

Storytelling to Influence

Pathways to a Healthy Kansas
BCBSKS

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BlueCross BlueShield

Kansas

Description:

For any project to be a success, it needs commitment from others and resources to make it happen. Buy-in from others on the value and feasibility of the project are essential. If you don't know how to influence others, your project, regardless of its merits, will come to a grinding halt or never get off the ground to begin with. Facts, spreadsheets, graphs, and written documentation are an important of the buy-in process but on their own, they will never get the emotional commitment for time and resources you need. The right story will create the emotional response you need and want.

This workshop will introduce you to the tools you need to write the stories that will get you the “yes” you are looking for!

Objectives:

At the end of the workshop, participants will:

1. Explain the importance of stories when influencing others.
2. Apply the SHOES, Please structure to stories.
3. Identify different types of stories and their purpose.
4. Discover stories ideas and use a template for outlining a story.

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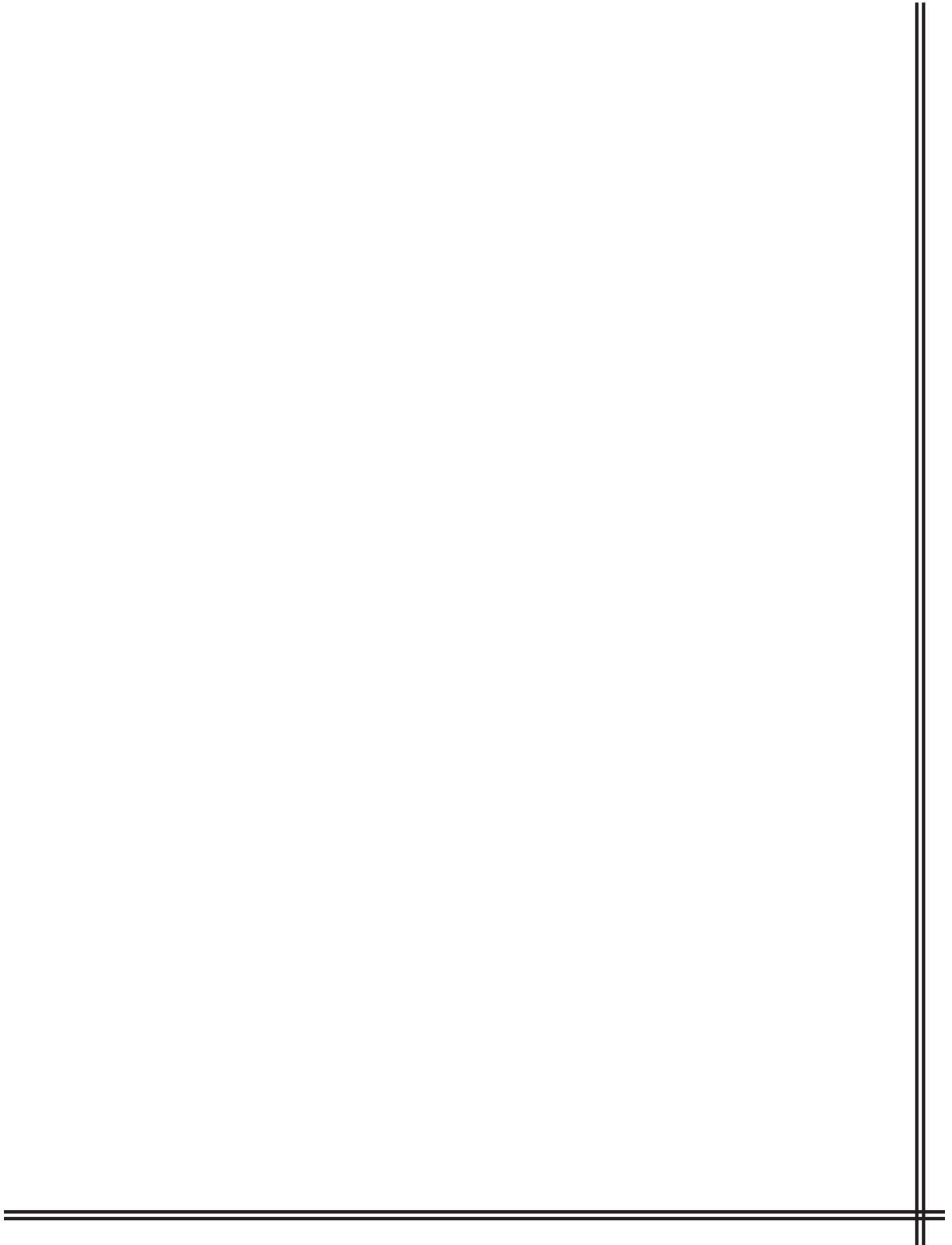
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Session 1: Why Stories?

