

# Let Me Tell You a Story

A simple tale of how to  
inform, influence, and inspire change

Alex D. McIntyre  
City Manager  
Menlo Park, CA

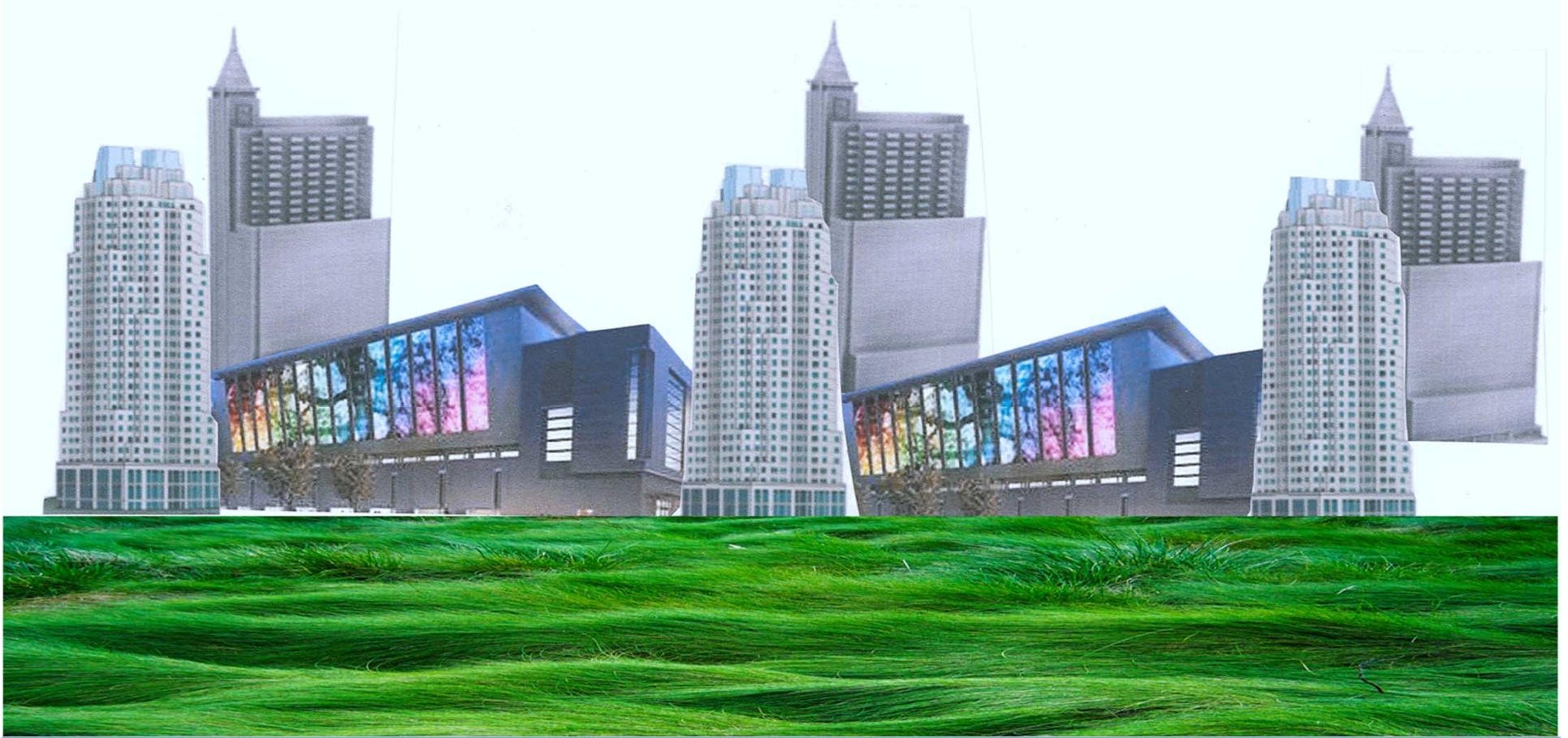
Joyce Munro  
Bgt & Mgt Services Director  
Raleigh, NC



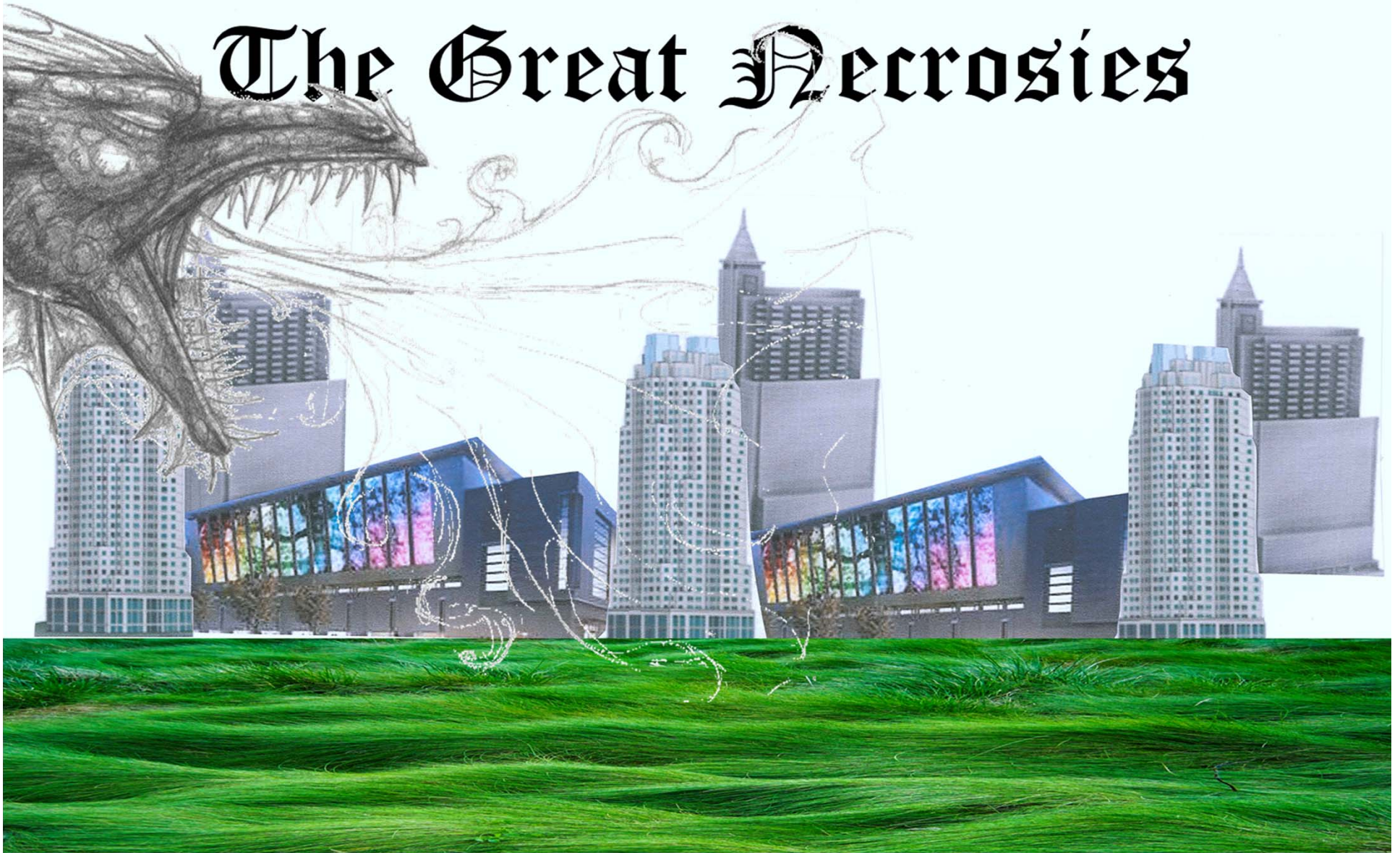
ONCE UPON  
A TIME



# Kingdom of Raleigh



# The Great Decrosies



**Sir Perry  
the Pecuniary**



**King Russell**



Commerce Tax Revenues

Royal Subject Population

**Sir Patterson  
the Powerful**



**Lady Jayne  
the Journalist**



**Sir Dawson  
the Direct**



**Sir Carman  
the Calculating**



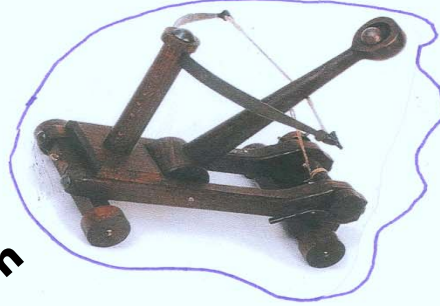


**Lady Sauer the Sweet**

**Sir Barry  
the Furious**



**Lady Deck Brown  
the Bold**



**Sir McGrath  
the Mighty**



# Lady Roper the Router



# Sir Silver the Slick



*Unified Dragon Ordinance*  
*Decreed by King Russell*  
*On the 1<sup>st</sup> Day of June, 1210*

1. Definitions

1.1. Dragon: A two legged flying beast that breathes fire, wreaks havoc and general chaos, while destroying everything in its path with one swipe of its clawed hand or its horned tail.

