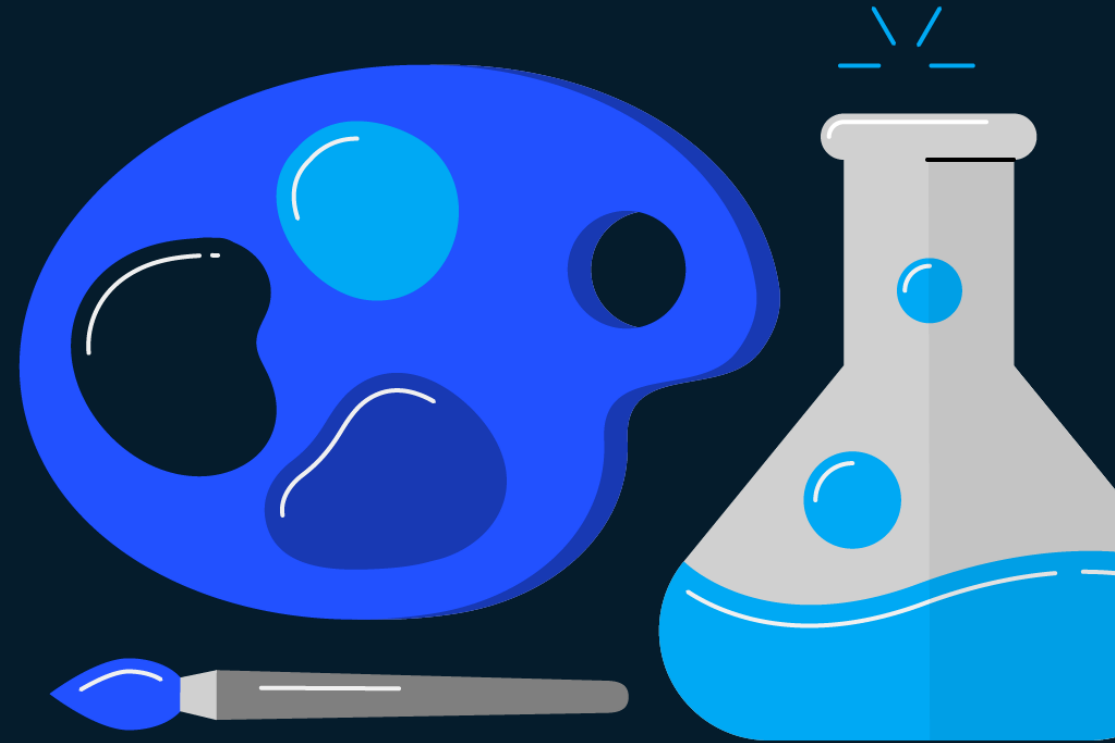


Develop a storyline: Key Takeaways

Communicating for Impact



Key takeaways

Core content



What is storylining?

- A storyline translates a pyramid-style message into the **narrative you will share with your audience**
- There are **many ways to tell a story** with the same set of facts—it all depends on your audience and the purpose



Why is storylining important?

- Turning your logic (i.e., pyramid-style message) into a compelling storyline is a critical way to **tailor your message to your audience**
- A storyline **wins your audience's hearts** whereas a pyramid wins their minds



How do I apply storylining?

Leverage the following tools and/or techniques to master developing a storyline:

- Storyline logic
- Storyboarding
- Channels for communication

Storylines

Framework

- Developing a storyline is in part sharing your findings with your audience, and in part creating a narrative that will move your audience to action
- There are **different approaches to storylining depending on your audience and the purpose of your interaction**
- Below is a simple formula you can use to create that narrative:

Introduction	Give a brief introduction that describes the situation or complication your presentation addresses
Question	Raise a question to be answered
Answer (governing thought)	Share your primary recommendation, which is drawn from your pyramid's governing thought
Key line statements	Support and expand on your recommendation using the arguments and data in your pyramid structure
Supporting data	
Conclusion	End with a conclusion that summarizes all of your key points

Different types of storylines

Tips/techniques

There are **many ways** to tell a story and convey your recommendations

The approach you take **depends on your audience and the context** of the situation

