

Ten Business Benefits of Engagement through Storytelling

- Increased member service and sales by creating better business/brand representatives
 - A 5% increase in positive employee attitude relates to a 2.1% increase in performance - ISR
- Increased discretionary effort and reduced attrition
 - Increased engagement can result in up to 57% increase in discretionary effort and 87% reduction in desire to leave. The cost of the turnover in an employee in North America is up to 150% of annual compensation; for a manager or sales person it is between 200% and 250%. On average it takes 4 – 6 weeks to replace an employee, plus training time and disruption – Bliss & Associates Inc./Datamatics
- Effective alignment of leadership and improved leadership communication skills
 - Allowing leadership to become the 'architects' (not just messengers) of the story creates alignment and cements commitment/buy-in
- Helping employees to embrace and implement organisational change
 - Explaining the context of change and the benefits of it, actively involving employees in the journey that the business is taking and seeking their personal contribution/input
- Developing cultural change through new actions and behaviours
 - Disengaged employees cost North American business between \$292 billion and \$355 billion per year – Gallup
- Consistent delivery of brand proposition through employee actions and behaviours
 - Employee commitment has a direct correlation to an increase in sales and company performance - ISR
- Improved organisational efficiency through better alignment and focus
 - Engaged employees deliver between 1.3 and 5 times more value to an organisation than non-engaged employees - SHRM
- Improved perception, trust, and respect of senior leadership
 - Involvement, dialogue, and feedback mechanisms allow employees to feel listened to and valued by senior managers

- Generating new ideas and ways of thinking, and effectively sharing knowledge, creates flexible and responsive businesses

Employee involvement, sharing information, and getting feedback are directly related to a 2.2% increase in shareholder value – Watson Wyatt

- Better briefing of new recruits

Enhancing the attitude of new employees and assimilating them more quickly into the ethos and direction of the company as well as the practical requirements of the job



Myths Я Us:

**The Evolving World
of Work, Mythology,
& Leadership**

with

Susan Luke CSP, CUDE, DUDE

Personal, internal focus

What is your #1 challenge or priority in next 12 -18 months?

What do your people NEED to understand & stay focused on to meet that challenge?

**About your 'official
corporate story' . . .**

you all have one!

defines your culture

aids in recruiting

**This is NOT about your
'official corporate story'**

*adding a tool to your leadership
tool kit that will help you change
behaviours in your credit union*

Stories are everywhere

- ✓ *Behind every photograph*
- ✓ *Behind every bullet point in every proposal or report*
- ✓ *Behind every brand and marketing campaign*
- ✓ *Behind everyday happenings*
- ✓ *Behind every person*

The *power* of stories . . .

is *emotional!*

**Behavioural change
comes through cultural
change.**

**Process and operational
change grow out of
cultural change.**

**Culture determines the
capability of your
credit union, and
STORIES are CULTURE!**

Reality is . . .

not new news!

*Facts Tell;
Stories Sell!*

*Narrative is memorable,
actionable, repeatable!*

**Infrastructure & Mechanics
are**

Management!

**Getting your people to
'get it'
is**

Leadership

How will they 'get it'?

Define what 'it' is

Create stories to connect
& demonstrate 'it'

Leaders are becoming more sophisticated in ways they consciously use stories to change behaviours.

Consultant speak . . .

***‘operationalise their
mythology’***

Stephen Denning

The Springboard

**The Leader's Guide to
Storytelling**

**The Secret Language of
Leadership**

In every Culture

stories are told every day . . .
(a place with no stories)

Leader's questions:

- **Which are most famous ?**
- **What are the current ones ?**
- **Are they helping or hurting ?**

Do you know ?

Use stories to:

- Create context & precedent
- Make values visible
- What did we learn?

the battle at the coffee pot

Kinds of stories:

✓ created

a word about examples

some became famous . . .

Nordstrom

3M

most did not . . .

Creating 'storied' moments

Sam Walton - Wal-Mart

Armstrong International

Kinds of stories:

✓ **created**

✓ **recalled**

Stories teach

FedEx

Vancity CU

IBM

Where to tell 'em

Get visible

Reach for opportunities

- ✓ 1 on 1
- ✓ informal groups
- ✓ formal groups
- ✓ in writing
- ✓ at 'congrats'

What makes a good story?

