

The Stories We Create:

Narrative & Engagement in Organizations

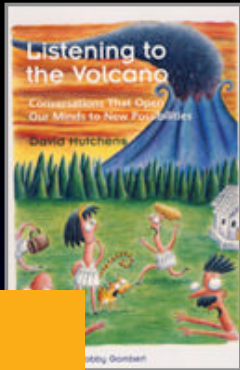
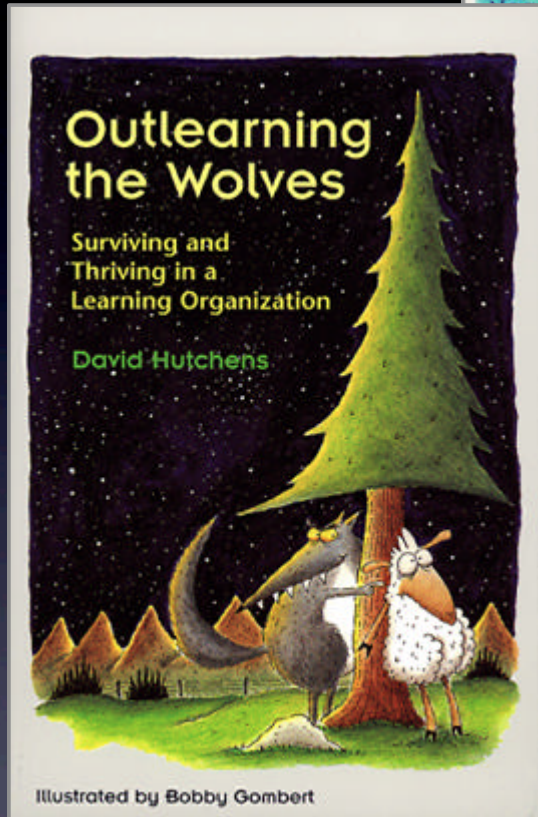
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A Slice of TRUST

The Leadership Secret with the *Hot & Fruity Filling*

Foreword by Stephen M.R. Covey
author of *The Speed of Trust*

David Hutchens & Barry Rellaford

David Hutchens & Barry Rellaford

"What is a Story?"

He went to the store.

Not **what** is a story, but **where** is it?

explicit *or* implicit

Daddy **Sissy** Grandma Mommy brother



Explicit Connections

Transformational

Aspirational

*My
reality*

1

2

3

4

*Distant
reality*

Literal

Allegorical

Buried Connections

Write it!

A Leap Into Uncertainty

by David Hutchens

A story from HealthEast, Greenville, N.C.

What role does courage play in the application of complexity theory? It's not a question that Tom Irons would have thought to ask in the Spring of 1995 when he was named president of HealthEast. Given the task of purchasing medical practices and developing practice management services to increase the educational and referral base of HealthEast's parent hospital and sister medical school, Tom's challenge was one that required keen business insight, fortitude, even political acumen.

But *courage*? No one – including Tom – would have guessed that it would become the central job requirement.

"The pressure was getting intense," reflected Irons, a self-professed cowboy-booted Southern boy whose Carolina drawl masks an intellectual intensity. "On the one side of me were rapidly growing IPAs, eager for capital and posturing against each other, often through me. On the other side was my parent hospital, anxious for me to start linking up with physicians as quickly as possible. And all along, I was getting this sneaking suspicion that I didn't need to be in the business of purchasing practices or working with these IPAs. The practices were too expensive, and the IPAs had their own agendas and no infrastructure."

Reflection: Luck plays a role in a CAS. The short time frame and the setting in Paris made it easier to gain acceptance for this somewhat unorthodox approach to strategic planning. I did not have to argue against preparing a traditional, analytical business plan. The position paper stood on its own merits as reasonable thinking.

Flanked by organizational forces that were beyond his scope of influence, Tom began to realize that it was fruitless to try to directly control the direction the system was taking. Perhaps it was time to create



Principles

• Tune to the edge



Aides

• Generative relationships
• Min Specs

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Observable
results:
(What happened)



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• *One to the edge*



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Commentary,
insights, reflections,
perspectives

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Links

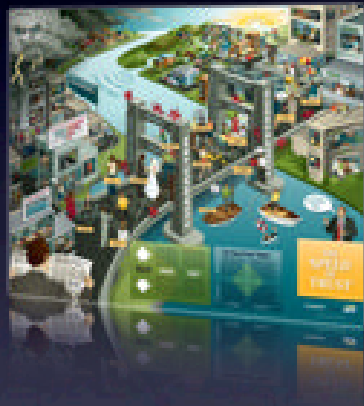
Explore “Learning Histories”

- Google search “learning histories”
by Art Kleiner.
- www.LearningHistories.net
“Participative change through storytelling”

Use your imagination!

