



ARRANGE

A PRESENTATION OR WORKSHOP

BY

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A. About this catalog

Steve Denning is the world's foremost authority on organizational storytelling and business narrative. He gives workshops and presentations on the application of narrative and storytelling to a wide variety of leadership and management challenges..

While this catalogue provides a summary of workshops that are available “off the shelf”, Steve always tailors the presentation or workshop to meet the specific needs of the client.

Presentations range from 40 minutes to 2 hours, workshops from 2 hours to 2 days.

Workshops include practical exercises and templates that enable participants to acquire hands-on experience and make rapid progress in mastering the relevant narrative techniques.

To contact Steve to arrange a presentation or workshop, send an email to steve@stevedenning.com or telephone 202 966 9392 (US East Coast time).

B. General workshops

1. Overview of organizational storytelling & business narrative

Participants explore a simple but powerful idea: that very often the best way to communicate with people is through a story. It shows how to use storytelling to deal with the most difficult leadership challenges today.

In fact, it is fast becoming conventional wisdom that leaders use storytelling to make compelling presentations. But what most firms don't know when they first embark on employing narrative in their organization is that there is no single right way to tell a story.

Narrative—also known as storytelling—comprises an array of tools, each suitable to a different business purpose. Understanding the differences between the various narrative patterns is key to the effective use of narrative, and to avoiding the most frequent mistakes that organizations make.

Here participants learn how to use stories to communicate complex ideas so as to be easily understood and spark action even from skeptical audiences, build trust by communicating who you are, enhance your brand authentically from within the organization, understand values and how to transmit them authentically, create high

performance teams and communities of practice, transmit knowledge, both explicit and tacit, tame the grapevine, and lead people into the future.

It covers:

- Eight different narrative patterns to achieve different organizational purposes.
- Innovation: Why is innovation so difficult? Why don't the conventional theories of innovation work? What is needed to make transformational innovation happen?
- Seven crucial rules for performing the story: Telling the right story is important, but just as important is how you perform it.
- How to transform any argument into a story.
- Structuring an overall presentation in the form of a story, as well as incorporating stories within the structure.
- PowerPoint: how to stop complaining about PowerPoint and start using its awesome capacity to reinforce the narrative.

Participants use simple exercises and templates to accelerate their mastery of the different narrative patterns.

2. Eight High-Value Patterns of Business Narrative

Participants explore the eight high-value patterns of narrative for leaders, including communicating complex ideas so as to be easily understood and spark action even from skeptical audiences, building trust by communicating who you are, enhancing your brand authentically from within the organization, understanding values and how to transmit them authentically, creating high performance teams and communities of practice, transmitting knowledge, both explicit and tacit, taming the grapevine, and leading people into the future.

Participants use simple exercises and templates to accelerate their mastery of the different narrative patterns.

3. What Leaders Actually Do: The Secret Language of Leadership

Leaders behave differently from managers. Whereas managers control, leaders enroll in a vision. While managers obligate, leaders liberate. Whereas managers inform, leaders transform. While managers require, leaders inspire. Whereas managers seek obedience, leaders generate meaning. Whereas managers get convergence by containment and establishing boundaries, leaders get convergence by establishing expansive goals.

How do leaders actually accomplish this? Despite thousands of books published on the subject of leadership, the funny thing is that nobody seems to know exactly what leaders do. Books tend to offer either ineffective advice (“give people reasons to change”) or counter-productive advice (“play hardball” or “stick it to ‘em”) or vague, generalities (“discover the leader within” or “become emotionally intelligent”). These approaches don’t provide much practical help to a leader who is trying to figure out at 9am on Monday morning what to do to get people to change.

The challenge facing anyone urging change is daunting because audiences make up their minds about a proposed course of action in the first few seconds of any communication, as if in a “blink”. Typically people make decisions emotionally and then look around for reasons to support the decision they have already made.

How do effective leaders connect with their audiences in seconds? How do they reason with people who are making decisions emotionally? These challenges face all business leaders, politicians, marketers, sales people, or indeed anyone who wants to make a change in their family, community, town, country or planet.

Here participants explore the full array of narrative tools that can help handle the challenge, including springboard stories, stories of the audience’s problems, common memory stories, identity stories, and branding stories, while also discovering the relationship of narrative tools to non-narrative techniques, including facts, data, analyses, questions, images, frames, offers, surprises, activities, challenges, and metaphors.

The presentation/workshop is about the specifics of leadership, i.e. how to go about changing the world, regardless of hierarchical position or power. It unveils material from Steve Denning’s forthcoming book, *The Secret language Of Leadership* (Jossey-Bass, September 2007).

