



39. Storytelling - based on 'Change the script' by Theo Hendriks

Challenge

Inspiring employees to achieve an actual change in behaviour and thus initiate a cultural change within the organisation. To inspire employees to be a true leader and to be able to give direction to the desired changes. Especially in large change processes, a personal story of a Board member or Programme manager can inspire others within the organization.

Solution

Changes are not only a matter of setting up processes and systems (mechanical process). Changes also bring uncertainty and emotions to both management and employees in an organization. By making their own emotions visible as Board member or Programme manager, the audience (management and employees) can identify with the story and the message is experienced as authentic.

By introducing the message with a personal story or a personal anecdote, you as a leader can give meaning to the message you want to bring across in a major change process. This personal story is something you have experienced and that also lead to a personal change for you. When you tell it, you visualize it again in such a way that you relive it, as it were.

The story will have the most impact when there is a clear connection between cause and effect. And of course a connection / link with the change that the organization wishes to make.

It can also be an experience of someone else, but that was so important or inspiring to you as a person, that it has become your own story, as it were. Because you heard the story at a time that was important to you.

Actors

- Leader of a large change process such as a Programme manager
- Members of the Board of Directors

Techniques

When telling a story it's important to make as much personal contact with your audience as possible. Please avoid a PowerPoint presentation, a lectern or lectern. Instead, think about bringing a personal item. By making it personal, you make the story more appealing.

Make sure the story has a clear beginning and a clear ending. The middle part is your own story with a gap between reality and the goal. For example, you want to go to the office in the morning and you get in your car. Then the car does not start, but then a mother or father with a cargo bike passes by and you can jump in.



'Disruptions' and 'but then' moments are essential. 'Disruption' is, for example, the car that does not start and the 'but then' moment is, for example, the mother or father with cargo bike that offers a solution. 'Disruptions' are people or setbacks that prevented you from reaching your goal. The 'but then' moments are the moments when help comes from an unexpected angle so that you could still reach your goal. The twists and turns in the story are both unpredictable and imaginable. Instead of giving up your goal, keep in mind that help could come from unexpected places and can help to achieve the goal or change after all.

If the audience allows it, do not put the audience in a traditional theater setting but preferably in a circle or per six at a small table. The environment speaks. Also make sure that the room is as quiet as possible, so no empty cups, papers lying around. This makes it easier to connect with both the speaker and the listeners themselves.

Role Compliance Professional

The role of the Compliance Professional is not necessary but can be the one who is the initiator and brings stakeholders into contact with each other. It may also be advisable to engage a communication expert. He/she can give tips on how the narrator can convey the story vividly and enthusiastically using the above techniques.