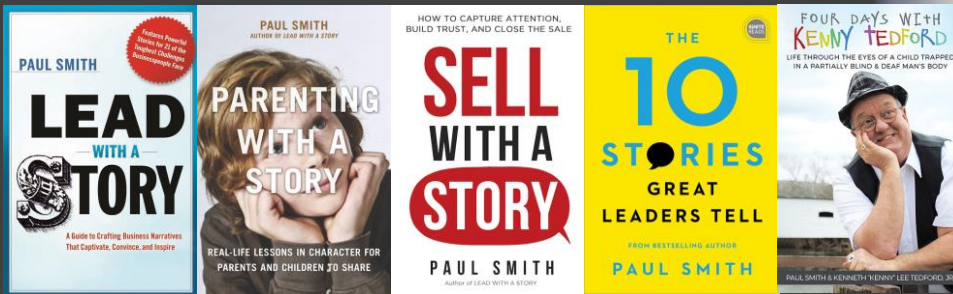


Storytelling

with
Paul Smith

- www.leadwithastory.com
- paul@leadwithastory.com
- Twitter: @LeadWithAStory



What is a story?

A narrative about something that happened to someone



- Time
- Place
- Main character
- A goal
- An obstacle
- Events

Group Exercise: Is this a story? (3 Minutes)

Narrative #1: I've been at this university for 35 years. In fact, half of the faculty here weren't even born when I started. And I personally trained the last three Vice Chancellors of Institutional Research when they first took their position.

So, believe me when I tell you that the leaders who do well in that position have three things in common: 1) they set high expectations of their people; 2) they show them they care – not just tell them, they show them; and 3) they don't make anyone waste their time on non-value-added, politically-motivated research; it just kills morale.

Does this narrative have a specific:

- ☐ Time _____
- ☐ Place _____
- ☐ Main char. _____
- ☐ Goal _____
- ☐ Obstacle _____
- ☐ Events _____

Is it a story? Yes No

Group Exercise: Is this a story? (3 Minutes)

Narrative #2: A couple of years ago, Dave Neild, the Network Service Leader at the University of Leeds in England realized he had a problem. He was getting cease and desist orders and copyright violation notices from all over the world due to students on campus using file sharing services like BitTorrent. In addition, many of the students were showing up in his office with computers infected by viruses, which took his staff up to an hour each to clean up.

Dave agreed to do a test with Hewlett Packard's TippingPoint network security device to see if that could help. When the test was over, he told us, "As soon as we installed TippingPoint, we instantly stopped receiving copyright notices. That protected our students from getting threatened by lawyers, and it protected the reputation of the University." They also got about 30% of their lost bandwidth back from the reduction in file sharing.

Does this narrative have a specific:

- ☐ Time _____
- ☐ Place _____
- ☐ Main char. _____
- ☐ Goal _____
- ☐ Obstacle _____
- ☐ Events _____

Is it a story? Yes No

Group Exercise: Is this a story? (3 Minutes)

Narrative #3: You should be using your shoppers' planned purchases of toothpaste to sell more toothbrushes. Currently, shoppers only buy toothbrushes about every six months, despite the fact that dentists suggest replacing a toothbrush every three months. But your shoppers are already in your Oral Care aisle every two months to buy toothpaste. If you co-merchandised toothbrushes with toothpastes, you could close more of your shoppers with toothbrushes.

And toothbrushes help sweeten the profits for you as a retailer. The average toothpaste category profit margin is only X%, but toothbrushes are usually double that. And your own sales data shows a dramatic increase in toothbrush sales when merchandised with toothpaste. Our February co-merchandising event delivered a 22% sales increase on toothbrushes over three weeks. That was \$Y million in incremental sales. This was by far the best toothbrush sales month of the year. Even bigger than Christmas!

Does this narrative have a specific:

- ☐ Time _____
- ☐ Place _____
- ☐ Main char. _____
- ☐ Goal _____
- ☐ Obstacle _____
- ☐ Events _____

Is it a story? Yes No

Why Tell Stories?



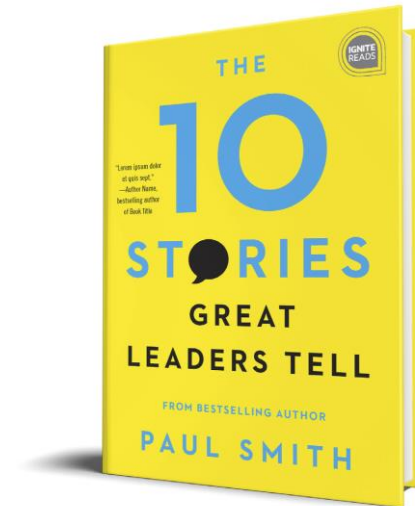
1. Aids decision making
2. Timeless
3. Demographic-proof
4. Contagious
5. Easy to remember
6. Inspirational