*Experience is the
best teacher.
A compelling story is a
close second.*

Why are stories so effective?

What the experts say:

- | | |
|--|--|
| 1. _____
Anyone can do it. | 5. Easy to _____
Creates pictures in your mind. |
| 2. _____
They have always worked. | 6. _____
Influences others. |
| 3. _____ proof.
Everyone loves a story. | 7. Evokes _____
Creates feelings/ |
| 4. _____
Stories are repeated. | |

The six most powerful words in any language:
"Let me tell you a story."

Stories:
A place where facts meet feelings!

HOW STORYTELLING AFFECTS THE BRAIN

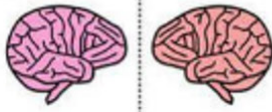
NEURAL COUPLING

A story activates parts in the brain that allows the listener to turn the story into their own ideas and experience thanks to a process called neural coupling.



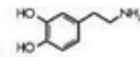
MIRRORING

Listeners will not only experience the similar brain activity to each other, but also to the speaker.



DOPAMINE

The brain releases dopamine into the system when it experiences an emotionally charged event, making it easier to remember and with greater accuracy.



CORTEX ACTIVITY

When processing facts, two areas of the brain are activated (Broca's and Wernicke's area). A well-told story can engage many additional areas, including the motor cortex, sensory cortex and frontal cortex.



Infographic highlighting the effectiveness of using 'Whiteboard Animation' for storytelling @stayingaliveuk - www.stayingaliveuk.com



The Magical Science of Storytelling:

David JP. Phillips

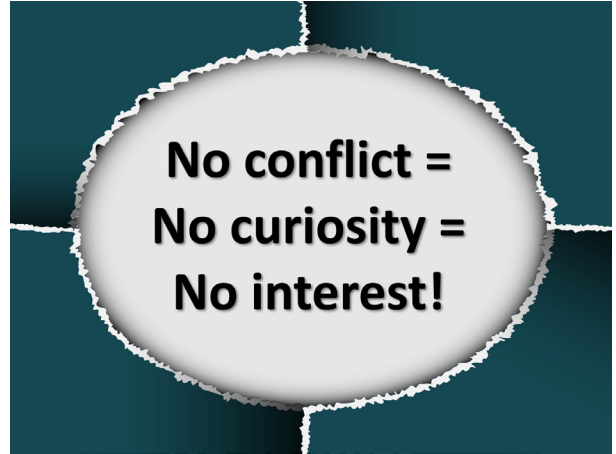
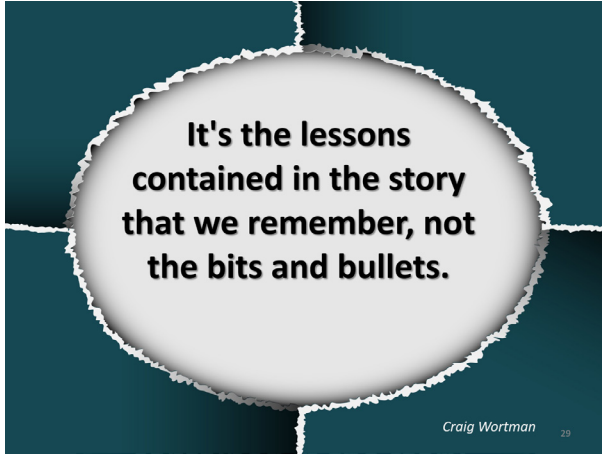
What caught your attention?

