

Jerome Deroy:

[00:00](#)

Today we're here to talk about storytelling for team building. As I said earlier, this is one of a series that we're doing on storytelling in business, and we focused on team building today because about half of our clients come to us more than half actually come to us to look at team building and look at team effectiveness and collaboration. And so I wanted to hear from you guys because a lot of our clients have this experience just as a kickoff and we can practice using the chatbox. Now, again, what is your experience of storytelling for team building? And it can be, I have absolutely no experience of storytelling for team building, just anything that comes through your mind, I'd be really interested in hearing about that. And you know, we got some of your answers in the pre webinar questions that were also helpful as you think about that. And please fill out, please fill out the chat box. That's how we'll see your answers to that. And I'll give you a little bit more background about who I am and what Narativ is and what we do in the world. So keep those, those responses coming. And, and we'll take a look at those. So what's your experience of storytelling for team building and as they come along..... I'll, share them with everyone else. I want to tell you a little bit, about who I am and about Narativ because I know some of you know me, some of you don't. And, some of you might have been in the previous Webinar that I was talking about. I know for a fact that some of you have taken our workshops in the past. We have 25 years of experience. We've been doing this for a very long time. Like I said earlier, most of our clients actually come to us for team building, training, team effectiveness, team collaboration, team communication, all of those which we consider to be part of team building but instead of going through this list of bullet points, which I'm sort of teasing right now, I'm going to tell you a little bit of a story about who I am and how it led me to Narativ. And, and this is really in order to kind of show you how you can connect storytelling to your message and how you talk about yourself and your team and your company. So as you know, my name is Jerome Deroy and I was not the CEO of Narativ many years ago. I was born in the seventies and I went to business school and after business school I started a job in finance and I was working in the marketing department. And rather quickly about six months into that job I was sent to Hong Kong, to replace somebody and arrived there. I was 25 years old. My first real work experience and about five years into that experience, in, I came back from a Monday morning meeting with our, with our managing director and the whole team of about 10 of us in a big conference room overlooking the Hong Kong Bay at Hong Kong harbor. And we could see China in the distance. And I came back from one of those meetings. I sat at my desk which was on a big open desk floor with lots of

telephones ringing around me and I typed into my search engine three things. I typed in business. Then I typed film and then I typed in New York and about six months later I walked into my boss's office and I told him, Lawrence, I quit. And he said, well, wow, that's a, that comes as a surprise because we were going to send you back to the headquarters of the bank in France, since you're French and you grew up there, you know, it's kind of a good connection. You also speak good English. And he starts to gretel off on my credentials basically. And, and, and I tell him I'm going to stop you right there and my mind is made up. I'm, I'm leaving, I'm going to go to New York. And he said, well, good luck with that. Are you going to work in finance? And I said, no, I'm not. Oh boy, what are you going to do then? Well, I'm going to try my luck and film. Okay then. And he shook my hand and he gave me a Montblanc pen and I left. And then I'm in New York and now I'm in a, a two bedroom apartments that I'm sharing with someone from Texas. I came from a three bedroom apartment in Hong Kong hills where I was living on my own and now I'm looking at a screen. I'm looking at my laptop, which is open to job in a job search. And I move my mouse from jobs to internships. And that evening I tell my girlfriend at the time, I tell her, you know, I don't know if I did the right thing here. I'm really not sure about this. I'm not finding any jobs. People are telling me that my background is not relevant even though I want to work in the business of film and I feel like my credentials are good and I could really offer a lot to these filmmakers. I feel like I've got a good sense of it. I took this course at Nyu and my girlfriend looks at me and she says, so what are you going to do? I said, well, I moved from jobs to internships. People are saying that you've got to pay your dues and you've got to get some experience first, and she says, well, that sounds great. I said, yeah, but I mean I'm now, I'm almost 30 years old and I've been at this for a long time and my savings are dwindling. What should I do? And enjoy just keep going. She said, well, yeah, that's the whole reason you can do New York. You've got to keep going. Just bite the bullet and keep going. So I did and I met Murray Nossel and also the founder of Narativ because he was working on a documentary film maker and he was looking for an intern to help him with the production and distribution of his institutional films that he was starting to make for companies and organizations and I met Murray and then he told me about Narativ and as they say the rest is history because that was in 2005 and two years later we landed our first corporate client and started developing training programs that used storytelling methodology that Murray had created in the early two thousands actually in the mid 1990s. And then he created this company called Narativ in the early 2000s. And when I came on board we really looked to see how this method

