add assurance.

EVALUATOR EFFORT

Make the right evidence easy to find and easy to score

A response can be accurate and still underperform if the evaluator must search for the answer, infer the mechanism or reconcile evidence from distant pages. Clarity is access to value already present.

QUESTION Make the evaluated issue unmistakable.	ANSWER State the position early and directly.
MECHANISM Show people, sequence, control and timing.	PROOF Place current, permitted evidence beside the claim.
OUTCOME Connect the mechanism to buyer value.	MEASURE Show how delivery and exception will be seen.
UNINSPECTABLE ‘We will provide a robust, innovative and collaborative approach.’	SCOREABLE ‘The mobilisation lead owns a ten-day dependency log; items open 48 hours enter the joint decision log.’
FIELD LINE Ninety-second test: can a competent colleague identify the promise, mechanism, proof, owner and outcome without asking the author?	

PORTFOLIO ECONOMICS

Fewer, better, earlier

The hidden cost of a weak bid/no-bid decision includes displaced solution work, executive attention, supplier effort and delivery capacity—not only writing time.

GATE	DECISION QUESTION
Strategic fit	Does this move the organisation towards a market it intends to serve?
Access and insight	Does the team understand the buyer decision, not only the notice?
Deliverability	Can capability, capacity, suppliers and mobilisation be accepted?
Competitive position	Is there a credible route to preference, not mere compliance?
Commercial value	Does expected value justify pursuit cost, risk and opportunity cost?
Capability return	Will the pursuit create useful evidence or capability even if it loses?

DECISION LINE

Probability is an estimate, not a wish. Calibrate it against prior forecasts, access, evidence, capacity and competitive position.

CONFIDENCE CALIBRATION

Say exactly how strongly the evidence can carry the claim

Strong writing does not erase uncertainty. It names the evidence class, condition and decision with precision.

OBSERVED

Direct current evidence in the stated scope.

VERIFIED

Checked by an authorised owner or independent source.

SUPPORTED

Multiple relevant indicators point in the same direction.

CONDITIONAL

True only if the named condition is met.

HYPOTHESIS

Plausible and worth testing, but not yet a commitment.

FIELD LINE

Calibrated confidence protects credibility without making the prose timid.

FIELD LAB 01

Build the current-profile proof line

LIVE CHALLENGE

Select one claim the organisation already makes.

1 • CLAIM

Write the claim in one sentence.

2 • MECHANISM

Name the process, people and controls that make it true.

3 • PROOF

Attach one current source and state its scope.

4 • OUTCOME

Explain what the buyer gains or avoids.

LEAVE WITH

A four-line current-profile statement with a source identifier and owner.

DONE WHEN

Another competent person can find the proof and explain the mechanism without asking the author.

DECISION

OWNER

EVIDENCE

ACCEPTANCE

RECIPIENT

FIELD LAB 02

Turn potential into a controlled promise

LIVE CHALLENGE

Choose one required capability the organisation does not yet possess in full.

1 • AUTHORISE

Name the decision-maker, budget and latest useful approval point.

2 • SECURE

List the supplier, people, system or licence that must be contracted.

3 • ACCEPT

Define the test that proves readiness.

4 • PROTECT

Create a fallback if the build is late or incomplete.

LEAVE WITH

A potential-profile proof plan with milestones, evidence and fallback.

DONE WHEN

The buyer is not being asked to trust aspiration; the route to readiness is inspectable.

DECISION

OWNER

EVIDENCE

ACCEPTANCE

RECIPIENT

FIELD LAB 03

Fit the control to organisational scale

LIVE CHALLENGE

Use the configuration that best describes the live bidder: micro, medium or distributed/large.

1 • FRICTION

Name the scale-related weakness most likely to damage the bid.

2 • ADVANTAGE

Name the scale-related strength the buyer should value.

3 • CONTROL

Choose the lightest mechanism protecting truth, authority and handover.

4 • TEST

Remove the usual expert for ten minutes and see whether the route survives.

LEAVE WITH

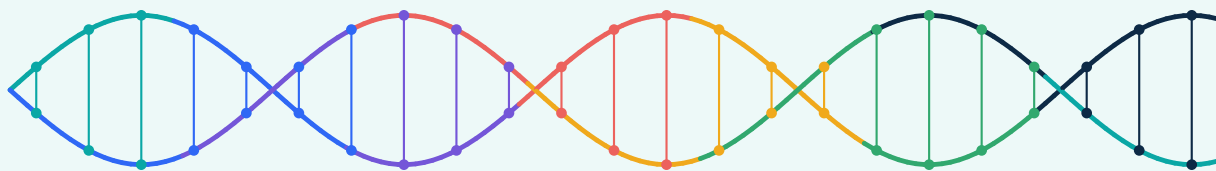
A one-page scale configuration for qualification, evidence, review and mobilisation.

DONE WHEN The control is proportionate, but the promise remains fully traceable.

ACT II

The Library Of Borrowed Wisdom

Standards become clues, not trophies: each one changes a live decision.



DISCOVER

SHAPE

DESIGN

PROVE

DECIDE

DELIVER

RENEW

ONE CONTROLLED PROMISE • SEVEN MOVEMENTS • EIGHTEEN DECISIONS

The evidence cabinet: useful, never magical

Standards are often advertised through success stories. The cases below are more valuable when their limits remain visible. Some are experiments, some matched observational studies and some self-reported organisational cases. None proves that copying a clause into a bid will produce the same result.

EVIDENCE RULE

For every impressive claim, retain the source, study or case design, context, finding, limitation and the exact inference being made for bidding.

Lens	What the external evidence observed	Boundary and lesson for a bidder
ISO 9001	A matched study of almost 1,000 California employers associated adoption with lower organisational failure and stronger employment, sales, payroll and earnings growth.	Observational evidence, not a promise of causation. The useful lesson is to make quality part of daily work rather than a certificate-shaped ornament. Levine & Toffel (2010), Management Science.
ISO 14001	A study of more than 3,000 regulated US facilities associated certification with larger reductions in pollution emissions after statistical controls.	Context-specific and observational. A bid still needs a defined boundary, baseline, method and supplier evidence. Potoski & Prakash (2005).
Safety systems	Research on 211 listed US manufacturers associated OHSAS 18001 adoption—the predecessor lineage of ISO 45001—with safety and operating-performance gains.	The finding depends on organisational complexity and concerns a predecessor standard. A safety slogan is not the intervention. Lo et al. (2014).

Lens	What the external evidence observed	Boundary and lesson for a bidder
ISO/IEC 27001	Experimental research found independent certification reduced investors' negative reactions after a data breach.	This supports a credibility signal; it does not show that certification prevents breaches. Tang & Yang (2024).
ISO 22301	A peer-reviewed Huawei case describes end-to-end continuity management built through a Plan-Do-Check-Act route.	A single organisational case. The authors stress that the standard enables resilience but is not sufficient without maturity and improvement.
ISO 31000	Groupe La Poste reports using the guidance to structure risk management across a large and complex group.	An official self-reported case, not causal research. ISO 31000 is guidance, not a certifiable management-system standard.
ISO 44001	Network Rail reports clearer common objectives, responsibilities, information sharing and coordinated risk and resource management.	A self-reported certification case. Use it as an illustration, not a guarantee that collaboration language creates collaboration.

Lens	What the external evidence observed	Boundary and lesson for a bidder
Six Sigma	A matched study of 200 adopters found improved return on assets, largely through indirect-cost reductions.	Benefits were not universal across direct costs or asset productivity. The measure and local mechanism still matter. Swink & Jacobs (2012).
EFQM / TQM	Matched studies of excellence-award winners found stronger performance than comparison organisations.	Awards may select already capable organisations. The bid lesson is coherence between leadership, people, process and results—not badge collecting.
Checklist warning	A multi-country surgical study reported major improvement after a checklist; a later large Ontario rollout found no significant outcome improvement.	The document is not the intervention. Adoption, team behaviour and context determine whether a simple control changes outcomes. Haynes et al. (2009); Urbach et al. (2014).

THE MODEST CONCLUSION

A structure is useful only when it changes behaviour.

The recurring pattern is more modest and more useful: structured practices can improve consistency when they enter daily decisions, receive ownership, survive review and alter what people do. Installation alone is weak evidence.

SOURCE

Can another reader find it?

CONTEXT

Where and for whom?

LIMIT

What cannot be inferred?

DECISION

What changes in the live bid?

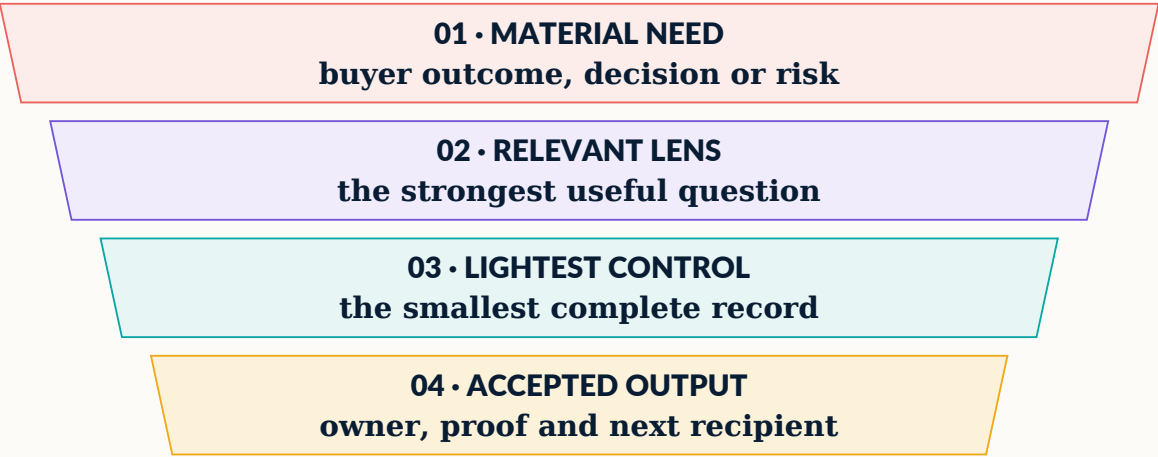
FULL REFERENCES AND OFFICIAL ROUTES APPEAR IN THE RESEARCH NOTES

How to use the source atlas

Each source chapter now keeps only the material that is distinctive: the trigger, live decision, specialist map, smallest useful artefact, non-claim, measures and a composite scene. Universal machinery is stated here once.

SOURCE-SELECTION FUNNEL

Borrow only what changes the live work.



What integration changes

Assurance DNA does not ask one source to do another source's job. Pursuit craft, process control and specialist lenses stay distinct, then connect through the same requirement, decision, evidence, owner and handover.

THREE USEFUL VIEWS • ONE DIFFERENT RESULT

APMP-INFORMED ALONE

CONTRIBUTES

Pursuit strategy, answer planning and review.

BOUNDARY

Operating control and delivery inheritance may stay implicit.

ISO 9001 ALONE

CONTRIBUTES

Process ownership, release and improvement.

BOUNDARY

Pursuit strategy and evaluator craft stay separate.

INTEGRATED ASSURANCE DNA

CONTRIBUTES

One trace from pursuit to delivery learning.

BOUNDARY

Proportion matters; more control is not automatically better.

A single implementation protocol

The protocol below applies to every lens. It appears once so the source chapters can concentrate on their distinctive decisions rather than repeating the same installation language.

THE SIX-STEP PROTOCOL • STATED ONCE



BOUNDARY

Define the decision and scope.



LENS

Select only relevant sources.



AUTHORITY

Name owner and challenger.



ARTEFACT

Create the lightest complete record.



ACCEPT

Run the six-link output test.



LEARN

Measure, adapt and retain the change.

AUTOMATION BOUNDARY

Automation may extract, compare, route and check. A named human confirms interpretation, accepts risk, authorises commitments and releases the response.

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11

ASSURANCE DNA • CHAPTER

APMP-informed bid and proposal practice



SOURCE IDENTITY • FORMAL BOUNDARY BEFORE DETAIL

TYPE / FORMAL ROUTE

Professional body of knowledge and practice route. Use APMP-informed; no endorsement or conformity is implied.

WHERE THIS LENS ENTERS

DISCOVER

SHAPE

DESIGN

PROVE

DECIDE

DELIVER

RENEW

BEST USE

Bid strategy

MINIMUM RECORD

Evaluator map

CANNOT PROVE

Method, not conformity

DIRECTOR'S TEST

Make the buyer's decision explicit.

CASE NOTE • COMPOSITE TEACHING SCENE

The team had answered every question, yet nobody could say why this bidder should win. Mara closed the draft and asked the room to name the buyer's decision in one sentence. Silence revealed the real gap: activity had replaced strategy.

BEFORE

"We offer a comprehensive, market-leading service."

AFTER

"For the buyer's stated outcome, the offer makes three deliberate choices—each linked to evidence, price and an owner."

EVIDENCE TRAIL qualification decision • win themes • evaluator map • review record

FROM MY EXPERIENCE

I learned early that a good writer can still lose control of a pursuit. The craft became more powerful when I stopped asking only whether the prose sounded convincing and started asking whether the organisation had made the decisions that the prose implied.

What this source contributes—and what it does not

Organise the craft of opportunity qualification, capture, proposal planning, solution development, persuasive writing, review, production, submission and post-submission activity.

Source type: Professional body of knowledge and competency practice; not a certifiable management-system standard. Use the current APMP Body of Knowledge, competency framework and authorised learning material applicable at the date of implementation.

APMP gives the book its pursuit craft. It is strongest inside the live competition and weakest when treated as the whole organisational management system.

How this lens changes the bid

1 • Opportunity identification and qualification

Turn market intelligence into an explicit pursue/no-pursue decision with strategic fit, customer access, competitive position, deliverability, value and resource evidence.

2 • Capture planning

Develop an evidence-based route to win before the formal response: customer issues, stakeholders, competitors, discriminators, solution themes and action owners.

3 • Proposal strategy

Translate evaluation criteria, buyer outcomes and competitive position into a coherent promise and message architecture.

4 • Proposal management

Plan the schedule, responsibilities, dependencies, reviews, production and submission route around irreversible decisions rather than an arbitrary drafting percentage.

5 • Requirements and compliance

Create a trace from every instruction and scored requirement to answer, evidence, owner, review and final location.

6 • Solution development

Build an operable, costed and differentiated solution with delivery owners and specialist controls involved early enough to change it.

7 • Content planning and writing

Use answer plans, evaluator-centred structure, clear claims, proof and consequences; make the response easy to score without overstating certainty.

8 • Reviews

Use distinct review purposes—strategy, solution, compliance, evidence, commercial, readability and release—rather than a single late beauty parade.

9 • Production and submission

Protect formatting, file integrity, portal rules, approvals, virus checks, timestamps, receipts and contingency.

10 • Clarification, negotiation and handover

Maintain the controlled baseline through post-submission change, negotiation, award, mobilisation and learning.

Three depths of use

DNA Essential

- one qualification record
- one compliance and answer plan
- one controlled solution and price baseline

- risk-based reviews
- submission receipt
- handover and learning record

Integrated DNA

- Integrate one qualification record.
- Integrate one compliance and answer plan.
- Integrate one controlled solution and price baseline.
- Integrate risk-based reviews.
- Sample a complete promise chain in internal audit.
- Review effectiveness and resource needs at management review.

Full-system depth

- portfolio qualification calibration
- capture governance
- competency pathways
- independent review community
- proposal content governance
- win/loss and delivery feedback loop

Automation without surrendering judgement

- Notice ingestion and duplicate detection
- Requirement extraction with human confirmation
- Answer-plan generation from controlled fields
- Review routing by risk
- Portal checklist and receipt capture

Measures that reveal whether the control works

- | | | |
|-----------------------------------|-------------------------------|-------------------------------|
| • qualification forecast accuracy | • late requirement defects | • first-review readiness |
| • review defect escape rate | • submission control failures | • evaluator effort indicators |

Failure patterns

- treating templates as strategy
- breaking the chain at submission
- writing before solution authority
- confusing win rate with process quality
- review theatre

DECISION LAB • DEDICATED FIELD PAGE

Make the buyer's decision explicit.

FORMAL ROUTE

Professional body-of-knowledge route. Use APMP-informed; no endorsement or conformity is implied.

CANNOT PROVE

Method, not conformity



RUN

Test: Bid strategy. Surface the uncertainty that could change it.

LEAVE

Record: Evaluator map. Owner: Bid director.

DONE

Acceptance: Make the buyer's decision explicit. Recipient: Release authority.

DECISION

OWNER

EVIDENCE

ACCEPTANCE

TO • RELEASE

12

ASSURANCE DNA • CHAPTER

ISO 9001 quality management

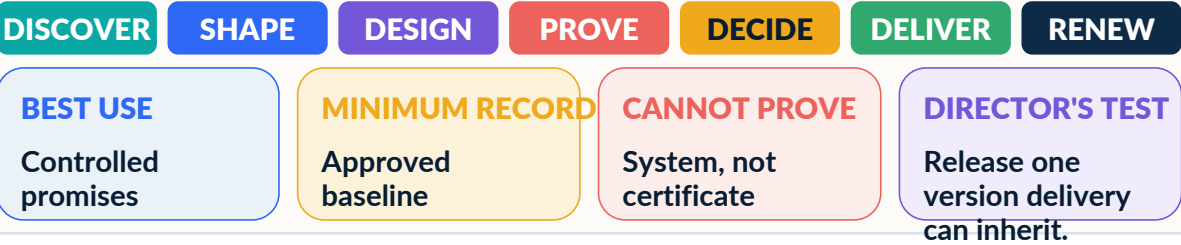


SOURCE IDENTITY • FORMAL BOUNDARY BEFORE DETAIL

TYPE / FORMAL ROUTE

Requirements-based management-system source. Any certification or conformity claim depends on current edition, declared scope and competent assessment.

WHERE THIS LENS ENTERS



CASE NOTE • COMPOSITE TEACHING SCENE

Three sections contained three different mobilisation promises. None was obviously wrong; together they were impossible. The quality lens turned a writing disagreement into a process question: which version was authorised, by whom, and against what requirement?

BEFORE

“Our proven process ensures consistently high quality.”

AFTER

“The named owner releases one controlled mobilisation baseline; changes are logged, checked and inherited by delivery.”

EVIDENCE TRAIL requirement trace • approved baseline • change log • release record

FROM MY EXPERIENCE

Quality management first interested me because it made ordinary questions unavoidable: who owns this, what entered, what changed, what evidence remains and what happens when it fails? Those questions are not glamorous. Under a live deadline they are liberating.

What this source contributes—and what it does not

Create a repeatable customer-focused management system capable of controlling requirements, processes, competence, external provision, release, performance and improvement.

Source type: Certifiable management-system requirements. At the manuscript date, use ISO 9001:2015 with applicable amendments while monitoring the published revision and transition arrangements through ISO and the certification chain.

ISO 9001 is the common operating spine. It does not teach competitive proposal craft, but it makes the craft repeatable, governable and capable of learning.

How this lens changes the bid

4.1–4.2 • Context and interested parties

Map markets, buyers, regulators, delivery partners, users and internal constraints that affect the bid function.

4.3 • Scope

State whether the system covers market intelligence, capture, bid writing, pricing, submission, mobilisation, growth and client-controlled activities.

4.4 • Processes

Define inputs, outputs, owners, interfaces, criteria, measures, resources, risks and improvement for the end-to-end pursuit process.

5.1 • Leadership and customer focus

Make senior leaders accountable for truthful, deliverable customer commitments rather than only revenue targets.

5.2 • Policy

Set a short policy for compliant, evidence-based, deliverable and continually improving proposals.

5.3 • Roles and authority

Distinguish advice, drafting, approval, commercial authority, technical acceptance and release.

6.1 • Risks and opportunities

Integrate opportunity risk, delivery risk, evidence debt, capacity and improvement opportunity into gates.

6.2 • Objectives

Set measures for decision quality, defects, responsiveness, margin protection, mobilisation and capability growth.

6.3 • Change

Control changes to requirements, solution, price, partners, assumptions and system configuration.

7.1 • Resources and organisational knowledge

Plan people, tools, infrastructure, knowledge, workload and continuity for deadlines.

7.2–7.3 • Competence and awareness

Define competence for each decision role and make people aware of consequences, boundaries and escalation.

7.4 • Communication

Control buyer, client, partner and internal communications, including who may issue commitments.

7.5 • Documented information

Control source, version, access, retention, protection, change and disposition without creating a document museum.

8.1 • Operational planning and control

Plan controls before the irreversible decisions in each pursuit class.

8.2 • Customer requirements

Capture, review, clarify and control buyer requirements and later changes.

8.3 • Design and development

Plan, input, control, output, change and validate the service or solution proposed.

8.4 • External providers

Select, brief, monitor and control partners, subcontractors, data providers and specialist reviewers.

8.5 • Service provision

Control proposal production and, where in scope, the delivery service represented by the proposal.

8.6 • Release

Require objective acceptance before submission or client release.

8.7 • Nonconforming outputs

Identify, contain, correct and decide the disposition of inaccurate, late, unsupported or non-compliant outputs.

9.1 • Monitoring and analysis

Use operational data, buyer feedback, delivery results and forecast calibration.

9.2 • Internal audit

Sample real promise chains and system interfaces, not only tidy procedures.

9.3 • Management review

Review performance, changes, resources, risks, complaints, audit and improvement investment.

10.2–10.3 • Corrective action and continual improvement

Correct live defects, find systemic causes, verify effectiveness and strengthen capability.

Three depths of use

DNA Essential

- scope and process map
- roles and authority matrix
- requirement trace
- controlled baseline
- release record
- corrective-action and management-review route

Integrated DNA

- Integrate scope and process map.
- Integrate roles and authority matrix.
- Integrate requirement trace.
- Integrate controlled baseline.
- Sample a complete promise chain in internal audit.
- Review effectiveness and resource needs at management review.

Full-system depth

- certifiable QMS scope
- process performance dashboard
- competence framework
- supplier controls
- internal audit programme
- formal management review and corrective-action verification

Automation without surrendering judgement

- Document version and approval control
- Evidence ownership and expiry alerts
- Change-impact workflow
- Release gates
- Audit sampling
- Corrective-action reminders

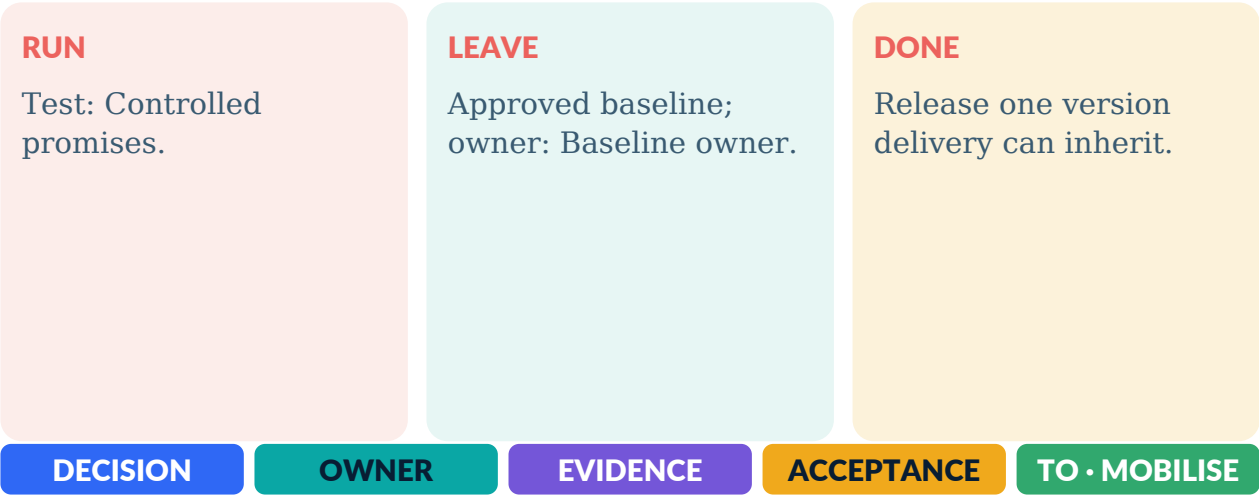
Measures that reveal whether the control works

- | | | |
|-------------------|------------------------|---|
| • late defects | • rework hours | • requirement escape rate |
| • on-time release | • repeat nonconformity | • management action closure effectiveness |

Failure patterns

- | | | |
|---|--|---|
| • certification theatre | • generic procedures detached from bids | • confusing document control with quality |
| • measuring activity rather than outcomes | • excluding mobilisation from scope without stating it | |

DECISION LAB • SOURCE-SPECIFIC FIELD MOVE



13

ASSURANCE DNA • CHAPTER

ISO 31000 risk management

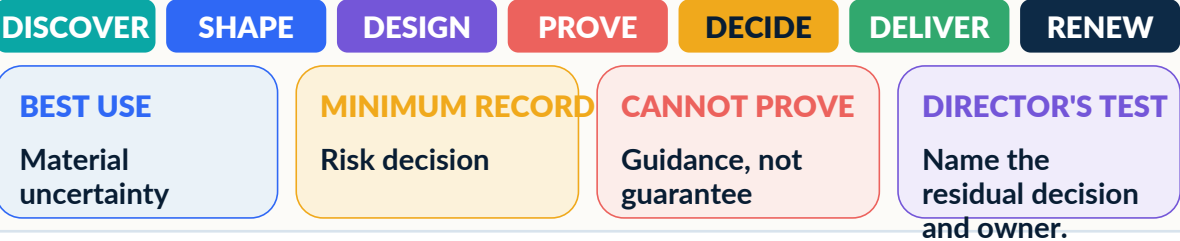


SOURCE IDENTITY • FORMAL BOUNDARY BEFORE DETAIL

TYPE / FORMAL ROUTE

ISO guidance, not a certifiable requirements standard. Obtain the current authorised publication for formal use.

WHERE THIS LENS ENTERS



CASE NOTE • COMPOSITE TEACHING SCENE

The price looked attractive because a crucial assumption was invisible. When the risk owner surfaced it, the team could redesign the offer, negotiate a supplier condition and price the remaining uncertainty honestly.

BEFORE

“Risks will be managed through our robust framework.”

AFTER

“The response names the uncertainty, trigger, owner, treatment, residual exposure and the decision it changes.”

EVIDENCE TRAIL

risk record • assumption owner • treatment decision • residual acceptance

FROM MY EXPERIENCE

Risk registers never excited me. Decisions did. The useful experiment was to move uncertainty work to the moment when a supplier, price, promise or no-bid choice could still change.

What this source contributes—and what it does not

Integrate uncertainty into governance, decisions, planning, operation and learning rather than maintaining a decorative risk register.

Source type: Guidance; not a certifiable requirements standard. Use the current ISO 31000 guidance and related ISO risk vocabulary where relevant.

Risk management protects the quality of pursue, design, price, exception and release decisions. It must expose opportunity as well as downside.

How this lens changes the bid

1 • Principles

Integrate risk work, structure it, tailor it, include people, respond dynamically, use the best available information and improve through learning.

2 • Framework—leadership and commitment

Make risk ownership part of pursuit authority and resource decisions.

3 • Framework—integration

Put uncertainty at gates, design, price, evidence, release and handover rather than in a separate meeting.

4 • Framework—design

Understand context, accountabilities, resources, communication and reporting.

5 • Framework—implementation

Operate the risk approach on live bids and at the portfolio level.

6 • Framework—evaluation and improvement

Test whether risk decisions were timely and useful, then adapt.

7 • Process—communication and consultation

Involve people who hold knowledge, inherit consequences or can challenge assumptions.

8 • Process—scope, context and criteria

Define the decision, horizon, appetite, thresholds and evidence standard before scoring risks.

9 • Process—identification

Identify threats and opportunities across customer, competitor, solution, delivery, commercial, legal, data and capacity conditions.

10 • Process—analysis

Understand causes, consequences, controls, uncertainty, interdependence and velocity.

11 • Process—evaluation

Compare exposure with criteria and decide treatment, acceptance, escalation or no-bid.

12 • Process—treatment

Change the offer, evidence, supplier, price, schedule, term, control or target market.

13 • Process—monitoring, review, recording and reporting

Keep risk current through clarifications, negotiation, mobilisation and performance.

Three depths of use

DNA Essential

- risk criteria

- top uncertainty and assumption log
- treatment owner and date
- exception authority
- post-outcome calibration

Integrated DNA

- Integrate risk criteria.
- Integrate top uncertainty and assumption log.
- Integrate treatment owner and date.
- Integrate exception authority.
- Sample a complete promise chain in internal audit.
- Review effectiveness and resource needs at management review.

Full-system depth

- portfolio risk appetite
- quantitative scenarios where proportionate
- control assurance
- emerging-risk scanning
- integrated risk reporting

Automation without surrendering judgement

- Risk prompts by opportunity type
- Dependency graph
- Threshold alerts
- Assumption expiry
- Scenario calculations
- Calibration dashboard

Measures that reveal whether the control works

- | | | |
|------------------------|----------------------|----------------------------------|
| • late risk discovery | • assumption failure | • risk treatment completion |
| • forecast calibration | • margin variance | • unplanned mobilisation actions |

Failure patterns

- colour-only scoring
- false precision
- separating opportunity and delivery risk
- acceptance without authority
- never closing or learning from risks

DECISION LAB • DEDICATED FIELD PAGE

Name the residual decision and owner.

FORMAL ROUTE

ISO guidance, not certifiable requirements. Use the current authorised publication for formal implementation.

CANNOT PROVE

Guidance, not guarantee



RUN

Test: Material uncertainty. Surface the uncertainty that could change it.

LEAVE

Record: Risk decision. Owner: Risk owner.

DONE

Acceptance: Name the residual decision and owner.
Recipient: Commercial authority.

DECISION

OWNER

EVIDENCE

ACCEPTANCE

TO • COMM.

14

ASSURANCE DNA • CHAPTER



ISO/IEC 27001

information-security

management

SOURCE IDENTITY • FORMAL BOUNDARY BEFORE DETAIL

TYPE / FORMAL ROUTE

Requirements-based management-system source. Any certification or conformity claim depends on current edition, declared scope and competent assessment.

WHERE THIS LENS ENTERS



CASE NOTE • COMPOSITE TEACHING SCENE

A writer reached for the fastest evidence and nearly reused a client-sensitive diagram. The security lens did not slow the bid; it supplied a safer approved source and preserved the claim without exposing someone else's information.

BEFORE

“We take information security extremely seriously.”

AFTER

“Access, transfer, supplier and incident controls are tied to this service, this evidence set and named accountable owners.”

EVIDENCE TRAIL

classification • permission • access record • supplier assurance • incident route

FROM MY EXPERIENCE

Information-security controls became more useful to me when I treated the bid workspace itself as part of the service promise. Permissions, approved evidence and supplier access then stopped being housekeeping and started shaping what could honestly be offered.

What this source contributes—and what it does not

Protect confidentiality, integrity and availability of buyer, client, partner, employee, pricing, solution and submission information.

Source type: Certifiable management-system requirements with a risk-based control annex. Use ISO/IEC 27001:2022 and applicable amendments, together with the organisation's authorised Statement of Applicability and supporting guidance.

Security is not a questionnaire-writing exercise. It governs how the bid is researched, drafted, shared, reviewed, submitted, handed over and evidenced.

How this lens changes the bid

4–5 • Context, scope, leadership and policy

Define bid-data boundaries, interested parties, interfaces, authority and information-security objectives.

6.1 • Risk assessment and treatment

Use repeatable criteria, assess bid information and systems, select treatment and justify control inclusion or exclusion.

6.2–6.3 • Objectives and change

Set measurable security outcomes and control system changes.

7 • Resources, competence, awareness, communication and documented information

Make secure bid work usable under deadline pressure.

8 • Operational assessment and treatment

Reassess when the buyer, data set, partner, platform, AI use or solution changes.

9 • Monitoring, internal audit and management review

Evaluate incidents, access, supplier performance, audit evidence and risk-treatment effectiveness.

10 • Nonconformity and improvement

Contain incidents, correct causes and improve controls.

Annex A • Organisational, people, physical and technological controls

Select controls through the Statement of Applicability and translate them into bid workflows.

Three depths of use

DNA Essential

- data classification

- access by role
- approved storage and transfer
- supplier/AI decision
- incident route
- secure submission and retention

Integrated DNA

- Integrate data classification.
- Integrate access by role.
- Integrate approved storage and transfer.
- Integrate supplier/AI decision.
- Sample a complete promise chain in internal audit.
- Review effectiveness and resource needs at management review.

Full-system depth

- ISMS scope
- risk method
- Statement of Applicability
- control owners
- audit and management review
- incident and continuity exercises

Automation without surrendering judgement

- Classification labels
- Least-privilege access
- DLP and transfer controls
- Logging
- Evidence expiry
- Secure AI gateway
- Automated backup and recovery tests

Measures that reveal whether the control works

- unauthorised access
- data-loss events
- phishing/reporting performance
- supplier security exceptions
- restore test success
- AI policy violations

Failure patterns

- copying certificate language outside scope
- sharing client evidence across accounts
- public AI leakage
- weak access removal
- assuming cloud use transfers accountability

DECISION LAB • SOURCE-SPECIFIC FIELD MOVE

Protect the proof while preserving the claim.



RUN

Test: Protected evidence.

LEAVE

Permission record;
owner: Human control owner.

DONE

Protect the proof while preserving the claim.

DECISION

OWNER

EVIDENCE

ACCEPTANCE

TO • RELEASE

15

ASSURANCE DNA • CHAPTER

ISO/IEC 27701 privacy information management



SOURCE IDENTITY • FORMAL BOUNDARY BEFORE DETAIL

TYPE / FORMAL ROUTE

Requirements-based management-system source. Any certification or conformity claim depends on current edition, declared scope and competent assessment.

WHERE THIS LENS ENTERS

DISCOVER

SHAPE

DESIGN

PROVE

DECIDE

DELIVER

RENEW

BEST USE

Personal-data boundary

MINIMUM RECORD

Data map

CANNOT PROVE

Minimise before release

DIRECTOR'S TEST

Keep the proof; remove the person.

CASE NOTE • COMPOSITE TEACHING SCENE

A persuasive case study contained more personal detail than the evaluator needed. The privacy lens kept the proof while removing the person: purpose, minimisation, lawful handling and retention became part of the solution rather than an appendix.

BEFORE

"We are fully committed to protecting personal data."

AFTER

"The answer states the data purpose, minimum fields, roles, retention, transfer boundary and response route."

EVIDENCE TRAIL data map • lawful-purpose record • retention rule • privacy approval

FROM MY EXPERIENCE

Privacy reviews often improved the writing as well as the control. Removing irrelevant personal detail forced a case study to prove the outcome through process, measure and decision rather than biography.

What this source contributes—and what it does not

Govern personal information handled during research, stakeholder mapping, recruitment, case studies, references, analytics, AI use and service design.

Source type: Privacy management requirements/guidance designed to extend information-security management. Verify the current edition and transition position through ISO; use it with applicable privacy law and competent legal advice.

Bid teams often collect more stakeholder and employee information than they recognise. Privacy management makes the purpose, permission and lifecycle explicit.

How this lens changes the bid

1 • Privacy context and roles

Define whether the organisation acts as controller, joint controller, processor or service provider for each data flow.

2 • Lawful purpose and transparency

Record why personal data is used, what notice or permission applies and what the individual is told.

3 • Minimisation and accuracy

Collect only what is necessary for a legitimate pursuit purpose and keep it current.

4 • Rights and requests

Provide routes for access, correction, objection, deletion and other applicable rights.

5 • Sharing and international transfer

Control disclosure to clients, partners, platforms and AI services.

6 • Retention and deletion

Link retention to purpose, contract, legal requirement and evidence value.

7 • Privacy by design and impact assessment

Assess high-risk profiling, monitoring, large contact maps, sensitive evidence and AI processing before use.

8 • Processor and supplier controls

Set instructions, security, sub-processing, assistance, deletion and audit expectations.

Three depths of use

DNA Essential

- data-flow map
- purpose and lawful basis record
- contact and evidence permissions
- retention rule
- supplier/AI privacy check
- rights and breach route

Integrated DNA

- Integrate data-flow map.
- Integrate purpose and lawful basis record.
- Integrate contact and evidence permissions.
- Integrate retention rule.
- Sample a complete promise chain in internal audit.
- Review effectiveness and resource needs at management review.

Full-system depth

- privacy management system

- impact-assessment process
- controller/processor register
- supplier clauses
- audit and metrics
- integrated incident response

Automation without surrendering judgement

- Consent and permission fields
- Retention/deletion jobs
- Data-subject request tracking
- PII detection and redaction
- Privacy impact prompts

Measures that reveal whether the control works

- | | | |
|---------------------------|--------------------------|--------------------------------|
| • unpermissioned evidence | • retention exceptions | • rights-response time |
| • privacy incidents | • supplier nonconformity | • high-risk processing reviews |

Failure patterns

- | | | |
|---|--------------------------------------|------------------------------------|
| • treating public information as unrestricted | • reusing CVs without permission | • over-collecting stakeholder data |
| • AI processing without assessment | • confusing security with lawfulness | |

DECISION LAB • SOURCE-SPECIFIC FIELD MOVE

RUN

Test: Personal-data boundary.

