Storytelling to Promote Positive Solutions -- webinar

1:00 – 2:30 p.m. Pacific Time, Wednesday, October 29, 2014

Cal-ICMA Coaching Program in partnership with ICMA State Association Coaching Partners: Colorado, Illinois, Massachusetts, Michigan, Minnesota, North Carolina, Oklahoma, Oregon, Texas, and Wisconsin

*** Advance registration required for this no-charge webinar: https://www1.gotomeeting.com/register/793974784

The latest research demonstrates the power of effective storytelling. Learn how you can develop this valuable skill.

Webinar topics:
1. What’s the value of storytelling in helping local government find positive solutions?
2. What are examples of effective storytelling and how did they work?
3. How can you develop your storytelling capabilities?

Presenters:
* Frank Benest, ICMA Liaison for Next Generation Initiatives
* Bill Chiat, Dean, CSAC Institute for Excellence in County Government
* Joyce Munro, Budget & Management Services Dir., Raleigh, NC

Audience: all employees

1. Register in advance for the webinar:
There is no charge for participating in the webinars, but each requires advance registration.
*** Advance registration required for this no-charge webinar: https://www1.gotomeeting.com/register/793974784

2. Connect with the webinar and audio:
Use your logon information from the email confirmation you receive via email from GoToWebinar. We recommend the telephone option dial-in number provided by GoToWebinar for sound quality. Depending upon your internet connection, VOIP option for audio (computer speakers) can have delays or sound quality issues.

3. Ask questions:
You may submit questions anonymously via email to Cal-ICMA@DonMaruska.com in advance or via the webinar during the panel discussion. As moderator for the session, Don Maruska will pose the questions.

4. Presenters’ presentation materials: We post these with the Agenda at “Agendas & Archives” tab of www.cal-icma.org/coaching. A PDF of the presentation materials will be available at least 2 hours before the webinar.
After a webinar occurs, a digital recording along with a PDF of the presentation materials and results of the polling questions will be available after 24 hours at the "Agendas & Archives" tab of www.cal-icma.org/coaching.

Post-Webinar Group Discussions

Many agencies are organizing groups to participate in the webinars (live or recorded) and discuss the topics among themselves after the webinars. Some are summarizing their discussions and distributing them to managers throughout their organizations. Use the Coaching Program as an effective way to enhance professional development in your agency. Here are some discussion starters for this session.

a. Where does our agency need to help constituents understand issues in personal terms?
b. What storytelling techniques can we use to enhance understanding?
c. What are some ways that our agency can identify and collect personal stories from residents and other stakeholders that can be used to enhance our communication efforts?
d. What are resources that we'd like to tap to help us develop effective stories?

MORE RESOURCES--See the "Coaching Corner" at www.cal-icma.org/coaching for valuable resources to boost your career. Sign up for the complimentary email list to keep informed of the details for future Cal-ICMA sessions and other resources at www.cal-icma.org/coachingList.

We appreciate the sponsors for the Cal-ICMA Coaching Program. They include:

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Enjoy the resources and support to thrive in local government.

Don Maruska, MBA, JD, Master Certified Coach
Director, Cal-ICMA Coaching Program
Author of “Take Charge of Your Talent” www.TakeChargeofYourTalent.com
Frank Benest, ICMA Liaison for Next Generation Initiatives

Until August 2008, Dr. Frank Benest served as the City Manager of Palo Alto, California. Frank is a noted consultant and trainer on service redesign, entrepreneurial government, civic engagement, leadership development and succession planning.

Prior to his appointment in Palo Alto, Frank served as City Manager in Brea and Colton, California. He has a doctorate in management from Brigham Young University; a Masters in Public Administration from California State University, Long Beach; and a Bachelor of Arts degree from Yale University. Frank is a Credentialed ICMA Manager and serves as the Senior Advisor to ICMA on Next Generation Initiatives. Frank also chairs the Cal-ICMA Coaching Program.

Frank is Past President of the California City Managers Department and past Vice President of the International City/County Management Association. Frank teaches at Stanford University and has been inducted into the National Academy of Public Administration. In 2011, Frank was recognized by ICMA with its Distinguished Career Service Award.

