

PAUL SMITH

*Features Powerful
Stories for 21 of the
Toughest Challenges
Businesspeople Face*

LEAD — WITH A — STORY

**A Guide to Crafting Business Narratives
That Captivate, Convince, and Inspire**

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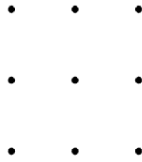
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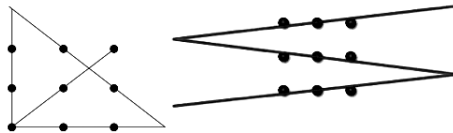
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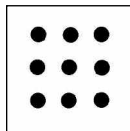
Classic Nine-Dot Problem



Potential Solutions to the Nine-Dot Problem



Redrawn Nine-Dot Problem



Appendix

STORY STRUCTURE TEMPLATE

(CAR = STORY)

	Questions	Answers for YOUR Story
Pre-story	<ul style="list-style-type: none"> What main idea are you trying to communicate? What do you want your audience to DO as a result of your story? 	<hr/> <hr/> <hr/>
Context	<ul style="list-style-type: none"> When and where? 	<hr/>
Subject	<ul style="list-style-type: none"> Who is the Subject? <ul style="list-style-type: none"> Hero is real/fictional/you? Audience: "Hey! That could be me!" 	<hr/> <hr/>
Treasure	<ul style="list-style-type: none"> What does the character want? <ul style="list-style-type: none"> Identify his/her passion or Treasure. 	<hr/>
Obstacle	<ul style="list-style-type: none"> Who or what is getting in his/her way? <ul style="list-style-type: none"> Identify the villain or Obstacle. 	<hr/>
Action	<ul style="list-style-type: none"> What happened to the hero? Conflict? Temporary setbacks? Ups and downs along the way? Research done? Conclusions drawn? 	<hr/> <hr/> <hr/> <hr/>
Result	<ul style="list-style-type: none"> What happened to the hero in the end? Did he/she win or lose? 	<hr/> <hr/>
Right lesson	<ul style="list-style-type: none"> Right lesson: This is the moral of the story. Conclusion should link back to the reason 	<hr/> <hr/>
whY	<ul style="list-style-type: none"> whY you told the story (the main idea) and compel the audience to DO what you wanted it to do. 	<hr/> <hr/>

STORY ELEMENTS CHECKLIST

(MAKERS)

	Questions	Ideas for YOUR Story
Chapter 24 Metaphors and Analogies	<p><i>Use metaphors:</i></p> <ul style="list-style-type: none"> • In your stories (The yellow cab in Ch. 5). • As an entire story in itself (pioneers and settlers in Ch. 15; giant steps in Ch. 16; building a cathedral in Ch. 2). • Instead of telling a complete story (Disney cast members, consumer is boss, FMOT, all in Ch. 24). <p><i>Generate great metaphors:</i></p> <ul style="list-style-type: none"> • Use the magazine picture collage exercise. • Ask your audience what kind of animal/car/book/movie, etc. their idea would be. 	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
Chapter 18 Appeal to Emotion	<ul style="list-style-type: none"> • Are you trying to influence a decision that was made on purely emotional grounds? If so, you need a highly emotional story, not a rational one (Special Olympics in Ch. 18). • If your audience doesn't naturally care about your topic, what does it care about? Connect your idea to those things (don't mess with Texas, "I've never been to Japan" in Ch. 18). • Generate empathy: Identify the people affected by the decision you're trying to influence. Tell their stories. • Use consumer research verbatims and qualitative discussions as sources for emotional content. 	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
Chapter 13 Keep It Real	<ul style="list-style-type: none"> • Take your abstract idea and explain it with a concrete story about a single example. (Examples are on the banks of the Tammerkoski River in Ch. 2; <i>Business-Week</i> on Bounty in Ch. 4; "Lisa" the high-potential shopper and Julie Walker, achiever mom in Ch. 13). • Avoid technical jargon your audience might not understand. 	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

(continued on next page)

(MAKERS)

Questions	Ideas for YOUR Story
<ul style="list-style-type: none">• Make the facts, numbers, or events relevant to your audience—something they can relate to in their everyday lives (snowstorm in the courtroom in Ch. 13).• Be brutally open and honest about difficult subjects. Avoid waffling or weasel words typical of management speak today (making payroll in Ch. 13).	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
Chapter 19 The Element of Surprise	<i>Grab your audience's attention with a surprise at the beginning:</i> <ul style="list-style-type: none">• What's unusual or unexpected about your story? (Examples are stories on moon-lighting required in Ch. 26, canceling your retainer in Ch. 10, the sharecropper's daughter in Ch. 11.)• Does it involve a newsworthy event? (Consider revolution in Egypt in Ch. 8, earthquake in Japan in Ch. 8.) <i>End your story with a surprise to seal it in memory:</i> <ul style="list-style-type: none">• Make use of surprises that occur naturally in your story (first day of history class in Ch. 19, jury room tables in the introduction, giant steps in Ch. 16).• No natural surprise at the end of your story? Create one. Hold back a key piece of information till the very end (after a lifetime of failure in Ch. 16, on the banks of the Tammerkoski River in Ch. 2, James and the teakettle in Ch. 26). <i>Ah-ha moment stories:</i> The next time you have a surprising, eye-opening moment, write a story about it (breakfast in Mexico in Ch.19).
Chapter 29 Recast Your Audience into the Story	<ul style="list-style-type: none">• Arrange a scene or an event for your audience to participate in (new promotion policy and clean desk policy from Ch. 29).• Does it pass the acid test? After it's over, will your audience thank you for teaching them such a valuable lesson? If not:

