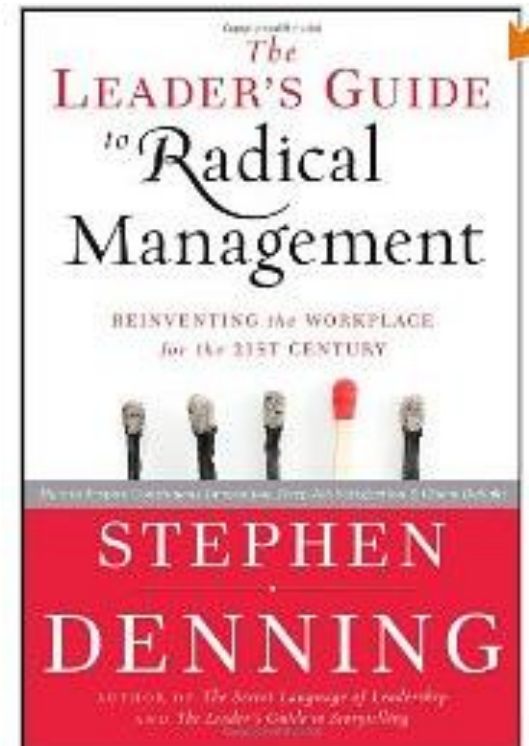
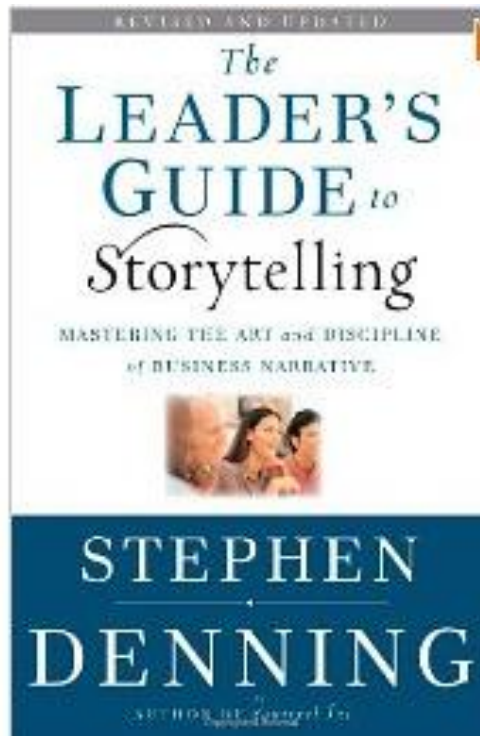


Leading Change Through Storytelling

How Leaders Inspire Action

Through Storytelling

www.stevedenning.com



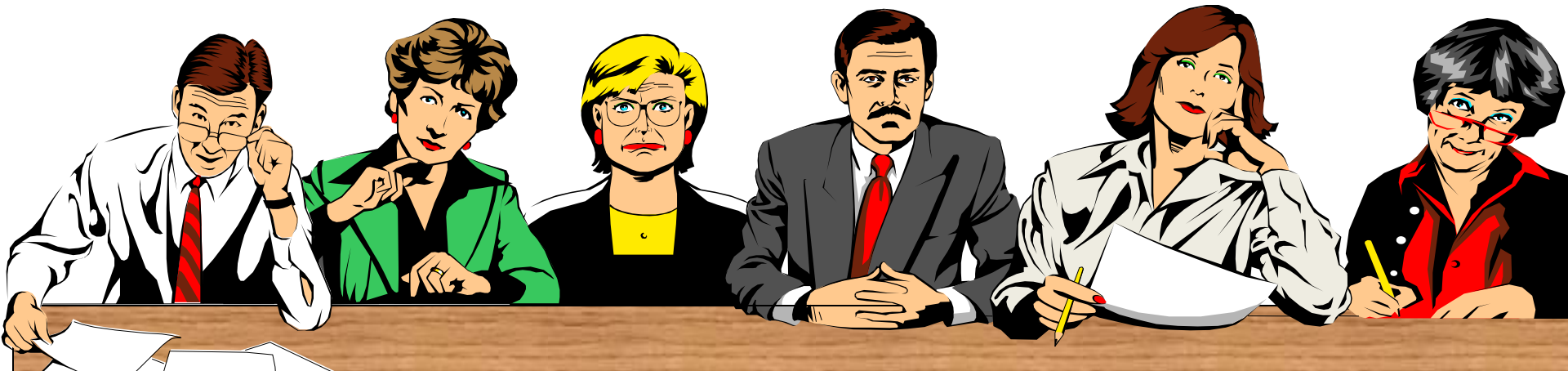
These slides:

<http://www.stevedenning.com/slides/storytelling.pdf>

How do you:

- inspire enduring enthusiasm for a cause?
- connect with risk-averse, diverse, difficult, cynical audiences?

....at work, with clients,
in the community, in the family?



I will talk about

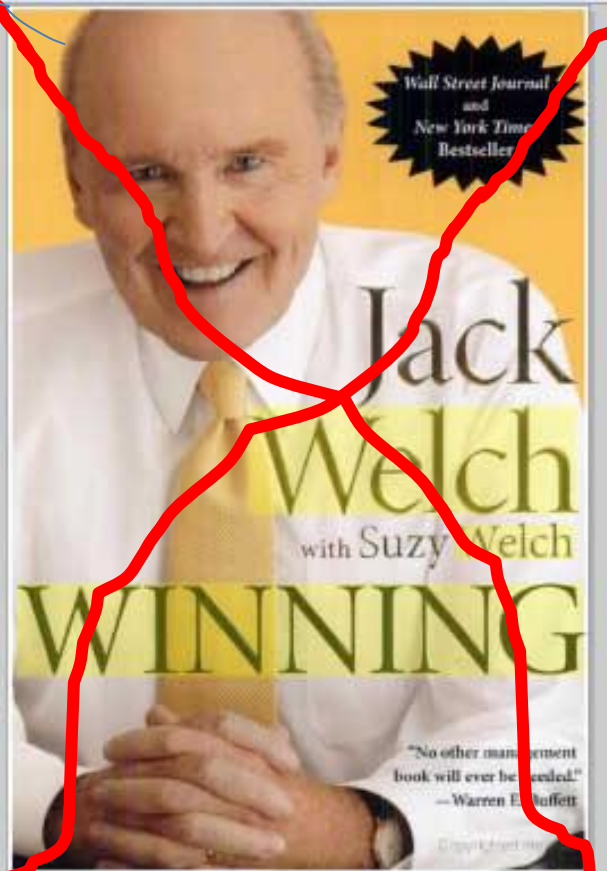
The **power** of storytelling

But also about:

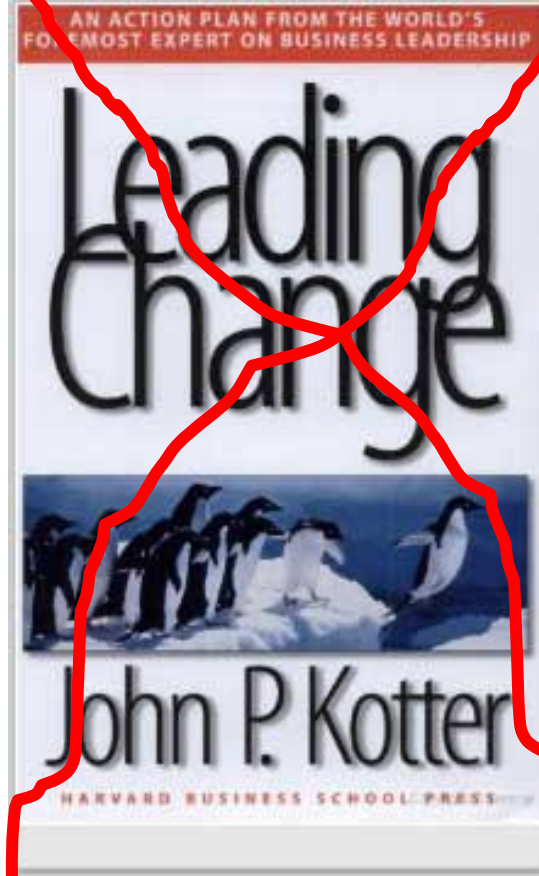
The **limits** of storytelling

**How do you inspire
people to
want
to change?**

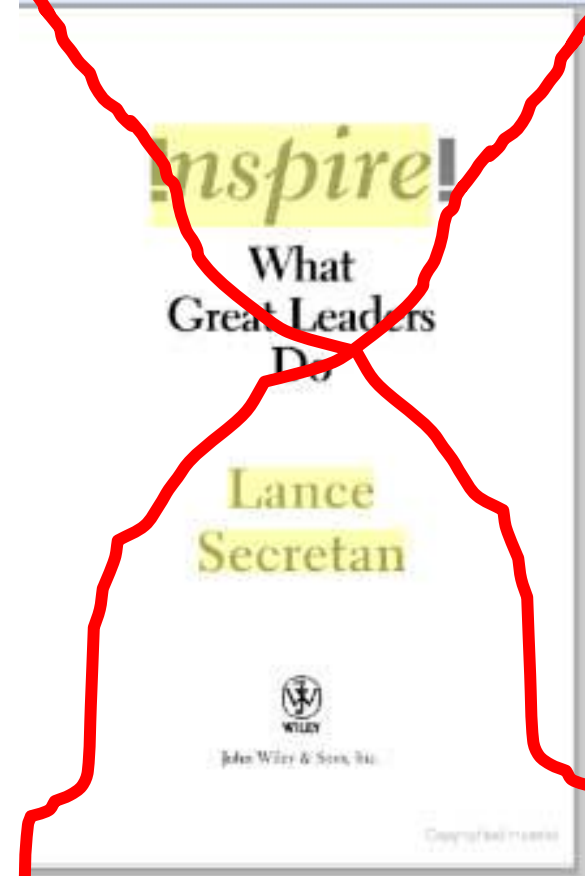
Three kinds of leadership books..



