



SHINE Story Craft

Leadership Storytelling Webinar, Next Level Leadership

NEXT LEVEL LEADERSHIP

Los Angeles • New York

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NEXT LEVEL LEADERSHIP

Clearing the Space

- **External:**

- Shut down electronics
- Remove clutter

- **Internal:**

List 3 things you are “Putting to the side” to be fully present. Let one be a feeling i.e. “overwhelm” “fear” “fatigue”

1.

2.

3.

About Next Level Leadership

Pioneers

Advancing Women in Industry, Research and Academia

Trusted Tenure

Training women to lead for 30 years, starting with AT&T Bell Laboratories

High Impact Programs

Our women's leadership program graduates credit us with helping them advance further and faster.¹

“Most rewarding training in my 19 years at J&J. Invaluable to any women looking to move to the next level in her career.”

—K. Osborn,
J&J Global Medical
Affairs

In my top 5 list of career game changers.”

—Kelly Watson,
National Service
Leader, KPMG

“Pivotal in my committing to an ambitious new step in my career. Confidence gained contributed significantly to my leadership presence and encouraged me to be a visible leader.”

—Dr. Helen Buettner,
Chair, Chemical &
Biochemical Engineering,
Rutgers

“An amazing experience that supported me in expanding my leadership aspirations.”

—Evelyn Espinal, VP,
Unilever



¹ Rutgers Center for Women & Work study of Executive Leadership Program for Women graduates from 2000-2014

Our Clients Stand for Inclusion

24 have been on Diversity Inc.'s list of the Top 50 Companies for Diversity



Lucent Technologies
Bell Labs Innovations



Training Goals

Shine Leadership Storytelling: Crafting Your Story

- Why Leadership Storytelling?
 - Leadership Superpower
- Why My Story?
 - Power of Women's Leadership
 - Representation Matters
- Your Leadership Stand
 - Embody your leadership
- Story Craft
 - Choose your story
 - Structure your story
 - Refine your story
- Storytelling
 - From anxiety to energy
 - Resonant Presence

Encourage

En “**coure**” age- “put heart” into your leadership

Becoming a leader is synonymous with becoming yourself. It is precisely that simple, and it is also that difficult.

- Warren Bennis

Leadership boils down to a series of social exchanges in which the leader can drive the other person's emotions into a better or worse state ...

- Howard Goleman, Social Intelligence

WHY STORYTELLING?

Leadership Super Power

Storytelling is a key strategy, engaging hearts as well as minds, winning people over to your point of view. Stories bypass the preoccupied prefrontal cortex and work at a deeper level. In the company of a vivid storyteller, we give our attention. We know we're in the presence of powerful leadership.

-- Brigid Moynahan

*Stories constitute the single
most powerful weapon
in a leader's arsenal.*

- Dr. Howard Gardner, Harvard University

Stories Make Us, Us

*The real difference between us and chimpanzees is the mysterious glue that enables millions of humans to cooperate effectively. **This mysterious glue is made of stories, not genes.** We cooperate effectively with strangers because we believe in things like gods, nations, money and human rights.*

Yet none of these things exists outside the stories that people invent and tell one another. There are no gods in the universe, no nations, no money and no human rights—except in the common imagination of human beings...

Only Sapiens can believe such stories. This is why we rule the world...

-Yuval Noah Harari, Dreaming the World

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We Are Storytellers

“How was your weekend?” *

* “Tell me a story” **

** *“And make it entertaining!”*

Wired for Story

HOW STORYTELLING AFFECTS THE BRAIN

NEURAL COUPLING

A story activates parts in the brain that allows the listener to turn the story in to their own ideas and experience thanks to a process called neural coupling.

MIRRORING

Listeners will not only experience the similar brain activity to each other, but also to the speaker.



DOPAMINE

The brain releases dopamine into the system when it experiences an emotionally-charged event, making it easier to remember and with greater accuracy.

CORTEX ACTIVITY

When processing facts, two areas of the brain are activated (Broca's and Wernicke's area). A well-told story can engage many additional areas, including the motor cortex, sensory cortex and frontal cortex.

