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- 4 Build Trust in You: Using Narrative to Communicate Who You Are** 77
- Communicating who you are and so building trust in you as an authentic person is vital for today's leader. The type of story that can accomplish this is typically a story that focuses on a turning point in your life. It has a positive tone and is told with context. Sometimes it is appropriate to tell your story, but sometimes it isn't.
- 5 Build Trust in Your Company: Using Narrative to Build Your Brand** 102
- Just as a story can communicate who you are, a story can communicate who your company is. A strong brand is a relationship supported by a narrative. It's a promise the organization has to keep, and it begins by making sure that the managers and staff of the organization know and live the brand narrative. The products and services that are being offered are often the most effective vehicle to communicate the brand narrative to external stakeholders.
- 6 Transmit Your Values: Using Narrative to Instill Organizational Values** 121
- Values differ: there are robber baron, hardball, instrumental, and ethical values; there are personal and corporate values, and espoused and operational values. Values are established by actions and can be transmitted by narratives like parables that are not necessarily true and are typically told in a minimalist fashion.
- 7 Get Others Working Together: Using Narrative to Get Things Done Collaboratively** 149
- Different patterns of working together include work groups, teams, communities, and networks. Whereas conventional management techniques have difficulty in generating high-performing teams and communities, narrative techniques are well suited to the challenge.
- 8 Share Knowledge: Using Narrative to Transmit Knowledge and Understanding** 178
- Knowledge-sharing stories tend to be about problems and have a different pattern from the traditional well-told story.

They are told with context, and have something traditional stories lack: an explanation. Establishing the appropriate setting for telling the story is often a central aspect of eliciting knowledge-sharing stories.

- 9 Tame the Grapevine: Using Narrative to Neutralize Gossip and Rumor 201**
- Stories form the basis of corporate culture, which is a type of know-how. Although conventional management techniques are generally impotent to deal with the rumor mill, narrative techniques can neutralize untrue rumors by satirizing them out of existence.
- 10 Create and Share Your Vision: Using Narrative to Lead People into the Future 224**
- Future stories are important to organizations, although they can be difficult to tell in a compelling fashion since the future is inherently uncertain. The leader can tell a future story in an evocative fashion or use a springboard story as a shortcut to the future. The differences between simulations, informal stories, plans, business models, strategies, scenarios, and visions are reviewed.
- Part Three: Putting It All Together 245**
- 11 Solve the Paradox of Innovation: Using Narrative to Transform Your Organization 247**
- None of the six main traditional approaches to transformational innovation actually work, and there are pitfalls in trying to avoid the challenge of innovating. Nonetheless, the problem of disruptive innovation can be solved through interactive leadership using (among other things) a portfolio of narrative techniques.
- 12 A Different Kind of Leader: Using Narrative to Become an Interactive Leader 280**
- Effective use of the full array of narrative techniques entails becoming an interactive leader, that is, a kind of leader quite different from a conventional command-and-control manager. The interactive leader is someone who participates, who connects, who communicates with people on a plane of equality and is relatively free of ego.

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