“Tell them!”



**“Give them
reasons!”**



**“Inspire
them!”**

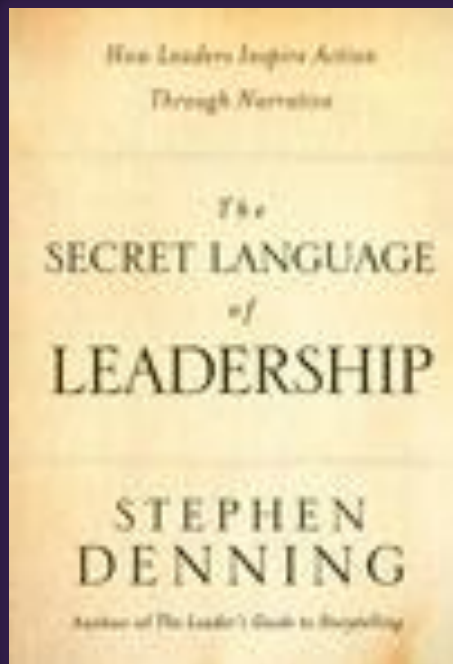
WARNING

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

Feel free to step outside!

2nd WARNING

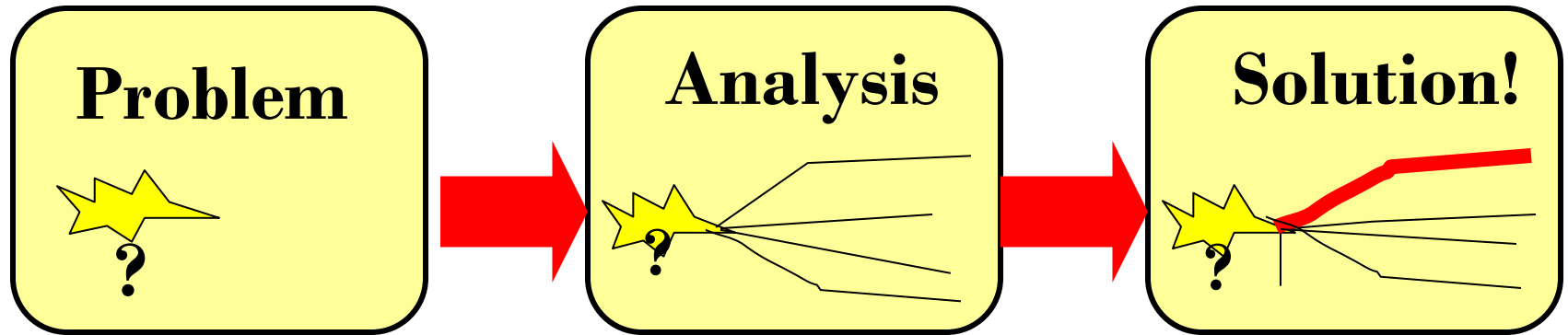


“If business leaders do not immediately grasp the vital insights offered by this book, both they and their organizations are doomed.”

Financial Times: August 29, 2007

Using storytelling to inspire change

The Western intellectual tradition



Effective presentation to get action



Exercise #1

Tell a **60 second story**

about:

Either

- A time when you found out what your organization is really good at

or

- A time when you faced difficulty or adversity in your work



**Great
communications
make the complex
sound simple**



Simple
doesn't mean
misleading

Simple!

Authentic!



**Less
is
more!**

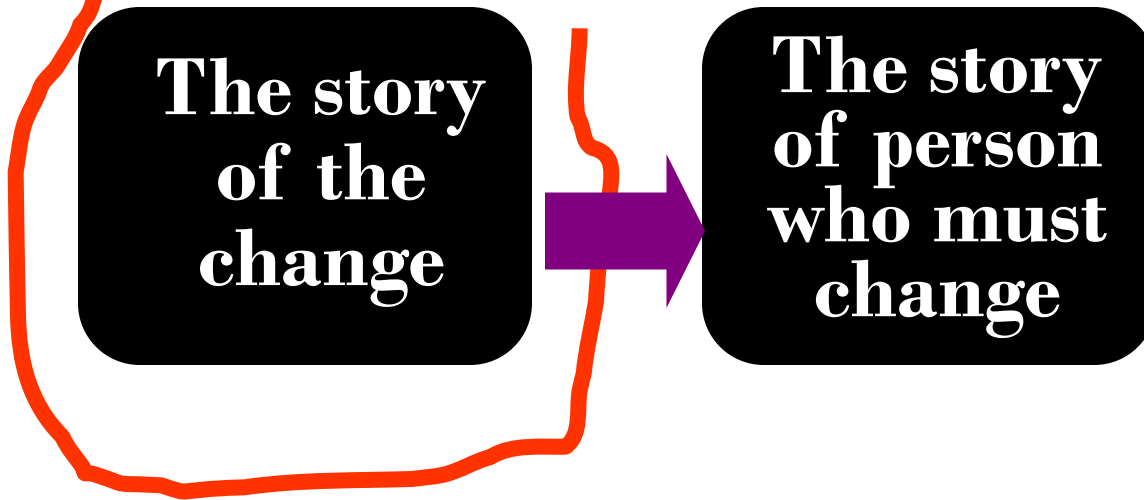
Succinct!

With feeling!

What's
my story?

The Language of Leadership

Preparing to lead



Effective presentation to get action



1. Understanding the story of the change

Preparing to lead: 1. The story of the change

Getting clear on the change idea...

Big problem in change:

Leaders often don't make up their mind

exactly which change.



Preparing to lead: 1. The story of the change

Getting clear on the change idea...

**How do you
chop wood?**



**Annie Dillard:
The Writing Life**

Preparing to lead: 1. The story of the change

Getting clear on the change idea...

How does a karate expert break the brick?



Susan Scott:
Fierce Conversations

Preparing to lead: 1. The story of the change

Getting clear on the change idea...

Ben

Zander

Preparing to lead: 1. The story of the change

Getting clear on the change idea...



Preparing to lead: 1. The story of the change

Getting clear on the change idea...

Fix on it with laser beam intensity...



Preparing to lead: 1. The story of the change

Getting clear on the change idea...

Exercise

Focus on your priority change message.

It will have **two parts**.

(a) what's the problem ?

(b) what would the world look like
if the problem was fixed?



2. Understanding the story of the person who needs to change

Preparing to lead: 2. The follower's story

Exercise

Getting to the level of the unique individual

Tell the story of a person who doesn't want to change as persuasively and coherently as you can.

What are his values? His experiences? His goals?

The story will always end:

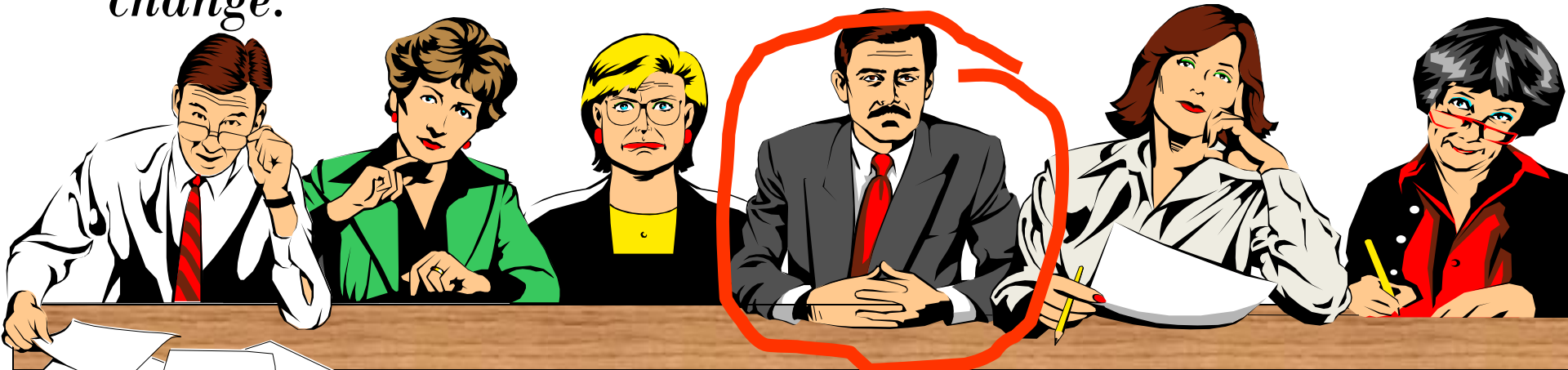
“That’s why this person does not want to change.”