could be applied to corporate and organizational challenges such as team building, which is what we're talking about now. So all of that experience has been sort of bottled up into a methodology that's worked for a lot of different people and a lot of different settings and different backgrounds. We've worked with companies as diverse as Cigna to Prudential, to Facebook, Twitter, so the tech world, the financial world and legal world, and it's really worked across the board no matter what people's backgrounds are. We've also done this at this point in more than 25 languages, so people who don't even speak English go through this training and what it does is that it sort of captures and shares this critical knowledge that we all hold and the problem with knowledge that it doesn't always get shared. And so how do you do that? And we found that storytelling is a great way to do that. We've also improved listening skills through our methodology because you'll learn in this webinar that storytelling begins with listening, begins with you, the individual, and then it moves on to listening and then you can tell stories as a way of creating a common language and that's where it hits the collective and the team effectiveness part of it. So of course it does increase cross team collaboration. That's one of the things we're going to talk about this today. And like I said earlier, more than half of our clients come to us for team building. You know, a lot of our clients come to us for straight up messaging and how do I present myself? How do I present my message? But it always links back to team effectiveness somehow because without collaboration, without communicating between team members, what do you have really, you're talking to yourself and maybe if you're a one man show or one woman show and you're just starting something, maybe that's good for awhile to kind of hone your message. And we certainly work with people on their pitch and things like that. But very quickly after that, once you've honed that pitch, once you've honed that story, you're going to have people that are going to start to follow you. You're going to have people that are going to start to listen to you and to work with you. And so what is, what are the stories that you can tell that bring people together? And more importantly, what are the stories that they are telling that are critical to your growth and to the growth of your organization? So that's really how we look at team building. Now before I actually go into this, I want to read a few of these. I don't know if people are reading them as they go along but, I just want to read a few of these to the answers to the question, what's your experience of storytelling and for team building, **(Saying answers out loud from chatbox)** I've had a role in playing in roleplaying situation situations for team building but never storytelling. So, okay. So role playing, that's something we find a lot in team building and it's great. We

actually have of connecting people to one another. Some experience to help with knowing one another better. Yep, in order to build icebreakers in order to build connection and solidarity. Absolutely. We're going to talk about connection. We're going to talk about helping one another. So you're right on the money there. Someone is saying I'm a visiting nurse and would visit my patients and listen to their stories of illness of course, so listening to their stories and we take it even one step further because sometimes what you have to do is through really listen stories in order to persuade someone else or another organization to sort of follow you and sort of see how did you do this for somebody else? Right? And so sometimes all you have to do as a team leader, leader or team manager or a member of your team is to listen to somebody else without any particular agenda.

JD Continued:

[09:52](#)

Just listen to their story because that's what they need in that moment. They just need you to listen. That's a great example. We learned about each other through some personal storytelling. It helps us build comrade, absolutely little familiar with Narativ Medicine, that can be used to address, address provider burnout. Great. So someone who's talking about Narativ medicine, which is one of the fields that we are associated with at Narativ here, and art and Narativ Medicine is a really interesting program from Columbia University. For those of you who don't know it, you should go and check it out, the Narativ Medicine program, but essentially it is a really about building dialogue between doctors and patients; and so this idea of, addressing provider burnout. Burnout is a huge topic and not just in the medical field, I can assure you that we, we see this in a lot of different teams that we work with at a corporate level. How do you actually address that rather than leaving it unaddressed, which can lead to further disruptions and kind of ripple effects that become negative. Someone says to Nancy, there's already a connection happening. I love this. Someone says to that they see they should chat. Nancy and Gail, I love it. I'm, so, this is great. So you're already making connections here and, and we're, there's team building happening on this Webinar. I love it. Okay. So a little bit of a definition. Thank you for those answers. And we'll do another one of these (chatboxes) inevitable while, regarding another topic. So the dictionary actually says that team building is the action or process of causing a group of people to work together effectively as a team, especially by means of activities and events designed to increase motivation and promote cooperation.

JD:

[11:40](#)

So, you know, of course I'm not going to disagree with that definition. I think it's a great definition of team building. It's the one from, from dictionary, the things that I want to focus on our motivation and cooperation, right? Because what we see it as and what we hear from, from our clients is that yes, activities and events that bring people together are absolutely valid and they are a wonderful way to make connections with one another and to know each other better. But how do you keep that experience going over time? Right? So, in our experience, these experiences can often be fleeting if they're not followed up with longterm practices to implement. And so that's where we come in is really with those practices because we have a method of listening and storytelling that we can put in place to actually create better team effectiveness.