4. Managing Transformational Change

In the fast-paced world of global competition in the 21st Century, change is not an option, it’s a requirement for survival. But change isn’t just a matter of getting shifts in the way people behave, with time-bound programs and initiatives.

The challenge of change is not so much one of action as one of assimilation. Ultimately a transformation is successful, not just because people behave differently, but rather because they begin to create new roles and identities. The value of the transformation is located not in an action plan but in an identity shift. Until people shift identity, the change doesn’t really take root in a lasting, sustainable way.

How do you get people to change their identities? Conventional command-and-control techniques are impotent to handle such a challenge. Drawing from his experience in working with scores of large organizations and from his best-selling books, *Squirrel Inc* (Jossey-Bass, 2004) and *The Leader’s Guide to Storytelling* (Jossey-Bass, 2005) Steve

Denning shows how to use the magic of narrative to get inside the minds of your audience and inspire them to assume new roles and become in effect new people.

B. Specific Applications of Narrative

1. Using Storytelling to Ignite Change

ORGANIZATIONAL STRATEGIES FOR ADAPTING TO CHANGING & COMPETITIVE ENVIRONMENTS

More and more organizations are realizing that stability and predictability are no longer reasonable assumptions. In fact the number one problem of today's managers is the difficulty in getting their organizations to adapt to a competitive environment that is neither stable nor predictable. Yet while change is irresistible, the organization often seems immovable.

Steve Denning shows how a specific kind of story can be used to communicate complex new ideas and spark rapid energetic action towards their implementation. Participants learn how to identify and craft a springboard story i.e. a story that will spark action.

Using a simple exercises and templates, participants are equipped to start crafting their own springboard stories.

2. Narrative in Marketing and Branding

The idea that brands are grounded in narrative is rapidly becoming commonplace. It is increasingly realized that brands are not abstractions or adjectives. Managing the brand is a matter of managing the narrative about the value that the company brings to its customers in meeting their needs.

The brand narrative has three main dimensions – the narrative of the firm, the narrative of its products and services, and the narrative of its clients and customers. Whereas brand is the identity of the firm in the mind of its stakeholders, changing the brand entails changing the behavior of employees throughout the firm.

Using a simple exercises and templates, participants learn how to understand and craft the brand narrative.

3. Narrative Techniques for Selling

It's scary to realize that when people buy something they don't make logical decisions. They make emotional decisions and then search for logic to support their decisions. People don't buy what they 'need' either. They buy what they want, but say they need it.

How do you *reason* with people who are making decisions *emotionally*? How do you persuade people to change even *before* you've had a chance to present your arguments as to why it makes sense?

How do you get people who are basically satisfied with the status quo to become interested in buying? How do you plan sales campaigns for large corporate buyers with many departments involved in decision-making? What are the differences between selling products and services that are essentially "more of the same", as compared to products and services that involve the buyer in undertaking substantial change? How do you transform any sales argument into a story? How do you structure a whole sales presentation in the form of a story?

Participants learn how narrative approaches to selling can help answer these challenges as well as understand how storytelling fits into the wider array of communications tools available to anyone involved in selling, including facts, data, analyses, questions, images, frames, offers, surprises, activities, challenges, and metaphors. The use of videos, websites, and PowerPoint slides is also explored.

Using a simple exercises and templates, participants learn how to understand and craft the sales story.

4. Using Narrative to Establish & Transmit Values

When companies start talking about values, the managers often start making lists of values and then go around making high fives when they've agreed on a final set of organizational values. But then what happens? Not much.

Here participants learn

- the four main categories of organizational values
- how values are established by actions and transmitted by narratives
- the relevant narrative pattern for transmitting values.
- tips, tricks and pitfalls in using narrative to transmit values.

Using a simple exercises and templates, participants learn how to understand and craft the values story.

5. Using Narrative to Build High-Performance Teams

Whereas every organization wants high-performance teams, the conventional wisdom is that there is no way to "make" one: all management can do is direction, membership, resources, recognition and accountability of teams, and then hope for the best. The myth of managerial impotence to create high-performance teams is valid only so long as managers limit themselves to conventional command-and-control techniques.

Using a simple exercises and templates, participants learn how narrative techniques offer twelve powerful tools to generate high-performance teams.

6. *Using Narrative in HR: Unleashing Human Potential*

As HR continues its inevitable shift from transactions to transformation, the challenge of persuading people to undertake change is pervasive. This is so, whether the relevant aspect of the HR function is one of coaching, or architecting processes and structures, or facilitating, or attracting and retaining talent, or managing change. Conventional command-and-control techniques that are suitable for handling transactions are singularly ineffective in tackling transformational change.