Preparing to lead: 2. The follower's story

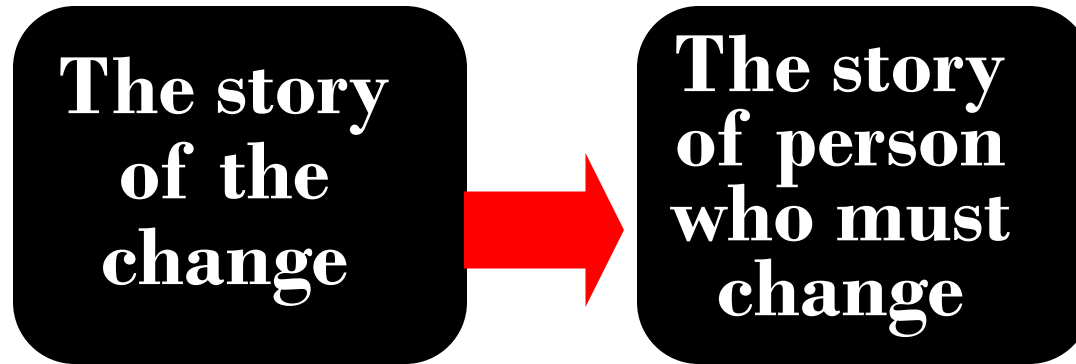
Get into groups of three:

- *The first person tells the story of the person who doesn't want to change in the third person. It ends: "That's why they don't want to change."*
- *The second person tells the same story in the first person. It ends: "And that's why I don't want to change."*
- *The third person tell the same story in the second person. It ends: "And that's why you don't want to change."*



The Language of Leadership

Preparing to lead



Effective presentation to get action



**First,
get their
attention!**

Today's audiences...

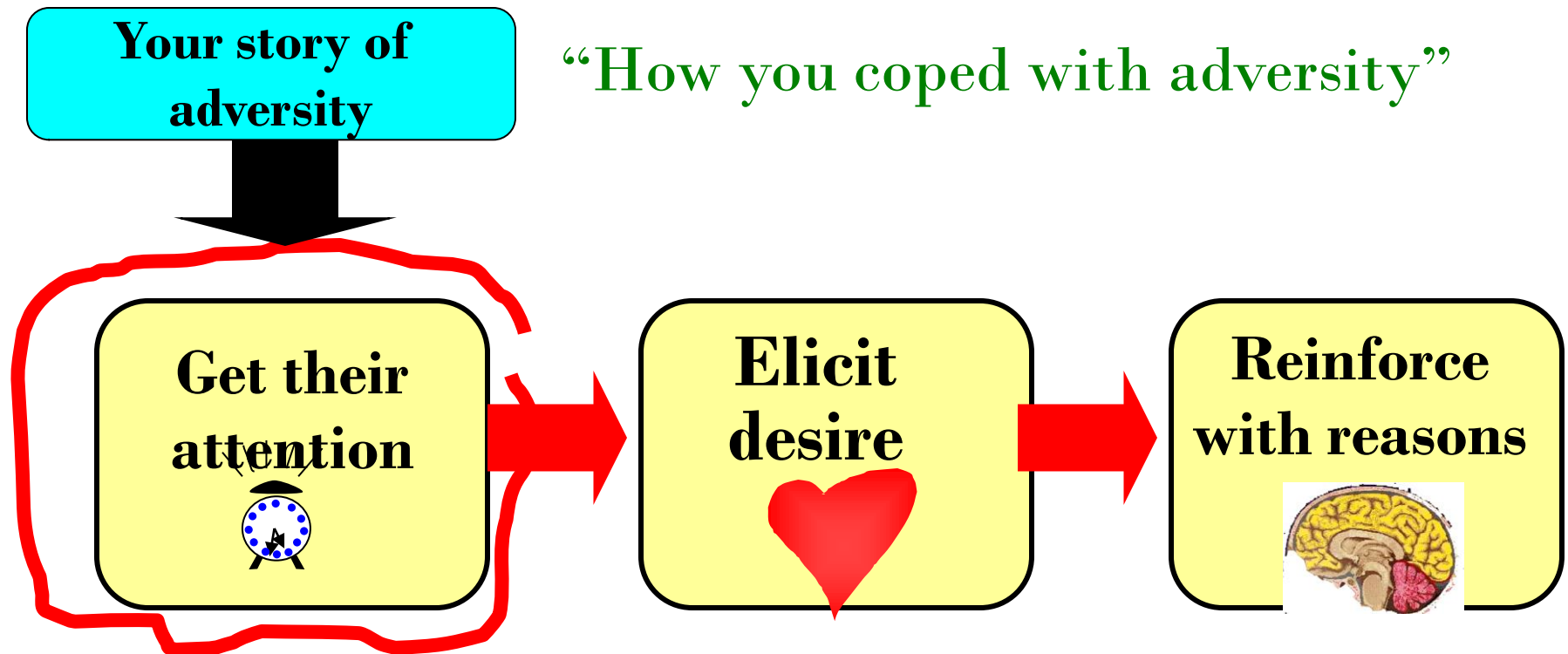


Getting the listener's attention

How do you get people's attention?

- *unexpected*
- *relevant*
- *negative*

Getting the listener's attention



Getting the listener's attention

Dave Logan
tries to
get his listener's attention

Getting the listener's attention



Getting the listener's attention

How did
Al Gore
get people's attention?

Getting the listener's attention



Getting the listener's attention

**Our problems
will get worse**

“The situation is deteriorating!”

**Our problem
now**

“Our problem now is
much worse than you think!”

**Your story of
adversity**

“How you coped with adversity”



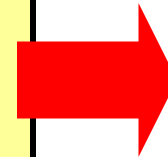
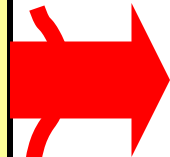
**Get their
attention**



**Elicit
desire**



**Reinforce
with reasons**



WARNING

What you are about to hear may seem:

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- **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

20 DEVICES TO GET ATTENTION

GENERALLY EFFECTIVE

- The audience's problems
- How you handled adversity
- A warning
- A challenge
- A question
- A metaphor
- Something unexpected.
- Share something of value
- Admission of responsibility
- A relevant musical performance

MODERATELY EFFECTIVE

- The real thing
- A surprise
- An extraordinary offer
- The story of an opportunity for the audience.
- A springboard story
- A joke
- An image