LEAVE

Data map; owner: Human control owner.

DONE

Keep the proof; remove the person.

DECISION

OWNER

EVIDENCE

ACCEPTANCE

TO • RELEASE

16

ASSURANCE DNA • CHAPTER

ISO 22301 business continuity management

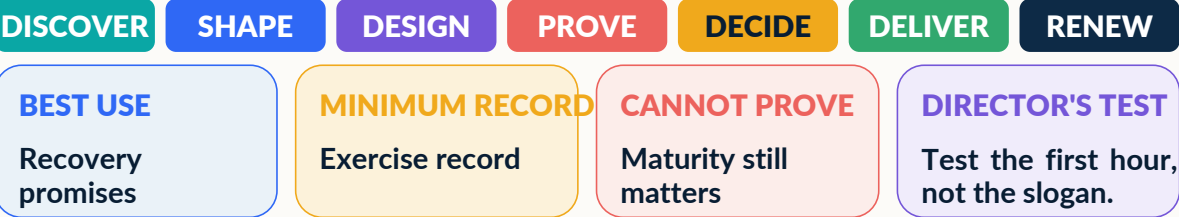


SOURCE IDENTITY • FORMAL BOUNDARY BEFORE DETAIL

TYPE / FORMAL ROUTE

Requirements-based management-system source. Any certification or conformity claim depends on current edition, declared scope and competent assessment.

WHERE THIS LENS ENTERS



CASE NOTE • COMPOSITE TEACHING SCENE

The recovery promise sounded reassuring until someone asked what happened during the first hour. The team discovered a dependency on one specialist and redesigned the rota before the prose was frozen.

BEFORE

“Our resilient service ensures uninterrupted delivery.”

AFTER

“The offer names critical activities, tolerances, dependencies, fallback ownership and the evidence from the latest exercise.”

EVIDENCE TRAIL

impact analysis • recovery route • exercise record • accepted dependency

FROM MY EXPERIENCE

Continuity became real when I stopped accepting the phrase ‘we have a plan’ and asked the first-hour question. That small test repeatedly exposed dependencies early enough to resource or redesign them.

What this source contributes—and what it does not

Protect critical pursuit and delivery activities from disruption and prove that recovery assumptions are realistic.

Source type: Certifiable management-system requirements. Use ISO 22301:2019 and applicable amendments, plus current continuity guidance and contractual obligations.

Continuity makes deadlines and delivery claims resilient. It is especially material where a single person, portal, office, system or supplier can stop the promise.

How this lens changes the bid

4–7 • Management-system foundation

Define scope, leadership, policy, risk, objectives, competence, communication and controlled information.

8.2.2 • Business impact analysis

Identify time-critical bid and mobilisation activities, dependencies, impact tolerances and recovery priorities.

8.2.3 • Continuity risk assessment

Assess disruption scenarios affecting people, premises, systems, portals, data, suppliers, utilities and communication.

8.3 • Strategies and solutions

Select proportionate resilience, recovery and workaround options with resources and approval.

8.4 • Plans and procedures

Define activation, command, communication, response, recovery and return to normal.

8.5 • Exercise programme

Test portal failure, absent approver, corrupted file, ransomware, power loss, partner withdrawal and mobilisation delay.

8.6 • Evaluation of continuity documentation and capabilities

Review whether plans remain suitable after change and exercise.

9–10 • Evaluation and improvement

Monitor, audit, review and correct continuity performance.

Three depths of use

DNA Essential

- critical activity list
- maximum tolerable delay
- dependency and contact map
- fallback submission route
- exercise record
- post-event correction

Integrated DNA

- Integrate critical activity list.
- Integrate maximum tolerable delay.
- Integrate dependency and contact map.
- Integrate fallback submission route.
- Sample a complete promise chain in internal audit.
- Review effectiveness and resource needs at management review.

Full-system depth

- BCMS scope

- BIA and risk assessment
- documented strategies
- exercise programme
- crisis communications
- audit and management review

Automation without surrendering judgement

- Deadline and dependency alerts
- Replicated storage
- Offline contact pack
- Automatic backup checks
- Exercise scheduling
- Incident communication templates

Measures that reveal whether the control works

- | | | |
|----------------------------------|--------------------------------|---------------------------------|
| • recovery time achieved | • exercise action closure | • single-point dependency count |
| • submission contingency success | • supplier continuity evidence | • unplanned downtime |

Failure patterns

- | | | |
|--|---|----------------------------------|
| • equating backup with continuity | • untested portal assumptions | • one-person approval dependency |
| • plans that omit clients and partners | • recovery objectives without resources | |

RUN

Test: Recovery promises.

LEAVE

Exercise record; owner: Bid director.

DONE

Test the first hour, not the slogan.

DECISION

OWNER

EVIDENCE

ACCEPTANCE

TO • RELEASE

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ASSURANCE DNA • CHAPTER

ISO 14001 environmental management

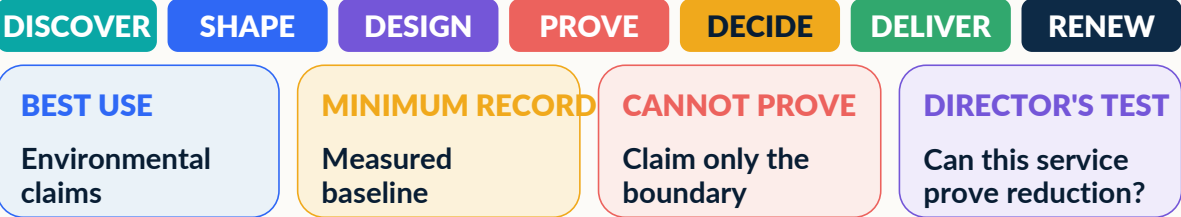


SOURCE IDENTITY • FORMAL BOUNDARY BEFORE DETAIL

TYPE / FORMAL ROUTE

Requirements-based management-system source. Any certification or conformity claim depends on current edition, declared scope and competent assessment.

WHERE THIS LENS ENTERS



CASE NOTE • COMPOSITE TEACHING SCENE

A carbon sentence had been copied from corporate marketing, but the proposed service used a different supply chain. The environmental lens replaced decoration with a boundary, baseline, method and measurable service choice.

BEFORE

“Sustainability is at the heart of everything we do.”

AFTER

“The stated reduction has a defined boundary, calculation method, supplier inputs, owner and reporting measure.”

EVIDENCE TRAIL aspect screen • baseline • method note • supplier evidence • measure

FROM MY EXPERIENCE

Environmental claims became more credible when I narrowed the boundary. A modest service-specific measure with an owner was more useful than an ambitious corporate sentence the delivery team could not reproduce.

What this source contributes—and what it does not

Control environmental aspects, obligations, risks, lifecycle effects and performance behind environmental promises.

Source type: Certifiable management-system requirements. Use the current published ISO 14001 edition and transition guidance; the manuscript records the 2026 revision status without reproducing requirements.

Environmental writing becomes stronger when the proposed operating model already contains measurable controls, baselines and supplier evidence.

How this lens changes the bid

4–5 • Context, interested parties, scope and leadership

Connect environmental commitments to the service, supply chain, locations, buyer priorities and authority.

6.1.2 • Environmental aspects

Identify activities, products and services that interact with the environment, considering normal, abnormal and emergency conditions.

6.1.3 • Compliance obligations

Identify legal, regulatory, contractual and voluntary environmental obligations.

6.1.4 • Planning action

Integrate significant aspects and obligations into solution, supplier, price and delivery controls.

6.2 • Objectives and plans

Set measurable outcomes, owners, resources, timeframes and evaluation methods.

7 • Competence, awareness, communication and information

Control environmental data and claims.

8.1 • Operational planning and lifecycle perspective

Address design, procurement, delivery, use, transport, waste and end-of-life where controllable or influenceable.

8.2 • Emergency preparedness

Plan for relevant environmental incidents.

9–10 • Evaluation, audit, management review and improvement

Verify data, performance, obligations and corrective action.

Three depths of use

DNA Essential

- aspect screen
- obligation and buyer-requirement trace
- baseline and method
- supplier evidence
- delivery measure
- claim approval

Integrated DNA

- Integrate aspect screen.
- Integrate obligation and buyer-requirement trace.
- Integrate baseline and method.
- Integrate supplier evidence.
- Sample a complete promise chain in internal audit.
- Review effectiveness and resource needs at management review.

Full-system depth

- EMS scope
- aspect methodology
- compliance evaluation
- objectives and programmes
- operational controls
- audits and management review

Automation without surrendering judgement

- Carbon and waste data validation
- Supplier certificate expiry
- Claim-to-source trace
- Obligation update alerts
- Performance dashboards

Measures that reveal whether the control works

- | | | |
|-------------------------------|-------------------------|----------------------------------|
| • claim evidence completeness | • carbon intensity | • waste and reuse |
| • supplier data coverage | • compliance evaluation | • environmental incident actions |

Failure patterns

- | | | |
|-----------------------------|--|-------------------|
| • greenwashing | • irrelevant corporate statistics | • double counting |
| • ignoring lifecycle shifts | • promising supplier performance without control | |

DECISION LAB • DEDICATED FIELD PAGE

Can this service prove the reduction?

FORMAL ROUTE
Requirements source. Any conformity claim depends on current edition, declared scope and competent assessment.

CANNOT PROVE
Claim only the boundary



RUN
Test: Environmental claims. Surface the uncertainty that could change it.

LEAVE
Record: Measured baseline. Owner: Bid director.

DONE
Acceptance: Can this service prove the reduction?
Recipient: Release authority.

18

ASSURANCE DNA • CHAPTER

ISO 45001 occupational health and safety management

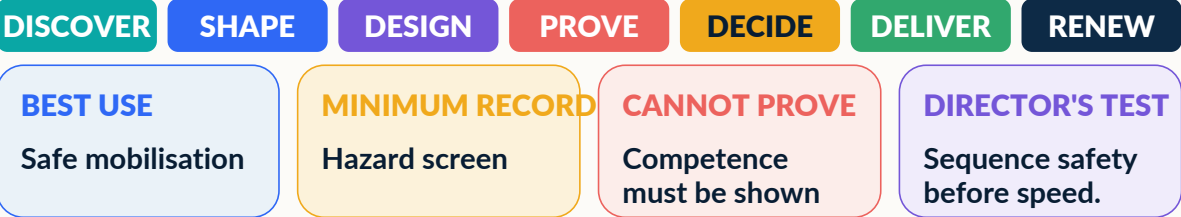


SOURCE IDENTITY • FORMAL BOUNDARY BEFORE DETAIL

TYPE / FORMAL ROUTE

Requirements-based management-system source. Any certification or conformity claim depends on current edition, declared scope and competent assessment.

WHERE THIS LENS ENTERS



CASE NOTE • COMPOSITE TEACHING SCENE

The mobilisation plan promised speed but left site induction until after the first shift. A safety review changed the sequence, resources and price before the promise became contractual.

BEFORE

“Safety is our number-one priority.”

AFTER

“Hazards, competence, consultation, controls and stop-work authority are visible in the mobilisation design.”

EVIDENCE TRAIL

hazard screen • competence proof • consultation record • control owner

FROM MY EXPERIENCE

Safety reviews taught me that sequencing is a commercial decision. Moving induction, consultation or competence checks earlier can alter time and price, but it is cheaper than promising speed that the operating model cannot support.

What this source contributes—and what it does not

Prevent work-related injury and ill health through participation, hazard control, change management, procurement and learning.

Source type: Certifiable management-system requirements. Use ISO 45001:2018 and applicable amendments with legal and competent safety advice.

Safety must influence design, schedule, staffing, method, price and partner selection before it is described in prose.

How this lens changes the bid

4–5 • Context, leadership and worker participation

Bring the people who perform the work into solution and risk decisions.

6.1.2 • Hazard identification and OH&S risk assessment

Identify routine, non-routine, human, organisational, travel, equipment, workplace and emergency hazards.

6.1.3 • Legal and other requirements

Trace applicable duties and buyer requirements.

6.2 • Objectives

Set practical safety outcomes and plans.

7 • Competence, awareness, communication and documented information

Prove capability and control safety-critical information.

8.1.1 • Operational control

Plan work and maintain criteria.

8.1.2 • Hierarchy of controls

Prefer elimination and substitution before engineering, administrative controls and personal protective equipment.

8.1.3 • Management of change

Assess new equipment, sites, staffing, technology, schedule and service-model changes before commitment.

8.1.4 • Procurement, contractors and outsourcing

Control safety across the supply chain and client interfaces.

8.2 • Emergency preparedness

Plan and test relevant response.

9–10 • Evaluation, incident and corrective action

Measure leading and lagging indicators, investigate causes and verify improvement.

Three depths of use

DNA Essential

- hazard screen
- worker/competent-person input
- hierarchy-of-control decision
- supplier safety check
- emergency assumptions
- handover of residual risk

Integrated DNA

- Integrate hazard screen.
- Integrate worker/competent-person input.

- Integrate hierarchy-of-control decision.
- Integrate supplier safety check.
- Sample a complete promise chain in internal audit.
- Review effectiveness and resource needs at management review.

Full-system depth

- OH&S management system
- consultation routes
- legal register
- operational controls
- incident system
- audit and management review

Automation without surrendering judgement

- Competence expiry
- Risk and method statement workflow
- Change prompts
- Contractor prequalification
- Incident action tracking

Measures that reveal whether the control works

- | | | |
|-------------------------------------|---------------------------------|--------------------------|
| • hazards found before price freeze | • worker consultation completed | • change assessments |
| • contractor assurance | • incident action effectiveness | • residual-risk handover |

Failure patterns

- | | | |
|-------------------------------|--|---|
| • copying generic safety text | • pricing without controls | • excluding temporary or contractor workers |
| • late worker consultation | • treating low incident counts as proof of control | |

DECISION LAB • DEDICATED FIELD PAGE

Sequence safety before speed.

FORMAL ROUTE
Requirements source. Any conformity claim depends on current edition, declared scope and competent assessment.

CANNOT PROVE
Competence must be shown



RUN
Test: Safe mobilisation.
Surface the uncertainty that could change it.

LEAVE
Record: Hazard screen. Owner: Bid director.

DONE
Acceptance: Sequence safety before speed.
Recipient: Release authority.

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ASSURANCE DNA • CHAPTER



ISO/IEC 42001

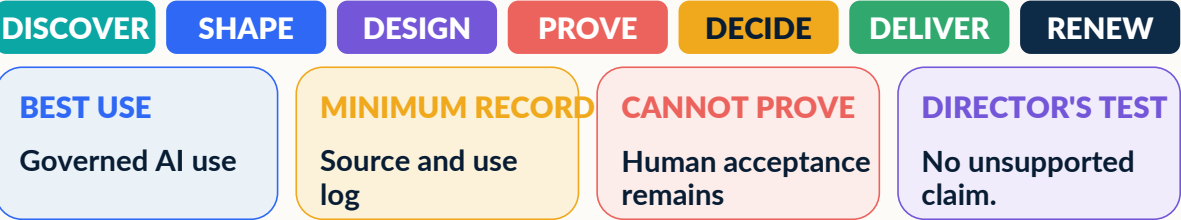
artificial-intelligence management

SOURCE IDENTITY • FORMAL BOUNDARY BEFORE DETAIL

TYPE / FORMAL ROUTE

Requirements-based management-system source. Any certification or conformity claim depends on current edition, declared scope and competent assessment.

WHERE THIS LENS ENTERS



CASE NOTE • COMPOSITE TEACHING SCENE

A fluent draft arrived in seconds and invented a plausible performance figure. The AI lens kept the useful structure, rejected the claim and forced every material sentence back to an approved source or a human decision.

BEFORE

“Our AI-enabled approach delivers unparalleled outcomes.”

AFTER

“The draft identifies its sources, uncertainty and human approver; unsupported claims never enter the released response.”

EVIDENCE TRAIL use-case record • model/source log • verification • human acceptance

FROM MY EXPERIENCE

My most useful AI experiments were not the fastest drafts. They were the ones that made provenance, uncertainty and human acceptance visible, so automation improved flow without earning authority it did not possess.

What this source contributes—and what it does not

Govern responsible development, provision or use of AI systems through policy, risk, impact, lifecycle, data, transparency and third-party controls.

Source type: Certifiable AI management-system requirements. Use ISO/IEC 42001:2023 with applicable law, buyer rules, technical standards and model-provider terms.

AI should remove repetitive effort while keeping source, judgement, confidentiality and release authority visible.

How this lens changes the bid

4–5 • AI context, scope, leadership and policy

Define which AI systems and bid activities are in scope, who is accountable and what uses are prohibited or restricted.

6.1 • AI risks and opportunities

Assess accuracy, bias, confidentiality, privacy, explainability, robustness, intellectual property, human dependency and societal impacts.

6.1.4 • AI system impact assessment

Assess affected people and contexts before material use.

6.2–6.3 • Objectives and planned change

Set measurable controls and reassess model, data, prompt, provider and use-case changes.

7 • Resources, competence, awareness, communication and information

Maintain inventories, instructions, skills, logs and controlled knowledge.

8 • Operational control

Apply risk treatment, impact assessment and lifecycle controls to live AI-enabled bid work.

9–10 • Monitoring, audit, review, incident and improvement

Evaluate outputs, errors, complaints, overrides and control effectiveness.

Annex A.2–A.10 • Control domains

Policy; internal organisation; resources; impact assessment; lifecycle; data; information for interested parties; use; third-party and customer relationships.

Three depths of use

DNA Essential

- AI use register

- approved/prohibited use rules
- data classification
- source verification
- human approval
- incident and provider-change route

Integrated DNA

- Integrate AI use register.
- Integrate approved/prohibited use rules.
- Integrate data classification.
- Integrate source verification.
- Sample a complete promise chain in internal audit.
- Review effectiveness and resource needs at management review.

Full-system depth

- AIMS scope
- AI risk and impact method
- system inventory
- lifecycle controls
- provider assurance
- audit and management review

Automation without surrendering judgement

- Secure model gateway
- Prompt/output logging
- Citation checking
- PII and secret detection
- Confidence/exception routing
- Model-change alerts

Measures that reveal whether the control works

- verified-output rate
- human override
- material hallucinations
- automation cycle time
- confidentiality events
- model/provider exceptions

Failure patterns

- public-model leakage
- unrecorded model change
- invented evidence
- using AI to conceal lack of capability
- automation bias
- unfair profiling

DECISION LAB • DEDICATED FIELD PAGE

No unsupported claim crosses release.

FORMAL ROUTE

Requirements source. Any conformity claim depends on current edition, declared scope and competent assessment.

CANNOT PROVE

Human acceptance remains



RUN

Test: Governed AI use. Surface the uncertainty that could change it.

LEAVE

Record: Source and use log. Owner: Human control owner.

DONE

Acceptance: No unsupported claim crosses release. Recipient: Release authority.

DECISION

OWNER

EVIDENCE

ACCEPTANCE

TO • RELEASE

20

ASSURANCE DNA • CHAPTER

ISO 44001 collaborative business relationships



SOURCE IDENTITY • FORMAL BOUNDARY BEFORE DETAIL

TYPE / FORMAL ROUTE

Requirements-based management-system source. Any certification or conformity claim depends on current edition, declared scope and competent assessment.

WHERE THIS LENS ENTERS



CASE NOTE • COMPOSITE TEACHING SCENE

The consortium looked impressive on a slide. In the responsibility map, two partners owned the same task and nobody owned the failure. The relationship lens turned logos into a governable operating model.

BEFORE

“Our partners provide seamless end-to-end coverage.”

AFTER

“Named parties own decisions, dependencies, information, incentives, escalation and exit across one promise chain.”

EVIDENCE TRAIL partner rationale • RACI • dependency map • issue and exit route

FROM MY EXPERIENCE

Some of the most interesting bids changed the business model itself. A partner was replaced, an authority clarified, a margin protected or an exit route designed. The proposal became a controlled commercial experiment rather than a description exercise.

What this source contributes—and what it does not

Create intentional partner selection, joint governance, value creation, issue resolution and exit rather than improvised consortium behaviour.

Source type: Certifiable collaborative relationship management-system requirements. Use the current ISO 44001 edition and authorised guidance where a formal collaborative relationship system is justified.

The standard is useful when a bid depends on a consortium, key subcontractor, referral alliance, specialist adviser or delivery partner whose behaviour changes the promise.

How this lens changes the bid

1 • 1. Operational awareness

Clarify why collaboration is needed, the value sought and internal readiness.

2 • 2. Knowledge

Gather market, partner, customer, capability, risk and cultural information.

3 • 3. Internal assessment

Test strategy, capability, appetite, authority and resources before approaching a partner.

4 • 4. Partner selection

Use transparent criteria, due diligence, compatibility and conflict checks.

5 • 5. Working together

Establish governance, roles, information, decisions, objectives, measures and issue routes.

6 • 6. Value creation

Identify and govern joint innovation, efficiencies, capability and customer value.

7 • 7. Staying together

Monitor performance, trust, behaviour, risk and improvement.

8 • 8. Exit strategy

Plan orderly transfer, data return, continuity, rights, liabilities and learning.

Three depths of use

DNA Essential

- partner rationale
- selection and due diligence
- authority/RACI
- joint promise and dependency map
- issue route
- exit and continuity plan

Integrated DNA

- Integrate partner rationale.
- Integrate selection and due diligence.
- Integrate authority/RACI.
- Integrate joint promise and dependency map.
- Sample a complete promise chain in internal audit.
- Review effectiveness and resource needs at management review.

Full-system depth

- relationship management plan
- joint governance

- value-creation programme
- behaviour and trust measures
- joint audit/review
- controlled exit

Automation without surrendering judgement

- Partner evidence portal
- Dependency and obligation tracker
- Conflict checks
- Joint action logs
- Performance dashboards

Measures that reveal whether the control works

- | | | |
|----------------------------|------------------------|-------------------------|
| • partner input timeliness | • unowned dependencies | • joint value realised |
| • issue-resolution time | • data/asset return | • partner-caused rework |

Failure patterns

- | | | |
|--------------------------|---------------------------|-------------------------|
| • logo-first consortiums | • borrowed certifications | • unclear authority |
| • hidden subcontracting | • no exit route | • misaligned incentives |

DECISION LAB • SOURCE-SPECIFIC FIELD MOVE

RUN

Test: Partnered delivery.

LEAVE

Responsibility map;
owner: Relationship owner.

DONE

Give every dependency one owner.

DECISION

OWNER

EVIDENCE

ACCEPTANCE

TO • DELIVERY

21

ASSURANCE DNA • CHAPTER

ISO/IEC 20000-1 service management



SOURCE IDENTITY • FORMAL BOUNDARY BEFORE DETAIL

TYPE / FORMAL ROUTE

Requirements-based management-system source. Any certification or conformity claim depends on current edition, declared scope and competent assessment.

WHERE THIS LENS ENTERS



CASE NOTE • COMPOSITE TEACHING SCENE

The bid promised a response time the proposed service desk could not measure. Service management connected the sentence to catalogue, workflow, tooling, escalation and reporting before the evaluator ever saw it.

BEFORE

“We provide responsive, customer-focused support.”

AFTER

“The response defines the service, request path, priority rule, target, data source, escalation and improvement loop.”

EVIDENCE TRAIL service catalogue • SLA definition • workflow • reporting source

FROM MY EXPERIENCE

A managed service can read beautifully and still be impossible on Monday morning. I use this family to test whether support, capacity, incidents, changes, suppliers and improvement are really funded and owned.

What this source contributes—and what it does not

Ensure that an ongoing managed service has a governed portfolio, relationships, design/transition, operation, assurance and improvement system.

Source type: Certifiable service-management-system requirements. Use ISO/IEC 20000-1:2018 with applicable amendments and current ISO/IEC 20000 guidance.

It prevents a compelling service proposal from becoming a vague operating model after award.

How this lens changes the bid

4–7 • Service-management system foundation

Define scope, leadership, planning, support, knowledge and controlled information.

8.2 • Service portfolio

Control service planning, requirements, catalogue and asset/configuration information.

8.3 • Relationship and agreement

Manage business relationships, service levels, suppliers and agreements.

8.4 • Supply and demand

Budget, account, demand and capacity the service.

8.5 • Service design, build and transition

Control new/changed services, design, transition, release and deployment.

8.6 • Resolution and fulfilment

Manage incidents, requests and problems.

8.7 • Service assurance

Control availability, continuity, capacity and information security.

9–10 • Evaluation and improvement

Measure service outcomes, audit, review and improve.

Three depths of use

DNA Essential

- service catalogue entry
- service-level model
- support and escalation
- capacity/availability assumptions
- transition plan
- supplier and improvement controls

Integrated DNA

- Integrate service catalogue entry.
- Integrate service-level model.
- Integrate support and escalation.
- Integrate capacity/availability assumptions.
- Sample a complete promise chain in internal audit.
- Review effectiveness and resource needs at management review.

Full-system depth

- service-management system
- service portfolio
- integrated supplier and SLA management
- incident/problem/change controls
- service reporting

- audit and review

Automation without surrendering judgement

- Ticket and request workflow
- SLA clocks
- Capacity alerts
- Configuration links
- Supplier performance
- Continual-improvement register

Measures that reveal whether the control works

- | | | |
|---------------------|---------------------------|------------------------|
| • SLA attainment | • incident resolution | • change success |
| • capacity variance | • service-report accuracy | • improvement benefits |

Failure patterns

- | | | |
|---|--------------------------------------|-----------------|
| • selling a service without operating ownership | • unpriced support | • SLA ambiguity |
| • supplier gaps | • transition separated from proposal | |

DECISION LAB • SOURCE-SPECIFIC FIELD MOVE

Can governance sustain the target?

RUN

Test: Service-system control.

LEAVE

Controlled service catalogue; owner: Service owner.

DONE

Can governance sustain the target?

DECISION

OWNER

EVIDENCE

ACCEPTANCE

TO • OPS TEAM

22

ASSURANCE DNA • CHAPTER

ISO 37001 anti-bribery management

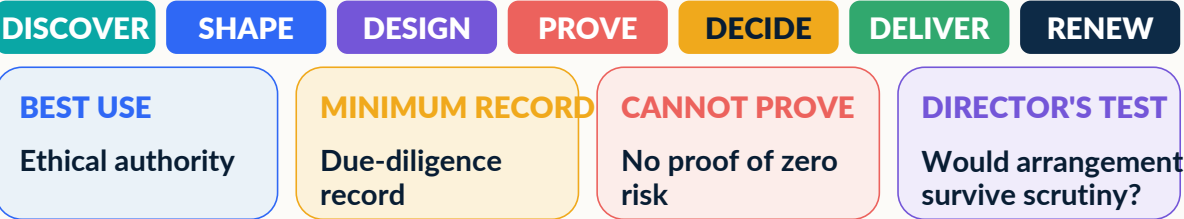


SOURCE IDENTITY • FORMAL BOUNDARY BEFORE DETAIL

TYPE / FORMAL ROUTE

Requirements-based management-system source. Any certification or conformity claim depends on current edition, declared scope and competent assessment.

WHERE THIS LENS ENTERS



CASE NOTE • COMPOSITE TEACHING SCENE

A success-fee proposal appeared commercially attractive until the team traced who would benefit, which intermediary was involved and how the arrangement would look in the buyer's records. The anti-bribery lens changed the partner route before urgency could disguise the exposure.

BEFORE

"We operate to the highest ethical standards."

AFTER

"The opportunity records bribery exposure, intermediary due diligence, conflicts, approval, monitoring and the route for raising concern."

EVIDENCE TRAIL

bribery-risk screen • intermediary due diligence • conflict record • approval

FROM MY EXPERIENCE

Commercial creativity is powerful only while the boundary remains visible. I have found that explicit authority and evidence make negotiation more adventurous, not less, because the team knows which lines it may explore and which it must not cross.

What this source contributes—and what it does not

Prevent, detect and respond to bribery through risk assessment, due diligence, controls, speak-up and investigation.

Source type: Certifiable management-system requirements. Use ISO 37001:2025 and applicable anti-bribery law, procurement rules and competent legal advice.

It protects stakeholder engagement, referral arrangements, commissions, local agents, hospitality, sponsorship and partner selection.

How this lens changes the bid

4–5 • Context, scope, governance and policy

Define exposure across markets, intermediaries, gifts, sponsorship, partners and public officials.

6 • Risk assessment and objectives

Assess opportunity-specific bribery risk and plan controls.

7 • Resources, competence, awareness, communication and information

Train and support people under commercial pressure.

8.2 • Due diligence

Investigate transactions, projects, associates and personnel proportionate to risk.

8.3–8.4 • Financial and non-financial controls

Control payments, approvals, discounts, commissions, gifts, hospitality, expenses, selections and records.

8.5–8.6 • Controlled organisations and business associates

Set expectations, commitments and mitigation where control is limited.

8.7 • Gifts, hospitality, donations and similar benefits

Define approval and recording thresholds.

8.8 • Inadequate controls

Do not proceed or modify the arrangement when risk cannot be controlled.

8.9–8.10 • Raising concerns and investigation

Protect reporting and investigate independently and competently.

9–10 • Evaluation and improvement

Monitor, audit, review and correct.

Three depths of use

DNA Essential

- opportunity bribery-risk screen
- third-party due diligence
- gift/hospitality and commission approval
- conflict declaration
- speak-up route
- investigation and decision record

Integrated DNA

- Integrate opportunity bribery-risk screen.
- Integrate third-party due diligence.
- Integrate gift/hospitality and commission approval.
- Integrate conflict declaration.
- Sample a complete promise chain in internal audit.
- Review effectiveness and resource needs at management review.

Full-system depth

- ABMS scope
- compliance function independence
- risk methodology
- associate controls
- training and monitoring
- audit, review and investigation

Automation without surrendering judgement

- Screening and sanctions checks
- Approval thresholds
- Conflict declarations
- Payment pattern alerts
- Case management

Measures that reveal whether the control works

- | | | |
|----------------------------|----------------------------|---------------------|
| • due diligence completion | • high-risk exceptions | • approval breaches |
| • concern handling | • investigation timeliness | • control testing |

Use a small set of measures with definitions, owners and response thresholds. A metric is not useful because it is available. It is useful when it supports a decision, exposes variation or verifies whether an intervention changed performance. Where samples are small, retain the uncertainty and combine quantitative trends with competent review.

Failure patterns

- | | | |
|--|--------------------------------|----------------------------|
| • commercial pressure overriding due diligence | • hidden introducer fees | • gifts around procurement |
| • paper commitments without control | • retaliation against concerns | |

DECISION LAB • DEDICATED FIELD PAGE

Would the arrangement survive scrutiny?

FORMAL ROUTE

Requirements source. Any conformity claim depends on current edition, declared scope and competent assessment.

CANNOT PROVE

No proof of zero risk



RUN

Test: Ethical authority. Surface the uncertainty that could change it.

LEAVE

Record: Due-diligence record. Owner: Bid director.

DONE

Acceptance: Would the arrangement survive scrutiny?
Recipient: Release authority.

DECISION

OWNER

EVIDENCE

ACCEPTANCE

TO • RELEASE

23

ASSURANCE DNA • CHAPTER

ISO 37301 compliance management

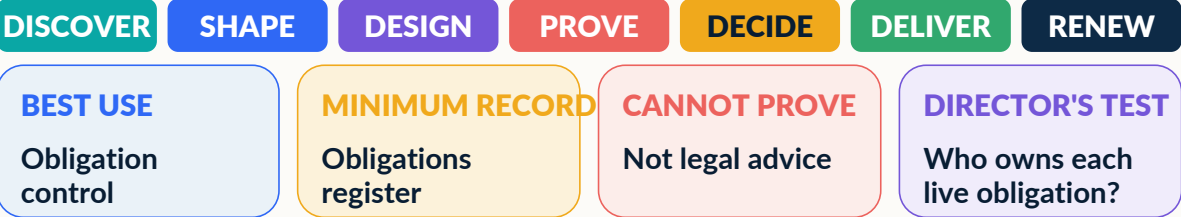


SOURCE IDENTITY • FORMAL BOUNDARY BEFORE DETAIL

TYPE / FORMAL ROUTE

Requirements-based management-system source. Any certification or conformity claim depends on current edition, declared scope and competent assessment.

WHERE THIS LENS ENTERS



CASE NOTE • COMPOSITE TEACHING SCENE

A response met the obvious tender rule but missed a licence condition that would govern delivery. The compliance lens connected the obligation to the service design, evidence owner and escalation route before the omission became contractual.

BEFORE

“We comply with all applicable laws and regulations.”

AFTER

“Material obligations have named owners, controls, evidence, monitoring and escalation across bid and delivery.”

EVIDENCE TRAIL

obligations register • applicability decision • control owner • escalation record

FROM MY EXPERIENCE

Compliance work became commercially useful when obligations were converted into design constraints early. A named owner and escalation route made it safer to innovate because the team could distinguish a negotiable choice from a boundary it had no authority to cross.

What this source contributes—and what it does not

Identify obligations, allocate accountability, build culture, assess compliance risk, monitor performance, handle concerns and improve.

Source type: Certifiable compliance-management-system requirements. Use ISO 37301:2021 with applicable amendments, laws, regulations and contract-specific obligations.

Compliance management turns a long obligations list into decision controls before promises, communications and submissions are made.

How this lens changes the bid

4 • Context and obligations

Identify legal, regulatory, procurement, professional, contractual and voluntary obligations affecting the bid and delivery.

5 • Leadership, culture and function

Set tone, independence, responsibility and escalation.

6 • Compliance risk, objectives and change

Assess non-compliance risk and plan controlled change.

7 • Competence, awareness, communication and information

Make obligations usable in live work.

8 • Operational controls and raising concerns

Embed approvals, due diligence, advice, reporting and investigation in pursuit processes.

9 • Monitoring, audit and management review

Evaluate compliance culture, controls, breaches, trends and external change.

10 • Nonconformity and improvement

Correct, investigate systemic causes and verify effectiveness.

Three depths of use

DNA Essential

- obligations register
- opportunity compliance screen
- advice/escalation route
- declarations
- breach and investigation route
- change alerts

Integrated DNA

- Integrate obligations register.
- Integrate opportunity compliance screen.
- Integrate advice/escalation route.
- Integrate declarations.
- Sample a complete promise chain in internal audit.
- Review effectiveness and resource needs at management review.

Full-system depth

- CMS scope
- compliance function
- culture programme
- risk assessments

- monitoring plan
- audits and management review

Automation without surrendering judgement

- Obligation updates
- Attestations
- Approval workflow
- Case management
- Control testing reminders

Measures that reveal whether the control works

- | | | |
|-----------------------------|-------------------|-------------------------|
| • late obligation discovery | • exceptions | • training/attestation |
| • concern handling | • repeat breaches | • control effectiveness |

Failure patterns

- | | | |
|-------------------------------------|------------------------------|--|
| • legal register detached from bids | • silencing challenge | • treating certification as legal advice |
| • uncontrolled local practice | • poor evidence of decisions | |

DECISION LAB • SOURCE-SPECIFIC FIELD MOVE

Who owns each live obligation?

RUN

Test: Obligation control.

LEAVE

Obligations register; owner: Bid director.

DONE

Who owns each live obligation?

DECISION

OWNER

EVIDENCE

ACCEPTANCE

TO • RELEASE

24

ASSURANCE DNA • CHAPTER

ISO 20400 sustainable procurement



SOURCE IDENTITY • FORMAL BOUNDARY BEFORE DETAIL

TYPE / FORMAL ROUTE

ISO guidance, not a certifiable requirements standard. Obtain the current authorised publication for formal use.

WHERE THIS LENS ENTERS

DISCOVER

SHAPE

DESIGN

PROVE

DECIDE

DELIVER

RENEW

BEST USE

Supplier outcomes

MINIMUM RECORD

Supplier evidence

CANNOT PROVE

Guidance, not certification

DIRECTOR'S TEST

Has supplier accepted burden?

CASE NOTE • COMPOSITE TEACHING SCENE

A social-value promise depended on a supplier that had never accepted the reporting burden. Early engagement changed the specification and contract, making the offer both stronger and deliverable.

BEFORE

"Our responsible supply chain creates lasting social value."

AFTER

"The supplier requirement, selection evidence, contract obligation, measure and remedy form one traceable chain."

EVIDENCE TRAIL supplier criteria • due diligence • contract clause • outcome measure

FROM MY EXPERIENCE

Buyers often reveal the future operating model through their procurement choices. Reading those choices seriously can improve suppliers, costs, sustainability and delivery before the first answer is drafted.