Bill Chiat, Dean, CSAC Inst. For Excellence in County Gov’t

Bill Chiat is Dean of the CSAC Institute and president of Alta Mesa Group, LLC. His expertise spans 35 years in local and state governments. He served as County Executive Officer of Napa County and Director of Organizational Effectiveness in Santa Barbara County. Mr. Chiat has held executive positions in city and special district governments, including several regional agencies and joint power authorities. From 2004 to 2012 Mr. Chiat served as Executive Director of the California Association of Local Agency Formation Commissions. At the state level, he served as Executive Director of the Arizona Governor’s Office for Excellence in Government and led the state’s executive education program.

Mr. Chiat provides facilitation services and organizational development, leadership and governance consulting to local governments throughout the West through his consultancy, Alta Mesa Group, LLC.

Mr. Chiat has a B.S. from the University of Minnesota and a M.S. in natural resources administration from the University of Michigan. He is a graduate of the Senior Executives in State and Local Government Program from the Kennedy School of
Government at Harvard University. He has research and taught numerous courses in public agency leadership, organizational structure, governance and operations over the last 30 years. In 2012 Mr. Chiat received the Michael Gotch Courage and Innovation in Local Government Award from the California Association of Local Agency Formation Commissions, and was recognized by the California State Legislature for his work with local governments.

Joyce Munro, Budget & Management Services Dir., Raleigh, NC

Joyce Munro is Budget & Management Services Director in the City of Raleigh, North Carolina. She is a municipal management professional with particular emphasis on fiscal and program analysis. Her specialties include: financial management and analysis, public policy analysis, municipal management, employee benefits analysis, program development and implementation, union negotiations, employee benefits, risk management.

Joyce had a distinguished career in the U.S. Air Force and state and local governments in MA before joining the City of Raleigh.

She earned her BA in Public Policy Studies from Duke University, an MPP in Public Administration from Auburn University, and an MPP/UP in Public Policy and Urban Planning from the Harvard Kennedy School of Government.

Online resources:

Using Stories to Persuade - Harvard Business Review

The Right Way to Present Your Business Case - Harvard Business Review

“How to Be Unforgettable” – Forbes
http://onforb.es/13ePoSk

“How to Tell a Great Story” HBR Blog

Steve Jobs’ commencement address at Stanford (three stories in 14 minutes)
http://www.youtube.com/watch?v=UF8uR6Z6Klc

Kurt Vonnegut’s “The Shape of Stories” (4 minutes)
http://www.youtube.com/watch?v=oP3c1h8v2ZQ
## Storytelling Inventory

Use this worksheet to keep a list of stories and story ideas.

### Hints on Finding Your Own Stories

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<th>Key Elements</th>
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<tbody>
<tr>
<td>Something interesting about where you grew up</td>
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<td>Lesson from first job</td>
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<td>A time you felt really proud to be a public employee; made a difference</td>
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<td>A time you recovered from a major mistake</td>
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<td>A time when courage was called for</td>
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<td>A time when you were young that you learned something about yourself</td>
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<td>A value work/life you have held throughout your career</td>
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### Storytelling Inventory

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<th>STORY NAME</th>
<th>KEY ELEMENTS</th>
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Techniques
Telling Your Story

Four Elements of Performance

1. **Style**: Talk to a single individual; avoid hedges and disclaimers; keep stories focused, simple and direct; be yourself. Find a style that you’re comfortable with.

2. **Truth**: Tell the truth as you see it; use caution in disclosing information about other people.

3. **Prepare**: Rehearse, but be spontaneous even if it’s the 398th time you’ve told the story; choose the DESIGN of the story (backbone) and stick to it – add to it as audience responds; practice-practice-practice

4. **Delivery**: Storytelling is a performance art – be ready to perform; be lively (use voice inflection); have eye contact with all parts of the audience; know your audience – find a way to connect with each person. Remember to breath; use pauses for emphasis, particularly around the key point of your story.