JD:

[12:31](#)

So that's sort of taking it a little bit, one step further from teambuilding and we talk about collaboration, right? And where does collaboration come from? Good collaboration comes from communication. That is not necessarily perfect. We're not. Our goal is not perfection here. Our goal is always connection, right? So we're looking at communication as a way of connecting people and we feel like the. The best way to connect people is through storytelling. But what happens when there's a disconnect is that it disrupts our way of collaborating with one another and there are two disconnects that can happen. The first one is between team members, right? And what happens is that perhaps you've had this experience, I'm not sure I know a lot of you are in small businesses, some in much bigger organizations, but wherever you are the moment you have more than one person, more than two or three people, you start to see people naturally gravitating towards each other because of background, because of language. Perhaps if you're in a global organization also because of what they do. Right? And these roles get kind of set in stone and that's what you do and you don't do anything else and you start to gravitate towards other people. And what does that do concretely? It creates this word that we know silos, it creates silos, right? And it also can create a sense of isolation between team members so that the marketing team doesn't really know what the accounting team is up to. Are they really useful? Are they really helpful? Have you ever had that experience where you're wondering about a colleague instead of thinking, well, what you please actually they do and, and I feel like I'm working a lot harder than them. And so these resentments kind of start to bubble up to the surface and you start to wonder if any questions come up that can actually disrupt. And that's where the disconnect happens between team members, that sense of isolation. Now that sense of isolation can also happen move

between leaders and their teams, right? So a leader has founded a team, has founded an organization, can feel a kind of a loneliness because they started it. They have the story. So to speak, and now they've grown and how do they then share their knowledge with their team in a way that kind of levels the playing field and sort of aligns everybody towards the same goals so that disconnect can happen in leadership as well between leaders and their team, so we feel like stories is the best way to address any kind of disconnect because stories naturally connect us and you can see this picture here of brain. There was a function of the brain that specifically responds to storytelling and we know this because of neuroscience and neuroscience shows us that story is a function of the brain by having done tests that sort of show what happens to the brain when you're listening to a story and what happens to the brain when you tell them the story and the same areas of the brain light up, right? And there's that thing that in layman terms wants you to know once it makes, you want to know what happens next. When you're in story mode, you just want to know what happens next. Right? So what happened next? What happened to this person and what happened to that person and what's going to happen to you? How is it going to end? Right? So we know our brain knows naturally when the story is being told and it absolutely wants to fill in the blanks. It wants to know what happens next. So we're hardwired for stories is what we say at Narativ and because of that basic principle that we hold to be true, you can rest assured that storytelling will work when you use it because your audience will not be able to help themselves no matter how cynical they are, that he will want to know what happens next.

JD:

[15:58](#)

Right? So stories connect us. So I want to ask a very quick question here. We've gone through sort of, you know, why we feel, what types of disconnects there are or can be in, in team collaboration. And I'm really curious as to what kinds of disconnects you might've found, in your own experience. And we also call them a team related challenges here on this slide, but it's really going back to that idea of a disconnect, right? Have you ever experienced that kind of disconnect and what actually was the challenge that occurred that you feel created a disconnect? We'll talk a little bit about that, and those challenges that you found out. And just, I want to just address one thing also nancy and gail, we can absolutely put you in touch with one another because we have emails, that you registered with. If for some reason your email is not a there, just send me an email. It's Jerome J, e r o m e at N A R A T I V and dot com. So whoever you want to be connected with, just let me know and we'll, we'll make that happen. Love to see that

happening. So think about those team related challenges that you've had and please share that in the chat box, as well. So I'm just going to read one right now since we've got one that just came in. I felt disconnected from my team when we're not on the same page. Right. So I could imagine that you as an individual, you may have a certain idea of where you're going and then your team has another idea and you know, a team is made of people. So I imagined that each individual has their own kinds of backgrounds, right.

JD

[17:39](#)

And they have their own way of addressing something. So what happens when there's a disconnect there? That's a really good one. How do you bring them back to the same page? Long simmering resentments allowed to fester and hamper working together. Yep, that's something that happens a lot. I'm going to talk about momentarily at sort of looks at those things. It's not necessarily resentment, but it's differences between people, where they come from, what their background is, how they approach this particular problem or challenge and what, how they come up with these solutions, right? Agreements, own goals. How do you negotiate those lack of direction game plan by the team leader. So as you, as you answer these, this is really great because I feel like it's, you're sort of creating a library of things to address, right?