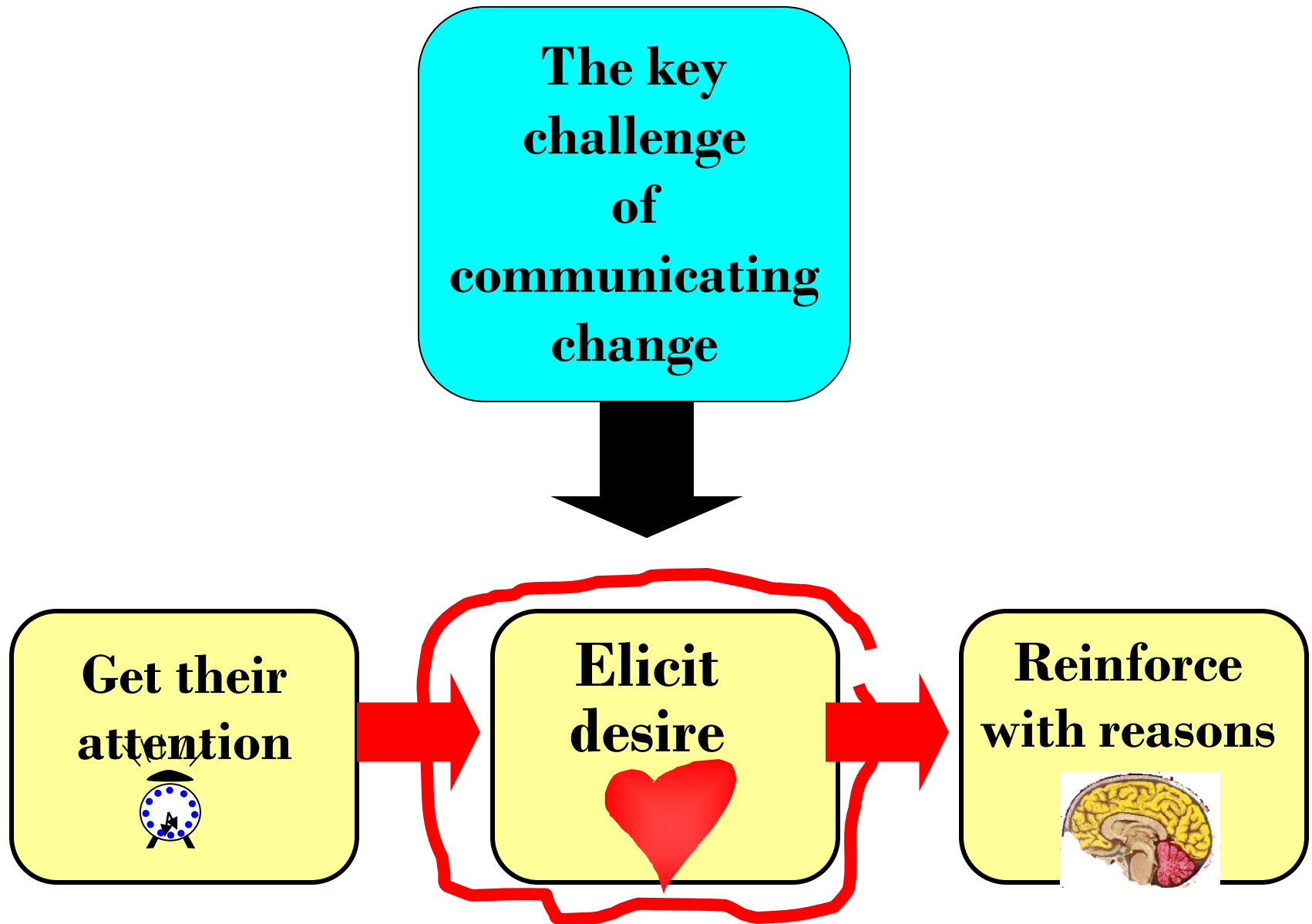
GENERALLY INEFFECTIVE

- How the conclusions were reached
- The story of who your company is
- Facts, data, analyses.

Stimulating desire for change

**Next,
stimulate their
desire for
change!**

Stimulating desire for change



Stimulating desire for change

How do you stimulate desire for change?

- *positive*
- *memorable*
- *lets the listener contribute*
- *generates a new story*

Stimulating desire for change

How do you stimulate desire for change?

- *positive*
- *memorable*
- *lets the listener contribute*
- *generates a new story*

FACT

In June 1995, a health worker in Kasama, Zambia logged on to the CDC website 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

It was September 1998...

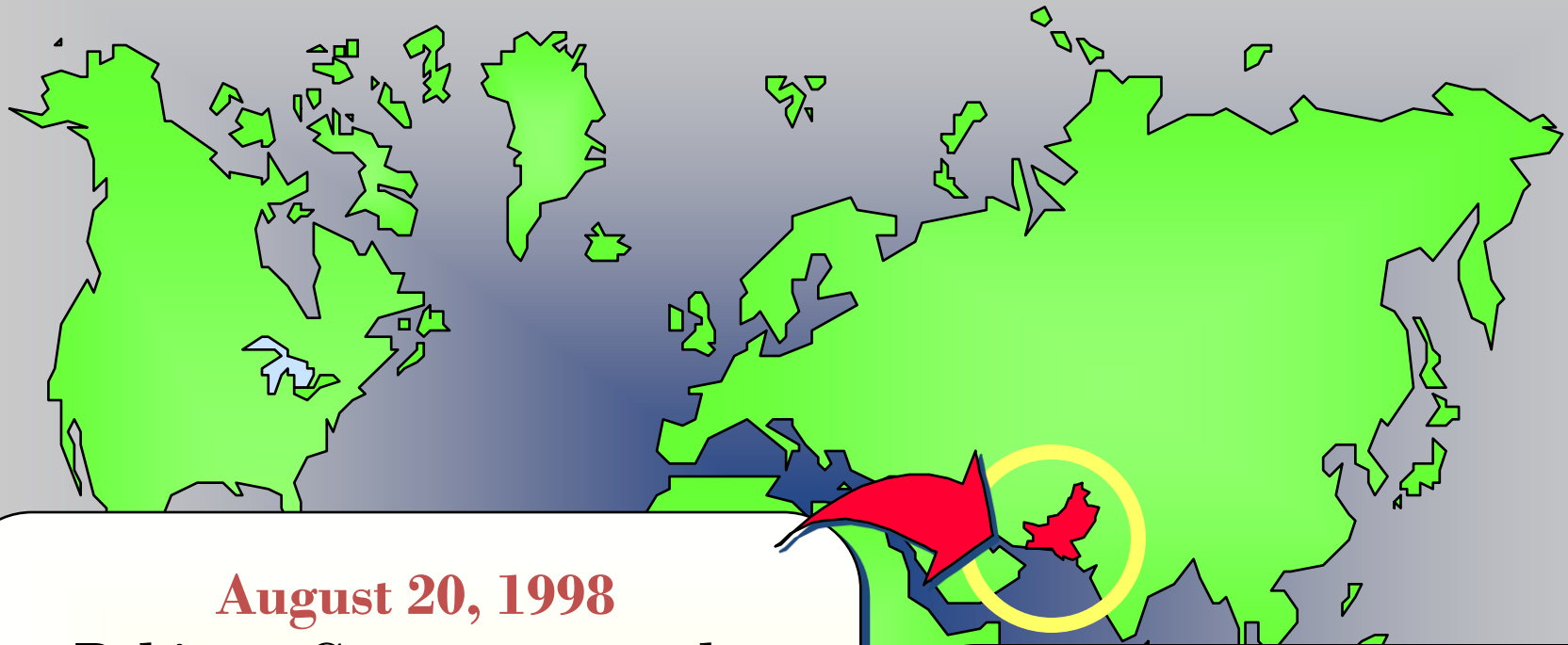
The financial world was in a shambles...

- 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.**

It was September 1998...

