

29 novembre 2010

Aujourd'hui sur Tabloid

INFOS PERSONNALISÉES POUR dangelstory@yahoo.fr

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dangelstory: Storytelling is a
revolutionary force for change

<http://post.ly/1GHz7>

28 NOV 2010 08:40APRÈS-MIDI

STORYTELLING

Storytelling is a revolutionary force for change

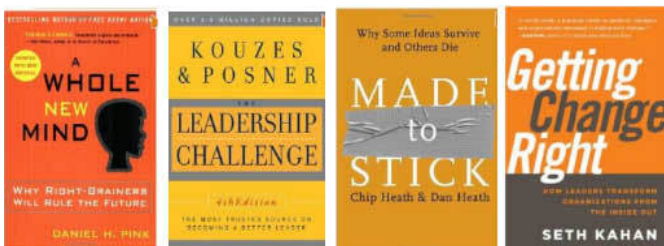
28 NOV 2010 08:39APRÈS-MIDI

When I'm discussing how to introduce leadership storytelling, I'm often asked: "Should I call it storytelling?" The reasons are twofold.

- It might be a business executive worrying that "storytelling" conveys an activity that isn't serious or appropriate for a large organization to be wasting time and money on.
- Or it might be someone in the storytelling world wondering whether storytelling might have more success in the business world if it had a more business-like name, something that would link it more directly to the drivers of business.

It's useful to begin thinking about the question from a historical perspective.

A historical shift



Shortly after I left the World Bank in December 2000 and began wandering around the world showing leaders in organizations, large and small, how to use the power of storytelling to inspire people to embrace change, I did indeed find some organizations that were embarrassed by the name. Early on, I would be engaged to conduct a workshop almost in the dark of night with a name like "Strategic Change Management" as if to ensure that the Chief Financial Officer would never find out that time and money was being wasted on something as irrelevant to business as storytelling.

Other organizations adopted a kind of middle ground and would use a euphemistic name like "business narrative", which was not as misleading as "strategic change management" yet not as obviously unbusiness-like as "storytelling". "Business narrative" implies that storytelling is a business activity.

Around 2005, as the leadership storytelling movement grew in scope around the world, and more and more articles and books about the use of storytelling in business, I noticed a change. When I would propose a workshop about "business narrative", I would get a question: "Isn't this about storytelling? Why don't we call it what it is?"

Since then, storytelling has continued to gain recognition as a core competence of leadership. It is now standard practice to include a section on storytelling in books on leadership and change management, such as *A Whole New Mind* (2006) by Dan Pink, *The Leadership Challenge* (2008) by Jim Kouzes and Barry Posner, *Made to Stick* (2008) by Chip and Dan Heath, and *Getting Change Right* (2010) by Seth Kahan.

Linking storytelling to the drivers of business

Nevertheless, around 2008, I noticed that although storytelling initiatives would flourish for a period in large organizations, there was an issue of sustainability. Workshops would be held. Enthusiasm would grow. The CEO would endorse it. Plans would start to be developed to make storytelling a core leadership competence. But then something would happen. There would be a change in management. Or a merger. Or a cost-cutting drive. And suddenly the storytelling initiative would be sidelined, de-funded or de-emphasized or eliminated.

In effect, the apparent victories over the Chief Financial Officer that I was seeing in the storytelling workshops and initiatives tended to be temporary. I was winning battles. But I wasn't winning the war. The Chief Financial Officer and his minions would be lurking in the shadows, waiting for the right moment when they could stomp on this

storytelling nonsense, “trim the fat” that storytelling represented, get back to maximizing efficiency, and once again have the organization focused single-mindedly on maximizing the bottom line.

This has led some to wonder whether storytelling might do better if it had a name that was not obviously at odds with the business drivers of a traditional organization. Would it be possible to come up with a name for storytelling that made it more acceptable to the Chief Financial Officer mindset?

The problem here is that the issue is one of substance, not the name. The fact is that the human values of storytelling—openness, authenticity, deep listening, adult-to-adult conversation, treating people as people—are at odds with the drivers of the traditional business: maximizing efficiency, command and control, treating people as “human resources” and manipulating customers so as to enhance the bottom line. Attempting to link storytelling to the drivers of the traditional business inevitably results in a disconnect. The two activities are based on different values.

