

Using Stories to Strengthen our Intuition

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OUTLINE

- ❖ ***Functions of Stories***
- ❖ ***The Logic of Stories***
- ❖ ***Barriers and Mistakes in Storytelling***
- ❖ ***Tools for Getting the Most Out of Stories***

Recognition-Primed Decision (RPD) Model

- **Little chance for observations**
- **Two mysteries**
- **Making the presentation**

Functions of Stories

- **Supporting intuition**
- **Providing vicarious experience**
- **Making decisions**
- **Sensemaking**
- **Spotting leverage points**
- **Anticipatory thinking**
- **Managing uncertainty**
- **Compiling corporate memory**
- **Making discoveries**
- **Assessing others**
- **Training**
- **Collecting data**
- **Creating job descriptions**
- **Explaining corporate culture**
- **Communicating to management**

The Logic of Stories

- **Stories and mental simulation**
- **Stories need anchors**
- **Stories as reports of natural experiments**
- **Story scripts/prototypes**
 - **Outmoded mental model**
 - **Overcoming problems: failure and struggle**
 - **Restoring balance**
 - **Discovery**
 - **Transformation**

The Logic of Stories

Data/Frame Relationship
A Story is a Frame



Elaborating the Frame



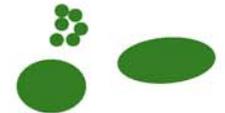
Comparing Frames



Questioning the Frame



Seeking a Frame



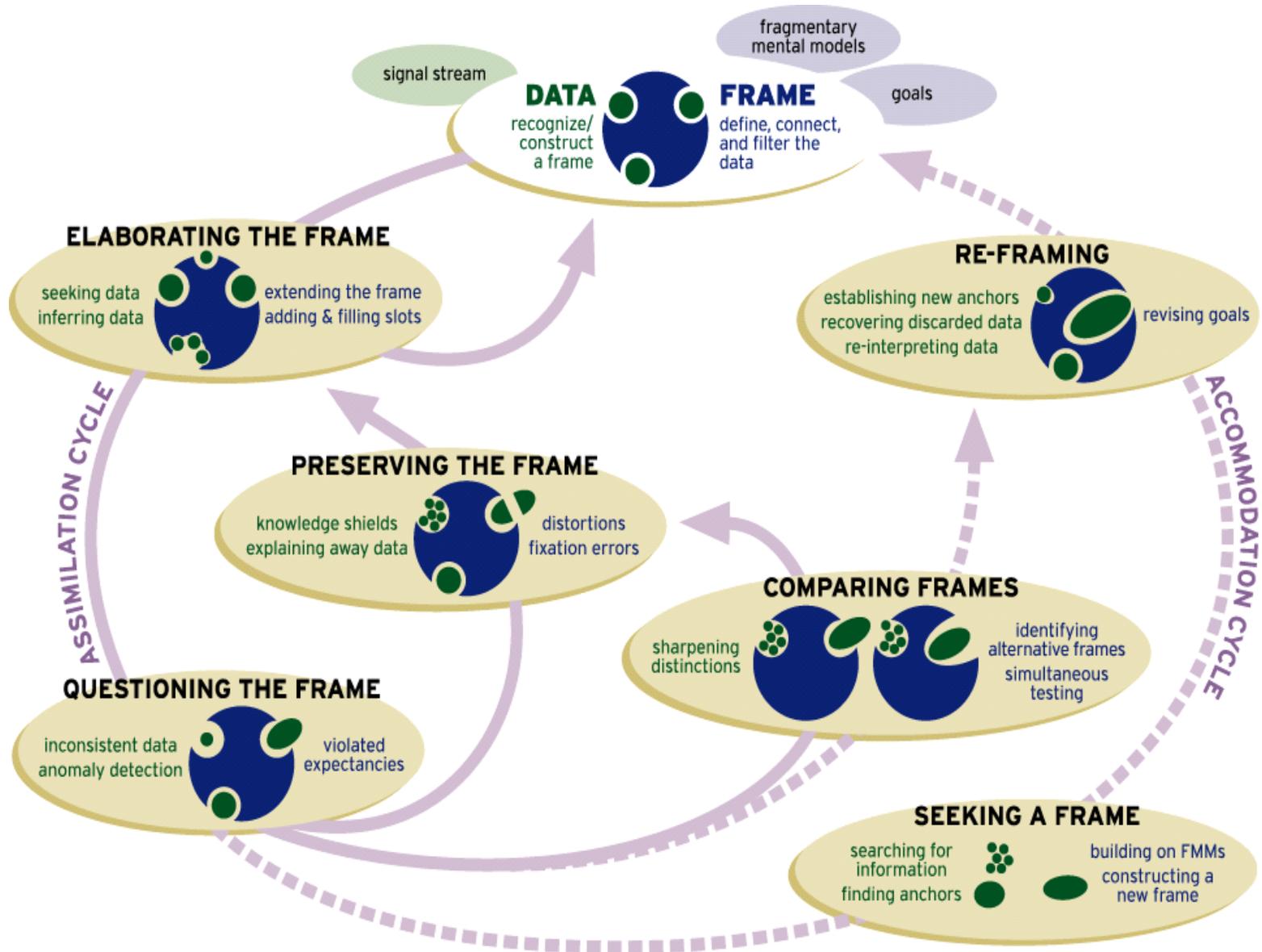
Preserving the Frame



Re-Framing



The Logic of Stories



Barriers and Mistakes in Storytelling

- **Procedures vs. context**
- **Stories of failures**
- **Individual differences**
- **Stories as hypotheses**
- **Indexing and retrieval problems**

Barriers and Mistakes in Storytelling

- Revlon stories
- Too much or too little context
- Stories vs. chronologies
 - The engine of a story is curiosity:
 - What happens next?
 - How does it turn out?
 - How did you know?

Tools for Getting the Most out of Stories

- **Compiling a story into a Decision Making Exercise (DMX)**
- **Compiling annotated stories to capture expertise**
- **Decision scenarios**
- **PreMortem (anticipatory thinking)**
- **Getting inside the heads of experts**
- **Dissemination of stories**

Tools for Getting the Most out of Stories

- **Story Script**

- The name of the story
- Outmoded mental model
- Mission
- Challenge or surprise: *The inciting incident*
- Failures
- Emotional reactions: *Fear and dread*
- The nature of the struggle
 - effort to preserve the mental model, and the frame-breaker
 - how the protagonist digs deeper, works with scarce resources, makes tough decisions, takes risks
- Discovery
- Transformation
 - new mental model
 - deeper understanding of motives and needs and goal conflicts
 - new routines
 - finer discriminations
 - causal relationships bundled with the mental model, routines, and discriminations

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