**Define
knowledge
management
or die!!!**

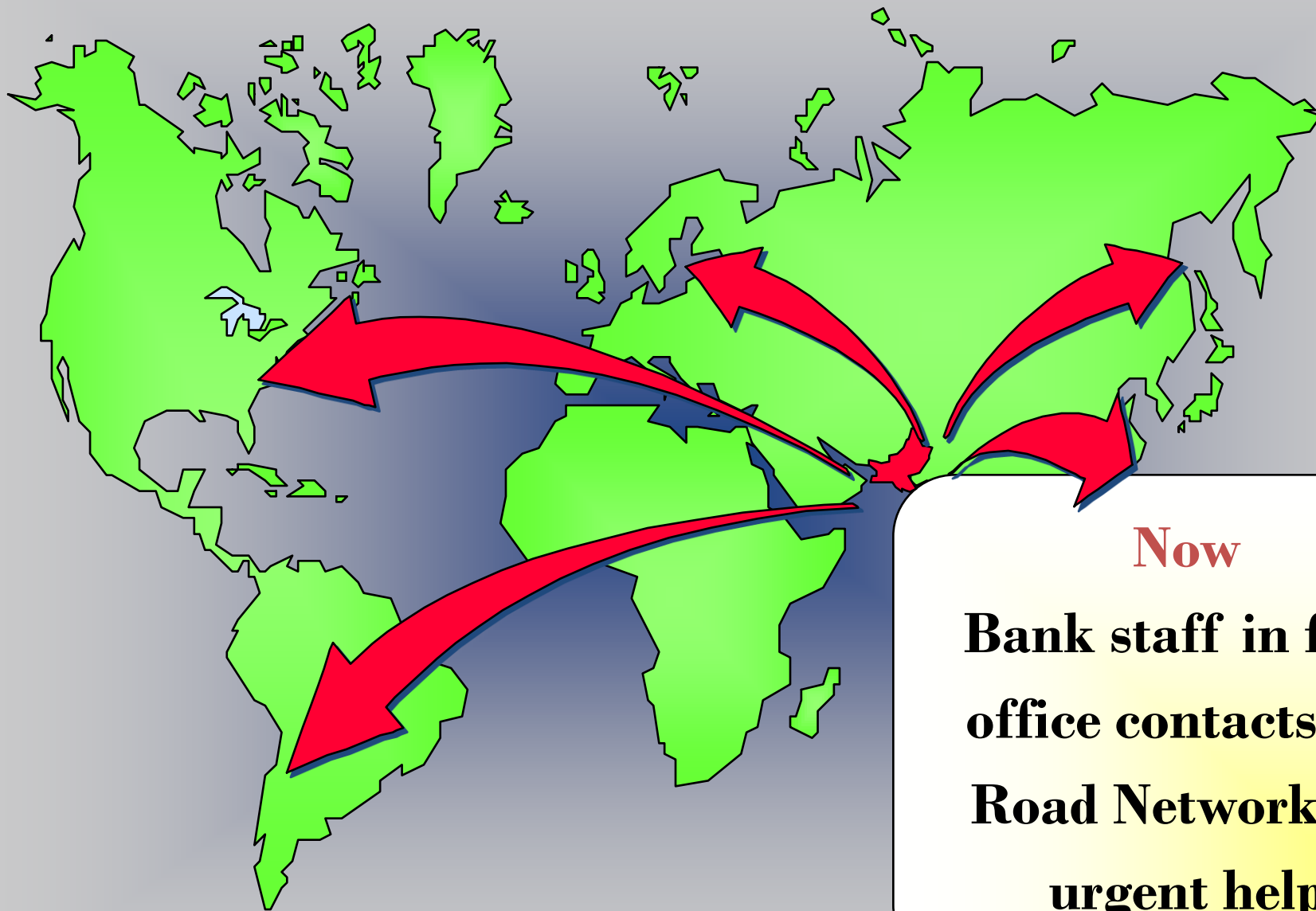




August 20, 1998

**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**



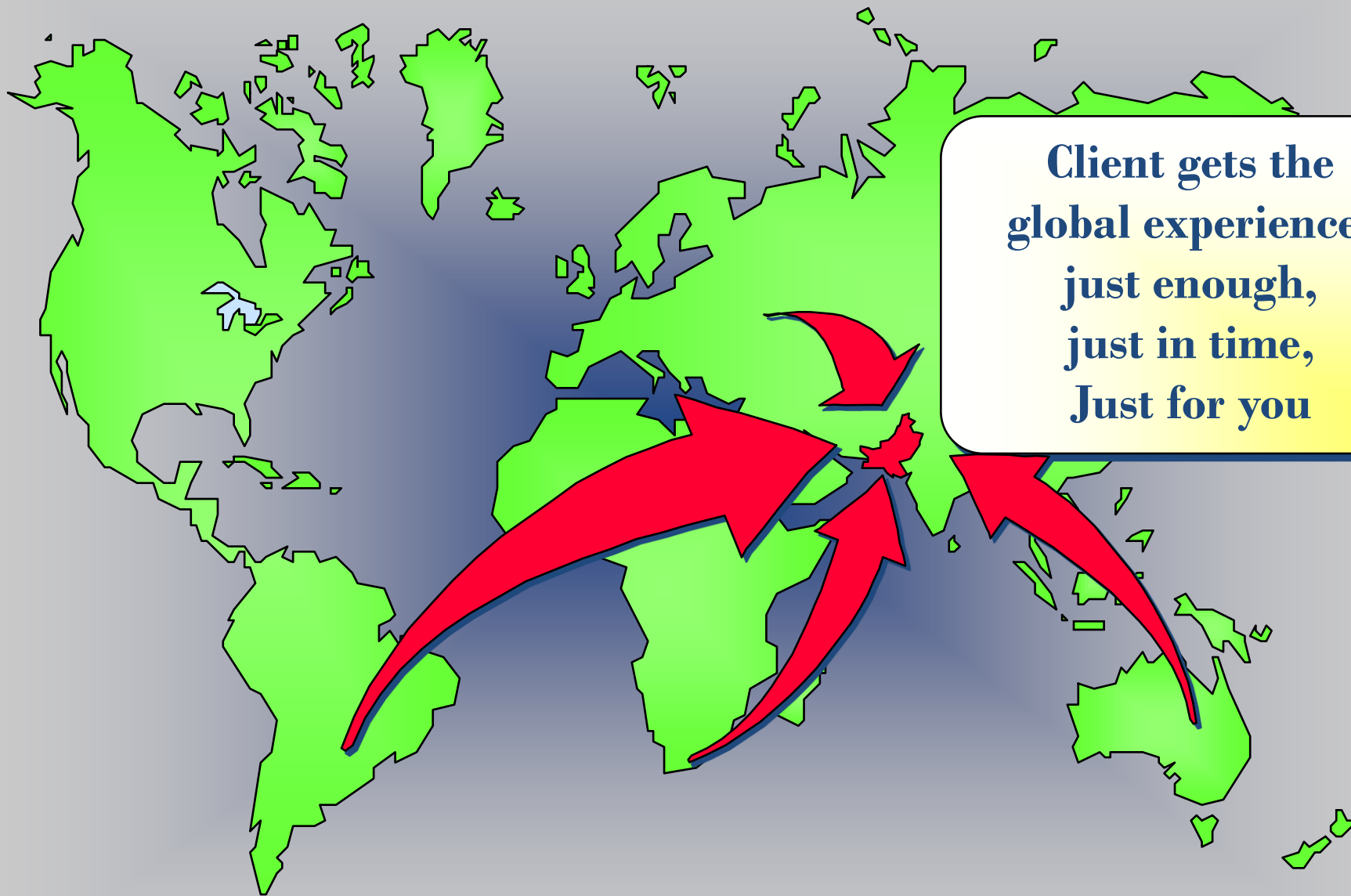


Argentina field office
Overview of
experience in Asia,
Australia and Africa,

Same day



External response;
CEO, South African
national roads agency
cites significant
experience
with the technology



**Client gets the
global experience,
just enough,
just in time,
Just for you**

**Knowledge
base**

**South Africa,
Jordan other
experience**



**The experience will
be edited for re-use
and entered
into the knowledge base**



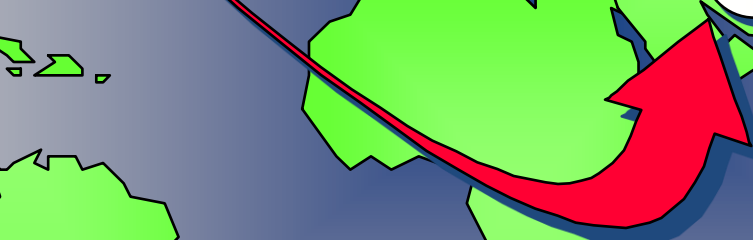
KMS

Jordan, South
Africa, other
experience



In future

**The client will be able
to get this material
from the Web**



While technology is a facilitator

Sharing depends on community



September 1998

The springboard story

This is the
kind of
organization
we are going
to be



Stories can....

.... Entertain

.... Convey information

.... Preserve cultures

.... Build relationships and communities

.... Change organizations

**Using story as a tool
requires understanding
the pattern underlying
the narrative**

We are not talking about this....



We are not talking about this....



**Let's all gather round
the corporate campfire**

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

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!**

1.Springboard storytelling

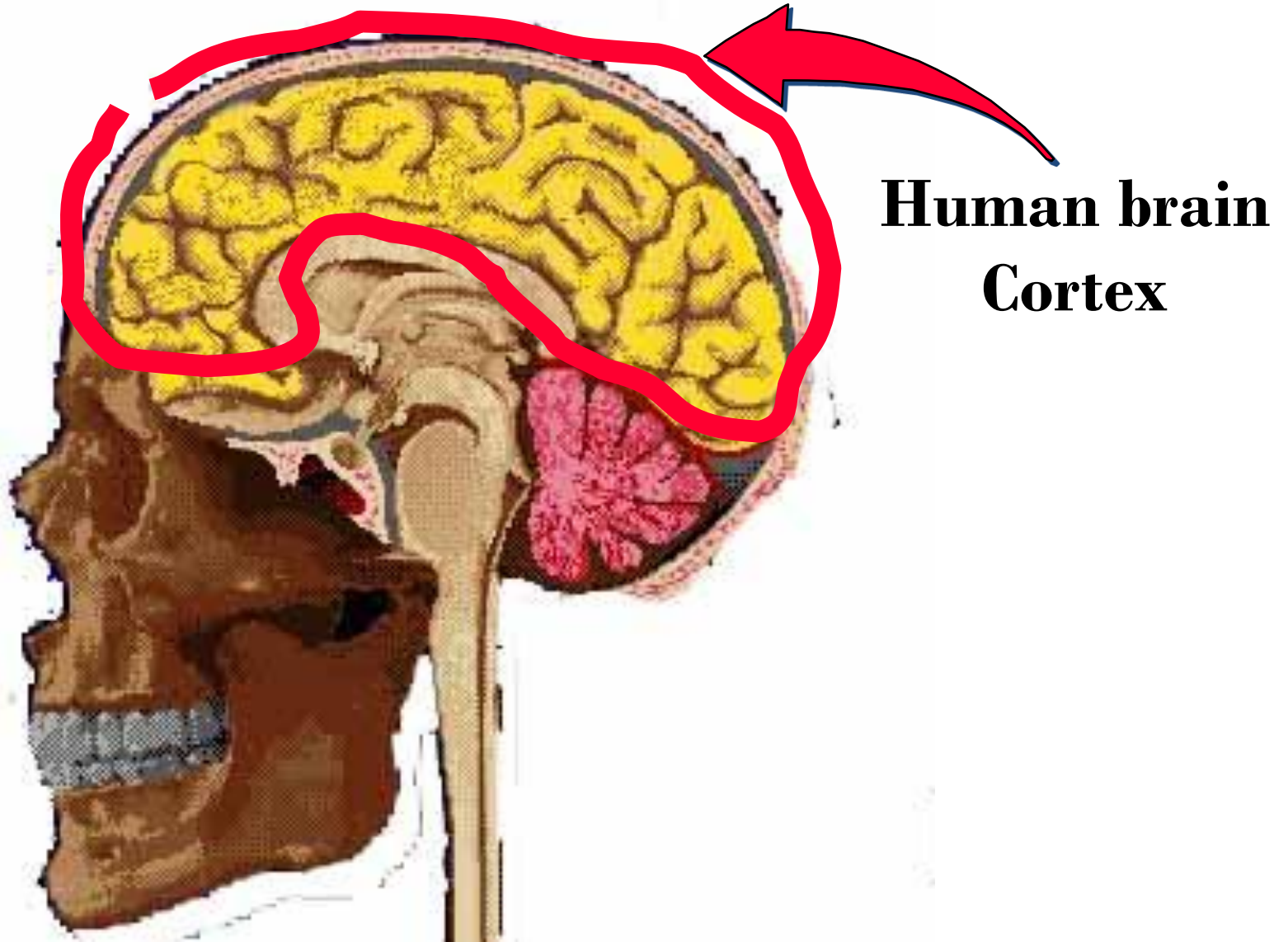
**Storytelling that can communicate
a complex idea and spark action.**