Moreover storytelling is a double-edged sword. Storytelling is a powerful communication tool that can be used to inspire people to embrace strange new ideas. But in the process, storytelling reveals very clearly the nature of those ideas. So if the ideas are unattractive or even unethical, storytelling will reveal that more powerfully than the meaning that the storyteller is hoping to convey. In effect, as often happens in leadership storytelling, the story that the listeners hear will end up being very different from the story that the leaders imagine themselves to be telling.

So although some executives and writers argue that the power of storytelling can be combined with the values of the traditional organization, this overlooks the fact that the power of storytelling rests on people-centered values. By contrast, the values of the traditional organization are related to things: making money, maximizing efficiency, exploiting people as “human resources” and enhancing the bottom line. Joining storytelling to the drivers of the traditional organization is like mixing oil and water. They don't go together.

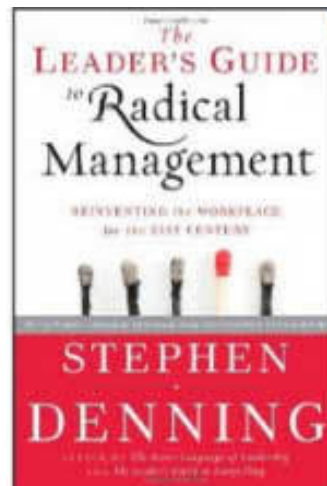
Storytelling as a revolutionary force for change

From this perspective, it becomes clearer why the Chief Financial Officer and his minions should be so intent on removing storytelling from the organization: storytelling is a revolutionary force that can begin to stimulate questions as to whether making money and maximizing efficiency should really be the be-all and end-all of organizations and society. Storytelling can begin to reveal the de-humanizing results of running organizations in this way and so spur a quest to consider more human-based alternatives.

Of course, subordinating storytelling to the values of traditional management might be worth considering if traditional management was doing well. But it's not. It's a disaster. The rate of return on the assets of US firms is a quarter of what it was in 1965. The life expectancy of a firm in the Fortune 500 is down to 15 years and heading towards five years; only one in five workers is fully engaged in his or her work; traditional management has also shown itself incapable of handling disruptive innovation, of generating new jobs or

of coping with the demands of social media. Overall, traditional management represents a set of economic, social and political problems of the first order.

As a result, trying to change the name of storytelling so as to align more closely with the drivers of the traditional management is heading in the wrong direction. Instead, one should be using storytelling to change the drivers of the traditional organization and reinventing management, so that the organization generates high productivity, continuous innovation, disciplined execution, greater job satisfaction and client delight.



Read my earlier post for a quick summary of what's involved in reinventing management and read my new book *The Leader's Guide to Radical Management* to get a detailed account of how to do it.

via stevedenning.typepad.com

Un texte de Steve Denning

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dangelstory: Des ebooks storytelling, ça peut aussi s'acheter en pack : sur <http://www.desiredit.com>

28 NOV 2010 04:14APRÈS-MIDI

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dangelstory: RT @storytelling
Sign up for your free account
on Protagonize, a creative
writing community:
<http://bit.ly/ikwuV8>

28 NOV 2010 08:25MATIN

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dangelstory: RT @giorgiop5
“we didn’t hire smart people so
we could tell them what to do;
we hired them to tell us what
to do.” <http://bit.ly/h7w1z> ...

27 NOV 2010 12:57APRÈS-MIDI

TWITTER / DANGELSTORY

dangelstory: RT
@marketingveep Info service:
25 Ways to Use the Web to
Find Content for Your Blog
<http://bit.ly/eqMCCh>

27 NOV 2010 09:49APRÈS-MIDI

TWITTER / DANGELSTORY

dangelstory: RT
@storystrategist Stories we tell
about what happened and why,
define our truth and who we
become. So chose your stories
carefully.

27 NOV 2010 09:01MATIN

TWITTER / DANGELSTORY

dangelstory:
<http://bit.ly/i8Sv82>/ Une
histoire culturelle

27 NOV 2010 05:04APRÈS-MIDI

TWITTER / DANGELSTORY

dangelstory: Le storytelling du
pire a du bon
<http://post.ly/1FmgF>

26 NOV 2010 11:02APRÈS-MIDI

STORYTELLING

Le storytelling du pire a du bon

26 NOV 2010 11:02APRÈS-MIDI



Ce n'est pas nouveau : on apprend de ses échecs. On l'a dit à plusieurs reprises sur ce blog.