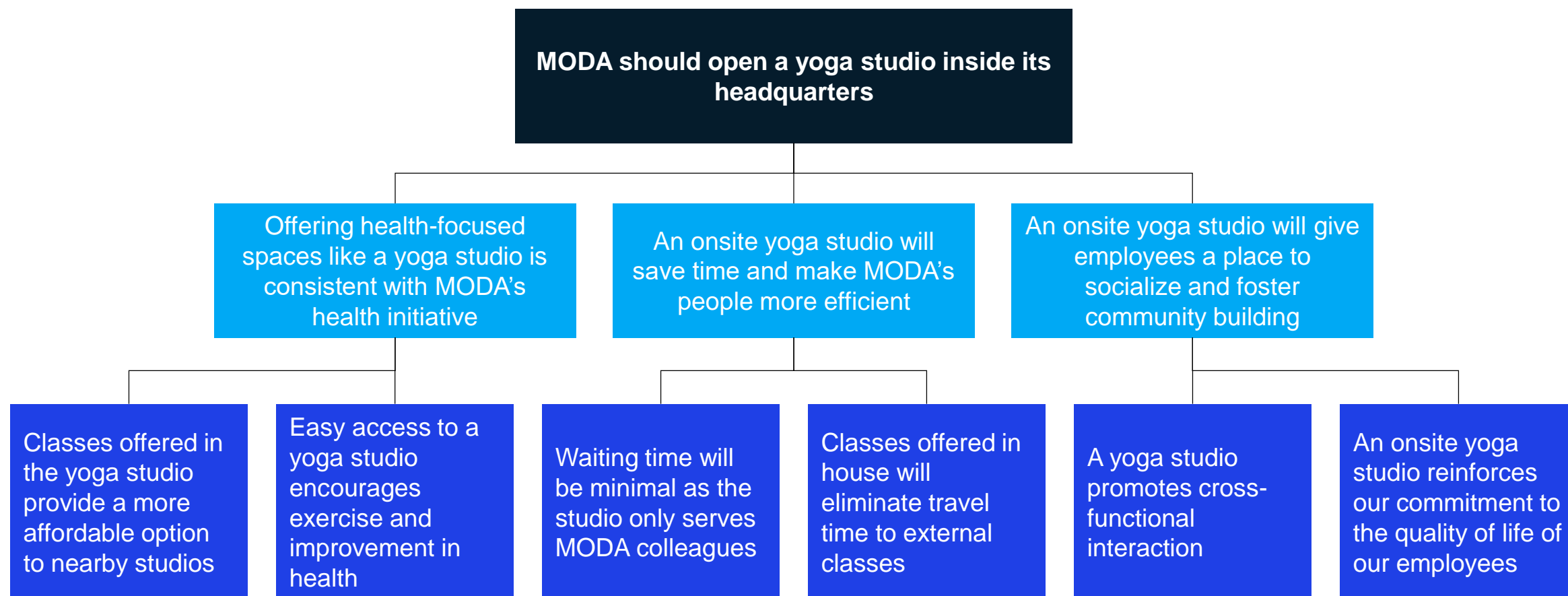
Every storyline will have a **brief introduction, a body, and a conclusion**

Common alternative body types

List	<p>Definition: A list of considerations, factors, tips, etc.</p> <p>Example: There are thirteen red flags in managing change</p> <p>Purpose: Provides a lens through which the audience can assess their situation</p>
Options	<p>Definition: Options and criteria for assessing them</p> <p>Example: These are the criteria for the new plant location ... Our options are ...</p> <p>Purpose: Presents alternatives when no single compelling argument leads to conclusion; encourages decision making</p>
Q&A	<p>Definition: Question and answer dialogue – the questions are the audience’s</p> <p>Example: Why are we doing this? What will change? How will it affect me?</p> <p>Purpose: Addresses the specific issues of an individual or group; creates a comprehensive reference source</p>
Narrative	<p>Definition: Story built around the journalist’s 5Ws and an H (who, what, when, where, why, and how)</p> <p>Example: The salesforce lost focus; then customers left—to our main competitor ...</p> <p>Purpose: Illustrates cause and effect relationships; describes processes</p>

Converting pyramids to storylines (1/2)

Illustrative example



Converting pyramids to storylines (2/2)

Illustrative examples

Start with an introduction that describes the situation or complication your message addresses

Introduction

- In recent years MODA has undertaken an initiative to support the health and well-being of employees. Still research shows that
 - The average number of sick days employees take has increased by 2.4 days/year over the past five years
 - 75% of employees report going to an exercise establishment (e.g., gym, yoga studio, class) 2-3 times per week, citing “convenience” as the primary factor in that choice

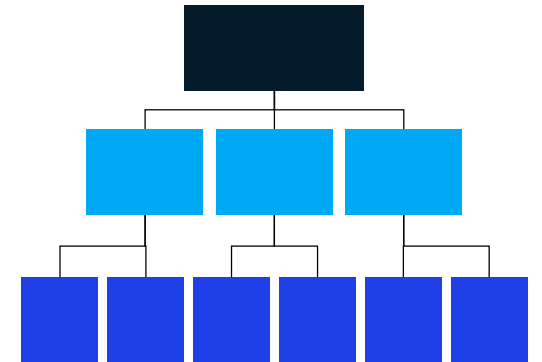
Pose the question your message answers

What can MODA do to positively impact all of these metrics and support the health and well-being of employees?