Speaker 1:

[18:28](#)

So it's really important first to actually know why do you want to use storytelling? You're like, what is the problem that you want to address as opposed to just saying, hey, storytelling is a great way to communicate. That's not enough as far as we're concerned and that's not really what we're interested in. We're not interested in creating amazing storytellers that can tell the great tale. No, we want it to actually solve a problem, right? So think about that problem that you're wanting to solve and then see how storytelling can improve it. So here's some ways that storytelling improves communication. The first two I lumped together empathy and emotional connection, right? So remember, if you go back to my own story that I told you in kind of a cursory way, right? I gave you a few details of my experience and how I got to Narativ Now there's a lot more I could say, right? But I want it to keep it down to a couple of minutes and I also wanted it to lead to what Narativ is today and how it sort of evolved, right? And what it does specifically and how it relates to team building. So that's what I had in my mind. But what I really wanted to do was to create a connection with you guys and perhaps something happened for you when you heard that story. When you listen to it, maybe a little bit of empathy happened. Who knows what exactly happened to you? I'm not going to pretend to know, but in general, what does

happen pretty consistently across the board, no matter where you're from, empathy does happen, right? Because it's very difficult not to empathize with someone's circumstances, especially these kind of big themes that I talked about in my own story. Moving from one place to another, quitting a job, starting another one, trying to find your way into the world, and especially that sort of turning points where you're not sure that what you set out to do is actually going to work. That's very compelling and a story and that's what makes us empathize most because it's a little bit vulnerable and the storyteller is willing to do that. You're willing to show some vulnerability that's really important in building a team because if you're not willing to show a little bit of that vulnerability, a little bit of those moments where you weren't quite sure how things were going to turn out, but then you found a way to get to that solution that you wanted. It's the finding the way to that solution and those little bumpy moments that we're actually most interested in. Why? Because they connect us to one another. We've all had those moments in our lives. It makes you human, which is the next point, right? Humanizing each person. It's so important in a team. You know, someone said, you know, we're not aligned on our goals where there's some resentments. When I go into the team, I say something and I feel like people are kind of separate and they're not telling me exactly what they were they're coming from or perhaps you know, they have a totally different way of looking at it. We'll see how knowing about that person's personal story and they actually changed that and how you may be able to actually direct them in such a way that they become human to you. They're not just a label, they're not just a title and that's really important because that's going to help you work through those conflicts, right? So, you're giving people a certain set of principles and that's what we do to improve communication through storytelling. We don't just tell people to tell me a story. We actually tell them to tell us a story in a certain way and the way that we asked them to tell us the story is by telling us what happened to them and to steer clear from opinions, interpretations what they felt about, what happened, what they thought about, what happened, why they were upset about what happened, why they were unhappy at someone else about what happened. No, none of that. Just tell me what happened. And if you give people the opportunity to say what happened to them and then give the next person the opportunity to say what happened to them, then you will find commonalities, right? Because you're not so much in opinion land anymore. I could have told you I wasn't passionate about my job. It really didn't interest me at all; I wanted to do something else. I wasn't quite sure what it was going to be. I was creative. I wanted to do

something artistic. That's not a story. That's just a bunch of things that are happening in my head and that no one else would be able to kind of see. Some of you might relate to it because maybe you're in similar circumstance. Like most of you, a lot of you will just say, oh, okay, that's your life. That's your opinion. That's your interpretation of things but actually what I tell you what happened, I tell you that I walked from my desk to my boss's office and I told him I quit very different, right? You can see the difference. You can feel the difference. So just tell what happened. Very important part of our methodology and what that does then is that you start to uncover hidden narratives to kinds of hidden narratives, one that could be disruptive to the team, and so that helps you to actually see what's going on in the team what is the cause of those resentments?

JD:

[23:10](#)

Somebody talked about resentment. Those hidden narratives can help you actually see how they're disruptive to the team. And then the positive thing that it does too is that you uncover the voices that were previously unheard and thanks to that innovation comes along, right? So that's really, a really important part of storytelling is just being able to uncover things, right? So you can see how our approach of storytelling goes way beyond presentation or way beyond just messaging, you know, and telling us spinning a good tale. It's really about uncovering things and it's about uncovering them for a specific purpose. And the purpose here is to collaborate better, to humanize people, to trust one another in a more genuine way, and to be able to work within a note with one another that actually in such a way that connects, that connects to one another good sparks innovation.

