

Contents

<i>Acknowledgements</i>	<i>xi</i>
1 Stories in Action	1
Resistance to story-telling	3
How story-telling works its magic	5
Types of narrative	10
Ways of creating stories	13
Story-telling skills	15
Seven histories	17
The rest of the book	19
What readers will get from the book	19
2 M4 Technology – Stories for Truth and Trust	21
Communication	23
This chapter	25
A theory of truth and trust	26
Practices and stories	29
Accept vulnerability	29
Seek empathy	31
Seek transparency	34
Promote dialogue	36
Avoid groupthink	39
Support truthful politics	41
Conclusion	46
3 AutoCorp – Learning	49
Individual learning	51
AutoCorp: the past	56
AutoCorp: stories for the future	57
A training tale	59
A coaching tale	65

	A mentoring tale	70
	A cautionary tale about not learning	73
	Conclusion	74
4	Themis – Using Stories in a Professional Development Community	77
	Lyn’s story	78
	Perspectives and practices	82
	The history of Themis	89
	A note on written stories	97
	Conclusion	98
5	Matters of Life and Death – Using Stories in the National Health Service	101
	Value conflicts	103
	Embracing error	104
	Trusting your judgement	107
	A positive approach to dilemmas	108
	Stories about stories	110
	Barchester District	112
	Complexity	120
	Conclusion	122
6	AutoCorp – Evolving	125
	Facilitating change	126
	Coping with complexity	129
	Another virtuous circle	131
	AutoCorp’s change programme	133
	Uncertainty	137
	Ambiguity	141
	Self-organising change at AutoCorp	143
	An experiment in self-organisation	146
	Conclusion	148
7	LIFT – Stories for Innovation	149
	The London International Festival of Theatre	151
	Imagination, vision and stories	153
	Stimulating your imagination	157
	Making connections	159

	The right space to tell the tale	162
	Boundary spanning	165
	Building an organisation	166
	Expanding the vision	169
	Renewing the vision	174
	Conclusion	174
8	Kenya – Scenarios for a Country’s Future	177
	The Mont Fleur scenarios	178
	The benefits of scenarios	185
	Kenya	187
	Story-telling and scenarios	190
	Mount Kenya Safari Club	191
	The research workshop	194
	Detoxifying the mind	196
	Further workshops – Lake Baringo, Mombasa and Amboseli	198
	The scenarios	200
	Influence of the scenario project	201
	Conclusion	202
9	Thinking about Stories	205
	Story characteristics	205
	Stories in organisations	214
	Stories and learning	219
	Stories and society	226
	Conclusion	231
10	Tools and Techniques for Story Use	233
	A note on ethics	233
	Chapter format	234
	Story-telling frameworks and starting points	235
	Workshop games and activities	245
	Developing your own skills	254
	A note on story-telling and organisational research	263
	Conclusion	266
11	The Future of Story-Telling in Organisations	267
	Key points from the seven histories	268
	What we learned while writing this book	271

Story-telling and complexity	274
Respect for other people	276
Art and emotion	277
Negative possibilities	279
Story-telling and sustainability	280
<i>References</i>	283
<i>Further Reading and Resources</i>	291
<i>Index of Stories</i>	299
<i>Subject and Author Index</i>	301