

THE LEADERS GUIDE TO STORYTELLING

MASTERING THE ART OF BUSINESS NARRATIVE

www.stevedenning.com



WARNING

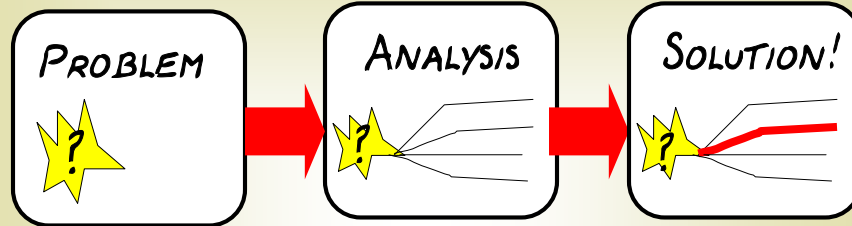
What you are about to hear may seem:

- **Contrary** to most of what you learned in college
- **At odds** with the way most organizations are said to be run.
- **Challenging** the basic premises of the Western intellectual tradition, ever since Plato's Republic.
- **Disturbing**, because it may raise issues with some of the deepest beliefs of your life

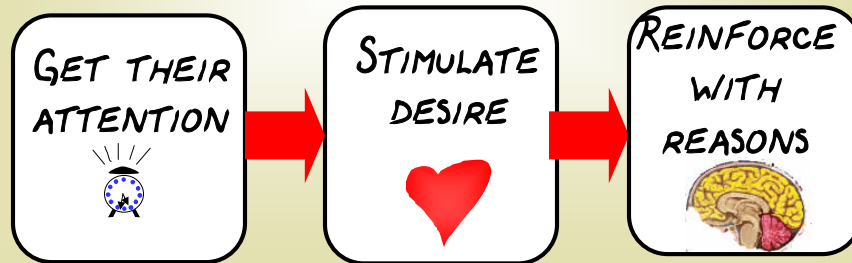
Feelings of disorientation are normal!

Inspiring inattentive, difficult audiences

THE WESTERN INTELLECTUAL TRADITION...



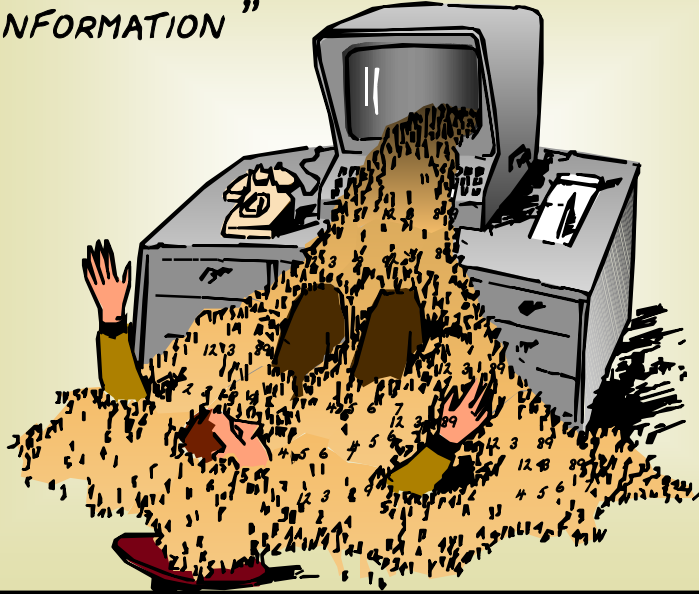
EFFECTIVE PRESENTATION TO GET ACTION



HOW
DO YOU GET
PEOPLE
TO BUY INTO
STRANGE NEW IDEAS?

FEBRUARY 1996

"GO AND LOOK INTO INFORMATION"



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FEBRUARY 1996

"GO AND LOOK INTO INFORMATION"

WE'RE A BANK,
REMEMBER?



HOW DOES ONE PERSON PERSUADE MANY?