Springboard story

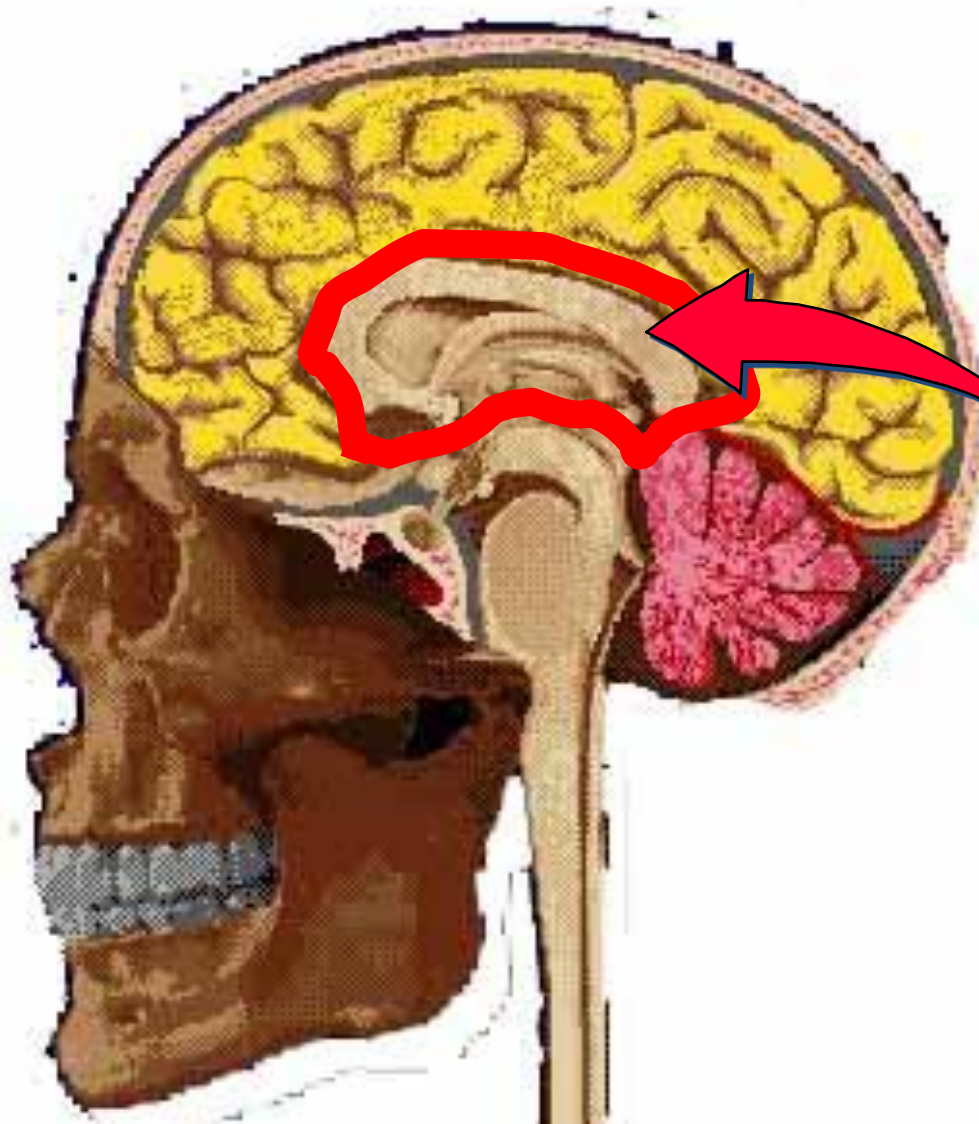
Purpose	Truth	Positive	Detail	Outcome
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The findings of neuroscience



