# Table of Contents

**Introduction: Storytelling for Organizational Change**  xiii

**Part I: Practice**

1. Stumbling upon the Springboard Story  
   *Within the space of less than a year, the strange concept of “knowledge management” goes from being unknown in the organization to being a key strategic priority. The springboard story is a pivotal tool in effecting the change.*

2. A Story That Rings True  
   *Middle management is often the most resistant to major change ideas. The task of instilling the new vision in this group can arise at a time when there is no convenient story readily at hand. Here, a true story is extrapolated to meet the need.*

3. Communicating a Vision  
   *Chaos and confusion are the order of day when major change programs are undertaken. When charts and diagrams seem unable to capture the complexity of concepts being implemented, a simple story turns out be effective in clarifying the concept.*

**Part II: Understanding**

4. Getting Inside an Idea  
   *What is happening when someone is listening to a narrative? What mental processes are under way when storytelling occurs? Insights emerge from the thinking of a literary essayist.*

5. A Tale of Two Stories  
   *How can a simple story with very few words convey complex multidimensional ideas when analytical explanations usually fail?*
Springboard stories exploit pre-existing tacit understanding so that listeners actively re-invent the change idea in their own contexts.

6. Co-creating the Same Story
Not all springboard stories effectively spring the audience to a new level of understanding. Where the storyteller and the audience do not share the same assumptions and context, the audience can fail to create the implicit story in its own situation.

7. Another Mode of Knowing
Complex ideas have multiple dimensions. The history of efforts to capture complex concepts in graphical form suggests the limits of what can be effectively communicated in this way.

Part III: Catalysis

8. Crafting the Springboard Story
Not every story has the springboard effect. In trying to teach others how to create such stories, three necessary characteristics are explored: connectedness, strangeness, and comprehensibility.

9. Performing the Springboard Story
Making available stories as artifacts turns out to be much less effective than the activity of oral storytelling. Unexpectedly large amounts of informal storytelling can occur to great effect in a sprawling knowledge fair. By contrast, formal storytelling needs careful advanced planning and attention to detail to achieve the desired result.

10. Building the Springboard Story
In the same way that even a good picture is enhanced by its frame, a story benefits from the right setting. Four different ways of framing a story are explored.

11. Embodying the Idea
When a story once again comes to the rescue and gets the change program back on track, the phenomenon of storytelling comes under scrutiny from three different angles. A manager tries to find “the true facts” behind the story. A cognitive scientist condemns storytelling as unscientific. A professional storyteller objects that it is not really a story at all.
12. The Medusa's Stare

Evidence of the acceptance of the change idea is appearing everywhere. In the process, mere ideas have generated heavy structures that need to be administered and accommodated to the preoccupations of today and yesterday. For the instigator of change, the more important thing is the creation of tomorrow.

Appendixes

Appendix 1: Elements for Developing the Springboard Story 197

Appendix 2: Some Elements for Using Visual Aids in Storytelling 201

Appendix 3: Elements for Performing the Springboard Story 203

Appendix 4: Building Up the Springboard Story: Four Different Structures 207

Appendix 5: Examples of Springboard Stories 209

Appendix 6: Knowledge Management Chart 215

Bibliography 217

Acknowledgments 221

About the Author 222

About KMCI Press 223