1.2. Fiefdoms: subdivisions of land in which each property is owned by a citizen of the kingdom.

**Lady  
Grantalot**

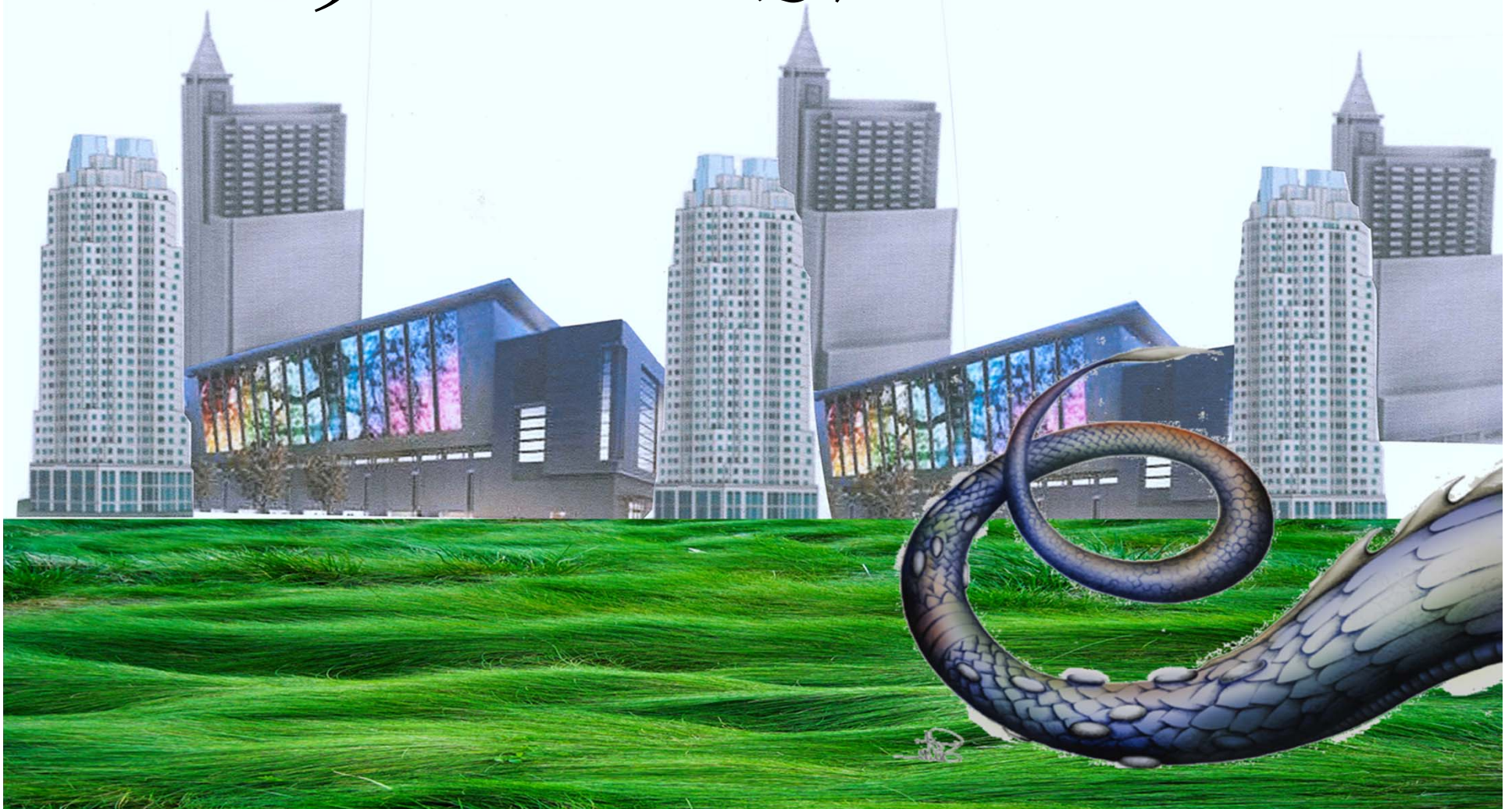


# Rollicking Roger



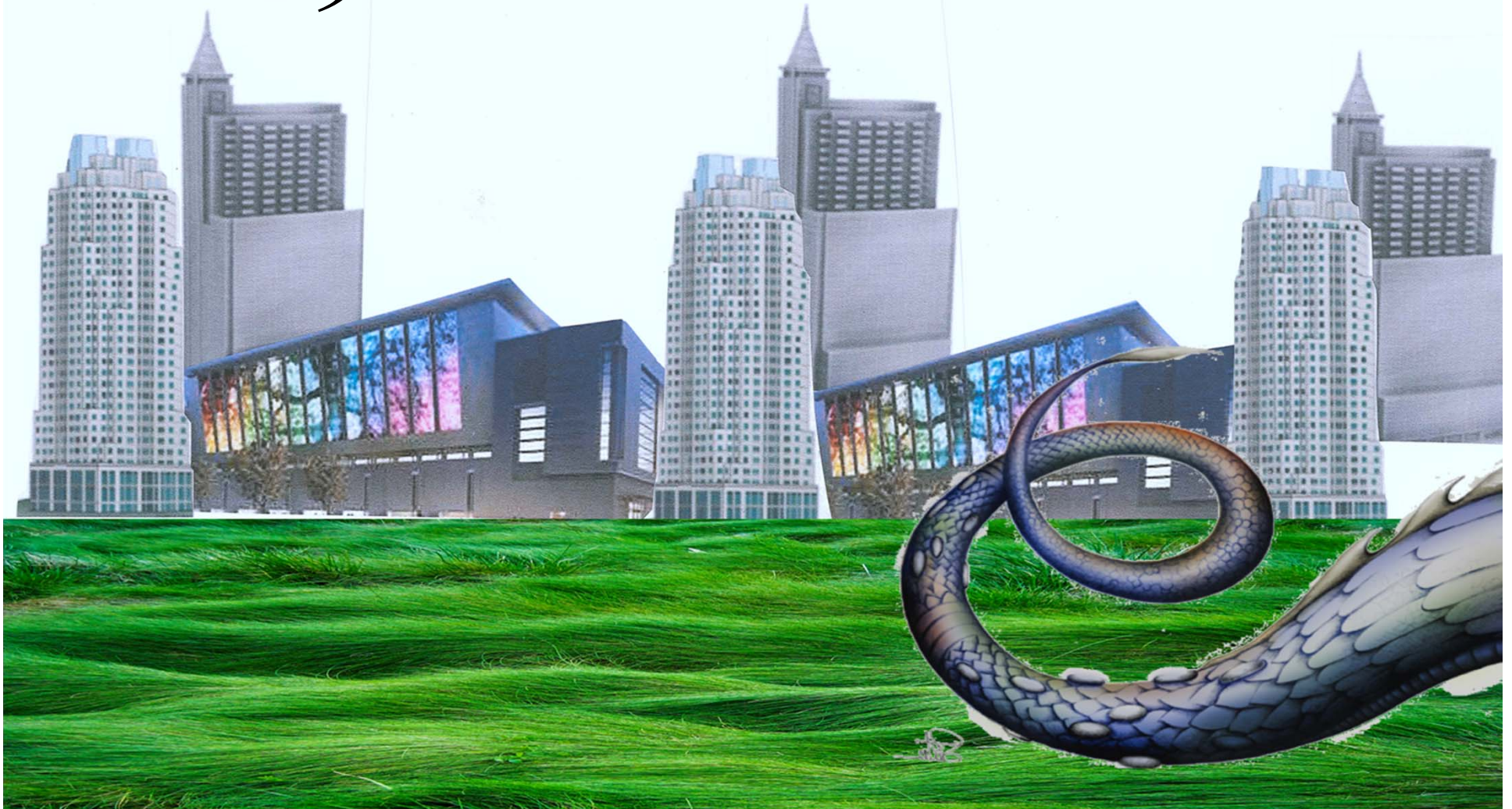


# The Great Necrosies

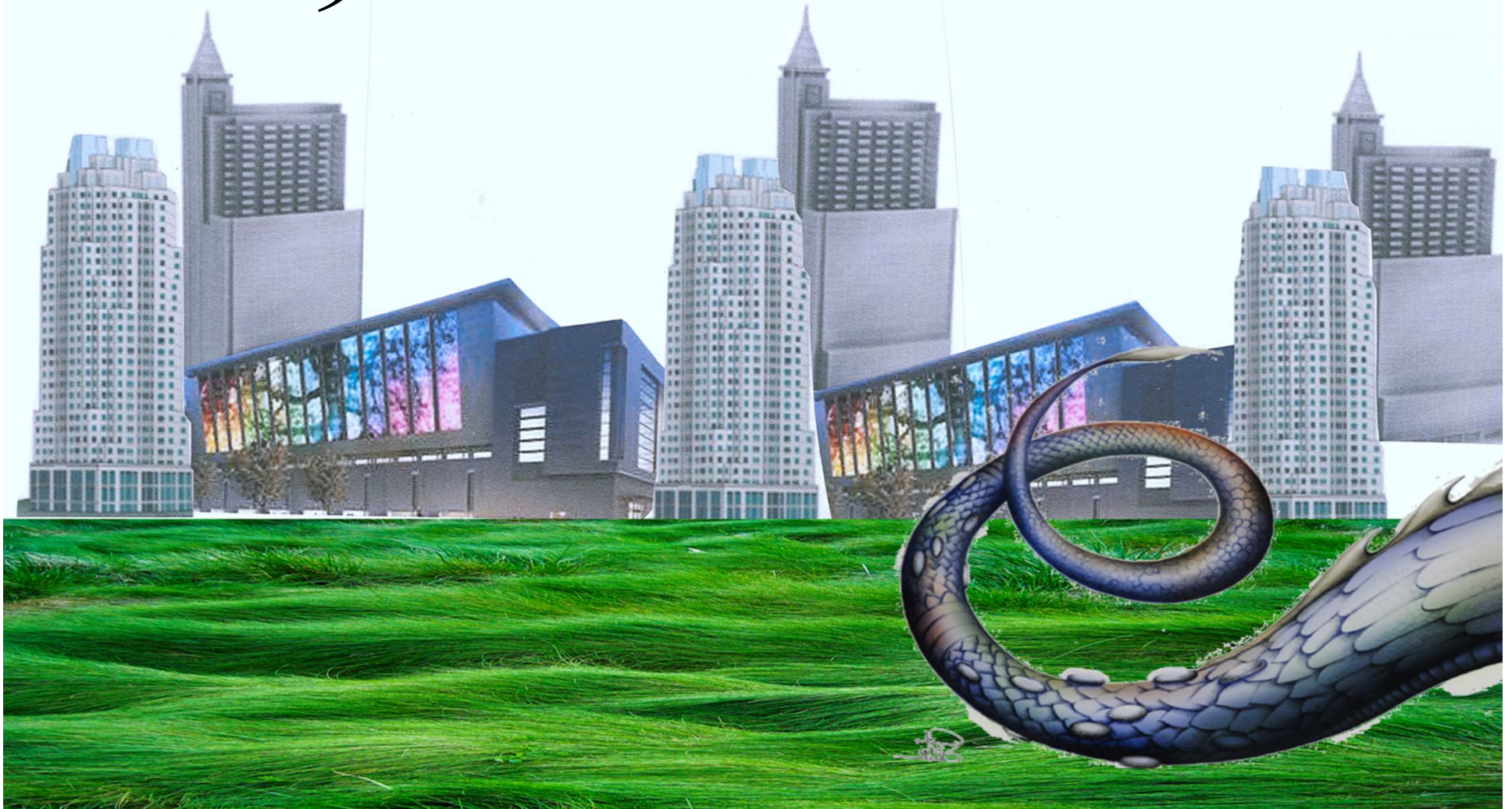




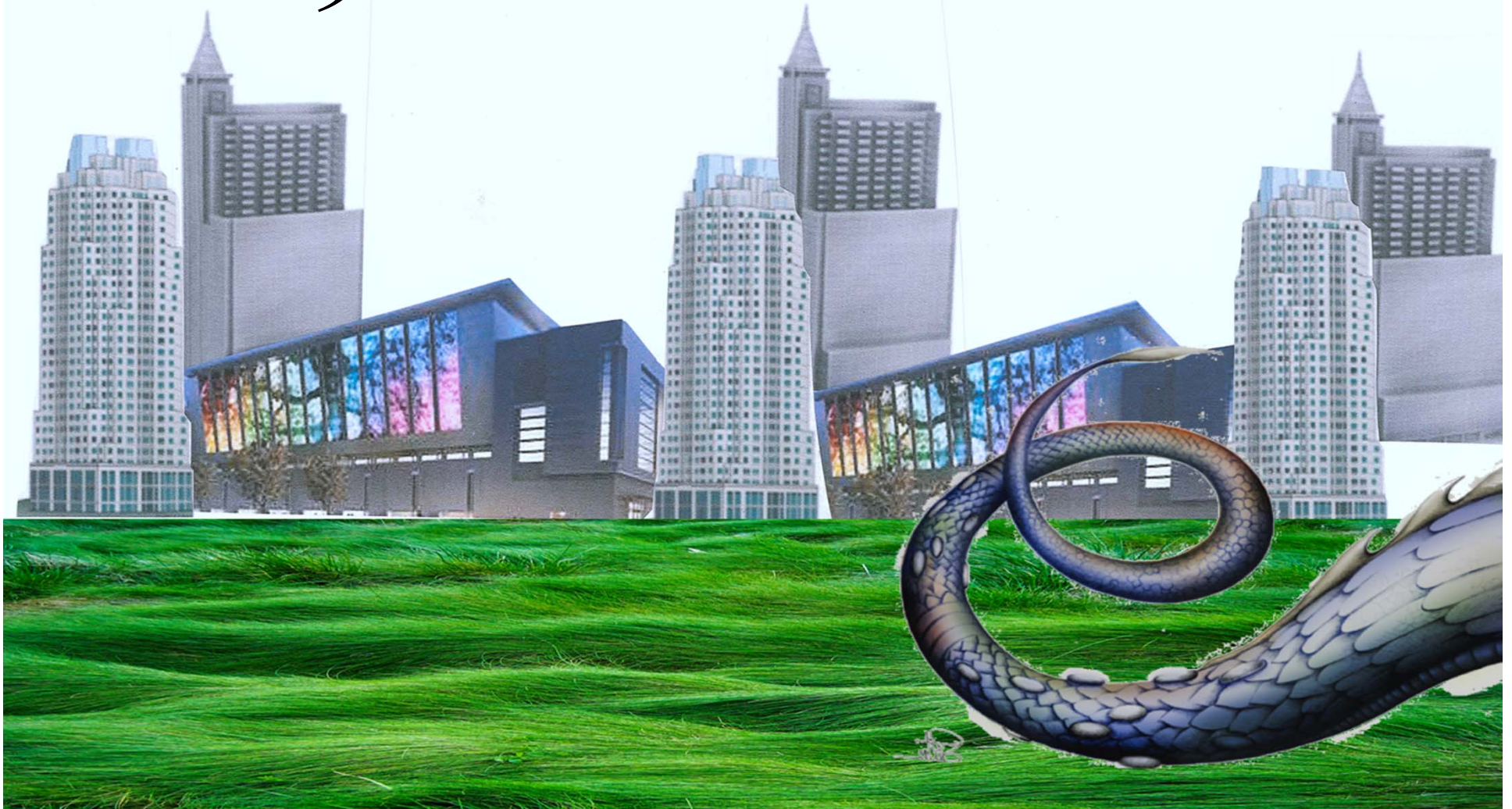
# The Great Recnosies



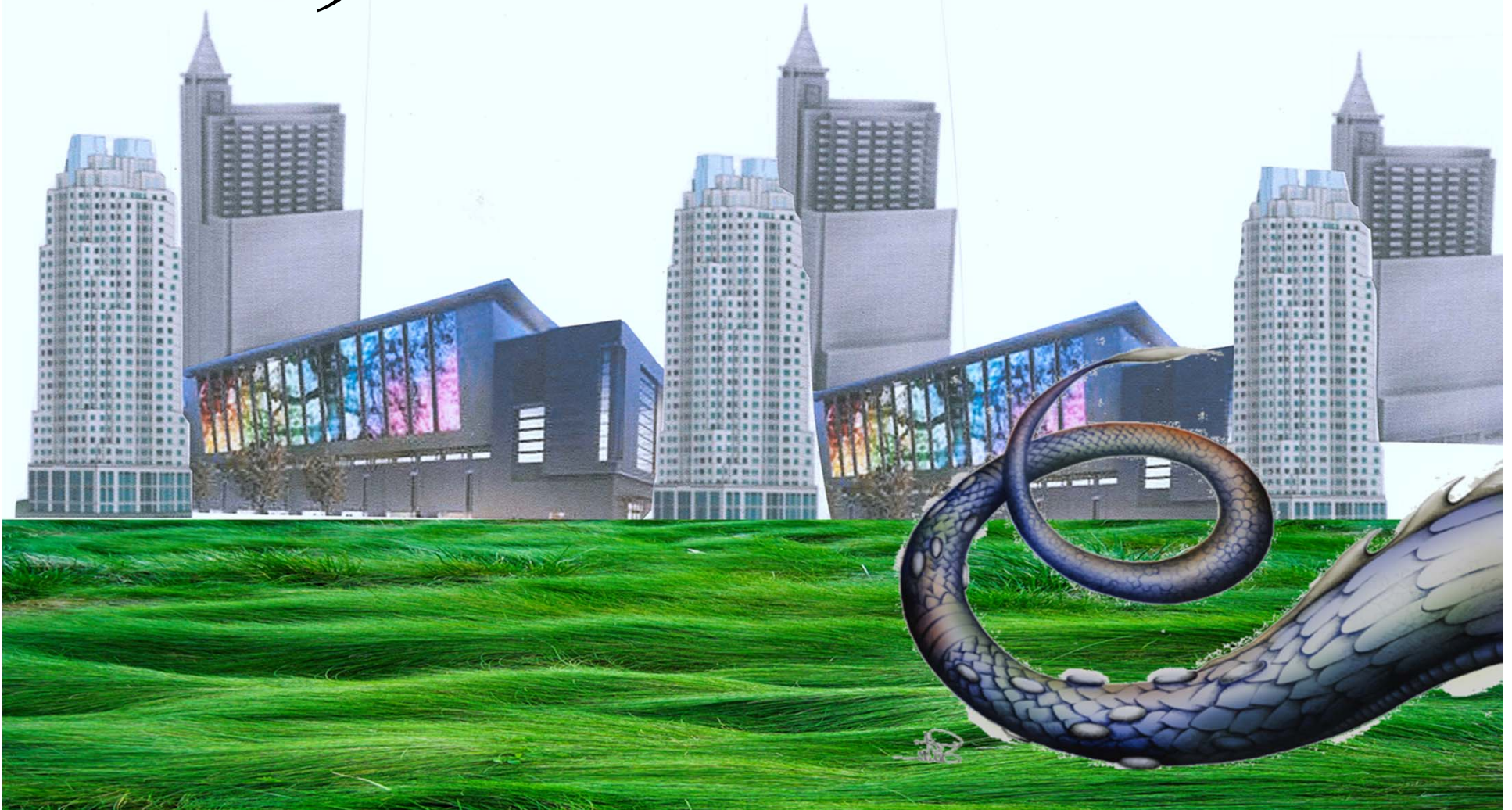
# The Great Recesnosi




# The Great Recessino



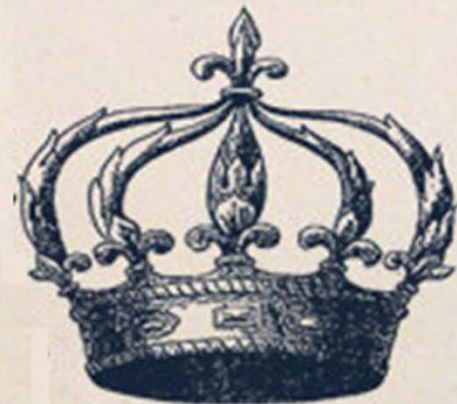
# The Great Recession



And they  
lived happily  
ever  after.



The  
End



**WHY SHOULD YOU CARE?**

▲ Favorites

- Inbox (204)
- Sent Items (3)
- Deleted Items (1661)

▲ Munro, Joyce

- Inbox (204)
- Drafts [26]
- Sent Items (3)
- Deleted Items (1661)
- Junk E-mail [39]
- Notes
- Quarantine
- RSS Feeds

