

INDEX

A

- Abstractions, 281, 284, 285
Academic style, 307*n.3*
AccountAbility, 127
Achievement-oriented leadership, 303
Action, igniting. *See* Motivating others
Action plans, 236
Ad agencies, 104
Adams, R., 269–271
Adam's Task (Hearne), 286
Adobe Systems, 256; Xerox and, 269–272
Adventures of Tom Sawyer, 7
Adversarial relationships, 286, 287, 293–294, 320*n.8*
Adversity, values and, 135–136. *See also* Identity stories
Advertising: costs of storytelling *versus*, 21–22; electronic, 102–105, 114; short-falls of, 102–105, 110, 113; Super Bowl, 116–118; word-of-mouth, 112–114. *See also* Brand; Brand narratives
Advice, asking for, 169–170
Affinium Pharmaceuticals, 259
After-action review, 174
After Virtue (MacIntyre), 121
Al Qaeda, 182–183
Amazon.com, 257
Ambiguities, avoiding, 28–29
American Airlines, 207
American Express, 115
American Productivity and Quality Center (APQC), 308*n.3*
Amgen, 259
Amidon, D., 256, 266
Analogies, for communities, 160–161
Analytic thinking: emotion and, 295–298; as executive mind-set, 5; Napoleonic leadership and, 272–273, 281; narrative combined with, 275
Anchoring, 228
Andrew, J., 258–259
Animal training, 286
Anomalies, 181–183
Anxiety: about performance, 38–39; about telling the truth, 34–35
A&P, 252
Apollo (ancient Greek god), 289; and Daphne, 297–298
Apollo space program, 236
Apollonian organizational culture, 289–290, 296–298
Apple Computer, 239, 270, 288, 307*n.3*; Super Bowl ad of, 116–118
Applicability test, 187
Appointee, new, 97
Arabian Nights, 7
Archetypes: for brand narratives, 115–116; David and Goliath, 80, 117; hero's journey, in springboard stories, 57–58; for interactive, Tolstoyan leadership, 288–289
Aristotelian guidelines, 7, 9, 61, 142, 184–185, 305*n.21*
Around the Corporate Campfire (Clark), 137–138, 141–142
Arthur Andersen, 122
Assessment research, on storytelling impact, 20–24
AT&T, 255
Audience: connecting with, 39, 42–43, 73–74, 95–98, 283–286; differences in, 41, 42–43; equalizing status with, 32, 43, 287–288; identification of, with identity story, 94; identification of, with protagonist, 57–59; identity storytelling to, 95–98; identity transition of, 63–64; interaction with, 22, 25–26, 38–43, 283–286; inviting, to dream, 67–69, 234; performing to, 25–43; presumption of story value and, 29–30; providing space for, to

Index

- fill in details, 13, 62–63, 188; size of, 42; speaking to, 27–28, 42–43; understanding the, 42–43, 97–98, 284–285
- Authenticity: in brand, 107–109, 110; in identity stories, 86–89; of interactive, Tolstoyan leadership, 282, 291, 292, 293; resistance and, 293; in springboard stories, 55–56, 64; in storytelling performance, 30–31. *See also* Truth
- Avolio, G. J., 321*n.47*
- B**
- Back to the Future*, 235
- Bain and Company, 113
- Bait-and-switch device, 104
- Barbalet, J. M., 224
- Barbie, 255
- Baron, R., 211
- Barrera, R., 102, 119
- Basketball analogy, 161
- Bass, B. M., 321*n.47*
- Bateson, M. C., 3
- Beauty, 298–300
- Believability: of future stories, 19, 228–243; of parables, 142–143; of positive *versus* negative stories, 8–9
- Ben & Jerry's, 129–130
- Berlinger, N., 183–184
- Besting, 294
- Biblical parables, 61, 140–141. *See also* Parables
- Bickerstaff, M., 236–237
- Big Fish, The*, 96
- Bigness, 289–290, 296–297
- “Bitees,” 286, 288
- Blake, R., 302
- Blaming, 198
- Blanchard, K. H., 302–303
- Block, P., 121
- Boasting, 95, 98
- Body movement, 38, 39, 40, 41
- Body Shop, The, 90, 112, 113, 129, 288
- Bohmer, R., 175
- Booz Allen, 252
- Boring stories, 9–10
- Brain: future stories and, 224; happy endings and, 66–67
- Brand, 102–120; changing the, 109–110, 111, 118–120; company identity and, 106–109; overview of, 14, 18, 105–106; as promise, 14, 106–108, 119; strong, 21–22, 105–106, 116–117; values and, 126–127; weak, 105
- Brand Consultancy, 107–108
- Brand narratives, 102–120; archetypes for, 115–116; authenticity in, 107–109, 110, 114–115; changing, 109–110, 111; for company staff, 110–112; customer generation and communication of, 112–114; for customers, 112–118, 277, 279; electronic advertising and, 102–105, 114; examples of, 106, 107, 112–113; impact of, 21–22, 107–108; inscrutable, 116–118; manipulation and, 114–115; overview of, 14, 18, 21–22, 106–110; template for evaluating, 118–120
- Bratton, B., 288
- Braveheart*, 115
- Brazilian proverb, 68, 234
- Brent Star, 126
- Bristol Myers Squibb, 236–237
- British Telecom (BT), 64–66, 126–127
- Built to Last* (Collins and Porras), 126
- Burning platform, 72, 237
- Burns, J. M., 303
- Bush, G. W., 87, 96, 216, 311*n.14*
- Bush, G.H.W., 215
- Business models, 241, 248, 261, 277
- Butman, J., 311*n.10*
- C**
- Campbell, A., 259–261
- Campbell Leadership Descriptor, 301
- Canon, 270
- Capellas, M., 70
- Car Talk*, 180, 190
- Carnegie, A., 123–124
- Carty, D., 207
- Case, P., 212