Use your pyramid structure to answer the question and detail your supporting points

Answer: MODA should open a yoga studio inside its headquarters

- **Offering health-focused spaces like a yoga studio is consistent with MODA’s health initiative**
 - Classes offered in the yoga studio provide a more affordable option to nearby studios
 - Easy access to a yoga studio encourages exercise and improvement in health
- **An onsite yoga studio will save time and make MODA’s people more efficient**
 - Waiting time will be minimal as the studio only serves MODA colleagues
 - Classes offered in house will eliminate travel time to external classes
- **An onsite yoga studio will give employees a place to socialize and foster community building**
 - A yoga studio promotes cross-functional interaction
 - An onsite yoga studio reinforces our commitment to the quality of life of our employees



Summarize your key points in a succinct conclusion

Conclusion

Opening an onsite yoga studio supports employees’ physical and social well-being and fosters cross-functional cooperation, while advancing the organization’s long-term health initiative

Storyboards

Tips/techniques

What types of assets can you use in an effective storyboard?

A storyboard documents the messages you intend to share, the form they will take, and the order in which they will appear

Examples of visual assets that can be included in a storyboard:

- Videos to introduce an issue or illustrate audience or customer experiences
- Charts to depict quantitative findings
- Images to highlight key points
- Text-based assets, (e.g., quotes, paragraphs) that synthesize data



Considerations to keep in mind

- Not every audience wants to see the detailed analyses and evidence. Consider presenting high-level summaries of data and have the detailed information available as a handout in case questions arise
- Most audiences react well to communications that “start with a bang.” Consider starting with a video or a demonstration
- If you have more material than you can cover, consider sending all or some components of your communication as a pre-read so that you can refer back to it during a presentation or discussion
- Don’t bury key findings toward the back of a presentation; always look for ways to showcase them up front
- Remember to allow time for questions and discussion, especially if your event ends with a call to action

Alternative channels for communication

Core content

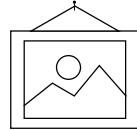
■ Can be adapted to virtual setting



Workshop

A workshop is an interactive meeting with a group of individuals to drive in-depth discussions and/or activities on a specific topic

- Best suited for interactions where your purpose is to brainstorm new ideas, create alignment among a large group, and build understanding of a new process, concept, or idea
- Workshops inspire collaboration and allow groups to come together in an effective channel



Gallery walk

A gallery walk is an interactive experience where a group walks around a room covered in a collage of visuals and text to engage with a specific topic

- Best suited for interactions where the purpose is to share a new concept or idea, give an experience of a journey, allow more time for participants to process information and explore content in different ways
- This approach gives individuals a creative environment, an active role, and positive energy to engage with the content



Offsite tour

An offsite tour is an opportunity to take a group of individuals to another location to view an example or demonstration of a particular topic

- Best suited for interactions where the purpose is to build the group's understanding of a particular process, concept, or topic; demonstrate what a best-in-class example looks like; and allow for time to ask questions



Email

An email is a type of channel used to communicate brief and structured messages

- Best suited for interactions where you intend to tell a specific message or ask a specific question/demand of the group
- It is not ideal for lengthy interactions that require significant input and discussion or for interactions that require intense engagement and collaboration



Video conference

A video conference is used to bring together individuals who are not present in the same space

- Best suited for interactions that do not require complicated group breakouts, physical activities, and/or supporting materials that need to be presented simultaneously
- A video conference is a great substitute for in-person meetings and provides an opportunity to connect with individuals from other geographies



Internal chat platform or collaborative workspace

An internal chat platform or collaborative workspace is used for brief group or one-on-one messages in daily communications

- Best suited for interactions that require collaboration as it is better than email for creating threads or workspaces to keep topics and content organized and easy to find; also used to get a quick decision from an individual
- Chat platforms are a great alternative to in-person meetings when decisions or input can be shared quickly and succinctly