New ▾ Delete ▾ Move ▾ Filter ▾ View ▾ Reply Reply All Forward

Actions ▾

▾ ▾

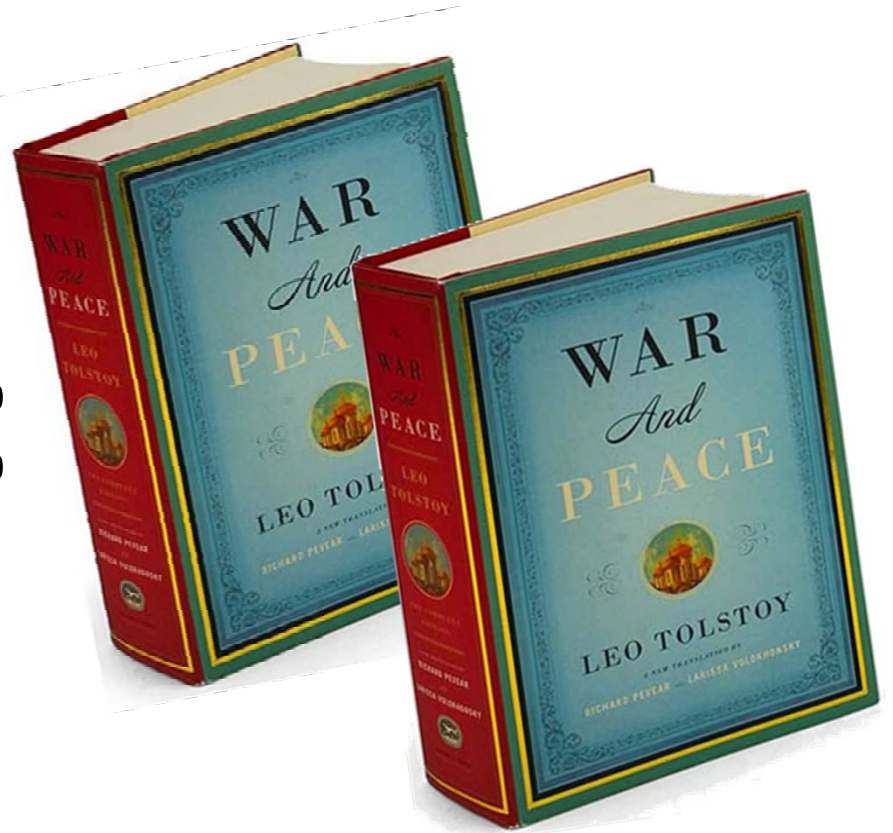
Conversations by Date ▾ Newest on Top

- Out of the Mouth of Babies...  
Christopher K. Sopher 9/17/2010
- Meeting Next Wednesday  
Randolph, Karen 9/17/2010
- New Time Proposed: Brief Chat about CP Manager Thoughts  
Bentley, Stephen 9/17/2010
- City of Raleigh License Metric Verification for PeopleSoft and Siebel Enterprise Applications - Action Required  
Randolph, Karen 9/17/2010
- VOUCHER #59905 - PMSI  
Sue.Lambert@ci.raleigh.nc.us 9/17/2010
- VOUCHER #59895 - UPS  
Sue.Lambert@ci.raleigh.nc.us 9/17/2010
- IRMC Strategic Planning Session – Personnel, Finance & Administrative Services  
Roper, Gail 9/17/2010
- Oracle--License Agreement  
Buonpane, Louis 9/17/2010
- Invoice and question  
Welborn, Richard 9/17/2010
- IdeaSpark  
Rosselli, Kristen 9/17/2010
- Approval requested for travel authorization ICC Code Development Hearings for Stancil, Willis E.  
robby.carlson@ci.raleigh.nc.us 9/17/2010





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# Why We're Passionate About This

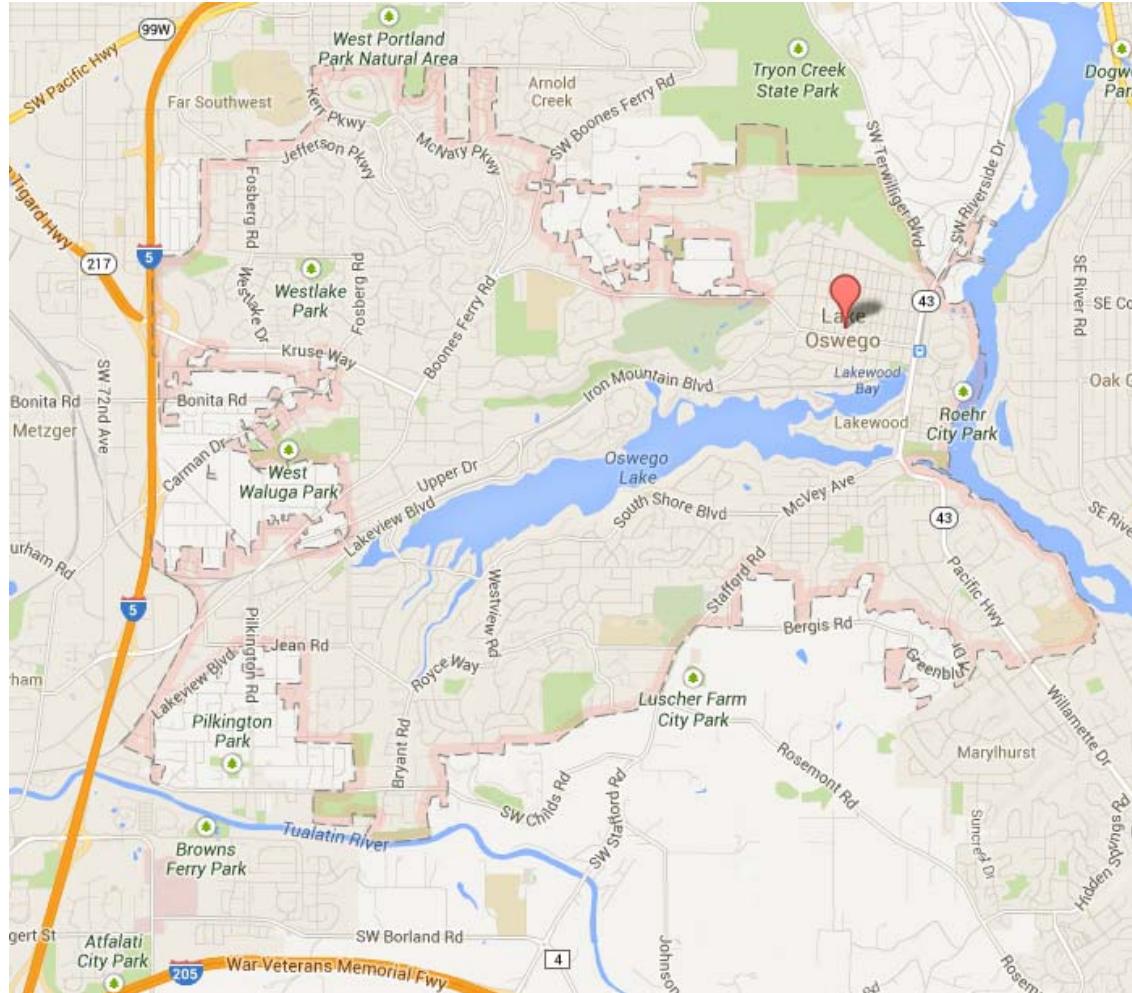
I HAVE A STORY TO SHARE WITH YOU



# Why We're Passionate About This



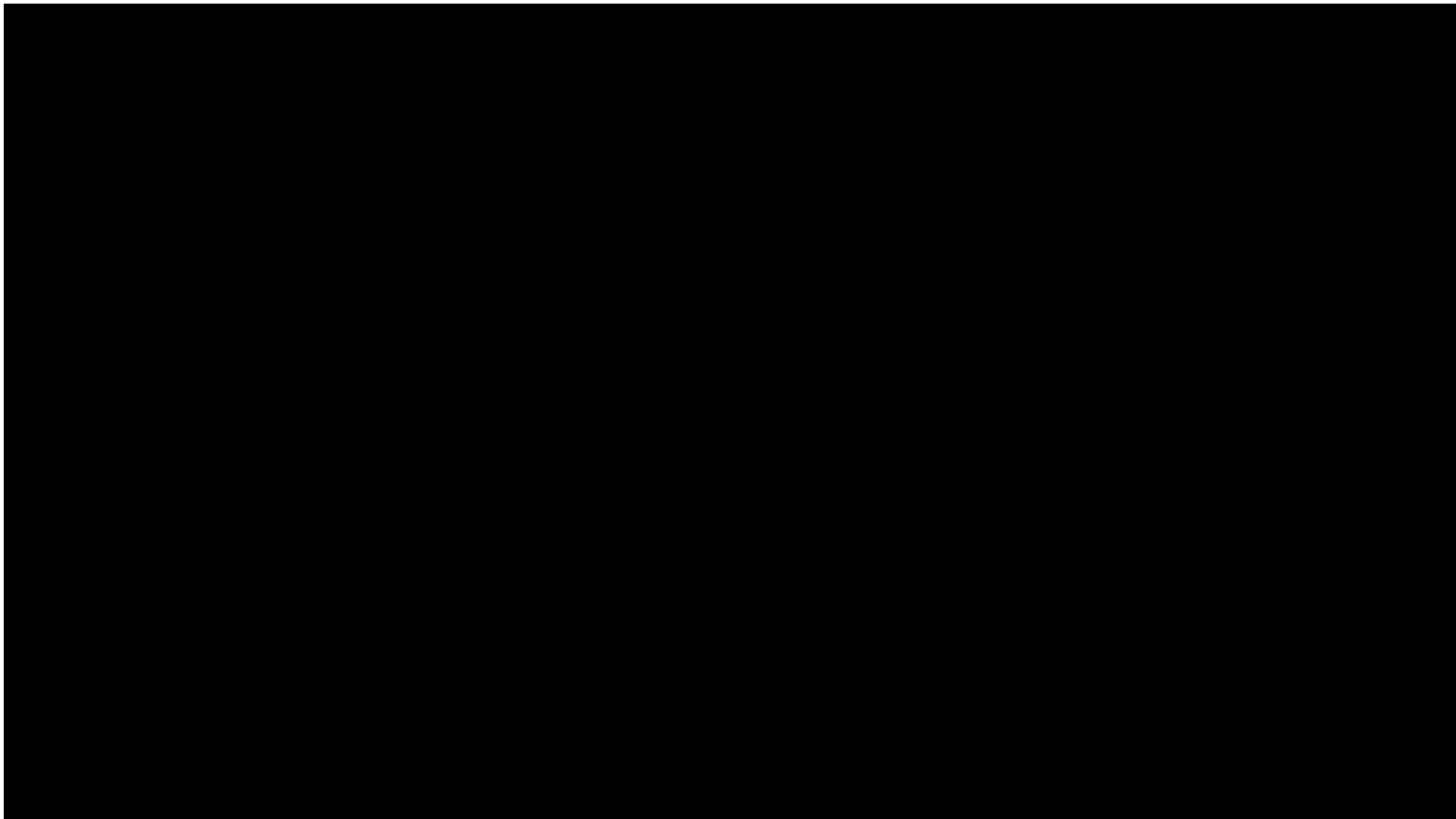
# Why We're Passionate About This



# Why We're Passionate About This



# Why We're Passionate About This



# Why Stories?

- They are “sticky”
- Ideas 20X more likely to be remembered
- Likely to be repeated

# Baker/Baker Paradox

**This man is a baker.**



**This man is Steve Baker.**



**SO, WHAT IS A STORY?**





# **LET'S START WITH A TEST OF SORTS**

**CI**

**TYT**

**AXIC**

**MACO**

**UNCI**

**LFY**

**Write down what you remember**

**CI**

**TYT**

**AXIC**

**MACO**

**UNCI**

**LFY**

**CITY**

**TAX**

**ICMA**

**COUNCIL**

**FY**

**Write down what you remember**

**CITY**

**TAX**

**ICMA**

**COUNCIL**

**FY**

**CI**

**TYT**

**AXIC**

**MACO**

**UNCI**

**LFY**



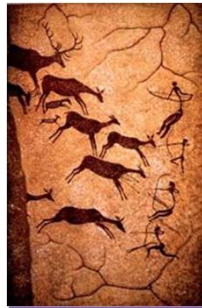
# Our Definition

A good story is  
a bunch of ideas and/or facts  
organized and presented such that  
people pay attention,  
are engaged,  
and remember.