- Case-based reasoning, 188
- Causal relationships: in future stories, 228–230; between management techniques and performance, 23
- Celebration, 279
- Centers for Disease Control (CDC), 4, 6
- Certainty, assuming, in storytelling, 28–29, 33–34
- Champions of change, 220, 221
- Change: disruptive, 248; rapid pace of, 225, 289–290. *See also* Innovation; Organizational change; Transformational change
- Change ideas. *See* New ideas
- Changing Minds* (Gardner), 10, 51
- Channel fragmentation, 103
- Chappell, K., 130, 288
- Chappell, T., 130
- Charles Schwab, 257
- Chesbrough, H., 254–255, 256, 266
- Chief innovation officer (CIO), 256–257, 266
- Childline, 64–66
- Choreography analogy, 161
- Christensen, C., 248, 249–251, 260, 266
- Chrysler Corporation, 239
- Chunking, 235–236
- Churchill, W., 11, 230–232, 317*n*.14
- “Cinderella,” 71–72
- Clarity: in change idea, 52–53, 69–72; in storytelling, 29
- Clark, E., 137–138, 141–142
- Clarke, R., 311*n*.14
- Cliché, 234–235
- Client expectations, shaping, 164–167
- Clinton, B., 89, 96, 215, 216
- Clinton, H., 215
- Cluetrain Manifesto, The* (Searls and Weinberger), 111, 118
- CNN, 69–70
- Coaching, 97, 174
- Coca-Cola, 107, 114–115
- Cognitive science, 178
- Coherence test, 187
- Collaboration, 149–177; analogies for, 160–161; brand alignment and, 111; forms of, 149–152, 158–160; high-performance team, 152–177; impetus for, 157–158; interactive, Tolstoyan leadership and, 286; overview of, 15, 18; shared values and, 146, 155–156, 168; skepticism about, 149, 155–156; storytelling for, 15, 156, 160–177; strategies for, 167–175; template for stimulating a sense of, 176–177
- Collins, J., 126, 172
- Comedian, 307*n*.3
- Command-and-control approach: Apollonian culture and, 289–290, 296–298; avoiding, with springboard stories, 68; high-performance teams and, 154–155; interactive leadership combined with, 281–282, 283; interactive leadership *versus*, 280–304; to rumor mill, 212–213, 214. *See also* Directive leadership; Napoleonic leadership mode
- Commitment, in high-performance teams, 153–154
- Communities: analogies for, 160–161; building, for transformational change, 278–279; characteristics and forms of, 150–152, 159; components of ethical, 129; example of, 159; high-performance teams and, 152–177; teams *versus*, 152; template for nurturing, 176; virtual, 168–170, 171. *See also* Communities of practice; High-performance teams
- Communities of practice: characteristics of, 150–152, 159; knowledge sharing in, 157, 191–197. *See also* Communities; High-performance teams
- Communities of Practice* (Wenger), 150, 152
- Compaq, Hewlett-Packard acquisition of, 69–70
- Compassion, 283
- Compensation system, 146

- Completeness test, 187
- Compliance, storytelling and, 207–208
- Complications* (Gawande), 175
- Computer programming community, 212
- Conflict situations: parables for, 140–142; role-playing for future stories in, 239–240
- Connection, interactive leadership and, 283–287
- Consistency/inconsistency: in brand narratives, 107–109, 119; between covert and official stories, 210–214; in identity stories, 88–89; between operational and espoused values, 132–133, 155–156; organizational culture and, 289–290, 296–297; between personal and organizational values, 131–132; between values and structure, 145–146
- Contextual detail: in identity stories, 13–14, 92; in knowledge-sharing stories, 16, 186, 188; in springboard stories, 56–57, 58, 61–64; in value narratives, 16, 142
- Corning, 81
- Corporate social responsibility: ethical values and, 127–129, 129–130; instrumental values and, 126–127, 128–129. *See also* Values
- Corroborating, 193
- Cortex, 66–67
- Costco Wholesale Corporation, 125, 137–138, 141–142
- Counseling, identity stories for, 97
- Counterstories: to future stories, 242–243; for neutralizing rumors, 11–12, 15–16, 214–220, 221–222, 223
- Covert stories, 198–199, 210–214. *See also* Rumor and gossip
- Covey, S., 226, 234
- Credibility: advertising and, 104–105, 110, 113, 114–115; brand narratives and, 104–105, 110, 113, 114–115; for future stories, 228–242; identity stories for establishing, 80–87
- Cultivating Communities of Practice* (Wenger et al.), 154, 160
- Cultivation analogy, 160–161
- Culture, organizational, 203–213, 289–290, 296–298
- Customers: brand narratives and, 112–118, 277, 279; listening to, 277, 278; power of, 104
- Cynefin Centre, 194
- D**
- Damasio, A., 295–296
- Daphne and Apollo, 297–298
- Dasani Water, 114–115
- Data-driven strategic innovation, 254, 266
- Date details, in springboard stories, 56–57, 58
- Davenport, T., 288
- David and Goliath story, 80, 117
- Deception and lying: in advertising, 104, 113, 114–115; commercialized word-of-mouth advertising and, 114; interactive leadership *versus*, 281–282, 291, 301; robber baron values and, 123–124, 282, 291, 301; voice and, 296
- Decision making, 97, 295–296
- Deep Change* (Quinn), 303–304
- Delivery, story, 37–43. *See also* Storytelling
- Dell, M., 82–83, 123
- Dell Computer Corporation, 82–83, 123
- Democratic National Convention, 94–95, 216
- Democrats, 86–87
- Dennett, D., 77
- Denning, S., 3–4, 5–6, 7, 9, 11, 23, 48–51, 51, 59, 60, 61, 63, 67–68, 68, 77–80, 90–91, 93, 162, 169, 218
- Depth, in identity stories, 91–92
- Depthlessness, 61
- Design, story, 36–37, 38
- Detachment, 282–283
- Dialogue, 287–288
- Dick and Jane stories, 7–8
- Diegetic narrative, 305*n*.21

Index

- Dietz, K., 133, 138
Digital storytelling, 102–105
Dionysian approach, 295, 298
Directive leadership: for instilling values, 136–137; motivating others and, 48, 68; supportive leadership *versus*, 302–303. *See also* Command-and-control approach; Napoleonic leadership
Directness, 26, 28–29
Discussion: free-form, 196; what-if, 197
Disney, W., 233–234
Disneyland, 228–229
Disruptive innovation. *See* Innovation
Dobbs, L., 70
Dopamine, 67
Dot-com companies, advertising of, 116–118
Dreams, inviting, 67–69, 234
Drucker, P., 112, 274
DuPont, 255
Dyson, F., 272, 273
- E**
E-Trade, 257
Early warnings, 182–183
East Asians, perceptual style of, 42–43
Edwards, J., 94–95
Ego-free, 292
Einstein, A., 247
Electronic advertising, 102–105, 114
Electronic communication, face-to-face communication and, 168–170
Emotion: eliciting, in high-performance teams, 173–174; in identity stories, 91–92, 93–95; interactive leadership and, 282, 283, 294–296, 297–298; reasoning and, 5, 295–298; in stories, 295, 296
Emotional intelligence, 282, 296
Employees: brand narratives and, 110–112; ethical values and, 127, 128–129; instrumental values and, 125, 128–129; language used for, 128–129
Encarta, 248
Encyclopaedia Britannica, 248
Endogenous opiate reward, 67
Endowment effect, 228
Engineering mind-set, 253
Enron, 122, 124, 132, 133, 208
Enterprise Rent-A-Car, 106
Environmental responsibility, 126–128
Equality of status, in interactive storytelling, 32, 43, 287–288
Espoused *versus* operational values, 132–133, 155–156
Ethical values. *See* Values
Ethnology, 205
Evocative language, 230–234
Executives, analytic mind-set of, 5
Expectations, shaping client's, 164–167
Experts: capturing knowledge from, 197, 200; mental simulations of, 190–191
Explanations, 187–188
Extrapolation, to embody the change idea, 59–60
Eye contact, 39
- F**
Face-to-face meetings, 168–170, 171
Facial expressions, 40
Failure, stories of, 7–9. *See also* Negative stories
Federated planning, 158
Fence-sitters, 221, 277
Fifth Discipline, The (Senge), 253
Financial Times, 114–115, 237
Finkelstein, S., 252
Finney, A., 96
Fiorina, C., 69–70
Firefighters, 189
Firestone, 252
“Five Killer Strategies for Trouncing the Competition” (Stalk and Lachenauer), 124
Flow, 288
Folktales, European, 61, 142
Foot-in-the-door device, 104
Forbes, 205

