## Contents

**Acknowledgments**

**Foreword**

**Introduction: Turning the Page**
- Narrative Leadership
- Once Upon a Time
- Why We Need New Stories
- About This Book
- Water on the Rock

**SECTION ONE: FOUNDATIONS**

**Chapter 1: Why Stories Matter**
- Swimming in a Sea of Stories
- Imagining Ourselves
- Imagining Each Other
- Imagining the World
- Changing the Story
- Bonus: *Life of Pi*
- Summary

**Chapter 2: Rethinking Leadership**
- Making Common Sense
- Case Study: The Force Review
- Conclusions
- Bonus: *Erin Brockovich*
- Summary
SECTION TWO: ON STORIES 45

Chapter 3: Stories in Our Bones 47
Logos: The Science of Storytelling 49
Mythos: The Story of Storytelling 53
Bonus: Atanarjuat, The Fast Runner 60
Summary 61

Chapter 4: The World of Stories 63
Fact, Fiction, and Fantasy 63
Finding the Plot 71
Bonus: Big Fish 74
Summary 74

Chapter 5: How Stories Work 77
Information, Argument, and Story 82
Bonus: An Inconvenient Truth 87
Summary 89

SECTION THREE: NARRATIVE LEADERSHIP 91

Chapter 6: The Art of Narrative Leadership 93
Vinoba Bhave 98
Developing Our Capacity to Lead 105
Bonus: Alchemy in Action 109
Summary 110

Chapter 7: Know Thyself 113
The Storied Self 114
Being and Doing 117
Bonus: Groundhog Day 127
Summary 128

Chapter 8: Only Connect 131
Creating Communicative Spaces 132
Listening to the Story 138
Conversation Matters 139
Whose Stories Count? 141
Bonus: Local Hero 144
Summary 145

Chapter 9: Stand for Something 147
Leading Minds 148
What Is Your Story? 152
Signs of the Times 275
Bonus: Enron: The Smartest Guys in the Room 282
Summary 283

SECTION SIX: BETWEEN STORIES 285

Chapter 16: Heart and Soul 287
Missing the Boat 289
Ambit and Ambition 292
Two Countries 296
Narrative Wreckage 299
Welcome to Wonderland 301
Bonus: Beasts of the Southern Wild 304
Summary 304

Appendix: Additional Resources 307

Index 311