What this source contributes—and what it does not

Integrate environmental, social, economic and governance considerations into procurement policy, organisation and the procurement cycle.

Source type: Guidance; not a certifiable requirements standard. Use ISO 20400:2017 and current legal, policy and buyer requirements.

For bidders, this is both a buyer-reading tool and an internal supplier-design discipline. It helps turn sustainability from narrative into procurement and delivery choices.

How this lens changes the bid

1 • Fundamentals

Apply accountability, transparency, ethical behaviour, respect for stakeholder interests, law, international norms, human rights and risk-based proportionality.

2 • Policy and strategy

Align sustainable procurement with organisational objectives and market priorities.

3 • Organising the function

Establish governance, people, competence, stakeholder engagement, priorities and performance measures.

4 • Planning procurement

Understand need, sustainability risks/opportunities, market capacity and life-cycle cost.

5 • Specification and selection

Set proportionate requirements, award criteria, due diligence and evidence.

6 • Contract management

Translate commitments into measures, incentives, improvement and supplier relationships.

7 • Review and learning

Evaluate outcomes and improve future requirements and offers.

Three depths of use

DNA Essential

- sustainability priority screen
- life-cycle and social-value assumptions
- supplier evidence
- cost/benefit trade-off
- contract measures
- claim trace

Integrated DNA

- Integrate sustainability priority screen.
- Integrate life-cycle and social-value assumptions.
- Integrate supplier evidence.
- Integrate cost/benefit trade-off.
- Sample a complete promise chain in internal audit.
- Review effectiveness and resource needs at management review.

Full-system depth

- sustainable procurement policy
- category strategies
- due diligence
- supplier-development plans

- life-cycle costing
- performance reporting

Automation without surrendering judgement

- Supplier questionnaires
- Evidence expiry
- Risk segmentation
- Life-cycle calculations
- Contract kpi capture

Measures that reveal whether the control works

- | | | |
|---------------------------------|----------------------------------|--------------------|
| • priority coverage | • supplier evidence completeness | • whole-life value |
| • social/environmental outcomes | • high-risk supplier actions | • claim delivery |

Failure patterns

- | | | |
|--------------------------------|----------------------------|---------------------|
| • social-value boilerplate | • unfunded commitments | • lowest-price bias |
| • weak supply-chain visibility | • double counting benefits | |

DECISION LAB • SOURCE-SPECIFIC FIELD MOVE

RUN

Test: Supplier outcomes.

LEAVE

Supplier evidence;
owner: Relationship owner.

DONE

Has the supplier accepted the burden?

DECISION

OWNER

EVIDENCE

ACCEPTANCE

TO • DELIVERY

25

ASSURANCE DNA • CHAPTER

ISO 56001 innovation management



SOURCE IDENTITY • FORMAL BOUNDARY BEFORE DETAIL

TYPE / FORMAL ROUTE

Requirements-based management-system source. Any certification or conformity claim depends on current edition, declared scope and competent assessment.

WHERE THIS LENS ENTERS

DISCOVER

SHAPE

DESIGN

PROVE

DECIDE

DELIVER

RENEW

BEST USE

Governed experiments

MINIMUM RECORD

Hypothesis card

CANNOT PROVE

Novelty is not value

DIRECTOR'S TEST

What evidence earns right to scale?

CASE NOTE • COMPOSITE TEACHING SCENE

The word innovation appeared eleven times; no experiment had an owner. The innovation lens converted enthusiasm into a hypothesis, boundary, test, learning decision and buyer-safe route to scale.

BEFORE

"We continuously innovate to transform service delivery."

AFTER

"A defined experiment tests a buyer-relevant hypothesis with an owner, threshold, fallback and scale decision."

EVIDENCE TRAIL opportunity hypothesis • experiment card • result • scale decision

FROM MY EXPERIENCE

The most enjoyable part of repeated bidding is noticing the same missing capability and deciding to make it real. That turns a loss, no-bid or awkward clarification into a product, partnership, process or evidence investment.

What this source contributes—and what it does not

Create a governed system for innovation intent, opportunities, portfolios, initiatives, knowledge, collaboration, evaluation and learning.

Source type: Certifiable innovation-management-system requirements. Use ISO 56001:2024 and the wider ISO 56000 family where relevant.

It converts repeated tender gaps into a capability portfolio rather than another promise to develop something after award.

How this lens changes the bid

4–5 • Context, intent, leadership and policy

Define why innovation is needed, where it fits strategy and who can fund or stop it.

6 • Opportunities, risks, objectives and portfolios

Convert recurring buyer problems into prioritised innovation opportunities and initiatives.

7 • People, knowledge, collaboration, finance, infrastructure and information

Create the conditions to test ideas without losing evidence or rights.

8 • Innovation initiatives and processes

Explore, create concepts, validate, develop, deploy and capture value through controlled experiments.

9 • Evaluation

Measure portfolio and initiative learning, not only successful launches.

10 • Improvement

Adapt the innovation system and stop initiatives that cannot justify further investment.

Three depths of use

DNA Essential

- opportunity backlog
- hypothesis and value case
- test owner and budget
- evidence threshold
- decision to scale/stop
- proof transfer to bids

Integrated DNA

- Integrate opportunity backlog.
- Integrate hypothesis and value case.
- Integrate test owner and budget.
- Integrate evidence threshold.
- Sample a complete promise chain in internal audit.
- Review effectiveness and resource needs at management review.

Full-system depth

- innovation strategy and portfolio
- governance and funding
- knowledge/IP controls
- partner ecosystem
- experimentation
- measurement and review

Automation without surrendering judgement

- Gap clustering
- Experiment backlog

- Evidence capture
- Benefit tracking
- Portfolio dashboards

Measures that reveal whether the control works

- gap recurrence
- time to test
- learning per investment
- validated capability
- bid reuse
- realised customer value

Failure patterns

- calling every idea innovation
- promising pilots without ownership
- innovation theatre
- uncontrolled IP
- continuing sunk-cost initiatives

DECISION LAB • SOURCE-SPECIFIC FIELD MOVE

What evidence earns the right to scale?



RUN

Test: Governed experiments.

LEAVE

Hypothesis card;
owner: Process owner.

DONE

What evidence earns the right to scale?

DECISION

OWNER

EVIDENCE

ACCEPTANCE

TO • NEXT GATE

26

ASSURANCE DNA • CHAPTER

ISO 10006 quality management in projects



SOURCE IDENTITY • FORMAL BOUNDARY BEFORE DETAIL

TYPE / FORMAL ROUTE

ISO guidance, not a certifiable requirements standard. Obtain the current authorised publication for formal use.

WHERE THIS LENS ENTERS

DISCOVER

SHAPE

DESIGN

PROVE

DECIDE

DELIVER

RENEW

BEST USE

Project quality

MINIMUM RECORD

Quality plan

CANNOT PROVE

Guidance, not a badge

DIRECTOR'S TEST

What will prove the project is good?

CASE NOTE • COMPOSITE TEACHING SCENE

The project plan was on time but its quality objectives were invisible. The project-quality lens linked customer expectations, responsibilities, assurance activities and acceptance evidence to the mobilisation baseline.

BEFORE

“Our project governance will ensure a high-quality transition.”

AFTER

“Project quality objectives, assurance activities, responsibilities and acceptance evidence are defined beside the plan.”

EVIDENCE TRAIL project quality plan • objective • assurance record • acceptance

FROM MY EXPERIENCE

The promise becomes honest when the people who inherit it can challenge it before release. I have repeatedly seen a mobilisation question expose a weak bid decision that no writing review could repair.

What this source contributes—and what it does not

Apply quality-management principles to project governance, objectives, interdependent processes, plans, resources, risk, procurement, communication and improvement.

Source type: Guidance; not a standalone certification basis. Use ISO 10006:2017 with ISO 9001 and the organisation's chosen project approach.

It provides a bridge between a quality-managed promise and the temporary project that must mobilise or implement it.

How this lens changes the bid

1 • Project context and principles

Connect customer focus, leadership, engagement, process, improvement, evidence and relationship management to the project.

2 • Management responsibility

Establish sponsorship, governance, quality policy, objectives and reviews.

3 • Resources

Plan people, infrastructure, environment and competence.

4 • Interdependent processes

Control initiation, interfaces, progress and closure.

5 • Scope, time and cost

Define, control and change what will be delivered, when and at what cost.

6 • Communication and risk

Manage information, uncertainty, issues and decisions.

7 • Purchasing

Control project suppliers and procured inputs.

8 • Measurement, analysis and improvement

Evaluate project and process performance and capture learning.

Three depths of use

DNA Essential

- project quality objectives
- scope/time/cost baseline
- roles and interfaces
- risk/change controls
- acceptance criteria
- closure and learning

Integrated DNA

- Integrate project quality objectives.
- Integrate scope/time/cost baseline.
- Integrate roles and interfaces.
- Integrate risk/change controls.
- Sample a complete promise chain in internal audit.
- Review effectiveness and resource needs at management review.

Full-system depth

- project quality plan
- integrated governance
- supplier controls
- assurance reviews
- measurement and audit

- benefit and learning transfer

Automation without surrendering judgement

- Baseline/change workflow
- Stage approvals
- Acceptance records
- Dependency tracking
- Lessons and evidence transfer

Measures that reveal whether the control works

- | | | |
|-------------------------|---------------------------|---------------------------|
| • baseline variance | • late acceptance defects | • change latency |
| • handover completeness | • supplier performance | • repeated project causes |

Failure patterns

- | | | |
|-------------------------------------|-------------------------------------|----------------------|
| • project plan detached from tender | • quality plan as template | • unclear acceptance |
| • late supplier involvement | • closure without evidence transfer | |

DECISION LAB • SOURCE-SPECIFIC FIELD MOVE

What will prove the project is good?

RUN

Test: Project quality.

LEAVE

Quality plan; owner:
Baseline owner.

DONE

What will prove the project is good?

DECISION

OWNER

EVIDENCE

ACCEPTANCE

TO • MOBILISE

27

ASSURANCE DNA • CHAPTER

ISO 21502 project management guidance



SOURCE IDENTITY • FORMAL BOUNDARY BEFORE DETAIL

TYPE / FORMAL ROUTE

ISO guidance, not a certifiable requirements standard. Obtain the current authorised publication for formal use.

WHERE THIS LENS ENTERS



CASE NOTE • COMPOSITE TEACHING SCENE

The transition schedule contained activities but no reason for several major choices. Project-management guidance restored the business rationale, outcomes, dependencies, resources and decision points that delivery needed to steer change.

BEFORE

“Our experienced team will deliver a seamless mobilisation plan.”

AFTER

“The mobilisation links rationale, outcomes, work, authority, resources, risks, dependencies and acceptance.”

EVIDENCE TRAIL project rationale • integrated plan • dependency log • acceptance

FROM MY EXPERIENCE

ISO 21502 became useful when a mobilisation plan stopped being a calendar and became a decision system. Linking rationale, dependencies, resources and acceptance made it easier to see which activities could move—and which promise could not.

What this source contributes—and what it does not

Provide broadly applicable project-management concepts and practices for governing and delivering change.

Source type: Guidance; not a certifiable requirements standard. Use ISO 21502:2020 and related current ISO project, programme and portfolio guidance.

It helps a bid team test whether the proposed mobilisation and implementation can become governed work.

How this lens changes the bid

1 • Context and governance

Set project rationale, sponsorship, governance, assurance and decision rights.

2 • Integrated project practices

Coordinate planning, control, change, reporting and closure.

3 • Benefits and objectives

Keep expected outcomes and value visible beyond deliverables.

4 • Scope, schedule, cost and resources

Create realistic baselines and manage interdependence.

5 • Risk, issues and change

Expose uncertainty and preserve decision history.

6 • Quality, stakeholders and communication

Set acceptance and engage people who influence or inherit the work.

7 • Procurement and lessons

Control external inputs and transfer learning.

Three depths of use

DNA Essential

- project rationale
- governance and sponsor
- integrated baseline
- risk/change/issue route
- acceptance and benefits
- handover

Integrated DNA

- Integrate project rationale.
- Integrate governance and sponsor.
- Integrate integrated baseline.
- Integrate risk/change/issue route.
- Sample a complete promise chain in internal audit.
- Review effectiveness and resource needs at management review.

Full-system depth

- portfolio-aligned project system
- assurance reviews
- resource and benefits governance
- integrated reporting
- closure and knowledge transfer

Automation without surrendering judgement

- Plan and dependency links

- Decision logs
- Change workflow
- Benefits tracking
- Handover pack

Measures that reveal whether the control works

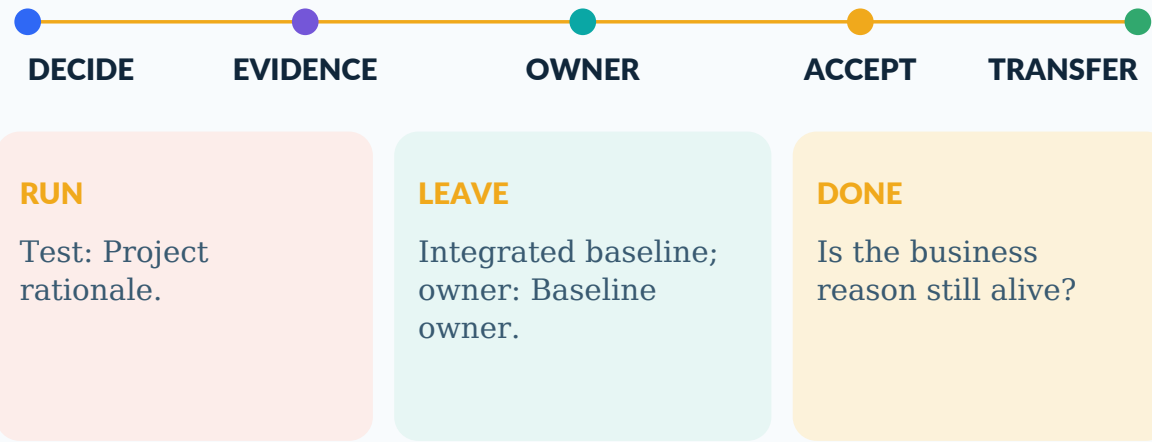
- readiness at award
- baseline realism
- change response
- benefit ownership
- acceptance defects
- mobilisation variance

Failure patterns

- invented mobilisation detail
- optimism bias
- benefits without owners
- temporary bid team disappearance
- project controls added after commitment

DECISION LAB • SOURCE-SPECIFIC FIELD MOVE

Is the business reason still alive?



DECISION OWNER EVIDENCE ACCEPTANCE TO • MOBILISE

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ASSURANCE DNA • CHAPTER

APM Body of Knowledge and project professionalism

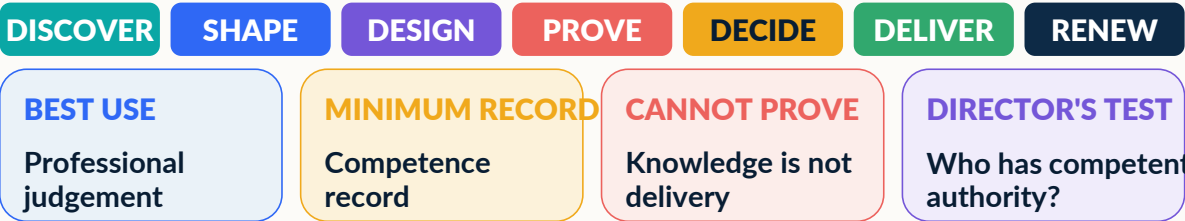


SOURCE IDENTITY • FORMAL BOUNDARY BEFORE DETAIL

TYPE / FORMAL ROUTE

Professional body of knowledge and standards family; knowledge or credentials do not prove delivery.

WHERE THIS LENS ENTERS



CASE NOTE • COMPOSITE TEACHING SCENE

A technically workable plan failed the professional test: nobody had reconciled stakeholder expectations with the ethics, competence and leadership needed to deliver it. The APM lens widened the decision beyond schedule mechanics.

BEFORE

“Our qualified team will manage every stakeholder effectively.”

AFTER

“The project case identifies stakeholders, success criteria, competent authority, ethical boundaries and leadership actions.”

EVIDENCE TRAIL business case • stakeholder map • competence record • success criteria

FROM MY EXPERIENCE

Professionalism mattered most when the timetable offered no comfortable answer. Making competence, ethics and stakeholder consequences explicit helped the team show who could decide, who should challenge and when escalation was the responsible choice.

What this source contributes—and what it does not

Bring governance, life cycles, leadership, integrated planning, assurance, risk, benefits, change and professional judgement into the promise-to-project bridge.

Source type: Professional body of knowledge and competency practice. Use the current APM Body of Knowledge, competence framework and authorised material.

APM helps the bidder ask what happens after the persuasive answer: who governs, funds, accepts, changes and learns from the work.

How this lens changes the bid

1 • Setting up for success

Clarify context, business case, sponsorship, governance, life cycle and success criteria.

2 • Preparing for change

Plan stakeholders, resources, commercial arrangements, transition and readiness.

3 • People and behaviours

Address leadership, teams, conflict, ethics, communication and decision quality.

4 • Planning and managing deployment

Integrate scope, schedule, cost, risk, quality, change, information and controls.

5 • Assurance and learning

Use independent confidence, benefits, reviews and lessons across the life cycle.

Three depths of use

DNA Essential

- business case and success criteria
- governance
- integrated plan
- risk/change
- readiness and acceptance
- benefit owner

Integrated DNA

- Integrate business case and success criteria.
- Integrate governance.
- Integrate integrated plan.
- Integrate risk/change.
- Sample a complete promise chain in internal audit.
- Review effectiveness and resource needs at management review.

Full-system depth

- organisational competence framework
- project assurance
- portfolio governance
- benefits management
- professional development
- learning system

Automation without surrendering judgement

- Governance calendar
- Assurance checkpoints
- Benefit and decision records
- Resource forecasts
- Lesson retrieval

Measures that reveal whether the control works

- business-case validity
- assurance findings
- readiness
- change performance
- benefit forecast accuracy
- capability development

Failure patterns

- project jargon without authority
- benefits orphaned
- success limited to time/cost
- bid/project handover gap
- assurance too late

DECISION LAB • SOURCE-SPECIFIC FIELD MOVE

Who has competent authority?



RUN

Test: Professional judgement.

LEAVE

Competence record; owner: Bid director.

DONE

Who has competent authority?

DECISION

OWNER

EVIDENCE

ACCEPTANCE

TO • RELEASE

29

ASSURANCE DNA • CHAPTER

PMI PMBOK and related standards



SOURCE IDENTITY • FORMAL BOUNDARY BEFORE DETAIL

TYPE / FORMAL ROUTE

Professional body of knowledge and standards family; knowledge or credentials do not prove delivery.

WHERE THIS LENS ENTERS

DISCOVER

SHAPE

DESIGN

PROVE

DECIDE

DELIVER

RENEW

BEST USE

Integrated performance

MINIMUM RECORD

Performance baseline

CANNOT PROVE

Adapt the system

DIRECTOR'S TEST

Which trade-off changes the plan?

CASE NOTE • COMPOSITE TEACHING SCENE

Each workstream looked healthy on its own while the integrated forecast showed a collision between resource, cost and schedule. The performance-system lens made the trade-off visible before the promise was released.

BEFORE

“Our proven methodology keeps delivery on time and on budget.”

AFTER

“Scope, schedule, cost, resource, risk and value information share one controlled performance baseline.”

EVIDENCE TRAIL delivery approach • performance baseline • forecast • change record

FROM MY EXPERIENCE

PMBOK-oriented thinking helped me compare the whole delivery system rather than optimise one attractive workstream. The useful moment was often a trade-off: a schedule gain that consumed margin, a resource fix that increased risk or a scope choice that changed buyer value.

What this source contributes—and what it does not

Provide principles, performance domains, processes, models, methods and artefacts for tailoring project delivery.

Source type: Professional standard and body of knowledge. Verify the current PMBOK edition and related PMI standards at implementation; use authorised material.

PMI material helps test delivery architecture and tailor the mobilisation approach to the work actually promised.

How this lens changes the bid

1 • Value and systems thinking

Connect the project to outcomes, stakeholders and organisational strategy.

2 • Stewardship, team and stakeholders

Clarify ethical responsibility, collaboration and engagement.

3 • Tailoring

Select predictive, adaptive or hybrid approaches based on context rather than fashion.

4 • Planning, project work and delivery

Coordinate scope, schedule, cost, resources, quality and operational work.

5 • Measurement and uncertainty

Use useful measures and manage risk, ambiguity, complexity and volatility.

6 • Models, methods and artefacts

Choose tools that support decisions and evidence.

Three depths of use

DNA Essential

- delivery approach rationale
- stakeholder and value model
- integrated plan
- uncertainty and change
- measurement
- acceptance/transition

Integrated DNA

- Integrate delivery approach rationale.
- Integrate stakeholder and value model.
- Integrate integrated plan.
- Integrate uncertainty and change.
- Sample a complete promise chain in internal audit.
- Review effectiveness and resource needs at management review.

Full-system depth

- tailoring framework
- portfolio integration
- professional competence
- data and reporting
- assurance and lessons

Automation without surrendering judgement

- Planning models
- Forecasting
- Issue/change workflow

- Stakeholder records
- Benefit tracking

Measures that reveal whether the control works

- forecast reliability
- value delivery
- change throughput
- stakeholder outcomes
- quality and acceptance
- learning reuse

Failure patterns

- method overload
- copying artefacts without purpose
- false schedule precision
- tool-driven management
- loss of buyer requirements

DECISION LAB • SOURCE-SPECIFIC FIELD MOVE

Which trade-off changes the whole plan?



RUN

Test: Integrated performance.

LEAVE

Performance baseline; owner: Baseline owner.

DONE

Which trade-off changes the whole plan?

DECISION

OWNER

EVIDENCE

ACCEPTANCE

TO • MOBILISE

30

ASSURANCE DNA • CHAPTER

PRINCE2 project method



SOURCE IDENTITY • FORMAL BOUNDARY BEFORE DETAIL

TYPE / FORMAL ROUTE

Governed project method and professional-certification route; it is not an organisational management-system certificate.

WHERE THIS LENS ENTERS



CASE NOTE • COMPOSITE TEACHING SCENE

The mobilisation continued because the next meeting was already booked, not because the business case still held. A stage-boundary decision exposed the changed economics and authorised a narrower, deliverable route.

BEFORE

“Our governance provides complete control throughout mobilisation.”

AFTER

“Each stage remains justified, directed by defined roles and released only against agreed tolerances and outputs.”

EVIDENCE TRAIL business case • stage plan • tolerance • exception decision • acceptance

FROM MY EXPERIENCE

PRINCE2 became interesting when stage boundaries were treated as genuine permission points. Continued justification and tolerances allowed a team to narrow or stop work without disguising a changed business case as normal progress.

What this source contributes—and what it does not

Provide a controlled project life cycle based on continued business justification, defined roles, stages, tolerances, products and learning.

Source type: Tailorable project-management method. Use the current PRINCE2 edition and authorised PeopleCert material.

PRINCE2 is useful where the buyer expects a governable implementation with clear products, tolerances and escalation.

How this lens changes the bid

1 • Seven principles

Maintain business justification; learn; define roles; manage by stages and exception; focus on products; tailor; and incorporate people appropriately.

2 • Practices

Control business case, organisation, plans, quality, risk, issues and progress.

3 • Starting and directing

Confirm viability and authority before significant commitment.

4 • Initiating

Create the project initiation baseline and controls.

5 • Controlling stages and product delivery

Authorise, monitor, accept and escalate work within tolerances.

6 • Managing boundaries and closing

Reconfirm justification, plan next stages, accept outputs and capture learning.

Three depths of use

DNA Essential

- business case
- roles
- product/acceptance descriptions
- stage and tolerance model
- risk/issue/change route
- closure

Integrated DNA

- Integrate business case.
- Integrate roles.
- Integrate product/acceptance descriptions.
- Integrate stage and tolerance model.
- Sample a complete promise chain in internal audit.
- Review effectiveness and resource needs at management review.

Full-system depth

- tailored method
- governance and assurance
- product-based planning
- stage reporting
- exception management
- lessons

Automation without surrendering judgement

- Product register
- Tolerance alerts

- Issue/change workflow
- Stage approvals
- Highlight reports

Measures that reveal whether the control works

- tolerance breaches
- product acceptance
- business-case changes
- exception response
- stage predictability
- lesson application

Failure patterns

- process theatre
- over-documentation
- unclear tailoring
- stage gates after commitment
- using method names as proof of competence

DECISION LAB • SOURCE-SPECIFIC FIELD MOVE

Does the next stage still justify itself?



RUN

Test: Stage justification.

LEAVE

Stage decision;
owner: Baseline owner.

DONE

Does the next stage still justify itself?

DECISION

OWNER

EVIDENCE

ACCEPTANCE

TO • MOBILISE

31

ASSURANCE DNA • CHAPTER

ITIL 4 service management



SOURCE IDENTITY • FORMAL BOUNDARY BEFORE DETAIL

TYPE / FORMAL ROUTE

Service-management framework and professional-certification route; use the authorised current material.

WHERE THIS LENS ENTERS



CASE NOTE • COMPOSITE TEACHING SCENE

Two specialist teams each met their local target while the user's request travelled between them. Mapping the complete value stream exposed the lost hand-off and changed ownership, workflow and feedback before the service promise was released.

BEFORE

“Our service-management practices work together seamlessly.”

AFTER

“One value stream names the demand, owner, hand-offs, enabling practices, measures, feedback and improvement decision.”

EVIDENCE TRAIL value-stream map • practice owner • hand-off rule • feedback record

FROM MY EXPERIENCE

ITIL became useful to me when I followed one promised outcome through the value stream instead of decorating the answer with practice names. The gaps appeared at hand-offs: who receives the request, what tool records it, how it escalates and which feedback changes the service.

What this source contributes—and what it does not

Organise value co-creation, governance, service value streams, practices and continual improvement.

Source type: Service-management framework and practice guidance. Use current authorised ITIL 4 material and practice guides.

ITIL helps turn a managed-service answer into an operating value stream with incidents, requests, changes, service levels, suppliers, knowledge and improvement.

How this lens changes the bid

1 • Service value system

Connect guiding principles, governance, value chain, practices and continual improvement.

2 • Guiding principles

Focus on value, start where you are, progress iteratively, collaborate, think holistically, keep it practical and automate wisely.

3 • Service value chain

Plan, improve, engage, design/transition, obtain/build and deliver/support.

4 • Practices

Select relevant general, service and technical management practices.

5 • Value streams

Map the work and information needed to create a specific service outcome.

6 • Continual improvement

Define vision, current state, target, action, measures and momentum.

Three depths of use

DNA Essential

- service value proposition
- value stream
- service-level and support model
- incident/request/change routes
- knowledge
- improvement backlog

Integrated DNA

- Integrate service value proposition.
- Integrate value stream.
- Integrate service-level and support model.
- Integrate incident/request/change routes.
- Sample a complete promise chain in internal audit.
- Review effectiveness and resource needs at management review.

Full-system depth

- practice ownership
- service value streams
- measurement
- supplier integration
- continual improvement
- governance

Automation without surrendering judgement

- Service desk
- Knowledge suggestions

- Workflow orchestration
- Event monitoring
- Service reporting

Measures that reveal whether the control works

- value outcome
- service level
- change success
- flow time
- improvement value
- incident recurrence

Failure patterns

- tool equals ITIL
- unpriced support
- process silos
- automation without value
- generic service catalogue

DECISION LAB • SOURCE-SPECIFIC FIELD MOVE

Where does value stall or fail?



RUN

Test: Service value flow.

LEAVE

Value-stream map;
owner: Service owner.

DONE

Where does value stall or fail?

DECISION

OWNER

EVIDENCE

ACCEPTANCE

TO • OPS TEAM

32

ASSURANCE DNA • CHAPTER



UK Government Service Standard and Service Manual

SOURCE IDENTITY • FORMAL BOUNDARY BEFORE DETAIL

TYPE / FORMAL ROUTE

Government service standard and manual with public-service assessment routes; not an ISO certification.

WHERE THIS LENS ENTERS

DISCOVER

SHAPE

DESIGN

PROVE

DECIDE

DELIVER

RENEW

BEST USE

User-centred scope

MINIMUM RECORD

Research note

CANNOT PROVE

Need before feature

DIRECTOR'S TEST

Which evidence changed the service?

CASE NOTE • COMPOSITE TEACHING SCENE

The specification described what the organisation wanted to build, not what users needed to achieve. A user-centred lens changed the service boundary and removed a feature that would have increased cost and failure demand.

BEFORE

“Our intuitive digital solution puts users first.”

AFTER

“Research evidence defines user needs, assisted routes, accessibility, measures and the decisions changed by learning.”

EVIDENCE TRAIL

research note • user need • service map • accessibility evidence • measure

FROM MY EXPERIENCE

User-centred methods are a useful antidote to solution pride. They ask whether the service solves the whole problem for real people, including those whom the elegant digital journey would otherwise exclude.

What this source contributes—and what it does not

Design and run public services around user needs, inclusion, multidisciplinary delivery, iteration, privacy, performance, open standards and reliability.

Source type: Government service standard and public guidance. Use the current GOV.UK Service Standard, Service Manual, Technology Code of Practice and buyer-specific digital requirements.

The standard forces a digital proposal to prove user research, inclusion, service operation and measurable outcomes rather than present a technology catalogue.

How this lens changes the bid

1 • Understand users and their needs

Use research and evidence rather than assumptions.

2 • Solve a whole problem

Design beyond the narrow digital transaction.

3 • Provide a joined-up experience

Control cross-channel and organisational hand-offs.

4 • Make the service simple

Reduce effort, ambiguity and avoidable contact.

5 • Make sure everyone can use the service

Address accessibility, assisted digital and exclusion.

6 • Multidisciplinary team

Bring policy, operations, technology, design, security and delivery together.

7 • Use agile ways of working

Learn and deliver in small increments.

8 • Iterate and improve frequently

Use evidence to change the service.

9 • Protect privacy and security

Build controls into design.

10 • Define success and publish performance

Set outcomes and transparent measures.

11 • Choose the right tools and technology

Avoid inappropriate lock-in and unsupported choices.

12 • Make new source code open

Apply open-source expectations subject to justified exceptions.

13 • Use open standards and common components

Reuse government platforms and interoperable approaches where required.

14 • Operate a reliable service

Design support, continuity and performance.

Three depths of use

DNA Essential

- user-need evidence
- whole-service map
- accessibility and inclusion plan
- multidisciplinary roles
- privacy/security assessment

- performance and operation model

Integrated DNA

- Integrate user-need evidence.
- Integrate whole-service map.
- Integrate accessibility and inclusion plan.
- Integrate multidisciplinary roles.
- Sample a complete promise chain in internal audit.
- Review effectiveness and resource needs at management review.

Full-system depth

- service assessment readiness
- continuous research
- design system
- open standards and code governance
- service operation
- published performance

Automation without surrendering judgement

- Research repository
- Accessibility tests
- Analytics
- Service performance dashboards
- Component compliance checks

Measures that reveal whether the control works

- | | | |
|---------------------|---------------------------------|-------------------------|
| • task success | • completion and failure demand | • accessibility defects |
| • user satisfaction | • service availability | • cost per transaction |

Failure patterns

- invented user research
- digital-only exclusion
- demo-first design
- privacy afterthought
- unfunded live-service operation

DECISION LAB • DEDICATED FIELD PAGE

Which user evidence changed the service?

FORMAL ROUTE

Government service standard and public-service assessment route; not an ISO certification.

CANNOT PROVE

Need before feature



RUN

Test: User-centred scope. Surface the uncertainty that could change it.

LEAVE

Record: Research note. Owner: Service owner.

DONE

Acceptance: Which user evidence changed the service? Recipient: Operations team.

- DECISION
- OWNER
- EVIDENCE
- ACCEPTANCE
- TO • OPS TEAM

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ASSURANCE DNA • CHAPTER

EFQM Model

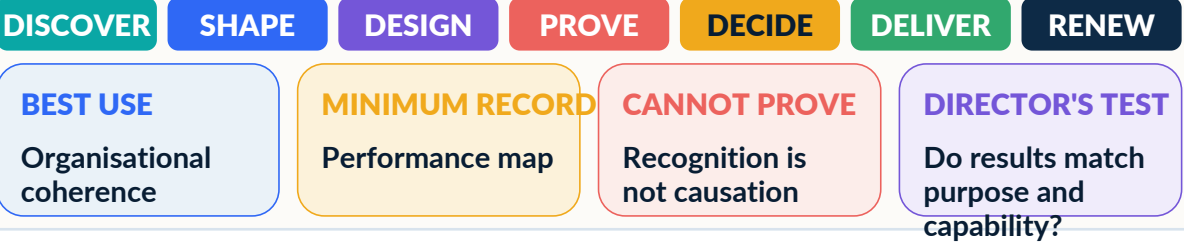


SOURCE IDENTITY • FORMAL BOUNDARY BEFORE DETAIL

TYPE / FORMAL ROUTE

Organisational excellence model with recognition routes; recognition does not establish causation.

WHERE THIS LENS ENTERS



CASE NOTE • COMPOSITE TEACHING SCENE

A bid win was being celebrated while delivery struggled with the inherited promise. The excellence lens widened the scoreboard: buyer value, people, partners, performance and learning had to remain coherent after award.

BEFORE

“Our award-winning approach delivers excellence.”

AFTER

“The offer connects stakeholder value, operating capability, measures, review and adaptation beyond submission day.”

EVIDENCE TRAIL

stakeholder map • capability assessment • outcome measures • learning review

FROM MY EXPERIENCE

I do not treat an excellence model as a trophy route. I use it to widen the lens: is the bidder becoming more capable, more trusted and more sustainable, or merely better at producing responses?

What this source contributes—and what it does not

Connect direction, execution and results through stakeholder value, sustainable performance, transformation and diagnostic assessment.

Source type: Organisational management and assessment model. Use the current licensed EFQM Model and authorised assessment guidance.

EFQM broadens the object from proposal process to organisational capability and stakeholder value.

How this lens changes the bid

1 • Direction—purpose, vision and strategy

Clarify why the organisation exists, where it is going and how market choices support that.

2 • Direction—culture and leadership

Align behaviour, change, creativity and accountability.

3 • Execution—stakeholders

Understand and engage customers, people, partners, society and governance stakeholders.

4 • Execution—sustainable value

Design, communicate, deliver and improve value.

5 • Execution—performance and transformation

Run today while preparing for future change.

6 • Results—stakeholder perceptions

Use external and internal perception evidence.

7 • Results—strategic and operational performance

Track outcomes and leading indicators.

8 • RADAR

Set results, design approaches, deploy them, assess and refine.

Three depths of use

DNA Essential

- purpose and strategic fit
- stakeholder outcomes
- value model
- approach/deployment evidence
- results
- refinement action

Integrated DNA

- Integrate purpose and strategic fit.
- Integrate stakeholder outcomes.
- Integrate value model.
- Integrate approach/deployment evidence.
- Sample a complete promise chain in internal audit.
- Review effectiveness and resource needs at management review.

Full-system depth

- organisational assessment
- RADAR scoring
- stakeholder perception system
- transformation portfolio
- benchmarking and review

Automation without surrendering judgement

- Stakeholder evidence repository
- Radar assessment workflow
- Performance dashboards
- Capability backlog

Measures that reveal whether the control works

- | | | |
|---------------------------|----------------------|-----------------------|
| • stakeholder outcomes | • strategy execution | • capability maturity |
| • transformation benefits | • perception trends | • approach deployment |

Failure patterns

- | | | |
|---------------------|--|-----------------------------|
| • award-chasing | • self-assessment optimism | • results without causation |
| • too many measures | • detaching excellence from live customer work | |

DECISION LAB • SOURCE-SPECIFIC FIELD MOVE

Do results match purpose and capability?

RUN

Test: Organisational coherence.

LEAVE

Performance map;
owner: Process owner.

DONE

Do results match purpose and capability?

DECISION

OWNER

EVIDENCE

ACCEPTANCE

TO • NEXT GATE

34

ASSURANCE DNA • CHAPTER

Lean management



SOURCE IDENTITY • FORMAL BOUNDARY BEFORE DETAIL

TYPE / FORMAL ROUTE

Improvement philosophy and method family; competence or programme labels do not prove the live result.

WHERE THIS LENS ENTERS



CASE NOTE • COMPOSITE TEACHING SCENE

The team worked late because information waited in queues and defects returned from review. Improvement thinking measured the flow, removed two hand-offs and protected human attention for the decisions that still needed it.

BEFORE

“Our efficient process enables rapid, right-first-time responses.”

AFTER

“Queues, hand-offs, work in progress and rework are visible; the route removes delay without removing necessary judgement.”