JD :

[24:02](#)

Right? So where do we start? When we talk about team building. Well, we start with listening. Now listening is a really important components. The first component of storytelling actually you can't have any story without listening. And we use the analogy of this cup that you have on your, on your screen here, where the listening is like a bowl. And this telling is like the liquid that gets poured into that bowl. So just like the bowl at the liquid takes the shape of the bowl that it's poured into, the telling takes the shape of listening that got created, right? So that's why we really need to pay attention to listening and that everything begins with listening. You've got to make sure that you have an optimal listening environment that's, that's as clear as possible for people to tell stories and feel comfortable telling stories. And further, we say that there's a reciprocal relationship between listening and telling. So you see that loop that's going around in that image here, if there are obstacles, if

there are things that are getting in the way of collaboration and the team, that loop is just not going to happen, right? So the listening is going to shape the telling and kind of a negative way and the telling is going to shape the listening in a negative way as well. But if you manage to actually clear that loop of obstacles, something new is going to come up, something innovative is going to come up and voices that you haven't heard before are going to come up. And that's all going to contribute to team effectiveness. So I'm going to go really quickly because look at me, I've talked to a lot. I'm going to go really quickly through our case study. So just to give you a little bit of a sense of how we work with people and how, you know, in a concrete way, these things get played out.

JD:

[25:45](#)

So the first thing we do whenever we work with anyone is we asked the question why story, why now? So why are you telling your story? And it's kind of like you now have a list of challenges, right, that you all came up with. I encourage you to actually look at that list of challenges and we'll, again, we're going to share this with you and we can share this list with you guys so that you have it and you can kind of use that as inspiration and say, well, why do I want to tell a story? Why do I want to use storytelling for my team? What am I trying to address here? And is this storytelling actually appropriate, right? I've kind of made a case for it, but there are sometimes maybe where storytelling is not the best way to communicate. And maybe that's not the way you want to. You want to communicate here, right? And then you have to ask yourself why now? Right? So why am I using a story and why in this particular moment? So for this client it was to improve collaboration and better serve their business as a whole. There were legal team and this legal team was seen as very transactional, and so as a result, they were not really reaching the hearts of the businesses that they were working with, even though they were all working together. This is one big global brand that works all over the world and there are many businesses that the legal team serves and the businesses were kind of complaining about them as seeing them as well. All they do is tell us what not to do and so we don't feel like we're on the same team. So the leader of that legal team was really interested in, in looking at that and addressing that barrier so that they could actually be more connected to the teams. And her belief to her credit was that the way to connect with anyone is through the heart. And so how do you connect with someone through the heart? Well, storytelling, right? So that was why story and that was why for that particular team and why at that particular moment, because they needed to improve collaboration and that needed to be seen by the businesses as

partners and they need to prove to the businesses that they can be real partners and not just transactionals telling them what not to do; so some of the challenges there, first of all, they were from all over the world. What's in red is where this team was from about 60 people from all these different countries. And so what was happening is that there were different communication styles. They were cultural gaps. Those silos that we're talking about, I was talking about earlier were happening there, right? And so they weren't really connecting with one another even as team members. So they had this sort of a double communication challenge which was connecting with each other as team members and then connecting with the larger teams that they actually served. So breaking through those silos. How did you do that? So how do we bridge those gaps to better collaboration? Well, we brought them all together. That was the first thing. We brought them all together in a beautiful space that was not their office, so it wasn't business as usual and that's really important that I say this because storytelling is not business as usual and you do need to think about the space in which you tell stories and the time that you use to tell stories. Time and space are very, very important to our methodology. And so we looked at, you know, so what is it exactly that we're addressing here? We're addressing perception, right? We don't want you to be seen as transaction and we want you to be seen as a partner, not an adversary. And we also wanted to move this group from being a very cerebral group, very intellectual to a heartfelt group, so one that knew how to reach the heart as well as the mind. And that's when we really put in place this idea and this and follow this principle that listening begins with you and that it begins with the heart, right? So what did we do? We brought all these people together and we started by identifying what were the obstacles to listening in this team and how could we release them. And one of the big three, I'll put them up right now. Fear of looking bad in front of others, fear of public speaking, preconceptions and stereotypes. I'll give you just a very quick example and this is going to be kind of a hero of our story. There's always needs to be a hero, right? And this or heroine in the story and in this case, after the first day, the first half day of the training where we presented our methodology and what were we going to do? And we gave him a small exercise and listening and we sort of looked at these obstacles to listening. These obstacles came up and for someone that fear of public speaking and looking bad and the preconceptions and stereotypes was really blocking him. He was from Japan and we had been told that the Japanese team, you know, from the leader of this team that public speaking culturally was not something that they really did and that they weren't really connecting with this sort of, I'm