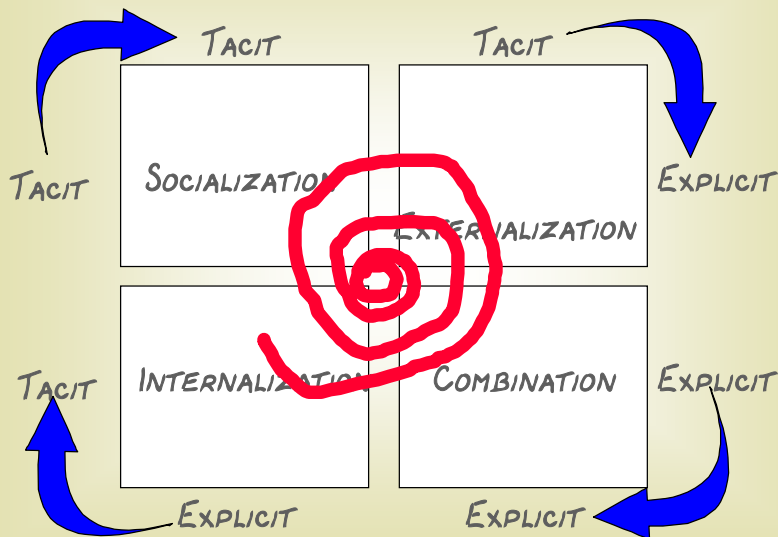
PERSUASION METHOD

EFFICACY

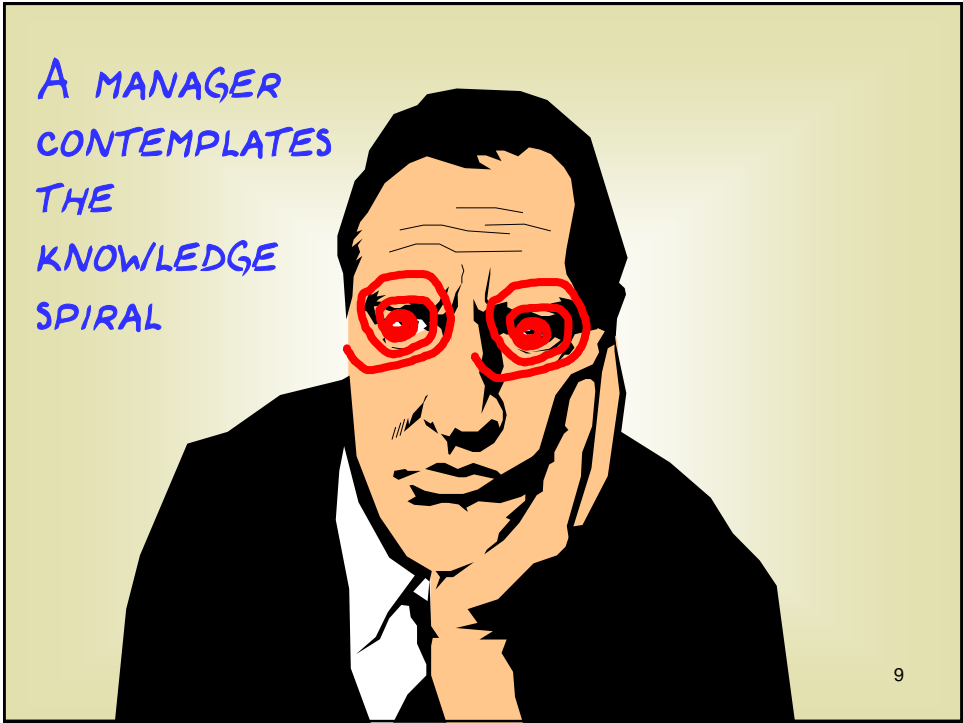
CHARTS WITH BOXES
AND ARROWS

CHART

NONAKA: THE KNOWLEDGE CREATING ORGANIZATION



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HOW DOES ONE PERSON PERSUADE MANY?

<u>PERSUASION METHOD</u>	<u>EFFICACY</u>
CHARTS (BOXES, ARROWS)	ZERO
RATIONAL ARGUMENT	

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WHAT IS KNOWLEDGE MANAGEMENT?

~~KNOWLEDGE MANAGEMENT CATERES TO THE
CRITICAL ISSUES OF ORGANIZATIONAL
ADAPTATION, SURVIVAL AND COMPETENCE IN
FACE OF INCREASINGLY DISCONTINUOUS
CHANGE~~

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FACT

IN JUNE 1995, A HEALTH
WORKER IN KAMANA, ZAMBIA
LOGGED ON TO THE CDC
WEB-SITE IN ATLANTA AND
GOT THE ANSWER TO A
QUESTION ON HOW TO TREAT
MALARIA

JUNE 1995, NOT JUNE 2015
A SMALL REMOTE TOWN, NOT THE CAPITAL
ZAMBIA, NOT A MIDDLE INCOME COUNTRY
CDC, NOT THE WORLD BANK

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ANNOUNCEMENT AT THE ANNUAL MEETING 1996

WE NEED TO INVEST IN THE NECESSARY SYSTEMS, IN WASHINGTON AND WORLDWIDE, THAT WILL ENHANCE OUR ABILITY TO GATHER DEVELOPMENT INFORMATION AND EXPERIENCE, AND SHARE IT WITH OUR CLIENTS...

PRESIDENT WOLFENSOHN
OCTOBER 1, 1996

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HOW DOES ONE PERSON PERSUADE MANY?

PERSUASION METHOD

EFFICACY

CHARTS (BOXES, ARROWS)

ZERO

RATIONAL ARGUMENT

ZERO

DIALOGUE

IMPRACTICAL

STORYTELLING

HIGH

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IT WAS SEPTEMBER 1998...

THE FINANCIAL WORLD WAS IN A SHAMBLES...

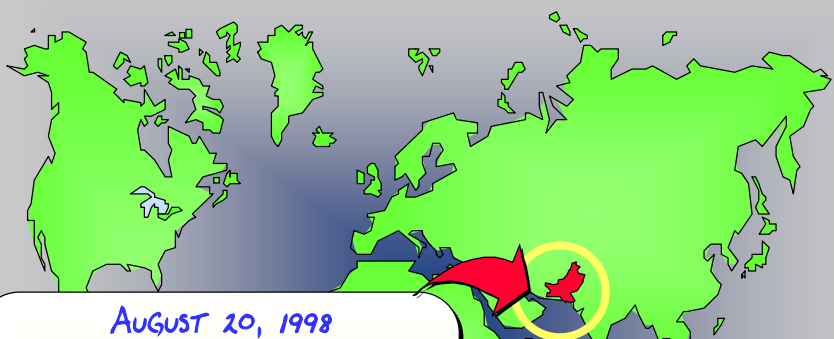
- THE ASIAN MIRACLE HAD CRUMBLED
- JAPAN WAS MIRED IN ENDLESS RECESSION.
- RUSSIA HAD COME UNSTUCK IN MID-AUGUST
- BRAZIL WAS TEETERING ON THE BRINK.
- EUROPE WAS STRUGGLING WITH THE EURO.
- THE DOLLAR AND THE STOCK EXCHANGE WERE GYRATING WILDLY.

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IT WAS SEPTEMBER 1998...

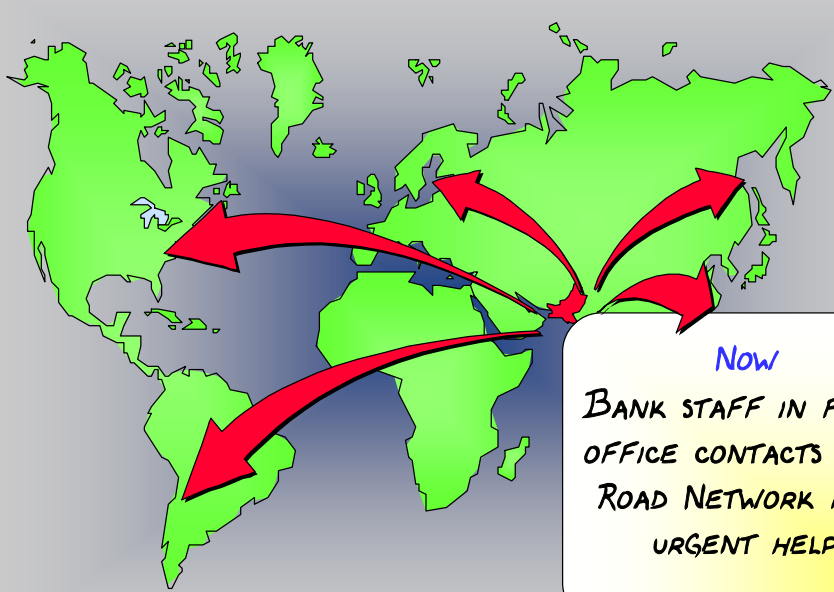
DEFINE
KNOWLEDGE
MANAGEMENT
OR DIE!!!



