

# SPECIAL REPORT

## **How to Get What You Need from Senior Management**

MOONTIDE CONSULTING | BANGKOK, THAILAND



*"Make sure that those 'Ideas whose time has come',  
get launched today."*

## **How to Get What You Need from Senior Management**

At the start of the new year is when many companies set their goals and programs for the upcoming year. Now is the best time to propose changes in the training budget or make your request to implement a new more effective training program.

But how do you convince your senior manager to approve the addition to the changing budget?

I posed this question to **Raul Leal, CEO of Virgin Hotels**. His response was this;

*"At the core of everything we do in an operating business is the way we treat people and the tools we give them to be successful. Ongoing training and learning have to be priorities especially today if businesses want to optimize results and maintain an energized workforce. Training is an investment in the business as well the people that run the business. An ROI on training is easy to calculate and ongoing training does yield better bottom line results".*

Mr. Leal shared what he cares most about. His response is likely very similar to your CEO. By zeroing in on what's most important to **him** and not **you**, the chances increase for successfully getting what you need.

**Here are five steps that you will need to take:**

## **1. Know Who You're Dealing With**

Do your background work. Fully understand the position and responsibilities that the senior manager has. Have you accurately identified the person who stands to gain (or lose) the most? Do you know how they operate, and what their interests are? Are stakeholders involved? Will your suggestion impact them? Knowing the "hot buttons" will help you make your case

Begin this process immediately as it may take a while. Conversations are so much easier when you know the interests of who you're talking to.

## **2. Be Direct**

If you don't go in and ask for something, you will come out without it. Makes sense, right?

Summarize what you need up front. Time is money. If you have the opportunity to make a 15-minute presentation, use the first five minutes to get all of your points out.

If you need a decision, say just that. “I need your decision on...” tends to work well. Nobody likes someone shuffling about so state your case. Practice, practice, practice until your delivery is butter smooth.

### **3. Be Solution Focused**

You must be able to demonstrate that you have given the problem a lot of thought. Do that by providing a number of solutions or one that's truly brilliant. Quantify your solution; how much will it cost and most importantly what is the ROI (return on investment)?

Cite what the competition is doing and how well it's working for them. Use visuals when applicable.

Get examples from the internet of as many similar situations as possible that were successful to build your case.

### **4. Tell the Truth**

If you are attempting to implement a new procedure because your own results have been suffering, then say so. Don't waffle or shuffle the truth about. Use your financial reports to show the deficiencies in your existing SOPs. One of the best reasons to try something new is when a high performing manager is struggling with an existing system.

### **5. Listen**

Don't be so hell-bent on getting your message out that you fail to listen. Especially if what's being said isn't necessarily what you want to hear.

There are many factors influencing senior management's decisions that you don't have privy to. Don't take it personal. If you present your case well enough, and social or financial feedback supports your case, eventually you *will* get what you want. Even if it isn't today.

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