Techniques to Compose and Tell a Leadership Story

**COMPOSITION**

- Have an end in mind – why are you telling the story: what is the change you hope the story will elicit
- What action do you want the audience to take?
- Tell stories that have meaning for you
- More importantly, craft stories that have meaning to the audience: intrigue and captivate listeners
- Tell a story about something that actually happened – don’t make it up
- Some detail is important: Give a date or place or name where the story happened – it helps audiences believe it’s real
- Pick a single individual as protagonist (even yourself) – individual similar to audience
- Pick a story that addresses a problem the audience has – a similar adversity you have had in the past
- Have a positive tone and a happy/satisfactory ending for the protagonist – even if it’s lesson(s) learned
- Use humor to brighten
- Start your story with some context; create a setting

**DELIVERY**

- Be confident (no apologies)
- Don’t memorize – use your words; your images
- Keep going – there are no mistakes; improvise
- KISS – 8 minutes or less; watch your audience for clues
Words are less than 15% of what listeners hear
Use body language: facial expressions, movement, gestures
Use descriptions of sounds, smells and tastes to create images
Pause, pacing and timing add meaning and variety to story. Take your time.
Tone is a critical factor. Work on your feelings and your tone will follow.

Other Techniques

Remember congruency – words, body language, expression, tone all should match
Take time to finish well
Develop your own style
Practice
Get out from behind podiums, tables – it’s about one-on-one
Try props – be daring

A Few Things to Avoid

- Don’t use stories to manipulate people (enough said)
- Practice so you don’t come across as ‘superior’ (park your ego). Focus people on how smart they are not how smart you are.
- Don’t bore your audience. Keep stories interesting to the audience. Keep stories brief. Don’t fill stories with too much information or that go nowhere.
- Don’t scare people or make them feel guilty. Fear and shame tend to immobilize people.
- Storytelling is not a soap box. Avoid taking advantage of a ‘captive’ audience
- Don’t lie or make up stories unless you are clear it’s fiction
- Avoid use of notes, note cards, reading your story
- Read your audience; end and move on quickly if they’re not connecting
Story Prompts

Purposes:

1. Prompts help you find your own stories.

2. Prompts help others tell their own stories and thus learn from reflecting on their own experience. Stories help people create the learning "content."

Typical Story Prompts:

✓ Remember a time when you worked for a really lousy boss. What did the boss do? How did the boss make you feel? What did you learn?

✓ Think of a successful (or unsuccessful) change project in which you had a formal or informal leadership role. What happened? What were the key ingredients that led to the success (or failure)?

✓ Did you have a time in your career when you worked with a team that accomplished well beyond what you or anyone may have expected? What was so remarkable about the team experience?

✓ Think of a very powerful development experience in your work or personal life that helped you stretch and grow. What was the experience? What made it so powerful?

✓ Was there ever anyone early in your life, perhaps a parent, grandparent, aunt or uncle, coach or teacher, who passed on a lesson which you continue to apply to this day? What was the lesson? How did the influential person transmit or teach you the lesson?

✓ Were you ever confronted with a choice to live out your values and you made the wrong choice? The right choice and paid the price?

✓ Did you ever face a very difficult even overwhelming challenge that transformed you for the better as a person and a leader?
Storytelling to Promote Positive Solutions

Coaching Program Webinar, October 29, 2014
Coaching Program: 11th year
Preparing the Next Generation Committee

Platinum Sponsors: ICMA
California Communities Joint Powers Authority

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Overview of Session

1. What’s the value of storytelling in helping local government find positive solutions?
2. What are examples of effective storytelling and how did they work?
3. How can you develop your storytelling capabilities?

Frank Benest, ICMA Liaison for Next Generation Initiatives
Joyce Munro, Budget & Management Services Dir., Raleigh, NC
Bill Chiat, CSAC Institute for Excellence in County Government

Don Maruska, Director, Cal-ICMA Coaching Program

…and polls and questions along the way.
Polling Question #1

How many people are participating at your location?
Frank’s Fish Story
Response from Panel

- What did Frank do well?
- What didn’t Frank do well?
- What can we learn for Frank’s Fish Story?
Good News!

- Everyone is a story-teller
- Story-telling is an acquired skill that can be enhanced by practice & self-critique
- It’s fun?!
Why Stories?

- We’re overwhelmed with data
- Stories are memorable
- They often teach a core truth
- They help us make sense of the world
Why Stories?

