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

Feelings of disorientation are normal!
Inspiring inattentive, difficult audiences

The Western Intellectual Tradition...

Problem

Analysis

Solution!

Effective presentation to get action

Get their attention

Stimulate desire

Reinforce with reasons

How do you get people to buy into strange new ideas?
February 1996
“Go and look into information”

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

Chart

Nonaka: The Knowledge
Creating Organization

Socialization

Externalization

Internalization

Combination

Tacit

Explicit

Tacit

Explicit

Tacit

Explicit

Tacit
A manager contemplates the knowledge spiral

How does one person persuade many?

**Persuasion method**

**Efficacy**

**Charts (boxes, arrows)**

**Zero**

**Rational argument**
**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

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**FACT**

In June 1995, a health worker in Kamana, 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
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

How does one person persuade many?

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<thead>
<tr>
<th>Persuasion Method</th>
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<td>Dialogue</td>
<td>Impractical</td>
</tr>
<tr>
<td>Storytelling</td>
<td>High</td>
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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.

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

In future, the client will be able to get this material from the Web.
While technology is a facilitator, sharing depends on community.

- **Task manager** Jordan Thematic group
- **Transport** Field office, Pakistan
- **Head, SA Highway Authority**
- **Argentina Field office**

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

It’s NOT every story that’s useful!
We are not talking about this....

Let's all gather round the corporate campfire
Using story as a tool requires understanding the pattern underlying the narrative.

1. Springboard storytelling

Storytelling that can communicate a complex idea and spark action.

Springboard story

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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!
Would you like to give me your frank, honest and possibly career-ending opinions?

1. **Springboard storytelling**

Storytelling that can communicate a complex idea and spark action.

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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

- Human Brain Cortex
- Mammal Brain Limbic System
- Reptile Brain

FIGHT OR FLIGHT!

REACTION IS FASTER THAN CONSCIOUS THOUGHT!
1. **Springboard Storytelling**

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

**Springboard story**

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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

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

Let me tell you about what happened in Zambia.

What if we tried this in roads?

Maybe this could work in finance?

Could this help us in Russia?

Imagine if I had a website like that...

Of course, we would need to get organized.

We would need budgets....

We would need to get people involved.

Why don’t we do it?

Everybody loves their own creation!
1. **Springboard storytelling**

Storytelling that can communicate a complex idea and spark action.

**Springboard story**

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**Who can be a springboard storyteller?**

**Everyone!**
Dogs sniff each other

Human beings tell stories

KINDS OF STORIES

1. Sparking action
2. Communicating who you are
3. Communicating the brand
4. Fostering collaboration
5. Transmitting values
6. Knowledge sharing story
7. Taming the grapevine
8. Future stories