# People Have Been Telling Stories for a Long Time



Verbal  
Proto-Language  
2.5-0.6 million  
BC



Cave Paintings  
32,000 BC



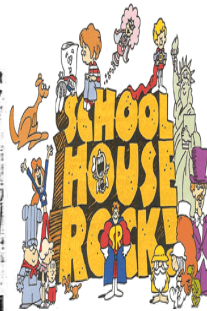
Greek Myths  
900 BC



Aesop's Fables  
620 BC



Radio Serials  
1930s



Children's  
Television  
1970s



Rap  
1990s



Facebook  
Updates 2000s

**SO HOW DO YOU TELL AN  
EFFECTIVE STORY?**

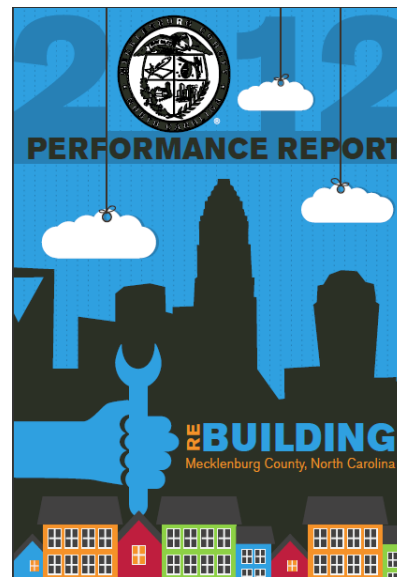
How to Tell an Effective Story

**KEEP IT SIMPLE –  
FIND THE CORE**

# Find the Core: Techniques

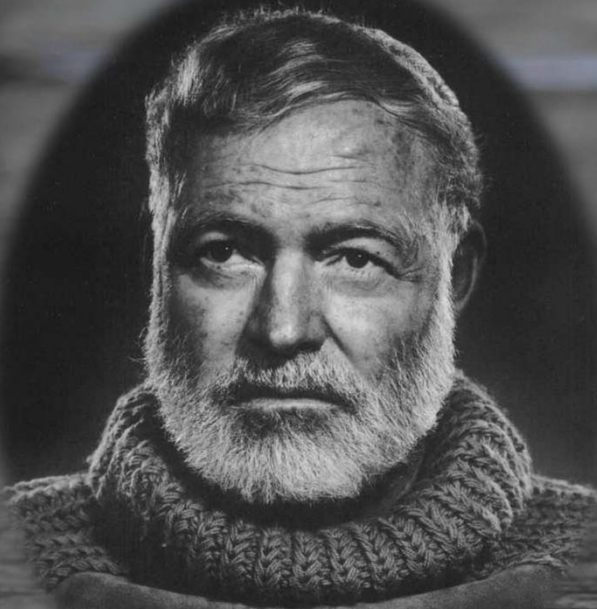
Daniel Pink's *To Sell is Human*

- One word pitch
- Question pitch
- Rhyming pitch



"For sale: baby shoes, never worn."

- Ernest Hemingway



## Example: Finding the Core

- Six word story
- LOIS -
- Failed Sewer Pipe Makes Dirty Water

# Let's Practice: Six Word Stories

Choose one of the following:

- *The state of your current community*
- *A significant issue or project in your community*
- *The culture within your organization*

and write a six word story about it.



How to Tell an Effective Story

# **AVOID THE CURSE OF KNOWLEDGE**

# Curse of Knowledge

- Jargon – Doesn't everyone know what liquifaction is?
- Irrelevant details
- We feel we have to wow people with our intelligence

A black computer monitor with a stand, displaying text on its screen. The screen has a blue gradient background. The text is white and uses a monospaced, typewriter-style font. The text is centered and reads: "The Tale of the \$3 Million Software Upgrade".

The Tale of  
the  
\$3 Million  
Software  
Upgrade

## PeopleSoft 9.2 Upgrade Value Proposition

The scope for this initiative is to upgrade the FSCM, HCM, EPM and Portal at the PeopleSoft Version 9.2 level.

Simplicity, Productivity, and Lower Total Cost of Ownership, as well as new application functionality, are the design principles introduced by Oracle in PeopleSoft 9.2. The Upgrade to Version 9.2 will allow the City to take advantage of the following innovations, value-added features, and cost savings:

- Support for any tablet or smartphone platform that utilizes HTML5.
- Real-time, multi-dimensional decision support analysis with Pivot Grids to access information and to drilldown into the details from a chart or grid and to act upon the data.
- Work Centers that combine transactions, analytics, workflow, notifications, and reports into a systems framework tailored for each role-based user. Presenting work to be done for the power users and eliminating the search for tasks that need attention will increase user job effectiveness.
- Introduced with Version 9.2, the PeopleSoft Update Manager is a revolutionary change in the delivery of updates, fixes, and enhancements. The City will now have the ability to select which fixes and features are beneficial and to apply a custom bundle change package.
- With Version 9.2, other enhancements and improvements are introduced in the Approval Workflow, Financial Audit Trail, Document Attachments, and Supplier Onboarding.
- The PeopleSoft 9.2 Upgrade positions the City to take advantage of new functionality as it is introduced. Plus, it gives the City an up-to-date foundation upon which new modules such as Project Costing, Grants and AR, Commitment Control, Talent Acquisition Management , ELM and Manager Self Service can be implemented.

## We're Asking To Spend \$3 Million for...

- “Support for any tablet or smartphone platform that utilizes HTML5.”
- “Real-time, multi-dimensional decision support analysis with Pivot Grids.”
- “Work Centers that combine transactions, analytics, workflow, notifications, and reports into a systems framework tailored for each role-based user.”

# Why We Need the PeopleSoft Upgrade

## Use It Any Time, Any Where

### Current System



Must be at computer  
connected to network

### Upgraded System



Work where and when  
it's convenient

# Why We Need the PeopleSoft Upgrade

## Your Own Page = Better Experience

### Current System

Absence	Duration
Vacation Genl	294.31 Hours
Sick General	607.54 Hours
Petty Leave	10.00 Hours
Additional Sick	210.80 Hours

Same page for everyone

### Upgraded System

my Personal Information

my Benefits

my Career/Development

my Money

my Time

QUICK LINKS

- Holiday Schedule
- HR Contacts
- Diversity
- Jobs
- Codes of Conduct

Human Resources News

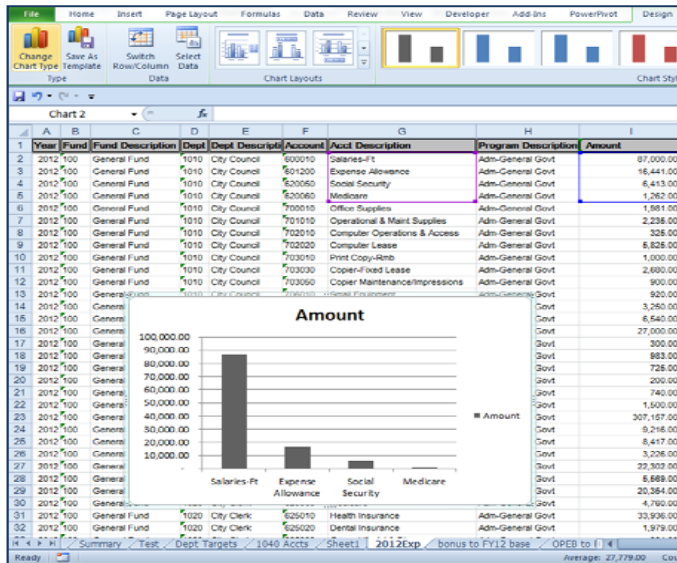
- Check your W-4 Withholdings
- New course: Effective Communication Skills
- Volunteering for the Community

Employee creates own page of what they need and want

# Why We Need the PeopleSoft Upgrade

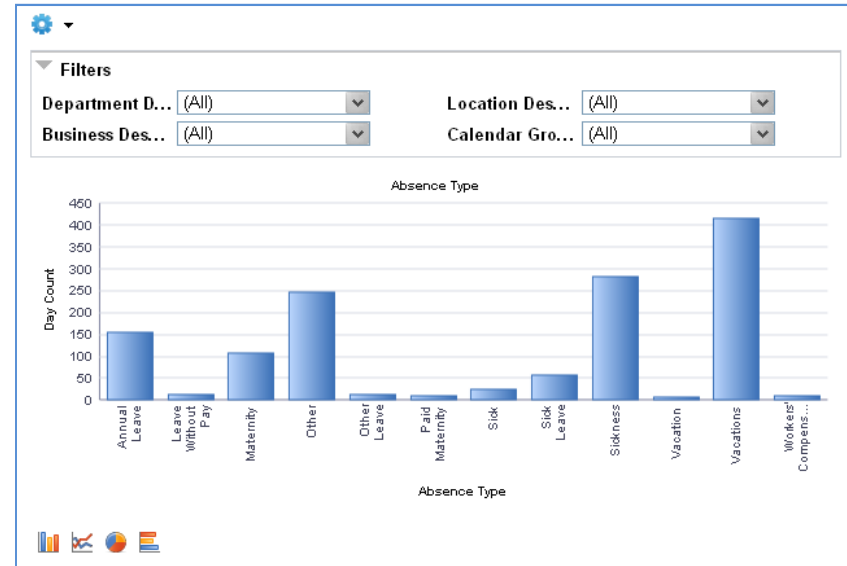
## Easy to Make Charts without Excel!

### Current System



Users must download data to Excel and make their own charts

### Upgraded System



Users can create charts themselves automatically in PeopleSoft



# How to Avoid the Curse of Knowledge

- Focus on the WHY not the WHAT
- Use common language
- Eliminate acronyms
- Test your message with non-experts

# Let's Practice: Time Traveler



How to Tell an Effective Story

**WIIFM? –  
WHAT'S IN IT FOR ME?**

# Questions to Address WIIFM?

- Why should they want to know what you want them know?
- Why should they feel what you want them to feel?
- Why should they do what you want them to do?

