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this—a springboard story—are the story's foundation in a sound change idea, its truth, its minimalist style, and its positive tone.

4 Build Trust: Using Narrative to Communicate Who You Are

Communicating who you are and so building trust in you as an authentic person is vital for today's leader. The type of story that can accomplish this typically focuses on a turning point in your life. It has a positive tone and is told with context. Sometimes it is appropriate to tell your story, but sometimes it isn't.

5 Use Narrative to Build Your Brand: The World of Social Media

Just as a story can communicate who you are, a story can communicate who your company is. Stories that the company tells about its brand are becoming less important than stories that customers tell. The products and services that are being offered are often the most effective vehicle to communicate the brand narrative to external stakeholders.

6 Transmit Your Values: Using Narrative to Instill Organizational Values

Values differ: there are robber baron, hardball, instrumental, and ethical values; there are personal and corporate values, and espoused and operational values. Values are established by actions and can be transmitted by narratives like parables that are not necessarily true and are typically told in a minimalist fashion.

7 Get Others Working Together: Using Narrative to Get Things Done Collaboratively

Different patterns of working together include work groups, teams, communities, and networks. Whereas conventional management techniques have difficulty in generating high-performing teams and communities, narrative techniques are well suited to the challenge. 109

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| 8 | Share Knowledge: Using Narrative to Transmit Knowledge and Understanding Knowledge-sharing stories tend to be about problems and have a different pattern from the traditional well-told story. They are told with context, and have something traditional stories lack: an explanation. Establishing the appropriate setting for telling the story is often a central | 181 |
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| | aspect of eliciting knowledge-sharing stories. | |
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leader quite different from a conventional commandand-control manager. The interactive leader is someone who participates, connects, and communicates with people on a plane of equality and is relatively free of ego.

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