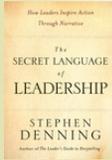




Leading Effectively Webinar Series

The Secret Language of Leadership with



Steve Denning
Noted author and
organizational storyteller
extraordinaire



What's the missing chapter in most books on leadership or communications?

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



www.stevedenning.com

The Secret Language of Leadership



How Leaders Inspire Action
Through Narrative

Where does leadership occur?

- your **organization**
 - your subordinates
 - your boss
 - your colleagues
 - Your customers
 - Your volunteers
 - Your legislators
- your **community**
- your **family**
- your **town**
- your **country**
- your **planet**



Question....

Have you read Chapter 1 of
The Secret Language of Leadership?

Click on

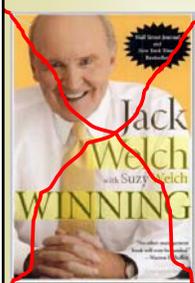


YES

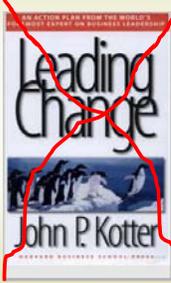


NO

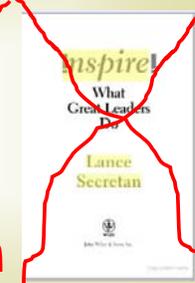
Three kinds of leadership books..



"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!

The Secret Language of Leadership

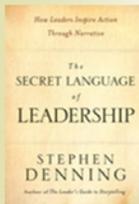
The Western intellectual tradition



Effective presentation to get action



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

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 adversity in your work

The meaning of this session

More than just
"a set of
communication tools"

**A fundamental rethinking
of how we communicate.**

Poll #1

Did you have any difficulty in writing/telling a 60 second story?

- A. I had some difficulty in finishing in 60 seconds
- B. I had some difficulty in telling a story
- C. I had no difficulty at all

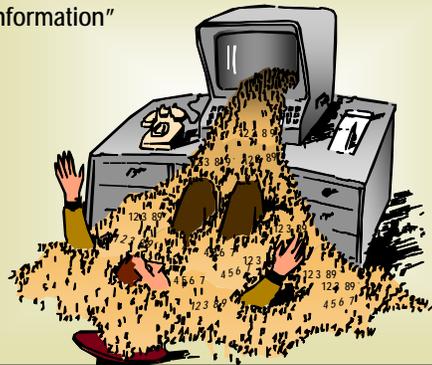
Great communications make the **complex** sound simple

What's my story?

Simple doesn't mean misleading

February 1996

"Go and look into information"



Simplicity!

Authenticity!

Less is more!

Speed!

Feeling!

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

How does one person persuade many?

Persuasion method

Efficacy

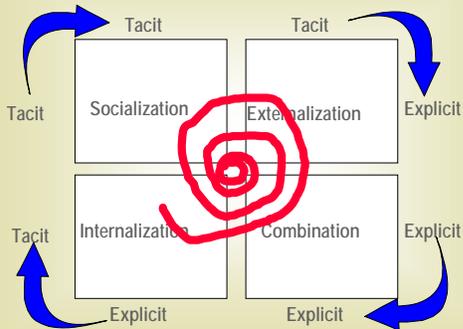
Charts (boxes, arrows)

Zero

Rational argument

Chart

Nonaka: The Knowledge Creating Organization



What is knowledge management?

~~Knowledge Management caters to the critical issues of organizational adaptation, survival and competence in face of increasingly discontinuous change.~~

~~www.brint.com~~

A manager contemplates the knowledge spiral



FACT

In June 1995, a health worker in a village in 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

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

Preparing to lead: 1. The story of the change

1. Understanding the story of the change

How does one person persuade many?

Persuasion method

Efficacy

Charts (boxes, arrows)

Zero

Rational argument

Zero

Dialogue

Impractical

Storytelling

High

Preparing to lead: 1. The story of the change

Unexpected finding:

Big problem in change:

Leaders often don't make up their mind

exactly which change.



How do you get people to want to 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 (p. 209)

Preparing to lead: 2. The follower's story

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

Preparing to lead: 1. The story of the change

Once you're clear on the change

Fix on it with laser beam intensity.



Preparing to lead: 3. The follower's story

Understanding who you are communicating to

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?

The story will always end:

"That's why this person does not want to change."