Index

- Forrest Gump*, 115
Fractal nature, of identity stories, 82–86, 309*n*.4
Fragments, narrative, 189, 191–192
Freeman, K., 80–81
Freud, S., 295
From Good to Great (Collins), 172
Frontline managers, 290
Frontline troops, 290
Fry, A., 139
Fun, 173–174, 210
Future: exemplifying the, 238–239;
 linking current mind-set to, 238; pre-
 diction and, 11, 228, 239–240; role-
 playing, 239–240; uncertainty about,
 222–223, 225, 228; working backward
 from, 236–237
Future stories, 11, 224–244; adapting,
 263, 267–268, 271, 274–275, 278; anti-
 stories to, 242–243; believing in, 263,
 267, 270–271, 274–275; causal chain
 in, 228–230; difficulty of, 228; ele-
 ments of, 228–244; evocative, 230–234;
 examples of, 229, 230–234; for high-
 performance teams, 163, 165–166;
 human propensity for, 224–225; for
 innovation, 243, 262–279; leadership
 and, 225–228; level of detail in, 19,
 228, 234; negative, 237; to overcome
 resisters, 221; overview of, 17, 18; per-
 ceiving, 262, 267, 270, 274–275; posi-
 tive tone of, 237; rarity of compelling,
 226–227; springboard stories and,
 229–230, 276, 277, 278; template for
 crafting, 243–244; types of, 240–242,
 243
- G**
Gabriel, Y., 191–192
Gandhi, M., 238–239, 292, 294
Gardening analogy, 160–161
Gardner, H., 10, 51, 89
Garfield, C., 149
Garvin, D., 250
Gawande, A., 175
- Gender differences, 41
General Electric (GE), 208–209, 254, 255,
 258; Welch and, 11, 13–14, 236, 249
General Motors (GM), 250, 258
George, B., 109, 111, 288
Geroski, P., 257–258
Gerstner, L., 26–35, 72, 164–165, 228–
 229, 237, 249, 264, 267, 268–269
Geschke, C., 269–272
Gestures, 40
Gingrich, N., 89
GlaxoSmithKline, 259
“Global Consulting” story, 54–55, 60–61,
 62
Global supply chains, 157
Globalization, 157, 289
Goffman, E., 309*n*.9
Goldilocks, 68
Google, 113
Gossip. *See* Rumor and gossip
Grapevine. *See* Rumor and gossip
Green Bay Packers, 122
Greenpeace, 126
Gretsky, W., 262–263
Gridiron Club, 216
Grossman, D., 264, 267–269
- H**
Haas, M., 193–194
Hackman, J. R., 23, 154, 155–156, 172
Hall, L. M., 38
Hallmark, 115
Hamel, G., 251–253, 266, 273
Handy, C., 289
Happy endings, 13, 64–67, 71–72
Hardball (Stalk et al.), 311*n*.10
Hardball strategists, 124–125, 130, 282,
 291, 301
Harley Davidson, 115, 116
Harrison, J., 195
Harvard Business Review, 124, 259
Harvard Business School, 174–175
Hearne, V., 280, 286
Heart, analytic approach and, 5. *See also*
 Emotion

Heart of Change, The (Kotter), 308*n.1*
 Hedges, avoiding, 28–29, 35
 Hell’s Angels, 116
 Helplessness, stories of, 198
Hero and the Outlaw, The (Mark and Pearson), 115–116
 Hero archetype, 115
 Heroes or heroines: in identity stories, 92; in springboard stories, 57–59
 Hero’s journey archetype, 57–58
 Hewlett-Packard (HP), 69–70, 250, 270
 Hierarchy: innovation and, 256–257; interactive, Tolstoyan leadership and, 282, 300; Napoleonic leadership and, 300–301; story differences at different levels of, 208–210
 High-performance teams, 152–177; analogies for, 160–161; catalyzing, 156, 160–167, 168, 176–177; collaborative strategies for, 167–175; as communities, 152–161; composition of, 172–174; conventional management approaches and, 154–155, 172, 174; creating shared stories for, 170–172; face-to-face meetings of, 168–170, 171; group learning in, 174–175; naming, 170; narratives for, 156, 160–177; objective-setting for, 163–164; organizational support for, 162–163, 165–167; props for, 171; shaping client expectations for, 164–167; sustaining, 171–172; templates for nurturing and stimulating, 176–177; virtual, 168–170, 171; Web sites for, 171; workspace for, 170–171
 Hockey, 262–263
 Hollywood, 64, 67
 “Hollywood types,” 286
 Homer, 242
 Hope, 92
 Hornby, N., 84
 Hosford, A., 64–66
 Hot Wheels, 255
How to Be Good (Hornby), 84

Humor: for diffusing rumors, 16, 18, 19, 214–219, 221–222; in identity stories, 93
 Hyperlinking, 193, 200

I

“I Have a Dream” speech (King), 11, 230, 232–233
 Iacocca, L., 239
 IBM, 250, 255, 258, 259, 270, 319*n.46*; Apple Computer and, 117, 239, 307*n.3*; brand narrative of, 110; Gerstner’s future stories at, 228–229, 237, 268–269; Gerstner’s leadership style at, 288; Gerstner’s stories for e-business at, 268–269; Gerstner’s story for Lotus acquisition at, 26–35, 72; Gerstner’s story for open standards at, 164–165; Internet business expansion of, 249, 263–269, 270, 272, 294; stories at, 7–8, 11–12, 143, 204–205, 206, 267–269; values at, 122–123
 Id, 295
 Ideas, new. *See* Innovation; New ideas
 Identity, company. *See* Brand
 Identity stories, high-performance team, 170–172
 Identity stories, individual, 77–101; audience of, 95–98; authenticity and consistency in, 86–89; for communicating who you are, 13–14, 18, 74, 77–101; contextual detail in, 13–14, 92; emotion in, 91–92, 93–95; examples of, 77–80, 83, 90–91, 93, 94–95, 96; fractal nature of, 82–86, 309*n.4*; guidelines for telling, 95–98; life goals and, 84–86; overview of, 13–14, 18; positive tone of, 92; reasons for, 80–87; situations appropriate for, 96–97; template for crafting, 99–101; turning points in, 82–83, 88, 89–92, 93
 Identity transition, of listeners, 63–64
 IDEO, 277
 Image-reality gap: company and brand, 107–109, 119; self, 88–89