doing air quotes here, American way of speaking where we're constantly putting ourselves in front of others and we're happy to do it again. Big stereotype, right? So that's the stereotype that he's got at play. Even his leader has that stereotype about Japanese people. So you can imagine that with that stereotype in mind, how do you actually cross that barrier? No wonder he felt stifled. Right? And so he comes up to me and he says, I'm absolutely terrified about what we're going to do next because I cannot speak in public. It's not what we do and I'm afraid of looking bad. And I said, listen, you know, we're going to do a few exercises. Someone talked about icebreakers, a series of icebreakers. So much so that actually, you know, it's kind of a warm feeling by the end of it. There was no more ice at all. And, and, and really it's about making people feel comfortable in their environment and able to tell a story. And so we did those exercises with them and by the end of that day, here's the story that can sit told and I'm going to tell it to you now, this is why you're hearing a rustling of papers because the rustling of papers, because I want to make it, I want to do it justice. And here's what Ken said with this entire group. So bear that in mind, right? There's 55 people in front of him. We did a series of small breakout groups first where we workshopped these different stories and we found which story to tell and we wanted people to connect on a human level and heart level, right? Remember that, that was the purpose of this. That was our why story. Why now? So here's the story that Ken came up with. And at the end he volunteered to tell this story in front of everybody else to our great surprise. And he said, I met my wife through her colleague and proposed to her on our first date. She told me I was forward and presumptuous. You don't even know my last name. She said we married a year later and stayed married for a year. We are good about my smoking, her cleanliness obsession, my bachelor lifestyle and her home body nature. We were both heartbroken, but we didn't see how we could stay together. We divorced three years later. I asked her on a date again. I proposed a second time and she said, yes, we are very much in love now. I wear two rings to signify the two marriages, "there here, they're heavy." That I appreciate the weight. Right, and here's a hand with two rings on it. So you might be asking yourself, so what's this got to do with team building? Like how does that actually connect with everything else? Well, it connects because of that idea of empathy that we talked about. It connects because of the idea of connection. Right? So the result of telling that story on everybody else in the team, you should have seen it. Everybody congregated. First of all, there was a standing ovation for a story and then everybody congregated around. Ken and a lot of people came up to me and actually said, you know, I'm in Hong Kong, I mean the team

in Hong Kong, he's in the team in Japan and we often have to do presentations together and he kind of sits in the corner and I've written him off. I just know that I'm going to have to do this on my own. Now I know that he's part of my team too and he can actually contribute in such a way that is heartfelt and that if that, if I need something, if I need to work with him, I know I can trust him on beds, and, and of course, Ken, what he told us as a result of this is that he felt much more comfortable with this particular team. Now, it doesn't mean that he became a public speaker, that he suddenly became an extrovert. Right? It's not about that. It's about celebrating the fact that, that he starts, that he is an introvert, that he has this personality and that he was able to communicate to the rest of his team who he was through this very heartfelt story. Right, and so it's just giving you a sense that you can tell the personal story and then connected to that business need and those business purposes. So how do we implement these key principles here? Right? So what we look at that and what we sort of extrapolate from this and what they've done this luxury brand did is they looked at the individual and how the individual impacts the collective. So it's really important to look at your team and say, it starts with me, right? And as I say, it starts with me. I'm also creating a wide listening that to support the storytelling process.