EVIDENCE TRAIL

value-stream map • queue measure • work limit • improvement experiment

FROM MY EXPERIENCE

I found the fun in removing work. Every deleted approval, duplicated tracker or unnecessary draft that leaves control intact gives time back to research, negotiation and design.

What this source contributes—and what it does not

Maximise customer value by understanding work, reducing waste, improving flow, exposing problems and standardising what helps.

Source type: Management philosophy and family of methods. Use credible Lean sources and direct observation; do not reduce Lean to a list of Japanese terms or isolated workshops.

Lean reduces the hidden cost of searching, waiting, rewriting, duplicating, late approving and producing content nobody needs.

How this lens changes the bid

1 • Value

Define value from the evaluator, buyer, user and delivery perspective.

2 • Value stream

Map information and decision flow from market signal to performance evidence.

3 • Flow

Remove waiting, batching, hand-off ambiguity, rework and overloaded review points.

4 • Pull

Create information and work when the next decision needs it rather than producing uncontrolled early drafts.

5 • Perfection

Pursue better flow and quality through repeated learning, not an absolute claim of flawlessness.

6 • Waste

Identify defects, overproduction, waiting, unused talent, transport, inventory, motion and over-processing in knowledge work.

7 • Standard work and visual management

Make the current best-known method visible and easy to challenge.

8 • Problem solving

Go to the work, understand causes, test countermeasures and verify results.

Three depths of use

DNA Essential

- one value-stream map
- visible work and blockers
- work-in-progress limits
- standard hand-offs
- root-cause experiment
- removed waste measure

Integrated DNA

- Integrate one value-stream map.
- Integrate visible work and blockers.
- Integrate work-in-progress limits.
- Integrate standard hand-offs.
- Sample a complete promise chain in internal audit.
- Review effectiveness and resource needs at management review.

Full-system depth

- portfolio flow management
- standard work
- daily management
- problem-solving capability

- supplier flow
- continuous improvement system

Automation without surrendering judgement

- Work queues
- Wip alerts
- Cycle-time analytics
- Duplicate detection
- Handover checks
- Automated routine steps

Measures that reveal whether the control works

- | | | |
|--------------|----------------|----------------------|
| • cycle time | • waiting time | • first-pass quality |
| • rework | • WIP | • search time |

Failure patterns

- | | | |
|--------------------|--|----------------------|
| • speed over truth | • cutting necessary challenge | • local optimisation |
| • automating waste | • Japanese vocabulary without practice | |

DECISION LAB • SOURCE-SPECIFIC FIELD MOVE

RUN

Test: Flow and attention.

LEAVE

Current-state map;
owner: Process owner.

DONE

Which queue can disappear safely?

DECISION

OWNER

EVIDENCE

ACCEPTANCE

TO • NEXT GATE

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ASSURANCE DNA • CHAPTER

Six Sigma and DMAIC

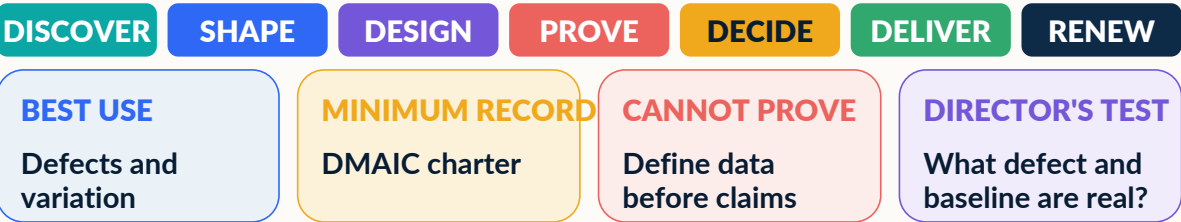


SOURCE IDENTITY • FORMAL BOUNDARY BEFORE DETAIL

TYPE / FORMAL ROUTE

Improvement philosophy and method family; competence or programme labels do not prove the live result.

WHERE THIS LENS ENTERS



CASE NOTE • COMPOSITE TEACHING SCENE

A recurring compliance defect survived three reviews because everyone corrected the sentence and nobody measured the cause. The team defined the defect, established a baseline, tested the failure path and controlled the change that removed it.

BEFORE

“We apply rigorous quality checks to every response.”

AFTER

“The defect has an operational definition, baseline, cause evidence, tested treatment and control measure.”

EVIDENCE TRAIL defect definition • baseline • cause analysis • experiment • control plan

FROM MY EXPERIENCE

Data becomes useful when it can contradict the story I wanted to tell. A small sample demands humility, but even modest measurement can expose where delay, rework or defects repeatedly enter.

What this source contributes—and what it does not

Define problems, measure performance, analyse causes, improve the process and control the gains where variation matters.

Source type: Data-driven improvement method. Use competent statistical judgement; do not imply statistical certainty from small or biased bid samples.

DMAIC is useful for recurring defects such as late reviews, pricing variance, portal failures, evidence expiry or poor mobilisation forecasts.

How this lens changes the bid

1 • Define

State the customer problem, process boundary, defect, consequence, scope and sponsor.

2 • Measure

Define operational measures and collect trustworthy baseline data.

3 • Analyse

Test causes, patterns and sources of variation rather than relying on the loudest anecdote.

4 • Improve

Design and pilot countermeasures with clear expected effects.

5 • Control

Standardise, monitor and respond if performance drifts.

Three depths of use

DNA Essential

- clear defect definition
- baseline
- cause evidence
- small pilot
- control plan
- verified effect

Integrated DNA

- Integrate clear defect definition.
- Integrate baseline.
- Integrate cause evidence.
- Integrate small pilot.
- Sample a complete promise chain in internal audit.
- Review effectiveness and resource needs at management review.

Full-system depth

- trained improvement roles
- validated measures
- portfolio prioritisation
- statistical analysis where justified
- control plans
- benefit validation

Automation without surrendering judgement

- Data collection
- Process mining
- Control charts where valid
- Defect classification
- Benefit tracking

Measures that reveal whether the control works

- defect rate
- variation
- cycle time
- rework cost
- control stability
- benefit realised

Failure patterns

- tiny-sample statistics
- measurement gaming
- solving symptoms
- analysis paralysis
- method belts replacing domain knowledge

DECISION LAB • SOURCE-SPECIFIC FIELD MOVE

What defect and baseline are real?



RUN

Test: Defects and variation.

LEAVE

DMAIC charter;
owner: Process owner.

DONE

What defect and baseline are real?

DECISION

OWNER

EVIDENCE

ACCEPTANCE

TO • NEXT GATE

FIELD LAB SOURCE 01

Choose the lens that changes the decision

LIVE CHALLENGE

Select one material decision from a live opportunity. Do not begin with a favourite standard.

1 • DECISION

Name the choice that could still change.

2 • RISK

State the consequence of getting it wrong.

3 • SOURCE

Choose the mature source containing a useful question or control.

4 • INTEGRATE

Record what changes in owner, evidence, design or acceptance.

LEAVE WITH

A one-line relevance statement and the smallest useful artefact.

DONE WHEN

The source changes a live decision rather than adding a badge or policy name.

DECISION

OWNER

EVIDENCE

ACCEPTANCE

RECIPIENT

FIELD LAB SOURCE 02

Remove one piece of assurance theatre

LIVE CHALLENGE

Find one control, checklist or review that consumes time without changing a material decision.

1 • OBSERVE

Describe the work the control creates.

2 • TEST

Name the decision, risk or obligation it protects.

3 • SIMPLIFY

Design a lighter record or earlier insertion point.

4 • VERIFY

Run the revision on live work and compare defects, delay and confidence.

LEAVE WITH

A simplification decision with a measure and review point.

DONE WHEN The disciplined route becomes easier than the ceremonial route.

DECISION

OWNER

EVIDENCE

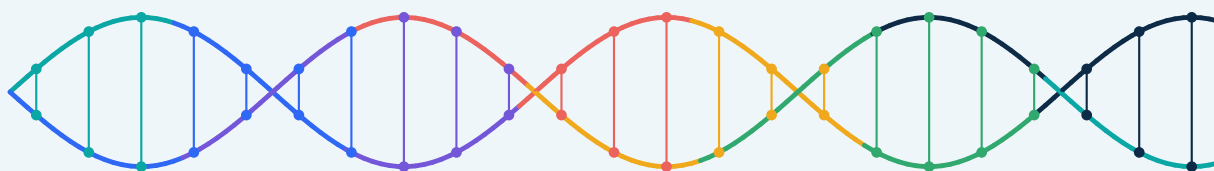
ACCEPTANCE

RECIPIENT

ACT III

The Bid Takes Shape

Eighteen scenes carry one promise from market signal to measurable delivery.



DISCOVER

SHAPE

DESIGN

PROVE

DECIDE

DELIVER

RENEW

ONE CONTROLLED PROMISE • SEVEN MOVEMENTS • EIGHTEEN DECISIONS

One route, eighteen changing decisions

The stage chapters focus on what actually changes: decision, controlled input, accepted output, failure pattern, smallest control, measure and next recipient. The invariant system is stated once below instead of being repeated across ninety pages.

COMPLETION RULE

A meeting, draft or percentage is not an accepted output. A stage is complete when the authorised decision exists, its evidence and exceptions are visible, and the next recipient can act.

PROPORTIONAL ROUTE

A solo professional may hold the stage in one row of the six-record system. A larger organisation may add specialist owners, thresholds and assurance. Both retain the same promise chain.

REFERENCE LATTICE

Do not carry every source into every stage. Select a lens only when it changes a material decision or risk; Appendix C provides the full crosswalk.

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THE LIVE BID • STAGE

Stage 01 — Sense • Discover



THE EIGHTEEN-STAGE ROUTE



THE LIVE BID • WHAT JUST CHANGED



A signal appears before any tender: a policy change, an expiring contract, a frustrated user. The team records it without pretending it is already an opportunity.

Detect market movement, customer need, renewal patterns and emerging constraints before a tender becomes a rushed document.

FAILURE PATTERN

Collecting large volumes of notices without deciding what any signal changes.

The decision at this stage

Is there a material signal worth framing, and what may it imply for the bidder?

STAGE TEST

Remove the usual expert for ten minutes. Can another competent person understand what entered Sense, what was decided, which exception survived and what must happen next?

Inputs and outputs

Controlled inputs	Accepted outputs
market and buyer signals	signal record
delivery and account intelligence	initial interested parties
public plans and notices	early assumptions
capability and capacity data	research route

Minimum complete control

- | | | |
|--|---|---|
| <ul style="list-style-type: none">• Name the owner and authorised acceptor.• Challenge for consequence, novelty, uncertainty and irreversibility. | <ul style="list-style-type: none">• Link source, currency, permission, confidence and assumptions.• Record the decision, reasons, conditions, rejected alternatives and impacts. | <ul style="list-style-type: none">• State criteria and the latest useful decision point.• Obtain recipient acceptance and link the promise register. |
|--|---|---|

AI and automation at this stage

- collect and deduplicate signals
- classify notices and renewal dates
- compare opportunity features with strategic thresholds
- flag missing market evidence

Measures and audit questions

- | | | |
|--|--|--|
| <ul style="list-style-type: none">• Were inputs complete and current?• Could another person reconstruct the decision and authority? | <ul style="list-style-type: none">• How long did the decision wait?• Did the next recipient accept the output and conditions? | <ul style="list-style-type: none">• What changed after the useful insertion point?• What should change before the next pursuit? |
|--|--|--|

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THE LIVE BID • STAGE

Stage 02 – Frame • Discover



THE EIGHTEEN-STAGE ROUTE



THE LIVE BID • WHAT JUST CHANGED

02

The signal is framed as a buyer outcome. What would improve for the organisation, the user and the people delivering the service?

Define the customer problem, opportunity boundary, likely value, procurement route, time horizon and organisational implications.

FAILURE PATTERN

Accepting the notice title as the problem definition.

The decision at this stage

What problem are we actually considering, for whom, and within which boundaries?

STAGE TEST

Remove the usual expert for ten minutes. Can another competent person understand what entered Frame, what was decided, which exception survived and what must happen next?

Inputs and outputs

Controlled inputs	Accepted outputs
signal record	opportunity frame
buyer context	outcome hypothesis
existing contracts	stakeholder map
strategy and market boundaries	initial risk criteria

Minimum complete control

- Name the owner and authorised acceptor.
- Link source, currency, permission, confidence and assumptions.
- State criteria and the latest useful decision point.
- Challenge for consequence, novelty, uncertainty and irreversibility.
- Record the decision, reasons, conditions, rejected alternatives and impacts.
- Obtain recipient acceptance and link the promise register.

AI and automation at this stage

- collect and deduplicate signals
- classify notices and renewal dates
- compare opportunity features with strategic thresholds
- flag missing market evidence

Measures and audit questions

- Were inputs complete and current?
- How long did the decision wait?
- What changed after the useful insertion point?
- Could another person reconstruct the decision and authority?
- Did the next recipient accept the output and conditions?
- What should change before the next pursuit?

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THE LIVE BID • STAGE

Stage 03 — Qualify • Discover



THE EIGHTEEN-STAGE ROUTE



THE LIVE BID • WHAT JUST CHANGED

03

Enthusiasm meets capacity, fit, risk and evidence. The team chooses pursue, pause, partner, reshape or decline—and records why.

Make an authorised pursue, pause, partner, reshape or no-bid decision while options still exist.

FAILURE PATTERN

Calling desire a probability and treating sunk effort as strategic fit.

The decision at this stage

Should the organisation invest, and under what conditions or limits?

STAGE TEST

Remove the usual expert for ten minutes. Can another competent person understand what entered Qualify, what was decided, which exception survived and what must happen next?

Inputs and outputs

Controlled inputs	Accepted outputs
opportunity frame	gate decision
fit and competitive evidence	conditions
risk and capacity	resource authority
customer access	capture priorities
commercial thresholds	

Minimum complete control

- | | | |
|--|---|---|
| <ul style="list-style-type: none">• Name the owner and authorised acceptor.• Challenge for consequence, novelty, uncertainty and irreversibility. | <ul style="list-style-type: none">• Link source, currency, permission, confidence and assumptions.• Record the decision, reasons, conditions, rejected alternatives and impacts. | <ul style="list-style-type: none">• State criteria and the latest useful decision point.• Obtain recipient acceptance and link the promise register. |
|--|---|---|

AI and automation at this stage

- | | |
|--|---|
| <ul style="list-style-type: none">• collect and deduplicate signals• compare opportunity features with strategic thresholds | <ul style="list-style-type: none">• classify notices and renewal dates• flag missing market evidence |
|--|---|

Measures and audit questions

- | | | |
|--|--|--|
| <ul style="list-style-type: none">• Were inputs complete and current?• Could another person reconstruct the decision and authority? | <ul style="list-style-type: none">• How long did the decision wait?• Did the next recipient accept the output and conditions? | <ul style="list-style-type: none">• What changed after the useful insertion point?• What should change before the next pursuit? |
|--|--|--|

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Stage 04 — Research • Shape



THE EIGHTEEN-STAGE ROUTE



THE LIVE BID • WHAT JUST CHANGED



Research separates known fact, sourced inference and unanswered question. The solution is not allowed to outrun the evidence.

Build a controlled understanding of buyer outcomes, users, stakeholders, incumbent conditions, competitors, regulation and delivery reality.

FAILURE PATTERN

Converting inference into fact because it supports the preferred solution.

The decision at this stage

Which facts are sufficiently reliable to shape the offer, and which remain hypotheses?

STAGE TEST

Remove the usual expert for ten minutes. Can another competent person understand what entered Research, what was decided, which exception survived and what must happen next?

Inputs and outputs

Controlled inputs	Accepted outputs
gate conditions	research record
approved research sources	source and confidence trace
customer and account knowledge	stakeholder insights
sector evidence	evidence gaps

Minimum complete control

- Name the owner and authorised acceptor.
- Link source, currency, permission, confidence and assumptions.
- State criteria and the latest useful decision point.
- Challenge for consequence, novelty, uncertainty and irreversibility.
- Record the decision, reasons, conditions, rejected alternatives and impacts.
- Obtain recipient acceptance and link the promise register.

AI and automation at this stage

- retrieve controlled research
- map stakeholders and sources
- compare competitor and buyer language
- separate fact from inference

Measures and audit questions

- Were inputs complete and current?
- How long did the decision wait?
- What changed after the useful insertion point?
- Could another person reconstruct the decision and authority?
- Did the next recipient accept the output and conditions?
- What should change before the next pursuit?

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THE LIVE BID • STAGE

Stage 05 — Position • Shape



THE EIGHTEEN-STAGE ROUTE



THE LIVE BID • WHAT JUST CHANGED



A position emerges: where the bidder can create distinctive value, where it is ordinary and where it must change.

Choose a credible competitive position, value story, discriminators and proof strategy.

FAILURE PATTERN

Calling ordinary features discriminators or using unsupported superlatives.

The decision at this stage

Why should this bidder be selected, and what must be true for that claim to survive scrutiny?

STAGE TEST

Remove the usual expert for ten minutes. Can another competent person understand what entered Position, what was decided, which exception survived and what must happen next?

Inputs and outputs

Controlled inputs	Accepted outputs
research	positioning statement
competitive assessment	win themes
capability evidence	proof plan
buyer evaluation logic	gap actions

Minimum complete control

- | | | |
|--|---|---|
| <ul style="list-style-type: none">• Name the owner and authorised acceptor.• Challenge for consequence, novelty, uncertainty and irreversibility. | <ul style="list-style-type: none">• Link source, currency, permission, confidence and assumptions.• Record the decision, reasons, conditions, rejected alternatives and impacts. | <ul style="list-style-type: none">• State criteria and the latest useful decision point.• Obtain recipient acceptance and link the promise register. |
|--|---|---|

AI and automation at this stage

- | | |
|--|---|
| <ul style="list-style-type: none">• retrieve controlled research• compare competitor and buyer language | <ul style="list-style-type: none">• map stakeholders and sources• separate fact from inference |
|--|---|

Measures and audit questions

- | | | |
|--|--|--|
| <ul style="list-style-type: none">• Were inputs complete and current?• Could another person reconstruct the decision and authority? | <ul style="list-style-type: none">• How long did the decision wait?• Did the next recipient accept the output and conditions? | <ul style="list-style-type: none">• What changed after the useful insertion point?• What should change before the next pursuit? |
|--|--|--|

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THE LIVE BID • STAGE

Stage 06 — Influence • Shape



THE EIGHTEEN-STAGE ROUTE



THE LIVE BID • WHAT JUST CHANGED



Permitted engagement tests assumptions without gaming the buyer. New information changes the offer rather than merely decorating it.

Engage lawfully and usefully before the formal competition, improving mutual understanding without distorting fairness.

FAILURE PATTERN

Treating access as permission to manipulate a specification or bypass procurement controls.

The decision at this stage

What helpful, permitted engagement can clarify need or improve readiness?

STAGE TEST

Remove the usual expert for ten minutes. Can another competent person understand what entered Influence, what was decided, which exception survived and what must happen next?

Inputs and outputs

Controlled inputs	Accepted outputs
stakeholder map	engagement record
approved messages	buyer insight
market engagement routes	updated assumptions
conflict and conduct checks	action and restraint decisions

Minimum complete control

- | | | |
|--|---|---|
| <ul style="list-style-type: none">• Name the owner and authorised acceptor.• Challenge for consequence, novelty, uncertainty and irreversibility. | <ul style="list-style-type: none">• Link source, currency, permission, confidence and assumptions.• Record the decision, reasons, conditions, rejected alternatives and impacts. | <ul style="list-style-type: none">• State criteria and the latest useful decision point.• Obtain recipient acceptance and link the promise register. |
|--|---|---|

AI and automation at this stage

- | | |
|--|---|
| <ul style="list-style-type: none">• retrieve controlled research• compare competitor and buyer language | <ul style="list-style-type: none">• map stakeholders and sources• separate fact from inference |
|--|---|

Measures and audit questions

- | | | |
|--|--|--|
| <ul style="list-style-type: none">• Were inputs complete and current?• Could another person reconstruct the decision and authority? | <ul style="list-style-type: none">• How long did the decision wait?• Did the next recipient accept the output and conditions? | <ul style="list-style-type: none">• What changed after the useful insertion point?• What should change before the next pursuit? |
|--|--|--|

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THE LIVE BID • STAGE

Stage 07 — Specify • Design



THE EIGHTEEN-STAGE ROUTE



THE LIVE BID • WHAT JUST CHANGED



Requirements become a trace: stated need, implied outcome, rule, evidence, owner and acceptance condition.

Translate buyer documents and discovered outcomes into complete, prioritised and testable design requirements.

FAILURE PATTERN

Reducing compliance to a yes/no matrix without operational meaning.

The decision at this stage

What must, should and may the offer do, and how will acceptance be tested?

STAGE TEST

Remove the usual expert for ten minutes. Can another competent person understand what entered Specify, what was decided, which exception survived and what must happen next?

Inputs and outputs

Controlled inputs	Accepted outputs
procurement documents	requirement baseline
clarifications	acceptance criteria
research	obligations trace
legal and specialist obligations	change route

Minimum complete control

- | | | |
|--|---|---|
| <ul style="list-style-type: none">• Name the owner and authorised acceptor.• Challenge for consequence, novelty, uncertainty and irreversibility. | <ul style="list-style-type: none">• Link source, currency, permission, confidence and assumptions.• Record the decision, reasons, conditions, rejected alternatives and impacts. | <ul style="list-style-type: none">• State criteria and the latest useful decision point.• Obtain recipient acceptance and link the promise register. |
|--|---|---|

AI and automation at this stage

- | | |
|--|---|
| <ul style="list-style-type: none">• trace requirements• calculate scenarios | <ul style="list-style-type: none">• compare solution versions• route specialist checks and supplier evidence |
|--|---|

Measures and audit questions

- | | | |
|--|--|--|
| <ul style="list-style-type: none">• Were inputs complete and current?• Could another person reconstruct the decision and authority? | <ul style="list-style-type: none">• How long did the decision wait?• Did the next recipient accept the output and conditions? | <ul style="list-style-type: none">• What changed after the useful insertion point?• What should change before the next pursuit? |
|--|--|--|

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THE LIVE BID • STAGE

Stage 08 – Architect • Design



THE EIGHTEEN-STAGE ROUTE



THE LIVE BID • WHAT JUST CHANGED

08

The operating model is drawn before the prose. People, suppliers, technology, controls and measures must fit together on a difficult Tuesday.

Design the service, solution, governance, technology, people, controls, partners, mobilisation and measures as one operable model.

FAILURE PATTERN

Writing a compelling future state before checking whether anybody can operate it.

The decision at this stage

Can the proposed operating model meet the outcomes within the stated constraints?

STAGE TEST

Remove the usual expert for ten minutes. Can another competent person understand what entered Architect, what was decided, which exception survived and what must happen next?

Inputs and outputs

Controlled inputs	Accepted outputs
requirement baseline	solution baseline
specialist risks	control architecture
capacity and partner data	role model
delivery knowledge	dependency and residual-risk map

Minimum complete control

- | | | |
|--|---|---|
| <ul style="list-style-type: none">• Name the owner and authorised acceptor.• Challenge for consequence, novelty, uncertainty and irreversibility. | <ul style="list-style-type: none">• Link source, currency, permission, confidence and assumptions.• Record the decision, reasons, conditions, rejected alternatives and impacts. | <ul style="list-style-type: none">• State criteria and the latest useful decision point.• Obtain recipient acceptance and link the promise register. |
|--|---|---|

AI and automation at this stage

- | | |
|--|---|
| <ul style="list-style-type: none">• trace requirements• calculate scenarios | <ul style="list-style-type: none">• compare solution versions• route specialist checks and supplier evidence |
|--|---|

Measures and audit questions

- | | | |
|--|--|--|
| <ul style="list-style-type: none">• Were inputs complete and current?• Could another person reconstruct the decision and authority? | <ul style="list-style-type: none">• How long did the decision wait?• Did the next recipient accept the output and conditions? | <ul style="list-style-type: none">• What changed after the useful insertion point?• What should change before the next pursuit? |
|--|--|--|

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THE LIVE BID • STAGE

Stage 09 — Price • Design



THE EIGHTEEN-STAGE ROUTE



THE LIVE BID • WHAT JUST CHANGED



Price becomes a design instrument. Cost drivers, assumptions, buyer value, risk and margin are challenged together.

Convert the operating model into a transparent, competitive and sustainable commercial position.

FAILURE PATTERN

Freezing price before the service or risk has been designed.

The decision at this stage

What price and commercial model protect buyer value, delivery and margin, and which assumptions require qualification?

STAGE TEST

Remove the usual expert for ten minutes. Can another competent person understand what entered Price, what was decided, which exception survived and what must happen next?

Inputs and outputs

Controlled inputs	Accepted outputs
solution baseline	cost and price baseline
volumes and assumptions	assumption register
supplier quotes	commercial approvals
risk and cash-flow conditions	sensitivity and change logic

Minimum complete control

- | | | |
|--|---|---|
| <ul style="list-style-type: none">• Name the owner and authorised acceptor.• Challenge for consequence, novelty, uncertainty and irreversibility. | <ul style="list-style-type: none">• Link source, currency, permission, confidence and assumptions.• Record the decision, reasons, conditions, rejected alternatives and impacts. | <ul style="list-style-type: none">• State criteria and the latest useful decision point.• Obtain recipient acceptance and link the promise register. |
|--|---|---|

AI and automation at this stage

- | | |
|--|---|
| <ul style="list-style-type: none">• trace requirements• calculate scenarios | <ul style="list-style-type: none">• compare solution versions• route specialist checks and supplier evidence |
|--|---|

Measures and audit questions

- | | | |
|--|--|--|
| <ul style="list-style-type: none">• Were inputs complete and current?• Could another person reconstruct the decision and authority? | <ul style="list-style-type: none">• How long did the decision wait?• Did the next recipient accept the output and conditions? | <ul style="list-style-type: none">• What changed after the useful insertion point?• What should change before the next pursuit? |
|--|--|--|

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THE LIVE BID • STAGE

Stage 10 – Evidence • Prove



THE EIGHTEEN-STAGE ROUTE



THE LIVE BID • WHAT JUST CHANGED

10

Claims queue outside the evidence room. Some enter with proof; some are narrowed; some become capability actions; some are removed.

Collect, verify, permission, contextualise and map proof for every material claim.

FAILURE PATTERN

Treating possession of a document as permission and proof.

The decision at this stage

Is the evidence current, relevant, permitted and strong enough for the wording proposed?

STAGE TEST

Remove the usual expert for ten minutes. Can another competent person understand what entered Evidence, what was decided, which exception survived and what must happen next?

Inputs and outputs

Controlled inputs	Accepted outputs
position and promise	evidence register
delivery records	claim trace
certificates and scopes	gaps and caveats
case studies and expert evidence	approved reuse

Minimum complete control

- | | | |
|--|---|---|
| <ul style="list-style-type: none">• Name the owner and authorised acceptor.• Challenge for consequence, novelty, uncertainty and irreversibility. | <ul style="list-style-type: none">• Link source, currency, permission, confidence and assumptions.• Record the decision, reasons, conditions, rejected alternatives and impacts. | <ul style="list-style-type: none">• State criteria and the latest useful decision point.• Obtain recipient acceptance and link the promise register. |
|--|---|---|

AI and automation at this stage

- | | |
|---|--|
| <ul style="list-style-type: none">• retrieve approved evidence• check claims and citations | <ul style="list-style-type: none">• draft from structured answer plans |
|---|--|
- detect contradictions, omissions and readability defects

Measures and audit questions

- | | | |
|--|--|--|
| <ul style="list-style-type: none">• Were inputs complete and current?• Could another person reconstruct the decision and authority? | <ul style="list-style-type: none">• How long did the decision wait?• Did the next recipient accept the output and conditions? | <ul style="list-style-type: none">• What changed after the useful insertion point?• What should change before the next pursuit? |
|--|--|--|

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THE LIVE BID • STAGE

Stage 11 – Write • Prove



THE EIGHTEEN-STAGE ROUTE



THE LIVE BID • WHAT JUST CHANGED

11

Writing begins from an accepted promise chain. The blank page is no longer frightening because the thinking already exists.

Turn the controlled offer into an evaluator-readable response that is accurate, differentiated and easy to score.

FAILURE PATTERN

Using fluency to conceal a missing decision, control or proof.

The decision at this stage

What is the clearest truthful wording that answers the disclosed question and supports evaluation?

STAGE TEST

Remove the usual expert for ten minutes. Can another competent person understand what entered Write, what was decided, which exception survived and what must happen next?

Inputs and outputs

Controlled inputs	Accepted outputs
answer plan	controlled draft
solution and price	claim links
evidence	open issues
requirements and word limits	review-ready response

Minimum complete control

- | | | |
|--|---|---|
| <ul style="list-style-type: none">• Name the owner and authorised acceptor.• Challenge for consequence, novelty, uncertainty and irreversibility. | <ul style="list-style-type: none">• Link source, currency, permission, confidence and assumptions.• Record the decision, reasons, conditions, rejected alternatives and impacts. | <ul style="list-style-type: none">• State criteria and the latest useful decision point.• Obtain recipient acceptance and link the promise register. |
|--|---|---|

AI and automation at this stage

- | | |
|---|---|
| <ul style="list-style-type: none">• retrieve approved evidence• check claims and citations | <ul style="list-style-type: none">• draft from structured answer plans• detect contradictions, omissions and readability defects |
|---|---|

Measures and audit questions

- | | | |
|--|--|--|
| <ul style="list-style-type: none">• Were inputs complete and current?• Could another person reconstruct the decision and authority? | <ul style="list-style-type: none">• How long did the decision wait?• Did the next recipient accept the output and conditions? | <ul style="list-style-type: none">• What changed after the useful insertion point?• What should change before the next pursuit? |
|--|--|--|

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THE LIVE BID • STAGE

Stage 12 – Challenge • Prove



THE EIGHTEEN-STAGE ROUTE



THE LIVE BID • WHAT JUST CHANGED

12

Reviewers stop trying to improve everything at once. Strategy, compliance, evidence, solution, commercial logic and readability receive distinct passes.

Apply competent, risk-based and sufficiently independent challenge before commitments become expensive or irreversible.

FAILURE PATTERN

Inviting comments without defining reviewer authority or review purpose.

The decision at this stage

What must be corrected, accepted, qualified or escalated before release?

STAGE TEST

Remove the usual expert for ten minutes. Can another competent person understand what entered Challenge, what was decided, which exception survived and what must happen next?

Inputs and outputs

Controlled inputs	Accepted outputs
controlled drafts and baselines	review decisions
review purpose	defects and actions
risk and acceptance criteria	accepted exceptions
source evidence	readiness status

Minimum complete control

- Name the owner and authorised acceptor.
- Link source, currency, permission, confidence and assumptions.
- State criteria and the latest useful decision point.
- Challenge for consequence, novelty, uncertainty and irreversibility.
- Record the decision, reasons, conditions, rejected alternatives and impacts.
- Obtain recipient acceptance and link the promise register.

AI and automation at this stage

- retrieve approved evidence
- draft from structured answer plans
- check claims and citations
- detect contradictions, omissions and readability defects

Measures and audit questions

- Were inputs complete and current?
- How long did the decision wait?
- What changed after the useful insertion point?
- Could another person reconstruct the decision and authority?
- Did the next recipient accept the output and conditions?
- What should change before the next pursuit?

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THE LIVE BID • STAGE

Stage 13 – Authorise • Decide



THE EIGHTEEN-STAGE ROUTE



THE LIVE BID • WHAT JUST CHANGED



Named authorities accept the exact commitments, qualifications, price and residual risks. Silence is not approval.

Obtain explicit business, commercial, technical, legal, security and delivery authority proportionate to the promise.

FAILURE PATTERN

Assuming silence, seniority or attendance equals approval.

The decision at this stage

May the organisation make this promise on these terms?

STAGE TEST

Remove the usual expert for ten minutes. Can another competent person understand what entered Authorise, what was decided, which exception survived and what must happen next?

Inputs and outputs

Controlled inputs	Accepted outputs
release candidate	approval record
risk and exception record	conditions
price and capacity	exceptions
specialist acceptances	release authority

Minimum complete control

- Name the owner and authorised acceptor.
- Link source, currency, permission, confidence and assumptions.
- State criteria and the latest useful decision point.
- Challenge for consequence, novelty, uncertainty and irreversibility.
- Record the decision, reasons, conditions, rejected alternatives and impacts.
- Obtain recipient acceptance and link the promise register.

AI and automation at this stage

- compile approval packs
- flag unresolved exceptions
- enforce release conditions
- verify file/version consistency

Measures and audit questions

- Were inputs complete and current?
- How long did the decision wait?
- What changed after the useful insertion point?
- Could another person reconstruct the decision and authority?
- Did the next recipient accept the output and conditions?
- What should change before the next pursuit?

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THE LIVE BID • STAGE

Stage 14 – Release • Decide



THE EIGHTEEN-STAGE ROUTE



THE LIVE BID • WHAT JUST CHANGED



The released package is frozen, checked and reproducible.
Last-minute energy cannot quietly alter an authorised promise.

Freeze, verify and release the exact response, attachments and data authorised for submission or client delivery.

FAILURE PATTERN

Approving content but submitting a different version or corrupt attachment.

The decision at this stage

Is this exact package complete, compliant, safe and recoverable?

STAGE TEST

Remove the usual expert for ten minutes. Can another competent person understand what entered Release, what was decided, which exception survived and what must happen next?

Inputs and outputs

Controlled inputs	Accepted outputs
approved baseline	released package
production files	hash/version record
portal and file rules	submission plan
security and continuity checks	contingency readiness

Minimum complete control

- Name the owner and authorised acceptor.
- Challenge for consequence, novelty, uncertainty and irreversibility.
- Link source, currency, permission, confidence and assumptions.
- Record the decision, reasons, conditions, rejected alternatives and impacts.
- State criteria and the latest useful decision point.
- Obtain recipient acceptance and link the promise register.

AI and automation at this stage

- compile approval packs
- verify file/version consistency
- flag unresolved exceptions
- enforce release conditions

Measures and audit questions

- Were inputs complete and current?
- Could another person reconstruct the decision and authority?
- How long did the decision wait?
- Did the next recipient accept the output and conditions?
- What changed after the useful insertion point?
- What should change before the next pursuit?

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THE LIVE BID • STAGE

Stage 15 – Submit • Deliver



THE EIGHTEEN-STAGE ROUTE



THE LIVE BID • WHAT JUST CHANGED



Submission is treated as controlled delivery: correct portal, correct file, correct time, retained receipt and known fallback.

Deliver the released package through the required route with time, integrity, receipt and contingency under control.

FAILURE PATTERN

Treating portal upload as a clerical afterthought.

The decision at this stage

Has the buyer received the exact authorised response within the rules?

STAGE TEST

Remove the usual expert for ten minutes. Can another competent person understand what entered Submit, what was decided, which exception survived and what must happen next?

Inputs and outputs

Controlled inputs	Accepted outputs
released package	receipt
credentials	submission log
portal instructions	retained baseline
communications and fallback plan	post-submission actions

Minimum complete control

- | | | |
|--|---|---|
| <ul style="list-style-type: none">• Name the owner and authorised acceptor.• Challenge for consequence, novelty, uncertainty and irreversibility. | <ul style="list-style-type: none">• Link source, currency, permission, confidence and assumptions.• Record the decision, reasons, conditions, rejected alternatives and impacts. | <ul style="list-style-type: none">• State criteria and the latest useful decision point.• Obtain recipient acceptance and link the promise register. |
|--|---|---|

AI and automation at this stage

- | | |
|---|--|
| <ul style="list-style-type: none">• validate submission package• generate handover packs | <ul style="list-style-type: none">• record receipts• monitor milestones and continuity triggers |
|---|--|

Measures and audit questions

- | | | |
|--|--|--|
| <ul style="list-style-type: none">• Were inputs complete and current?• Could another person reconstruct the decision and authority? | <ul style="list-style-type: none">• How long did the decision wait?• Did the next recipient accept the output and conditions? | <ul style="list-style-type: none">• What changed after the useful insertion point?• What should change before the next pursuit? |
|--|--|--|

51

THE LIVE BID • STAGE

Stage 16 – Mobilise • Deliver



THE EIGHTEEN-STAGE ROUTE



THE LIVE BID • WHAT JUST CHANGED



Mobilisation receives the promise while the people who made it can still explain it. Open conditions arrive with owners and resources.

Transfer the accepted promise into governed delivery without losing assumptions, exceptions, price, evidence or ownership.

FAILURE PATTERN

Giving operations a slide deck instead of a controlled promise chain.

The decision at this stage

Is delivery ready to accept and operate every material promise?

STAGE TEST

Remove the usual expert for ten minutes. Can another competent person understand what entered Mobilise, what was decided, which exception survived and what must happen next?