When to Tell Stories



10 Stories Great Leaders Tell

1. **Where we came from** (our founding story)
2. **Why we can't stay here** (a case-for-change story)
3. **Where we're going** (a vision story)
4. **How we're going to get there** (a strategy story)
5. **What we believe** (a corporate values story)
6. **Who we serve** (a customer story)
7. **What we do for our customers** (a sales story)
8. **How we differ from our competitors** (a marketing story)
9. **Why I lead the way I do** (a leadership philosophy story)
10. **Why you should want to work here** (a recruiting story)



#2: Case for Change story



A situation where someone experienced the quintessential problem your product or service is designed to solve

#5: What We Believe (a corporate values story)



Sam Walton's ironing board covers

What values do you see?

1. Other retailers are our competitors, not our enemies
2. The customer is #1
3. The importance of understanding the customer's needs and wants
4. Persistence
5. Passion for winning

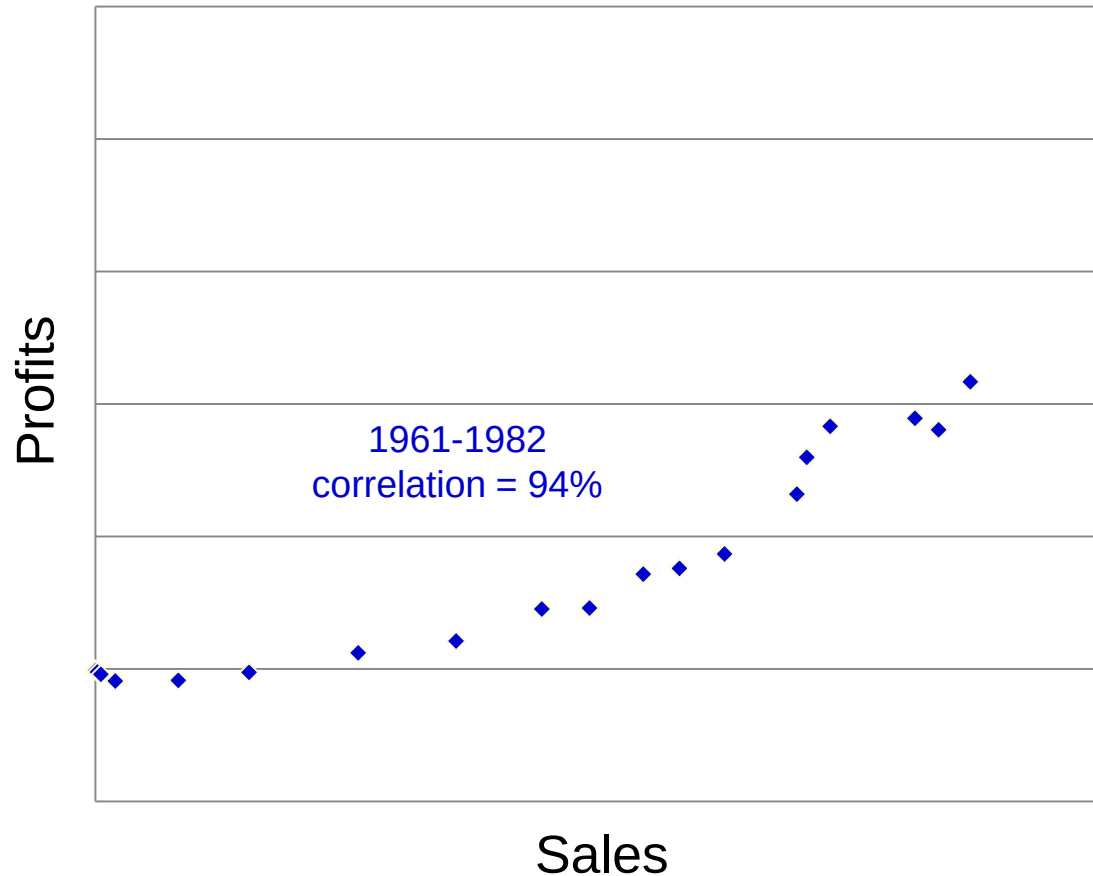
Data Storytelling Method #1: How We Got Here



- The business is the main character
- Walk the audience through what happened to the business from beginning, to middle, to end
- Let audience draw conclusion