*Humans are not ideally set up to understand logic;
they are ideally set up to understand stories.*

- Roger C. Schank, cognitive scientist

Understanding

Stories are 22% more memorable
than facts alone*

The facts are not enough. They never are.

— Art Spikol

* Harnessing The Power of Stories, Jennifer Aaker, Stanford University

Action

The secret behind every successful movement of people, be it political uprising or profitable ad campaign, is a shared WHY.

Others are inspired not by “what” we do, by “why” we do it. When we present a “why” that others share, it inspires action. A solitary pursuit is alchemized into a collective movement- the essence of leadership.

Personal storytelling is the most powerful tool we have to do just this.

Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.

- Margaret Mead

Connection

Build trust through authentic sharing

Align on shared vision

Inspire commitment

Embolden next steps

Stories are the most powerful form of human communication.

- Peg C. Neuhauser,
Corporate Legends and Lore

A Versatile Tool

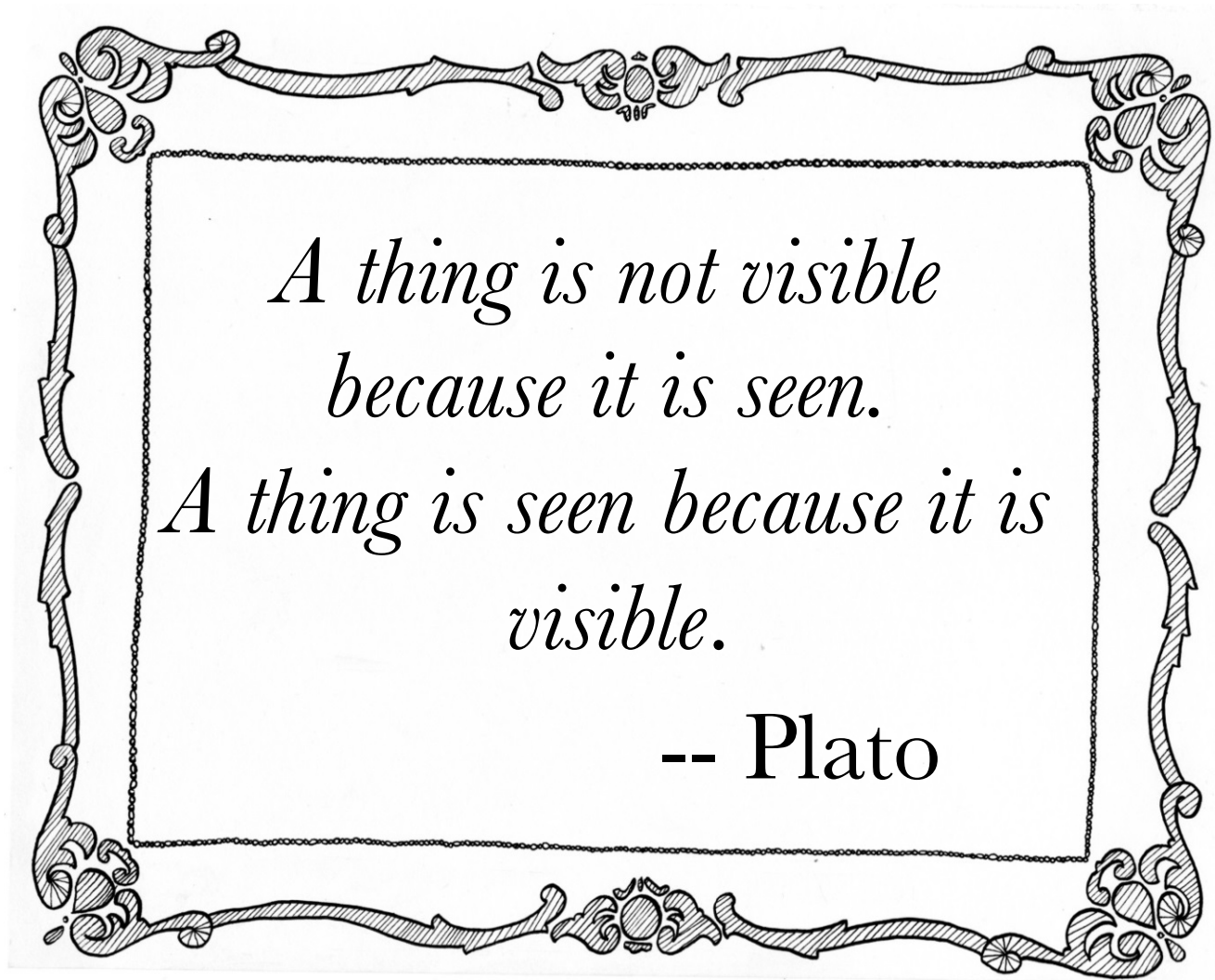
Expand or contract your story, highlight one aspect or another, depending upon audience and mode of communication.