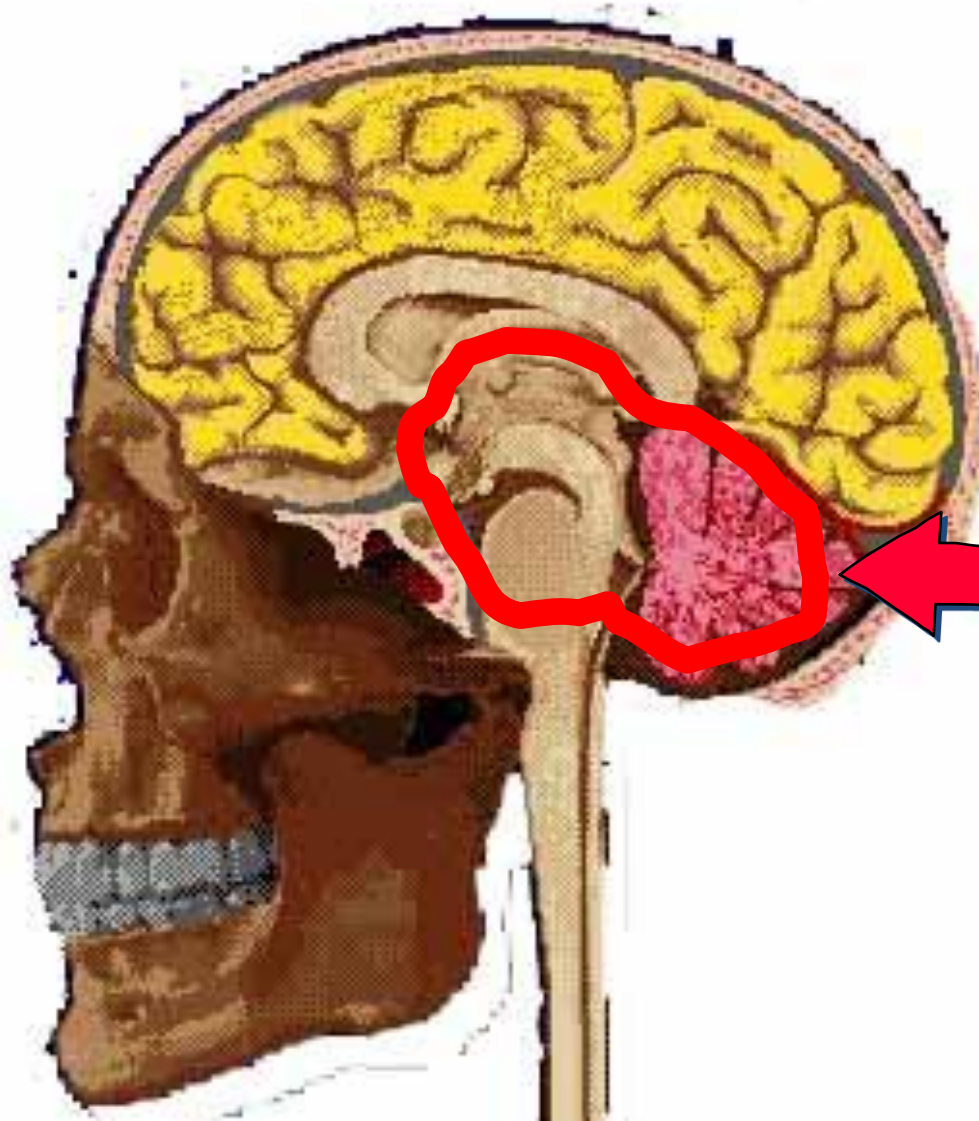
The findings of neuroscience



**Human brain
Cortex**

**Mammal Brain
Limbic system**

The findings of neuroscience



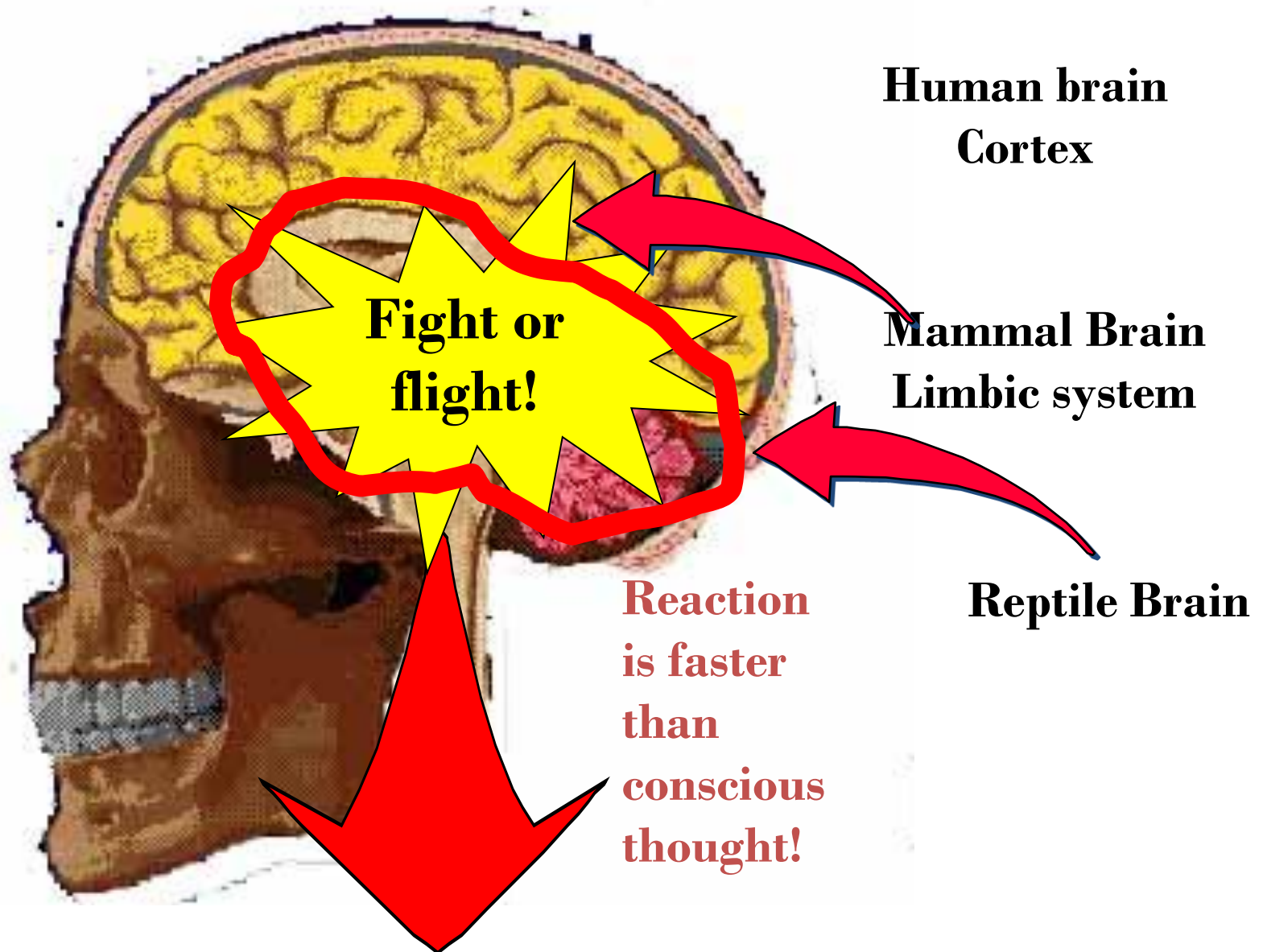
**Human brain
Cortex**

**Mammal Brain
Limbic system**

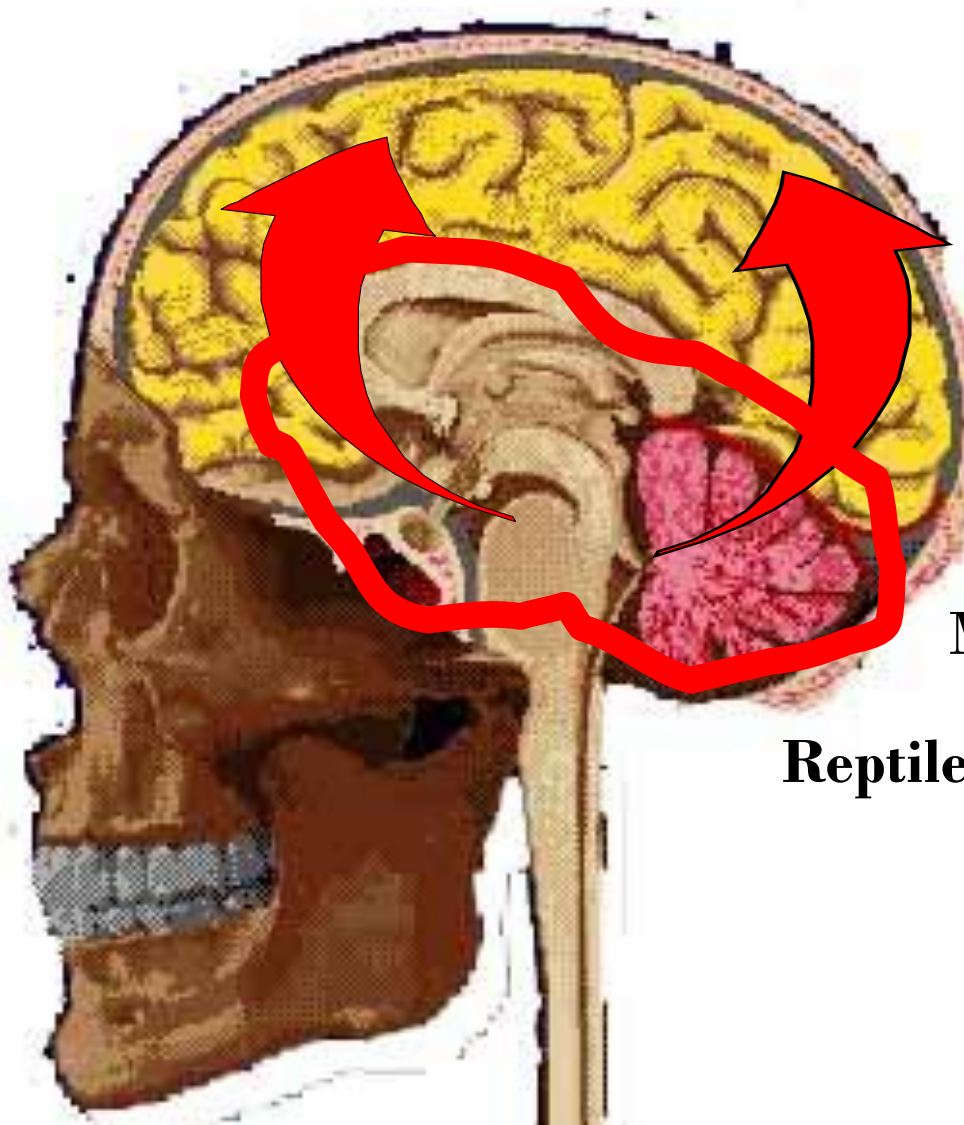
Reptile Brain

**Not smart
but quick**

Story with an unhappy ending



Story with a happy ending



Human brain

Cortex

**“Warm floaty
feeling”**

**Endogenous opiate
reward**

Mammal Brain

Reptile Brain

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

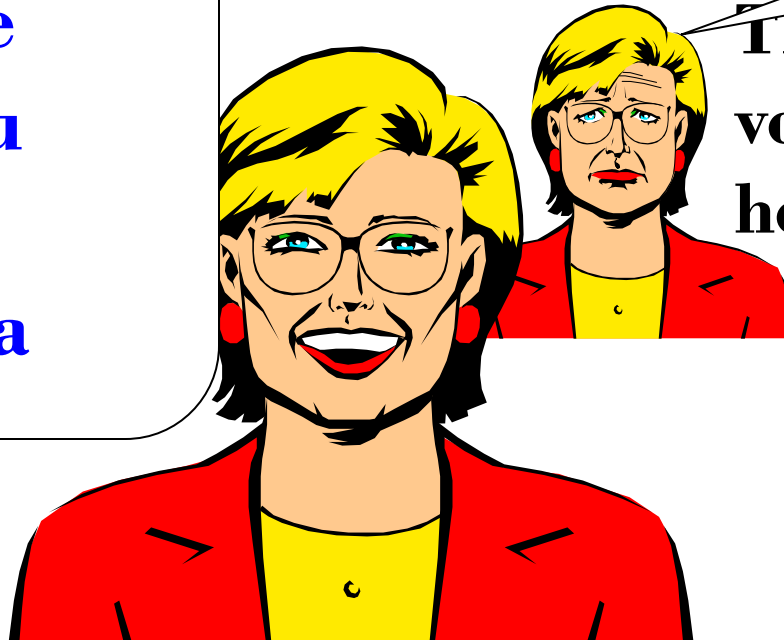
The springboard story

There are **two** listeners...