Data Storytelling Method #2: The Discovery Journey

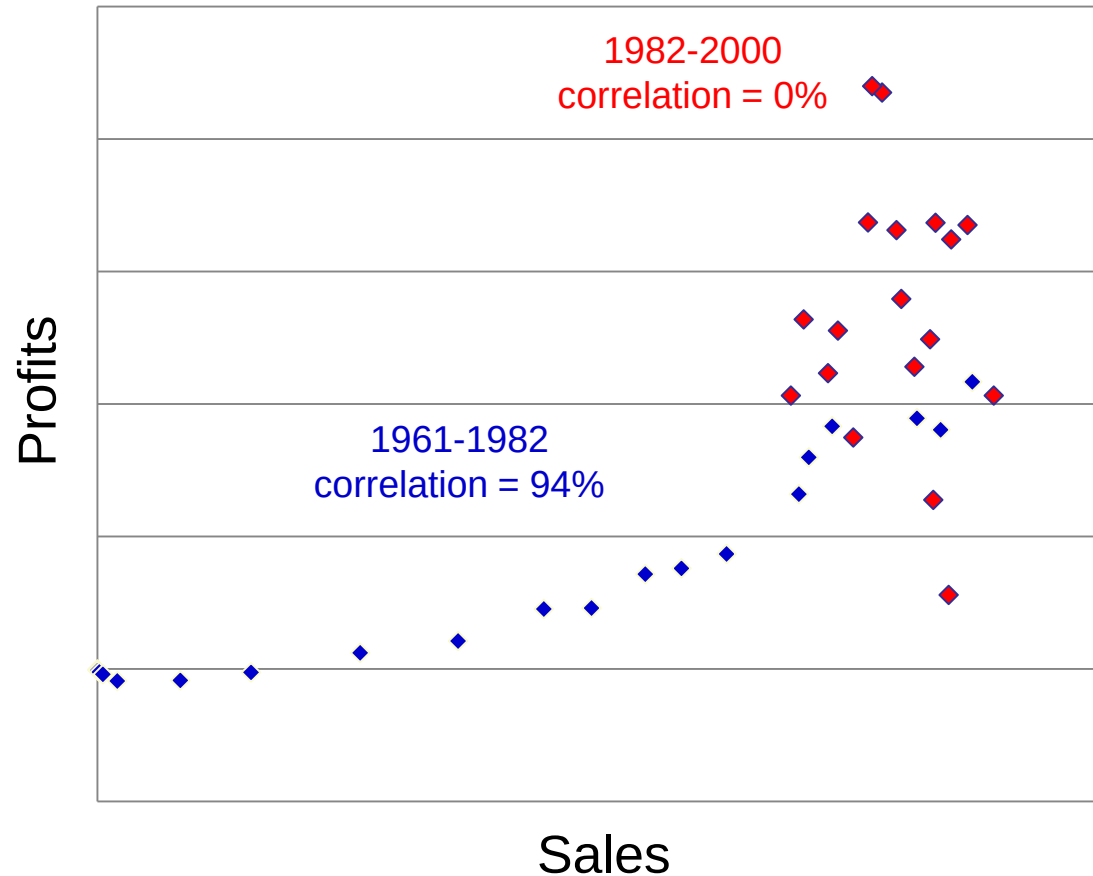
Pampers Diapers



- The analyst is the main character
- Walk audience through analysis you did in the order you did it
- Let audience draw conclusion

Data Storytelling Method #2: The Discovery Journey

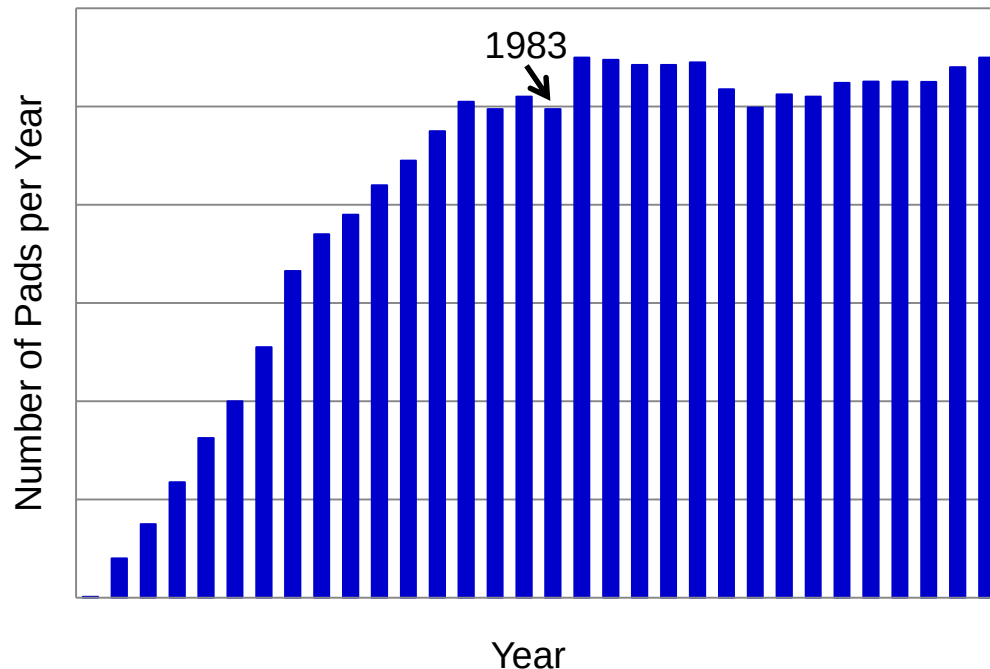
Pampers Diapers



- The analyst is the main character
- Walk audience through analysis you did in the order you did it
- Let audience draw conclusion