***Facts tell;
Stories sell.***

What do you want?

If you need the cooperation or collaboration of others to make a project happen, you are selling. What are you selling?

Session 2: Structure of a Story



A good story will have VAL

V _____ / _____

A _____

L _____

Structure of a Story SHOES, Please



Situation

- What is the context, the problem to be solved?

Hero

- Who is the central character?

Obstacle

- What must be overcome, or who is the villain?

Explore

- What was the path to the solution, what was tried and didn't work, what were the challenges along the way?

Solution

- What was the success, the win, the breakthrough?

Please

- What is the ask, the moral of the story, what do you want people to remember or to do?

Exercise:

Watch the "My No, No, No Day!" video and identify each part of the SHOES, Please!

Situation

Hero

Obstacle

Explore

Solution

Please

Exercise:

Your group will be assigned a topic. Use the SHOES, Please model to sketch out a story.

Situation

Hero

Obstacle

Explore

Solution

Please

Exercise:

Your group will be assigned a second topic. Use the SHOES, Please model to sketch out a story.

Situation

Hero

Obstacle

Explore

Solution

Please




Peter Guber

Assignment:


Use one of the two outlines your group developed and fill in the missing sentences to make it a true story.



Session 3: Types of Stories



**Wake me up
when the data
is over.**



**Our history is who we are.
Telling our stories of our
values, our successes and
our failures can influence
our business directions
and build a brand.**

Eight Types of Stories:

1. Springboard stories.
2. Communicate who you are.
3. Transmit values.
4. Communicate who the firm is.
5. Build collaboration.
6. Neutralize the grapevine.
7. Share knowledge.
8. Lead into the future.

Springboard Story

Objective

- Communicate _____ ideas;
- Spark action;
- _____ management.

The story must:

Describe how a successful change was implemented in the _____, but allows listeners to _____ how it might work in their situation.

Conditions

- Must be true.
- A single protagonist - _____ of the audience.
- Focuses on a _____ outcome.

Needs to:

- Avoid too much _____.
- Not distract the audience from their own challenge.

Requirements:

- Be specific about the change you want to make.
- Think of an incident or story where the change has already happened.
- Tell the story from the point of view of a single protagonist who is typical of the potential audience.
- Specify the time and place where the story happened.
- Include the change idea or extrapolate the change from the story.
- Describe what would have happened without the change idea.

Tips:

1. Strip the story of unnecessary detail.
2. Make sure the story has an authentically happy ending.
3. Link the story to the change idea with phrases such as “Think...” and “What if...” and “Just imagine...”



Build Collaboration

Objective

- _____;
- Sense of common _____ / community.

The story must:

Recount a situation that listeners have _____ experienced and that prompts them to _____ their _____ stories about the topic.

Conditions

- Be moving.
- Be _____;
- Be a story about something listeners also have stories.

Needs to:

- Be told with the _____;
- Create a _____ basis for action.

Requirements:

- Bring the group together physically;
- Establish an open agenda;
- Start with a moving story;
- Create a process of sharing meaningful stories among the group;
- Have an action plan ready.

Good stories surprise us. They make us think and feel. They stick in our minds and help us remember ideas and concepts in a way that a PowerPoint crammed with bar graphs never can.

Joe Lazauskas and Shane Snow

Variations of Stories

1. **Quotes:**
Two or three lines from someone else. Usually taken from a respected person such as a cultural hero, a celebrity, or an author.
2. **Analogies:**
A comparison between two things for the purpose of clarification or explanation.
3. **Parables:**
A story with a hidden, deeper meaning.
4. **Testimonials:**
A customer's story about their experience with a product or service or the consequence of not having the product or service.
5. **Historical Descriptions:**
A story about what happened. A description of the sequence of events.
6. **Personal Experience:**
A story drawn from your own personal experience.

Quotes:

How do you find a good, relevant quote?



Analogies:

Why use an analogy?

- The shortest story!
- Makes difficult concepts easier to understand.
- Creates a picture for the listener.
- Increases recall.
- Creates curiosity.
- Stimulates thinking.