- Stories are powerful because they...
  - Create connection
  - Provide a clear message
  - Capture hearts as well as minds
  - Help create commitment & inspire action
Powerful Stories

- Personal
- Relevant to topic
- People can relate to protagonist or situation
- Involves problem, misstep, misfortune
- Audience develops “rooting interest”
- Story builds to conclusion
- Lessons to be learned
- Strong point of view (POV)
Finding/Refining Stories

- Pulling stories from your experience
  - Reflect upon your personal history & identify possible stories
  - Ask questions about experience & explore experience for possible relevance
  - Identify conclusions or lessons
Finding/Refining Stories

- Other sources of stories
  - Reading
  - Talking & listening to others
- Incorporate a strong POV
- Streamline story so it’s “tight” & leads to conclusions/lessons

No Fluff
Extracting Conclusions

Two choices

1. Presenter makes conclusions or identifies lessons

2. Audience critiques experience & suggests lessons
Story Structure

Three Acts

1. Introduction of main character facing obstacles or challenge
2. Action
3. “Happy” conclusion, triumph, or ending with lesson
Enhancing Your Story-Telling

- Be on look-out for experiences that could become a “story”
- Be aware of stories told by others & critique them
- Outline sequence of story elements but don’t fully write out or memorize
Enhancing Your Story-Telling

- Practice your stories in comfortable & “safe” environment (try out your material)
- De-brief your stories & refine them
- Start a “story file”
- Use stories at beginnings of staff meetings
Final Tips

- Show vulnerability ("my worst experience")
- Use gestures or body language as well as voice as story-telling tools
- Integrate a prop or visual
“The Impossible Dream”
“The Impossible Dream”
“Phrase That Pays”

- “We can make the impossible possible!”
- Leaders help others share their stories
Polling Question #2

What are you looking for to boost your storytelling?
A TALE OF THREE STORIES

Examples of Storytelling in the City of Raleigh, NC
Joyce Munro, Budget & Management Services Director
THE TALE OF
THE $3 MILLION SOFTWARE UPGRADE

A lesson in the curse of knowledge
PeopleSoft 9.2 Upgrade Value Proposition

The scope for this initiative is to upgrade the FSCM, HCM, EPM and Portal at the PeopleSoft Version 9.2 level.

Simplicity, Productivity, and Lower Total Cost of Ownership, as well as new application functionality, are the design principles introduced by Oracle in PeopleSoft 9.2. The Upgrade to Version 9.2 will allow the City to take advantage of the following innovations, value-added features, and cost savings:

• Support for any tablet or smartphone platform that utilizes HTML5.

• Real-time, multi-dimensional decision support analysis with Pivot Grids to access information and to drill down into the details from a chart or grid and to act upon the data.

• Work Centers that combine transactions, analytics, workflow, notifications, and reports into a systems framework tailored for each role-based user. Presenting work to be done for the power users and eliminating the search for tasks that need attention will increase user job effectiveness.

• Introduced with Version 9.2, the PeopleSoft Update Manager is a revolutionary change in the delivery of updates, fixes, and enhancements. The City will now have the ability to select which fixes and features are beneficial and to apply a custom bundle change package.

• With Version 9.2, other enhancements and improvements are introduced in the Approval Workflow, Financial Audit Trail, Document Attachments, and Supplier Onboarding.

• The PeopleSoft 9.2 Upgrade positions the City to take advantage of new functionality as it is introduced. Plus, it gives the City an up-to-date foundation upon which new modules such as Project Costing, Grants and AR, Commitment Control, Talent Acquisition Management, ELM and Manager Self Service can be implemented.
We’re asking to spend $3.5 million for…

• “Support for any tablet or smartphone platform that utilizes HTML5.”

• “Real-time, multi-dimensional decision support analysis with Pivot Grids.”

• “Work Centers that combine transactions, analytics, workflow, notifications, and reports into a systems framework tailored for each role-based user.”
Why We Need the PeopleSoft Upgrade

Employees Can Use It Anytime, Anywhere

Current System

Must be at computer connected to network

Upgraded System

Work where and when it’s convenient
Why We Need the PeopleSoft Upgrade

Own Page = Better Experience

Current System

Same page for everyone

Upgraded System

Employee creates own page of what they need and want
Why We Need the PeopleSoft Upgrade

Easy to Make Charts without Excel!