Data Storytelling Method #2: The Discovery Journey

US Average Annual Disposable
Diaper Usage per Child



- People are more committed to *their* ideas than to *your* ideas
- Turn your ideas into their ideas by taking them on a “discovery journey” through your story

How these were like a story

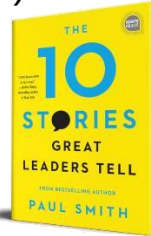
1. Structured like a story, not a presentation
2. Let the audience struggle with data to find solution
3. Emotional impact of shocking data
4. Surprise of solving the mystery
5. Let the audience draw their own conclusions and recommendations

Group Exercise (7-8 Minutes): I/We Need Stories to Help...

Leadership

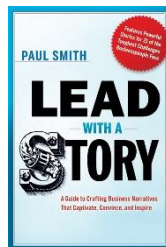
Top 10:

1. Where we came from (founding)
2. Why we can't stay here (case-for-change)
3. Where we're going (vision)
4. How we're going to get there (strategy)
5. What we believe (corporate values)
6. Who we serve (customer)
7. What we do for our customers (sales)
8. How we differ from competitors (marketing)
9. Why I lead the way I do (leadership philosophy)
10. Why you should want to work here (recruiting)



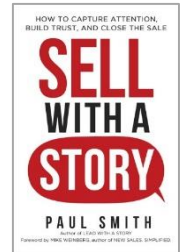
Others:

- Build commitment to goals
- Encourage collaboration
- Value diversity and inclusion
- Set policy without rules
- Inspire and motivate
- Help others find passion for work
- Teach important lessons
- Provide coaching and feedback
- Demonstrate problem solving
- Delegate authority
- Encourage creativity and innovation
- Earn respect on day one



Sales and Marketing

- Explain what we do
- Founding the company
- Illustrate the problem our product or service solves
- Show how we're different from our competitors
- Share customer successes
- Describe our brand's invention
- Make our product more valuable
- Resolve buyer objections
- Negotiate price
- Create a sense of urgency to buy now
- Build loyalty



Something else?

- _____
- _____
- _____
- _____
- _____
- _____

My Story Wish List

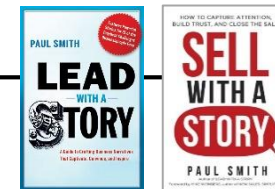
I, personally, need stories to:

1. _____
2. _____
3. _____
4. _____
5. _____

Our organization needs stories to:

1. _____
2. _____
3. _____
4. _____
5. _____

Storytelling Course Cheat Sheet



Story Selection

1. What's your objective? What do you want the audience to *think, feel, or do* after the story?
2. Think of a relevant success, failure, or moment of clarity around that objective
3. Can't find a real story? Use a folktale, or make one up (but let audience know you've made it up)

Find Great Stories: • Create a story "wish list" • Capture stories that happen around you • Recall stories you hear others tell • Search your past • Interview colleagues: share your wish list and ask open-ended questions about specific moments • Create venues for sharing stories

Story Structure Template

Step	Answers these questions:	Sounds like...
Hook	1. Why should I listen to this story?	"I think the best example I've seen of that was..."
Transition In		
Context	2. Where and when did it take place? 3. Who is the main character and what do they want? (Other background needed to understand character motivations?)	"Back in __, at __, there was __, and they were trying to..."
Challenge	4. What was the problem/opportunity?	"Then, one day..."
Conflict	5. What did they do about it? Show the honest struggle between hero and villain, even if internal. Not too easy.	"So they __, and then they __, and so they __."
Resolution	6. How did it turn out (for everyone)? How are things/characters changed as a result?	"Eventually..."
Transition Out		
Lesson	7. What did you learn?	"That's when I realized..."
Action	8. What do you think I should do?	"And that's why I think you should..."

Story Elements

Basics: relatable character, relevant challenge, honest struggle, worthy lesson

Emotion: Identify relevant emotions. Use "tell me", "show me", "make me feel", and dialog techniques to develop the most important. Avoid unwelcome emotional manipulation

Surprise: At beginning to get attention; At end to seal it in memory. Lead with an unusual event then use flashback; skip one element in the context; set expectations and break them; hide a critical fact until the end

Length: Leadership stories: 3-5 minutes to tell (450 – 600 words). Sales stories: 1-3 minutes (150 – 450 words).

Accuracy: Always look for true stories first. If none, you can invent one, but only if your audience knows you made it up.