Preparing to lead: 1. The story of the change

Drilling down to the core message

Exercise

Focus on your priority change message.

It will have **three parts**.

- what's wrong now: which issues to focus on?
- what would it look like if these issues could be fixed?
- how will listener get from here to there?



Preparing to lead: 2. The follower's story

Understanding who you are communicating to

Exercise

Get into groups of three:

- First, tell the story of the person who doesn't want to change **in the third person**
- Then tell **the same story in the first person**. It ends, "And that's why I don't want to change."
- Then tell the same story **in the second person**. It ends, "And that's why you don't want to change."



Preparing to lead: 3. The leader's story

3. Understanding your own story



The leader's own story

From sales pitch to trusted partner

From sales pitch to trusted partnership

The sales pitch

- Overstate quantity of benefits
- Understate cost/effort needed to get benefits
- Use the foot in the door: i.e. get commitment and then raise the price
- Use groupthink: everyone else is buying it

Focus:

- "What's in it for me?"

How trust is generated

- Be transparently honest
- Know what you talk about
- Show real concern in the problems of others.
- Reveal vulnerability
- Be ready to learn yourself.

Focus:

- "What's it mean for us?"

From sales pitch to trusted partner

The sales pitch

- Overstate quantity of benefits
- Understate cost/effort needed to get benefits
- Use the foot in the door: i.e. get commitment and then raise the price
- Use groupthink: everyone else is buying it

Focus:

- "what's in it for me?"
- "what can I get out of this?"
- "what can I get away with?"

Poll #2

In the change that you are thinking of making, are you

A. Launching a sales pitch?

B. Are you acting as a trusted partner? or

C. Not sure.



Start from where they are, not from where you are.

WARNING

What you are about to hear may seem:

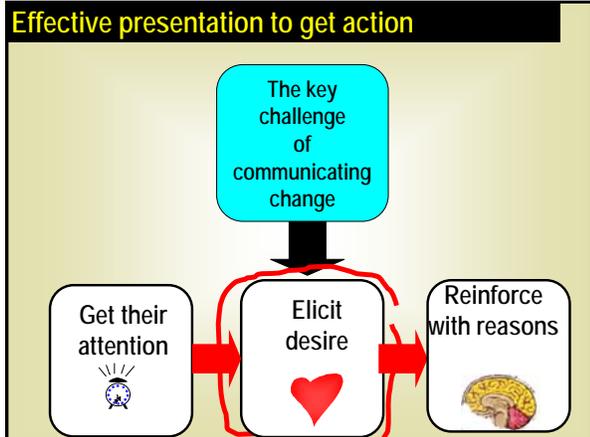
- **Contrary** to most of what you learned in college
- **At odds** with the way most organizations are said to be run.
- **Challenging** the basic premises of the Western intellectual tradition, ever since Plato's Republic.
- **Disturbing**, because it may raise issues with some of the deepest beliefs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

How do you get people's attention?

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

20 COMMUNICATION DEVICES TO GET ATTENTION

<p>GENERALLY EFFECTIVE</p> <ul style="list-style-type: none"> The story of the audience's problems The story of how you handled adversity A warning A challenge A question A metaphor Have the audience do something unexpected. Share something of value Admission of responsibility A relevant musical performance 	<p>MODERATELY EFFECTIVE</p> <ul style="list-style-type: none"> The real thing A surprise An extraordinary offer The story of an opportunity for the audience. A springboard story A joke An image
	<p>GENERALLY INEFFECTIVE</p> <ul style="list-style-type: none"> Hype The story of who your company is Facts, data, analyses.



FACT

In June 1995, a health worker in a village in 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

Persuading the user to do something

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

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.

How do you get elicit desire for change?

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

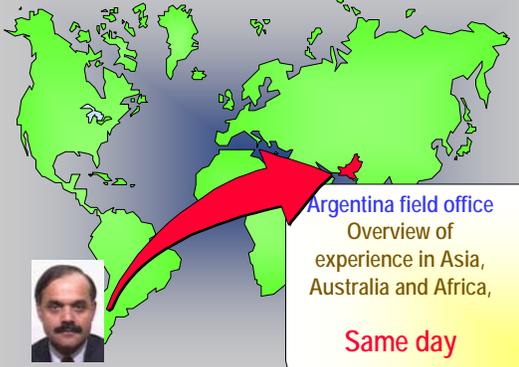
It was September 1998...

