



# It is all in the data

Carole Dulong  
Google  
February 2008



# Influencing Others

- It is cool!
  - Sell the vision: why is it exciting
- We can win!
  - Competitive advantage
- We will have fun
  - New capabilities
- It is important
  - Lasting effect in the future




# Sell differently to different people

- Engineers, Peers

- technical validity
- What is new
- What we will learn by doing it

- Decision Makers

- Resources needed
- Risk Factors
- Priority wrt other projects/features



# Influence = Credibility

- Getting results
  - For a project that matters
  - Contribution that makes a difference
- Making results visible
  - Internally
    - Formal presentations
    - Informal networking
  - Externally: publications, patents



# Tactics = Homework

- Gather quality data
  - It takes time, and hard work
- Give people time to review, analyze the data
  - Let others add data
- Develop prototype, and/or mock –up
  - Simulator
  - Case study



# If (SellingJobSuccess == True)

- Then
  - When?
    - Everyone wants it now
  - How?
    - Get resources
- Else
  - Better proposal on the table
    - Loose gracefully
    - Improve winner with new data
  - It was not a technical decision
    - Politics!
      - Fight or Run...