Story Selection

- Who is your audience? What do you want them to **think**, **feel** or **do** after hearing your story?
- Think of a relevant:
 - Success
 - Failure
 - Moment of clarityto build your story around

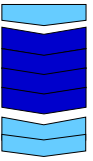


What makes a great story a great story?



- A hero we care about → • A relatable main character
- A villain we're afraid of → • A relevant challenge
- Epic battle between them → • An honest struggle
- A worthy lesson

Story Structure Answers These Questions



1) Why should I listen to this story?

2) When and where does it take place?

3) Who is the main character and what do they want?

4) What was the problem or opportunity they ran into?

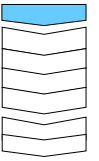
5) What did they do about it?

6) How did it turn out in the end?

7) What did you learn from it?

8) What do you think I should do now?

Transition In – the Hook

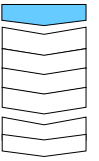


Answers Question #1: Why should I listen to this story?



- Single phrase or sentence
- For the listener:
generates interest
- For you: simple, smooth
way to transition into the
story without anxiety

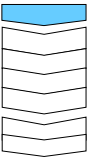
Bad Hooks



Never:

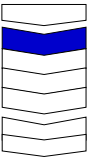
- Apologize
- Ask permission
- Use the “S” word (“story”)
- Give away the ending or specific lesson

Good Hooks



- “I think the best example of that I’ve seen was when...”
- “The best lesson I ever learned about that was when...”
- “That’s a tough problem. Let me tell you what I did when I ran into the same problem last year...”





Answers questions:

#2: Where and when?



Credible

#3a: Who's the main character?



Relatable

#3b: What do they want?

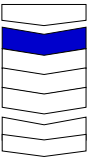


Worthy

This happens when
you skip context



Context: The Main Character



What kind of main character should you choose?



A real person



A fictional person



You!



Please, no superheroes.
The audience must
identify with your main
character!

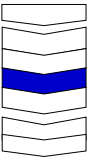
Challenge



Question #4: What was the problem or opportunity the main character ran into?



- The complication or catalyst in the story
- Where the hero meets the villain
- Test: If you remove this part, nothing of interest would happen in the story



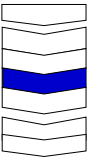
Question #5: What did the main character do about the problem or opportunity?

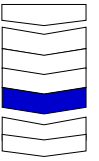


The heart of storytelling:

- Hero does battle with the villain
- Honest struggle – can't be too easy
- Struggle could be internal

Conflict Example: Bell's (South Africa)





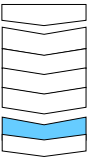
Question #6: How did it all turn out in the end?



- How did it turn out for all the characters?
 - Did the hero win or lose?
 - Did the plan work?
- How were things forever changed as a result of the ordeal?
- **Test: Does the audience know how to feel about what happened?**

Example: Guinness “Empty Chair”





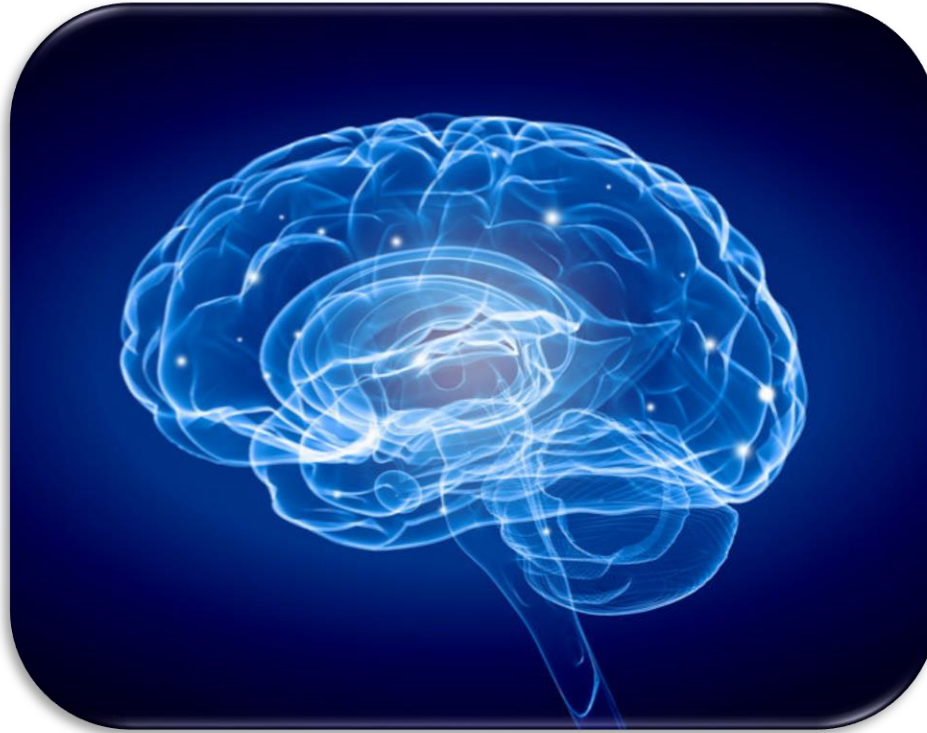
The three most productive things you can do after you tell your story are:



- Just listen
- Explain the lesson
- Recommend action



Why use emotion in a story?