Index

- Imagination: evocative language and, 234; in parable, 142–143; triggering, in audience, 67–69, 197, 234; what-if discussions and, 197
- Impromptu speaking, 39–40
- Incentives, for values implementation, 146
- Inconsistencies. *See* Consistency
- Independent business units, 249–251, 266
- India, Gandhi and, 238–239, 292, 294
- Informal talk: culture transmission through, 205–206, 209–210; knowledge sharing through, 189–190
- Innovation: alternatives to, critique of, 257–261; characteristics of, 261–262; chief officer (CIO) of, 256–257, 266; data-driven strategic, 254, 266; decentralized funding of, 251–253, 266; disruptive, 248–279; examples of, 263–272; external sourcing of, 257–258; future stories for, 243, 262–279; in independent business units, 249–251, 266; leadership for, 272–275; licensing, 258–259; low success rates of, 259–261; Napoleonic approach to, 272–273; narrative approach to, 274–279; necessity of, 247–248; open source, 254–256, 266; organizational suppression of, 204–205, 249, 250, 251–252; paradox of, 247–279; solving the paradox to, 261–272; sustaining *versus* disruptive, 248, 254, 262; systems thinking and, 253, 266; theories of, critique of, 247–257; Tolstoyan approach to, 273–274. *See also* New ideas; Organizational change; Transformational change
- Innovation Strategy for the Knowledge Economy* (Amidon), 256
- “Innovation War, The” (von Braun), 252
- Innovator’s Solution, The* (Christensen and Raynor), 249–251
- Instrumental values, 125–127, 311 *n.*14; ethical values *versus*, 128–129
- Intellectual capital, 16
- Interactive, Tolstoyan leadership, 273–275, 280–304; Apollonian culture and, 296–298; beauty and, 298–300; for brand alignment, 111; connection and, 283–287; controlling, Napoleonic leadership *versus*, 272–273, 280–304, 320 *n.*3; ego-free, 292; elements of, 280–283; emotion in, 282, 283, 294–296, 297–298; examples of, 288; in-authentic storytellers and, 291; judo and, 292–294; leadership theories compared with, 301–304; modern need for, 289–290; narrative mind-set and approach of, 274–275, 280–304; participation aspect of, 282–283; possibility of developing, 288–289; values of, 281–282
- International Storytelling Center, 3–4, 5–6
- Internet: conventional 1990s management thinking on, 265–266; IBM’s expansion to, 249, 263–269
- Internet World ‘96 conference, 268–269
- Interpress, 269–272
- Intimidation, 219
- Intonation, 40
- Invention, 261
- Israelis, 93
- J**
- Janet and John stories, 7–8
- Jazz analogy, 161
- Jester archetype, 115
- Jesus Christ, 140–141
- Jobs, S., 239, 288, 307 *n.*3
- Journeymen, 190–191
- Judo, leadership as, 292–294
- Juries, 189
- “Just imagine . . .” phrase, 67–69
- “Just think . . .” phrase, 67–69
- K**
- Kahan, S., 145
- Kanter, R. M., 203

Index

- Katz, R., 301–302
Katzenbach, J., 153–154
Keenan, J., 104
Kelleher, H., 107, 128, 288
Kennedy, J. F., 93
Kerry, J., 86–87, 95
Khobar Towers bombing, 183
King, M. L., Jr., 11, 230, 232–233, 292, 294
Klein, G., 178, 183–184, 185–187, 189, 198–199, 235
Knight, P., 109
Know-how, culture and, 203–208, 315–316*n.6*
Knowledge Creating Organization, The (Denning), 79
Knowledge management: demand side of, 193–194; World Bank's adoption of, 3–4, 5–6, 48–51, 61, 63, 67–68, 77–80, 201–202
Knowledge sharing, 178–200; communities of practice for, 157; in high-performance teams, 174–175; organizational context for, 193–197; in social contexts, 189–190; trust and, 194–196
Knowledge-sharing stories, 178–200; for adapting new ideas, 278; anomalies and, 181–183; capturing, 17, 191–193, 200; contextual detail of, 16, 186, 188; from departing staff, 193, 200; elements of, 181–193; eliciting, 17, 193–197; examples of, 178–180, 183–184, 185–187, 195; explanations in, 187–188; in groups, 191–197; negative tone in, 8–9, 16, 67, 72, 181–183, 195–196; official *versus* underground, 198–199, 210–214; overview of, 16–17, 18; pervasiveness of, 178–181; positive tone in, 183–184; specific interest of, 9–10, 184–187; types of, 197–199; unhelpful, 197–198
Kohnstamm, A., 268
Kotter, J., 308*n.1*
Kouzes, J. M., 51, 225
Kraus, K., 216
Krebs, V., 169
- ## L
- Lachenauer, R., 124, 311*n.10*
Laggards, 221
Laissez-faire leadership, 303
Large organizations, 208–209, 289–290
Laura Ashley, 252
Le Corbusier, 242
Leadership: books on storytelling and, 10, 51; future stories and, 225–228, 238–239; for innovation, 273–275; interactive, 111, 274–275, 280–304; modes of, 272–274; as motivation, 303; situational, 302–303; skills of, 301–302; storytelling and, 10, 51, 273–275, 280–304; styles, 302–303; theories of, 301–304; Tolstoyan *versus* Napoleonic modes of, 272–273, 280–304, 320*n.3*; trait-based, 301; transformational, 303–304; for values, 135–136; values of, 281–282. *See also* Interactive leadership
Leadership (Burns), 303
Leadership Challenge, The (Kouzes and Posner), 51
Leadership Engine, The (Tichy), 10, 51, 226
Leadership in Organizations (Yukl), 234–235
Leading Change (Kotter), 308*n.1*
Leading Teams (Hackman), 23, 154, 172
Learning: context for knowledge sharing and, 193–194; cultural, 204; in high-performance teams, 174–175. *See also* Knowledge sharing
Learning organization, 253
Legendary Brands (Vincent), 119
Leveling and sharpening, 181, 192
Levi-Strauss, 110
Levine, M., 320*n.8*
Lewinski, M., 89
Licensing, of innovations, 258–259