- Panels
- Conferences
- Pitch meetings
- Interviews
- One-on-ones
- Your web presence: Linked In bio, personal website, etc.
- How else?

WHY MY STORY?



Frame Your Leadership



*There is something in this world that every individual can do...
something unique to contribute.*

-- Leymah Gbowee

The Legend of Cassandra



Action for Greater Good



Cynthia Cooper
of WorldCom

Coleen Rowley
of the FBI

Sherron Watkins
of Enron

Outsider Perspective

Bennet Amalo:

- Forensic Pathologist, first to discover in 2002 and publish findings of Chronic Traumatic Encephalopathy (CTE) in NFL players
 - NFL marginalized him for years, calling his paper “completely wrong” and “a failure” before admitting in 2016 that there is a link between football and CTE

Barbara McClintock

- Discovered “jumping genes” in corn in 1950’ s, which contradicted prevailing genetic theory
- “They thought I was crazy!” She received Nobel Prize for this work in 1983

Rachel Carson

- Wrote Silent Spring in 1962 about the adverse environmental effect of pesticides (DDT)
- Dismissed as ‘hysterical’ by a chemical industry campaign to discredit her work; in 1972 DDT was banned.

The Power of Connected Leadership

Stepping forward for the good of community

Strong achievement drive motivated by call to service rather than ego

Manages complexity through web of relationships

Leads “with”- empowering rather than ruling over

I am those 66 million girls who are deprived of education. And today I am not raising my voice, it is the voice of those 66 million girls.

-- Malala Yousafzai



Your Story → Her Future

Representation matters.

A Microsoft study* finds girls with a female role model in STEM are more likely to understand the relevancy of STEM work, feel powerful doing it, and know how to pursue it.*

“The Scully Effect,” found **nearly two-thirds** of women working in STEM say The X-Files’ protagonist Dana Scully was their role model and their increased confidence in male-dominated profession.**

I’m writing my story so that others might see fragments of themselves.

- Lena Waithe, *Bones* and *Master of None*

• “Why do girls lose interest in STEM?” www.news.microsoft.com. March 13, 2018

** “The Scully Effect”, Geena Davis Institute on Women in Media, 2018

Time In: Their Story

Who is a leader you admire?

What story do they tell?

How do they tell it?

I had no idea that being your authentic self could make me as rich as I've become. If I had, I'd have done it a lot earlier.

- Oprah Winfrey

Time In: My Story

Why is telling my story important?

Time In: Her Story

How can telling our stories help change the future for women?

Stories have been used to dispossess and to malign.

But stories can also be used to empower, and to humanize.

Stories can break the dignity of a people.

But stories can also repair that broken dignity.

- Chimamanda Ngozi Adichie, Author

Take Your Leadership Stand

Your Leadership Stand

1. What's an **accomplishment** you're pleased about?
2. What **strengths** did you express in achieving this result?
3. What is the **impact** of this achievement ?
4. What do you **love** or **value** most about your work?

Your Leadership Stand

What You Do (the action)

I carefully monitor clinical trials

How You Do It (qualities you do it with)

In a way that ensures reliable data

Results (what's the outcome?)

So that ... we protect the health and well-being of patients.

I _____ in a way that _____ so that _____ .

Your Leadership Stand

Make It Your Own

I stand for steady progress to protect our natural resources.

I fuel courageous innovation to improve the lives of patients.

I foster community with heart to ensure all have a chance to thrive.