Inputs and outputs

Controlled inputs	Accepted outputs
submitted and negotiated baseline	mobilisation baseline
award and contract	owners and milestones
open conditions	acceptance record
delivery resources	change and issue routes

Minimum complete control

- | | | |
|--|---|---|
| <ul style="list-style-type: none">• Name the owner and authorised acceptor.• Challenge for consequence, novelty, uncertainty and irreversibility. | <ul style="list-style-type: none">• Link source, currency, permission, confidence and assumptions.• Record the decision, reasons, conditions, rejected alternatives and impacts. | <ul style="list-style-type: none">• State criteria and the latest useful decision point.• Obtain recipient acceptance and link the promise register. |
|--|---|---|

AI and automation at this stage

- | | |
|---|--|
| <ul style="list-style-type: none">• validate submission package• generate handover packs | <ul style="list-style-type: none">• record receipts• monitor milestones and continuity triggers |
|---|--|

Measures and audit questions

- | | | |
|--|--|--|
| <ul style="list-style-type: none">• Were inputs complete and current?• Could another person reconstruct the decision and authority? | <ul style="list-style-type: none">• How long did the decision wait?• Did the next recipient accept the output and conditions? | <ul style="list-style-type: none">• What changed after the useful insertion point?• What should change before the next pursuit? |
|--|--|--|

52

THE LIVE BID • STAGE

Stage 17 – Measure • Renew



THE EIGHTEEN-STAGE ROUTE



THE LIVE BID • WHAT JUST CHANGED

17

Predicted benefits meet actual performance. Variance becomes evidence, not embarrassment.

Compare predicted and promised performance with buyer, evaluator, commercial and delivery outcomes.

FAILURE PATTERN

Explaining every result after the fact without comparing it with earlier predictions.

The decision at this stage

What actually happened, how certain are we, and which causes deserve action?

STAGE TEST

Remove the usual expert for ten minutes. Can another competent person understand what entered Measure, what was decided, which exception survived and what must happen next?

Inputs and outputs

Controlled inputs	Accepted outputs
scores and feedback	performance analysis
delivery measures	forecast calibration
financial results	defect and strength patterns
incidents and stakeholder perceptions	candidate actions

Minimum complete control

- | | | |
|--|---|---|
| <ul style="list-style-type: none">• Name the owner and authorised acceptor.• Challenge for consequence, novelty, uncertainty and irreversibility. | <ul style="list-style-type: none">• Link source, currency, permission, confidence and assumptions.• Record the decision, reasons, conditions, rejected alternatives and impacts. | <ul style="list-style-type: none">• State criteria and the latest useful decision point.• Obtain recipient acceptance and link the promise register. |
|--|---|---|

AI and automation at this stage

- | | |
|---|--|
| <ul style="list-style-type: none">• aggregate scores and delivery data• cluster recurring causes | <ul style="list-style-type: none">• compare predictions with outcomes• track corrective and capability benefits |
|---|--|

Measures and audit questions

- | | | |
|--|--|--|
| <ul style="list-style-type: none">• Were inputs complete and current?• Could another person reconstruct the decision and authority? | <ul style="list-style-type: none">• How long did the decision wait?• Did the next recipient accept the output and conditions? | <ul style="list-style-type: none">• What changed after the useful insertion point?• What should change before the next pursuit? |
|--|--|--|

53

THE LIVE BID • STAGE

Stage 18 – Adapt • Renew



THE EIGHTEEN-STAGE ROUTE



THE LIVE BID • WHAT JUST CHANGED

18

Learning changes the bidder: evidence, supplier choices, business model, pricing rules and pursuit strategy adapt before the next signal.

Correct live failures, simplify controls and fund the smallest capability changes that strengthen future bids and delivery.

FAILURE PATTERN

Storing lessons without authority, budget, proof or a review date.

The decision at this stage

What should be corrected now, built for the future, standardised, automated or stopped?

STAGE TEST

Remove the usual expert for ten minutes. Can another competent person understand what entered Adapt, what was decided, which exception survived and what must happen next?

Inputs and outputs

Controlled inputs	Accepted outputs
measured outcomes	corrective action
audit and reviews	capability backlog
repeated gaps	updated process and evidence
market and standards change	benefit review

Minimum complete control

- Name the owner and authorised acceptor.
- Link source, currency, permission, confidence and assumptions.
- State criteria and the latest useful decision point.
- Challenge for consequence, novelty, uncertainty and irreversibility.
- Record the decision, reasons, conditions, rejected alternatives and impacts.
- Obtain recipient acceptance and link the promise register.

AI and automation at this stage

- aggregate scores and delivery data
- compare predictions with outcomes
- cluster recurring causes
- track corrective and capability benefits

Measures and audit questions

- Were inputs complete and current?
- How long did the decision wait?
- What changed after the useful insertion point?
- Could another person reconstruct the decision and authority?
- Did the next recipient accept the output and conditions?
- What should change before the next pursuit?

FIELD LAB STAGE 01

Trace one promise through eighteen changing decisions

LIVE CHALLENGE

Select one material promise and follow it from the first signal to measured delivery.

DISCOVER

Record signal, frame and qualification decision.

SHAPE AND DESIGN

Track research, position, influence, requirement, architecture and price.

PROVE AND DECIDE

Connect evidence, writing, challenge, authorisation and release.

DELIVER AND RENEW

Confirm submission, mobilisation, measure and adaptation owners.

LEAVE WITH

One stage trace showing where the promise changed and who accepted each change.

DONE WHEN Every irreversible decision has evidence, authority and a next recipient.

DECISION

OWNER

EVIDENCE

ACCEPTANCE

RECIPIENT

FIELD LAB STAGE 02

Find the last useful insertion point

LIVE CHALLENGE

Choose one specialist question that normally arrives late—security, privacy, safety, continuity, compliance or delivery.

1 • CONSEQUENCE

Name the defect created when the question arrives late.

2 • EARLIEST CLUE

Identify the first stage containing enough information to ask it.

3 • DECISION POINT

Name the last stage at which the answer remains cheap to change.

4 • ROUTE

Assign the specialist, output and recipient at that point.

LEAVE WITH

A source-to-stage insertion rule with an escalation trigger.

DONE WHEN The specialist changes the decision before the prose and price freeze it.

DECISION

OWNER

EVIDENCE

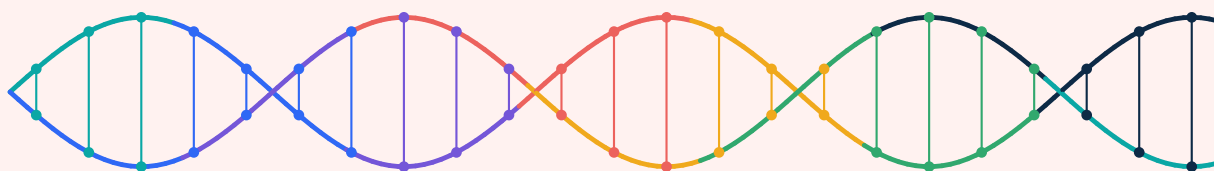
ACCEPTANCE

RECIPIENT

ACT IV

When The Machine Enters The Room

AI accelerates the work; provenance, judgement and human voice keep it believable.



DISCOVER

SHAPE

DESIGN

PROVE

DECIDE

DELIVER

RENEW

ONE CONTROLLED PROMISE • SEVEN MOVEMENTS • EIGHTEEN DECISIONS

The bid that arrived in a dinner jacket

At 09:07 the model produced an immaculate answer in forty seconds. The team felt the relief of people who had just recovered an evening. An evaluator reading the same paragraph might have circled robust, seamless and innovative, then written four questions in the margin: who does it, when, with what evidence, and who approved the promise?

The first draft wore a dinner jacket. Unfortunately, it had forgotten its wallet, its evidence and the name of the person doing the work.

AI does not make a bid weak merely because AI touched it. It makes a bid weak when fluent language conceals missing evidence, generic commitments, misunderstood requirements or promises nobody has accepted. The buyer's published criteria and tender rules remain the anchor.

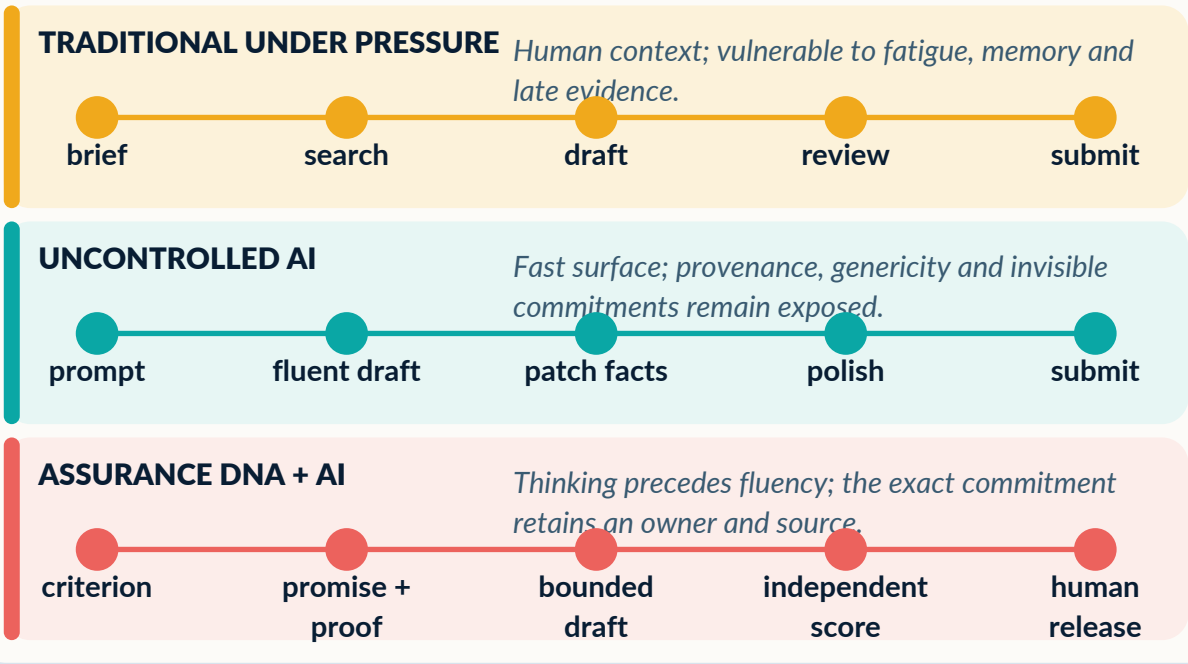
PROCUREMENT BOUNDARY

There is no controlled evidence that procurement evaluators universally or subconsciously deduct points whenever they suspect AI. Evaluators differ. UK PPN 017 provides optional transparency questions and permits proportionate checks of accuracy, capability and capacity. Always check the live tender instructions, organisational policy and applicable law.

Rushed conventional draft	Uncontrolled AI draft	Evidence-led answer
We will leverage our extensive experience and proven methodology to ensure seamless mobilisation.	Our innovative, robust and collaborative approach will deliver a seamless, best-in-class mobilisation tailored to your unique needs.	The mobilisation lead owns a ten-day dependency log. The buyer sees it each morning. Any item open for 48 hours moves to the joint decision log with an owner, due date and service impact.
Problem: familiar language hides the mechanism.	Problem: fluent genericity adds no inspectable proof.	Strength: criterion, action, owner, timing, escalation and evidence can be scored.

The comparison is not human good, machine bad. The conventional sentence and the AI sentence fail for the same reason: neither gives the evaluator an inspectable mechanism. Plain language gives evidence access to the reader; it does not replace the evidence.

Three routes to the same blank answer box



Traditional work can preserve context and voice, yet it is vulnerable to fatigue, fragmented sources and late review. Draft-first AI work accelerates the surface but may encourage the team to retrofit facts around prose. Assurance DNA moves the difficult thinking forward: criterion, decision, promise, source, boundary and owner precede generation.

Research supports meaningful productivity gains within bounded tasks, not automatic win-rate gains. In a study of 453 professionals, access to ChatGPT reduced time and raised assessed quality on short writing tasks. A large field study of customer-support agents found productivity gains concentrated among less-experienced workers. Consultants using AI performed strongly inside its capability frontier and worse on a deliberately selected task outside it.

THE JAGGED FRONTIER



A model may be excellent at one task and confidently weak at the next. Fluency is not a map of competence. Every use case needs its own evidence, boundary and human acceptance.



DECISION



EVIDENCE



OWNER



BOUNDARY

What an evaluator may notice

Evaluators are not one species with one reaction. They differ in professional background, technical depth, tolerance for novelty and experience of AI. A polished answer may impress one reader and irritate another; an evidenced answer gives both something they can score.

Research outside tender evaluation suggests that AI disclosure can sometimes reduce perceived legitimacy or trust, while other studies find small or context-dependent effects. People are also poor at reliably distinguishing AI and human text, and commercial detectors have shown substantial accuracy problems. The responsible response is not detector evasion or manufactured human quirks.

Instead, remove the features that damage any answer: generic superlatives, repeated sentence rhythms, unsupported statistics, invented quotations, excessive scene-setting, false certainty and vocabulary that sounds detached from the organisation that must deliver it.

SCORER'S LENS

Ask an independent reviewer to score against the published criterion before seeing an AI-generated score or the drafting history. Record where trust rises or falls, then repair the underlying promise or evidence—not merely the tone.

The writer moves upstream

When baseline fluency becomes abundant, scarce value moves elsewhere: opportunity judgement, buyer understanding, offer engineering, evidence elicitation, supplier negotiation, consortium design, risk allocation, pricing logic, red-teaming, human voice and accountability.

THE ROLE DOES NOT VANISH • ITS CENTRE OF VALUE MOVES

Then

word production

library hunting

format repair

late compliance

personal stamina



Now

buyer interpretation

offer engineering

evidence architecture

commercial integration

human voice + release

The keyboard became faster. Accountability did not.

This is why the bid writer does not simply disappear. Some production tasks shrink. The professional role expands into evidence architect, solution challenger, commercial integrator, evaluator guide and controller of machine-supported work. The bid manager becomes the person who protects the decision system across humans, tools, suppliers and deadlines.

The bad-Tuesday test

Before automation, teams often underestimated the emotional and physical burden of bidding. The blank page, missing evidence, shifting instruction and deadline created a system in which quality could depend on how one person felt that day. Technology can reduce that burden, but only structure can make the reduction dependable.

WITHOUT A SYSTEM

- The writer is tired.
- The source is hard to find.
- The reviewer changes direction.
- Confidence replaces proof.
- Quality follows mood and memory.

WITH ASSURANCE DNA

- The criterion is already mapped.
- Approved evidence has an owner.
- The promise has boundaries.
- Review purposes are separated.
- Quality follows the accepted route.

A system cannot remove judgement, disappointment or pressure. It can stop those conditions from quietly changing which source is trusted, which promise is current, who can approve it and what leaves the organisation.

Proposal engineering: build the bidder around the need

The most valuable response to a requirement may be organisational rather than literary. A supplier can change, a consortium can be formed, a price mechanism can be renegotiated, a process can be redesigned, a capability can be acquired or an attractive opportunity can be declined.

Imagine a maintenance competition requiring national coverage, rapid parts availability and stable pricing. The original bidder has strong local engineers but weak logistics. A writing-only response disguises the gap. Proposal engineering maps the requirement to the operating model, tests make-or-buy options, negotiates a distributor agreement, prices the transition, proves capacity and assigns delivery ownership. The prose then describes a business model that exists because of the bid.

This is continuous evolution per pursuit, bounded by truth and commercial sense. The buyer receives an offer shaped around the required outcome; the supplier gains a clearer capability; delivery inherits the same design the evaluator scored.

ETHICAL LINE

Engineering a stronger offer is legitimate. Inventing capability, concealing a material dependency, manipulating evidence or promising an unapproved future is not.

Research trail for this act

The claims in this act deliberately separate procurement guidance, controlled experiments, field studies, systematic reviews and author inference. None of the cited studies measures bid win rate directly.

Ref	Source and boundary
A1	UK Cabinet Office, PPN 017: Improving Transparency of AI Use in Procurement (2025). PPN 02/24 remains relevant only to the legacy procurements identified by the Cabinet Office.
A2	Noy & Zhang (2023), experimental evidence on generative AI and professional writing, Science, doi:10.1126/science.adh2586.
A3	Brynjolfsson, Li & Raymond (2025), generative AI at work, Quarterly Journal of Economics, doi:10.1093/qje/qjae044.
A4	Dell'Acqua et al. (2025), the jagged technological frontier, Organization Science, doi:10.1287/orsc.2025.21838.
A5	Jakesch, Hancock & Naaman (2023), human detection of AI self-presentations, PNAS, doi:10.1073/pnas.2208839120.
A6	Weber-Wulff et al. (2023), testing AI text-detection tools, International Journal for Educational Integrity, doi:10.1007/s40979-023-00146-z.

Ref	Source and boundary
A7	Dietvorst, Simmons & Massey (2015) and Logg, Minson & Moore (2019) on algorithm aversion and algorithm appreciation.
A8	NIST AI 600-1 (2024), Artificial Intelligence Risk Management Framework: Generative Artificial Intelligence Profile.
A9	Oppenheimer (2006), consequences of erudite vernacular, Applied Cognitive Psychology, doi:10.1002/acp.1178.
A10	ILO (2025), Generative AI and Jobs: A Refined Global Index of Occupational Exposure.

WHAT THIS RESEARCH CAN SUPPORT

Use the finding. Keep the boundary. Authorise the promise.

USE

Test bounded productivity, trust and language.

BOUND

None of these sources measures tender win rate.

ACCEPT

A named human checks source, limit and bid inference.

RESEARCH CAN INFORM THE CONTROL. IT CANNOT AUTHORISE THE PROMISE.

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ASSURANCE DNA • CHAPTER

AI should remove friction, not responsibility



Generative AI can accelerate selected writing, retrieval, classification and comparison tasks. Research has reported substantial productivity gains in bounded professional tasks, with effects varying by task and worker. That is a reason to experiment carefully, not a reason to treat an unverified model output as evidence, professional judgement or organisational authority.

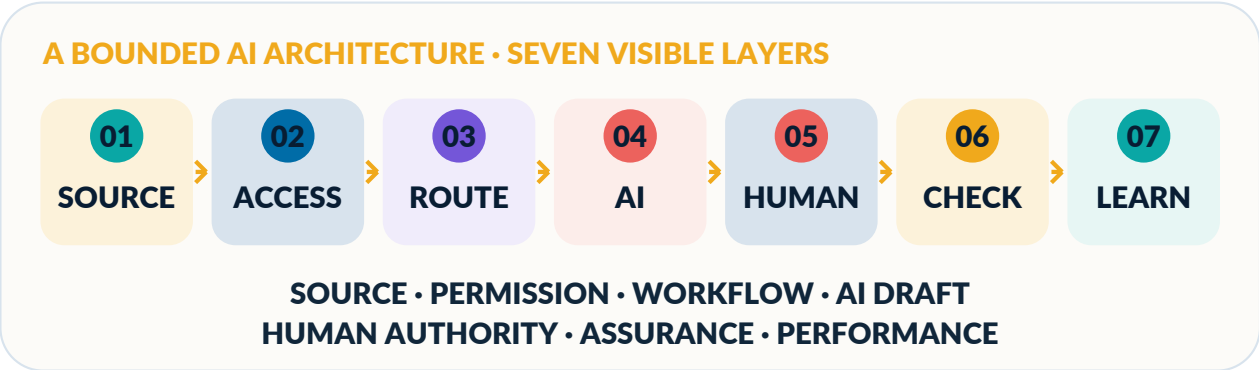


Figure • A bounded AI architecture keeps controlled sources and human authority visible.

The useful design separates seven layers: controlled sources; classification and permissions; workflow orchestration; AI assistance; human authority; assurance; and performance. Most implementation failures occur when the AI layer is allowed to bypass one of the others. A public model receives confidential data. A draft loses its sources. An output enters a response without an owner. A provider changes its model without the organisation reassessing risk. A fluent answer hides that the bidder has no capability.

RULE

AI may prepare, compare, retrieve, test and suggest. Named people still own interpretation, truth, commitment, exception, commercial authority and release.

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ASSURANCE DNA · CHAPTER

Build the AI use-case and system register



Start with use cases, not tools. Record what the system is meant to do, whose data enters, which model or provider is involved, the intended user, the decision influenced, the potential impact, the human oversight, the evidence retained and the conditions for stopping use.

Register field	Control purpose
Use-case identifier	One key across risk, instructions, model change, incidents and performance.
Purpose and intended users	Prevents attractive functionality from becoming uncontrolled secondary use.
Input classes and permissions	Shows whether buyer, client, personal, security, commercial or public information may enter.
Model/provider/version	Makes change and dependency visible.
Output and affected decision	Defines materiality and required human authority.
Accuracy and verification	States how sources, calculations and claims will be checked.

Register field	Control purpose
Bias, privacy, security and IP impacts	Connects specialist risk and impact assessment.
Human oversight and stop authority	Names who may accept, override, correct or suspend use.
Logs, retention and monitoring	Supports audit, incidents, improvement and lawful handling.
Performance and retirement criteria	Prevents indefinite use of a declining or unjustified system.

DNA Essential uses one page; deeper use links the register to authorised ISO/IEC 42001 controls, specialist risk records, provider oversight and the audit route.

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ASSURANCE DNA • CHAPTER

Secure research and retrieval



A retrieval system can make approved evidence available at the point of drafting without moving uncontrolled copies between accounts. The architecture begins with source ingestion and classification: client, matter, permission, owner, date, scope, confidentiality, personal data, retention, certificate scope and evidence status. Retrieval filters those conditions before semantic similarity.

265. Ingest only sources with a known owner, purpose and permission. 266. Split content without losing document, page, table, date and scope metadata. 267. Apply tenant, client, role and sensitivity boundaries before retrieval. 268. Return citations and source passages with every candidate claim. 269. Require the user to confirm relevance, currentness and permission before reuse. 270. Record which source supported the released wording and which candidate sources were rejected. 271. Re-index or retire evidence when ownership, scope, permission or currency changes. Similarity is not authority. The closest previous answer may be contractually wrong, technically obsolete or owned by another client. A secure retrieval system should make the wrong reuse harder, not merely make all reuse faster.

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ASSURANCE DNA • CHAPTER

Drafting with a controlled answer plan



The most productive drafting automation begins after the answer plan has captured the buyer question, instruction, evaluation criterion, outcome, required proof, solution decision, word budget, owner and open issues. The model then transforms controlled fields into candidate prose. It does not decide what the organisation is willing and able to promise.

Automation task	Permitted machine contribution	Required human decision
Question analysis	Extract instructions, criteria, topics and apparent dependencies.	Confirm the governing requirement and resolve ambiguity.
Answer planning	Suggest structure and evidence slots.	Approve the position, solution, proof and word allocation.
Drafting	Create candidate prose from controlled facts.	Verify every claim, caveat, tone and commitment.
Compression	Suggest shorter wording.	Protect meaning, compliance and material qualifications.
Translation	Produce candidate language versions.	Use competent review for material legal, technical and cultural meaning.
Style consistency	Apply terminology and controlled language rules.	Decide whether consistency improves evaluator understanding.

DRAFTING TEST

Ask the model to show the source beside each material sentence. Where it cannot, the output is a hypothesis or connective prose—not evidence.

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ASSURANCE DNA • CHAPTER



Automated review and quantitative checking

Machines are useful at exhaustive, repeatable checks: requirement coverage, terminology, calculations, dates, cross-references, attachment lists, word counts, version consistency, unsupported superlatives, certificate scope, personal data, secrets and contradictory numbers. They are less reliable at deciding whether an ambitious service design is ethically acceptable, commercially wise or genuinely deliverable.

- Run a deterministic compliance check against the released requirement baseline.
- Compare every number, date, percentage, unit and price with the controlled source and calculation.
- Flag claims without an evidence identifier, owner or permission.
- Detect contradictions across technical, commercial, mobilisation and contract schedules.
- Test evaluator readability: answer location, directness, proof proximity and avoidable cognitive effort.
- Route material findings to competent owners; never allow an automated score to approve release.

Automated review should reduce the time humans spend finding defects, leaving more time to resolve them. If a tool produces hundreds of low-value alerts, measure false positives and change the rule. Assurance is not created by forcing reviewers to ignore noise.

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ASSURANCE DNA · CHAPTER

Workflow automation across the eighteen stages



Movement	High-value automation
Discover	Notice ingestion, renewal prediction, fit classification, gate packs, capacity and conflict checks.
Shape	Research retrieval, source confidence, stakeholder mapping, engagement permissions, competitor and gap analysis.
Design	Requirement trace, solution options, supplier assurance, scenario costing, risk and change impact.
Prove	Evidence retrieval, answer-plan drafting, claim verification, review routing, contradiction and readability checks.
Decide	Approval packs, unresolved exception alerts, release criteria, version and attachment integrity.
Deliver	Portal checklists, receipt capture, handover pack, mobilisation milestones, continuity triggers.
Renew	Score and delivery aggregation, forecast calibration, root- cause clustering, corrective and capability benefit tracking.

Workflow automation should use event-driven controls. A buyer clarification updates the requirement baseline and triggers impact checks in solution, price, evidence and approvals. A partner withdrawal triggers continuity, supplier, security, commercial and mobilisation decisions. A model change triggers AI risk, validation and instruction review. The system does not merely remind people; it preserves the chain of consequences.

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ASSURANCE DNA • CHAPTER



Security, privacy, IP and client separation

AI changes the threat surface because prompts and outputs may contain buyer information, client evidence, personal data, pricing, credentials, security designs, copyrighted material and strategic judgement. The controls therefore combine ISO/IEC 27001, privacy management, AI management, quality, supplier and compliance disciplines.

272. Classify data before it reaches a model or retrieval index. 273. Use approved providers and contractual settings; understand retention, training use, sub-processors, location and deletion limits. 274. Separate clients, matters and roles technically, not only through user instructions. 275. Detect and redact secrets and personal information where the use case does not require them. 276. Control intellectual-property rights, licences, authorship claims and third-party content. 277. Log material prompts, retrieved sources, outputs, overrides and release decisions proportionate to risk. 278. Exercise incident response for accidental disclosure, model compromise, malicious prompt content and provider outage. The absence of an immediate incident does not prove that a public AI shortcut was safe. Success can protect a weak control more effectively than failure. Sample the workflow, test access and examine provider changes before the practice becomes normal.

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ASSURANCE DNA • CHAPTER

Model performance, incidents and change



An AI control can degrade when the model, provider, retrieval corpus, system prompt, user behaviour, data distribution, regulation or buyer rule changes. Monitor the real use case, not a generic benchmark. Record material errors, unsafe outputs, human overrides, leakage, bias concerns, latency, cost, service interruption and downstream defects.

Trigger	Required response
Model or provider change	Reassess risk, validate critical tasks, review contract and update instructions.
Material hallucination	Contain use, correct released effects, analyse causes and strengthen verification.
Confidentiality/privacy event	Activate incident and breach assessment, preserve evidence and meet notification duties.
Bias or impact concern	Pause affected use, obtain competent review and repeat impact assessment.
Performance drift	Re-test against representative tasks, adjust thresholds or retire the use case.
New buyer restriction	Update opportunity rules and enforce use-case controls before work begins.

The improvement question is wider than model accuracy. Did the system reduce cycle time without increasing rework? Did less experienced practitioners gain useful support without becoming over-reliant? Did the team spend saved time on customer understanding, solution design and negotiation—or merely increase the volume of drafts?

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ASSURANCE DNA • CHAPTER



Productivity, profitability and the human dividend

Productivity is valuable when the saved effort creates a human dividend. The organisation may research more deeply, challenge suppliers, negotiate better, prepare earlier, reduce overtime, improve handover or serve more opportunities without lowering control. Automation that merely increases bid count can amplify weak qualification, evidence debt and delivery risk.

A simple benefits model

Benefit	Measure	Control against false benefit
Time saved	Hours from intake to accepted output	Include review and correction time, not only first draft.
Quality	Defects found before and after release	Track severity and escape, not raw alert volume.
Capacity	Qualified pursuits handled without overload	Protect no-bid quality and delivery readiness.
Margin	Avoided rework, leakage and unpriced commitments	Separate correlation from verified causal actions.
People	Overtime, focus time, competence and confidence	Watch automation dependency and deskilling.
Customer	Evaluator effort, responsiveness, mobilisation and service outcomes	Use actual feedback and performance evidence.

Start with one bounded use case and a measured defect. Set a baseline, pilot with representative users and live-like data, and test speed, downstream quality and stop conditions before scaling.

FROM MY EXPERIENCE

“

The best automation made the disciplined route easier than the shortcut. It did not ask people to remember a complicated standard. It placed the right source, field, challenge and handover in front of them at the moment the work required it.



DECISION



EVIDENCE



OWNER

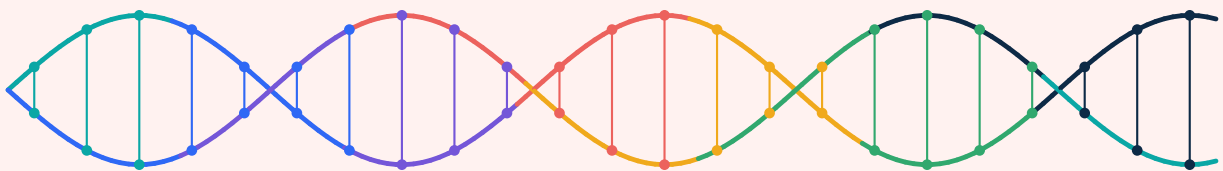


BOUNDARY

FIELD INTERLUDE II

Uk Tender Landscape – Position At Publication

Transparency, AI, social value, performance and resilience are changing what a credible bid must prove. The live authorised source and buyer documents always control.



DISCOVER

SHAPE

DESIGN

PROVE

DECIDE

DELIVER

RENEW

ONE CONTROLLED PROMISE • SEVEN MOVEMENTS • EIGHTEEN DECISIONS

POSITION CHECKED • 28 AUGUST 2026

Separate law, policy, guidance and inference

The Procurement Act 2023 is the principal regime for most public procurement in England, Wales and Northern Ireland, and reserved procurement in Scotland. Devolved, legacy and transitional routes differ. Identify the regime applying to the live procurement. This is practical commentary, not legal advice.

DATE / CLASS	VERIFIED POSITION
24 Feb 2025 • Law	Core Procurement Act 2023 regime took effect for procurements commenced from this date; transitional arrangements remain.
1 Jan 2026 • Law	Section 71 contract-performance reporting commenced for applicable public contracts awarded under the new regime.
5 Aug 2026 • Policy	PPN 026 introduced the next central-government Social Value Model for intended in-scope use from 1 January 2027, with transition before then
17 Aug 2026 • Guidance	Cabinet Office contract-details and assessment-summary guidance was updated; the authorised current publication controls.

DECISION LINE

Law sets duties. Policy sets in-scope central-government expectations. Guidance explains routes. Author inference translates them into operating controls.

TRANSPARENCY • LAW AND GUIDANCE

The bid increasingly designs what may later become public evidence

A supplier's full tender is not ordinarily published merely because it wins. The public record may include notices, contract information, a redacted contract where the statutory threshold applies, material KPIs, performance assessments and specified breach, change or termination information.

BEFORE AWARD

Pipeline and tender notices, tender documents and award methodology describe the opportunity.

AT AWARD

The contract award notice announces intended award; the contract details notice later confirms entry into contract.

ABOVE £5 MILLION

Subject to exceptions and lawful redaction, a contract copy is generally published; the record identifies three material KPIs where section 52 applies.

DURING DELIVERY

Material KPI performance is published at least annually and at termination; defined events may trigger breach notices.

LATER PROCUREMENT

A qualifying performance notice may inform a discretionary exclusion assessment; it does not automatically exclude the supplier.

BID MOVE • AUTHOR INFERENCE

Design proof, reporting and exception routes with the promise—not after signature.

FIELD LINE

Policy, statutory guidance and procurement routes change. Verify the current authorised source before use.

AI TRANSPARENCY · CENTRAL-GOVERNMENT POLICY

Use AI openly, proportionately and under authority

PPN 017 applies to central government departments, executive agencies and non-departmental public bodies; others may adopt it. Its Annex B questions are optional, for-information-only and must not themselves be scored. A buyer may separately use disclosed, lawful, requirement-specific AI award criteria.

USE CASE

State the task AI assisted; supplier use of AI during bidding is not prohibited.

INPUTS AND PERMISSION

Protect buyer, client, personal and confidential information; do not train systems on confidential buyer material without permission.

PROVIDER AND VERSION

Identify the relevant service, configuration, commercial terms and change exposure.

HUMAN AUTHORITY

Name who verified, corrected, accepted or stopped the output.

EVIDENCE

Link each material statement to an authorised source or human decision.

DISCLOSURE

Follow the live tender instruction; legacy PPN 02/24 may remain relevant to legacy routes.

FIELD LINE

ASSURANCE DNA OPERATING CONTROL · NOT A VERBATIM PPN CHECKLIST. Due diligence should be proportionate to the additional risk.

SOCIAL VALUE • POLICY TRANSITION

Move from attractive commitments to contracted outcomes

As at publication, PPN 026 had been published but was intended to apply to in-scope procurements commencing on or after 1 January 2027. Before then, relevant central-government organisations may transition or retain the previous route where immediate adoption would create disproportionate work or invalidate earlier engagement.

PPN 002

Relevant covered central-government procurements: minimum 10% social-value weighting or equivalent.

PPN 026

Central-government Procurement Act covered procurements worth at least £1m including VAT: minimum 10% below £5m and 20% at £5m or above.

OTHER AUTHORITIES

May adopt the model, but publication does not make it mandatory outside its stated central-government scope.

OUTCOME

Choose a contract-related, proportionate and buyer-relevant outcome.

DELIVERY

Name baseline, funded activity, place or beneficiary, owner and delivery partner.

MEASURE

Transfer the commitment into contractual monitoring; PPN 026 includes at least one social-value KPI at £5m or above.

FIELD LINE

TRANSITION POSITION AT PUBLICATION • Associated PPN 026 guidance was still expected after this position check.

SMALL SUPPLIERS • LAW AND GUIDANCE

Access mechanisms do not guarantee suitability

The Act creates mechanisms intended to reduce barriers. It does not guarantee that an opportunity will suit a small supplier, be divided into lots or be awarded to a new entrant.

SME DUTY

Authorities consider participation barriers and whether they can be reduced. Maintain a focused opportunity and readiness record.

LOTS

Authorities consider whether division into lots is appropriate. Select suitable lots, narrow scope or use a permitted consortium.

DIGITAL PLATFORM

Core supplier information can be registered once and notices searched. Control one reusable record and notice radar.

ASSESSMENT SUMMARY

The statutory route does not cover every rejection or procurement. Convert available feedback into one funded action.

PAYMENT

Thirty-day terms apply through most public-contract supply chains, subject to exceptions. Model cashflow and supplier exposure.

CONSORTIUM

Live documents control structure and evidence. Build one authority, price, evidence and delivery chain.

FIELD LINE

Specialisation and speed become credible when dependencies, evidence and cash capacity are visible.

PERFORMANCE • LAW AND GUIDANCE

The bid designs future measurable evidence

Before entering a public contract above £5 million, an authority must generally set at least three KPIs unless performance cannot appropriately be assessed that way. Frameworks, concessions, light-touch contracts and utility contracts awarded by private utilities are excluded from this requirement.

BUYER OUTCOME

Define what should be observably better.

KPI AND TARGET

Set the measure, level and timing only after the operating model can produce the data.

PUBLICATION

All section 52 KPIs enter the contract record; notices identify the three then regarded as most material.

ASSESSMENT

Publish performance against material KPIs at least annually and on termination; the material set may change.

BREACH

A notice follows only when a defined statutory trigger occurs.

EXCLUSION BOUNDARY

Published poor performance may inform a decision; exclusion is not automatic.

FIELD LINE

Name the data producer, verifier, recipient, exception trigger, recovery authority and learning route before promising the KPI.

RESILIENCE · POLICY AND PRACTICE DIRECTION

Supply chains, cyber and continuity are one design problem

Current Cabinet Office strategy and playbooks emphasise market health, supply-chain mapping, risk allocation, resolution planning and visibility beyond the prime supplier. Any required artefact still depends on the live requirement, contract criticality and applicable policy.

DEPENDENCY MAP

Name critical suppliers, platforms, data, people and facilities.

CONCENTRATION

Show where one provider, technology or geography creates exposure.

FALLBACK

Define alternative capacity, recovery objective and decision authority.

CYBER

Classify information, approve tools and exercise incident routes.

CHANGE

Connect withdrawal or model change to price, solution and approval.

PROOF

Use scoped certificates, tests, exercises and accepted recovery evidence.