Here participants learn the specific, identifiable, trainable behaviors needed to achieve transformation, discovering how different kinds of narratives can be used for handling different kinds of leadership challenges, including why and how each type of narrative works, with business examples and practical templates that can accelerate the crafting of suitable narratives.

Participants also learn why smart organizations are realizing that narrative is a core competence of an organization, and are incorporating this into recruitment and staffing policies.

7. *Managing the Culture*

Culture is often seen as something inside the firm. But more importantly it is the identity of the firm in the mind of its customers: culture is a key determinant of a firm's brand. A great brand needs to reflect the behavior of every employee. How do we manage what do we want to be known for, by our best customers, in the future? How do we influence the identity we're trying to shape? How do we now translate that into employee behavior today?

Using a simple exercises and templates, participants learn why traditional command-and-control approaches to management are powerless to handle these challenges, and how narrative techniques are well adapted to them.

8. *Internal Communications and Narrative*

Most internal communications programs are ineffective because they are dull and boring. Dreary abstractions, grinding recitation of data and tedious PowerPoint presentations put employees to sleep, rather than inspiring them to implement critical shifts in strategy.

Participants learn how to use the magic of narrative to create compelling internal communications that inspire rather than require, enroll rather control, transform as well as inform, create meaning rather than simply seek obedience. Narrative helps create organizations where people can discover relationships and find meaning in their lives and

generate unique opportunities for their talents. When that happens, when individuals see meaning in the organization, the organization gets value vis-à-vis the competition, but the individuals get value too. The result is an organization that enriches the lives of the people who work there as well as the communities in which they live.

Using a simple exercises and templates, participants learn how internal communications can be transformed so as to harness the magic of narrative to support change.

9. *Wow Them With PowerPoint (Really!)*

While it's common to rail at PowerPoint for encouraging excruciatingly boring presentations, this is tantamount to complaining about the English language for being boring. PowerPoint is an infinitely flexible program.

Participants learn how any presenter can harness the immense capabilities of PowerPoint to transform dull arguments into compelling, memorable presentations that lead to action.

The first part of the presentation/workshop deals with straightforward issues of slide hygiene, including how to eliminate jargon, add oral stories & vignettes, make existing stories more concrete, use full sentences for headings, simplify the slides, and make sure that images are relevant.

The second part of the presentation/workshop shows how a presenter can rethink the logic of any argument and turn a tangle of complex abstractions into a seamless web of stories, so as to make it content-rich, compelling and memorable. This includes steps to connect emotionally with the audience upfront, making the audience the hero of your presentation, creating the universal client story, inserting springboard stories, reordering the presentation, transforming abstract arguments into various kinds of stories: common memory stories, explanatory stories, or stories of “as seen through the eyes of...”

C. Knowledge and innovation

1. *Innovation and knowledge management*

KM has often been defined as “sharing knowledge”, which implies that knowledge already exists. But what about new knowledge? How are new ideas created and implemented in an organization? How does innovation occur? Why is it so difficult? Is there a way of breaking the innovation logjam?

Participants explore structural proposals to deal with the problem of innovation, including those put forward by Clayton Christensen (*The Innovator's Solution*), Gary Hamel (*Managing Resilience*), Booz Allen (*Colonizing Innovation*) and Andrews and

Cassidy (Innovating for Cash) and learn why these approaches defer the problem rather than solve it, and what it really takes to launch transformational innovation.

Participants get the main findings of *The Leader's Guide to Storytelling**, a book by Steve Denning was selected by the Innovation Book Club, after reviewing some 90 books, as one of the twelve most significant books on innovation in the last few years: see http://stevedenning.typepad.com/steve_denning/2005/11/the_leaders_gui.html

2. What's new in knowledge management?

Knowledge management has been under way for a number of years. Hundreds of books and tens of thousands of magazine articles have been written. What does it add up to?

Here participants discover what's new in KM. What is really new and what is merely churn? What worked? What didn't?

Participants discover that that while most of the churn is on the supply side of KM, the real value lies in dealing with the demand side. Using a simple exercises and templates, participants learn what's involved in managing the demand side of knowledge.

3. Getting Top Management Support for KM

A central problem facing organizations today is that change is virtually irresistible but the organization often seems to be immovable. Persuading organizations to undertake transformational change is widespread management dilemma, for which conventional communication techniques simply do not work. Participants learn how springboard storytelling can help KM advocates communicate effectively with top management so as explain what knowledge management is and to get the organization adopting it as a strategic thrust.

Participants learn how storytelling can be used to spark action in even in difficult or hostile audiences. It shows how and why an apparently simple form of story can achieve sophisticated and dramatic results. It teaches the underlying mechanism that enables a springboard story to work. It will show participants how to craft and perform stories from their own environments.