Index

- Life event stories: for communicating one's identity, 13–14, 82–83, 86–87, 89–92; inside-out look at, 86–87. *See also* Identity stories
- Life goals, 84–87
- Life turning points, in identity stories, 82–83, 88, 89–92, 93
- Lifescrpts* (Pollan and Levine), 320*n.8*
- Limbic system, 66–67
- Lindaman, E., 236
- Listeners. *See* Audience
- Listening, 277, 278, 285, 288
- “Little voice in the head,” 62–63, 98
- Lombardi, V., 122
- Longitude calculation story, 195
- Longitude* (Sobel), 194–195
- Loss aversion, 228
- Lotus, 26–27
- Lover archetype, 115
- Lower-level organizational stories, 209–210
- Loyalty, 129
- Luthi, M., 61
- M**
- Machiavelli, 125
- MacIntyre, A., 121
- Magliozzi, R., 180
- Magliozzi, T., 180
- Management, strategies for persuading, 164–167
- Management gadgets: for innovation, 266, 273; values used as, 124–125, 132
- Manchevski, M., 71
- Mandela, N., 85, 292, 294
- Manipulation. *See* Deception and lying; Hardball strategists; Robber barons
- Maoist Great Leap Forward, 242
- Mark, M., 115–116
- Marketing. *See* Advertising; Brand; Brand narratives
- Marketplace crowding, 103
- Markides, C., 257–258
- Maximalist approach to storytelling, 6–7, 8–9
- McAdams, D., 309*n.9*
- McDermott, R., 154, 160
- McDonald's, 259
- McNamara, R., 143
- Mean-spirited ridicule, 16, 216–217
- Meaning: in high-performance teamwork, 153, 170–172; interactive, Tolstoyan leadership and, 299–300
- Medtronic, 109, 111, 288
- Mehrabian, A., 37–38
- Memory: future stories and, 235, 236; knowledge-sharing stories and, 192
- Mental simulations, 190–191, 235
- Mental space, of springboard stories, 13, 62–63, 188
- Mentoring, 200
- Merck, 255
- Mergers and acquisitions, 157–158
- Message overload, 103
- Message repetition, 103
- Metamorphoses* (Ovid), 7
- Metis, 242
- Microphones, 39
- Microsoft, 122, 239, 258
- Middle managers, 290
- Miller Lite, 115
- Mimetic narrative, 305*n.21*
- Minimalist approach: advantages of, in corporate setting, 6–7, 8–9; of future stories, 11; of parables, 61, 142; of springboard stories, 13, 52, 61–64
- Mintzberg, H., 20, 125
- Mishaps, 182
- Mission, brand and, 108
- Mission statements, 226–227, 234–235
- Modeling, of future state, 238–239
- Modernist ideology, 242
- Monotone, 40
- Montclair State University, 104
- Moralizing, 137, 138
- More, T., 242
- Morris, M., 107–108
- Motivating others (sparking action): analysis and, 5; for innovation, 263; leadership based on, 303; springboard stories for, 12–13, 18, 47–76, 276, 277, 278; stories for, 5, 8; traditional man-

Index

- agement approaches to, 47–48. *See also* Springboard stories
- Motorola, 259
- Mouton, J. S., 302
- Mozart, A., 71
- Multifactor Leadership Questionnaire (MLQ), 321 *n.47*
- Myers-Briggs Type Indicator, 301
- N**
- Napoleon, 301
- Napoleonic leadership mode, 175, 272–273, 320 *n.3*; Tolstoyan leadership *versus*, 272–273, 280–304, 320 *n.3*. *See also* Command-and-control approach; Directive leadership
- Narrative patterns: archetypal, 57; importance of, 51; overview of, 12–19. *See also* Brand narratives; Collaboration; Counterstories; Future stories; Identity stories; Knowledge-sharing stories; Springboard stories; Value narratives
- Narratives. *See* Stories
- National Storytelling Network, 133
- Nature of Managerial Work* (Mintzberg), 20
- “Near death” experiences, 237
- Near misses, 182
- Negative backlash, 8; to inauthentic identity stories, 88; to inauthentic springboard stories, 56; to mean-spirited ridicule, 216, 217
- Negative information: in knowledge-sharing stories, 181–183; in springboard stories, 56, 64, 72–73
- Negative stories: of the future, 237; for knowledge sharing, 8–9, 16, 67, 72, 181–183; positive stories *versus*, 7–9, 72; sparking action and, 19, 66–67, 72. *See also* Rumor and gossip
- Negative tone: in future stories, 237; in knowledge-sharing stories, 8–9, 16, 67, 72, 181–183, 195–196; in parables, 143
- Neonatal nurse story, 185–187, 190
- Neonatal surgeon story, 183–184, 189, 190
- Networks: characteristics of, 150–152; example of, 160; of support, 294
- New ideas: adapting, 263, 267–268, 271, 274–275, 278; believing in, 263, 267, 270–271, 274–275; challenge of implementing, 47–51, 252–253, 256; clarity on, 52–53, 69–72; combined-story approach to communicating, 19; consolidated outside, 257–258; embodying, in springboard story, 59–60, 69–72; licensing, 258–259; linking, to springboard story, 67–72; perceiving, 262, 267, 270, 274–275; persuading, 263, 268–269, 271, 274–275, 276–277; risk averse approach to, 259–261; specifying negative alternatives to, 60–61; springboard stories for implementing, 47–76, 276, 277, 278. *See also* Innovation
- New York City Police Department, 288
- New Yorker*, 86–87
- Nicholson, G., 139
- Nietzsche, F., 142, 295, 298
- Nike, 109, 126, 127
- 9/11 Commission Report, 182–183, 311 *n.14*
- 1984* (Orwell), 117
- Nisbett, R. E., 42–43
- Nokia, 259
- Nonaka, I., 79
- Nongovernmental organization (NGO) campaigns, 126–127
- Nonverbal communication, 37–38, 40, 41
- Norms, 205–206. *See also* Culture, organizational
- “Not invented here” syndrome, 255
- Notes, reading from, 39–40
- O**
- Objectivity, 282–283
- Observation, 196, 282–283
- Odysseus, 242
- Odyssey* (Homer), 242

Index

- Official stories: covert stories *versus*, 198–199, 210–214; instrumental values and, 125, 311 *n.14*
- Ogilvy & Mather, 264–265
- Olympics, 264
- On Value and Values* (Smith), 121–122
- Open Innovation* (Chesbrough), 256
- Open source innovation, 254–256, 266
- Open standards, 164–165
- Operational values, 132–133
- Optimization, 273
- Orator, 307 *n.3*
- Order, culture of, 289–290, 296–298. *See also* Command-and-control approach
- Organizational change, 247–279; clarity on purpose and, 52–53; culture and, 203–213; finding an example case of, 54–55; future stories for, 11; grapevine and, 202–203, 211–212, 214, 220–223; impact of storytelling on, 20–21; negative approach to, 72–73; rational case for, 221; rebellion against, 220–222, 293–294; specifying negative alternatives to, 60–61; springboard stories for, 12–13, 18, 47–76, 221, 276, 277; traditional management approaches to, 47–48; winners and losers in, 211–212, 293–294. *See also* Transformational change
- Organizational health, stories and, 210–212
- Organizational levels, stories at different, 208–210
- Orr, J., 9, 178–180
- Orwell, J., 117
- Outlaw archetype, 115
- Overpromise and Overdeliver* (Barrera), 119
- Ovid, 7
- Oz, A., 93
- P**
- Pakistan story, 48–51, 59, 60, 68, 162, 169; text of, 49–50
- Parable of the sower, 143
- Parable of the talents, 140–141, 143
- Parables: context and detail in, 14–15, 61; minimalist approach of, 61, 142; positive *versus* negative tone of, 143; for transmitting values, 14–15, 140–143
- Park, R., 259–261
- Participation, of interactive leaders, 282–283
- Participative leadership, 303
- Passion, 173–174, 294–296, 297–298
- Past, stories of, 163–164, 189–190, 230, 309 *n.9*, 317 *n.8*. *See also* Springboard stories
- Path dependency, 204–205
- Patrick, J., 264, 267–269
- Pearson, C., 115–116
- Peer assist, 174
- Perceptual styles, gender and geographical differences in, 41, 42–43
- Performance, storytelling. *See* Storytelling
- Performance impact: of collaboration, 157; of deceptive advertising, 114–115; of storytelling, 20–24; of teams, 22–23; of values, 122–123, 129–130
- Personal stories, misuse of, 19. *See also* Identity stories
- Personal values, 131–132
- Persuasion: for new ideas, 263, 268–269, 271, 274–275, 276–277; by presentation *versus* argument, 32. *See also* Motivating others (sparking action)
- Petipa, M., 161
- Pharmaceuticals, 255
- Philanthropy tests, 301
- Philip Morris, 126
- Photocopy machine technician stories, 9–10, 178–180, 185, 187, 188, 190
- Physical setup, for storytelling, 39
- Pillmore, E. M., 10
- Piñeiro, E., 212
- Pinkerton, J. G. “P-P,” 4
- Pitfalls: in organizational storytelling, 19; in springboard stories, 69–74
- Place details: in identity stories, 92; in springboard stories, 56–57, 58