JD:

[34:20](#)

So I am in charge of listening. I'm in control of that. I can shape listening, right? So when you are aware of that very fact that you are responsible for listening to others and for shaping how they're going to speak to you, then if everyone's on the same page with that, and this is why we work with groups because everybody needs to be aligned on these principles. That it starts with you, that it's going to impact the collective and that you need to be responsible for your listening. Then the storytelling process can begin and then it really, really important is to not do what that a particular leader, I love her. She's great. She is a visionary and she was able to tell us that she needed to reach the hearts, but she did have a predetermined way of looking at certain members of her team. Right? She told us how the Japanese just write them off. They're probably not going to participate. It's not part of their culture. Well, actually, by doing that, you're sort of stifling those voices, right? So let the stories speak for themselves. Their only responsibility here is to look at the individuals. Start with yourself. What's getting in your way of your ability to listen to your team members? How can you encourage them to listen to one another and create an environment in which it's possible to listen to one another. A couple of hints here. Time and space, very, very important. We really thought about that a lot with this client. Where are we going to do this? How are we going to bring people together?

How much time will we have together that creates a structure and it creates a kind of a safety net for everyone to know that we're all doing the same thing. So when we do an exercise and people tell stories, we limit that the time that people have to speak so that not just one person speaks or tells their story, but everyone gets a chance to do that and we're all on the same that we're all aligned on that. And then the really important thing to do that you can do once you hear stories, the reason you don't predetermine anything is because you can then connect these stories to each person's role. Right? So Ken's role, he's part of the legal team. He's now clarified that role to everyone else. Right now we know that he can also contribute to two particular areas. What he did after that is he presented a topic, that was particularly challenging in Japan at the moment and how that connected to a topic for the French team, right? So then they were able to see, oh, okay, I see how Kenny can now contribute to this and how we're on the same page as a team because we're talking about our stories are actually showing us, they're actually clarifying what we do in relation to one another and how they can impact us.

JD Questions and Answers:

[36:53](#) Right? So as my parting message before we move onto a q and a here, for those of you who have time to stay for that, I would love it if you guys started to think about these principles, right? And it takes some time to actually think about what you've heard here. And of course I'm sure you've got questions and so, we'll get busy answering those momentarily. But it's really important to invest that time and to be patient with yourself, but at the same time, don't wait to begin. So even if you're a team of just three or four people or less, and you're building a team right now and you're thinking about that, perhaps it's a great time to do coaching, right? And just sort of think about what your own story is. What's the story of your team? What is the story that you want your team to be aligned on? Create that for yourself, even if you're a one man or one woman show at this point, then go from there, right? If you're a team that already exists, bring people together and start to look at there to listen to their stories and see what are the commonalities between people. Right? And of course what we've seen is that clients who follow this process, yes, they reported improvements in collaboration and team effectiveness, but you're going to see a ripple effect in the overall culture because when people start to work better with one another, it starts to affect the way they speak about their organization and their team. And you're going to see that that affects your actually external messaging too, right? And so that way the outside world perceives you is going to change and be more positive as a result of looking at how you're doing things

internally and coming up with those stories that really represent who you are. So you're going to see people that are more motivated. They're going to talk about your company in a way that makes a lot more sense, that's more clarified for themselves. They're going to talk about their role in a way that's much more clear. So these are all the kind of benefits that you get from doing this kind of work. And I just want to say a couple of words on, on how we train people. We do this in two ways. We, we train people in groups and we also do one on one coaching, which I've alluded to and we have five modules that, that addressed team related communication and collaborative collaboration challenges. They go from, from listening modules to then storytelling modules and applications, right? So the application plan is really important. You'll get that foundation in skills, but it's how you apply those skills that really makes a difference in sort of the overall culture of communication of your team. And then, you know, in ways of delivering this, you can talk to me more about this, but we deliver on sites. We deliver online, we do this live on demand. Lots of different ways to do this, especially since we started using what we call our Narativ storytelling practice platform. So these are the things that we look at and how we train people. This is where you can get in contact with us at my email, Jerome@narativ.com and you can get in contact with us through Narativ on Twitter. You can also go and visit our page at Narativ, on Facebook and like us on Facebook, please, for those of you who've come to Facebook to look at this Webinar, thank you so much and click that little like button, if you like us, I don't think there's a dislike button, so that's good. Now without further ado, I'm going to take a few questions for the next 10 minutes or so and for those of you who can stay for this, I'll actually stop sharing my screen at this point so you can see me and I'll start my video and here we go. Okay. So I've got the chat going on. So use, please use the, the chat button to chat with me at this point if I can just find it. So, if you have any questions that you have, please use the chat button to do that and just type your message in there. So as you do that, I just want to read out some of these challenges, right? Because they're really kind of interesting here. Someone says, Heather says, we've got three departments and each department seems so separate and it seems like admin never does top down the right way. Everyone always here in here's info, like the telephone game, right? Okay. The telephone game. So yeah, you hear something, then you pass it onto somebody else, then it Kinda gets muddied and nobody knows what's actually going on, right? So yes. And that's how silos get created. You, you end up talking only to the people that you feel understand you. And so as a result, you're not really making that effort to understand others. And again, here,