D. About Steve Denning

Steve Denning, organizational storyteller extraordinaire, is the author of several books on organizational storytelling, including *The Leader's Guide to Storytelling: Mastering the Art and Discipline of Business Narrative*, which was published by Jossey-Bass in April 2005. <http://www.stevedenning.com/LeadersGuide.html>

Steve's article, "Telling Tales" was published by *Harvard Business Review* in May 2004.

Steve is the former Program Director, Knowledge Management at the World Bank. He now works with organizations in the U.S., Europe, Asia and Australia on knowledge management and organizational storytelling.

Steve's innovative work has been recognized world-wide:

- In November 2000, Steve was named as one of the world's ten Most Admired Knowledge Leaders (Teleos)
- In April 2003, Steve was ranked as one of the world's Top Two Hundred Business Gurus: Davenport & Prusak, *What's The Big Idea?* (Harvard, 2003).
- In November 2005, Steve's book, *The Leader's Guide to Storytelling*, was selected by the Innovation Book Club as one of the twelve most important books on innovation in the last few years:

http://stevedenning.typepad.com/steve_denning/2005/11/the_leaders_gui.html

Steve is currently a Senior Fellow at the James MacGregor Burns Leadership Academy at the University of Maryland.

Steve's website which has a collection of materials on knowledge sharing and storytelling may be found at: <http://www.stevedenning.com>

Steve's other books on organizational storytelling include:

- a. *Squirrel Inc: A Fable of Leadership Through Storytelling* (Jossey-Bass, 2004), a fable which elaborates seven different kinds of organizational storytelling.
<http://www.stevedenning.com/squirrel.htm>
- b. *The Springboard: How Storytelling Ignites Action in Knowledge-Era Organizations* (Butterworth Heinemann, 2000) which describes how storytelling used as a powerful tool for organizational change and knowledge management at the World Bank:
<http://www.stevedenning.com/springboard.htm>
- c. "*Storytelling in Organizations: Why Storytelling Is Transforming 21st Century Organizations and Management* (Butterworth Heinemann, 2004): co-authored with John Seely Brown, Larry Prusak and Katalina Groh: four different practitioner accounts of the growing understanding of the role of storytelling in organizations.
<http://www.stevedenning.com/ReadStorytellingInOrganizations.html>

Steve was born and educated in Sydney, Australia. He studied law and psychology at Sydney University and worked as a lawyer in Sydney for several years. He did a postgraduate degree in law at Oxford University in the U.K. Steve then joined the World Bank where he worked for several decades in many capacities and held various management positions, was the director held various posi including Director of the

Southern Africa Department from 1990 to 1994 and Director of the Africa Region from 1994 to 1996. From 1996 to 2000, Steve was the Program Director, Knowledge Management.

E. Steve's Clients Include:

<i>GE</i>	<i>World Bank</i>
<i>IBM</i>	<i>Smithsonian Associates</i>
<i>Shell</i>	<i>US Army</i>
<i>Bristol Myers Squibb</i>	<i>Defense Intelligence Agency</i>
<i>Deloitte</i>	<i>CIA</i>
<i>McDonalds</i>	<i>NSA</i>
<i>Unilever</i>	<i>NIMA</i>
<i>Xerox Corporation</i>	<i>US State Department</i>
<i>Meredith Corporation</i>	<i>USAID</i>
<i>Mitre Corporation</i>	<i>AARP</i>
<i>Lockheed Martin</i>	<i>Federal Aviation Administration (FAA)</i>
<i>Hewlett Packard</i>	<i>American Institute of Architects</i>
<i>Oracle Corporation</i>	<i>California Workforce Association</i>
<i>IDEO</i>	<i>The Brookings Institution</i>
<i>Global Business Network (GBN)</i>	<i>Ministry of Foreign Affairs (Norway)</i>
<i>Syngenta</i>	<i>UNDP</i>
<i>The Concours Group</i>	<i>HRPAO</i>
<i>Nokia (Finland)</i>	<i>EGov</i>
<i>NORAD (Norway)</i>	<i>NY State Government</i>
<i>Nestle (Switzerland)</i>	<i>Australian Federal Treasury</i>
<i>Infiniti Solutions Ltd (NZ)</i>	<i>Usability Professionals Association</i>
<i>Danfoss (Denmark)</i>	<i>Georgetown University</i>
<i>Symbiosis Corporation (Austria)</i>	<i>Cornell University</i>
<i>Royal Society for the Arts (UK)</i>	<i>Stanford University</i>
<i>Nuclear Regulatory Commission</i>	<i>Babson College</i>
<i>Business Innovation Factory</i>	<i>Johns Hopkins University</i>