Current System

Users must download data to Excel and make their own charts

Upgraded System

Users can create charts themselves automatically in PeopleSoft
Polling Question #3

What issues do you face where you’d like to consider stories?
FY2012 BUDGET KICK-OFF

A Strategy for Recession Fatigue
FY2012 Budget Kick-Off

• Problem:
  • Third year of Great Recession reductions.
  • A mindset of “we can’t cut anymore.”
  • Departments were becoming protectionist

• Core purpose:
  • Instill confidence that “We can do this!”
  • Provide concrete strategies/techniques
  • Encourage thinking outside of departmental bunkers
Lessons to Impart

#1: Prioritize. If it doesn’t add value – get rid of it.

#2: Share.

#3: It’s OK to pay more for things when they have a pay off in the future.

#4: Find opportunities to charge for things of value.

#5: Be open to new and changing roles.

#6: Strengthen relationships and build alliances.

#7: Don’t compete against each other. Look for common ground.

#8: Learn from history and proven best practices.

#9: We are stronger as family than as individual departments.
How to Navigate the Great Recession
Lessons from the Brady Bunch:
Everything you need to know to succeed during a Recession

Lesson 1: Prioritize. If it doesn’t add value – get rid of it.

Lesson 2: Share.

Lesson 3: Sometimes we pay upfront for things that have a bigger pay off in the long run.

Lesson 4: Find opportunities to charge for things of value.

Lesson 5: Be open to new and changing roles.

Lesson 6: Strengthen relationships and build new alliances.

Lesson 7: Don’t compete against each other for scarce resources. Look for common ground.

Lesson 8: Learn from history and proven best practices.

Lesson 10: We are stronger as family than as individual departments.
Lesson 1:
Prioritize. If it doesn’t add value – get rid of it.
Lesson 4:
Find opportunities to charge for things of value.
Lesson 6: Strengthen relationships and build new alliances.
Lesson 9: We are stronger as family than as individual departments
FY2014 BUDGET KICK-OFF

Writing a New Story
FY2014 Budget Kick-Off
Fairy Tale as Metaphor – Writing a New Story

Environment:

- Economic recovery has begun, but still not to pre-recession levels
- The City tightened its belt effectively by working together and applying creative solutions the past few years.
- What are the City’s next steps?

Core messages:

- Acknowledge our valiant efforts during the Great Recession
- Signal that with recovery comes new decisions to be made.
- Effective storytelling is an important part of our work in navigating this recovery.
ONCE UPON A TIME
Kingdom of Raleigh
Unified Dragon Ordinance

Decreed by King Russell
On the 1st Day of June, 1210

1. Definitions

1.1. Dragon: A two legged flying beast that breathes fire, wreaks havoc and general chaos, while destroying everything in its path with one swipe of its clawed hand or its horned tail.

1.2. Fieldoms: Subdivisions of land in which each property is owned by a citizen of the kingdom.
The Great Necrosies
The Great Recnosies
The Great Recesnosi
The Great Recession
And they lived happily ever after.

The End
Stories are powerful!

Our Distracted Society
- Thirty-five hundred messages in a week
- Average of 250 emails a day
- Overload and inattention

The Power of a Story
When told in the context of a story:
Facts are 20X more likely to be remembered.
Facts are even more likely to be repeated.

What Make a Good Story?
- Emotion – personal connection
- Make it visual
- Make it truthful

What are Stories?
- Pictures or graphics
- Written documents
- Presentations
- Conversations
- Silence

Stories are Opportunities
- Departmental budget requests
  - Intradepartmental development
  - Transmittal Letters
  - Supplemental requests
  - Performance Measures
  - Photographs

Stories are Opportunities
- Budget Focus Group meetings
- Department Head meetings
- Other interdepartmental working groups

Stories are Opportunities
- Departmental budget review
- Council questions & budget notes
- Discussions with budget analysts & City Manager

Most Important Opportunity of All
Employee communications
See the latest story videos from Raleigh

City of Raleigh FY16 Budget Kickoff
http://youtu.be/iKNJHJUfIEA

All About That Base (Budget) Music Video parody of Meghan Trainor's All About That Bass song.
https://www.youtube.com/embed/xMBMV5uM0Jw
Questions?