what I want to say to that challenge is that remember that it begins with you. So whatever the challenge is, if it's Admin, it begins with you take that sense of responsibility, perhaps have a chat with that admin person, right? Ask them what their story is, you know, and, and, and again, it's about finding the time and space to do that and finding alignment that this is how we're going to talk to one another. So I see there was a question here. They say that first impressions are critical. How do you transform a team whose members did not have the best first impressions like team Rehab, right? So that's great. First Impressions are critical. How do you transform a team whose members did not have the best first impressions? So first of all, what I would like to know is what actually happened in terms of how those first impressions were created. Because remember that we start with listening. And I'll, I'll just tell you that there are five kinds of categories of obstacles to listening that we look at. First one is, is external, right? So what happens in the external environment? So I'm looking at this space right now. I'm in a space that we've, kind of rented out of a common workspace and there's, you know, it's a little bit hot in here, so I'm feeling that obstacle right now, what you're talking about first impressions, it could be something that's a little more internal, right? Which is the second obstacle that we look at, and so what is going on internally? What are, what's the thought process? What are those preconceptions and stereotypes or those assumptions that might be a play based on what someone looks like or what maybe someone said to someone else. Right? So for me it's about getting people into one room and actually being able to ask them what are the current obstacles that are in your listening that affect your ability to listen to someone else. And as opposed to saying, well, what's your problem? And tell me the story of your problem. Right? But it's more about taking it, taking it from the vantage point of listening. We're all here to listen to one another and we're just trying to create an environment in which we can listen to one another. So if you create a structure in which you actually give time to people to speak and you tell them you've got two minutes to tell me what are the obstacles to your listening right now and then move onto the next person, move on to the next ever seen, don't interrupt each other, have a time keeper in the room, and then you'll see what is actually going on with people, right? So if you see what's actually going, if you hear what's actually going on with people, then you might be surprised by what? By the reality, right? So those first impressions that had happened, well maybe they were just first impressions and maybe things have evolved, right? And maybe you'll get a sense of where they originated, but it's about giving people a voice and making sure that everybody gets heard.

Because that's a lot of times where the resentments come from is that people don't feel heard. They feel like no one's listening to them. They feel like they haven't been listened to. Whether it's a personal thing or a professional thing, doesn't really matter. We're not here to create a therapy session. What we're here to do is actually creates better listening among us so that we can work better with one another, so really look at that, really start with listening and really ask people what is getting in the way of your listening and start with yourself. There's no better way to start then with yourself so that you can model it for others, right model for others. What is in your listening of others and what's getting in the way if you're listening, right? Another, another question here. Do you include the CEO at first when you know most issues stem from them? Very good point here and what I want to say about that is that you do want to notice if you do notice that something is stemming from one particular individual, probably best to start with the individual and give them a sense of this methodology, right? So they were talking about, so what is getting in the way of that CEO's ability to listen to everyone else, right and in, in, in there, and what is getting in the way of their ability to tell what their story is of a particular event that happened. Right. So I think it's about giving principles and guidelines to someone and making them feel like they're included as opposed to execute it. You're the problem here. So I'm actually going to work with this group over here first and we're not going to include you in there. No. Start with them. Start with them if that's what you've identified. Right? And then bring the group together, right? Maybe you, you know, we've actually done this in a, in an environment where we worked with an entire leadership team of 10 people, a fairly big organization here in the US and you know, we first worked with their leadership team and we had some sessions which we call ethnographic sessions so that we can find out what's the background here and what's the culture that's going on here. And we had some sessions, individual sessions with the CEO, with the COO the CFO, the CMO and all these sort of c suite level executives before we actually determined how we could bring them all together. Right. So I think it's important to have those kind of individual sessions first and then go to the collective. Right. Any other questions here? I think we should probably wrap up soon. So I'm going to leave it at that. There is a recording that's going to be sent to you. You'll also get a PDF document for the, for because you registered, which outlines how we train people, how our methodology works and how it can work for you at. We're very interested in learning how we might, how you will benefit from working with us. So please let us know what your challenges are. I've seen a few now but, but

please contact me directly, through Facebook, on Twitter, et
cetera.