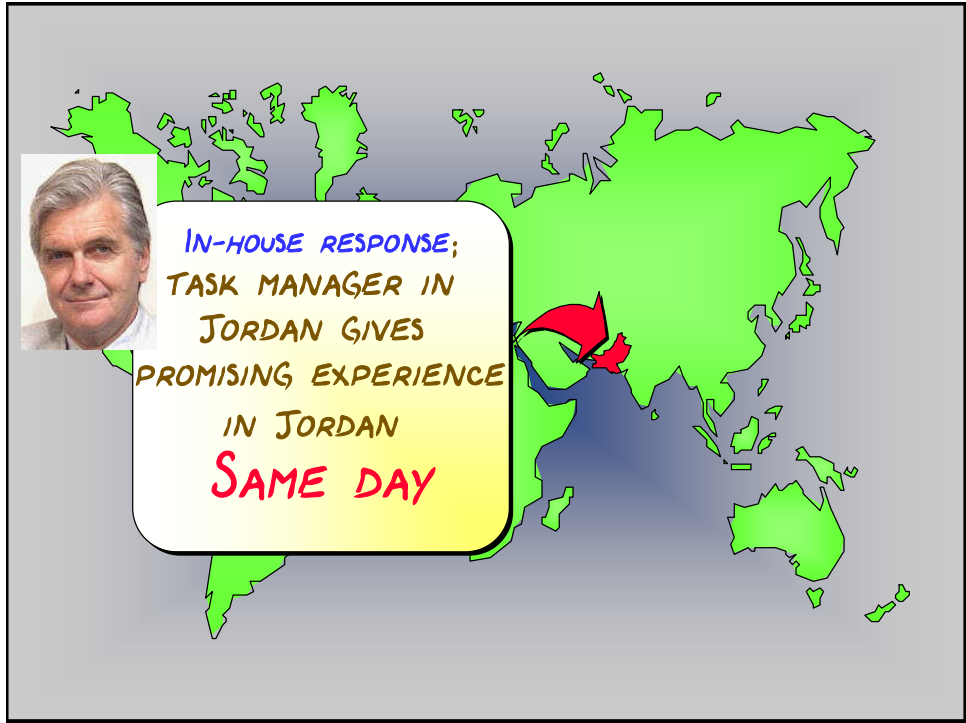


AUGUST 20, 1998
PAKISTAN GOVERNMENT SEEKS
URGENT ADVICE ON PREMATURE
PAVEMENT FAILURE AND WANTS
TO TRY
A DIFFERENT TECHNOLOGY

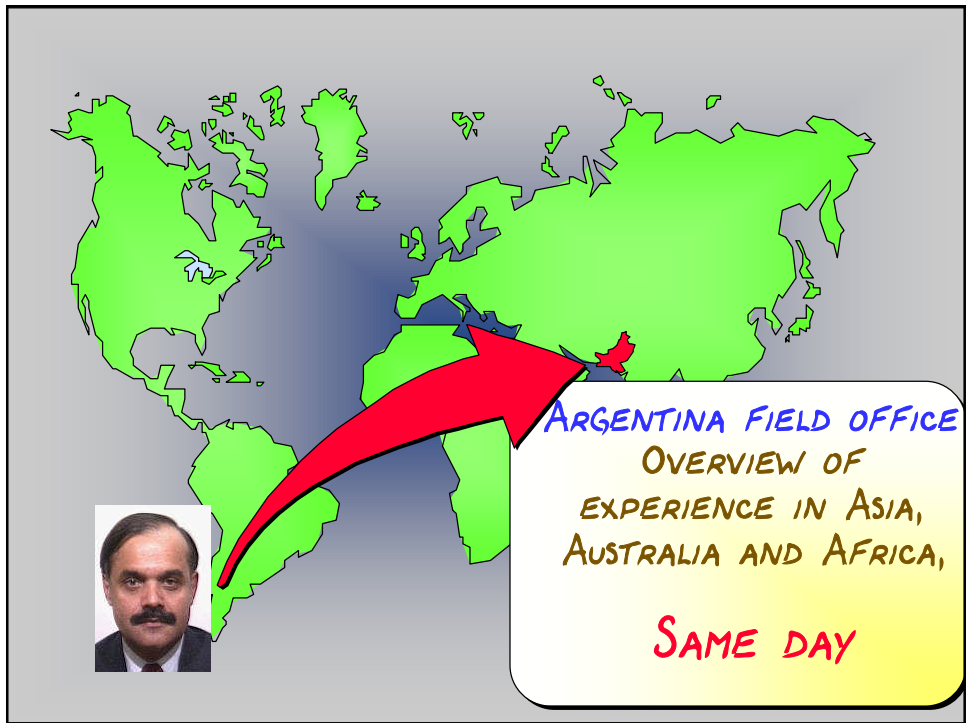
IN THE PAST
THE BANK WOULD NOT HAVE
BEEN ABLE TO PROVIDE
VALUABLE INPUT BY THE
TIGHT DEADLINE