Aujourd'hui, on a décidé de vous dire comment traquer le storytelling du pire. De quoi s'agit-il exactement ?

Tout simplement de se dire que vouloir innover à partir de bonnes pratiques éprouvées est sinon illusoire du moins très consommateur d'énergie, de compétences etc.

Il est beaucoup plus facile et intéressant de partir des mauvaises pratiques... Bien sûr, les bonnes pratiques sont à suivre, mais dans une logique d'évolution, les mauvaises n'ont rien à leur envier. Car, la généralisation des bonnes pratiques n'est pas une innovation, c'est uniquement un alignement. Et pas un jeu avec les mots.

Et ce storytelling du pire est à traquer dans les secteurs utiles : service client – CRM bien sûr, le plus immédiatement profitable, marketing, management, process de production, design produits etc. Et cela concerne bien entendu le pire du pire, ces situations désolantes à pleurer, mais aussi ces petites mauvaises pratiques du quotidien, que l'on ne remarque plus, mais que ceux qui en ont à pâtir voient bien, eux. Parfois sans le dire, car cela est intégré par le client (externe ou interne) comme un désagrément inévitable, qui, parce qu'il n'est pas perçu et donc encore moins managé, peut rompre l'équilibre avantages-inconvénients sans prévenir, et entraîner le clash.

Toutefois, d'une très mauvaise pratique à une opportunité unique d'être disruptif, il y a parfois un gap pas si grand que cela. Une occasion à saisir, donc.

Comment les chercher, donc, ces mauvaises pratiques ?

- Déjà : en allant recueillir des expériences auprès de ceux qui les vivent. Oui, ceux dont on a tendance à masquer, atténuer les mauvaises expériences, parce que le management de ces situations tel

qu'il est pratiqué, nous appris que c'était « la façon de faire ». Même pas la meilleure : la seule qui soit acceptable par l'entreprise. Consensus mou, flou de mise.

- Ensuite, en expérimentant sur le terrain ces mauvaises pratiques, au coeur de la mêlée. On aura là l'expérience de « ce qui ne va pas », et aussi, en même temps, quelques insights, ou au moins indices explicatifs, des raisons pour laquelle, « là, ça ne va pas du tout ». C'est aller un peu plus loin que la traditionnelle immersion du nouvel arrivant dans une organisation.

- Penchez-vous aussi sur votre passé. Il y a des histoires intéressantes à voir là. Puis à mettre en réseau, pour en tirer des tendances. Il y a parfois des trésors de mauvaises pratiques soigneusement enfouies depuis des années.

- Autre tâche utile : rassembler ces histoires de worst practices dans une base de données, indexée. Non pas pour en faire un musée des horreurs, mais un outil utile, matière première d'un travail de réflexion, et d'action.

Alors que reste-t-il à faire ? A se saisir de ces histoires, qui sont là, on en connaît certaines, très bien même, mais notre réflexe premier est trop souvent de les taire et de ne rien en faire.

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TWITTER / DANGELSTORY

dangelstory: RT @Storytelling
Info not stored? lost history?
RT Co-creation and databases
are the sources for storytelling
in the 21st century.

26 NOV 2010 05:21APRÈS-MIDI

TWITTER / DANGELSTORY

dangelstory: RT
@jmblancherie Storytelling du
luxe : présentation et
commande sur le site EVALIR
<http://bit.ly/e3ZQMH>

26 NOV 2010 02:05APRÈS-MIDI

TWITTER / DANGELSTORY

dangelstory: RT @HarvardBiz
Management Tip: 3 Ways to
Identify Your Unique Skills
<http://s.hbr.org/eGTQRD>
#leadership

26 NOV 2010 10:43MATIN

TWITTER / DANGELSTORY

dangelstory:
<http://bit.ly/gCxACr/> The
future of storytelling en
question

26 NOV 2010 09:48MATIN

TWITTER / DANGELSTORY

dangelstory: Prêfère les
histoires racontées par ce site
US dont les articles sont écrits
par un algorithme aux articles
humains sur les matches de
foot

25 NOV 2010 08:02APRÈS-MIDI

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dangelstory:
<http://is.gd/hMe2m>
L'influence des couleurs sur les
actes d'achat

25 NOV 2010 06:47APRÈS-MIDI

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dangelstory:
<http://is.gd/hLyVl> C'est quoi
la Social Intelligence ?