# WIIFM?



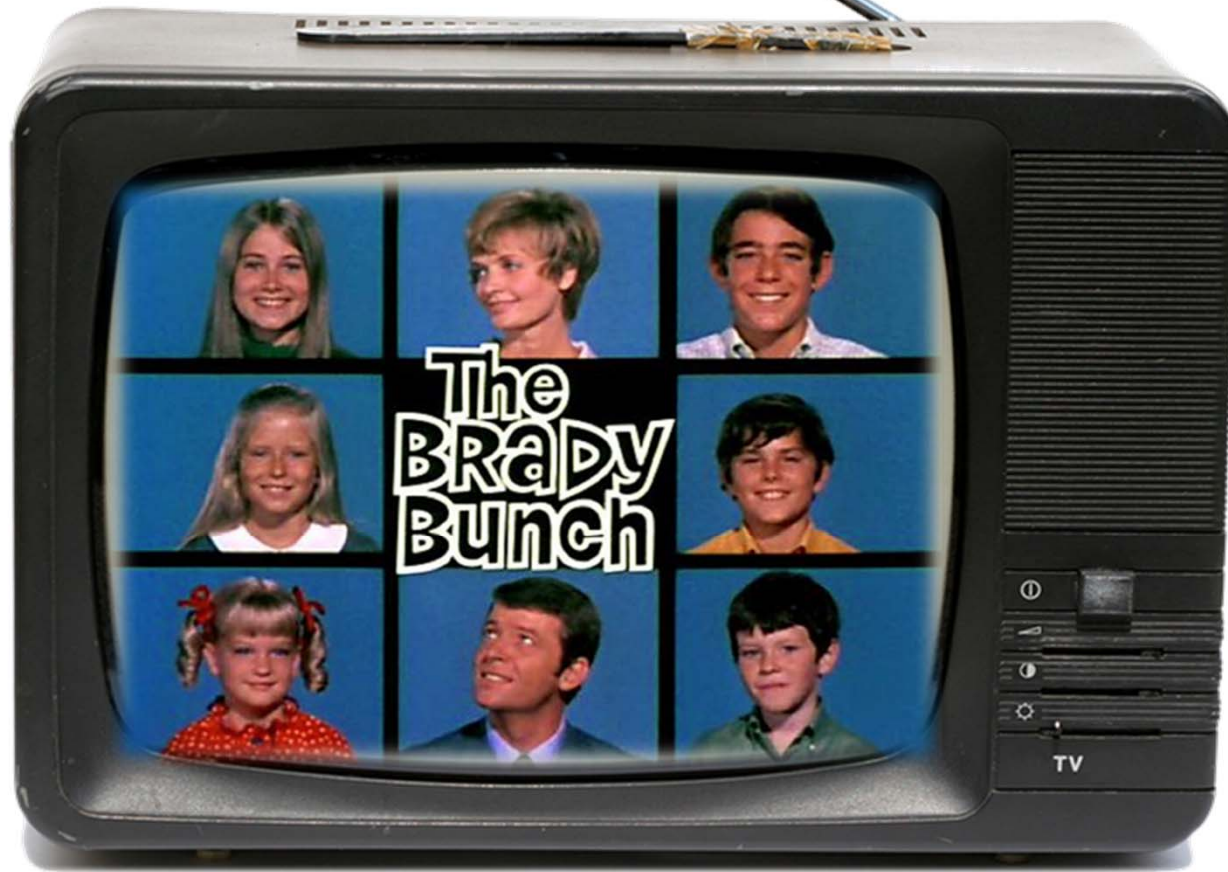
How to Tell an Effective Story

**BE PROVOCATIVE –  
DO THE UNEXPECTED**

# Case Study: FY2012 Budget Kick-Off

- Problem:
  - Third year of Great Recession reductions.
  - A mindset of “we can’t cut anymore.”
  - Departments were becoming protectionist
- Core purpose:
  - Instill confidence that “We can do this!”
  - Provide concrete strategies/techniques
  - Encourage thinking outside of departmental bunkers

# How to Navigate the Great Recession





# Lessons to Impart

#1: Prioritize. If it doesn't add value – get rid of it.

#2: Share.

#3: It's OK to pay more for things when they have a pay off in the future.

#4: Find opportunities to charge for things of value.

#5: Be open to new and changing roles.

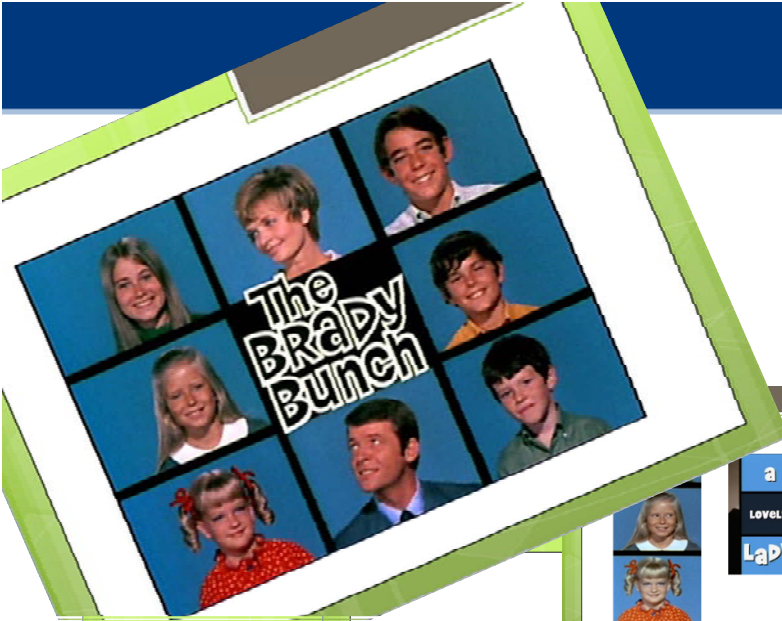
#6: Strengthen relationships and build alliances.

#7: Don't compete against each other. Look for common ground.

#8: Learn from history and proven best practices.

#9: We are stronger as family than as individual departments

# Lessons from the Brady Bunch: Everything you need to know to succeed during a Recession



**Lesson 2:  
Share.**

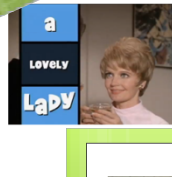


**Lesson 7:  
Don't compete against  
each other for scarce  
resources. Look for  
common ground.**

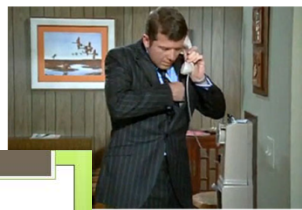
**Lesson 1:  
Prioritize. If it doesn't  
add value – get rid of it.**



