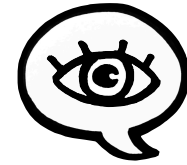


THE FIVE LEADERSHIP STORIES



	TRUST STORY	TEACHING STORY	ACTION STORY	VALUES STORY	VISION STORY
OBJECTIVE	Build trust and connect	Impart new skills	Inspire new behavior	Bring core values to life	Illustrate a shared future
HOW IT WORKS	<p>Direct narratives from your life</p> <p>Your disclosure inspires reciprocity in others</p> <p>Trust stories also dispel myths about your motives as a leader</p>	<p>Direct or indirect narrative</p> <p>Allows people to “try on” new skills</p> <p>Telling stories about people using new skills — can cut teaching time in half</p>	<p>A variation on teaching story (direct, indirect)</p> <p>Grounded in larger strategic objective – higher stakes, bigger obstacles</p> <p>Desired change is bigger</p>	<p>Direct or indirect narrative</p> <p>Story should both define the core value and illustrate what this value looks like in practice</p> <p>Requirement: Clarity around your values</p>	<p>Often indirect narrative</p> <p>Using a story to build a new future in peoples’ imaginations</p> <p>Should be rich with detail to help people see your vision in their mind — make it real for them</p>
EXAMPLE(S)	<p>Thasunda Brown Duckett (TIAA) being the only black girl in soccer then the only woman, person of color in the room</p> <p>Hamdi Ulukaya (Chobani) heavy feelings visiting factory town</p>	<p>Marvin Ellison (Lowe's) on providing feedback to a visiting VP</p> <p>Tony Xu (Door Dash) driving for Dominos, FedEx to learn logistics</p>	<p>Indra Nooyi shifting Pepsi's product portfolio from "fun" to "healthy and fun for you"</p> <p>Sara Blakely (Spanx) asking buyer to follow her to the bathroom</p>	<p>Satya Nadella (Microsoft) telling the story of his father's journal to illustrate a "Learn It All" mindset</p> <p>Mary Barra (GM) sharing the 2014 recall “do what's right even when it hurts”</p>	<p>Eric Yuan noting that today Zoom is not always clearly understood — envisioning a future where Zoom offers a multi-sensory work experience “true hybrid workplace”</p>
WHEN TO USE	<p>New role for you as a leader, new team members</p> <p>Key moments in relationships</p> <p>High-stakes, high-impact</p>	<p>Transmit new skills</p> <p>Illustrate new skills you want to see</p> <p>When people “just don't get it”</p>	<p>New strategic direction</p> <p>Pitching a new business idea</p> <p>Selling a new product or service</p>	<p>Hiring</p> <p>Culture building</p> <p>Critical moments when culture, values are tested or challenged</p>	<p>A new direction, strategy</p> <p>A new product or service</p> <p>A new business or initiative from an existing business</p>

Direct narrative — a true story from your life | **Indirect narrative** — a fictional story or parable