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# Crafting the springboard story

## Template

1. What is the **specific change** in the organization or community or group that you hope to spark with the story?
  - *What will be the situation as a result of the change?*
  - *What is the purpose in getting the change?*
  - *What route is planned to get to the changed situation?*
2. Think of an **incident** (either inside or outside your organization, community or group) where the change was in whole or in part successfully implemented?  
*Describe it briefly.*
3. Who is the **single protagonist** in the story?
4. What is the **date** and **place** where the **single protagonist** began the story?  
*e.g. "In July 2003, in London, Tony Smith...."*
5. Is the single protagonist **typical** of your specific audience?  
If not, can the story be told from the point of view of such a protagonist?
6. Does the story **fully embody the change idea**? If not, can it be extrapolated so that it does fully embody the change idea?
7. Does the story make clear **what would have happened without the change idea**?
8. Has the story been **stripped of any unnecessary detail**?  
Are there any scenes with more than two characters?
9. Does the story have an **authentically happy ending**? Can it be told so that it does have such an ending?
10. Does the story **link to the purpose** to be achieved in telling it?  
*"What if...?" or: "Just imagine...." or: "Just think...."*

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# Creating the Story of Who You Are

## Template

### Crafting the Identity Story

1. The story of who you are is usually a prelude to some other communication – your **main communication**. In your case, state the purpose of this “main communication”.

*E.g. proposing a change, announcing a decision, marketing or selling a product.*

2. Review the events of your journey through life and select an event that was a turning point for you, e.g. when things did not turn out as you expected.

*Describe it briefly.*

3. Is the turning point relevant by analogy to your main communication? If yes, continue on to step 4. If not, try to find a turning point that is relevant by analogy to your main communication.

*E.g. A story about how you fell sick at a restaurant might be an interesting, even gripping, story, but if it is not relevant to your main communication, it may be distracting and counterproductive...*

4. When and where did it happen?

*e.g. “In July 2003, in London, I was ....”*

5. Will the event in itself be of interest to your audience? If not, can the story be told so that it could become interesting to your audience?

6. Does the story reflect the values that you as a person espouse? If not, can it be adjusted so that it does reflect those values?

7. Does the story show by implication how you felt about the event?

8. If the story has a positive tone i.e. a happy ending, is there a risk of that it will sound like boasting? If the story has a negative tone, i.e. an unhappy ending, does it show what you got out of the experience?

9. At the conclusion, does the story link to your main communication?

*E.g. “What this experience taught me was... “*

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# Telling the Story of Who The Firm Is

## Template

### Crafting the Brand Narrative

1. What is the **specific aspect** of the firm that you want to communicate with the story?
  - *Its client intimacy?*
  - *Its operational excellence?*
  - *Its innovation and creativity?*
2. Think of an **incident** where this aspect was exhibited  
*Describe it briefly including the date and place where it happened.*
3. Is the incident **truly typical** of the way the firm always operates?
4. Who is the **single protagonist** in the story? Is the single protagonist **typical** of your specific audience? If not, can the story be told from the point of view of such a protagonist?
4. Is the story **relevant** to that audience?
5. Does the story **fully embody the specific aspect** of the firm that you are aiming to highlight?
7. Does the story make clear **what would have happened without the specific aspect?**
9. Has the story been **stripped of any unnecessary detail?**  
*Are there any scenes with more than two characters?*
10. Does the story have an **authentically happy ending?** Can it be told so that it does have such an ending?
11. Is the story **distinctive** of the firm? Does it differentiate the firm from its competitors?
12. Is the story **linked to the brand narrative?**  
*Can you show that the story is characteristic of the brand, e.g. statistics, ratings, awards?*  
*Can you show why this story is characteristic of the organization, e.g. staffing, training?*  
*Can you show how the story is characteristic of the organization, e.g. processes, values?*

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# Getting People Working Together

## Template

### Beginning a “story chain” to spark collaboration

1. Have someone tell a **moving story** about something that happened to the group.

*E.g. a turning point in the group’s story?*

*E.g. a time when the group ran into a real problem?*

*E.g. a time when things went terrifically well for the group?*

*E.g. a time when the group faced a real challenge?*

2. Who was the **single protagonist** of the story?

3. Is the single protagonist **typical** of your specific audience?

If not, can the story be told from the point of view of such a protagonist?

4. What is the **date** and **place** when it happened?

5. Has the story been **stripped of any unnecessary detail**?

6. What happened **after the incident**? Did things get better or worse?

7. How did the protagonist **feel** about the incident?

8. What was the significance of what happened **for the group**?

**After the story has been told:** has anyone else had a similar experience?

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# Communicating the Values of the Organization

## Template

### The Values Narrative

1. What is the **specific value** that you would like to communicate?  
e.g. Provide quality service  
Maintain our integrity,  
Honesty and public trust.  
Customer intimacy  
Operational excellence  
Innovation and creativity
2. Think of **another value** that might be in tension with it.  
e.g. Profitability  
Deadlines  
Output targets
3. Think of an **incident** where a conflict between those two values arose.  
*Describe it briefly.*
4. Who is the **single protagonist** in the story?
5. Is the single protagonist **typical** of your specific audience?  
If not, can the story be told from the point of view of such a protagonist?
6. Does the story make clear **the importance of your target value?**
7. Has the story been **stripped of any unnecessary detail?**
8. Does the story **link to the purpose** to be achieved in telling it, i.e. communicating the specific value of your organization?

*Can you show that the story is characteristic of the organization, e.g. statistics, ratings, awards?  
Can you show why this story is characteristic of the organization, e.g. history, staffing, training?  
Can you show how the story is characteristic of the organization, e.g. processes, values?*

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# Sharing Knowledge Template

## Crafting the Knowledge Narrative

1. What is the problem you are addressing?
  
2. What is the context of the problem?
  - a. What was going on at the time the problem emerged?
  - b. What was going on before that?
  - c. What factors are involved in the problem emerging?
  - d. How serious is the problem?
  - e. What will happen if the problem is not fixed?
  - f. Have you explained enough of the context to show whether the solution is going to transferable to a different situation?
  
3. What was the solution to the problem?
  
4. What is the explanation of the solution?
  - a. Why does this solution solve the problem?
  - b. What is the underlying causal mechanism?

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# Communicating the Future Story

## Template

### The Vision Narrative

#### “Working backwards from the future”

1. Imagine (hypothetically) a situation at a certain point in the future when the organization has already successfully implemented a strategic shift.
2. Describe briefly how the organization would be functioning at such a time, particularly how it would be different from the way that organization functions today. In other words, what signs would be there to indicate that the change had indeed taken place? (Note: this is ***not*** a story, but rather a description of a static future state.)
3. Work backwards from that future state, and imagine what would have to happen both inside and outside the organization for this change in focus to have taken place.
4. Once these steps are complete, then reassemble the elements in chronological order and tell how the organization will in fact go about changing its focus.