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

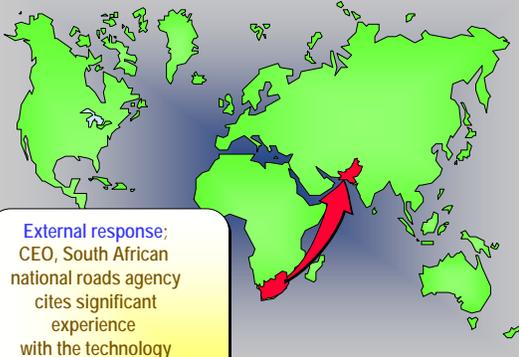


Argentina field office
Overview of experience in Asia, Australia and Africa,

Same day



Now
Bank staff in field office contacts the Road Network for urgent help

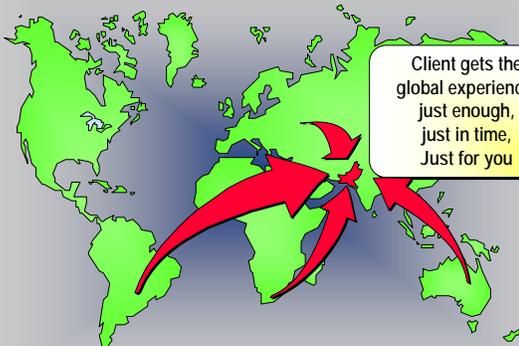


External response;
CEO, South African national roads agency cites significant experience with the technology

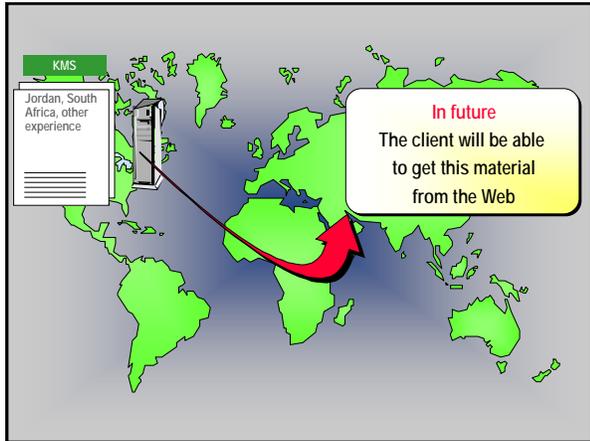
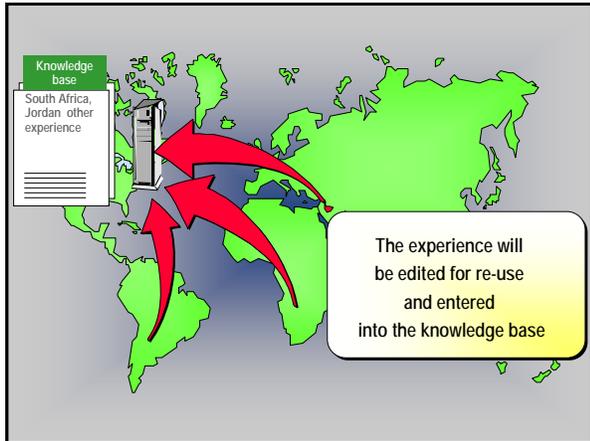


In-house response;
task manager in Jordan gives promising experience in Jordan

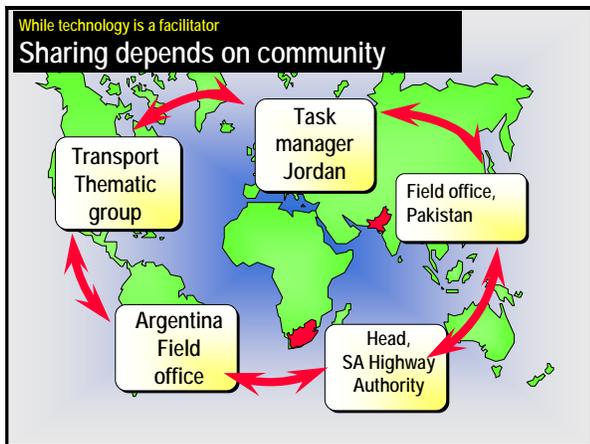
Same day



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

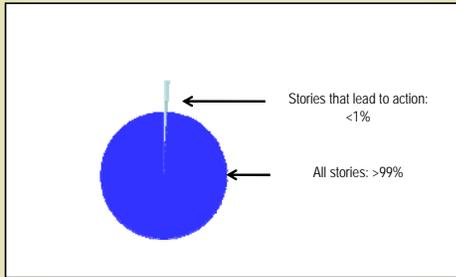


- Stories can....
- Entertain
 - Convey information
 - Preserve cultures
 - Build relationships and communities
 - Change organizations



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

Stories that lead to action are rare



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

We are not talking about this....