**Lesson 3:  
Sometimes we pay upfront  
for things that have a bigger  
pay off in the long run.**



**Lesson 5:  
Be open to new and  
changing roles.**



**Lesson 4:  
Find opportunities to  
charge for things of value.**



**Lesson 6:  
Strengthen relationships  
and build new alliances.**

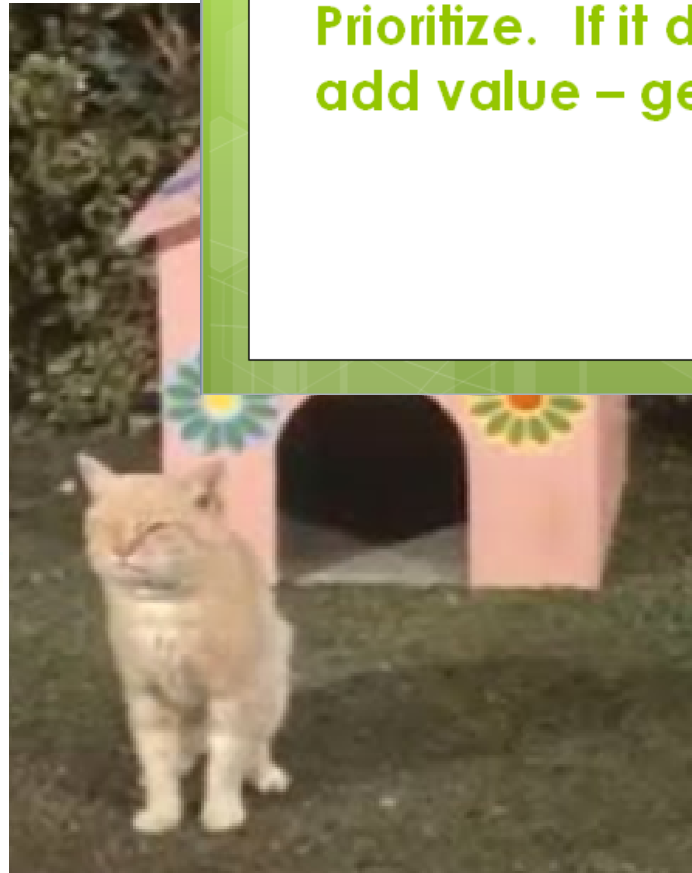


**Lesson 10: We are stronger as family  
than as individual departments**



**Lesson 8:  
Learn from history or  
proven best practice**

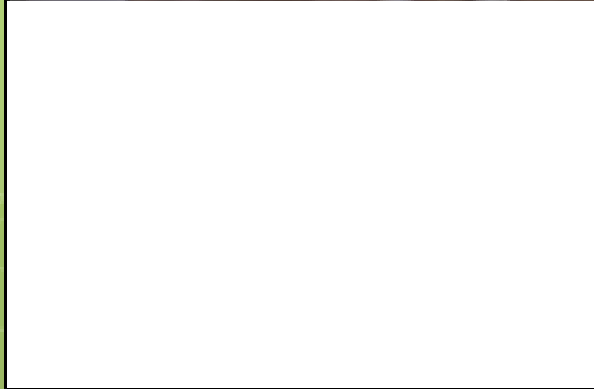




**Lesson 1:**  
**Prioritize. If it doesn't**  
**add value – get rid of it.**



## Lesson 2: Share.





**Lesson 4:**  
**Find opportunities to**  
**charge for things of value.**



**Lesson 6:**  
**Strengthen relationships**  
**and build new alliances.**



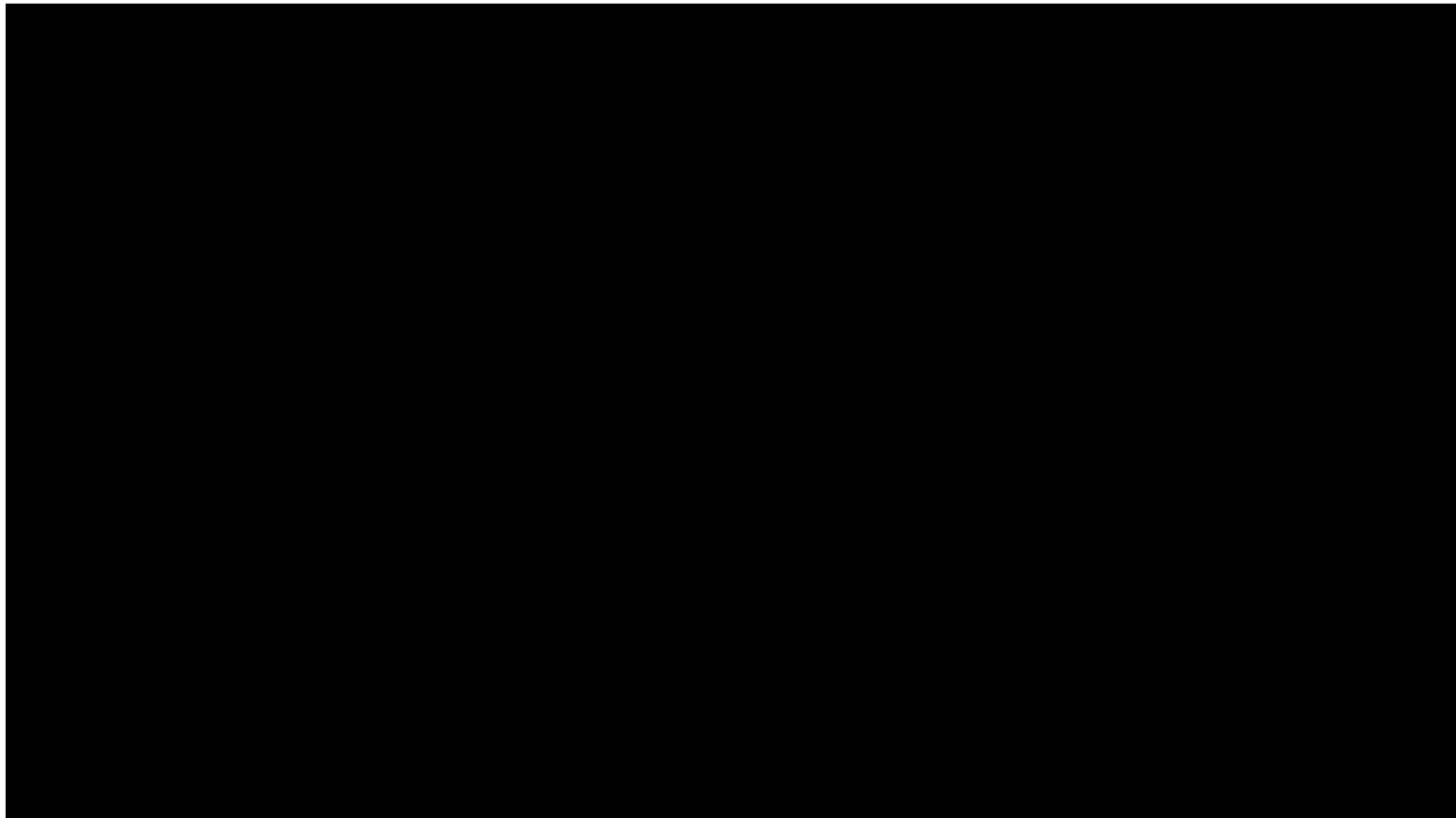
**Lesson 9: We are stronger as family  
than as individual departments**

# How to be Provocative

- Choose an unexpected metaphor
- Present a unique visual comparison
- Create questions in people's heads —  
“Where is this guy (or gal!) going with this?”
- Connect it to the core message



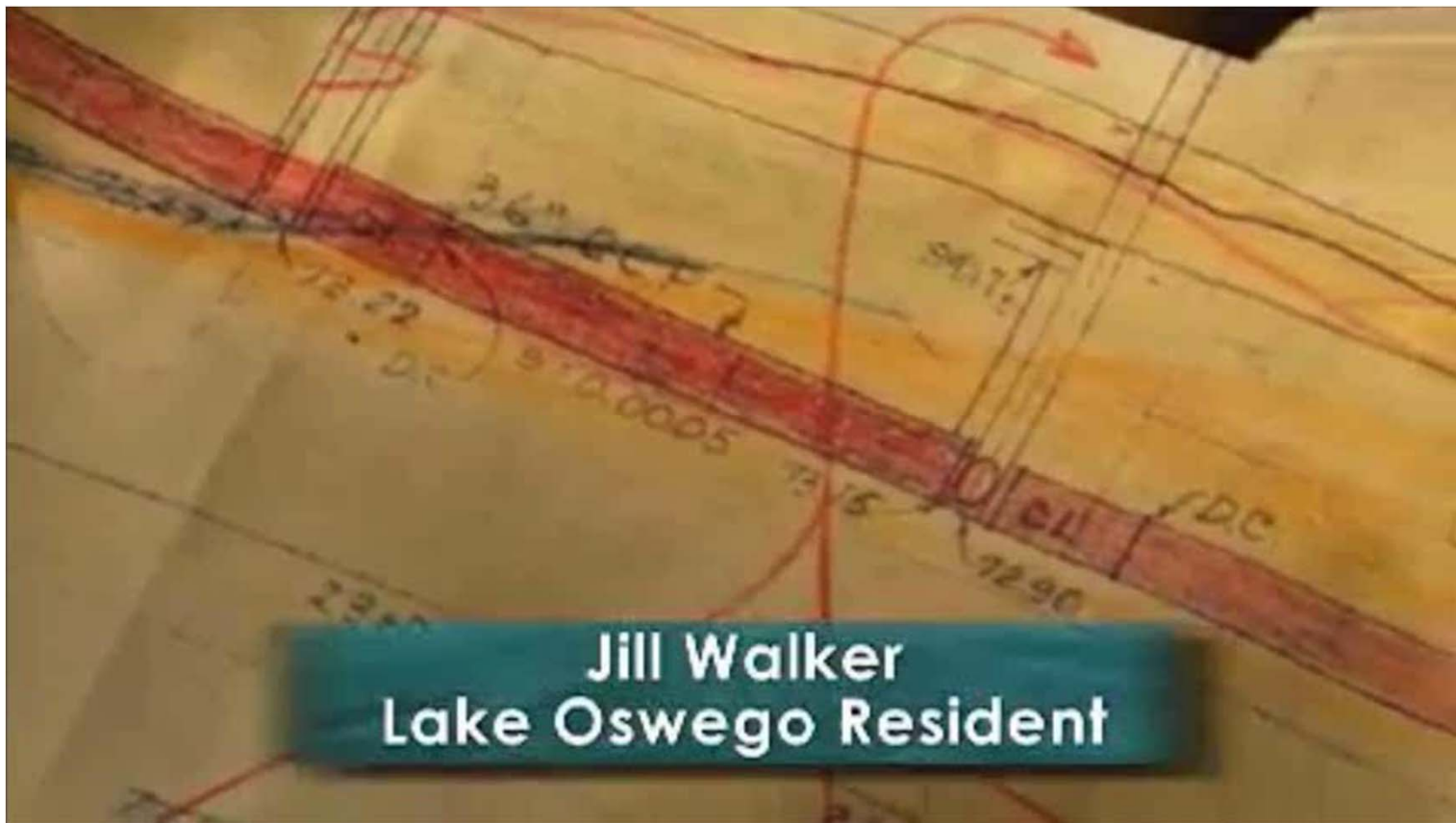
# How to Be Provocative...



How to Tell an Effective Story

**MAKE IT CONCRETE**

# Make It Concrete



# Techniques – Make it Concrete

- Give things a name
  - LOIS
- Make them tangible
  - Trash cans = gallons of wastewater
  - Emails = War and Peace