I encourage boldly to bring forth peak performance.

STORY CRAFT

The Moments That Shape Us

Character cannot be developed in ease and quiet. Only through experience of trial and suffering can the soul be strengthened, ambition inspired, and success achieved.

- Helen Keller

Choose Your Moment

Complete these prompts to help identify pivotal moments in your life:

A challenge I thought I'd never overcome was...

Things changed for me the day that I ...

A moment I'll never forget is...

A moment I surprised myself is...

Courage starts with showing up and letting ourselves be seen.

– Brene Brown

Choose Your Moment

Above your list of moments, write your leadership stand.

What pivotal moment set you on the path to embodying this leadership stand? Which moment lights you up as a story you'd like to share?

Choose one moment to use for your story. **Trust yourself.**

Great stories happen to those who can tell them.

- Ira Glass, This American Life

Structure

Aristotle tells us that all great stories follow same simple structure:

Beginning: The Once
Upon a Time

Middle: The Challenge

End: The Ever-After



*“Skip to the part where the princess climbs
to the top of the corporate ladder.”*

The Once Upon a Time

What were things like before?

Who were YOU before?

What qualities defined you?

What beliefs motivated you?

Choose details that paint this picture.

Who are the integral people in this story?

Choose descriptors that resonate and add to your story

The Challenge

Introduce the problem clearly and concisely (SSV – *succinct, specific, value added*)

High stakes = high drama = high interest from your audience

Where were you?

Fill out the picture of the moment of challenge

What did you see, hear, feel? Put yourself back in the situation. What were the emotions you experienced?

Use V.A.K. language to describe the moment in the present tense

The Action

What were your actions? How did people respond?

V-A-K (Visual, Auditory, Kinesthetic) the Moment

Write out the moment of action using only sensory, present tense language.

Can't recall in detail? Use your imagination to flesh out the moment so that your audience can experience it.

The Ever After

What happened as a result of your action(s)?

How did this event change you? Who did you become?

Use details that link back to who you were before.

What leadership insight are you taking away?

Reflect on what you gained from this moment. How were you changed by the events in the story? How do you look at the world now? What do you stand for as a leader today? *(This may be your leadership stand)*

3 Keys to Successful Stories

Emotion: what pulls us in, makes us care, and takes us on the ride

Although the mind may be part of your target, the heart is the bull's-eye.

– Randy Olson, “Don’t Be Such a Scientist”

Specificity: what allows us to taste, touch, and feel the experience

We can only connect the dots that we collect... Your connections are the thread that you weave into the cloth that becomes the story that only you can tell.

– Amanda Palmer, *The Art of Asking*

Discernment: every detail should advance your story

Exercise a little discretion; decide what’s necessary and what isn’t. The sign of a good researcher, some might say, is getting all the facts, but the sign of a good writer is selecting only the ones that are going to help the piece.

– Art Spikol, president of Art Spikol Inc.

Storyteller's Permission Slip

As a storyteller, you have permission to frame your story to emphasize meaning. This can include:

Cutting details that detract from meaning

Highlighting details that serve to express meaning

Pumping up the emotion

Having fun! Light up your story with humor, metaphor, or anything that brings you joy

STORYTELLING

Nervous?

*An estimated 75% of the population has fear of public speaking.**

Energy is energy. When we interpret a surge of energy pre-performance as negative... we freeze up. We call this “stage fright.”

Instead, we can practice breathing and moving with the energy. As we remind ourselves that we are being filled with energy needed for excellent performance.

By habitually choosing this, **we develop the muscle of moving through fear to do great things.**

Fear is excitement without the breath.

– Fritz Perls, founder of Gestalt Therapy

Resonant Presence

Resonant presence MOVES us to powerful action.

Strategies for resonant presence:

1. Feel Out the Space
2. Move: Decisively
3. Choose Your Tone
4. Guide Us Vocally
5. Connect, Connect, Connect

*If you can dance and be free and not be embarrassed
you can rule the world.*

-- Amy Poehler

*I've learned that people will forget
what you said, people will forget
what you did,
but people will never forget
how you made them feel.*

– Maya Angelou