The New York Times

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

We are not talking about this....

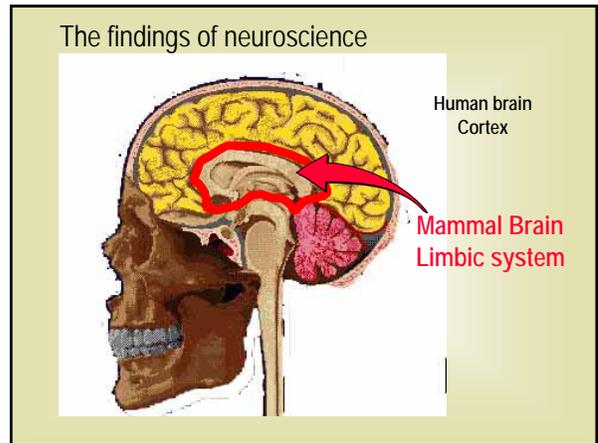
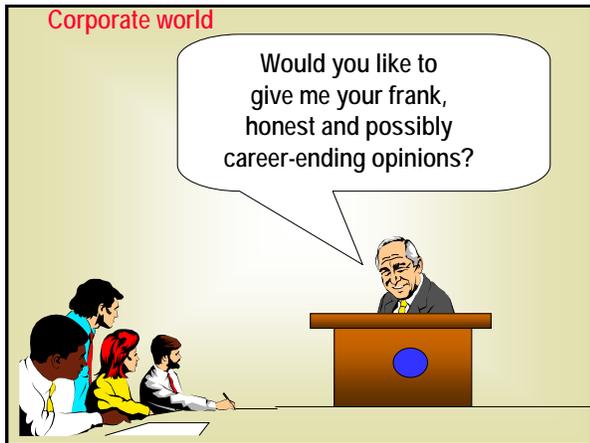


Let's all gather round
the corporate campfire

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!

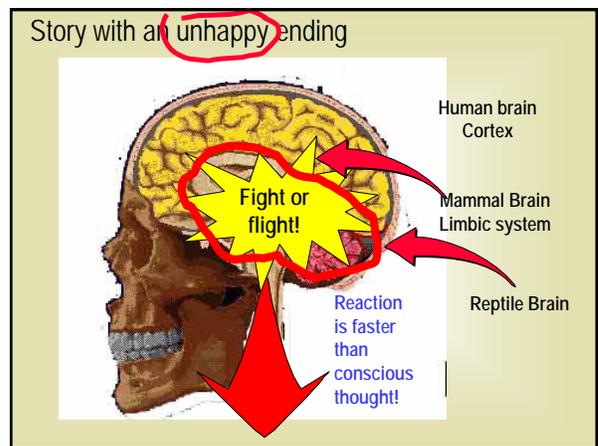
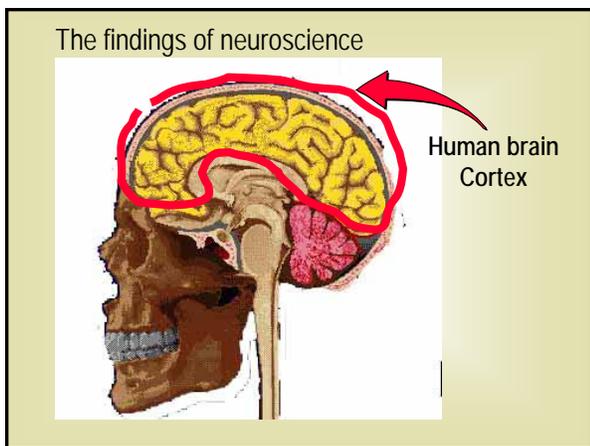
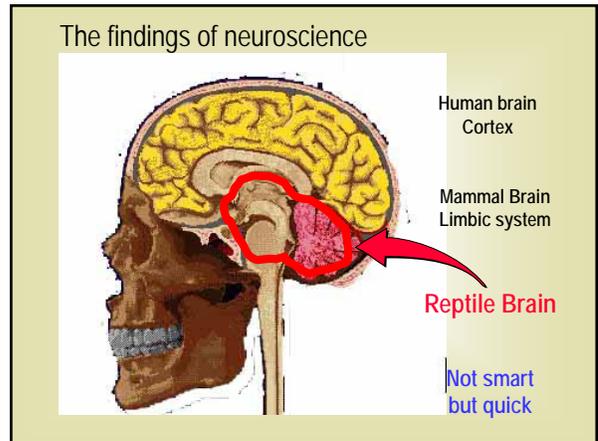