	<ul style="list-style-type: none"> • Keep the suspense brief—minutes or hours, not days (first day of history class in Ch. 19, clean desk policy in Ch. 29). • Direct the drama toward yourself (first day of history class). • Treat all audience members equally (clean desk policy in Ch. 29). • Stage an experiment or a demonstration your audience can take part in (private-label test in Ch. 29). • Get the audience involved in <i>telling</i> the story (count the stars in Ch. 29). 	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
Chapter 14	<i>Great beginnings—Start your stories with one</i>	
Stylistic	<i>(or more) of the following devices:</i>	
Elements	<ul style="list-style-type: none"> • A surprise (see Ch. 19). • A mystery (1983 discovery journey in Ch. 5; building a cathedral in Ch. 2; three researchers in Ch. 20). • A challenge—quickly introduce a relatable main character facing a difficult challenge (how <i>not</i> to present to the CEO in Ch. 1; Gail firing herself in Ch. 21) 	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
	<i>Writing style: Write the way you speak:</i>	
	<ul style="list-style-type: none"> • Use short sentences (15–17 words per sentence). • Use small words (15 percent or fewer words over two syllables). • Write in the active voice (15 percent or fewer passive voice sentences). • Get to the verb quickly (place the verb at the beginning of sentences). • Omit needless words (fresh fish story in Ch. 14). Stories should be 250–750 words, or 2 to 4 minutes when told orally. 	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
	<i>Literary devices to use often:</i>	
	<ul style="list-style-type: none"> • Dialogue • Include real names of characters. • Repetition (building a cathedral story in Ch. 2, the three researchers in Ch. 20). • Don't announce or apologize in advance of a story. Just tell it. 	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

STORY MATRIX

STORY MATRIX	ENVISION		ENVIRONMENT				ENERGIZE		EDUCATE			EMPOWER									
	Set a vision	Goals & commitment	Lead change	Recommendations	Customer service	Culture	Values	Collaboration	Diversity	Policy	Inspire & motivate	Courage	Passion for work	Teach lessons	Coaching & feedback	Problem solving	Understand the customer	Delegate & give permission	Creativity	Sales	Earn respect
Chapter	Story name	Page																			
Introduction	Jury room tables	1																			
1 Why Tell Stories	How NOT to present to the CEO	8																			
1 Why Tell Stories	The Corporate Storyteller	10																			
2 Set a Vision	Building a cathedral	14																			
2 Set a Vision	A day in the life	16																			
2 Set a Vision	According to the <i>Financial Times</i>	17																			
3 Set a Vision	On the banks of the Tammerkoski River	17																			
3 Goals and Commitment	"Did I win or lose today?"	20																			
3 Goals and Commitment	Pledger's competition	22																			
3 Goals and Commitment	"No excuse, sir!"	23																			
3 Goals and Commitment	The SWOT analysis	25																			
4 Lead Change	Jack Welch's reality check	27																			
4 Lead Change	Twin boys at the bus stop	28																			
4 Lead Change	Martin's printer codes	30																			
4 Lead Change	<i>BusinessWeek</i> on Bounty	32																			
5 Recommendations	1983 Discovery Journey	36																			
5 Recommendations	The yellow cab	38																			
5 Recommendations	Challenging assumptions	40																			
5 Recommendations	"When will I get my deposit check?"	42																			
6 Customer Service	Meatball sandwich	45																			
6 Customer Service	Expired license	46																			
6 Customer Service	Dumpster diving	48																			
6 Customer Service	Getting to the next level	50																			
7 Structure of Story	"It's okay, it's not my car."	56																			
7 Structure of Story	Titleist NXT	61																			
8 Culture	Revolution in Egypt	66																			
8 Culture	Tom Watson vs Charles Revson	69																			
8 Culture	Breakfast order at Morgan Stanley	69																			

Source: *Lead with a Story: A Guide to Crafting Business Narratives That Captivate, Convince, and Inspire*, by Paul Smith (AMACOM Books, 2012) Paul@leadwithstory.com

STORY MATRIX (continued)