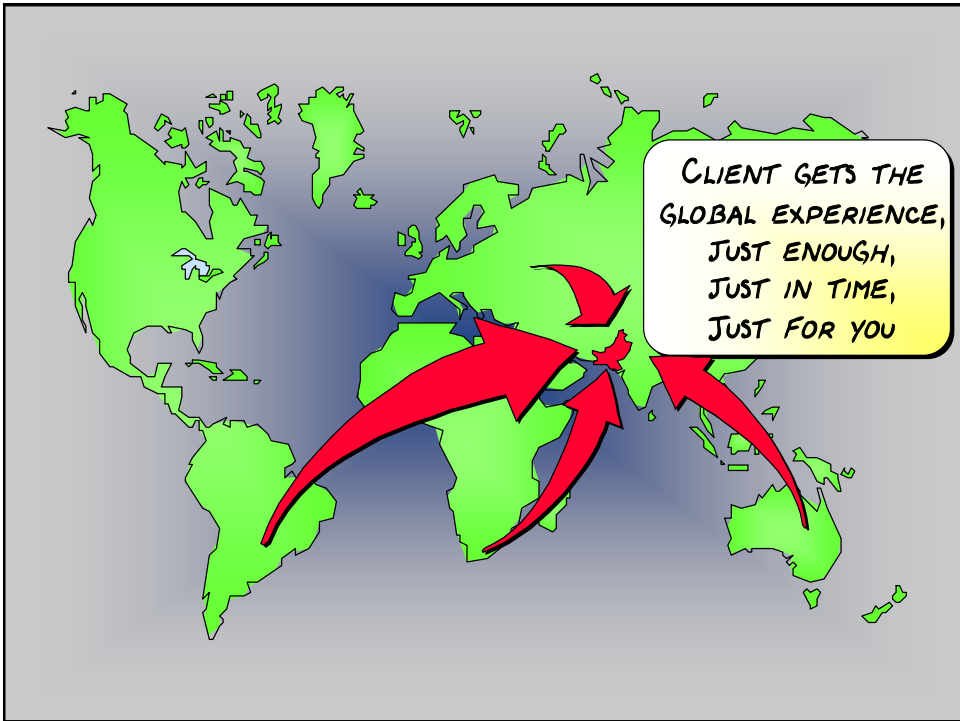
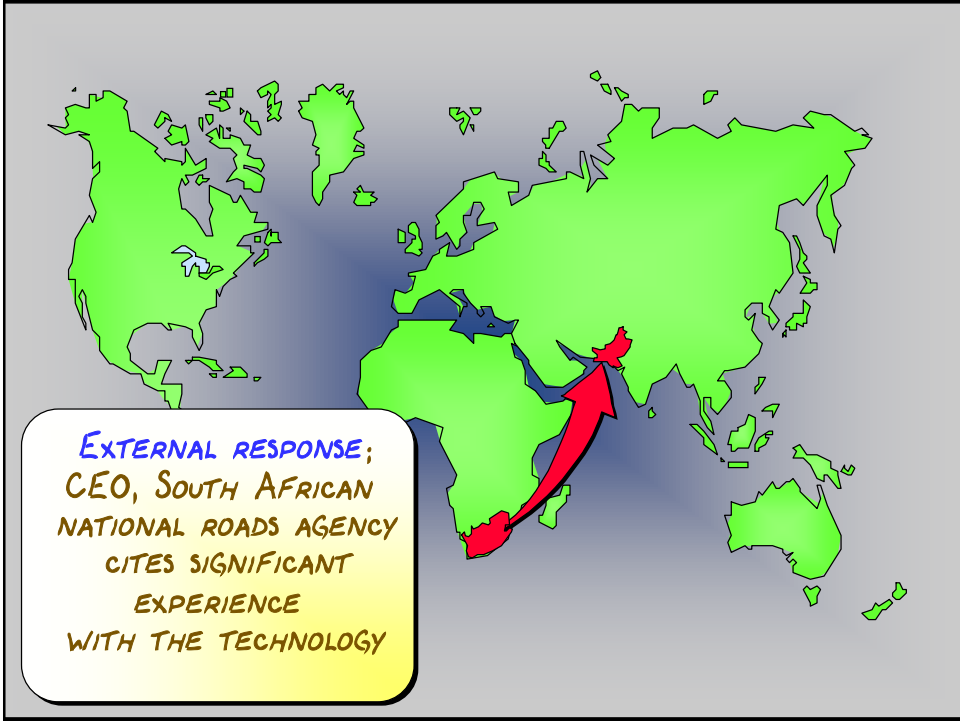
Now
BANK STAFF IN FIELD
OFFICE CONTACTS THE
ROAD NETWORK FOR
URGENT HELP

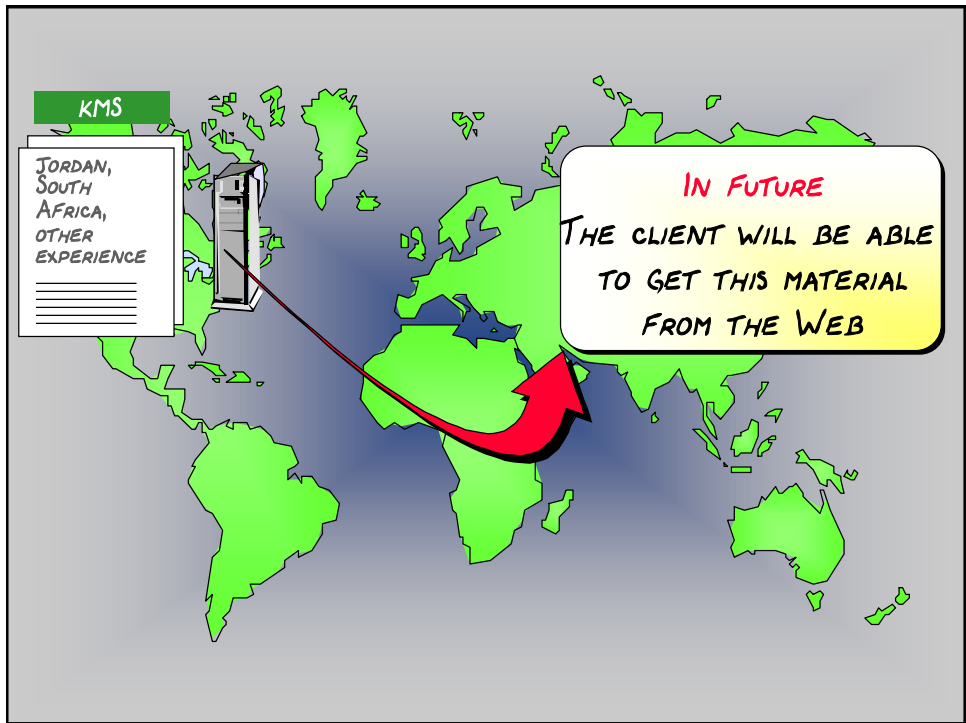
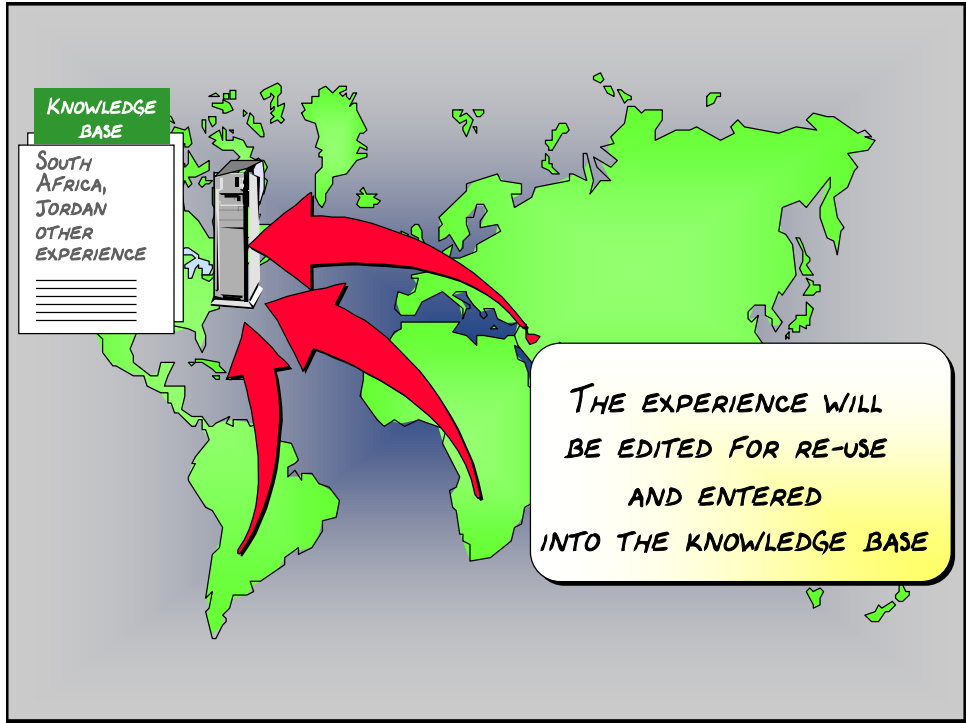