Humans make emotional decisions

Emotion is a Defining Component of Stories



What is a story?

“Story = fact + emotion” – *novelist E.M. Forster*



The king died. And then the queen died *of grief*

Emotion: Turns Facts Into Stories



Imagine all the facts in that story exactly the same except for one...

Is it still a story?

Techniques for Emotion



- Dialog – outer and inner
- Tell me – “I was scared”
- Show me – “He started yelling at me”
- Make me feel – position (superior, inferior, equal)
- Avoid “Stormtrooper Effect”

Element of Surprise



Purpose #1: at beginning, gets audience to pay attention



Purpose #2: at end, seals lesson in memory

Element of Surprise: An Example



- What was the surprise at the beginning of the story?
- What was the surprise at the end?

No natural surprise in your story? Create one!



- Lead with most unusual event (then flashback to beginning)
- Set expectations, then violate them
- Skip one element in context and let audience figure it out
- Create a surprise ending

Example: Guinness “Wheelchair Basketball”



Bonus: Techniques for Effective Presentations

Humanize the subject

Julie Walker,
CEO Mom



Bonus: Techniques for Effective Presentations



When possible,
challenge
assumptions,
not conclusion

Bonus: Techniques for Effective Presentations



Use
metaphors

Extended Learning Program

Delivered via email every 2 weeks for 6 months

Storytelling Extended Learning Program: Module #1

Task A: Review

Which of the following parts of a story's structure answers the question, "Why should I listen to this story?"

- A. Lesson
- B. Resolution
- C. Hook
- D. Conflict.

See answer at bottom of this email.

Task B: Practice

Find a worthy event to build a new story around. Here are two options to consider:

- Leaders - *What was the most painful or costly failure of your career?*
- Salespeople - create a *"who I've helped and how I've helped them"* story.

Task C: Learn More

"Is it okay to embellish my stories?"

Click play to the right for a 5-minute video on the dos and don'ts of embellishing your stories.



To: 66866
Text: story

Tools to Help You Craft Your Stories

To: 66866
Text: story

Extended Learning Program



Storytelling Extended Learning Program: Module #1

This is the 1st of 12 follow-up modules from either the *Storytelling for Leaders* or the *Storytelling for Salespeople* course you attended recently with Paul Smith. A new module will arrive every 2 weeks.

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"Cheat Sheet"

Storytelling Course Cheat Sheet

Story Selection

1. What's your opportunity? What do you want the audience to think, feel, or do after the story?
2. Think of a recent event, where it occurred or where you're the subject.
3. Can't find a story? Use a friend's, or make one up. (Just let audience know you made it up)

Find Great Stories - Create a story "bank" for you - Collect stories that trigger emotions you want stories to feel without let a story in your past

Interviews - Interview them your own list and ask open-ended questions about specific moments - Create a bank of stories for sharing stories

Story Structure Template

Step	Answer these questions:	Sound like...	Story Elements
Hook	1. Why should I listen to this story?	"I think the best example I can point of that was..."	Setup - Establish here, relevant challenge, forward struggle, worthy goal.
Context	2. Where and when did it take place?	"Back in... at..."	Conflict - Identify relevant obstacles. Use "but," "even so," "however," "yet," "and" to show how you overcame the obstacle.
Challenge	3. What was the challenge or obstacle?	"Even so, I was..."	Surprise - Anticipating to get after it, and to lead it in. Surprise. Catch me off guard. Use "but," "even so," "however," "yet," "and" to show how you overcame the obstacle.
Conflict	4. What was the problem/obstacle?	"This, and say..."	Setup - Establish here, relevant challenge, forward struggle, worthy goal.
Resolution	5. What did they do about it? Show the result of your actions and how you overcame the obstacle.	"So they... and they... and they..."	Conflict - Identify relevant obstacles. Use "but," "even so," "however," "yet," "and" to show how you overcame the obstacle.
Lesson	6. What did you learn?	"This is what I realized..."	Surprise - Anticipating to get after it, and to lead it in. Surprise. Catch me off guard. Use "but," "even so," "however," "yet," "and" to show how you overcame the obstacle.
Call to Action	7. What do you think I should do?	"And that's why I think you should..."	Setup - Establish here, relevant challenge, forward struggle, worthy goal.