Let me
tell you
about
Zambia

Just think of
the emails
building up in
my office!

The little
voice in the
head



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...)**

The springboard story

What if we
tried this
in roads?

Maybe
this could
work in
finance?

Could this
help us in
Russia?



Let me
tell you
about what
happened in
Zambia



The springboard story

**We would need
budgets**

**Of course, we
would need
to get organized**

**Imagine if I had
a website
like that....**

**We would need
to get people
involved ..**

**Why don't
we do it?**

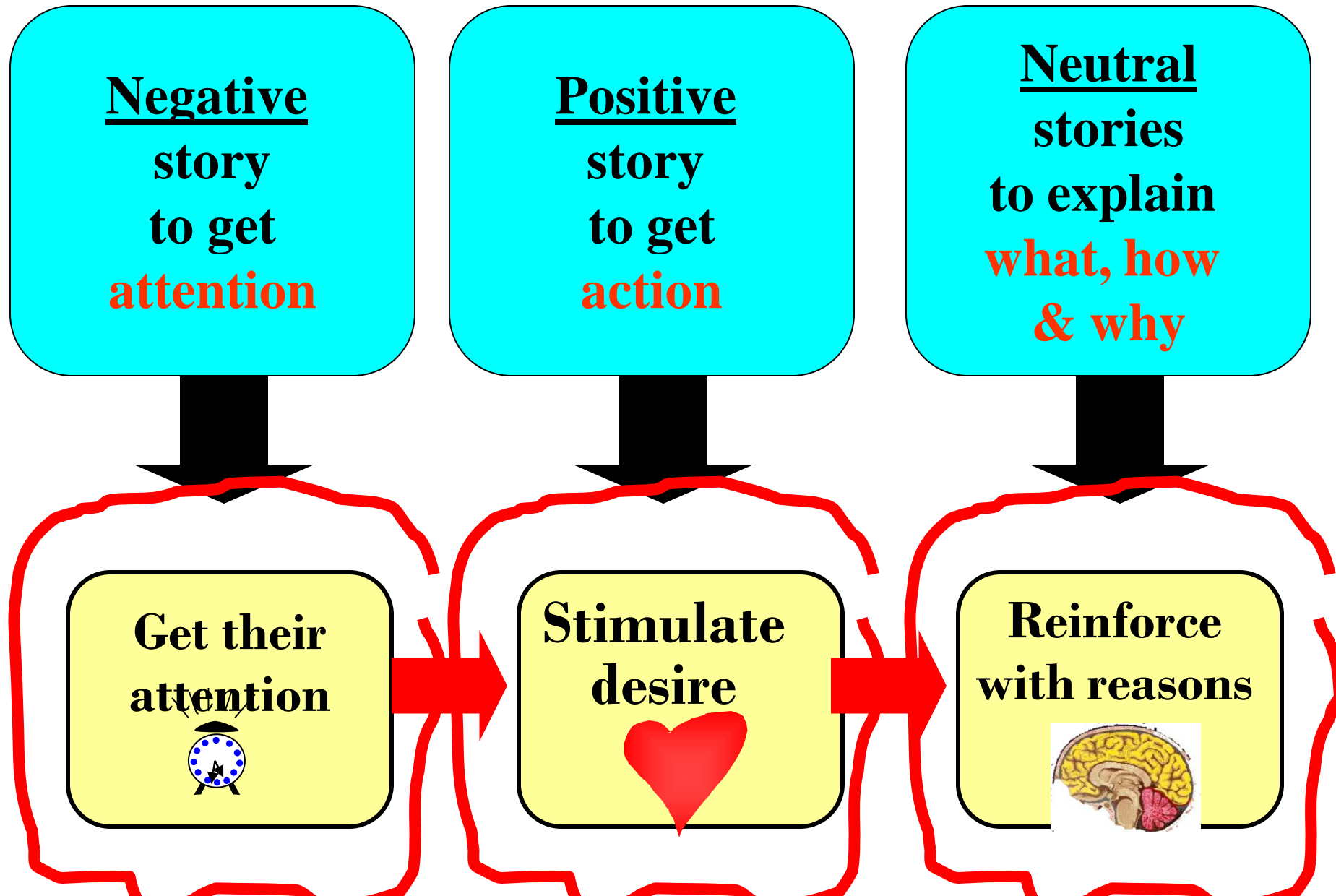
**Everybody
loves their
own creation!**



Reinforce with reasons

**Finally,
reinforce with
reasons!**

Reinforce with reasons



Who can be a springboard storyteller?

Everyone!



**Dogs sniff
each other**



**Human beings
tell stories**

**How do you
perform
the story?**

Performing the story

Content:

7%

Style:

93%

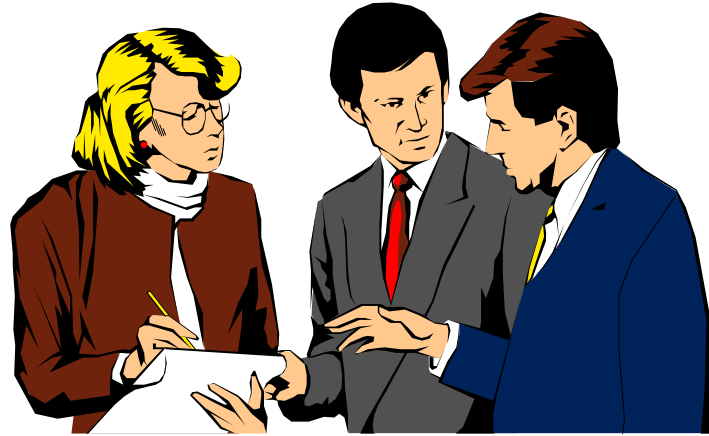
Mehrabian, A. (1971). *Silent messages*. Belmont, CA: Wadsworth.

Performing the story

7 crucial rules
for
sounding like
you mean it!

Performing the story #1

Do:



Maintain eye
contact

Storytelling is interactive

Performing the story #2

Do:



Maintain open
body stance

You're there for them!

Performing the story #3

Don't!

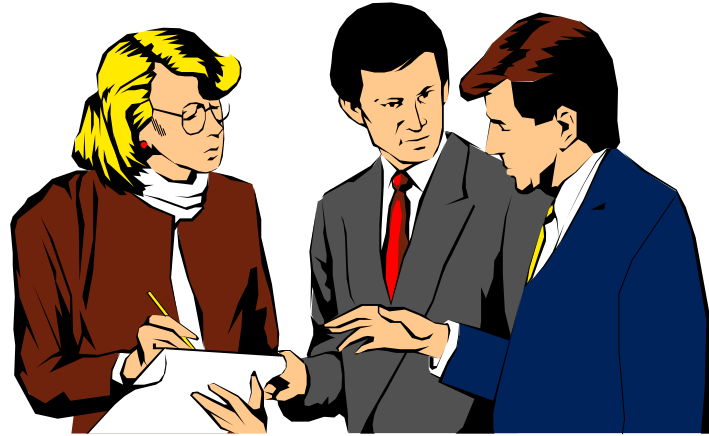


Don't hide behind
notes or podiums

you're forcing it!

Performing the story #4

Do:



Use gesture

This is your whole body!

Performing the story #5

Do:



Dare to pause!

Silence accentuates!

Performing the story #6

Do:



Practise, practise,
practise!

Yet make it sound unrehearsed!

Performing the story #7

Do:



Be there!

Plant feet on ground!

How much
does
storytelling
add up to?

Crafting the Springboard Story

A. FINDING THE RIGHT STORY

1. What is your change idea?
2. Who is your audience?
3. What action do you want your audience to take?
4. Think of an incident where the change idea has been successfully implemented, at least in part:
5. In that incident, can you find a single individual, who is similar to your audience, and who could be the protagonist of your story?
6. Does the story have an authentically positive ending for the protagonist?
7. Will the audience see it as an authentically positive ending for them?
8. Does the story fully embody the change idea? If not, can it be extrapolated so that it does?

Crafting the Springboard Story

B. ASSEMBLING THE STORY

1. Begin with: the date, the place and the protagonist
2. What obstacles was the protagonist facing?
3. What would have happened without the change idea?
4. What did the protagonist do to overcome the obstacles?
5. What was the happy ending for the protagonist?
6. Check: Does the story have the right level of detail?
7. Link the story to the change idea, by “what if..” or “Just think...” or “Imagine.”

Persuasion is 28% of GNP

Law

Public relations

Psychology

Marketing

Management etc

What do these actually people do?

They persuade other people

Deirdre McCloskey,

American Economic Review (1995) Vol. 85, No. 2.

Around 14% of GNP is storytelling