STORY MATRIX			(continued)																				
Chapter	Story name	Page	ENVISION			ENVIRONMENT			ENERGIZE		EDUCATE			EMPOWER									
			Set a vision	Goals & commitment	Lead change	Recommendations	Customer service	Culture	Values	Collaboration	Diversity	Policy	Inspire & motivate	Courage	Passion for work	Teach lessons	Coaching & feedback	Problem solving	Understand the customer	Delegate & give permission	Creativity	Sales	Earn respect
8 Culture	FWA Policy	70																					
8 Culture	Earthquake in Japan	71																					
9 Values	Caught in the rain	74																					
9 Values	Train wreck in Wisconsin	76																					
9 Values	Sam Walton's ironing board covers	77																					
9 Values	A dog at the Met	78																					
10 Collaboration	New boss from the big city	82																					
10 Collaboration	Jamie has depth!	83																					
10 Collaboration	Cancelling your retainer	86																					
10 Collaboration	One night on the company plane	88																					
11 Diversity	The sharecropper's daughter	91																					
11 Diversity	"You don't see what I see."	94																					
11 Diversity	"I hate the EEOC!"	95																					
11 Diversity	The Traveler	96																					
12 Policy Without Rules	Five monkeys in a cage	100																					
12 Policy Without Rules	Getting "Polked"	101																					
12 Policy Without Rules	Financial restatement at D&B	103																					
12 Policy Without Rules	Unintended consequences	105																					
13 Keep It Real	Lisa, the high potential shopper	108																					
13 Keep It Real	Julie Walker, achiever mom	110																					
13 Keep It Real	Snowstorm in the courtroom	113																					
13 Keep It Real	Making payroll	114																					
14 Stylistic Elements	Fresh fish	124																					
14 Stylistic Elements	15 minutes with the CEO	125																					
14 Stylistic Elements	Learning leader	126																					
15 Inspire and Motivate	Finishing the race	131																					
15 Inspire and Motivate	Pioneers and settlers	133																					
15 Inspire and Motivate	Cal-Almond v. The Dept. of Agriculture	134																					

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STORY MATRIX (continued)

STORY MATRIX		(continued)		ENVISION		ENVIRONMENT			ENERGIZE		EDUCATE		EMPOWER										
Chapter	Story name	Page	Set a vision	Goals & commitment	Lead change	Recommendations	Customer service	Culture	Values	Collaboration	Diversity	Policy	Inspire & motivate	Courage	Passion for work	Teach lessons	Coaching & feedback	Problem solving	Understand the customer	Delegate & give permission	Creativity	Sales	Earn respect
15	Inspire and Motivate	137		•									•	•									
16	Build Courage	140												•									
16	Build Courage	142		•										•			•				•		
16	Build Courage	143												•									
16	Build Courage	146						•	•					•									
17	Passion for Work	148																					
17	Passion for Work	150		•			•							•				•					
17	Passion for Work	152						The staff meeting															
18	Emotion	154						Special Olympics															
18	Emotion	157						"I've never been to Japan"						•									
18	Emotion	158				•		Don't Mess with Texas														•	
18	Emotion	160						Teenaged mutant ninja turtle															
19	Surprise	167						First day of History class		•													
19	Surprise	169		•			•	Gary Coler's arresting comments															
19	Surprise	173		•		•		Breakfast in Mexico															
20	Teach Lessons	176						Barry's coffee vs. Mike's kitchen		•	•												
20	Teach Lessons	179						Oersted and the jittery compass															
20	Teach Lessons	180					•	The Three Researchers						•									
20	Teach Lessons	183						My million-dollar mistake			•												
21	Coaching and Feedback	187						Becoming a "Mitch manager"													•		
21	Coaching and Feedback	190						Nathan and King David				•											
21	Coaching and Feedback	192				•		Courtney's big meeting															
21	Coaching and Feedback	193						Firing yourself															
22	Problem Solving	196						"What if . . ."															
22	Problem Solving	198					•	Doctor with a Dictaphone															
22	Problem Solving	200						Ball of wool															
22	Problem Solving	201						Compensating behavior															
23	Understand the Customer	204						I don't want my daughter to be like me															

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STORY MATRIX (continued)

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Chapter	Story name	Page	ENVISION			ENVIRONMENT				ENERGIZE			EDUCATE			EMPOWER							
			Set a vision	Goals & commitment	Lead change	Recommendations	Customer service	Culture	Values	Collaboration	Diversity	Policy	Inspire & motivate	Courage	Passion for work	Teach lessons	Coaching & feedback	Problem solving	Understand the customer	Delegate & give permission	Creativity	Sales	Earn respect
23	Understand the Customer	206																					
23	Understand the Customer	207																					
24	Metaphors	210																					
24	Metaphors	211																					
24	Metaphors	213																					
24	Metaphors	213																					
25	Delegate	217																					
25	Delegate	219																					
25	Delegate	220																					
25	Delegate	221																					
26	Creativity	224																					
26	Creativity	225																					
26	Creativity	226																					
26	Creativity	227																					
27	Sales	230																					
27	Sales	230																					
27	Sales	233																					
27	Sales	235																					
28	Earn Respect	237																					
28	Earn Respect	239																					
28	Earn Respect	240																					
28	Earn Respect	241																					
29	Into the Story	243																					
29	Into the Story	245																					
29	Into the Story	246																					
29	Into the Story	248																					
30	Getting Started	260																					
30	Getting Started	264																					

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