FIELD LINE

ASSURANCE DNA SYNTHESIS · NOT SIX STATUTORY PROCUREMENT ACT FIELDS. Resilience is credible when fallback has owner, capacity, objective and proof.

PRELIMINARY MARKET ENGAGEMENT • LAW AND GUIDANCE

Influence readiness without distorting competition

Engagement is encouraged but not mandatory. Where an authority conducts it, unfair advantage and distortion must be prevented. A preliminary market-engagement notice is published before the tender notice or the tender notice explains why it was not.

MOVE	SUPPLIER DISCIPLINE	ACCEPTED OUTPUT
Observe	Read plans, notices, performance, contracts and user signals.	One sourced market signal
Frame	Translate the signal into buyer outcome and operating problem.	One decision hypothesis
Engage	Use the published route; offer non-confidential evidence, not pressure	One evidence-backed question
Record	Keep permission, contact, information and action visible.	One engagement record
Prepare	Build capability and proof before the formal tender compresses time.	One funded readiness action

DECISION LINE

A supplier has no entitlement to shape the requirement. The trend matters only when it changes a decision, record, owner or acceptance condition.

FIELD LAB 04

Build a tender trend radar

LIVE CHALLENGE

Choose one target market or public-sector customer group.

1 • SIGNAL

List current changes in law, policy, guidance, technology, delivery or buyer priority.

2 • CONSEQUENCE

State which requirement, KPI, risk or evidence each signal may change.

3 • READINESS

Identify the capability or proof the bidder should build now.

4 • REVIEW

Assign an owner, source route and monitoring trigger.

LEAVE WITH

A one-page radar linking external change to internal capability.

DONE WHEN

Every trend has an action, a monitoring trigger or a documented reason to ignore it.

OFFICIAL ROUTES • LAW AND PROCEDURE

Position checked 28 August 2026

These are the principal authorised law and procedure routes behind this interlude. Commentary remains context, not a source of current UK law or government policy.

U1 • LEGISLATION

Procurement Act 2023 ·
legislation.gov.uk

U2 • SCOPE

Cabinet Office scope, definitions
and general principles.

U3 • COLLECTION

Procurement Act 2023 official
guidance collection.

U4 • DIGITAL PLATFORM

Enhanced Find a Tender supplier
and buyer guide.

U5 • CONTRACT DETAILS

Contract Details Notices guidance.

U6 • ASSESSMENT

Assessment Summaries guidance.

FIELD LINE

Policy, statutory guidance and procurement routes change. Verify the current authorised source before use.

OFFICIAL ROUTES • POLICY AND PERFORMANCE

Position checked 28 August 2026

These routes govern the current policy and performance questions used in this interlude. Scope, commencement, transition and the live buyer documents still control.

U7 • KPI

Key Performance Indicators guidance.

U8 • PERFORMANCE

Contract Performance Notices guidance.

U9 • AI

PPN 017 AI-use transparency.

U10 • SOCIAL VALUE

PPN 002 and PPN 026.

U11 • SME

Covered Procurement Objectives guidance.

U12 • ENGAGEMENT

Preliminary Market Engagement guidance.

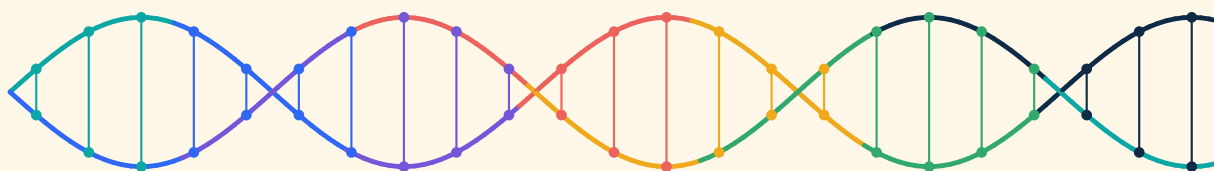
FIELD LINE

Verify the current authorised source before use; the live buyer documents control the competition.

ACT V

The Promise Under Pressure

Price, partners, evidence and ethics test whether the architecture holds.



DISCOVER

SHAPE

DESIGN

PROVE

DECIDE

DELIVER

RENEW

ONE CONTROLLED PROMISE • SEVEN MOVEMENTS • EIGHTEEN DECISIONS

How to read the pressure cases

Each case combines recurring commercial and operational patterns into one teaching scene. The structure is deliberately stable—tension, controlled decision, before/after, Assurance DNA in motion, boundary and lesson—so the reader can compare the choices rather than decode a new format each time.

COMPOSITE TEACHING SCENARIOS

These are not named client records, verified award claims or predictions of outcome. Details are constructed to teach a decision without identifying confidential organisations or live procurements.

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COMPOSITE FIELD SCENARIO



The new entrant that designed the company around the promise

A new supplier could not truthfully imitate the history of established competitors. It treated the competition as a design brief for the business itself: narrow the promise, make the operating model real and prove the parts that mattered.

The tension

The easy route was to borrow the language of a mature provider and hope that future recruitment, subcontracting and goodwill would close the gap after award. The harder route was to decide which capability had to exist before release and which future condition had to remain explicit.

The decision that changed the offer

The team qualified the opportunity around a deliberately narrow service boundary. It selected experienced delivery partners, built a consortium authority map, obtained capacity evidence and priced the control burden. Security, mobilisation and acceptance conditions were challenged before the answer was authorised.

Before and after

Element	Before	After
Position	An aspiring full-service provider	A specialist offer built around the buyer's highest-value outcome
Capability	Future recruitment presented as certainty	Named resources, partner commitments and explicit conditions
Proof	Generic confidence and borrowed language	Current evidence with owner, permission, currency and boundary

Assurance DNA in motion

- APMP-informed practice sharpened qualification and competitive position.
- ISO 9001 supplied one controlled operating baseline and release route.
- ISO 44001 made consortium authority, dependency and exit visible.
- Security, risk and project lenses entered only where they changed the offer.

BOUNDARY

This is a composite teaching scenario, not a report of a named competition or a promise that a new entrant will win. Potential becomes a legitimate proposal only when capability, authority and resources are made real or stated as controlled conditions.

LESSON

A new entrant need not pretend to possess history. It can compete through a smaller, clearer and more inspectable promise.

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COMPOSITE FIELD SCENARIO

The fixed price that had to move



A long-running contract had been priced on assumptions that no longer held. The supplier had promised stability; input costs, demand shape and dependency prices had moved far beyond the original model.

The tension

Quietly reducing service would protect margin but breach trust. Demanding an increase without evidence would transfer the supplier's problem to the buyer. Absorbing the change indefinitely could damage continuity. The real decision was whether a transparent variation could protect the outcome for both parties.

The decision that changed the offer

The team reconstructed the baseline, separated supplier-controlled causes from external change and prepared three evidenced options: retain price with reduced scope, preserve scope through an agreed price adjustment, or redesign the service to remove the cost driver. Commercial and contract authority determined what could be proposed and through which formal route.

Before and after

Element	Before	After
Price discussion	A single request for more money	Three costed options linked to service consequences
Evidence	General inflation language	Baseline, changed assumption, mitigation history and forecast
Authority	Operational pressure driving the conversation	Formal contract route, buyer decision and recorded acceptance

Assurance DNA in motion

- Risk discipline made the changed assumption and residual exposure visible.
- Quality control preserved the authorised baseline and change history.
- Commercial negotiation exchanged concessions rather than concealing loss.
- Continuity analysis showed the service consequence of each option.

BOUNDARY

This composite scenario does not suggest that a bidder may disregard a fixed-price commitment. Any change depends on the contract, law, procurement rules, evidence, buyer authority and an honest variation route. The buyer may refuse.

LESSON

A difficult renegotiation becomes more credible when the buyer can see the old promise, the changed fact, the mitigations attempted and the consequence of every option.

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COMPOSITE FIELD SCENARIO



The framework that became a market rather than a badge

A framework appointment had been celebrated as a win, yet little work followed. The badge created eligibility; it did not create demand, buyer confidence or a reason to allocate the next requirement.

The tension

The supplier could count the framework value as if it were revenue, chase every mini-competition or blame the buyer for inactivity. None of those choices strengthened the account. The more useful question was what evidence and service behaviour would make the supplier easier to trust for the next legitimate requirement.

The decision that changed the offer

The team mapped the framework's permitted routes, buyer groups and call-off criteria. It established account ownership, response standards, service evidence, ethical engagement boundaries and a pipeline qualified against capacity. Delivery feedback entered the evidence library instead of disappearing into operations.

Before and after

Element	Before	After
Value	Framework ceiling treated as income	Published ceiling separated from committed and realised spend
Growth	Reactive bidding for every call-off	Qualified account plan linked to need, fit, evidence and capacity
Learning	Delivery data remained in operations	Performance and buyer feedback refreshed future proof

Assurance DNA in motion

- Capture practice converted eligibility into a disciplined account strategy.
- Service management connected delivery performance to buyer-visible measures.
- Compliance controls protected permitted engagement and call-off rules.
- Improvement converted each delivery result into stronger evidence or a capability action.

BOUNDARY

This is a composite scenario. Framework inclusion never guarantees work or market share. Activity must remain within the framework terms, procurement rules, competition requirements and the buyer's legitimate decision process.

LESSON

A framework is a governed market, not a trophy. Growth comes from dependable relevance and delivery, not from counting the ceiling twice.

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COMPOSITE FIELD SCENARIO



The supplier change that rescued both margin and score

A key supplier made the original offer expensive and operationally fragile. Replacing it could improve buyer value and margin, but only if the new dependency survived technical, ethical, security and mobilisation scrutiny.

The tension

Keeping the incumbent felt safe but preserved the weakness. Selecting the cheapest alternative improved the spreadsheet while increasing delivery risk. The opportunity required the supply chain to be engineered rather than merely repriced.

The decision that changed the offer

The bidder converted buyer outcomes into supplier criteria, approached the market through permitted routes and negotiated service, evidence, price and remedy together. The preferred supplier entered a staged due-diligence path; the operating model, transition plan and price were then re-baselined before release.

Before and after

Element	Before	After
Selection	Historic familiarity or headline price	Outcome, risk, evidence and whole-life cost criteria
Negotiation	Discount requested in isolation	Price exchanged against volume, term, service and data commitments
Promise	Supplier claim copied into the answer	Contract-backed obligation, measure, owner and fallback

Assurance DNA in motion

- Sustainable procurement widened value beyond unit cost.
- ISO 44001 aligned incentives, dependencies, escalation and exit.
- Security, continuity and quality controls tested the new operating boundary.
- Project discipline carried the supplier change into mobilisation.

BOUNDARY

This composite scenario assumes lawful and authorised market engagement. A new supplier is not stronger because it is cheaper; the bidder remains accountable for due diligence, truthful evidence, transition risk and the exact commitment made to the buyer.

LESSON

Supply-chain negotiation becomes proposal engineering when it improves the buyer's outcome and leaves an inspectable delivery chain.

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COMPOSITE FIELD SCENARIO



The AI drafting leak that almost looked efficient

A team used an unapproved generative tool to summarise source material. The draft looked efficient, but fragments from different clients had entered the same workspace and one confident statistic had no valid source.

The tension

Deleting the draft might hide the immediate symptom while leaving the behaviour unchanged. Continuing to use it would compound confidentiality and accuracy risk. The organisation needed to treat the event as a system failure rather than a writer's embarrassment.

The decision that changed the offer

Release stopped. The team preserved an incident record, isolated affected material, checked contractual and notification duties and rebuilt the answer from approved sources. The AI use-case register was revised with permitted systems, data boundaries, retention, verification and human-release authority.

Before and after

Element	Before	After
Tool use	Individual convenience determined the route	Approved use case, system, data class and owner
Verification	Fluent text presumed plausible	Material claims traced to current authorised evidence
Learning	Quiet correction of one draft	Incident, cause, corrective action and effectiveness check

Assurance DNA in motion

- ISO/IEC 27001 controlled classification, access and incident handling.
- ISO/IEC 27701 addressed personal-data purpose and handling.
- ISO/IEC 42001 connected the use case, system, risk, human oversight and change.
- Quality management turned the incident into verified corrective action.

BOUNDARY

This composite scenario is not legal or incident-response advice. Notification and remediation depend on the data, contracts, law and competent authority. Detector scores are not a substitute for provenance or investigation.

LESSON

The efficient AI workflow is the one that can show what entered, what changed, who checked it and why the released claim may be trusted.

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COMPOSITE FIELD SCENARIO



One professional, two deadlines and six records

One bid professional faced two credible deadlines with limited support. The old response was heroics: hold everything in memory, work longer and hope that review caught the right problem.

The tension

Attempting both opportunities at full intensity risked two mediocre submissions. Declining one automatically could discard real value. The decision needed a small control system that protected judgement without becoming another task.

The decision that changed the offer

Each pursuit was reduced to six visible records: qualification, evidence, promise, decision, release and mobilisation acceptance. The professional compared fit, capacity, irreversible dates and evidence debt; one offer was narrowed, external challenge was bought for the highest-risk decision and low-value drafting work was automated within approved boundaries.

Before and after

Element	Before	After
Priorities	The loudest task won attention	Risk, value and latest-useful-decision governed the sequence
Memory	Sources and approvals lived in one person's head	Six records exposed owner, evidence, exception and recipient
Quality	Energy determined consistency	Release criteria remained stable on a difficult day

Assurance DNA in motion

- Proportional quality control kept complete logic with light machinery.
- Risk triage focused scarce challenge on irreversible decisions.
- AI prepared bounded work but did not authorise claims or commitments.
- The handover record prevented the bid professional becoming a permanent dependency.

BOUNDARY

This composite scenario does not romanticise overload. A control system cannot manufacture capacity, competence or health. The responsible result may be to narrow, partner, pause or decline an opportunity.

LESSON

For a solo professional, the six records are valuable because they reduce memory as a single point of failure—not because they create more administration.

FIELD LAB PRESSURE 01

Stress-test supplier, consortium and price together

LIVE CHALLENGE

Choose the dependency whose failure would alter the buyer outcome, price or mobilisation route.

1 • PROMISE

Name every sentence made false by the dependency's withdrawal.

2 • COMMERCIAL

Test price, payment, capacity and change assumptions.

3 • RELATIONSHIP

Confirm authority, interface, escalation and exit.

4 • ALTERNATIVE

Design the fallback and its acceptance condition.

LEAVE WITH

One accepted dependency baseline and negotiation mandate.

DONE WHEN The proposal remains truthful and deliverable if the preferred arrangement changes.

DECISION

OWNER

EVIDENCE

ACCEPTANCE

RECIPIENT

FIELD LAB PRESSURE 02

Protect quality under two deadlines

LIVE CHALLENGE

Assume one professional must manage two competing releases while evidence and approvals are still moving.

1 • GATE

Reconfirm which pursuit earns scarce attention.

2 • MINIMUM

Name the six records and material controls that cannot disappear.

3 • AUTOMATE

Use tools only for bounded retrieval, comparison, routing and checks.

4 • STOP

Set the conditions that trigger escalation, scope reduction or no-bid.

LEAVE WITH

A visible work limit, release route and authority to stop.

DONE WHEN

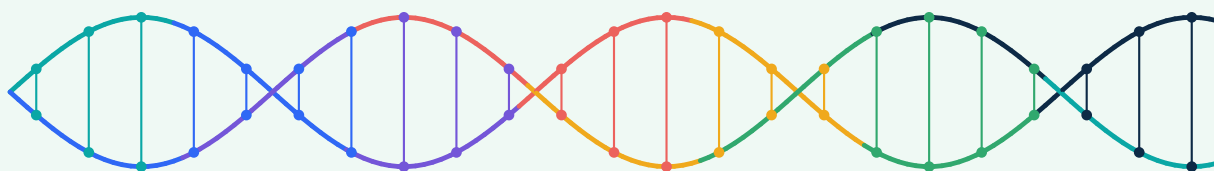
Deadline pressure changes sequence and scope, not the standard of truth.



ACT VI

The Bidder Changes

The method moves from one campaign into habit, memory and organisational capability.



DISCOVER

SHAPE

DESIGN

PROVE

DECIDE

DELIVER

RENEW

ONE CONTROLLED PROMISE • SEVEN MOVEMENTS • EIGHTEEN DECISIONS

Prove the architecture in ninety days

Deployment is not accepted because templates were issued or a launch meeting occurred. It is accepted when live work becomes easier to inspect, handover improves and measures reveal what should be kept, changed or removed.

THE 90-DAY ACCEPTANCE TEST

DAYS 1-30	DAYS 31-60	DAYS 61-90
FIELD MOVE Make the six records visible on one live pursuit. ACCEPT WHEN One baseline, owners and exceptions can be found.	FIELD MOVE Connect specialist challenge and one accepted handover. ACCEPT WHEN A material promise survives independent review.	FIELD MOVE Measure delay, rework, defects and delivery inheritance. ACCEPT WHEN Evidence shows what improved, failed or should be removed.

KEEP DECISION-CHANGING CONTROLS • REMOVE DECORATION

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ASSURANCE DNA • CHAPTER

The first ninety days



Do not begin by writing a library of procedures. Begin with one real pursuit, one recent loss or failure, and one complete promise chain. Observe the current work without pretending it is cleaner than it is. Then build the six records, run them under a deadline, audit the interfaces and simplify.



Figure • A minimum viable Assurance DNA should meet a real deadline within ninety days.

Days 1-15: observe and bound

- Reconstruct one pursuit from market signal to outcome.
- Mark where resource, solution, price, claim and delivery became expensive to change.
- Define the scope, customer, interested parties, systems, owners, rescue points and current records.
- Identify standards and methods already claimed, used or certified; verify scope and current status.
- Select one live pilot that exposes interfaces without endangering delivery.

Days 16–30: build six records

- Opportunity gate and risk screen
- Requirement, evidence and obligation trace
- Decision, assumption and change log
- Controlled solution, supplier and price baseline
- Controlled promise register
- Release, handover, outcome and improvement record

Days 31–60: operate the core

- Use the records on live work; do not maintain a shadow system after the fact.
- Define pursue, design, price, claim, risk-acceptance and release authority.
- Schedule independent challenge before the material decisions freeze.
- Connect release to handover and record which conditions delivery accepts.
- Remove fields that no user can explain or that do not support a decision, record or obligation.

Days 61–90: audit and simplify

- Trace one material promise from source to delivery measure or closure.
- Test an awkward event: absent expert, changed volume, portal failure, provider withdrawal, data incident or price change.
- Correct the live weakness and identify no more than three capability investments.
- Hold the first management review and decide resources, priorities, risks and simplification.
- Publish the next ninety-day plan with owners and expected proof.

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ASSURANCE DNA • CHAPTER

The first twelve months



The first year should produce a working system with trustworthy evidence, not a completed document library. Each quarter deepens only what live work justifies.

Period	Build	Proof
Months 1-3	Scope, six records, authority, first live pilot and promise-chain audit.	A deadline met using the new system and a verified corrective action.
Months 4-6	Measures, specialist selection, competence, supplier controls and second pilot.	Reduced late defects, clearer decisions and calibrated measures.
Months 7-9	Growth backlog, delivery evidence, portfolio capacity, client or business- unit reporting.	Funded capability changes and controlled evidence flowing back to bids.
Months 10-12	Independent audit, continuity and incident exercises, standards transition review, management review.	A simplified system and controlled next-year roadmap.

Certification, where pursued, follows scope, evidence and competent audit. It should not drive the timetable at the expense of a usable system. A certificate may support market access and confidence. It is not the business case by itself.

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ASSURANCE DNA • CHAPTER

Solo professional and microbusiness configuration



The smallest complete Assurance DNA can operate in one secure workspace, one CRM or one structured spreadsheet with six linked tabs. The practitioner may hold capture, bid management, writing and release roles, but material commercial, legal, technical, security or delivery decisions still require competent external challenge when they exceed the practitioner's authority or expertise.

Record	Minimum fields	Automation
Gate	fit, buyer, value, capacity, risk, conditions, decision	notice intake and threshold prompts
Trace	requirement, obligation, evidence, owner, status, answer location	extraction and missing-field checks
Decision/change	issue, options, authority, evidence, decision, impact	routing and downstream alerts
Solution/price	component, supplier, resource, assumption, cost, control	scenario calculation and version comparison
Promise	controlled promise fields	source retrieval and evidence expiry
Release, handover and learning	approval, package, receipt, recipient, outcome, action	checklists, pack generation and reminders

THE WEEKLY DISCIPLINE • FOUR SMALL RHYTHMS

Keep the system alive without becoming its administrator

MONDAY

Review deadlines, capacity, dependencies and the next irreversible decision.

DAILY • LIVE WORK

Spend fifteen minutes on open conditions, changes and accepted outputs.

BEFORE RELEASE

Run one risk-based independent challenge before a material commitment leaves.

AFTER OUTCOME

Use thirty minutes to correct the live issue and choose one capability action.



Accept the cadence only while it shortens decisions, protects the promise and leaves a usable record.

MICROBUSINESS RULE



Do not become a master of every standard. Know when a source is relevant, keep the boundary visible, use the authorised material and obtain competent help for the decision that matters. A light monthly check removes duplication and confirms that the six records still help the next decision.



DECISION



EVIDENCE



OWNER



BOUNDARY

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ASSURANCE DNA • CHAPTER

End-to-end bid agency configuration



An agency controls its method, people, systems and advice. It does not automatically control the client's facts, risk appetite, certifications, delivery capability, price or approval. The agency-client authority matrix must distinguish recommendation, preparation, client acceptance and release.

- Use a standard client intake that defines scope, authority, confidentiality, evidence permission, systems and response times.
- Maintain tenant separation and prohibit unpermissioned movement of evidence between clients.
- Classify client delays and missing inputs as visible conditions, not hidden agency rescue work.
- Use external specialists through controlled scopes, confidentiality, competence and conflict checks.
- Connect each released answer to client approval and, where included, mobilisation acceptance.
- Measure agency quality separately from client decision latency, evidence readiness and delivery performance.

The agency can offer DNA Essential as a compact service, Integrated DNA as an outsourced bid office, and Full-Load support as implementation and assurance assistance. It must not imply certification beyond the certified legal entity and scope.

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ASSURANCE DNA • CHAPTER

Larger organisation and business-unit configuration



A larger organisation should not centralise every decision. It should centralise identifiers, policy, thresholds, data governance, measures, audit planning and common workflows, while allowing competent business units to explain local buyers, services, law, technology and delivery reality.

Central control	Local competence
Integrated policy, architecture and status register	Sector and service obligations
Common gate and promise identifiers	Customer, competitor and delivery judgement
Security, privacy, AI and information platforms	Local data and system risk decisions within authority
Portfolio measures and audit programme	Process evidence and corrective action
Supplier and partner minimum controls	Category and relationship management
Management review and investment governance	Capability proposals and realised benefits

Pilot by business unit or opportunity class. Calibrate thresholds before imposing uniform approval. Escalation should follow material risk and authority, not seniority for its own sake. The common system should make comparison and learning possible without erasing context.

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ASSURANCE DNA • CHAPTER



Consortium and alliance configuration

Consortiums often look coherent in an organisation chart while hiding several versions of reality: different policies, evidence rules, prices, delivery assumptions, information systems and decision cultures. Assurance DNA uses one joint promise register and a controlled relationship architecture while preserving each member's legal identity, certification scope and authority.

- Define lead, member and subcontractor roles; do not use labels to conceal the real delivery chain.
- Map which entity owns each claim, certificate, person, asset, control, price and liability.
- Use joint qualification, conflict, due-diligence and capacity decisions.
- Set information-sharing, privacy, security, IP and evidence permissions before collaboration begins.
- Agree how decisions, changes, disputes, underperformance, withdrawal and exit will be handled.
- Transfer the same joint baseline into contract, mobilisation and service governance.

A consortium may use ISO 44001 as the relationship spine, ISO 9001 for process and external provision, ISO 27001/27701 for information, ISO 37001/37301 for conduct, continuity controls for partner failure and project/service methods for mobilisation. The sources meet around one joint promise rather than producing separate compliance packs.

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ASSURANCE DNA • CHAPTER

Internal audit that finds real weakness



An internal audit should not ask only whether a procedure exists. It should sample a real promise and follow it across systems, people and time. Begin at the released answer or a delivery result. Move backwards to requirement, source, decision, owner, risk, design, price and approval. Then move forwards through submission, negotiation, mobilisation, measure, nonconformity and learning.

Audit questions

- Was the source current, permitted and interpreted by competent authority?
- Did the control occur before the decision became expensive to change?
- Were risk acceptance and exceptions explicit and authorised?
- Did external providers and specialists influence the design rather than only the wording?
- Was the exact released package submitted and retained?
- Did the mobilisation recipient accept the conditions and residual risks?
- Did measurement compare outcome with prior prediction?
- Did corrective action alter the system, and was effectiveness verified?
- Which control can now be simplified or removed?

Use current ISO 19011 guidance where appropriate, but tailor the programme to risk, process importance, change, previous results and auditor competence. Independence is a condition of useful challenge, not necessarily organisational distance. A microbusiness may use a competent external peer; a large organisation may use cross-unit teams and specialist auditors.

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ASSURANCE DNA • CHAPTER

Management review and the minimum useful scoreboard



Management review converts data into authority. It should decide whether the architecture remains suitable, adequate and effective; whether risks, standards, markets or obligations have changed; whether resources and competence are sufficient; and which corrective, simplification or capability actions receive funding.

Perspective	Examples
Decision quality	qualification calibration; decision latency; late exceptions
Flow and productivity	cycle time; waiting; WIP; rework; overtime
Promise quality	requirement escapes; unsupported claims; version and submission defects
Commercial	margin variance; unpriced commitments; supplier and change effects
Delivery	mobilisation readiness; acceptance defects; service and project outcomes

Perspective	Examples
Specialist assurance	incidents; control exceptions; obligations; exercise and audit results
Customer and evaluator	scores; feedback; readability; responsiveness; stakeholder outcomes
Growth	evidence debt; capability actions; benefits; market access and reuse
People	capacity, competence, absence resilience, challenge and psychological safety

Do not carry every available metric into the review. Select measures that expose current uncertainty and support decisions. Record the decision, owner, resource, expected effect and review date. Where evidence is weak, say so. Management review should increase clarity, not produce a slide deck that hides it.

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ASSURANCE DNA • CHAPTER



The proof that the system is alive

Choose one material promise from a live or completed pursuit. Another competent person should be able to locate and understand every link below without asking the original author to explain from memory.

TRACE ONE MATERIAL PROMISE

Could another competent person find every link?

- | | |
|--|--|
| 01 Promise identifier | 09 Price, resource and capacity basis |
| 02 Buyer requirement and evaluation criterion | 10 Evidence and currency |
| 03 Intended user or customer outcome | 11 Acceptance condition |
| 04 Source and permission | 12 Submission location and approved wording |
| 05 Owner and competent challenger | 13 Mobilisation owner and milestone |
| 06 Solution component and process | 14 Delivery measure and reporting route |
| 07 Supplier or dependency | 15 Change history |
| 08 Assumption, risk and exception | 16 Outcome, learning and capability action |

FINAL PROOF TEST

A system is credible when it survives a real deadline, an awkward change, an absent expert and somebody else's spreadsheet—then becomes lighter because it learned.

FIELD LAB MATURITY 01

Choose the lightest complete operating depth

LIVE CHALLENGE

Select one live organisation and distinguish essential control from attractive machinery.

DNA ESSENTIAL

Use six visible records with named authority and acceptance.

INTEGRATED DNA

Connect shared workflow, specialist routes and portfolio measures.

FULL-SYSTEM DEPTH

Use authorised publications, scoped systems, competent specialists and formal audit.

PROPORTIONALITY

Remove activity that cannot explain which material decision it protects.

LEAVE WITH

A one-page depth decision with scope, owner, excluded machinery and review trigger.

DONE WHEN The logic remains complete while the operating weight fits the consequence and capacity.

DECISION

OWNER

EVIDENCE

ACCEPTANCE

RECIPIENT

FIELD LAB MATURITY 02

Audit a promise—not a folder

LIVE CHALLENGE

Select one released promise and ask another competent person to follow it backwards and forwards.

1 • BACKWARDS

Find requirement, decision, source, price and authority.

2 • FORWARDS

Find mobilisation owner, measure, exception and learning route.

3 • DEFECT

Record the first broken, ambiguous or duplicated link.

4 • IMPROVE

Correct the system cause and test the next live output.

LEAVE WITH

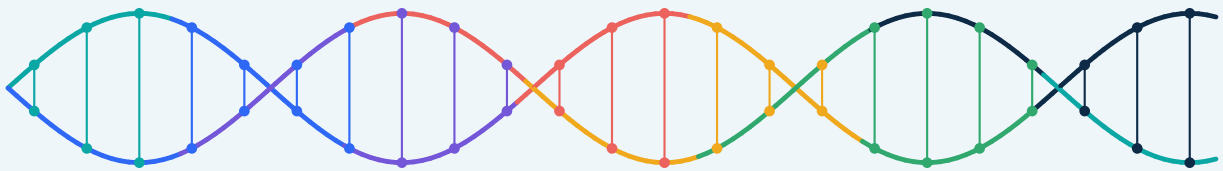
One evidence-based corrective action with owner, measure and review point.

DONE WHEN The correction makes the next decision easier, not merely the audit report longer.

ACT VII

The Field Kit

Records and maps for readers who want to try the ideas beside live work.



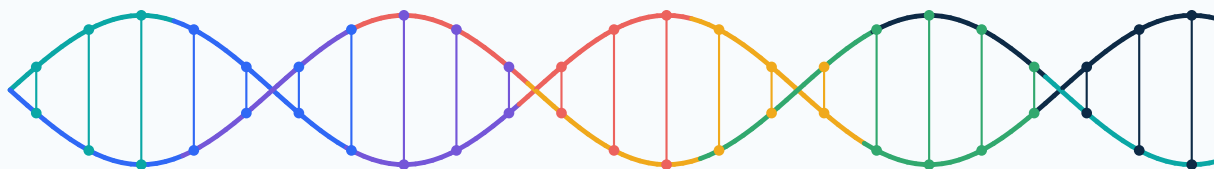
- DISCOVER
- SHAPE
- DESIGN
- PROVE
- DECIDE
- DELIVER
- RENEW

ONE CONTROLLED PROMISE • SEVEN MOVEMENTS • EIGHTEEN DECISIONS

THE LAB KIT

Seven Practical Canvases

Use them before the reference appendices when a live opportunity needs a fast, visible decision. Each canvas ends in authority, evidence, acceptance and transfer.



DISCOVER

SHAPE

DESIGN

PROVE

DECIDE

DELIVER

RENEW

ONE CONTROLLED PROMISE • SEVEN MOVEMENTS • EIGHTEEN DECISIONS

LAB KIT 01

Competitive profile canvas

Complete beside a live opportunity. Short, controlled entries are better than polished narratives.

CURRENT STRENGTH What exists now, in which scope?	MECHANISM How do people, process and control make it work?
PROOF Which current, permitted source supports it?	BUYER OUTCOME What improves or is avoided?
POTENTIAL CAPABILITY What must become true?	READINESS PROOF Which authority, milestone, acceptance and fallback make it credible?
OWNER Who controls the profile statement?	NEXT RECIPIENT Who must accept it before release?

LAB KIT 02

Potential proof plan

Complete beside a live opportunity. Short, controlled entries are better than polished narratives.

CAPABILITY TO BUILD

State the exact future capability and boundary.

INVESTMENT AUTHORITY

Name approval, funding and latest useful decision point.

PEOPLE / SUPPLIER / SYSTEM

Identify every secured dependency.

BUILD MILESTONE

State the observable readiness event.

ACCEPTANCE TEST

Define pass, fail and competent acceptor.

FALLBACK

Protect delivery if readiness is late or incomplete.

BUYER WORDING

Write the conditional promise without presenting potential as current fact.

MOBILISATION RECIPIENT

Name who inherits each accepted condition.

DECISION

OWNER

EVIDENCE

ACCEPTANCE

RECIPIENT

LAB KIT 03

Scale-specific operating model

Complete beside a live opportunity. Short, controlled entries are better than polished narratives.

CONFIGURATION

Micro, medium or large/distributed—and why this model fits.

SCALE ADVANTAGE

Name what the buyer should value.

SCALE FRICTION

Name the weakness most likely to damage this pursuit.

QUALIFICATION CONTROL

State the lightest complete gate.

EVIDENCE CONTROL

Show ownership, scope, permission and currency.

COMMERCIAL CONTROL

Expose capacity, cashflow and supplier assumptions.

REVIEW CONTROL

Name the independent challenge and authority.

MOBILISATION CONTROL

Identify the accepted transfer route.

DECISION

OWNER

EVIDENCE

ACCEPTANCE

RECIPIENT

LAB KIT 04

Evaluator effort test

Complete beside a live opportunity. Short, controlled entries are better than polished narratives.

FIRST LINE Does it answer the evaluated question directly?	MECHANISM Can the evaluator see how it works?
EVIDENCE Is current proof beside the claim?	OWNER AND TIMING Are authority, timing and trigger explicit?
BUYER OUTCOME Is the benefit or avoided harm visible?	MEASURE AND ESCALATION Can delivery and failure be seen?
READING REMOVED What can be deleted without losing meaning?	NINETY-SECOND RESULT Can an independent colleague find the complete chain?

LAB KIT 05

Tender trend radar

Complete beside a live opportunity. Short, controlled entries are better than polished narratives.

EXTERNAL SIGNAL

Classify as law, policy, guidance, market direction or inference.

BUYER CONSEQUENCE

State the changed outcome, burden or decision.

REQUIREMENT / KPI

Name what may change in the live competition.

CAPABILITY GAP

Identify what the bidder cannot yet prove or deliver.

EVIDENCE TO BUILD

Name the controlled source and acceptance test.

OWNER

Assign monitoring and decision authority.

REVIEW TRIGGER

Set the date, event or publication that reopens the decision.

DECISION

Act, monitor or ignore—with reason.

DECISION

OWNER

EVIDENCE

ACCEPTANCE

RECIPIENT

LAB KIT 06

Evidence half-life dashboard

Complete beside a live opportunity. Short, controlled entries are better than polished narratives.

CLAIM

State the exact proposition the source supports.

EVIDENCE SOURCE

Name identifier, owner, permission and location.

SCOPE

Record service, client type, geography, volume and conditions.

PERMISSION

State who authorised reuse and any restriction.

LAST VERIFIED

Record verifier and method.

EXPIRY / REVIEW

Set the event or date that makes the evidence stale.

REPLACEMENT ROUTE

Name the evidence that will supersede it.

NEXT RECIPIENT

Identify who must accept the evidence boundary.

DECISION

OWNER

EVIDENCE

ACCEPTANCE

RECIPIENT

LAB KIT 07

Field experiment record

Complete beside a live opportunity. Short, controlled entries are better than polished narratives.

PROBLEM OBSERVED

Describe the measurable defect, delay or uncertainty.

HYPOTHESIS

State what change is expected and why.

CHANGE INTRODUCED

Define the bounded intervention.

OWNER AND COST

Name authority, capacity and opportunity cost.

MEASURE AND BASELINE

Record starting position, method and target.

STOP CONDITION

Define harm, failure or uncertainty that ends the test.

RESULT

Separate observation, interpretation and limitation.

DECISION

Retain, adapt or stop—with next recipient.

DECISION

OWNER

EVIDENCE

ACCEPTANCE

RECIPIENT

A

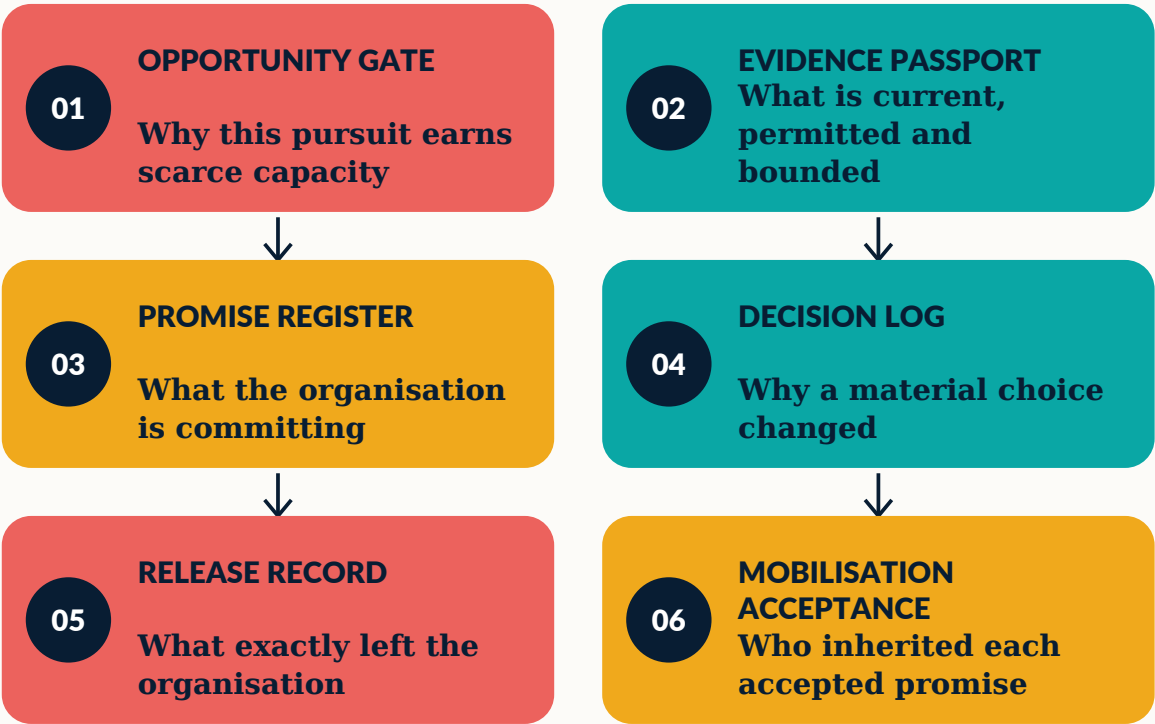
FIELD KIT • REFERENCE



The six-record DNA Essential system

THE SIX-RECORD SYSTEM AT A GLANCE

The lightest complete route: decide, prove, control, release and transfer.