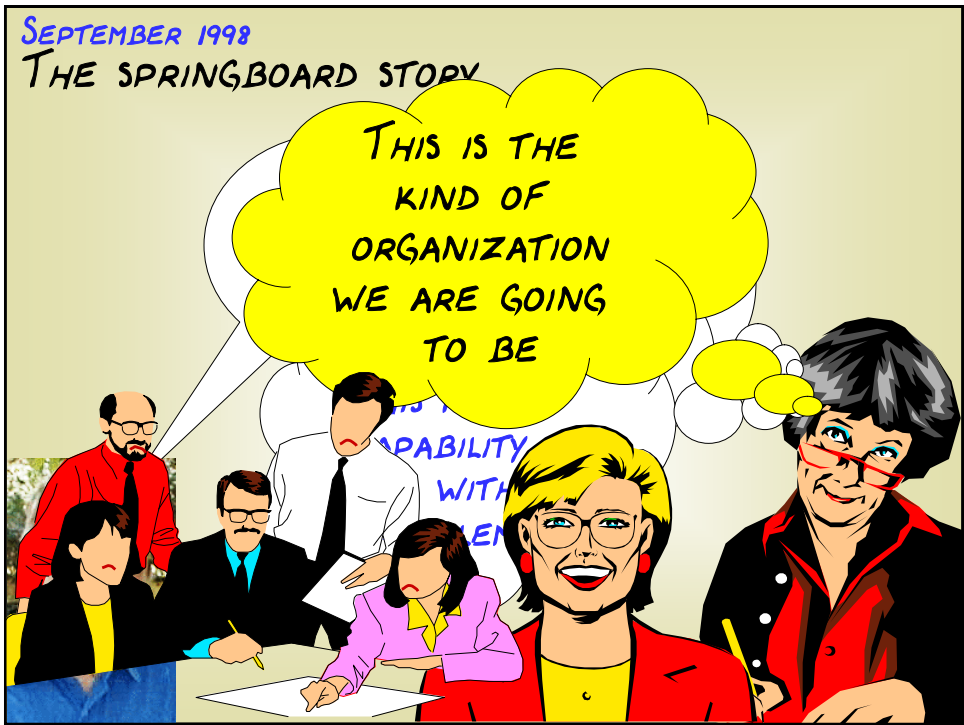
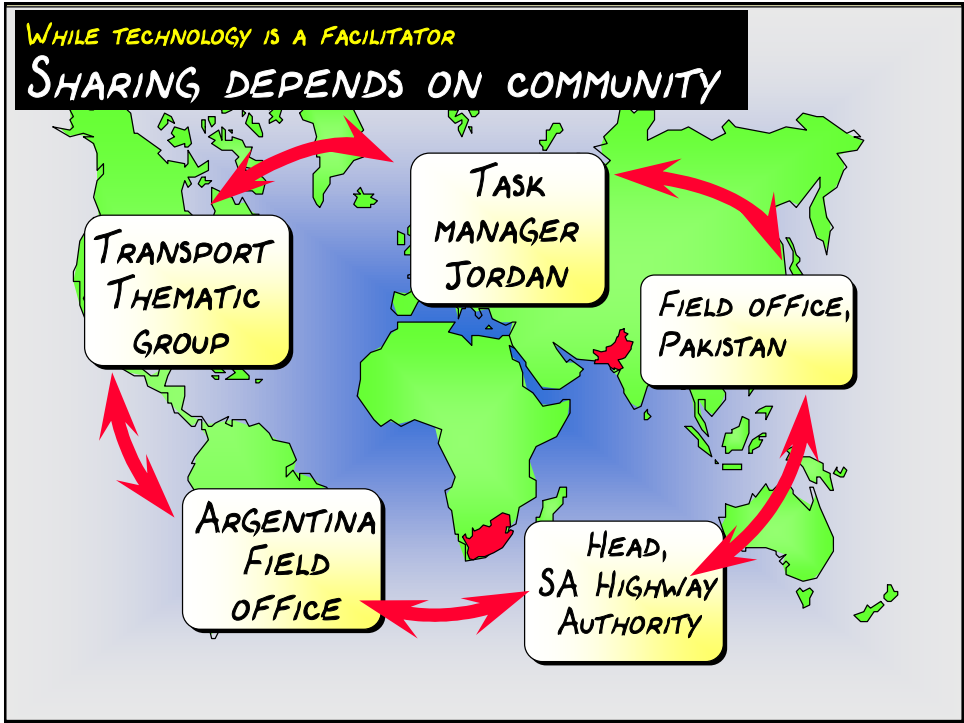
*IN-HOUSE RESPONSE;
TASK MANAGER IN
JORDAN GIVES
PROMISING EXPERIENCE
IN JORDAN
SAME DAY*



*ARGENTINA FIELD OFFICE
OVERVIEW OF
EXPERIENCE IN ASIA,
AUSTRALIA AND AFRICA,
SAME DAY*







STORIES CAN....