Points about Analogies:

1. Comparison between _____ things to make a point.
2. Metaphors and similes are both used to create an analogy.
3. Simile = _____.
4. Metaphor = _____.
5. Metaphor is more _____.

When to use an analogy:

1. To explain complex or new ideas.
Helps others understand difficult to imagine ideas.
2. As a cautionary tale
Lessons from the past.
3. To speed up or get a decision un-stalled.
People see a problem in a new way and generate creative solutions.

Steps to creating an analogy:

1. Select an image or object.
2. Brainstorm aspects of the image or object: i.e. characteristics, traits, purpose.
3. Look for aspects that are shared with your message / object / event / situation, etc.
4. Use the shared aspect to make a point.

Characteristics:



Message:

It's no easy, but it's worth it.

Make the comparison between the image and the message:

Exercise:

Choose one image.

Brainstorm characteristics, traits, purpose, etc. of the image.

Use a comparison of some aspect of the image to get buy-in from a team on a procedural change that although it will be more work to implement, in the end will make their job easier.

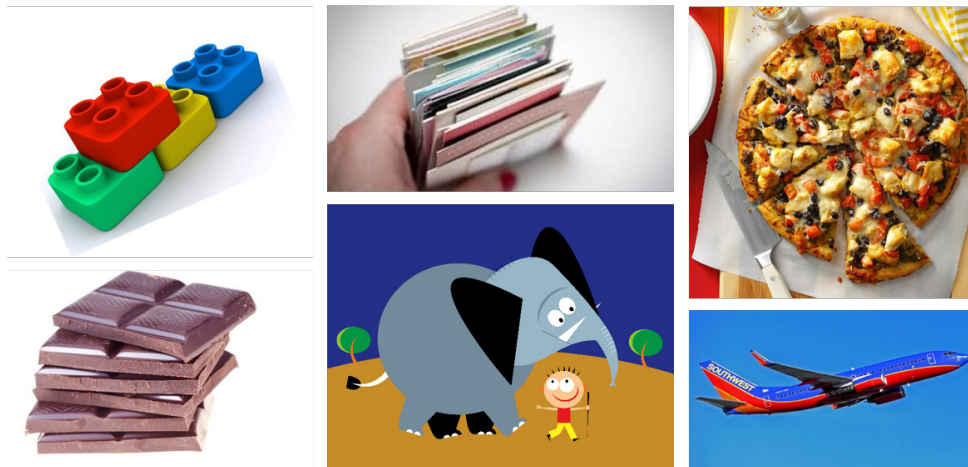


Image chosen: _____.

Characteristics:

Message:

Exercise:

Choose a different image and create an analogy that will help your listener feel see the importance of such an investment.

Case:

You want to persuade an organization to invest money and time in a community project such as new playground for children.

What is the lesson? How might you use this lesson to influence a group about your project?



What is the lesson? How might you use this lesson to influence a group about your project?



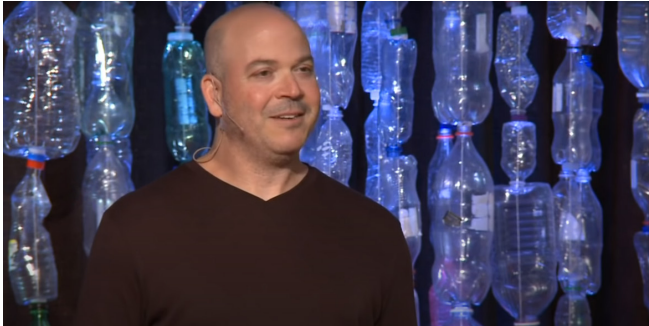
An Inventory of Stories!

A quick search on the internet for inspiring stories will help you begin building your personal inventory of favorite stories to use a parable.

Another great source is Aesop's Fables or any children's story.



Session 4: Finding Your Stories



A writer's secrets to catching creative ideas

Brian Herzog

What caught your attention?