Contact:
Joyce Munro
Budget and Management Services Director
Joyce.Munro@raleighnc.gov
(919) 996-4273
Polling Question #4

Which types of stories would be effective in your situation?
Bring Your Story to Life

Techniques and Practices

“ If a story is not about the hearer he will not listen. And here I make a rule—a great and interesting story is about everyone or it will not last.”

(From the Edict)
Stories Move People

**Persuade:** An attempt to evoke a change in another’s attitudes, beliefs, values or behavior.

*A voluntary change.* Not a command, threat, or coercion.

“If you persuade, you must appeal to interest rather than intellect.”

Benjamin Franklin
Imperatives

* Everyone can be a good storyteller ...
* Everyone has stories to tell

- Know your audience
- Have an end in mind
- Practice (practice, practice)
- Know yourself

Avoid the Mirror Trap
Storytelling Inventory

Use this worksheet to keep a log of stories and story ideas.

HINTS ON FINDING YOUR OWN STORIES

- Something interesting about where you grew up
- Unemployment or job
- A time you told people to be a public speaker, made a difference
- A time you recovered from a major illness
- A time when someone asked you for help
- A time when you were told that you needed something important
- A time when you were told that you needed something important
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What Are (probably) True Old Ideas Are These Stories

What Are the Organization's Stories

Transmitting Values in Asian Stories
Application of Stories

1. Spark action: ‘Springboard’ stories
2. Communicate who you are (credibility; trust)
3. Branding – Communicate who the organization is
4. Transmit values
Application of Stories

5. Foster collaboration
6. Tame the grapevine
7. Share knowledge
8. Lead people towards an uncertain future – cope with ambiguity
Techniques Telling Your Story

Four Elements of Performance

1. Style: Talk to a single individual, avoid hedges and disclaimers, keep stories focused, simple and direct; be yourself. Find a style that you're comfortable with.

2. Truth: Tell the truth as you see it; use caution in disclosing information about other people.

3. Prepare: Rehearse, but be spontaneous even if it's the 39th time you've told the story; choose the DESIGN of the story (backbone) and stick to it – add to it as audience responds; practice-practice-practice.

4. Delivery: Storytelling is a performance art – be ready to perform; be lively (use voice inflection); have eye contact with all parts of the audience; know your audience – find a way to connect with each person. Remember to breathe; use pauses for emphasis, particularly around the key points of your story.

Techniques to Compose and Tell a Leadership Story

**COMPOSITION**

- Have an end in mind – why are you telling the story; what is the change you hope the story will effect?
- What action do you want the audience to take?
- Tell stories that have meaning for you
- More importantly, craft stories that have meaning to the audience: intrigue and motivate listeners
- Tell a story about something that actually happened – don’t make it up
- Some detail is important; give a date, place or name where the story happened – it helps audiences believe it’s real
- Pick a single individual as protagonist (even yourself) – individual similar to audience
- Pick a story that addresses a problem the audience has – a similar adversity you have had in the past
- Have a positive tone and a happy/satisfactory ending for the protagonist – even if it’s lessons learned
- Use humor to brighten
- Start your story with some context; create a setting

**DELIVERY**

- Be confident (no apologies)
- Don’t memorize – use your words; your images
- Keep going – there are no mistakes; improvise
- KISS – 8 minutes or less; watch your audience for clues
Four Elements

1. Find your style
2. Tell the truth
3. Prepare; rehearse ... but be spontaneous
4. Storytelling is performance art

If you do not tell the truth about yourself you cannot tell it about other people

Virginia Wolf
Composition

※ Have an end in mind – What action do you want?