25 NOV 2010 03:49APRÈS-MIDI

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dangelstory: Leclerc valorise les alliances locales, mais les produits régionaux vont d'abord dans le centre logistique breton Leclerc... Bad story

25 NOV 2010 10:46MATIN

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dangelstory: Should Storytelling in France be specific ? <http://post.ly/1FKxC>

25 NOV 2010 10:33MATIN

STORYTELLING

Should Storytelling in France be specific ?

25 NOV 2010 10:32MATIN

J'avais lancé cette discussion sur LinkedIn, et parmi les réponses, quelques passages vraiment très intéressants :

Bon, il faut comprendre l'anglais, sinon, il y a Google Traduction.

They say: you can tell the stories in several countries, but only in one language. Therefore, I believe that training should take place in the every language of work. In Spain there is no quality training for Storytelling. But worse is that not even understand the concept of Storytelling Managament. Quality training would be essential.

Carlos

I have to say, in my experience, using fairy tales (contes de fees) and folk tales in Organizational Development workshops has proven quite effective in eliciting stories, thoughts and ideas from participants. These stories contain profound - and often universal - messages about human nature and the challenges we face. If you think of storytelling as an ancient practice, designed to help individuals and communities

face - and effectively deal with - real and perceived threats and challenges, their narrative power still holds today.

Hamutal

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dangelstory: Mad Men ne serait pas une métaphore de la vie politique actuelle ?

25 NOV 2010 09:03MATIN

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dangelstory: Goscinnny s'était inspiré des habitants de Levens dans le 06 pour les personnages d'Astérix. Certains sont très reconnaissables. Histoire

25 NOV 2010 08:45MATIN

TWITTER / DANGELSTORY

dangelstory: RT @HarvardBiz
Involve Customers in Product
Creation

<http://s.hbr.org/f1Lwow> Des
histoires co-construites
possibles

24 NOV 2010 12:04APRÈS-MIDI

TWITTER / DANGELSTORY

dangelstory: RT @rondon RT
@researchdigest: The 'smell' of
other people's anxiety makes
us take more risks. Just posted
on the blog: <http://ht.ly/3eJzl>

24 NOV 2010 12:02APRÈS-MIDI

TWITTER / DANGELSTORY

dangelstory: Une métaphore
de la serendipité

<http://post.ly/1Er7m>

23 NOV 2010 06:59APRÈS-MIDI

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Une métaphore de la
serendipité

23 NOV 2010 06:59APRÈS-MIDI



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dangelstory:

<http://is.gd/hEpwS>

Storytelling de Paris en métro

23 NOV 2010 05:47APRÈS-MIDI

TWITTER / DANGELSTORY

dangelstory: RT @HarvardBiz

Management Tip: Make
Shared Leadership Work

<http://s.hbr.org/eY7xJ9>

23 NOV 2010 12:36APRÈS-MIDI

TWITTER / DANGELSTORY

dangelstory: 1 fait + 1 récit : du storytelling

23 NOV 2010 11:19MATIN

TWITTER / DANGELSTORY

dangelstory: RT @CreativityTweet Imagination is a great and under-explored continent. Take time to map your inner landscape.

23 NOV 2010 07:22MATIN

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dangelstory: RT @jmcaddell D. Allman died at 24. What else would he have done the last 38 years if he had lived? Émotion

<http://t.co/Ww9HogJ>

23 NOV 2010 07:21MATIN

TWITTER / DANGELSTORY

dangelstory: <http://is.gd/hAWkO> Un point de vue sur le storytelling politique

22 NOV 2010 05:24APRÈS-MIDI

TWITTER / DANGELSTORY

dangelstory: Le top des actus storytelling de la semaine <http://post.ly/1EQUv>

22 NOV 2010 09:39MATIN

STORYTELLING

Le top des actus storytelling de la semaine

22 NOV 2010 09:39MATIN



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N'oubliez pas non plus notre nouvelle session de formation de deux jours au storytelling à Paris début décembre : contact@evalir.com

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