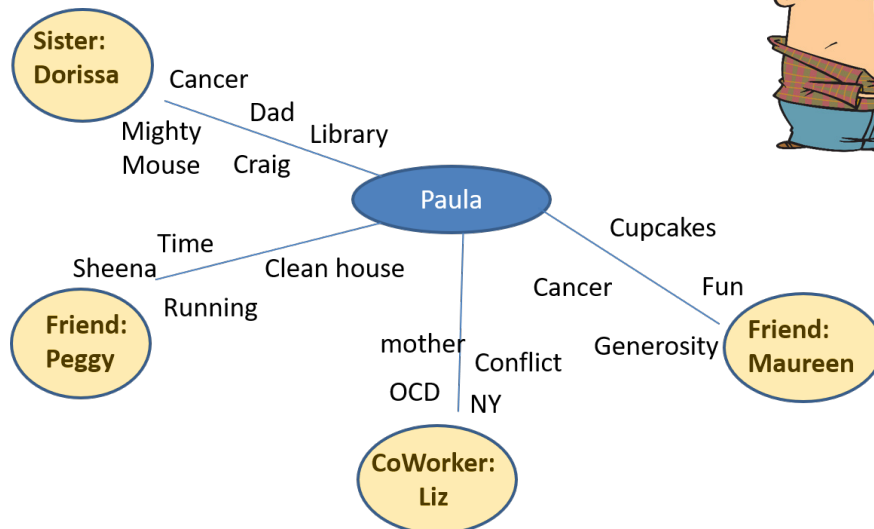
Finding your stories: Creating your personal inventory.

Brainstorm a list of nouns that important to you: people, places, and things that have shaped your life.

Use a mind map to add thoughts and ideas and to create links.



My mind map for people:



Exercise:

*Brainstorm a list of nouns that are important nouns (people, places, or things).
Choose one subject area as demonstrated in the example on the previous page.
Use a blank piece of paper to sketch out your own mind map.
(You will be amazed at just how many stories you have to share!)*

Important nouns:

***Begin building
your inventory of stories
BEFORE
you need them.***

Exercise:

*Write a story that serves the purpose of a story type.
Use the job aid for story writing.*

Job Aid for writing your story:

- What is the main idea you want to communicate or you want the listener to DO as a result of your story?

- When and where does the story take place?

- Who is the main character (the Hero): real / fictional / you?

- What does the main character want?

- Who or what is getting in the way? (The Villain or the obstacle. The villain can be an aspect of the hero.)

- What happened? What was the conflict, temporary setback, ups and downs along the way. What research was done and conclusions drawn?

- What happened to the main character in the end? Did they win or lose?

- What is the lesson? (Ties back to the reason you told the story and what you want the listener to do).

Story Strengtheners

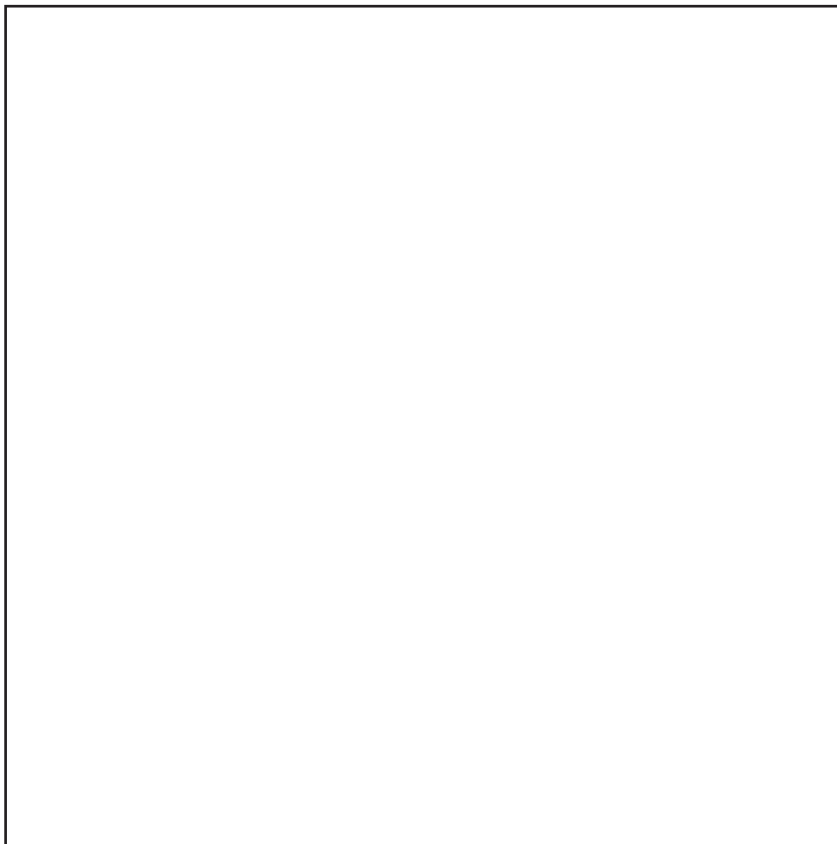
- Can you embed a metaphor?
- Have you used something to grab attention at the beginning of the story? A question, surprise, something unexpected, a mystery.
- Have you used dialogue when possible? Used names?