.... ENTERTAIN

.... CONVEY INFORMATION

.... PRESERVE CULTURES

.... BUILD RELATIONSHIPS AND COMMUNITIES

.... CHANGE ORGANIZATIONS

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IT'S **NOT**
EVERY STORY
THAT'S USEFUL!

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WE ARE NOT TALKING ABOUT THIS....



WE ARE NOT TALKING ABOUT THIS....



LET'S ALL GATHER ROUND
THE CORPORATE CAMPFIRE

USING STORY AS A
TOOL REQUIRES
UNDERSTANDING
THE PATTERN
UNDERLYING THE
NARRATIVE

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1. SPRINGBOARD STORYTELLING

STORYTELLING THAT CAN
COMMUNICATE A COMPLEX IDEA
AND SPARK ACTION.

SPRINGBOARD STORY

PURPOSE	TRUTH	POSITIVE	DETAIL	OUTCOME
STORY TO SPARK ACTION	TRUE	POSITIVE	MINIMALIST	ACTION

The New York Times

ON THE WEB

NOVEMBER 19, 2000

THE RIGHT THING

STORYTELLING ONLY WORKS IF TALES ARE **TRUE**

By JEFFREY L. SEGLIN

.... "ONE OF MY RULES IS: **NEVER LIE...**"

ROBERT METCALFE
3COM CORPORATION

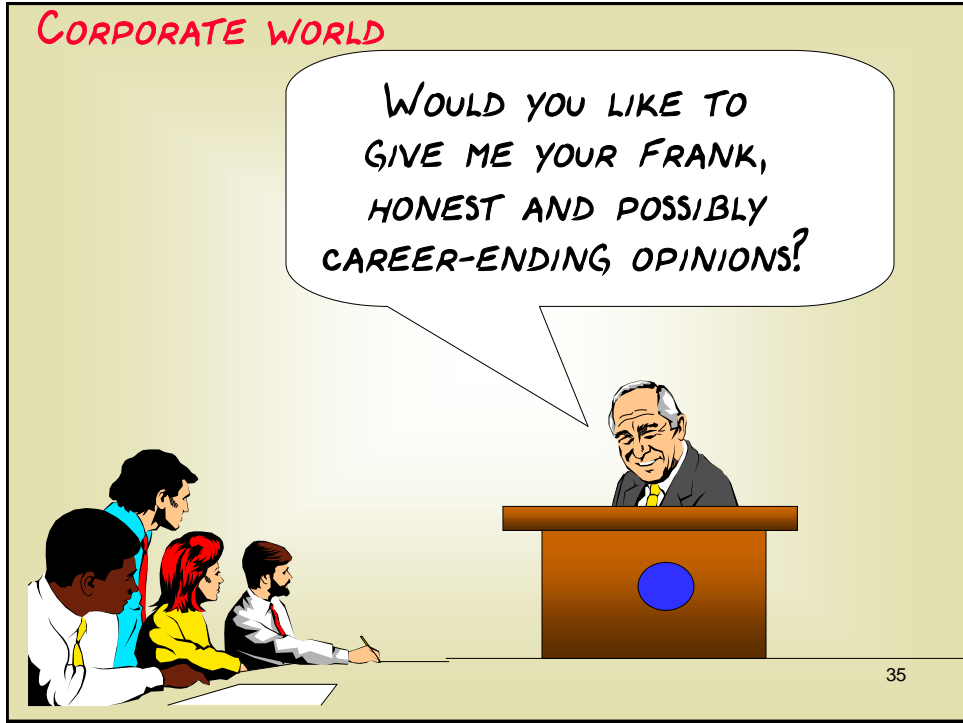
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WHAT IS A TRUE STORY?

NOT JUST A STORY WITHOUT INACCURACY....

**E.G. 700 HAPPY PASSENGERS
REACH NEW YORK AFTER THE
TITANIC'S MAIDEN VOYAGE!**

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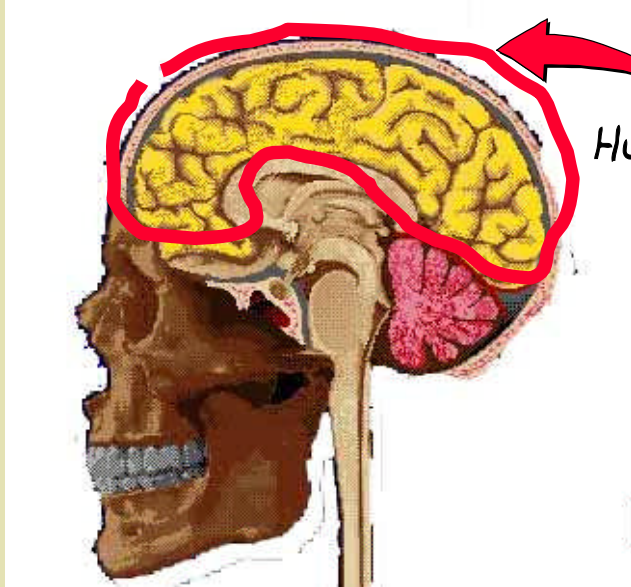
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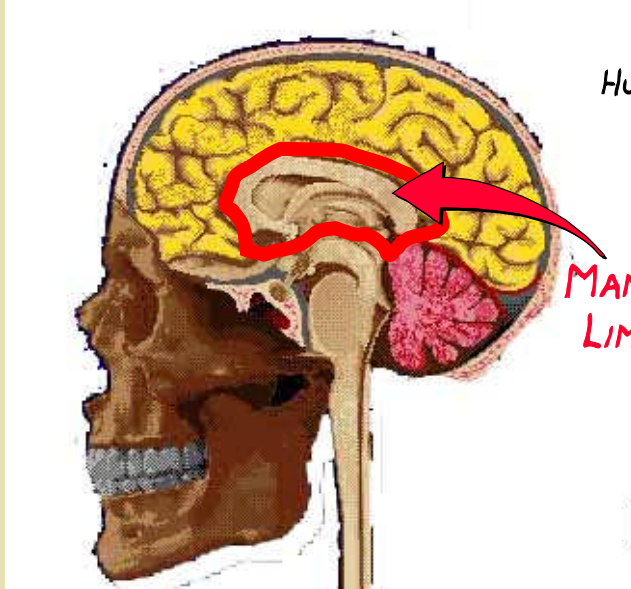
THE FINDINGS OF NEUROSCIENCE