- common situation
- uses a foundation principle
- memorable . . . remarkable
- provides a decision fulcrum
- repeatable
- based in truth

It's all in the telling . . .

- ✓ **Set the scene/relevance**
- ✓ **Invite them in**
- ✓ **All the facts . . . fast !**
- ✓ **Decision point – ASK the ?**
- ✓ **Lesson / catch phrase**

Stories for Award Winners

What was the situation?

Typical person's response?

'Winner' did *differently?*

Learning point for others?

Vancity Awards

*The ROI on the time to
create story & build
legends:*

**fire-fighting
innovation
recruit & retain**

Susan's Caveat . . .

**This only works
if you
actually believe
in the story
yourself!**

***Belief** inspires change & action*

‘Little Timmy’

**What resonates BEST
with most folks?**

GPS?

or

**Tour
Guide?**

Something to think about:

Leaders who are as good at shaping & using stories as they are at collecting data, have a much easier time guiding the behaviours & decision making necessary for a healthy, forward-thinking organisation.

We are our stories.

Bottom Line

Stories remind us of our values, aims and goals.

They are the history and the culture that form the future!

In terms of leadership . . .

Stories will always contribute to

‘happily ever after!’

Share your stories!

Thanks

Spread the word!

Corporate Storytelling

“Effective stories move people to greater understanding or action. Lack of storytelling is synonymous with an environment where the management is too controlling.”

David Snowden
European Director
Institute of Knowledge Management

There are a variety of ways to integrate stories and storytelling into an organisation. There is no ‘right’ or ‘wrong’ way per se; however, the stories and the daily operations and actions of the leadership must be congruent.

Stories demand the involvement of your people. Since storytelling and sharing is already happening through the organisation, my suggestion is to harness not only the power of the stories, but the power of the people telling them.

One way to do this is through integrating incentive and values sharing. Every team/ organisation has values. If they haven’t been clearly defined for your team/organisation they should be. Then ask employees to come up with narrative examples of how these values are being demonstrated (what they ‘look like’) on a daily basis. These can be ‘published’ via your organisations intranet, newsletter, etc. Perhaps other incentives can be offered. As employees start thinking about both the values and the narratives, they will begin to talk (around the ‘water cooler’) about the stories being shared. Soon these stories may become an integral part of the corporate story.

Another suggestion: Share all or part of the ‘historical story’ of the company with the staff. Ask them to contribute examples of current behaviours that validate the historical foundations of the company.

Still another suggestion: Create memorable events to demonstrate the corporate vision or a significant corporate value (i.e. Armstrong International’s retroactive pay increase); as appropriate, ask/allow staff to plan it or assist in the planning. Of this, legends may be born: -)

And yet another: When making presentations, presenting facts and figures, explaining procedures or new products or services, use stories to validate, connect and demonstrate. Being a role model for what you want to see from your employees is one of the most powerful leadership tools available to you.

And still more: Encourage your staff to collect stories from your clients/customers/suppliers about your organisation. As they share these in staff meetings, use them as case studies to improve your service, sales, products, etc. These stories can be positive or negative, but will still provide a place from which to move forward.

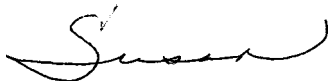
Again: Send your staff out to 'mystery shop' the competition, in terms of the 'experience' of doing business. The stories they return with will allow you to understand them better, be able to analyse what you are doing well and where you may want to improve and/or differentiate your company from theirs even more.

Lastly: If you find that you have more 'negative' stories circulating among the staff than is healthy for the organisation or individual staff members, try having a 'Stupid Meeting.' This is a meeting that has a definitive time frame (no more than 20-30 minutes, depending on the size of the group) and asks the questions, "What are we doing around here that is stupid?" and "What are we not doing around here that is stupid?" Once you get those thoughts out on the table, the stories surrounding them will emerge and then you can set about asking for 'proposed solutions' that will encourage more positive stories.

Using stories to change behaviour is not 'magical'. It won't change current practices and behaviours over night. However, with persistence and congruent behaviour on the part of leadership, change will soon be evident and the 'water cooler' experience will be one of corporate success rather than corporate stupidity.

These are just a few thoughts and ideas. I'm sure you will think of more, as well as different applications. I've also included a brief bibliography which you may find helpful. Have fun with this; have fun with the stories!

Best wishes,

A handwritten signature in black ink, appearing to read 'Susan', with a stylized flourish at the end.

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