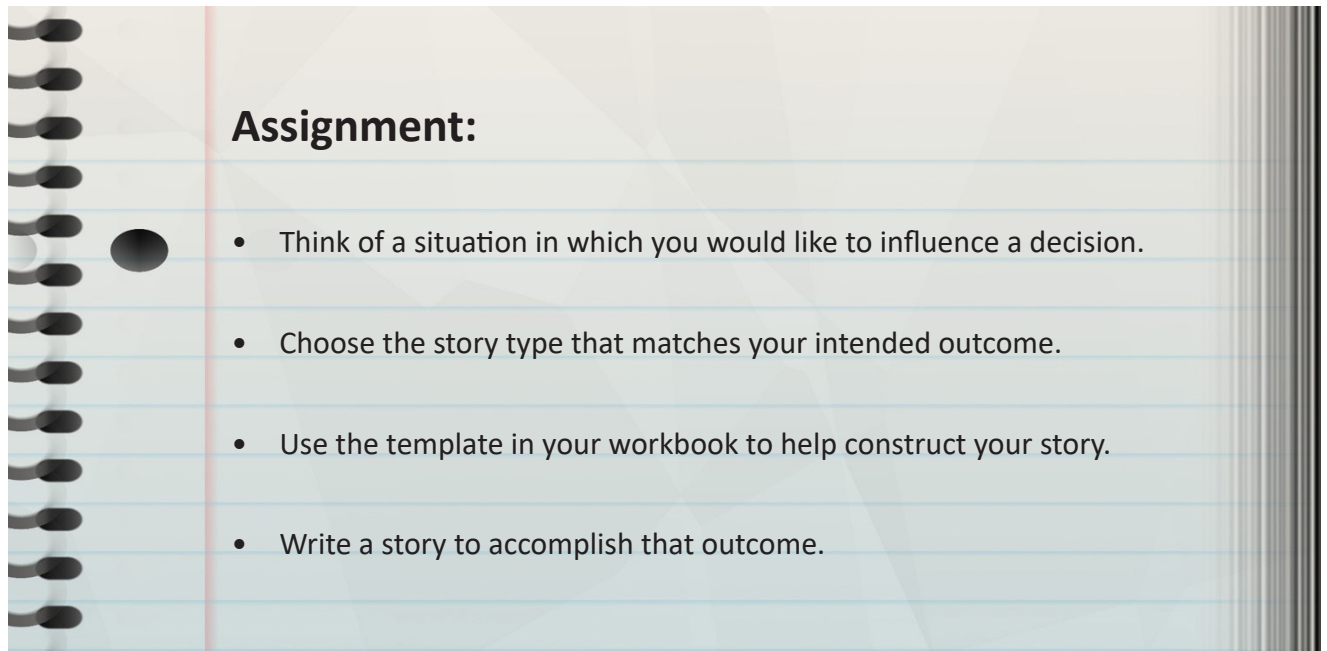
Wrapping Up

**Stories build bridges.
When the story ends
and the teller's voice is silenced,
the bridge between
teller and listener
remains.**

Elaine Blanchard

I want to remember ...



