WHITE PAPER 18 · MATCHMAKING AND VENDORS

Show Before You Propose: The Management Showcase

Why leaders decide faster after watching a live build than after reading a proposal

Industry Industrial solutions group and pharmaceutical group

Function C-suite and management

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AT A GLANCE

INDUSTRY

Industrial solutions group, pharmaceutical group

PROBLEM

Leaders asked to approve AI training they have never seen work

FRAMEWORK

Pulse, showcase, reflect, decide

CHANGE

Leaders naming their first frictions to build

EXECUTIVE SUMMARY

Proposals ask leaders to imagine what AI could do in their business, and most leaders cannot, because they have not seen it done on work like theirs. A showcase reverses the order, leaders watch a live build on their own frictions first, and the proposal follows the conversation it starts.

3 hrs
C-suite session, watch and learn

30 min
management showcase

4
frictions named to build first

1
pulse before the session

Leaders approve what they have seen work.

INDUSTRY AND PROBLEM OBSERVED

The problem

An industrial solutions group's CEO named communication across functions and locations, fragmented knowledge, manual hand-offs by email and gatekeeper bottlenecks as his pains, and worried about deskilling, data quality and governance.

A pharmaceutical group's friction sat in legal, and its management team needed to see that a non-technical person could build in their own department.

What we observed

- Proposals written before leaders have seen a build
- Generic demos that do not match the business
- Leaders' worries left unanswered until after purchase

THE FRAMEWORK PROCESS

Pulse, Showcase, Reflect, Decide

1

Pulse

A one-page question set answered by the leaders before the session

2

Showcase

Live builds on the frictions the leaders named

3

Reflect

Personal reflection questions, no scoring

4

Decide

Leaders choose which frictions to build first

HOW IT WAS SOLVED

The solution

For the industrial solutions group, a 3-hour C-suite session was built for leaders to watch and learn on their own pains, and the follow-up conversation named the first frictions to solve, proposal preparation and content generation, finance reports, contract management and legal agents. For the pharmaceutical group, a 30-minute management showcase was angled on a legal case to show a non-technical person building in their own department.

BEFORE

- Proposal first
- Generic demo
- Worries raised after purchase

AFTER

- Pulse first, on their pains
- Live builds on their work
- Frictions chosen by the leaders

WHAT L&D LEADERS SHOULD DO

Your checklist

- Have leaders answered a pulse before the session?
- Is every demo on a friction they named?
- Are their worries, such as governance and data, answered live?
- Do leaders leave having chosen what to build first?

Show the build, and the proposal writes itself.

ABOUT THE LEARNING MATCHMAKER

The Learning MatchMaker has been a trusted advisor to HR and L&D leaders since 2010, matching organisations with the right learning design, the right delivery method and the right trainers for their business problem. Clients in this paper are named by sector and function only.

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REFERENCES AND DATA NOTES

- TLMM and KadoshAI engagement notes, Sept to Nov 2026.