EACH RECORD EARNS ITS PLACE BY ENABLING THE NEXT DECISION
COMPLETE ONLY WHEN FACT, BOUNDARY, OWNER AND ACCEPTANCE ARE SPECIFIC

A1

Opportunity gate

Decide whether this pursuit earns scarce capacity, under which conditions and by whose authority.

OPPORTUNITY IDENTIFIER

Use the controlled buyer, route, lot and internal pursuit identifier.

BUYER / PROBLEM

State the buyer outcome or operating problem in one testable sentence.

STRATEGIC FIT

Name the chosen market, capability or relationship advanced by pursuit.

CUSTOMER ACCESS

Record authorised insight, source, permission and unanswered questions.

COMPETITIVE POSITION

State the credible route to preference and evidence supporting it.

CAPABILITY AND CAPACITY

Name available people, systems, suppliers, cash and limiting constraint.

COMMERCIAL VALUE

State expected value, pursuit cost, downside and opportunity cost.

MATERIAL RISKS

Name material uncertainty, consequence, owner and treatment.

CONDITIONS

List conditions that must be met before the next irreversible commitment.

DECISION / AUTHORITY

Record the decision, approver, conditions and review trigger.

COMPLETED COMPOSITE EXAMPLE

Decision: pursue a specialist lot only if partner capacity is contracted before solution freeze. Owner: opportunity lead. Evidence: buyer notice, capacity model and signed partner commitment. Acceptance: investment authority approves the condition and next gate.

A2

Requirement, evidence and obligation trace

Connect each material buyer instruction to answer, proof, obligation, owner and change history.

SOURCE / PAGE

Name the controlled document, version, clause, page and access route.

REQUIREMENT / INSTRUCTION

Quote or faithfully paraphrase the exact demand without expanding it.

EVALUATION CRITERION

State weighting, score descriptor and what evidence the evaluator needs.

OBLIGATION / DOMAIN

Tag contractual, legal, policy, security, privacy, safety or delivery.

OWNER

Name who interprets the requirement and who accepts the answer.

ANSWER LOCATION

Record response section, attachment and final released location.

EVIDENCE AND PERMISSION

Name current source, scope, owner, permission, currency and expiry.

STATUS

Use: open, interpreted, evidenced, approved, qualified or closed.

CHANGE HISTORY

Record what changed, why, authority, downstream impact and new baseline.

COMPLETED COMPOSITE EXAMPLE

Requirement: mobilise within the buyer's stated window. Evidence: current resource plan plus named partner capacity, approved for this competition. Boundary: buyer data access is required by the stated milestone. Recipient: mobilisation lead accepts the condition before release.

A3

Decision, assumption and change log

Preserve why a material choice changed and which promises, evidence, price or delivery routes moved with it.

ISSUE / TRIGGER

State the event, defect, new evidence or threshold reopening the choice.

OPTIONS

List credible alternatives, including do nothing, pause, narrow or stop.

SOURCE AND UNCERTAINTY

Name what is known, inferred, assumed and still unknown.

IMPACT

Trace buyer outcome, solution, supplier, cost, margin, risk and timetable.

AUTHORITY

Name who may decide, who challenges and who must be consulted.

DECISION AND REASONS

Record the chosen option, material rationale and rejected alternatives.

CONDITION / EXCEPTION

State any limit, fallback, residual risk and expiry trigger.

DOWNSTREAM UPDATES

Name each record, price, answer, approval and recipient to update.

REVIEW POINT

Set the evidence, date or event that confirms or reopens the decision.

COMPLETED COMPOSITE EXAMPLE

Choice: replace the original supplier. Reason: stronger resilience and lower whole-life cost. Consequence: reprice transition and repeat security review. Authority: commercial lead approves; delivery lead accepts the new dependency and fallback.

A4

Solution, supplier and price baseline

Freeze one coherent view of what will be delivered, by whom, at which cost and under which assumptions.

SOLUTION COMPONENT Name the service, product or work package using one controlled identifier.	REQUIREMENT / OUTCOME Link the buyer need and observable outcome the component serves.
PROCESS / TECHNOLOGY State workflow, platform, configuration and operational boundary.	RESOURCE / CAPACITY Name roles, volumes, availability, ramp-up and limiting constraint.
SUPPLIER / DEPENDENCY Name dependency, evidence, alternative, owner and failure response.	CONTROL State quality, risk, security, privacy, continuity, safety or compliance control.
COST / PRICE Link cost basis, price mechanism, margin, tax and approval.	ASSUMPTION State sensitivity, owner, evidence, approval and repricing trigger.
ACCEPTANCE Define test, evidence, competent acceptor and consequence of failure.	VERSION Record baseline identifier, effective decision and controlled change route.
COMPLETED COMPOSITE EXAMPLE Baseline: two-region service with a tested fallback. Supplier dependency: committed capacity with an alternate route. Price assumption: demand within the modelled range; sensitivity and repricing trigger approved. Acceptance: delivery and commercial owners sign the same baseline.	

A5

Controlled promise register • identity and design

Give every material commitment a requirement, outcome, source, owner, mechanism, dependency and uncertainty boundary.

PROMISE IDENTIFIER

Assign a stable identifier reused in response, release and mobilisation.

BUYER REQUIREMENT

Link requirement, evaluation criterion and controlled source location.

USER / CUSTOMER OUTCOME

State the observable value or avoided harm.

SOURCE AND PERMISSION

Name source, owner, permitted use, scope, currency and expiry.

OWNER AND CHALLENGER

Name accountable owner and competent independent challenger.

SOLUTION / PROCESS

Describe mechanism, sequence, control and interface.

SUPPLIER / DEPENDENCY

Name accepted commitment, alternative, failure response and owner.

ASSUMPTION / RISK

State condition, sensitivity, treatment, exception and residual authority.

A5 • CONTINUED

Controlled promise register • release and inheritance

Carry the same promise through price, evidence, wording, acceptance, mobilisation, measure and learning.

PRICE / RESOURCE BASIS

Link cost model, capacity, approval, sensitivity and change trigger.

EVIDENCE AND CURRENCY

Name the exact proof, scope, verifier, date and replacement route.

ACCEPTANCE CONDITION

Define test, threshold, competent acceptor and failed-test response.

APPROVED WORDING

Record final response location, qualification and released formulation.

MOBILISATION OWNER

Name recipient, milestone, open condition and funded action.

DELIVERY MEASURE

Define KPI, data producer, verifier, reporting and recovery trigger.

CHANGE HISTORY

Record every authorised change and downstream update.

OUTCOME / CAPABILITY ACTION

Capture delivery result, limitation, learning and funded improvement.

COMPLETED COMPOSITE EXAMPLE

Promise: resilient coverage through two-region operations. Evidence: current exercise record within the stated scope. Condition: named buyer access milestone. Owner: service lead; challenger: continuity specialist. Recipient: mobilisation lead. Measure: recovery objective and exception route accepted before release.

A6

Release, handover, outcome and improvement

Record exactly what left the organisation, who approved it, who inherited it and what learning returns.

RELEASED PACKAGE

Name final package, version, hash, included files and controlled location.

SUBMISSION ROUTE

Record portal, receipt, time, account and evidence of successful upload.

MOBILISATION RECIPIENT

Name who accepted each promise, condition and dependency.

DELIVERY MEASURES

Name measure, baseline, data route, threshold and review authority.

LIVE CORRECTION

Record defect, containment, cause, correction and verification.

APPROVALS

Identify commercial, delivery, specialist and release authorities plus exceptions.

NEGOTIATED CHANGES

Trace clarification or negotiation to promise, price, approval and baseline.

OPEN CONDITIONS

State owner, funded action, due event, escalation and fallback.

OUTCOME / FEEDBACK

Separate award signal, contract status, revenue, feedback and limitation.

CAPABILITY ACTION

Name reusable change, owner, cost, benefit and review point.

COMPLETED COMPOSITE EXAMPLE

Release: controlled package version 7.2 with portal receipt and two accepted qualifications. Handover: mobilisation director accepts open buyer-data condition and funded action. Learning: convert evaluator feedback into one evidence upgrade with owner and review point.

B

FIELD KIT • REFERENCE

Eighteen-stage cards



No.	01	Movement	Discover
Stage	Sense	Purpose	Detect market movement, customer need, renewal patterns and emerging constraints before a tender becomes a rushed document.
Decision	Is there a material signal worth framing, and what may it imply for the bidder?	Accepted output	signal record; initial interested parties; early assumptions; research route

No.	02	Movement	Discover
Stage	Frame	Purpose	Define the customer problem, opportunity boundary, likely value, procurement route, time horizon and organisational implications.
Decision	What problem are we actually considering, for whom, and within which boundaries?	Accepted output	opportunity frame; outcome hypothesis; stakeholder map; initial risk criteria

No.	03	Movement	Discover
Stage	Qualify	Purpose	Make an authorised pursue, pause, partner, reshape or no-bid decision while options still exist.
Decision	Should the organisation invest, and under what conditions or limits?	Accepted output	gate decision; conditions; resource authority; capture priorities

No.	04	Movement	Shape
Stage	Research	Purpose	Build a controlled understanding of buyer outcomes, users, stakeholders, incumbent conditions, competitors, regulation and delivery reality.
Decision	Which facts are sufficiently reliable to shape the offer, and which remain hypotheses?	Accepted output	research record; source and confidence trace; stakeholder insights; evidence gaps

No.	05	Movement	Shape
Stage	Position	Purpose	Choose a credible competitive position, value story, discriminators and proof strategy.
Decision	Why should this bidder be selected, and what must be true for that claim to survive scrutiny?	Accepted output	positioning statement; win themes; proof plan; gap actions

No.	06	Movement	Shape
Stage	Influence	Purpose	Engage lawfully and usefully before the formal competition, improving mutual understanding without distorting fairness.
Decision	What helpful, permitted engagement can clarify need or improve readiness?	Accepted output	engagement record; buyer insight; updated assumptions; action and restraint decisions

No.	07	Movement	Design
Stage	Specify	Purpose	Translate buyer documents and discovered outcomes into complete, prioritised and testable design requirements.
Decision	What must, should and may the offer do, and how will acceptance be tested?	Accepted output	requirement baseline; acceptance criteria; obligations trace; change route

No.	08	Movement	Design
Stage	Architect	Purpose	Design the service, solution, governance, technology, people, controls, partners, mobilisation and measures as one operable model.
Decision	Can the proposed operating model meet the outcomes within the stated constraints?	Accepted output	solution baseline; control architecture; role model; dependency and residual-risk map

No.	09	Movement	Design
Stage	Price	Purpose	Convert the operating model into a transparent, competitive and sustainable commercial position.
Decision	What price and commercial model protect buyer value, delivery and margin, and which assumptions require qualification?	Accepted output	cost and price baseline; assumption register; commercial approvals; sensitivity and change logic

No.	10	Movement	Prove
Stage	Evidence	Purpose	Collect, verify, permission, contextualise and map proof for every material claim.
Decision	Is the evidence current, relevant, permitted and strong enough for the wording proposed?	Accepted output	evidence register; claim trace; gaps and caveats; approved reuse

No.	11	Movement	Prove
Stage	Write	Purpose	Turn the controlled offer into an evaluator-readable response that is accurate, differentiated and easy to score.
Decision	What is the clearest truthful wording that answers the disclosed question and supports evaluation?	Accepted output	controlled draft; claim links; open issues; review-ready response

No.	12	Movement	Prove
Stage	Challenge	Purpose	Apply competent, risk-based and sufficiently independent challenge before commitments become expensive or irreversible.
Decision	What must be corrected, accepted, qualified or escalated before release?	Accepted output	review decisions; defects and actions; accepted exceptions; readiness status

No.	13	Movement	Decide
Stage	Authorise	Purpose	Obtain explicit business, commercial, technical, legal, security and delivery authority proportionate to the promise.
Decision	May the organisation make this promise on these terms?	Accepted output	approval record; conditions; exceptions; release authority

No.	14	Movement	Decide
Stage	Release	Purpose	Freeze, verify and release the exact response, attachments and data authorised for submission or client delivery.
Decision	Is this exact package complete, compliant, safe and recoverable?	Accepted output	released package; hash/version record; submission plan; contingency readiness

No.	15	Movement	Deliver
Stage	Submit	Purpose	Deliver the released package through the required route with time, integrity, receipt and contingency under control.
Decision	Has the buyer received the exact authorised response within the rules?	Accepted output	receipt; submission log; retained baseline; post- submission actions

No.	16	Movement	Deliver
Stage	Mobilise	Purpose	Transfer the accepted promise into governed delivery without losing assumptions, exceptions, price, evidence or ownership.
Decision	Is delivery ready to accept and operate every material promise?	Accepted output	mobilisation baseline; owners and milestones; acceptance record; change and issue routes

No.	17	Movement	Renew
Stage	Measure	Purpose	Compare predicted and promised performance with buyer, evaluator, commercial and delivery outcomes.
Decision	What actually happened, how certain are we, and which causes deserve action?	Accepted output	performance analysis; forecast calibration; defect and strength patterns; candidate actions

No.	18	Movement	Renew
Stage	Adapt	Purpose	Correct live failures, simplify controls and fund the smallest capability changes that strengthen future bids and delivery.
Decision	What should be corrected now, built for the future, standardised, automated or stopped?	Accepted output	corrective action; capability backlog; updated process and evidence; benefit review

FIELD MAP • CLOSING SIGNAL

EIGHTEEN STAGES • ONE LIVING ROUTE



C

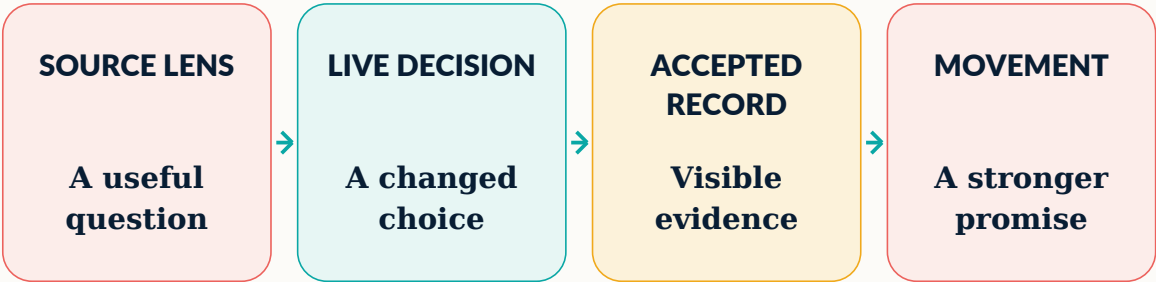
FIELD KIT • REFERENCE



Source-to-movement crosswalk

THE CROSSWALK CLUE

One source should change something.



If the route stops at a badge or a policy name, the source has not yet entered the bid. The table that follows shows where each lens can earn its place across the seven movements.

Discover

Source	Family	Smallest artefact	Indicative measure
APMP-informed bid and proposal practice	Pursuit craft	one qualification record	qualification forecast accuracy
ISO 9001 quality management	Management spine	scope and process map	late defects
ISO 31000 risk management	Decision discipline	risk criteria	late risk discovery
ISO/IEC 27001 information-security management	Specialist assurance	data classification	unauthorised access
ISO/IEC 27701 privacy information management	Specialist assurance	data-flow map	unpermissioned evidence
ISO 22301 business continuity management	Specialist assurance	critical activity list	recovery time achieved
ISO 14001 environmental management	Specialist assurance	aspect screen	claim evidence completeness
ISO 45001 occupational health and safety management	Specialist assurance	hazard screen	hazards found before price freeze

Source	Family	Smallest artefact	Indicative measure
ISO/IEC 42001 artificial-intelligence management	Specialist assurance	AI use register	verified-output rate
ISO 44001 collaborative business relationships	Commercial and partner assurance	partner rationale	partner input timeliness
ISO 37001 anti-bribery management	Integrity and compliance	opportunity bribery-risk screen	due diligence completion
ISO 37301 compliance management	Integrity and compliance	obligations register	late obligation discovery
ISO 20400 sustainable procurement	Commercial and supplier assurance	sustainability priority screen	priority coverage
ISO 56001 innovation management	Growth and innovation	opportunity backlog	gap recurrence
UK Government Service Standard and Service Manual	Digital and user-centred delivery	user-need evidence	task success
EFQM Model	Organisational excellence and growth	purpose and strategic fit	stakeholder outcomes
Lean management	Improvement and flow	one value-stream map	cycle time
Six Sigma and DMAIC	Improvement and variation	clear defect definition	defect rate

Shape

Source	Family	Smallest artefact	Indicative measure
APMP-informed bid and proposal practice	Pursuit craft	one qualification record	qualification forecast accuracy
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ISO 37301 compliance management	Integrity and compliance	obligations register	late obligation discovery

Source	Family	Smallest artefact	Indicative measure
ISO 20400 sustainable procurement	Commercial and supplier assurance	sustainability priority screen	priority coverage
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Design

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ISO/IEC 20000-1 service management	Service delivery assurance	service catalogue entry	SLA attainment
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ISO 56001 innovation management	Growth and innovation	opportunity backlog	gap recurrence
ISO 10006 quality management in projects	Project and transition assurance	project quality objectives	baseline variance
ISO 21502 project management guidance	Project and transition assurance	project rationale	readiness at award

Source	Family	Smallest artefact	Indicative measure
APM Body of Knowledge and project professionalism	Project and transition assurance	business case and success criteria	business-case validity
PMI PMBOK and related standards	Project and transition assurance	delivery approach rationale	forecast reliability
PRINCE2 project method	Project and transition assurance	business case	tolerance breaches
ITIL 4 service management	Service delivery assurance	service value proposition	value outcome
UK Government Service Standard and Service Manual	Digital and user-centred delivery	user-need evidence	task success
Lean management	Improvement and flow	one value-stream map	cycle time

FIELD MAP • CLOSING SIGNAL

SEVEN MOVEMENTS • USE A SOURCE ONLY WHEN IT CHANGES A DECISION



Prove

Source	Family	Smallest artefact	Indicative measure
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Decide

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ISO 45001 occupational health and safety management	Specialist assurance	hazard screen	hazards found before price freeze

Source	Family	Smallest artefact	Indicative measure
ISO/IEC 42001 artificial-intelligence management	Specialist assurance	AI use register	verified-output rate
ISO 44001 collaborative business relationships	Commercial and partner assurance	partner rationale	partner input timeliness
ISO/IEC 20000-1 service management	Service delivery assurance	service catalogue entry	SLA attainment
ISO 37001 anti-bribery management	Integrity and compliance	opportunity bribery-risk screen	due diligence completion
ISO 37301 compliance management	Integrity and compliance	obligations register	late obligation discovery
ISO 20400 sustainable procurement	Commercial and supplier assurance	sustainability priority screen	priority coverage
ISO 10006 quality management in projects	Project and transition assurance	project quality objectives	baseline variance
ISO 21502 project management guidance	Project and transition assurance	project rationale	readiness at award

Source	Family	Smallest artefact	Indicative measure
APM Body of Knowledge and project professionalism	Project and transition assurance	business case and success criteria	business-case validity
PMI PMBOK and related standards	Project and transition assurance	delivery approach rationale	forecast reliability
PRINCE2 project method	Project and transition assurance	business case	tolerance breaches
ITIL 4 service management	Service delivery assurance	service value proposition	value outcome
UK Government Service Standard and Service Manual	Digital and user-centred delivery	user-need evidence	task success
Lean management	Improvement and flow	one value-stream map	cycle time

Renew

Source	Family	Smallest artefact	Indicative measure
APMP-informed bid and proposal practice	Pursuit craft	one qualification record	qualification forecast accuracy
ISO 9001 quality management	Management spine	scope and process map	late defects
ISO 31000 risk management	Decision discipline	risk criteria	late risk discovery
ISO/IEC 27001 information-security management	Specialist assurance	data classification	unauthorised access
ISO/IEC 27701 privacy information management	Specialist assurance	data-flow map	unpermitted evidence
ISO 22301 business continuity management	Specialist assurance	critical activity list	recovery time achieved
ISO 14001 environmental management	Specialist assurance	aspect screen	claim evidence completeness
ISO 45001 occupational health and safety management	Specialist assurance	hazard screen	hazards found before price freeze

Source	Family	Smallest artefact	Indicative measure
ISO/IEC 42001 artificial-intelligence management	Specialist assurance	AI use register	verified-output rate
ISO 44001 collaborative business relationships	Commercial and partner assurance	partner rationale	partner input timeliness
ISO/IEC 20000-1 service management	Service delivery assurance	service catalogue entry	SLA attainment
ISO 37001 anti-bribery management	Integrity and compliance	opportunity bribery-risk screen	due diligence completion
ISO 37301 compliance management	Integrity and compliance	obligations register	late obligation discovery
ISO 20400 sustainable procurement	Commercial and supplier assurance	sustainability priority screen	priority coverage
ISO 56001 innovation management	Growth and innovation	opportunity backlog	gap recurrence
ISO 10006 quality management in projects	Project and transition assurance	project quality objectives	baseline variance
ISO 21502 project management guidance	Project and transition assurance	project rationale	readiness at award

Source	Family	Smallest artefact	Indicative measure
APM Body of Knowledge and project professionalism	Project and transition assurance	business case and success criteria	business-case validity
PMI PMBOK and related standards	Project and transition assurance	delivery approach rationale	forecast reliability
PRINCE2 project method	Project and transition assurance	business case	tolerance breaches
ITIL 4 service management	Service delivery assurance	service value proposition	value outcome
UK Government Service Standard and Service Manual	Digital and user-centred delivery	user-need evidence	task success
EFQM Model	Organisational excellence and growth	purpose and strategic fit	stakeholder outcomes
Lean management	Improvement and flow	one value-stream map	cycle time
Six Sigma and DMAIC	Improvement and variation	clear defect definition	defect rate

FIELD MAP • CLOSING SIGNAL

SEVEN MOVEMENTS • USE A SOURCE ONLY WHEN IT CHANGES A DECISION



D

FIELD KIT • REFERENCE



ISO/IEC 27001:2022 Annex A controls in bid use

The following map paraphrases the subject and shows a practical bid-management application. It is not the authorised control text, a Statement of Applicability or a claim that every control applies. Select and justify controls through the organisation's information-security risk assessment and authorised source.

Organisational controls

Control	Subject	Bid and proposal use	Typical retained evidence
A.5.1	Information security policies	Set approved rules for bid data, systems, AI, sharing, retention and incident handling; review them when risk or technology changes.	risk decision, implemented control, owner, sample and review evidence
A.5.2	Security roles and responsibilities	Name owners for bid workspaces, access, evidence, incident decisions and release.	approved policy/procedure, owner, communication and review record
A.5.3	Segregation of duties	Separate incompatible preparation, approval, payment, access-administration and release powers where risk requires.	risk decision, implemented control, owner, sample and review evidence
A.5.4	Management responsibilities	Require managers to make secure working conditions practical during deadline pressure.	approved policy/procedure, owner, communication and review record
A.5.5	Contact with authorities	Maintain routes for regulatory, law-enforcement and incident obligations where relevant.	risk decision, implemented control, owner, sample and review evidence
A.5.6	Contact with specialist groups	Use trusted security communities and advisers for current threats and practices.	risk decision, implemented control, owner, sample and review evidence

Control	Subject	Bid and proposal use	Typical retained evidence
A.5.7	Threat intelligence	Assess threats relevant to tender platforms, supply chains, sectors, travel and targeted phishing.	risk decision, implemented control, owner, sample and review evidence
A.5.8	Security in project management	Embed information security in capture, solution, mobilisation and delivery projects.	risk decision, implemented control, owner, sample and review evidence
A.5.9	Inventory of information and assets	Know which files, devices, platforms, credentials, models and data sets support each pursuit.	risk decision, implemented control, owner, sample and review evidence
A.5.10	Acceptable use	Define permitted use of client data, devices, collaboration tools and AI.	risk decision, implemented control, owner, sample and review evidence
A.5.11	Return of assets	Recover data, credentials, devices and documents when people or partners leave the pursuit.	risk decision, implemented control, owner, sample and review evidence
A.5.12	Information classification	Classify tender, personal, commercial, security and client information by sensitivity and obligation.	risk decision, implemented control, owner, sample and review evidence
A.5.13	Information labelling	Make classification visible and machine-actionable where practical.	risk decision, implemented control, owner, sample and review evidence

Control	Subject	Bid and proposal use	Typical retained evidence
A.5.14	Information transfer	Use approved channels, recipient checks, encryption and transfer records for sensitive information.	risk decision, implemented control, owner, sample and review evidence
A.5.15	Access control	Set policy and principles for access based on business need and risk.	approved access/identity record, review evidence and removal log
A.5.16	Identity management	Create, change and remove identities reliably across bid systems.	approved access/identity record, review evidence and removal log
A.5.17	Authentication information	Protect passwords, tokens, recovery codes and portal credentials throughout their lifecycle.	approved access/identity record, review evidence and removal log
A.5.18	Access rights	Approve, review and remove rights promptly, including client and partner users.	approved access/identity record, review evidence and removal log
A.5.19	Supplier relationship security	Assess and govern information risk introduced by bid platforms, consultants, partners and cloud providers.	supplier assessment, contract controls, monitoring and exit evidence
A.5.20	Security in supplier agreements	Specify security, incident, access, audit, deletion and sub-supplier expectations.	supplier assessment, contract controls, monitoring and exit evidence

Control	Subject	Bid and proposal use	Typical retained evidence
A.5.21	ICT supply-chain security	Understand dependencies and integrity risks across technology providers and components.	risk decision, implemented control, owner, sample and review evidence
A.5.22	Supplier-service monitoring and change	Review supplier performance, incidents, changes and continuing suitability.	supplier assessment, contract controls, monitoring and exit evidence
A.5.23	Cloud-service security	Control acquisition, use, management and exit of cloud services.	supplier assessment, contract controls, monitoring and exit evidence
A.5.24	Incident preparation	Define roles, playbooks, communications, evidence and decision authority before an event.	event/incident record, decision timeline, preserved evidence and lessons
A.5.25	Assessment of security events	Triage events consistently and decide whether they are incidents.	event/incident record, decision timeline, preserved evidence and lessons
A.5.26	Incident response	Contain, investigate, communicate, recover and meet notification duties.	event/incident record, decision timeline, preserved evidence and lessons
A.5.27	Learning from incidents	Convert causes and control failures into verified improvement.	event/incident record, decision timeline, preserved evidence and lessons

Control	Subject	Bid and proposal use	Typical retained evidence
A.5.28	Evidence collection	Preserve reliable evidence where disciplinary, contractual, legal or forensic use may follow.	event/incident record, decision timeline, preserved evidence and lessons
A.5.29	Security during disruption	Maintain appropriate protection while continuity arrangements are active.	recovery objective, test result, exception and corrective action
A.5.30	ICT readiness for continuity	Set, implement and test ICT recovery capability for critical bid and service activities.	recovery objective, test result, exception and corrective action
A.5.31	Legal, regulatory and contractual requirements	Identify and keep current the obligations that govern information and technology.	risk decision, implemented control, owner, sample and review evidence
A.5.32	Intellectual property rights	Control licences, ownership, reuse, third-party content and generated material.	risk decision, implemented control, owner, sample and review evidence
A.5.33	Protection of records	Protect authenticity, integrity, availability and retention of required records.	risk decision, implemented control, owner, sample and review evidence

Control	Subject	Bid and proposal use	Typical retained evidence
A.5.34	Privacy and personal information	Protect personal data in accordance with law, contracts and privacy- management decisions.	data-flow/purpose record, protection decision and deletion/rights evidence
A.5.35	Independent security review	Obtain independent assessment of the security approach at planned intervals and after major change.	risk decision, implemented control, owner, sample and review evidence
A.5.36	Compliance with security rules	Check adherence to policies, standards and technical requirements.	risk decision, implemented control, owner, sample and review evidence
A.5.37	Documented operating procedures	Make security-critical routines available, current and proportionate.	approved policy/procedure, owner, communication and review record

People controls

Control	Subject	Bid and proposal use	Typical retained evidence
A.6.1	Screening	Perform proportionate pre- engagement checks for people with sensitive access.	competence/awareness record and effectiveness check
A.6.2	Terms and conditions	Include relevant security responsibilities in employment and engagement terms.	risk decision, implemented control, owner, sample and review evidence
A.6.3	Awareness, education and training	Train people for actual bid risks, phishing, data handling, AI and incident reporting.	competence/awareness record and effectiveness check
A.6.4	Disciplinary process	Maintain fair, known consequences for deliberate or negligent breaches.	risk decision, implemented control, owner, sample and review evidence

Control	Subject	Bid and proposal use	Typical retained evidence
A.6.5	Responsibilities after change or termination	Continue confidentiality, return, access-removal and knowledge- transfer obligations.	requirements, design/change approval, test and release evidence
A.6.6	Confidentiality agreements	Use appropriate, reviewed confidentiality commitments with employees and third parties.	risk decision, implemented control, owner, sample and review evidence
A.6.7	Remote working	Protect information, devices, conversations and access outside controlled premises.	risk decision, implemented control, owner, sample and review evidence
A.6.8	Event reporting	Make rapid reporting easy and psychologically safe.	event/incident record, decision timeline, preserved evidence and lessons

Physical controls

Control	Subject	Bid and proposal use	Typical retained evidence
A.7.1	Physical security boundaries	Protect areas containing sensitive bid information or systems.	inspection, configuration, inventory or disposal evidence
A.7.2	Physical entry	Control and record entry to protected locations.	inspection, configuration, inventory or disposal evidence
A.7.3	Securing offices and rooms	Apply appropriate physical protection to workspaces and meeting areas.	risk decision, implemented control, owner, sample and review evidence
A.7.4	Physical monitoring	Detect unauthorised physical access where risk justifies monitoring.	inspection, configuration, inventory or disposal evidence
A.7.5	Environmental and physical threats	Protect people, information and equipment from fire, flood, power and other threats.	inspection, configuration, inventory or disposal evidence
A.7.6	Working in secure areas	Set rules for behaviour, devices, visitors and materials in protected spaces.	risk decision, implemented control, owner, sample and review evidence
A.7.7	Clear desk and screen	Prevent casual exposure of printed and displayed tender information.	inspection, configuration, inventory or disposal evidence

Control	Subject	Bid and proposal use	Typical retained evidence
A.7.8	Equipment siting and protection	Place and protect devices to reduce damage, interference and observation.	inspection, configuration, inventory or disposal evidence
A.7.9	Off-premises assets	Control laptops, phones, removable media and documents used away from premises.	risk decision, implemented control, owner, sample and review evidence
A.7.10	Storage media	Control acquisition, use, transport, reuse and disposal of media.	inspection, configuration, inventory or disposal evidence
A.7.11	Supporting utilities	Protect critical systems from utility failure.	risk decision, implemented control, owner, sample and review evidence
A.7.12	Cabling security	Protect power and data connections from interception, damage and disruption.	inspection, configuration, inventory or disposal evidence
A.7.13	Equipment maintenance	Maintain devices securely and preserve information during repair.	inspection, configuration, inventory or disposal evidence
A.7.14	Secure disposal or reuse	Remove information and licences before equipment leaves control.	risk decision, implemented control, owner, sample and review evidence

Technological controls

Control	Subject	Bid and proposal use	Typical retained evidence
A.8.1	User endpoint devices	Configure, protect, patch and monitor devices used for bid work.	risk decision, implemented control, owner, sample and review evidence
A.8.2	Privileged access	Restrict and monitor administrative rights.	approved access/identity record, review evidence and removal log
A.8.3	Information access restriction	Enforce approved access rules in applications, repositories and data sets.	approved access/identity record, review evidence and removal log
A.8.4	Source-code access	Protect code, scripts, templates and infrastructure definitions from unauthorised change or disclosure.	approved access/identity record, review evidence and removal log
A.8.5	Secure authentication	Use robust authentication appropriate to risk, including multi-factor protection.	approved access/identity record, review evidence and removal log
A.8.6	Capacity management	Monitor and plan processing, storage, network and service capacity for deadlines and live services.	risk decision, implemented control, owner, sample and review evidence

Control	Subject	Bid and proposal use	Typical retained evidence
A.8.7	Malware protection	Prevent, detect and recover from malicious software while preserving usable workflows.	risk decision, implemented control, owner, sample and review evidence
A.8.8	Technical vulnerability management	Identify, assess, remediate and accept vulnerabilities through controlled decisions.	risk decision, implemented control, owner, sample and review evidence
A.8.9	Configuration management	Define, approve, record and monitor secure configurations.	risk decision, implemented control, owner, sample and review evidence
A.8.10	Information deletion	Delete information when no longer required, including from providers where feasible.	data-flow/purpose record, protection decision and deletion/rights evidence
A.8.11	Data masking	Reduce exposure of sensitive data in examples, testing, analytics and AI.	data-flow/purpose record, protection decision and deletion/rights evidence
A.8.12	Data-leakage prevention	Detect and prevent unauthorised movement or disclosure of sensitive information.	event/incident record, decision timeline, preserved evidence and lessons
A.8.13	Information backup	Back up critical information and test restoration.	recovery objective, test result, exception and corrective action

Control	Subject	Bid and proposal use	Typical retained evidence
A.8.14	Processing redundancy	Provide resilient processing where service or deadline risk justifies it.	recovery objective, test result, exception and corrective action
A.8.15	Logging	Record relevant user, system, security and administrative activity.	configured logs, monitoring review and response evidence
A.8.16	Monitoring activities	Monitor systems and networks for abnormal or unauthorised activity.	configured logs, monitoring review and response evidence
A.8.17	Clock synchronisation	Keep system time aligned so records and incident evidence are reliable.	configured logs, monitoring review and response evidence
A.8.18	Privileged utility programs	Restrict tools capable of bypassing normal controls.	approved access/identity record, review evidence and removal log
A.8.19	Software installation	Control software installed on operational systems and endpoints.	risk decision, implemented control, owner, sample and review evidence
A.8.20	Network security	Protect networks and connected systems.	risk decision, implemented control, owner, sample and review evidence
A.8.21	Security of network services	Define and monitor security expectations for network services.	risk decision, implemented control, owner, sample and review evidence

Control	Subject	Bid and proposal use	Typical retained evidence
A.8.22	Network segregation	Separate users, systems and services according to risk.	risk decision, implemented control, owner, sample and review evidence
A.8.23	Web filtering	Reduce access to known harmful or inappropriate web resources.	risk decision, implemented control, owner, sample and review evidence
A.8.24	Cryptography	Use and govern encryption and keys according to risk and obligations.	risk decision, implemented control, owner, sample and review evidence
A.8.25	Secure development lifecycle	Integrate security through design, build, test, release and maintenance.	requirements, design/change approval, test and release evidence
A.8.26	Application security requirements	Specify security and privacy requirements before selecting or building bid and delivery applications.	risk decision, implemented control, owner, sample and review evidence
A.8.27	Secure architecture and engineering	Apply defensible design principles and threat-informed architecture.	requirements, design/change approval, test and release evidence
A.8.28	Secure coding	Use coding practices that reduce vulnerabilities and protect secrets.	requirements, design/change approval, test and release evidence
A.8.29	Security testing	Plan and perform security testing before acceptance and release.	requirements, design/change approval, test and release evidence

Control	Subject	Bid and proposal use	Typical retained evidence
A.8.30	Outsourced development	Control security expectations, access, ownership, testing and delivery from external developers.	supplier assessment, contract controls, monitoring and exit evidence
A.8.31	Separation of development, test and production	Reduce accidental or unauthorised change between environments.	requirements, design/change approval, test and release evidence
A.8.32	Change management	Assess, approve, test, record and review system changes.	requirements, design/change approval, test and release evidence
A.8.33	Test information	Select and protect test data, avoiding unnecessary use of live sensitive data.	risk decision, implemented control, owner, sample and review evidence
A.8.34	Protection during audit testing	Plan audit and assurance activity so it does not disrupt or expose operational systems.	requirements, design/change approval, test and release evidence

FIELD MAP • CLOSING SIGNAL

SECURITY CONTROL MAP • APPLY WITH THE AUTHORISED STANDARD



E

FIELD KIT • REFERENCE

ISO/IEC 42001 control-domain map



This domain map is an original paraphrase. Full implementation requires the authorised standard, an AI management-system scope, risk and impact assessment, lifecycle controls, supplier governance and evidence.