The image shows a spiral-bound notebook with a light blue cover and white pages. The pages are lined and have a faint geometric pattern. The word "Assignment:" is written in bold black text at the top left. Below it, there is a bulleted list of four instructions. The notebook is positioned on the left side of the page, with the spiral binding visible on the left edge.

Assignment:

- Think of a situation in which you would like to influence a decision.
- Choose the story type that matches your intended outcome.
- Use the template in your workbook to help construct your story.
- Write a story to accomplish that outcome.

Independent Learning

Denning, S. (2004) *Squirrel Inc.: A fable of leadership through storytelling.*

Denning, S. (2007) *The Secret Language of Leadership.*

Guber, P. (2011) *Tell to Win.*

Karia, Akash (2015) *TEDTalks Storytelling.*

Khoo, Valerie (2013) *Power Stories.*

Smith, P. (2012). *Lead with a Story.*

Mathews, R., and Wacker, W. (2007). *What's your story?: Stories to move markets, audiences, people, and brands.*

Simmons, Annette (2007). *Whoever Tells the Best Story Wins.*

Wortman, C. (2006) *What's your story?*

Bonus: Session 5 Sharing Stories

Tips for performing your story:

- In performing the story, the storyteller relives the story and makes it fresh.
- The storyteller should try to find a story that works well at all levels of the organization.
- Once you find a story that works, keep using it.
- Keep in mind that it's storytelling, more than the story, that has the impact.
- Recognize that the protagonist may not be the best person to tell the story.
- Recognize that you become a better storyteller through practice.
- Recognize that initially the audience may not be listening and that you may need to get their attention.
- Talking about the listeners' problems is one way of getting their attention.
- Another way of getting their attention is by telling the truth about yourself – reveal a vulnerability.
- The object of the storyteller is to enable the listeners to discover the truth for themselves.
- Recognize that organizational storytelling is about telling authentic stories.

Appendix

SHOES, Please Template

Situation

Hero

Obstacle

Explore

Solution

Please

Story Types

Story Type: Communicate who you are

Objective

- Credibility and trust.

The story must:

Provide some drama that reveals some strength or vulnerability from your past. Helps people understand some important experiences from your past.

Conditions

- Be true;
- Be moving.

Needs to:

- Be told with some context.

Requirements:

- The beginning of the story sets the context of the narrative.
- Choose an inciting incident for the story that serves as the primary cause for all that follows.
- In the middle, build progressive complications that flow from the inciting incident.
- Create a crisis or climax that involves an action that resolves the forces that led to the progressive complications.
- The story does not need to have an explicit objective: the audience finds the meaning. When you tell a story about someone else, it is also about you, as the storyteller.
- A story can also communicate a company's brand.

Story Type: Transmit values

Objective

- Prompt discussion.

The story must:

Feel familiar to the audience – enables them to relate to the values.
Prompt discussion about issues raised by the value being promoted.

Conditions

- Describes how leadership dealt with adversity
- Relevant to the here and now
- Is believable

Needs to:

- Be consistent with known behavior of leadership.

Requirements:

- Use stories about how the leaders dealt with adversity.
- Live the story as you tell it.
- Use stories that are like parables: believable and generally positive in orientation.
- Focus on telling the story rather than abstract values.
- Focus on stories with meaning for the here and now.

Story Type: Communicate who the firm is

Objective

- Branding.

The story must:

Usually told by the product or service itself or spread through word-of-mouth or by a credible third party.

Conditions

- Actually deliver on the brand promise. .

Needs to:

- Differentiate the firm from others.

Requirements:

See Communicate who you are.

Story Type: Neutralize the grapevine

Objective

- Neutralize negative gossip.

The story must:

Highlights, often with humor, some aspect of the rumor that reveals it to be untrue or unreasonable.

Conditions

- True
- Often humorous
- Cannot be mean-spirited

Needs to:

- Blends truth and caring for the object of the humor.