Index

- Plans, 226–227, 240–241
Plato, 305*n*.21
Plot, 92, 185
Podiums, 39
Poetics (Aristotle), 7, 61, 184, 305*n*.21
Politics, of innovation, 266–267
Pollan, S., 320*n*.8
Porras, J., 126
Positive stories: as counteractive to
 negative stories, 11–12, 221; learning
 from, 183–184; negative stories *versus*,
 7–9, 72
Positive tone: of future stories, 237; of
 identity stories, 92; in parables, 143; of
 springboard stories, 52, 64–67, 71–73
Posner, B. Z., 51, 225
Post-it Note, 138–139
Power and status differences, ignoring,
 in storytelling, 32, 43, 287–288
PowerPoint slides, 3, 39, 40–41
Practice, 35–36
Pragmatists, 125–127
Pre-mortems, 240–241
Preparation, for storytelling perform-
 ance, 35–37
Presentations, controlling *versus* inter-
 active style of, 283–286. *See also*
 Storytelling
Principle, standing for one's, 89
Problems and problem solving: analytic
 approach to, 272–273; knowledge-
 sharing stories for, 8–9, 16–17,
 181–183, 185
Procter & Gamble (P&G), 206, 209
Promotions, 146
Protagonists: in identity stories, 92;
 within self, 87; in springboard stories,
 57–59
Prusak, L., 204–205, 268, 288
Psychology, on optimistic illusions, 95
Psychoneurology: of emotion and rea-
 soning, 295–296; of happy endings,
 66–67
Psychotherapy, 88
Publicly owned companies: innovation
 in, 248; values in, 130
Purpose: clear, for springboard stories,
 52–53; life, 84–86
- ## Q
- Quaker Oats, 258
Quest Diagnostics, 80–81
Quinn, R., 303–304
- ## R
- Raconteur, 307*n*.3
Raynor, M., 248, 249–251, 260, 266
Reagan, N., 217
Reality: brand consistency with,
 107–109, 119; presenting a story as,
 30–35; self-image consistency with,
 88–89
Rebellion, 220–222, 293–294
Rehearsal, 35–36
Reichheld, F. E., 113
Reinforcement, 206–207
Relaxation, 39
Religious parables, 14–15, 140–141. *See*
 also Parables
Rensselaer Polytechnic Institute, 211
Reorganization, rumor of, 218
Repetition: of marketing messages, 103;
 of stories in organizational culture,
 208
Reprisal, workplace, 211, 213, 219
Reptile brain, 66–67
Republic (Plato), 305*n*.21
Republicans, 86–87, 216
“Requiem” (Mozart), 71
Research and development (R&D):
 decentralized funding of, 251–253;
 open source, 254–256, 266
“Researchers,” 286
Resentment, 286, 287, 293–294, 320*n*.8
Resisters, 220–222, 277, 293–294
Retirees, 200
Retrospect, 174
Return on investment (ROI), of story-
 telling, 20–24
Revenge, 220, 292
Reward system, alignment of, to values,
 146

Index

- Ridicule, 16, 18, 19, 214–219, 221–222
Risk aversion, 259–261
Robber barons, 123–124, 282, 291, 301
Roddick, A., 90, 92, 129, 288
Role-playing, 196–197, 239–240
Romantic style, 307*n*.3
Ruler archetype, 115
Rumor and gossip, 201–223; admitting true, 218–219; approaches to managing, 15–16, 18, 202, 212–220, 221–222, 223; change programs and, 202–203, 211–212, 214, 220–223, 278; counterstories for, 11–12, 97, 214–220, 221–222, 223; damage caused by, 213–214; denial of, 19, 151, 202; driving force behind, 222–223; humor and satire for countering, 16, 18, 19, 214–219, 221–222; identity stories for countering, 97; ignoring, 202, 213–214; managerial behavior as cause of, 219; organizational culture and, 203–213; template for stories to tame, 223; uncovering, 213; underground stories and, 199, 210–214, 220, 221–223, 243, 278–279
Russian Imperial Ballet, 161
- S**
Satire, 16, 18, 19, 214–219, 221–222, 278
Saturn, 250
Saudi National Guard, 182
Scandals, values and, 122, 124, 132, 133–134
Scapegoat stories, 198
Scenario planning, 11, 274
Scenarios, 19, 227, 229, 238, 241, 277, 278
Schank, R., 125, 311*n*.14
Schein, E., 203
Schrage, M., 254, 266
Scientific management, 242, 273
Scott, R., 117
Scruton, R., 315–316*n*.6
Searls, D., 111, 118
Self-assertions, 81–82
Self-deprecatory humor, 217–218
Self-image *versus* reality, 88–89
Senge, P., 153, 182, 253, 266
September 11, 2001, early warnings to, 182–183
Seven Habits of Highly Successful People (Covey), 226
Seventh Generation, 130
Sexual harassment policies, 10
Shakespeare, W., 201
Shell, 126, 227, 259
Silver, S., 138–139
Simmons, A., 10, 317*n*.8
Simplicity: in future stories, 235–236; in storytelling, 26, 29
Simulations, 239; mental, 190–191, 235
Sinegal, J., 125, 137–138, 141–142
Sirkin, H., 258–259
Sitting down *versus* standing up, 41
Situational leadership, 302–303
Six Sigma, 21, 273
Skepticism: about collaboration, 149, 155–156; about direct self-assertions, 81–82; electronic advertising and, 104–105, 110, 114; about future stories, 226, 234–235; identity stories for countering, 97; about life goals, 85; operational *versus* espoused values and, 132–133, 155–156; about traditional management approaches to change, 47–48. *See also* Rumor and gossip
Skills, leadership, 301–302
Smith, D., 121–122, 153–154
Smithsonian Associates, 159
Snapple, 258
“Snow White,” 71
Snowden, D., 7–8, 11–12, 194–195
Snyder, W., 154, 160
Sobel, D., 194–195
Social bonds, 207–208
Social vetting, 189–190
Solidarity, 129
Sources of Power (Klein), 183–184, 185–187, 189
South Africa, Mandela and, 85, 294
Southwest Airlines, 107, 128, 173–174, 210, 288