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Templates

Step	Answer the question:	Sound like...	Notes on your story
Objective / Main message	What do you want the audience to think, feel, or do as a result of hearing your story?	"I think the best example I can point of that was..."	
Context	Where and when did it take place?	"Back in... at..."	
Challenge	What was the challenge or obstacle?	"Even so, I was..."	
Resolution	What did they do about it? Show the result of your actions and how you overcame the obstacle.	"So they... and they... and they..."	
Lesson	What did you learn?	"This is what I realized..."	
Call to Action	What do you think I should do?	"And that's why I think you should..."	

Weekly Blog/Podcast Newsletter



Google President Kirk Perry's 3 Lessons from Losing a Fight

ALMOST 50 YEARS AGO, PAUL SMITH...
Podcast (lead-with-a-story-podcast-series): Play in iTunes
Embed

Subscribe: iTunes | Android | RSS

My guest this week is Google Solutions, Kirk Perry. He's about a foot on a high with both haunted and blessed.

Inside this issue...

- Leadership** - Kirk Perry, Google Solutions
- Sales** - Kirk Perry, Google Solutions
- Parenting** - Kirk Perry, Google Solutions

Leadership - Kirk Perry, Google Solutions

Sales - Kirk Perry, Google Solutions

Parenting - Kirk Perry, Google Solutions

Questions?

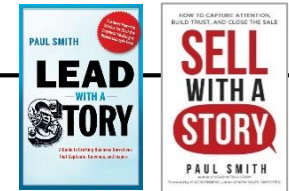
To: 66866
Text: story

Or email:

paul@leadwithastory.com



Storytelling Cheat Sheet



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Length: Leadership stories: 3-5 minutes to tell (450 – 600 words). Sales stories: 1-3 minutes (150 – 450 words).

Accuracy: Always look for true stories first. If none, you can invent one, but only if your audience knows you made it up.

Group Exercise: Is this a story? (3 Minutes)

Narrative #1: I've been at this university for 35 years. In fact, half of the faculty here weren't even born when I started. And I personally trained the last three Vice Chancellors of Institutional Research when they first took their position.

So, believe me when I tell you that the leaders who do well in that position have three things in common: 1) they set high expectations of their people; 2) they show them they care – not just tell them, they show them; and 3) they don't make anyone waste their time on non-value-added, politically-motivated research; it just kills morale.

Does this narrative have a specific:

- ☐ Time _____
- ☐ Place _____
- ☐ Main char. _____
- ☐ Goal _____
- ☐ Obstacle _____
- ☐ Events _____

Is it a story? Yes No

Group Exercise: Is this a story? (3 Minutes)

Narrative #2: A couple of years ago, Dave Neild, the Network Service Leader at the University of Leeds in England realized he had a problem. He was getting cease and desist orders and copyright violation notices from all over the world due to students on campus using file sharing services like BitTorrent. In addition, many of the students were showing up in his office with computers infected by viruses, which took his staff up to an hour each to clean up.

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Does this narrative have a specific:

- ☐ Time _____
- ☐ Place _____
- ☐ Main char. _____
- ☐ Goal _____
- ☐ Obstacle _____
- ☐ Events _____

Is it a story? Yes No

Group Exercise: Is this a story? (3 Minutes)

Narrative #3: You should be using your shoppers' planned purchases of toothpaste to sell more toothbrushes. Currently, shoppers only buy toothbrushes about every six months, despite the fact that dentists suggest replacing a toothbrush every three months. But your shoppers are already in your Oral Care aisle every two months to buy toothpaste. If you co-merchandised toothbrushes with toothpastes, you could close more of your shoppers with toothbrushes.

And toothbrushes help sweeten the profits for you as a retailer. The average toothpaste category profit margin is only X%, but toothbrushes are usually double that. And your own sales data shows a dramatic increase in toothbrush sales when merchandised with toothpaste. Our February co-merchandising event delivered a 22% sales increase on toothbrushes over three weeks. That was \$Y million in incremental sales. This was by far the best toothbrush sales month of the year. Even bigger than Christmas!

Does this narrative have a specific:

- ☐ Time _____
- ☐ Place _____
- ☐ Main char. _____
- ☐ Goal _____
- ☐ Obstacle _____
- ☐ Events _____

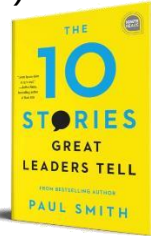
Is it a story? Yes No

Group Exercise (7-8 Minutes): I/We Need Stories to Help...