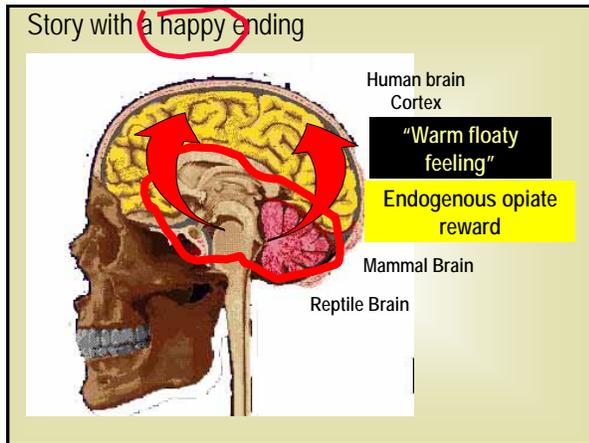
1. Springboard storytelling

Storytelling that can communicate a complex idea and spark action.

Springboard story

Purpose	Truth	Positive	Detail	Outcome
Story to spark action	True	Positive	Minimalist	Action





What matters is

the ending

Not **the beginning**
or **the middle**

"Where more pain is preferred to less: adding a better ending"
D. Kahneman et al. Psychological Science (1993)

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...

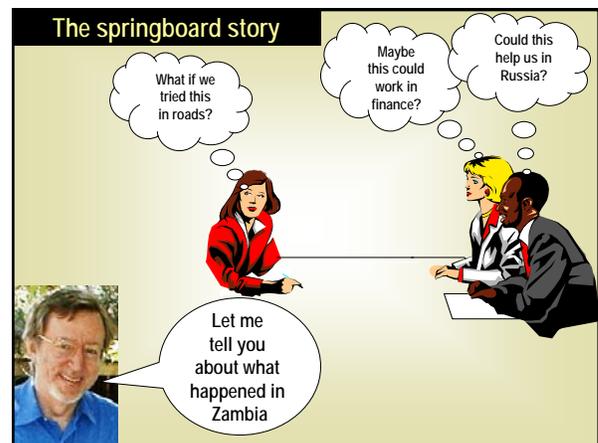
(You give the little voice something to do...)

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	<u>Minimalist</u>	Action



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!

Who can be a springboard storyteller?

Everyone!

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

Dogs sniff each other

Human beings tell stories

Question...

Do you feel that you could tell a springboard story?

Click on

YES

NO

Effective presentation to get action

Get their attention

Elicit desire

Reinforce with reasons

Abstract information

Data Sources

Medicare Current Beneficiary Survey (MCBS) - The MCBS is an on-going, multipurpose survey of a nationally representative sample of aged and disabled people with Medicare. MCBS is sponsored by the Centers for Medicare & Medicaid Services (CMS). It is the only comprehensive source of information on the health status, health care use and expenditures, health insurance coverage, and socioeconomic and demographic characteristics of the entire spectrum of people with Medicare. Data from MCBS enables CMS to track trends in health insurance coverage and relate coverage to beneficiary spending on health insurance and non-covered services.

Medicare Claims Data - Medicare claims data is a request for Medicare payment for services and benefits received by Medicare beneficiaries.

Medicare Advantage Plan Benefit Proposals - Medicare Advantage organizations submit data to the Centers for Medicare & Medicaid Services (CMS) each year. The data describes the benefits they intend to offer to people with Medicare. Once Medicare approves the proposal, the benefits can't be changed. The costs can't go up throughout the calendar year.

Quality and Benefit Information Data - This includes information on things like the percentage of plan members with diabetes and the overall rating of health care received. The quality data is compiled from the Health Plan Employer Data and Information Set (HEDIS®) and the beneficiary satisfaction information comes from the Medicare Consumer Assessment of Health Plans Study (CAHPS).