※ Tell stories that have meaning for you AND meaning for the audience

※ Something that actually happened

Don’t make up your story

*If history were taught in the form of stories, it would never be forgotten.*

Rudyard Kipling
Ideas for Composing

- An event audience can relate to
- A few details to make it real
  Date, name, location
- Single protagonist
- Positive tone – satisfactory ending
- Keep it simple ... eliminate unnecessary details
Ideas for Delivery

- Start story with some context
- Use humor lightly
- Be confident – it’s YOUR story
- Don’t memorize
- Keep going – don’t apologize

*You can speak well if your tongue can deliver the message of your heart.*

John Ford
Ideas for Delivery

* Body language – remember the 15%
* Use all senses
* Tone – pauses – inflection – volume
* Move around
* Pace: have time to finish well
* Use props
Things to Avoid

- A soap box; not about manipulating people
- Watch audience – don’t bore them
- Lie or make up stories
- Make people feel guilty or bad
- Tell same story over and over
- Read your story
People think the stories are shaped by people.
In fact it’s the other way around …”

Terry Pratchett
Polling Question #5

Where do you plan to explore storytelling?
More Resources and Feedback

Go to “Agenda & Archives” tab at web site for a recording of this webinar (available in 24 hours) and other professional development resources.

www.cal-icma.org/coaching

Please complete the follow up survey, including your ideas for 2015 webinars.
Coaching Corner Overview

As many local government executives retire, the Cal-ICMA Coaching Program aims to prepare talented midcareer professionals to take their places in senior management roles.

This program serves audiences beyond California with ICMA and ten ICMA State Association Partners (Colorado, Illinois, Massachusetts, Michigan, Minnesota, North Carolina, Oklahoma, Oregon, Texas, and Wisconsin) sharing these resources on best practices and career development in local government.

2014 COACHING PROGRAM WEBINARS SCHEDULED: NEW BROCHURE AVAILABLE

The six webinar topics selected for 2014 were the highest rated in a poll of leaders across the ICMA State Association Coaching Partners and sponsoring professional associations. We recruit top presenters from across the country. Thanks to sponsors, there is no charge for participation.

Here are some of the major innovations for 2014:
presentation materials are in Agenda packet—note: you can use your browser to save and/or print items from the Agenda packet
Post-Webinar Discussion Questions

a. Where does our agency need to help constituents understand issues in personal terms?

b. What storytelling techniques can we use to enhance understanding?

c. What are some ways that our agency can identify and collect personal stories from residents and other stakeholders that can be used to enhance our communication efforts?

d. What are resources that we'd like to tap to help us develop effective stories?
Polling Question #6

How was the webinar of value for you and your agency?
Contacts for Today’s Session

- **Frank Benest**, ICMA Liaison for Next Generation Initiatives
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- **Bill Chiat**, CSAC Institute for Excellence in County Government
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- **Joyce Munro**, Budget & Management Services Director, Raleigh, NC
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- **Don Maruska**, Director, Cal-ICMA Coaching Program
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A PDF of the PPT, results from polling questions, and a video recording will be available in 24 hours. Go to [www.cal-icma.org/coaching](http://www.cal-icma.org/coaching) and click on “Agenda & Archives” tab.
Polling Results from “Storytelling to Promote Positive Solutions” – webinar

October 29, 2014

304 locations; 734 estimated participants in live audience

[CLOSED] How many people are listening on your line?
- 71% 1 -- just myself
- 19% 2-5
- 8% 6-10
- 1% 11-20
- 1% 21 or more -- please send number using Q on webinar

[CLOSED] What are you looking for to boost your storytelling?
- 65% identifying where and when to use stories
- 71% finding stories that fit the situation
- 63% crafting stories
- 39% practicing my storytelling and getting feedback
- 3% other (Q)

[CLOSED] What issues do you face where you’d like to consider using stories?
- 64% big development or project issue
- 67% budget challenges
- 62% resolving conflicts in the community
- 78% engaging employees
- 5% other (Q)

[CLOSED] Which types of stories would be effective in your work situation?
- 68% personal stories that reveal how you struggled and grew
- 80% motivational stories gleaned from others in your community
- 50% stories from popular culture (TV, movies, music, etc.)
- 22% stories from fables or myths that people know (classics)
- 1% other (Q)

[CLOSED] Where do you plan to explore storytelling?
- 64% spark action
- 69% communicate values
- 71% foster collaboration
- 49% lead people towards an uncertain future
- 2% other (Q)

[CLOSED] How was this webinar of value to you? (check all that apply)
- 68% learning why and how stories are effective
- 77% seeing examples of stories that made a difference
- 68% gaining checklists and resources to build your skills
- 63% finding motivation to improve your storytelling
- 2% other [Q]