Requirements:

- Jettison the mushroom culture (the shadow culture that is hidden but alive): tell it like it is.
- A satire can find humor in the bad news itself.
- A satire is ineffective against a rumor that is true.
- Humor can take the form of satirizing your own thoughts or actions.
- Satire - ... the use of humor, irony, exaggeration, or ridicule to expose and criticize people's stupidity or vices.

Story Type: Lead into the future

Objective

- Envision possibilities.

The story must:

Evokes the future you want to create without providing excessive detail (that may turn out to be wrong.)

Conditions

- Future focused
- Evocative
- Captures the basic idea of where you are heading
- Focuses on a positive outcome

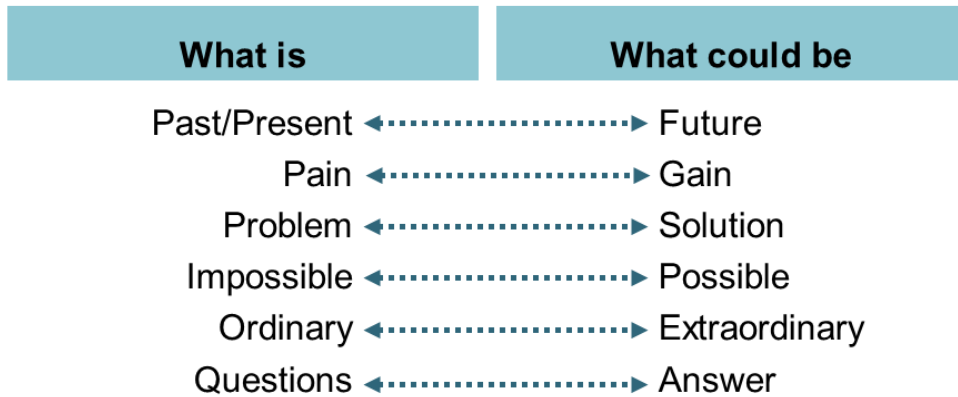
Needs to:

- Be told with as little detail as needed for understanding the idea.
- Resonate with the listeners.

Requirements:

- A business model is a story, set in the near future, that explains the business, who the customer is and how the business will make money.
- A scenario is a future story that might stretch a number of years into the future.
- Because future stories tend to be incredible, the future story should be short and evocative.
- Unlike an explanation that tries to close things down, a future story opens up possibilities.
- A successful future story fuses memory and desire.
- A future story is positive, evocative, and resonates with the listeners.

Future stories bridge the gap



A good future story contrasts "what is" with "what could be."
Move back and forth to create energy and encourage engagement.

Story Type: Sharing knowledge

Objective

- Lessons learned.

The story must:

Highlights a problem or focuses on mistakes made or lessons learned. Shows how they were corrected, with an explanation of why the solution worked.

Conditions

- Include the problem, setting, solution and explanation.
- Captures the lesson.

Needs to:

- Reflect multiple perspectives / disciplines.
- Focused on difficulties and how they are overcome.
- Allow for serendipity.

Requirements:

- Does not need a hero or heroine.
- Has four elements: problem, setting, solution, and explanation.
- Describe the setting in enough detail that the solution is linked to the problem by the best available explanation.
- Define your knowledge-sharing goal.
- Allow for serendipity; it can reveal unexpected insights.
-
- Focus on stories with meaning for the here and now.
- The story is developed from multiple perspectives.
- Define your knowledge-sharing goal.
- Confront the bad news, finding the sweet spot of learning between disaster and pure success.
- Must be a true story, focused on a problem and including the four elements.

Story Writing Job Aid

- What is the main idea you want to communicate or you want the listener to DO as a result of your story?

- When and where does the story take place?

- Who is the main character (the Hero): real / fictional / you?

- What does the main character want?

- Who or what is getting in the way? (The Villain or the obstacle. The villain can be an aspect of the hero.)

- What happened? What was the conflict, temporary setback, ups and downs along the way. What research was done and conclusions drawn?

- What happened to the main character in the end? Did they win or lose?

- What is the lesson? (Ties back to the reason you told the story and what you want the listener to do).

Notes:





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