

SQUIRREL INC.



A FABLE OF LEADERSHIP
THROUGH STORYTELLING

STEPHEN DENNING

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The author explains the purpose of the book and the process by which it came to be written.

PART ONE

1 Squirrel Inc.:

How to Craft a Story to Spark Organizational Change 3

Diana is an up-and-coming executive at Squirrel Inc., an organization in decline. She seeks guidance from a bartender on how to persuade the organization to change. She learns, in nine steps, how to craft a story to communicate a complex idea and spark action.

2 Diana Tells Her Story:

How to Perform the Story to Spark Change 25

After initial success with her story at Squirrel Inc., Diana returns to seek further guidance from the bartender on how to enhance the performance of her story.

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**3 Save Squirrel Inc. Night:
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After the success of her story with the managing committee of Squirrel Inc., Diana joins employees to explore other ways in which storytelling can help address the challenges the firm is facing.

**4 Whyse's Story:
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Who You Are and Build Trust 49**

Whyse shows how storytelling can enhance communication in corporate environments by communicating who you are.

**5 Hester's Story:
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Individuals to Work Together 59**

Hester shows how storytelling can be used to get individuals working together. She presents five steps to craft a story for nurturing a community.

**6 Mark's Story:
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Mark shows how stories that are told and retold in a organization, particularly about the organization's leaders, transmit the organization's values.

7 Mocha's Story:
How to Use Storytelling to Tame the Grapevine 79

Mocha shows how humor can be used to harness the power of the informal network of communication in an organization and to tame the grapevine by neutralizing rumors and bad news.

8 Howe's Story:
How to Use Storytelling to Share Knowledge 89

Howe shows how the sharing of knowledge takes place through a particular kind of narrative.

9 Sandra's Story:
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Sandra shows how future stories—visions, business models, scenarios—help organizations move into the future. Meanwhile Howe reveals some unexpected developments within Squirrel Inc.

10 Howe Upsets the Acorns:
How Individuals and Organizations React to Change 115

The discussion in the bar now turns to what will happen next at Squirrel Inc. Will the old way of doing business triumph? Or will Squirrel Inc. carry through with the change? The characters explore these and other possibilities.

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**12 The Return to Squirrel Inc.:
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We learn the impact of storytelling on Squirrel Inc. and on Diana herself.

**Seven High-Value Forms of
Organizational Storytelling 150**

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