HUMAN BRAIN
CORTEX

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THE FINDINGS OF NEUROSCIENCE

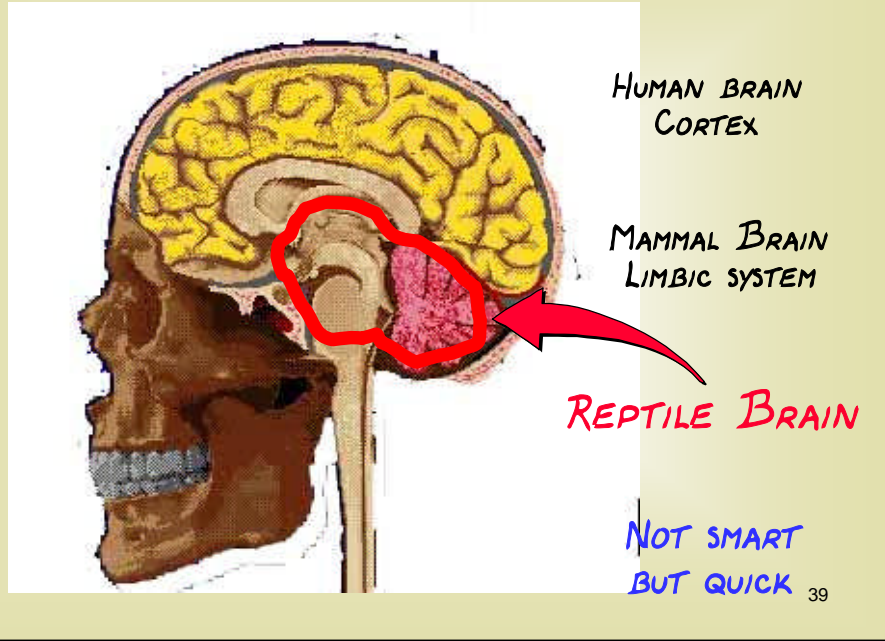


HUMAN BRAIN
CORTEX

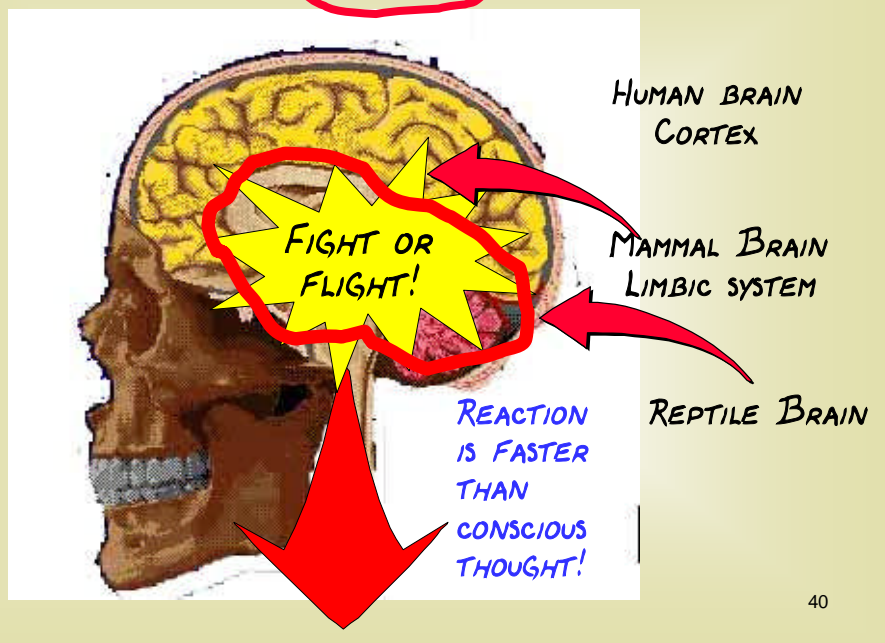
MAMMAL BRAIN
LIMBIC SYSTEM

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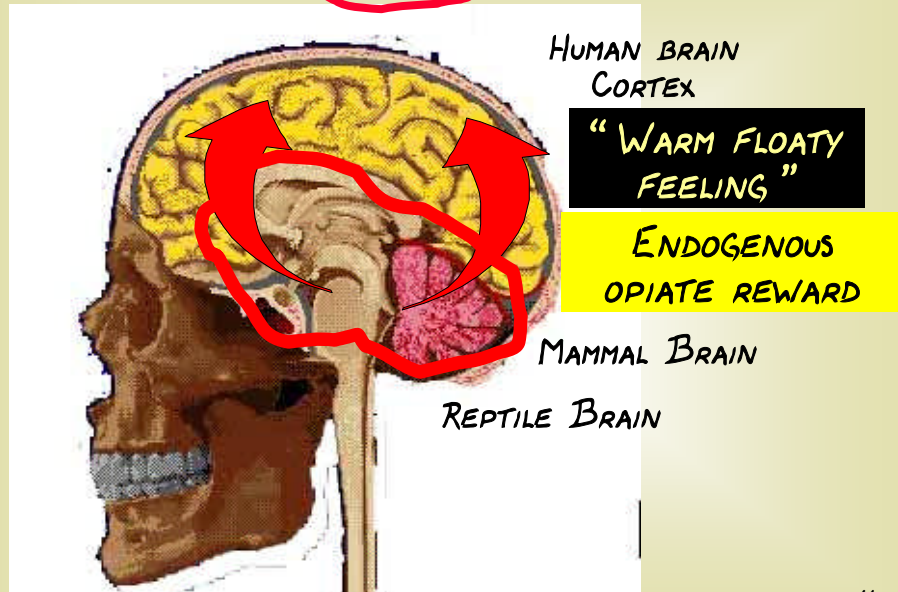
THE FINDINGS OF NEUROSCIENCE



STORY WITH AN UNHAPPY ENDING



STORY WITH A HAPPY ENDING



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1. SPRINGBOARD STORYTELLING

STORYTELLING THAT CAN
COMMUNICATE A COMPLEX IDEA
AND SPARK ACTION.