Domain	Subject	Assurance DNA implementation
A.2	Policies related to AI	Approve and review rules for responsible AI development, provision and use.
A.3	Internal organisation	Allocate roles, accountabilities, escalation, reporting and concern routes.
A.4	Resources for AI systems	Control people, data, tools, infrastructure, knowledge and documentation.
A.5	AI system impact assessment	Assess impacts on people, groups, organisations and society in the intended context.
A.6	AI system lifecycle	Control requirements, design, development, verification, validation, deployment, operation, monitoring and retirement.

Domain	Subject	Assurance DNA implementation
A.7	Data for AI systems	Govern data provenance, quality, preparation, access, representativeness, protection and retention.
A.8	Information for interested parties	Provide appropriate transparency, instructions, limitations, incident information and documentation.
A.9	Use of AI systems	Define intended use, human oversight, competence, monitoring and acceptable operation.
A.10	Third-party and customer relationships	Control suppliers, dependencies, shared responsibilities and customer information.

FIELD MAP • CLOSING SIGNAL

AI CONTROL MAP • GOVERN THE USE CASE, NOT THE HYPE



F

FIELD KIT • REFERENCE

GDS Service Standard map



Point	Service Standard expectation	Bid implementation
1	Understand users and their needs	Use research and evidence rather than assumptions.
2	Solve a whole problem for users	Design beyond the narrow digital transaction.
3	Provide a joined-up experience across channels	Control cross-channel and organisational hand-offs.
4	Make the service simple to use	Reduce effort, ambiguity and avoidable contact.
5	Make sure everyone can use the service	Address accessibility, assisted digital and exclusion.
6	Use a multidisciplinary team	Bring policy, operations, technology, design, security and delivery together.
7	Use agile ways of working	Learn and deliver in small increments.
8	Iterate and improve frequently	Use evidence to change the service.
9	Create a secure service which protects privacy	Build controls into design.

Point	Service Standard expectation	Bid implementation
10	Define success and publish performance data	Set outcomes and transparent measures.
11	Choose the right tools and technology	Avoid inappropriate lock-in and unsupported choices.
12	Make new source code open	Apply open-source expectations subject to justified exceptions.
13	Use and contribute to open standards and common components	Reuse government platforms and interoperable approaches where required.
14	Operate a reliable service	Design support, continuity and performance.

FIELD MAP • CLOSING SIGNAL

SERVICE STANDARD MAP • FOLLOW THE USER NEED



G

FIELD KIT • REFERENCE



Standards, status and relevance register

READ THE REGISTER AS A ROUTE

Current source. Precise boundary. Live action.

The table that follows is not a badge catalogue. It tells the reader what each source is, what must be checked at the point of use and what belongs in the controlled register.

01 • IDENTIFY

Distinguish certifiable standard, guidance, method and professional body of knowledge.

02 • VERIFY

Use the current authorised publication, edition, amendment and transition position.

03 • BOUND

State scope, applicability, certification boundary, permission and what the source cannot prove.

04 • ACT

Record the live decision, owner, evidence, exception, review trigger and next recipient.



VERIFY AT USE • RECORD THE BOUNDARY • CHANGE THE LIVE DECISION

Reference	Type	Status note at manuscript date	Controlled register action
APMP-informed bid and proposal practice	Professional body of knowledge and competency practice; not a certifiable management-system standard	Use the current APMP Body of Knowledge, competency framework and authorised learning material applicable at the date of implementation.	Record live relevance, scope, current edition, amendments, non-claim, owner and transition action.
ISO 9001 quality management	Certifiable management-system requirements	At the manuscript date, use ISO 9001:2015 with applicable amendments while monitoring the published revision and transition arrangements through ISO and the certification chain.	Record live relevance, scope, current edition, amendments, non-claim, owner and transition action.
ISO 31000 risk management	Guidance; not a certifiable requirements standard	Use the current ISO 31000 guidance and related ISO risk vocabulary where relevant.	Record live relevance, scope, current edition, amendments, non-claim, owner and transition action.

Reference	Type	Status note at manuscript date	Controlled register action
ISO/IEC 27001 information-security management	Certifiable management-system requirements with a risk-based control annex	Use ISO/IEC 27001:2022 and applicable amendments, together with the organisation's authorised Statement of Applicability and supporting guidance.	Record live relevance, scope, current edition, amendments, non-claim, owner and transition action.
ISO/IEC 27701 privacy information management	Privacy-management requirements and guidance for extending information security management	Verify the current edition and transition position through ISO; use it with applicable privacy law and competent legal advice.	Record live relevance, scope, current edition, amendments, non-claim, owner and transition action.
ISO 22301 business continuity management	Certifiable management-system requirements	Use ISO 22301:2019 and applicable amendments, plus current continuity guidance and contractual obligations.	Record live relevance, scope, current edition, amendments, non-claim, owner and transition action.

Reference	Type	Status note at manuscript date	Controlled register action
ISO 14001 environmental management	Certifiable management-system requirements	Use the current published ISO 14001 edition and transition guidance; the manuscript records the 2026 revision status without reproducing requirements.	Record live relevance, scope, current edition, amendments, non-claim, owner and transition action.
ISO 45001 occupational health and safety management	Certifiable management-system requirements	Use ISO 45001:2018 and applicable amendments with legal and competent safety advice.	Record live relevance, scope, current edition, amendments, non-claim, owner and transition action.
ISO/IEC 42001 artificial-intelligence management	Certifiable AI management-system requirements	Use ISO/IEC 42001:2023 with applicable law, buyer rules, technical standards and model- provider terms.	Record live relevance, scope, current edition, amendments, non-claim, owner and transition action.
ISO 44001 collaborative business relationships	Certifiable collaborative relationship management-system requirements	Use the current ISO 44001 edition and authorised guidance where a formal collaborative relationship system is justified.	Record live relevance, scope, current edition, amendments, non-claim, owner and transition action.

Reference	Type	Status note at manuscript date	Controlled register action
ISO/IEC 20000-1 service management	Certifiable service-management-system requirements	Use ISO/IEC 20000-1:2018 with applicable amendments and current ISO/IEC 20000 guidance.	Record live relevance, scope, current edition, amendments, non-claim, owner and transition action.
ISO 37001 anti-bribery management	Certifiable management-system requirements	Use ISO 37001:2025 and applicable anti-bribery law, procurement rules and competent legal advice.	Record live relevance, scope, current edition, amendments, non-claim, owner and transition action.
ISO 37301 compliance management	Certifiable compliance-management-system requirements	Use ISO 37301:2021 with applicable amendments, laws, regulations and contract-specific obligations.	Record live relevance, scope, current edition, amendments, non-claim, owner and transition action.
ISO 20400 sustainable procurement	Guidance; not a certifiable requirements standard	Use ISO 20400:2017 and current legal, policy and buyer requirements.	Record live relevance, scope, current edition, amendments, non-claim, owner and transition action.

Reference	Type	Status note at manuscript date	Controlled register action
ISO 56001 innovation management	Certifiable innovation-management-system requirements	Use ISO 56001:2024 and the wider ISO 56000 family where relevant.	Record live relevance, scope, current edition, amendments, non-claim, owner and transition action.
ISO 10006 quality management in projects	Guidance; not a standalone certification basis	Use ISO 10006:2017 with ISO 9001 and the organisation's chosen project approach.	Record live relevance, scope, current edition, amendments, non-claim, owner and transition action.
ISO 21502 project management guidance	Guidance; not a certifiable requirements standard	Use ISO 21502:2020 and related current ISO project, programme and portfolio guidance.	Record live relevance, scope, current edition, amendments, non-claim, owner and transition action.
APM Body of Knowledge and project professionalism	Professional body of knowledge and competency practice	Use the current APM Body of Knowledge, competence framework and authorised material.	Record live relevance, scope, current edition, amendments, non-claim, owner and transition action.

Reference	Type	Status note at manuscript date	Controlled register action
PMI PMBOK and related standards	Professional standard and body of knowledge	Verify the current PMBOK edition and related PMI standards at implementation; use authorised material.	Record live relevance, scope, current edition, amendments, non-claim, owner and transition action.
PRINCE2 project method	Tailorable project-management method	Use the current PRINCE2 edition and authorised PeopleCert material.	Record live relevance, scope, current edition, amendments, non-claim, owner and transition action.
ITIL 4 service management	Service-management framework and practice guidance	Use current authorised ITIL 4 material and practice guides.	Record live relevance, scope, current edition, amendments, non-claim, owner and transition action.
UK Government Service Standard and Service Manual	Government service standard and public guidance	Use the current GOV.UK Service Standard, Service Manual, Technology Code of Practice and buyer-specific digital requirements.	Record live relevance, scope, current edition, amendments, non-claim, owner and transition action.

Reference	Type	Status note at manuscript date	Controlled register action
EFQM Model	Organisational management and assessment model	Use the current licensed EFQM Model and authorised assessment guidance.	Record live relevance, scope, current edition, amendments, non-claim, owner and transition action.
Lean management	Management philosophy and family of methods	Use credible Lean sources and direct observation; do not reduce Lean to a list of Japanese terms or isolated workshops.	Record live relevance, scope, current edition, amendments, non-claim, owner and transition action.
Six Sigma and DMAIC	Data-driven improvement method	Use competent statistical judgement; do not imply statistical certainty from small or biased bid samples.	Record live relevance, scope, current edition, amendments, non-claim, owner and transition action.

FIELD MAP • CLOSING SIGNAL

STATUS CHANGES • KEEP THE REGISTER ALIVE



H

FIELD KIT • REFERENCE

Whole-book coverage audit

A reader-facing coverage check

Every source below has a dedicated chapter, a decision emphasis and a smallest useful artefact. The table is not a claim of conformity. It is a route map for borrowing only what earns a place in the live promise chain.

USE RULE

Select a source because a material decision or risk needs it. Obtain the authorised current publication for formal implementation, audit or certification.

Reference	Chapter	Decision emphasis	Smallest useful artefact
APMP-informed practice	11	Pursuit craft	Qualification record and controlled answer plan
ISO 9001	12	Management spine	Scope, process map and release record
ISO 31000	13	Decision discipline	Risk criteria and assumption log
ISO/IEC 27001	14	Information assurance	Data classification and secure-use decision
ISO/IEC 27701	15	Privacy assurance	Data-flow and permission record
ISO 22301	16	Resilience	Critical activity and fallback route

Reference	Chapter	Decision emphasis	Smallest useful artefact
ISO 14001	17	Environmental assurance	Aspect screen and claim trace
ISO 45001	18	Safety assurance	Hazard screen and residual-risk handover
ISO/IEC 42001	19	AI governance	AI use register and human-approval route
ISO 44001	20	Collaboration	Partner rationale and joint dependency map
ISO/IEC 20000-1	21	Service management	Service catalogue and transition model
ISO 37001	22	Integrity	Bribery-risk screen and due-diligence record
ISO 37301	23	Compliance	Obligations register and escalation route
ISO 20400	24	Sustainable procurement	Priority screen and supplier evidence
ISO 56001	25	Innovation	Hypothesis, test and evidence threshold
ISO 10006	26	Project quality	Quality objectives and acceptance criteria
ISO 21502	27	Project delivery	Project rationale and integrated baseline
APM Body of Knowledge	28	Professional project practice	Business case and success criteria

Reference	Chapter	Decision emphasis	Smallest useful artefact
PMI PMBOK	29	Project system	Delivery approach and performance baseline
PRINCE2	30	Governed method	Business case and stage plan
ITIL 4	31	Service value	Service value proposition and support route
UK Government Service Standard	32	Digital service	User need, journey and assessment evidence
EFQM	33	Organisational excellence	Purpose, stakeholder and performance map
Lean	34	Flow improvement	Current-state map and improvement experiment
Six Sigma / DMAIC	35	Variation reduction	Operational definition and DMAIC charter

FIELD MAP • CLOSING SIGNAL

COVERAGE CHECKED •
CONFORMITY NOT CLAIMED



FIELD KIT • REFERENCE



Ninety-day field path



A bounded route from observation to accepted practice

Use the route on live work, in an existing system where practical. The aim is not to install every source in ninety days; it is to make one complete promise chain visible, testable and lighter.

ACCEPTANCE STATEMENT

Accept when one promise survives deadline, handover and review.

APPENDIX I • NINETY-DAY FIELD PATH

Four phases, one accepted promise

Each phase leaves a controlled output. Progress is evidenced by behaviour and transfer—not by the number of templates produced.

DAYS 1-15 • OBSERVE AND BOUND

Reconstruct one real pursuit; mark irreversible decisions; define sponsor, purpose, scope, exclusions, roles, stop authority and the material source routes.

DAYS 16-30 • BUILD SIX RECORDS

Configure the opportunity gate, evidence passport, promise register, decision log, release record and mobilisation acceptance in an existing system where possible.

DAYS 31-60 • OPERATE THE CORE

Run one live pilot through release and handover; control evidence permission and expiry; use specialists by risk; bound AI systems and prohibited uses.

DAYS 61-90 • AUDIT AND SIMPLIFY

Audit one promise end to end; test an absent-expert or disruption scenario; assign no more than three capability actions; complete management review and remove unnecessary controls.

FIELD LINE

Accept when one promise survives deadline, handover and review. Reopen the design if ownership, evidence, authority or the next recipient disappears.



Glossary



Term	Meaning
Acceptance condition	The observable state or evidence required for an output, decision or handover to be accepted.
Assurance DNA	The independent architecture described in this book; not a new standard or certification.
Capability backlog	Funded or candidate changes that make the bidder more able to meet future needs.
Controlled promise	A commitment linked to requirement, source, owner, design, price, evidence, approval, handover, performance and learning.
DNA Essential	The six-record minimum system for complete logic with light machinery.
Evidence debt	A strategically useful claim or capability for which adequate controlled proof does not yet exist.
Full load	Implementation of all applicable authorised requirements for selected sources within a defined scope.
Integrated DNA	A recurring operating system with common governance and specialist overlays.

Term	Meaning
Irreversible decision	A point after which change becomes materially more expensive, constrained or harmful.
Non-claim	A statement of what the organisation must not imply about scope, certification, evidence or authority.
Reference relevance register	The record explaining why a source applies, what it changes, who owns it and where it enters.
Useful insertion point	The latest moment at which a control can still alter the material decision.

FIELD MAP • CLOSING SIGNAL

FIND IT • DECIDE WITH IT •
RECORD IT • REVISIT IT



THE EVIDENCE VAULT

Open every impressive claim.

A standard can supply a question. A study can suggest an effect. A case can show what happened once. None is permission to erase context, limitations or uncertainty.

SOURCE

Can another reader find it?

CONTEXT

Where and for whom?

FINDING

What was actually observed?

LIMIT

What cannot be inferred?

PROVENANCE BEFORE PRESTIGE • BOUNDARY BEFORE CLAIM

ASSURANCE DNA • CHAPTER



Research and professional source notes

How to read these notes

The references distinguish official source routes, empirical research, organisational cases and author inference. They do not convert association into causation or establish a tender win-rate effect. Web guidance and standards status change; verify them at the point of use.

EVIDENCE BOUNDARY

Each note identifies source type, the finding used, the material limitation and the exact inference permitted for bidding. The inference is deliberately narrower than the source headline.

01 Cabinet Office (2025). PPN 017: Improving transparency of AI use in procurement. GOV.UK. PPN 02/24 remains the route identified for applicable legacy procurements.

TYPE • Central-government policy FINDING USED • Provides an authorised route for proportionate AI-use transparency questions.

LIMITATION • Scope, commencement and legacy routes matter; optional questions are not themselves scored. BID INFERENCE • Follow the live instruction and make use, data, sources and human authority inspectable.

02 International Organization for Standardization. ISO Online Browsing Platform and catalogue entries for every ISO and ISO/IEC publication cited. Edition and transition status checked 27 August 2026; authorised publications remain controlling.

TYPE • Official standards catalogue FINDING USED • Identifies the current publication route and status for cited ISO and ISO/IEC sources.

LIMITATION • Catalogue status is not the purchased requirement text, implementation or certification. BID INFERENCE • Obtain the authorised current publication and define scope before formal use.

03 NIST (2024). Artificial Intelligence Risk Management Framework: Generative Artificial Intelligence Profile, NIST AI 600-1. doi:10.6028/NIST.AI.600-1.

TYPE • Government risk framework FINDING USED • Defines generative-AI risk-management considerations.

LIMITATION • It is guidance, not evidence of bid performance or conformity. BID

INFERENCE • Use its questions to bound use cases, sources, evaluation and human authority.

04 Noy, S. and Zhang, W. (2023). Experimental evidence on the productivity effects of generative artificial intelligence. *Science*, 381(6654), 187–192. doi:10.1126/science.adh2586.

TYPE • Controlled experiment FINDING USED • Found productivity and quality effects for selected professional writing tasks.

LIMITATION • Task, participant and tool context limit transfer; it did not study tenders.

BID INFERENCE • Measure bounded drafting tasks and downstream defects rather than claiming a universal gain.

05 Brynjolfsson, E., Li, D. and Raymond, L. R. (2025). Generative AI at Work. *Quarterly Journal of Economics*, 140(2), 889–942. doi:10.1093/qje/qjae044.

TYPE • Field study FINDING USED • Reported productivity and learning effects in a specific customer-support setting.

LIMITATION • A particular workforce, workflow and deployment cannot establish effects in bid teams. BID INFERENCE • Treat structured assistance and feedback as a testable design hypothesis.

06 Dell'Acqua, F. et al. (2025). The Cybernetic Teammate: A Field Experiment on Generative AI Reshaping Teamwork and Expertise. *Organization Science*. doi:10.1287/orsc.2025.21838.

TYPE • Field experiment FINDING USED • Examined how generative AI reshaped teamwork and expertise in the studied setting.

LIMITATION • Results depend on task, adoption and organisational context; bidding was not the outcome. BID INFERENCE • Design AI around team authority and knowledge transfer, then test local consequences.

07 Jakesch, M., Hancock, J. T. and Naaman, M. (2023). Human heuristics for AI-generated language are flawed. *Proceedings of the National Academy of Sciences*, 120(11). doi:10.1073/pnas.2208839120.

TYPE • Behavioural experiment FINDING USED • Showed that people use unreliable heuristics to identify AI-generated language.

LIMITATION • Detection behaviour is not the same as procurement scoring. BID

INFERENCE • Do not claim that evaluators can reliably detect AI; improve specificity, evidence and human voice instead.

08 Weber-Wulff, D. et al. (2023). Testing of detection tools for AI-generated text. *International Journal for Educational Integrity*, 19, 26. doi:10.1007/s40979-023-00146-z.

TYPE • Comparative tool study FINDING USED • Found material limitations in AI-text detection tools.

LIMITATION • Tools and models change rapidly and the study context was educational integrity. BID

INFERENCE • Do not use detector scores as proof of authorship or quality.

09 Dietvorst, B. J., Simmons, J. P. and Massey, C. (2015). Algorithm aversion. *Journal of Experimental Psychology: General*, 144(1), 114–126. doi:10.1037/xge0000033.

TYPE • Behavioural experiments FINDING USED • Documented algorithm aversion after people observed errors.

LIMITATION • Experimental decisions differ from bid evaluation and effects vary by control and experience. BID INFERENCE • Make human review, correction and stop authority visible when AI affects material output.

10 Logg, J. M., Minson, J. A. and Moore, D. A. (2019). Algorithm appreciation. *Organizational Behavior and Human Decision Processes*, 151, 90–103. doi:10.1016/j.obhdp.2018.12.005.

TYPE • Behavioural experiments FINDING USED • Documented circumstances in which people prefer algorithmic advice.

LIMITATION • The result does not imply trust is universal or appropriate. BID

INFERENCE • Expect evaluator response to vary; rely on evidence and inspectability, not assumptions about AI sentiment.

- 11 Oppenheimer, D. M. (2006). Consequences of erudite vernacular utilized irrespective of necessity. *Applied Cognitive Psychology*, 20(2), 139–156. doi:10.1002/acp.1178.

TYPE • Language experiment FINDING USED • Found that unnecessarily complex wording can reduce perceived intelligence and clarity.

LIMITATION • The study did not test procurement responses or every technical vocabulary. BID INFERENCE • Prefer precise plain language unless a technical term earns its place.

- 12 Gmyrek, P., Berg, J. and Bescond, D. (2025). Generative AI and Jobs: A Refined Global Index of Occupational Exposure. International Labour Organization.

TYPE • Labour-market index FINDING USED • Estimated task exposure to generative AI across occupations.

LIMITATION • Exposure is not job replacement, productivity or quality, and estimates change with technology. BID INFERENCE • Redesign bid roles around judgement, evidence, negotiation, governance and integration.

- 13 Levine, D. I. and Toffel, M. W. (2010). Quality management and job quality. *Management Science*, 56(6), 978–996. doi:10.1287/mnsc.1100.1159.

TYPE • Observational organisational research FINDING USED • Reported associations between quality-management adoption and workplace outcomes.

LIMITATION • Selection and contextual factors prevent a simple causal claim about certification. BID INFERENCE • Borrow process ownership and improvement discipline without promising a win-rate effect.

- 14 Potoski, M. and Prakash, A. (2005). Covenants with weak swords: ISO 14001 and facilities' environmental performance. *Journal of Policy Analysis and Management*, 24(4), 745–769. doi:10.1002/pam.20136.

TYPE • Observational organisational research FINDING USED • Reported environmental-performance associations in the studied certification context.

LIMITATION • Certification, implementation quality and facility context are not interchangeable. BID INFERENCE • Make environmental bid claims service-specific, bounded and measurable.

15 Lo, C. K. Y. et al. (2014). OHSAS 18001 certification and operating performance. *Journal of Operations Management*, 32(5), 268–280. doi:10.1016/j.jom.2014.03.004.

TYPE • Observational organisational research FINDING USED • Examined operating-performance associations around occupational-safety certification.

LIMITATION • The cited scheme and organisations differ from current ISO 45001 contexts and do not prove causation. BID INFERENCE • Bring hazard, competence and consultation decisions into solution design early.

16 Tang, F. and Yang, L. (2024). The Effects of IT Management Certification Type and Corporate Social Responsibility Performance on Investors' Responses to Cybersecurity Breaches. *Journal of Information Systems*, 38(3), 77–92. doi:10.2308/ISYS-2023-032.

TYPE • Capital-market study FINDING USED • Examined investor responses associated with IT-management certification and CSR after breaches.

LIMITATION • Investor response is not operational effectiveness or tender evaluation.

BID INFERENCE • Treat certification scope as one evidence input, never proof that a proposed service is secure.

17 Chen, S. (2023). COVID-19, business continuity management and standardization: case study of Huawei. *Chinese Management Studies*, 17(5), 1117–1138. doi:10.1108/CMS-10-2021-0445. A single-organisation case; the author states that ISO 22301 enabled, but was not sufficient for, continuing maturity.

TYPE • Single-organisation case FINDING USED • Described how continuity management contributed to one organisation's pandemic response.

LIMITATION • A self-contained case cannot isolate causation or predict another organisation's result. BID INFERENCE • Use the case to ask about critical activities, exercises and adaptive capability—not to promise equivalence.

18 ISO/TC 262 (2017). France: La Poste and ISO 31000 — Case Study. An official community case describing adaptive use of the guidance; it is a self-reported organisational account, not causal evidence or certification.

TYPE • Official organisational case FINDING USED • Described adaptive use of ISO 31000 within La Poste.

LIMITATION • It is a reported case, not independent causal or certification evidence. BID INFERENCE • Use risk guidance to expose uncertainty and decision ownership.

- 19 BSI (2018). ISO 44001 Collaborative Business Relationships: Network Rail case study. A certification-provider case describing reported benefits; it does not establish that the same result follows from partnership language or certification alone.
TYPE · Certification-provider case FINDING USED · Reported collaborative-relationship benefits in the Network Rail context.
LIMITATION · Provider and client reporting cannot establish universal effects. BID INFERENCE · Test partner authority, interface, incentive, escalation and exit in the live consortium.
- 20 Swink, M. and Jacobs, B. W. (2012). Six Sigma adoption: operating performance impacts and contextual drivers. *Journal of Operations Management*, 30(6), 437–453. doi:10.1016/j.jom.2012.05.001.
TYPE · Empirical operations study FINDING USED · Examined Six Sigma adoption, performance and contextual drivers.
LIMITATION · Adoption labels do not guarantee implementation depth or transfer to bidding. BID INFERENCE · Define the defect and baseline before borrowing DMAIC.
- 21 Hendricks, K. B. and Singhal, V. R. (1997). Does implementing an effective TQM program actually improve operating performance? *Management Science*, 43(9), 1258–1274. doi:10.1287/mnsc.43.9.1258. Award status is a proxy for implementation and does not by itself prove causation.
TYPE · Longitudinal observational study FINDING USED · Reported performance differences associated with effective TQM programmes.
LIMITATION · Award status is a proxy and does not by itself prove causation. BID INFERENCE · Use the finding as a reason to test coherent operating practice, not to forecast award outcomes.
- 22 Boulter, L. et al. (2013). Total quality beyond North America: a comparative analysis of the performance of European Excellence Award winners. *International Journal of Operations & Production Management*, 33(2), 197–215. doi:10.1108/01443571311295635.
TYPE · Comparative organisational study FINDING USED · Examined performance patterns among European excellence-award winners.
LIMITATION · Winner selection and contextual effects limit causal inference. BID INFERENCE · Use excellence models to widen the scoreboard beyond submission success.

- 23 Haynes, A. B. et al. (2009). A surgical safety checklist to reduce morbidity and mortality in a global population. *New England Journal of Medicine*, 360, 491–499. doi:10.1056/NEJMsa0810119.

TYPE • Multisite before-after study FINDING USED • Reported improved surgical outcomes following checklist introduction in the studied settings.

LIMITATION • Clinical implementation and outcomes cannot be generalised directly to bid controls. BID INFERENCE • A checklist helps only when roles, use and consequence are embedded in work.

- 24 Urbach, D. R. et al. (2014). Introduction of surgical safety checklists in Ontario, Canada. *New England Journal of Medicine*, 370, 1029–1038. doi:10.1056/NEJMsa1308261.

TYPE • Population-level observational study FINDING USED • Found no significant outcome improvement after checklist introduction in the studied Ontario context.

LIMITATION • Implementation fidelity and context may explain differences; it does not invalidate all checklists. BID INFERENCE • Treat this as a warning against form completion without operating adoption.

- 25 Jørgensen, T. H., Remmen, A. and Mellado, M. D. (2006). Integrated management systems—three different levels of integration. *Journal of Cleaner Production*, 14(8), 713–722. doi:10.1016/j.jclepro.2005.04.005.

TYPE • Conceptual and case-based research FINDING USED • Described different levels of management-system integration.

LIMITATION • Integration depth is descriptive and does not establish a tender win-rate effect. BID INFERENCE • Choose an explicit integration level and shared process only where it changes work.

- 26 Official professional routes: APMP Body of Knowledge; APM Body of Knowledge; PMI standards; PeopleCert PRINCE2 and ITIL materials; Government Digital Service Standard and Service Manual; EFQM Model; Lean Enterprise Institute; American Society for Quality.

TYPE • Professional source routes FINDING USED • Identify the controlling publishers for cited bodies of knowledge, methods and models.

LIMITATION • A reference or informed practice does not imply endorsement, conformity or certification. BID INFERENCE • Use 'informed' language and verify the current authorised source.

27 Cabinet Office (2026). Procurement Act 2023 scope, definitions and general principles. GOV.UK official guidance; position checked 28 August 2026.

TYPE · Official legal, policy or guidance route FINDING USED · States the authorised position or route identified in the citation.

LIMITATION · Scope, exceptions, transition and later updates may change application.

BID INFERENCE · Classify the source and verify it against the live procurement before converting it into a bid control.

28 Procurement Act 2023, c.54. UK Public General Act. Current authorised legislation: legislation.gov.uk/ukpga/2023/54/contents.

TYPE · Official legal, policy or guidance route FINDING USED · States the authorised position or route identified in the citation.

LIMITATION · Scope, exceptions, transition and later updates may change application.

BID INFERENCE · Classify the source and verify it against the live procurement before converting it into a bid control.

29 Cabinet Office (2026). Procurement Act 2023 guidance collection, including procure, manage and transitional guidance. GOV.UK; position checked 28 August 2026.

TYPE · Official legal, policy or guidance route FINDING USED · States the authorised position or route identified in the citation.

LIMITATION · Scope, exceptions, transition and later updates may change application.

BID INFERENCE · Classify the source and verify it against the live procurement before converting it into a bid control.

30 Cabinet Office (2026). Guidance: Contract Details Notices. GOV.UK, updated 17 August 2026.

TYPE · Official legal, policy or guidance route FINDING USED · States the authorised position or route identified in the citation.

LIMITATION · Scope, exceptions, transition and later updates may change application.

BID INFERENCE · Classify the source and verify it against the live procurement before converting it into a bid control.

31 Cabinet Office (2026). Guidance: Assessment Summaries. GOV.UK, updated 17 August 2026.

TYPE · Official legal, policy or guidance route FINDING USED · States the authorised position or route identified in the citation.

LIMITATION · Scope, exceptions, transition and later updates may change application.

BID INFERENCE · Classify the source and verify it against the live procurement before converting it into a bid control.

32 Cabinet Office (2026). Guidance: Key Performance Indicators under the Procurement Act 2023. GOV.UK; position checked 28 August 2026.

TYPE · Official legal, policy or guidance route FINDING USED · States the authorised position or route identified in the citation.

LIMITATION · Scope, exceptions, transition and later updates may change application.

BID INFERENCE · Classify the source and verify it against the live procurement before converting it into a bid control.

33 Cabinet Office (2026). Guidance: Contract Performance Notices. GOV.UK; position checked 28 August 2026.

TYPE · Official legal, policy or guidance route FINDING USED · States the authorised position or route identified in the citation.

LIMITATION · Scope, exceptions, transition and later updates may change application.

BID INFERENCE · Classify the source and verify it against the live procurement before converting it into a bid control.

34 Cabinet Office (2025). PPN 017: Improving transparency of AI use in procurement. GOV.UK; applicable scope and optional-question boundary verified 28 August 2026.

TYPE · Official legal, policy or guidance route FINDING USED · States the authorised position or route identified in the citation.

LIMITATION · Scope, exceptions, transition and later updates may change application.

BID INFERENCE · Classify the source and verify it against the live procurement before converting it into a bid control.

35 Cabinet Office (2025). PPN 002: Taking account of social value in the award of central government contracts. GOV.UK.

TYPE · Official legal, policy or guidance route FINDING USED · States the authorised position or route identified in the citation.

LIMITATION · Scope, exceptions, transition and later updates may change application.

BID INFERENCE · Classify the source and verify it against the live procurement before converting it into a bid control.

36 Cabinet Office (2026). PPN 026: The Social Value Model. GOV.UK, published 5 August 2026; intended application and transition position checked 28 August 2026.

TYPE · Official legal, policy or guidance route FINDING USED · States the authorised position or route identified in the citation.

LIMITATION · Scope, exceptions, transition and later updates may change application.

BID INFERENCE · Classify the source and verify it against the live procurement before converting it into a bid control.

37 Cabinet Office (2026). Guidance: Covered Procurement Objectives, including SME participation barriers. GOV.UK.

TYPE · Official legal, policy or guidance route FINDING USED · States the authorised position or route identified in the citation.

LIMITATION · Scope, exceptions, transition and later updates may change application.

BID INFERENCE · Classify the source and verify it against the live procurement before converting it into a bid control.

38 Cabinet Office (2026). Guidance: Preliminary Market Engagement under the Procurement Act 2023. GOV.UK.

TYPE · Official legal, policy or guidance route FINDING USED · States the authorised position or route identified in the citation.

LIMITATION · Scope, exceptions, transition and later updates may change application.

BID INFERENCE · Classify the source and verify it against the live procurement before converting it into a bid control.

39 Cabinet Office (2026). The Contract Management Playbook. GOV.UK, March 2026 edition.

TYPE · Official legal, policy or guidance route FINDING USED · States the authorised position or route identified in the citation.

LIMITATION · Scope, exceptions, transition and later updates may change application.

BID INFERENCE · Classify the source and verify it against the live procurement before converting it into a bid control.

40 Cabinet Office (2026). The Sourcing Playbook and Government Commercial Function Strategy 2026–29. GOV.UK.

TYPE · Official legal, policy or guidance route FINDING USED · States the authorised position or route identified in the citation.

LIMITATION · Scope, exceptions, transition and later updates may change application.

BID INFERENCE · Classify the source and verify it against the live procurement before converting it into a bid control.

USE A SOURCE WITHOUT OVERCLAIMING

A citation becomes useful when its boundary travels with it.

SOURCE ROUTE

Current authorised publication and access route.

EVIDENCE TYPE

Law, policy, guidance, experiment, case or inference.

FINDING

Only the result actually used here.

LIMITATION

Context, scope and what cannot be inferred.

BID INFERENCE

The narrow decision this source permits.

RELEASE RULE

Verify status, scope and permission at use.

THE INFERENCE MUST BE NARROWER THAN THE HEADLINE

ASSURANCE DNA • CHAPTER

About the author



Achmed Esser works across bidding, procurement-facing growth and the operating disciplines that sit behind a credible promise. His practice is concerned with the point where competitive strategy meets evidence, commercial authority, suppliers, mobilisation and delivery.

Assurance DNA grew from field experimentation, research and exchanges with bid professionals and procurers across different operating contexts. The architecture is presented as a practical lens to test—not a universal formula, certification or guarantee of award.

AUTHOR'S PRINCIPLE

Strengthen what the organisation can decide, prove and deliver; the prose should then make that strength easy to score.



Selected subject index



Principal references are listed rather than every passing mention. Chapter and appendix titles remain available in the contents and digital-edition bookmarks.

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ASSURANCE DNA • CHAPTER



Final dispatch

The point of Assurance DNA is not to carry twenty sources into every meeting. It is to stop the organisation from reinventing mature questions while the deadline is already consuming its judgement. Borrow what has a job. Integrate it around one promise. Make the owner, evidence, exception and recipient visible. Automate the disciplined route. Measure what happened. Remove ceremony. Build what the next buyer will need before the next buyer asks.

There is excitement in that work. A bidder is not fixed. A new entrant can become credible. A supplier can improve a commercial model. A partnership can become governable. A recurring weakness can become a capability. A difficult negotiation can succeed because the evidence and options are clear. None of that proves universal superiority. It does make the next experiment worth running.

LAST LINE

Know what entered. Decide with authority. Build one offer. Prove the important claim. Transfer the promise. Measure what happened. Strengthen the bidder. Then make the system lighter.

THE FINAL CLUE

The next bid begins before the next tender.

A stronger bidder does not wait for the blank answer box. It learns from delivery, repairs evidence, reshapes suppliers, tests pricing assumptions and decides what it will never promise again.



Strengthen the bidder. Improve the outcome.

REQUIREMENT • DECISION • EVIDENCE • OWNER • ACCEPTANCE • LEARNING

STRENGTHEN THE BIDDER. IMPROVE THE OUTCOME.

Most bid systems improve the next submission. Assurance DNA goes further. It shows how to strengthen the bidder itself.

Drawing from end-to-end bid management, growth management, evidence control, review discipline and selected standards-based thinking, this book explains how to build a more inspectable, more reliable and more scalable bidding operation.

Rather than reinventing every method from scratch, Achmed Esser shows how practical organisations can borrow what works, connect it properly and use it to create better decisions, clearer ownership, stronger submissions and smoother delivery after award.

Whether you are a solo practitioner, a specialist agency or a larger organisation, Assurance DNA offers a structured route for turning fragmented practice into a coherent operating architecture.

INSIDE THIS BOOK



End-to-end bid management architecture



How APMP, ISO 9001 and wider standards can align



Growth management and capability strengthening



Decision gates, evidence chains and review control



Practical implementation tools, scenarios and field guidance