Managed Care Disenrollment Information - This includes information on the percentage of members who voluntarily leave their Medicare Managed Care Plans and the reasons they choose to leave. The reason data comes from the Medicare CAHPS Disenrollment Reasons Survey.

Medicare Premium Data - CMS gets some Medigap plan data directly from those insurance companies that voluntarily give their data to us. If we don't get data from an individual insurance company, we use the basic information about the company and their Medigap plans from the State Department of Insurance. We use the most recent data available to us in our out-of-pocket cost display of premium ranges for each plan type in each state.

Medicare Contact Information - CMS keeps a database of important contact information that is useful to people



What the ...?

Reinforcing with reasons

The story of how we get from here to there

First, We will do A...

Then we will do B ...

Then we will need to do C ...

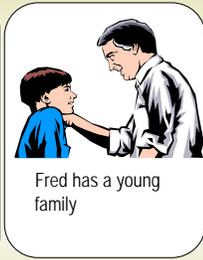
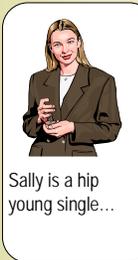
Then D will happen...

Then we will be there ...



narrative approach to information

Your customers ...



Personify the data through archetypal characters

Reinforcing with reasons

Our problems will get worse

Our problem now

My story of adversity

springboard story

The story of why it will work

The story of how it works

The story of what it will be like

Get their attention

Elicit desire

Reinforce with reasons



Reinforcing with reasons

Our problems will get worse

Our problem now

My story of adversity

springboard story

The story of how we will get there

The story of what it will be like

Get their attention

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Reinforce with reasons



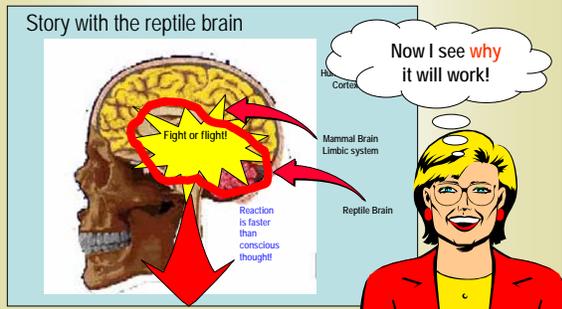
Reinforcing with reasons

The story of why it works

What are the underlying causal forces that make this inevitable?

Reinforcing with reasons

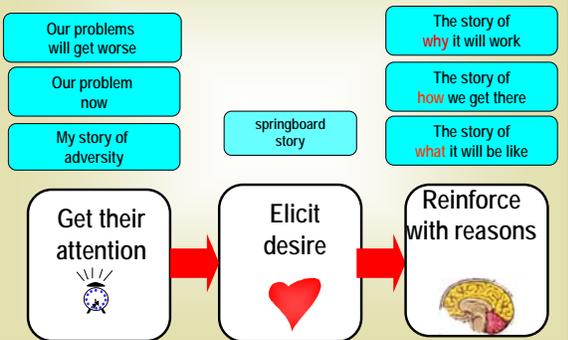
The story of why it works



How much does storytelling add up to?

Effective presentation to get action

You weave stories together



Persuasion is 28% of GNP

Law
Public relations
Psychology
Marketing
Management etc

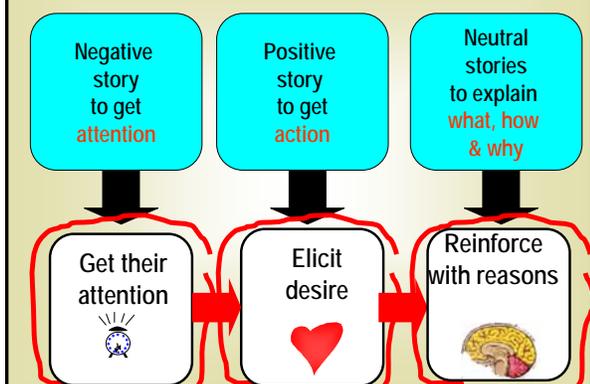
What do these actually people do?

They persuade other people

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

Around 14% of GNP is storytelling

Effective presentation to get action



The real voyage of discovery consists not in seeking new landscapes, but in having new eyes.

Marcel Proust

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on-demand webinars!

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dobbins@ccl.org with any questions
about the series.