SPRINGBOARD STORY

PURPOSE	TRUTH	POSITIVE	DETAIL	OUTCOME
STORY TO SPARK ACTION	TRUE	POSITIVE	MINIMALIST	ACTION

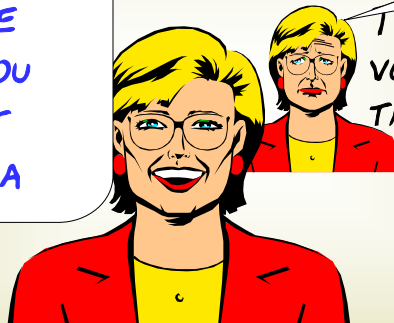
THE SPRINGBOARD STORY

THERE ARE **TWO** LISTENERS

JUST THINK OF
THE EMAILS
BUILDING UP IN
MY OFFICE!

LET ME
TELL YOU
ABOUT
ZAMBIA

THE LITTLE
VOICE IN
THE HEAD



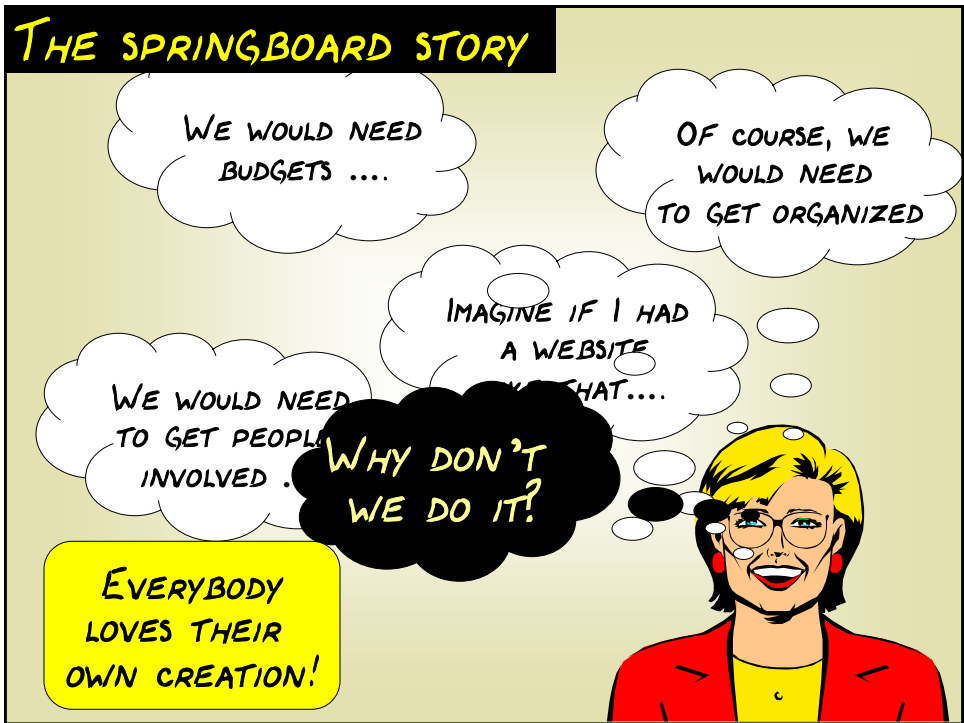
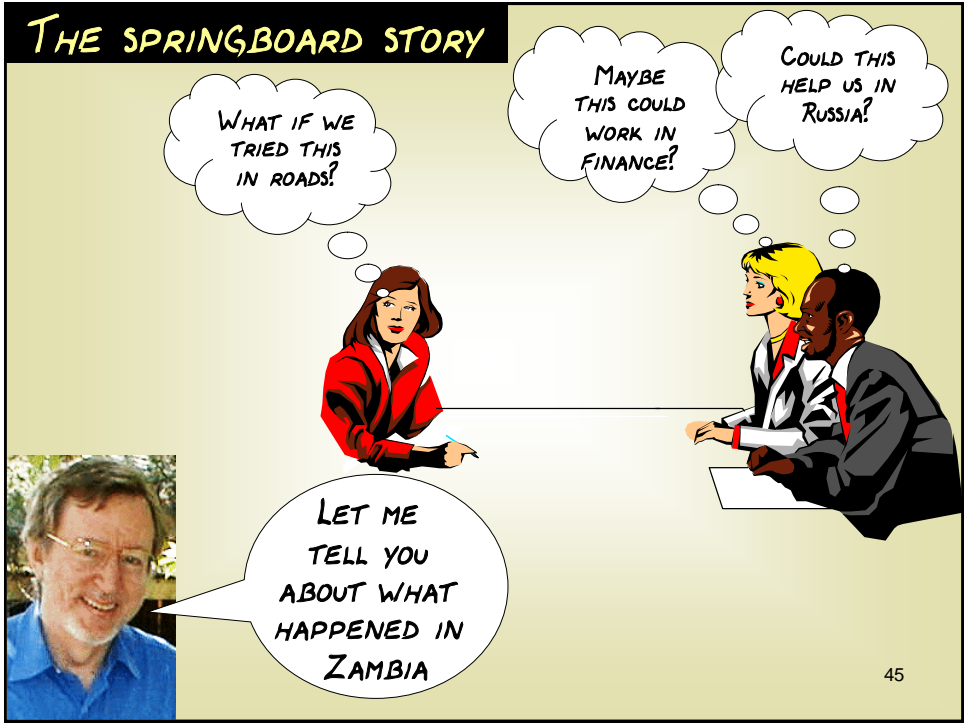
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THE SPRINGBOARD STORY

HOW DO YOU STIMULATE
THE LITTLE VOICE IN THE HEAD?

YOU TELL A STORY IN A WAY
THAT ELICITS A SECOND STORY...

(YOU GIVE THE LITTLE
VOICE SOMETHING TO DO...)⁴⁴



1. SPRINGBOARD STORYTELLING

STORYTELLING THAT CAN
COMMUNICATE A COMPLEX IDEA
AND SPARK ACTION.

SPRINGBOARD STORY

PURPOSE	TRUTH	POSITIVE	DETAIL	OUTCOME
STORY TO SPARK ACTION	TRUE	POSITIVE	MINIMALIST	ACTION

WHO CAN BE A SPRINGBOARD STORYTELLER?

EVERYONE!



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DOGS SNIFF
EACH OTHER



HUMAN BEINGS
TELL STORIES



KINDS OF STORIES

1. SPARKING ACTION
2. COMMUNICATING WHO YOU ARE
3. COMMUNICATING THE BRAND
4. FOSTERING COLLABORATION
5. TRANSMITTING VALUES
6. KNOWLEDGE SHARING STORY
7. TAMING THE GRAPEVINE
8. FUTURE STORIES