- Soviet collectivization, 242
- Sparkling action. *See* Motivating others
- Speeches, famous, 11, 230–233, 317*n.14*
- Spin, 64, 282, 291, 301
- Spontaneity, 27–28, 30–31, 36; impromptu speaking for, 39–40
- Springboard, The* (Denning), 23
- Springboard stories, 47–76; for brand alignment, 111; for catalyzing high-performance teams, 162; clarity in purpose for, 52–53; contextual detail in, 56–57, 58, 61–64; elements of, 51–69; embodying the change idea in, 59–60, 69–72; examples of, 3–4, 48–51, 54–55, 64–66; finding an example case for, 54–55; as future stories, 229–230, 243, 276, 277, 278; happy endings for, 13, 64–67, 71–72; linking change ideas to, 67–72; minimalist approach of, 13, 52, 61–64; overview of, 12–13, 18; performing, 69–74; pitfalls in, 69–74; positive tone of, 52, 64–67, 71–73; presenting negative information in, 56, 64, 72–73; protagonist in, 57–59; role of, 50–51; for sparking action, 12–13, 18, 47–76, 221, 276, 277, 278; specifying alternatives to change idea in, 60–61; template for crafting, 74–76; truth in, 52, 55–56
- Squishy issues, 124
- Stalk, G., Jr., 124, 311*n.10*
- Stalking, 194–195, 278
- Standing up *versus* sitting down, 41
- Starbucks, 113, 128, 248
- Start-ups, 208, 256
- Status equality, in interactive storytelling, 32, 43, 287–288
- Status quo, 60–61, 277, 293–294
- Stewart, M., 208
- “Stop Kissing Frogs” (Campbell and Park), 259–261
- Stories: brand, 14, 18, 102–120; chart of, by objective, 18; in collaborations, 156, 160–177; combining different tools of, 19; design and structure of, 36–37, 38; external flow of, 210; future, 17, 18, 224–244; identity, 13–14, 18, 77–101; knowledge-sharing, 16–17, 18, 178–200; mistakes in organizational, 19; organizational culture and, 203–213; patterns and objectives of, 12–19; performance impact of, 20–24; “poorly told,” 5–7; positive *versus* negative, 7–9, 72; power of, 3–12, 20–24; rumor and gossip, 201–223; springboard, 12–13, 18, 47–76; traditional approach to, 6–7, 8–9, 61, 92, 142, 184–185; values-transmitting, 10, 14–15, 18, 136–148
- Story Factor, The* (Simmons), 10
- Storytellers: community of, 159; network of, 160
- Storytelling: of brand narratives, 110–118; delivery of, 37–43; elements of, 26; emotion and, 295, 296; enabling conventions of, 33–35; focus on purpose in, 52–53; of future stories, 228–244; of identity stories, 95–98; leadership and, 10, 51, 273–275, 280–304; nonverbal communication in, 38, 39, 40, 41; for organizations *versus* entertainment, 52; performance of, 25–43, 238–239; physical setup for, 39; preparation for, 35–37; of springboard stories, 69–74; style of, 26–35, 307*n.3*; truth in, 31–35; visual aids in, 40–41
- Storytelling Catalog: story types in, 12–17; using, 17–19
- Strangers, credibility and, 80–81
- Strategic planning, 226–227
- Strategies, 241
- Strategy presentation, combined-story approach to, 19
- Structure, organizational, alignment of, with values, 145–146
- Structure, story, 36–37, 38
- Strunk, W., 25
- Success stories, uses of, 7–9, 19. *See also* Positive stories
- Sull, D., 252
- Summarizing, 192–193
- Sun Microsystems, 264

- Sun-Tzu, 283
 Super Bowl advertisements, 116–118
 Supply chain management, 157, 158
 Supportive *versus* directive leadership, 302–303
 Surgical teams, 174–175
 Sustaining innovations, 248
 Sweatshops, 126
 Swift, J., 47
 SynOptics, 256
 Systems thinking, 253, 266
- T**
- Tacit understanding, 178
 Takeover, rumor of, 219
 Talking, as managerial work, 20
Talking About Machines (Orr), 9, 178–180
 Talmud, 192
 Team management style, 302
 Teams: characteristics and forms of, 149–154, 158–159; competent *versus* high-performance, 153–154; example of, 158–159; high-performance, 152–177; performance impact of, 22–23. *See also* High-performance teams
 Technology: advertising and, 102–105; Apollonian culture and, 289; collaboration and, 157, 168–170
 Teleos Group, 308*n.3*
 Tension and release, 22
 Terrorist attacks, 182–183, 311*n.14*
 Thames Water, 115
 Thatcher, M., 89
 Thematic Apperception Test, 309*n.4*
 Theory of the business, 241
 Thinking-doing cycle, 197
 Thompson, J. R., 311*n.14*
 3Com, 256
 3M, 138–139
 360-degree awareness, 286–287
 Tichy, N., 10, 11, 51, 226, 317*n.8*
Titanic story, 56, 72–73
 Tolstoy, L., 300
 Tolstoyan leadership mode, 273–274, 280–304, 320*n.3*. *See also* Interactive leadership
 Tom's of Maine, 130, 288
 Tone of voice, 40
 Top-level organizational stories, 208–209
 Toy makers, 255
 Trait theories, 301
 Transcribing, 193
 Transformational change, 247–279; analysis for, 5; identity transition and, 63–64; interactive, Tolstoyan leadership for, 272–275, 280–304; leader's identity and, 98; narrative approach to, 274–279, 303–304; springboard stories for, 12–13, 18, 47–76, 276, 277; stages of, 275–279; theories of, critique of, 247–257; traditional management approaches to, 47–48. *See also* Innovation; New ideas; Organizational change
 Transformational leadership, 303–304; transactional leadership *versus*, 303
 Tricks of the trade, 190
 Trust: brands and, 14; identity stories for building, 77–101; knowledge sharing and, 194–196; values and, 129, 132–133. *See also* Credibility
 Truth: in brand narratives, 114–115; presumption of, 33–35; in rumor, 218–219; in springboard stories, 55–56; in storytelling, 31–35; types of values and, 123–129. *See also* Authenticity
 Tyco, 10, 123, 133–135, 141
- U**
- Ugliness, 298–300
 Uncertainty: as driver of grapevine, 222–223; future stories and, 222–223, 225, 228
 Underground knowledge and stories, 198–199, 210–212, 220, 278–279; anti-future story, 243; driver of, 222–223; large-scale rebellion and, 220–222. *See also* Rumor and gossip
 Uniforms, 171
 Unilever, 130
 Uniqueness, individual, 82