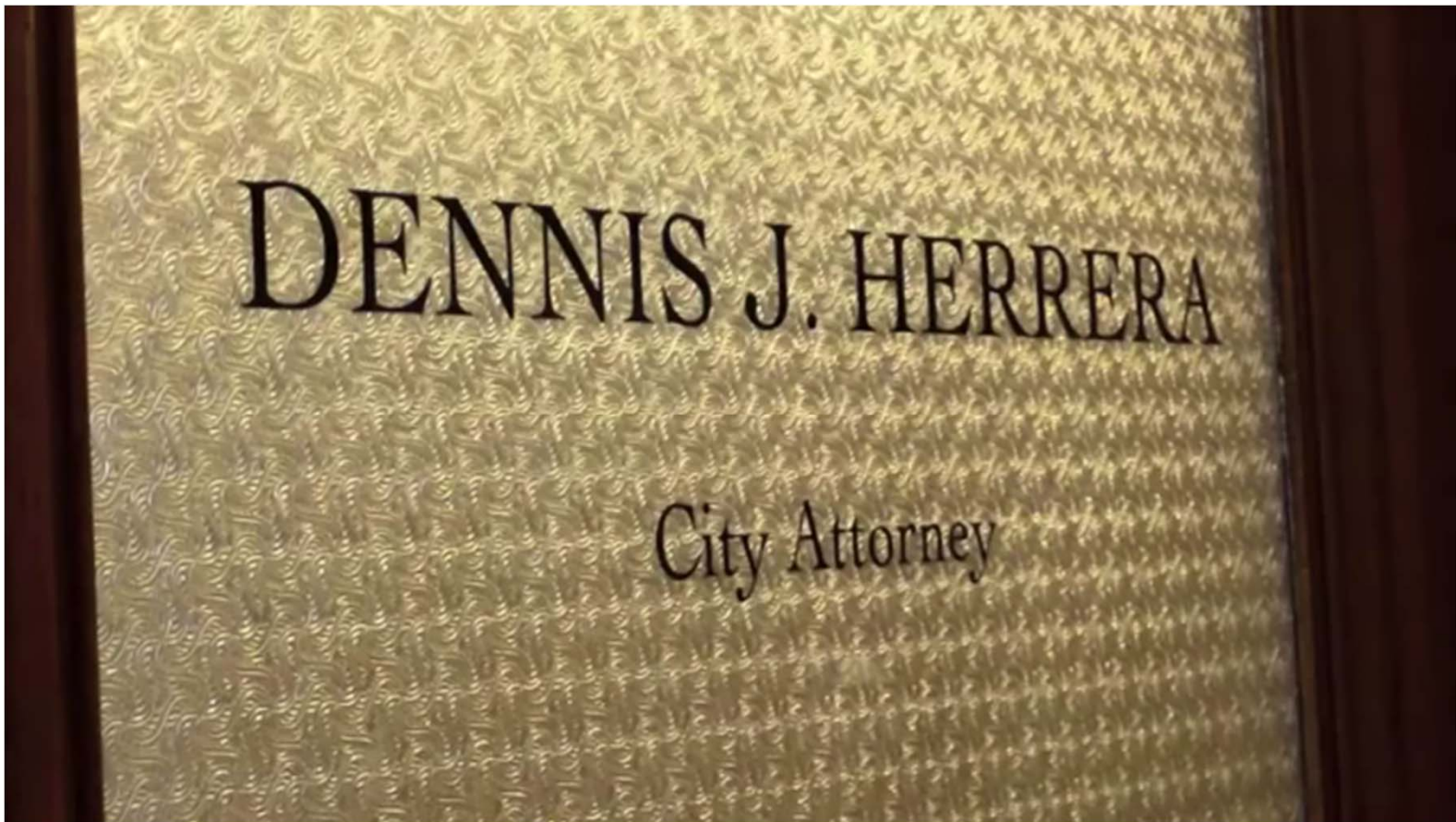
How to Tell an Effective Story

# **ENGAGE THE SENSES**

# How to Engage Listener Senses/Emotions

- Touch, sight, sound, taste, smell
- Humor
- Nostalgia
- Anger/Empathy/Joy/Hope

# How to Engage Listener Senses/Emotions



# How to Engage Listener Senses/Emotions





How to Tell an Effective Story

**MAKE SURE TO TELL IT**

*The Case of the  
Tight-Lipped  
Diary*

*Five Year Diary*



MAY 25, 1984


Dear Diary,  
Dance tomorrow and  
I can't wait!! So  
excited about my  
dress and Brad!!

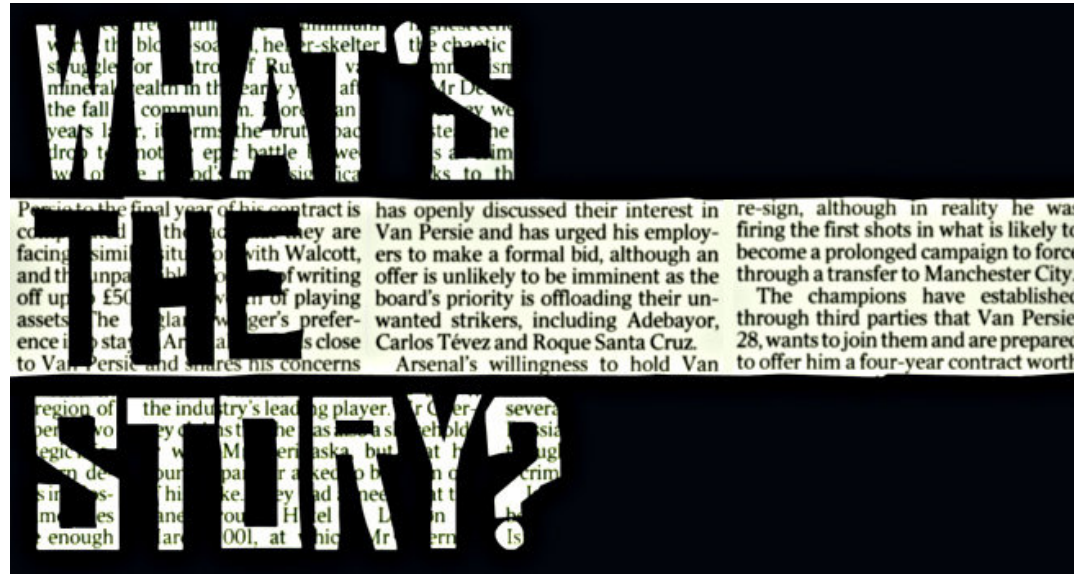
Love,  
Joyce

MAY 26, 1984

Dear Diary

I cannot express to you in strong enough  
words how I felt about Brad last night. Let  
me tell you about the evening first. It was  
the 4th grade prom. Brad was my date. He was  
my first date. It was a good first experience.  
Wendy went with Jan and Kate went with  
Andy. Brad picked me up around 6:55.  
Dad took quick pictures of us. We then  
went to the car. I gave Brad his birthday  
present. June 1st is his birthday. We  
got to school and they handed out  
leis. The decorations looked wonderful!  
I was just thinking that if I really  
want to remember something I  
will. If I don't then why bother  
to remember it. So I am not  
going to finish this entry!  
Love,

Joyce  
P.S. I might be in love with  
Brad!!!



Make Sure You Tell the Story.  
If You Don't, Others Will.

**Holy Moly!  
Storytelling  
is hard work!**



# Target Your Efforts

- When you have a large audience
- When you must influence an important decision
- When you want to change behaviors in a significant way
- When failing to get your message across is not an option

# Engage Others to Help

- To brainstorm ideas
  - Finding the core
  - Being provocative
  - Access to other resources/examples
- To practice in front of
  - Helpful critiques and advice
  - Confidence builder

# Borrow from Others!

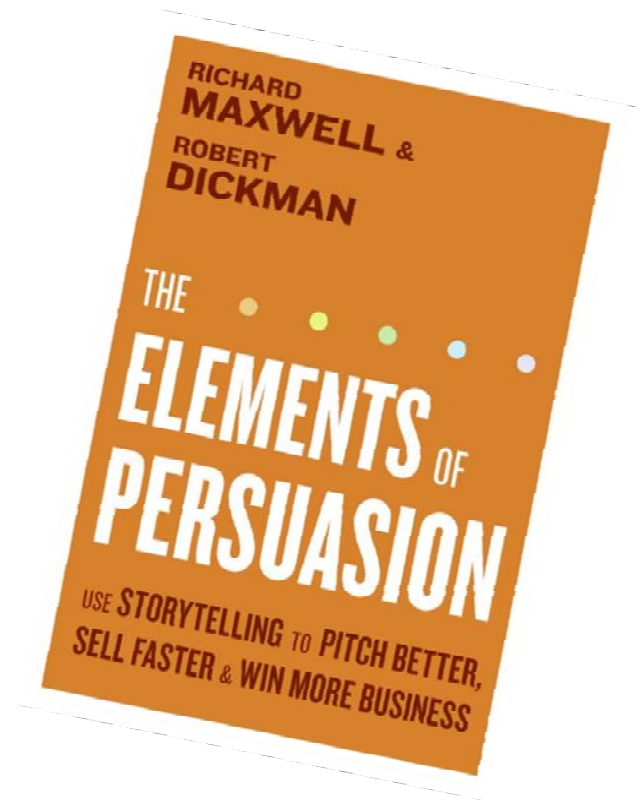
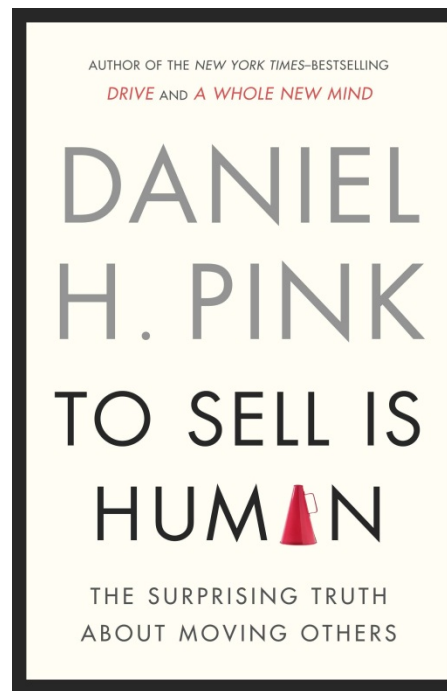
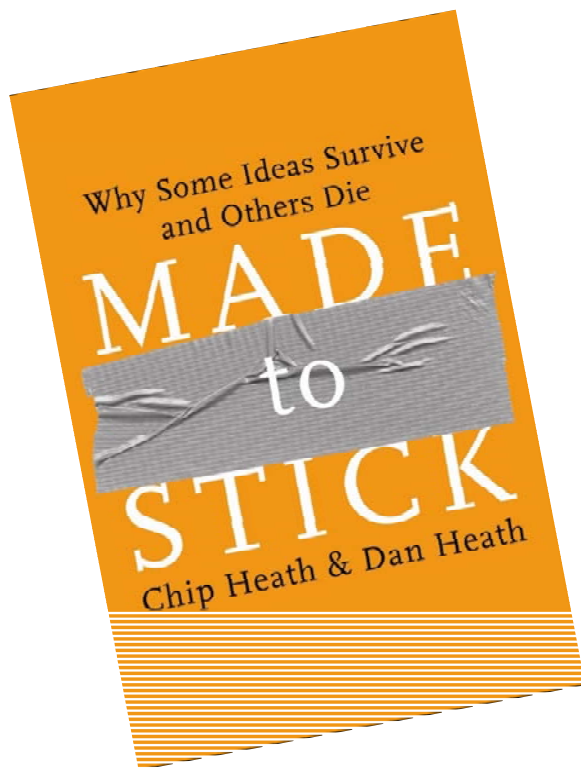
- Collect good stories to future use.
- Source of Inspiration:
  - TED
  - YouTube
  - Books
  - Colleagues
  - Your own life experiences!
- Write them down or bookmark them!



# Practice, Practice, Practice

- Go for it!
  - Try different techniques in “small stakes” situations to hone your skill.
- The more often you do it, the better you will get at it.
- Practice before the performance.

# Our Inspiration





# Questions/Comments?

Additional Information  
[amcintyre@menlopark.org](mailto:amcintyre@menlopark.org)  
<http://lakeinterceptor.com/>  
[joyce.munro@raleighnc.gov](mailto:joyce.munro@raleighnc.gov)



**ICMA**  
99<sup>TH</sup> ANNUAL CONFERENCE  
**BOSTON**  
**NEW ENGLAND**   
September 22-25, 2013