



Decisions - Informed

Untying the Purse Strings: Communicating to Upper Management the Value of a Knowledge Management Project

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Bottom Line Up Front

Five Basic Principles for Communicating with Decision Makers

- Know your executives – what do they value, what keeps them up at night, what are their motives
- Know your organization – what are the goals, what is the current strategy to meet those goals
- Speak to the benefits of your project or proposal, not the features
- Be brief, be clear, and BLUF – deliver the bottom line up front
- Be prepared to answer questions and consider alternatives

Stories

The Knowledge Audit	Local Diagnostics Company
A Knowledge Management Project	Global Hotel Chain

Due Diligence: Understanding the Environment

Who are the decision makers	
What do they care about	

What to Say: Content is King

Speak to Concerns and Values	
Address organizational goals and objectives	
Talk about benefits not features	

How to Say It: Clarity, Brevity, BLUF

Don't make them work for it	
Manage your time	
Bottom line up front	

Semper Gumby

Expect the Unexpected	
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Recommended Reading

1. *Business Cases for Info Pros* by Ulla de Stricker. Information Today, Medford NJ, 2008
2. *Winning the Big Ones: How Teams Capture Large Contracts*, by Michael O'Guin and Kim Kelly. Note especially Chapter 3 "Strategy Starts with Customer Values", 2012. ISBN 978-1-300-41334-9