- Develop an “e-newsletter.”
- Develop case studies for training. (“What would you have done?”)
- Create your own fable. “Once upon a time...”
- Blog: “Stories of Our Organization.”
- What are your ideas?

Draw it!



From
"Imaginization," ©
Gareth Morgan

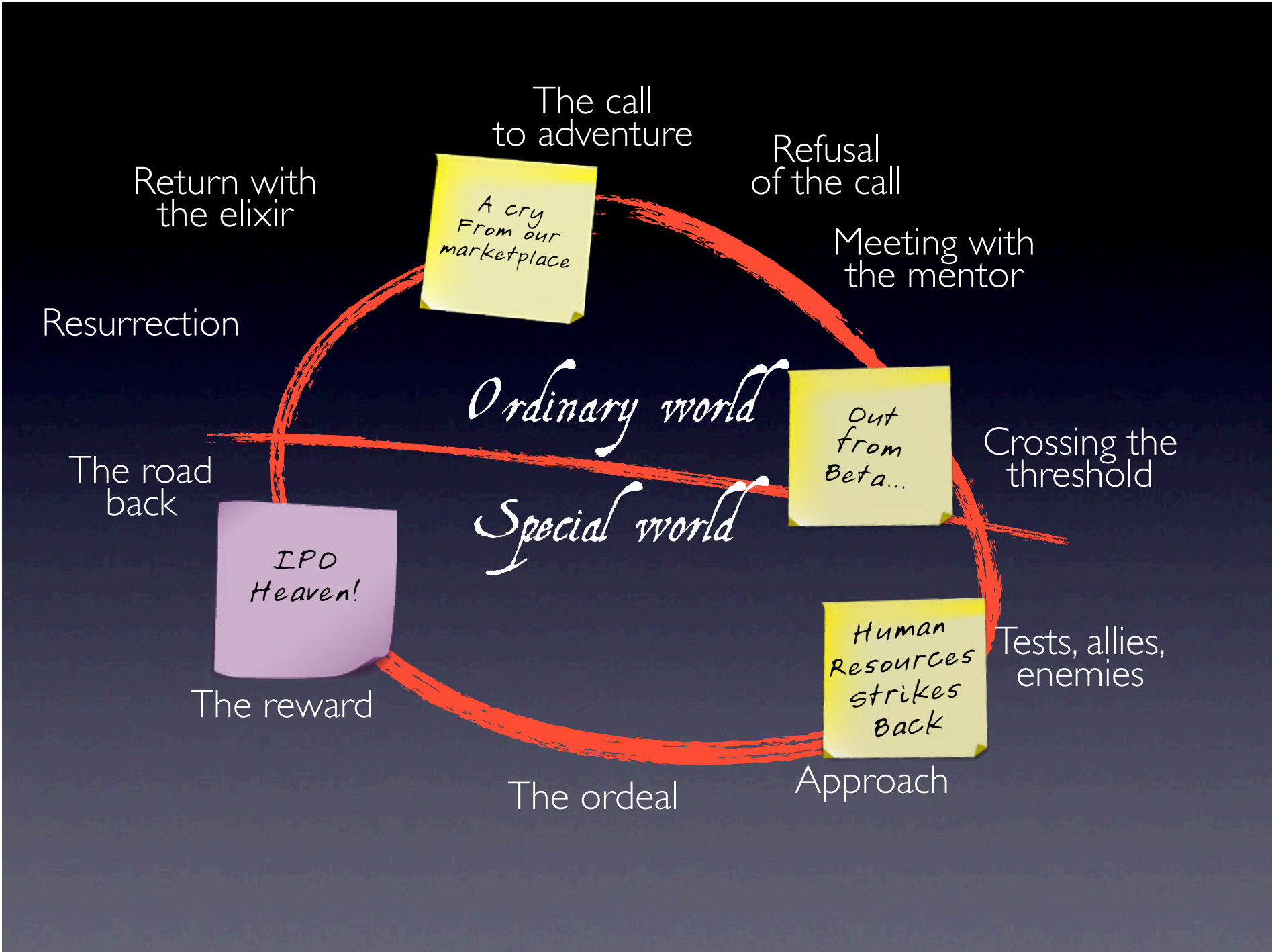


Bring it to life!



www.SeriousPlay.com





Begin reflecting:

- What are the “narrative assets” in your organization, workgroup, family?
- What are some ways you can share the story?
- How will you engage the system in drawing out the meaning together?

www.DavidHutchens.com

Twitter: @DavidBHutchens

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Powering Team Performance