Leadership

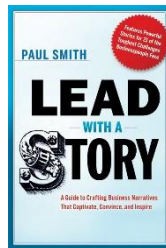
Top 10:

1. Where we came from (founding)
2. Why we can't stay here (case-for-change)
3. Where we're going (vision)
4. How we're going to get there (strategy)
5. What we believe (corporate values)
6. Who we serve (customer)
7. What we do for our customers (sales)
8. How we differ from competitors (marketing)
9. Why I lead the way I do (leadership philosophy)
10. Why you should want to work here (recruiting)



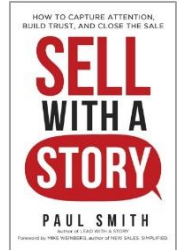
Others:

- Build commitment to goals
- Encourage collaboration
- Value diversity and inclusion
- Set policy without rules
- Inspire and motivate
- Help others find passion for work
- Teach important lessons
- Provide coaching and feedback
- Demonstrate problem solving
- Delegate authority
- Encourage creativity and innovation
- Earn respect on day one



Sales and Marketing

- Explain what we do
- Founding the company
- Illustrate the problem our product or service solves
- Show how we're different from our competitors
- Share customer successes
- Describe our brand's invention
- Make our product more valuable
- Resolve buyer objections
- Negotiate price
- Create a sense of urgency to buy now
- Build loyalty



Something else?

- _____
- _____
- _____
- _____
- _____
- _____

My Story Wish List

I, personally, need stories to:

1. _____
2. _____
3. _____
4. _____
5. _____

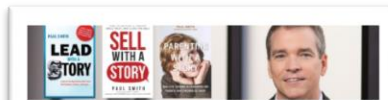
Our organization needs stories to:

1. _____
2. _____
3. _____
4. _____
5. _____

Tools to Help You Craft Your Stories

To: 66866
Text: story

Extended Learning Program



Storytelling Extended Learning Program: Module #1

This is the 1st of 12 follow-up modules from either the *Storytelling for Leaders* or the *Storytelling for Salespeople* course you attended recently with Paul Smith. A new module will arrive every 2 weeks.

Task A: Review

Which of the following parts of a story's structure answers the question, "Why should I listen to this story?"

- A. Lesson
- B. Resolution
- C. Hook
- D. Conflict

See answer at bottom of this email.

Task B: Practice

Find a worthy event to build a new story around. Here are two options to consider:

- **Leaders** - What was the most painful or costly failure of your career?
- **Salespeople** - create a "who I've helped and how I've helped them" story.

Task C: Learn More

"Is it okay to embellish my stories?"
Click play to the right for a 5-minute video on the dos and don'ts of embellishing your stories.



"Cheat Sheet"

Storytelling Course Cheat Sheet		
Story Selection 1. What's your opportunity? What do you want the audience to think, feel, or do after the story? 2. What's at stake? What's the cost of failure? 3. Can't find a story? Use a framework, or make one up. (Just let audience know you made one up) Find Great Stories - Create a story bank for: • Customer stories that support solutions you're selling • Personal stories you find offbeat but relevant to your product • Interview subjects: share your value and ask open-ended questions about specific moments • Create a bank of stories for sharing stories		
Story Structure Template		
Hook	Answers these questions: 1. Why should I listen to this story? 2. Where and when did it take place? 3. When did they get started and do they want what other people might need? 4. What was the problem/opportunity?	Starts like this: "Back in ... at ... There was ... We were ... I ... This was ..."
Conflict	1. How did they get started? 2. What did they do about it? (Show the struggle to engage between hook and vision, even if internal, but for early)	"Then, one day ... To stay ... with ... We had ... and ... No way ..."
Resolution	1. How did it turn out for everyone? 2. How was the problem/opportunity changed and resolved?	"Eventually ..."
Lesson	1. What did you learn?	"This was a ... realization ..."
Call to Action	1. What do you think I should do?	"And that's why I ... I hope you ..."

Templates

Step	Answers the question:	Starts like ...	Notes on your story
OBJECTIVE / MESSAGE	What do you want the audience to think, feel, or do as a result of hearing your story?	Think the best example I've seen of ...	
CONTEXT	What did they do about it? (Show the struggle to engage between hook and vision, even if internal, but for early)	Do they ... and then ... No way ... and so they ...	
CHALLENGE	How did it turn out for everyone? How was the problem/opportunity changed as a result?	Eventually ...	
LESSONS	What did you learn?	What I learned from ... I ... I ... I ...	
CALL TO ACTION	What do you think I should do?	And that's why I ... I hope you ...	

Weekly Blog/Podcast Newsletter



Google President Kirk Perry's 3 Lessons from Losing a Fight

ALMOST 30 DAYS BY PAUL SMITH

Podcast (lead-with-a-story-podcast-series): Play in ...
Embed

Subscribe: [iTunes](#) | [Android](#) | [RSS](#)



My guest this week is Google Solutions, Kirk Perry. He's about a foot on a high with both haunted and blessed.

Inside this issue...

Leadership	Sales	Parenting
 Leadership: A Case Study Turning Bad Leadership into a great of Change	 Former Yahoo! Chief Salesperson: The Secrets to Successful Decision-making	 The Power of Call My Parents: How to Tell a Story of an Allyment woman

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