- United Kingdom: computer programmers' story from, 208, 209; Dasani in, 114–115; Gandhi and, 238–239, 292, 294; research on media lies in, 296; Thatcher and, 89
- U.S. embassy bombings, 183
- U.S. House of Representatives, 89
- U.S. military, 240
- U.S. National Public Radio, 180
- U.S. presidential elections: counter-stories in, 222; 1992, 215; 2004, 86–87, 94–95, 216
- Urgency, sense of, 72
- USS Cole, 183
- Utopia* (More), 242
- Utopias, 242
- Utterances, 205–206
- V**
- Välilikangas, L., 266, 273
- Value narratives, 136–148; about admired persons, 144–145; for brand alignment, 111, 118; examples of, 137–139, 140–141, 145; finding values from, 143–144, 147–148; negative *versus* positive tone in, 67, 143; overview of, 10, 14–15, 18; parable form of, 14–15, 140–143; structure alignment with, 145–146; template for crafting, 147–148
- Value proposition, 105–106, 119
- Value statements, 132, 136
- Values: absent or less-than-ethical, 122, 123–126, 133–135; abstract and narrative, 147–148; brand and, 126–127; changing, 131–132; collaboration and shared, 146, 155–156, 168; conflict of, parables on, 140–142; conventional management approaches to, 136–137; ethical, 127–146; example organizations with ethical, 129–130; finding, through narrative, 143–144, 147–148; importance of, 121–123; leadership, 281–282; operational *versus* espoused, 132–133, 155–156; performance and, 122–123, 129–130; personal *versus* corporate, 131–132; in publicly owned companies, 130; reestablishing, 133–135; transmitting, through leadership action, 135–136; transmitting, through narrative, 10, 14–15, 18, 136–148; types of, 123–129; value *versus*, 121–122
- Van der Heijden, K., 235
- Verifying, 193
- Victim stories, 198
- Vietnam War, 240
- Vincent, L., 119
- Virtual teams and communities, 171; face-to-face meetings of, 168–170
- Vision statements, 234–235, 242
- Vision stories, 11, 17, 18, 224–244. *See also* Future stories
- Visual aids, 40–41
- Voice, 40, 296
- Von Braun, C.-F., 252
- W**
- Wack, P., 227
- Wal-Mart, 125
- Wall Street Journal*, 69
- Warnock, J., 269–272
- Watson, T., 143
- “We Shall Fight on the Beaches” speech (Churchill), 11, 230–232, 317*n*.14
- Web, storytelling network on, 160
- Web site, for high-performance team, 171
- Weinberger, D., 111, 118
- Welch, J., 11, 13–14, 236, 249
- Wenger, E., 150, 152, 154, 160
- Westerners, perceptual style of, 43
- What-if discussion, 197
- “What if . . .” phrase, 67–69
- What's the Big Idea?* (Davenport and Prusak), 288
- Whitbread, 259
- White, E. B., 25
- White Dog Café, 130
- Whitewater, 215
- Windbag, 307*n*.3
- Winners and losers, in organizational change, 211–212, 293–294

Index

- Winning: illegal, 123–124; obsession with, 122, 123–125, 130, 281–282, 301
- Wisdom of Teams, The* (Katzenbach and Smith), 153–154
- Wise Fool archetype, 115
- Wiseman, R., 296
- Wolfensohn, J., 127, 167, 201
- Word-of-mouth advertising, 112–114; commercialized, 113–114
- Work groups: characteristics of, 149, 150–152, 158; example of, 158; values and, 156
- Work-life balance, 171
- Work-space, for high-performance teams, 170–171
- Workingstories, 160
- Workplace, beauty in, 298–300
- World Bank, 58, 294; brand narrative of, 110; criticism and gossip at, 201–202, 206, 211; Denning's identity story at, 77–80, 90–91, 93; knowledge fairs at, 173; knowledge management adoption at, 3–4, 5–6, 48–51, 61, 63, 67–68, 77–80, 201–202, 211, 308*n*.3; NGO campaigns and, 127; Pakistan story for, 48–51, 59, 60, 68, 162, 169; story-telling at, 143, 173, 191; teams and communities of practice at, 158–159, 166, 167, 173, 191–192; values at, 135–136; Zambia story for, 3–4, 5–6, 7, 9, 11, 51, 61, 63, 67–68
- World Trade Center, 182–183
- WorldCom, 122
- Wright brothers, 184
- ### X
- Xerox Corporation: Adobe and, 269–272; innovation adoption failures of, 256, 269–272; technician repair stories of, 9–10, 178–180, 185, 187, 188, 190
- ### Y
- Y2K stories, 237
- Yousef, R., 182
- Yukl, G., 234–235
- ### Z
- Zadek, S., 127
- Zambia story, 3–4, 5–6, 7, 9, 11, 51, 61, 63, 67–68; text of, 4

This constitutes a continuation of the copyright page.

In Chapters One and Eight, excerpts from Dave Snowden's workshop are cited with permission.

In Chapter Two, excerpts from Lou Gerstner's speech at the Lotus Press Conference, New York, N.Y., June 5, 1995, are reprinted with permission from the IBM Corporate Archives.

In Chapter Three, Adrian Hosford's story about British Telecom is quoted with permission.

In Chapter Four, the excerpt from John Edwards's speech at the 2004 Democratic National Convention, July 27, 2004, Boston, Mass., is reprinted with permission from Kim Rubey, John Edwards's Press Secretary.

In Chapter Five, material from an interview with Mark Morris is quoted with permission.

In Chapter Six, unpublished material from Karen Dietz is used with permission.

In Chapter Six, excerpts from Evelyn Clark's *Around the Corporate Campfire* (Sevierville, Tenn.: Insight Publishing Company, 2004) are used with permission.

In Chapter Six, excerpts from *Innovation Chronicles* are reprinted with permission from 3M Company.

In Chapter Six, Seth Kahan's story is used with permission.

In Chapter Seven, the excerpt from Lou Gerstner's speech at COMDEX '95, Las Vegas, Nev., November 13, 1995, is reprinted with permission from the IBM Corporate Archives.

In Chapter Seven, the Valdis Krebs story is used with permission.

In Chapter Eight, the excerpt from Gary Klein's *Sources of Power* (Cambridge, Mass.: MIT Press, 1998) is used with permission.

In Chapter Eight, the excerpt from Martine Haas's dissertation is used with permission.

In Chapters Nine and Eleven, excerpts from J. S. Brown, S. Denning, K. Groh, and L. Prusak, *Storytelling in Organizations: Why Storytelling Is Transforming 21st Century Organizations and Management* (Boston: Elsevier, 2004) is reprinted with permission of the publisher.

In Chapter Nine, excerpts from Case and Piñeiro's study of a computer programming community are used with permission.

In Chapter Ten, the excerpt from Lou Gerstner's speech at the Lotus Press Conference, New York, N.Y., June 5, 1995, is reprinted with permission from the IBM Corporate Archives.

In Chapter Ten, the excerpt from Winston Churchill's speech, "We Shall Fight on the Beaches," presented to The House of Commons, June 4, 1940, is reproduced with permission of Curtis Brown Ltd., London, on behalf of The Estate of Sir Winston S. Churchill.

In Chapter Ten, excerpts from "I Have a Dream" are reprinted by arrangement with the Estate of Martin Luther King, Jr., c/o Writers House as agent for the proprietor, New York, N.Y. Copyright © 1963 Martin Luther King, Jr., copyright renewed 1991 by Coretta Scott King.

In Chapter Ten, information from an interview with Melinda Bickerstaff is used with permission.

In Chapter Eleven, the excerpt from Lou Gerstner's speech at *Fall Internet World '96*, New York, N.Y., December 11, 1996, is reprinted with permission from the IBM Corporate Archives.