

**STORY MATRIX**

Chapter	Story name	Page	ENVISION					ENVIRONMENT					ENERGIZE			EDUCATE				EMPOWER			
			Set a vision	Goals & commitment	Lead change	Recommendations	Customer service	Culture	Values	Collaboration	Diversity	Policy without Rules	Inspire & motivate	Courage	Passion for work	Teach lessons	Coaching & feedback	Problem solving	Understand the customer	Delegate & give permission	Creativity	Sales	Earn respect
	Introduction	Jury room tables			•	•								•									
1	Why Tell Stories	How NOT to present to the CEO				•								•									
1	Why Tell Stories	The Corporate Storyteller					•	•	•		•			•									
2	Set a Vision	Building a cathedral	•						•		•				•								
2	Set a Vision	A day in the life	•		•	•					•												
2	Set a Vision	According to the <i>Financial Times</i>	•			•					•												
2	Set a Vision	On the banks of the Tammerkoski River	•			•					•	•		•									
3	Goals and Commitment	"Did I win or lose today?"		•							•	•											
3	Goals and Commitment	Pledger's competition		•						•	•	•											
3	Goals and Commitment	"No excuse, sir!"		•			•		•		•				•			•					
3	Goals and Commitment	The SWOT analysis		•	•	•				•								•			•		
4	Lead Change	Jack Welch's reality check	•	•	•			•						•	•								
4	Lead Change	Twin boys at the bus stop			•						•	•		•									
4	Lead Change	Martin's printer codes			•		•						•										
4	Lead Change	<i>Business Week</i> on Bounty	•		•						•												
5	Recommendations	1983 Discovery Journey				•								•		•				•			
5	Recommendations	The yellow cab	•			•	•							•				•					
5	Recommendations	Challenging assumptions				•	•							•									
5	Recommendations	"When will I get my deposit check?"				•			•		•							•					
6	Customer Service	Meatball sandwich																•		•			
6	Customer Service	Expired license						•										•		•			
6	Customer Service	Dumpster diving																•					
6	Customer Service	Getting to the next level				•			•					•		•				•			
7	Structure of Story	"It's okay. It's not <i>my</i> car."							•						•							•	
7	Structure of Story	Titleist NXT												•			•						
8	Culture	Revolution in Egypt					•	•	•	•	•		•	•				•					
8	Culture	Tom Watson vs Charles Revson					•		•	•	•				•								
8	Culture	Breakfast order at Morgan Stanley					•																
8	Culture	FWA Policy					•		•	•	•		•	•	•								
8	Culture	Earthquake in Japan					•		•	•												•	

**STORY MATRIX**

Chapter	Story name	Page	ENVISION				ENVIRONMENT					ENERGIZE			EDUCATE				EMPOWER			
			Set a vision	Goals & commitment	Lead change	Recommendations	Customer service	Culture	Values	Collaboration	Diversity	Policy without Rules	Inspire & motivate	Courage	Passion for work	Teach lessons	Coaching & feedback	Problem solving	Understand the customer	Delegate & give permission	Creativity	Sales
9 Values	Caught in the rain	74					•	•		•												
9 Values	Train wreck in Wisconsin	76						•		•						•						
9 Values	Sam Walton's ironing board covers	77						•					•				•				•	
9 Values	A dog at the Met	78						•						•	•					•		
10 Collaboration	New boss from the big city	82			•				•	•			•									•
10 Collaboration	Jamie has depth!	83							•				•									•
10 Collaboration	Cancelling your retainer	86							•	•						•		•	•			
10 Collaboration	One night on the company plane	88					•		•				•									•
11 Diversity	The sharecropper's daughter	91					•		•	•	•	•										•
11 Diversity	"You don't see what I see."	94					•		•	•					•							•
11 Diversity	"I hate the EEOC!"	95						•		•	•											
11 Diversity	The Traveler	96					•		•	•		•										
12 Policy Without Rules	Five monkeys in a cage	100					•		•													
12 Policy Without Rules	Getting "Polked"	101					•			•				•								
12 Policy Without Rules	Financial restatement at D&B	103					•															
12 Policy Without Rules	Unintended consequences	105																	•			
13 Keep it Real	Lisa, the High Potential Shopper	108				•									•						•	
13 Keep it Real	Julie Walker, Achiever mom	110				•									•						•	
13 Keep it Real	Snowstorm in the courtroom	113				•									•							
13 Keep it Real	Making payroll	114				•		•								•		•				•
14 Stylistic Elements	Fresh fish	124													•						•	
14 Stylistic Elements	15 minutes with the CEO	125				•																
14 Stylistic Elements	Learning leader	126														•						•
15 Inspire and Motivate	Finishing the race	131		•								•	•	•		•						
15 Inspire and Motivate	Pioneers and settlers	133	•		•				•			•		•								
15 Inspire and Motivate	Cal-Almond v. U.S. Dept of Agriculture	134										•	•									
15 Inspire and Motivate	There isn't always a next time	137		•								•			•							
16 Build Courage	After a lifetime of failure	140										•	•									
16 Build Courage	Pringles turnaround	142		•	•								•						•			
16 Build Courage	Giant steps	143										•			•	•						

**STORY MATRIX**

Chapter	Story name	Page	ENVISION					ENVIRONMENT					ENERGIZE			EDUCATE				EMPOWER			
			Set a vision	Goals & commitment	Lead change	Recommendations	Customer service	Culture	Values	Collaboration	Diversity	Policy without Rules	Inspire & motivate	Courage	Passion for work	Teach lessons	Coaching & feedback	Problem solving	Understand the customer	Delegate & give permission	Creativity	Sales	Earn respect
16	Build Courage	What do you care what other people think?	146																				
17	Passion for Work	Train ride in Budapest	148																				
17	Passion for Work	This is <i>my</i> Dollar General	150		•																		
17	Passion for Work	The staff meeting	152																				
18	Emotion	Special Olympics	154																				
18	Emotion	"I've never been to Japan"	157																				
18	Emotion	Don't Mess with Texas	158																				
18	Emotion	Teenaged mutant ninja turtle	160																				
19	Surprise	First day of History class	167																				
19	Surprise	Gary Cofer's arresting comments	169																				
19	Surprise	Breakfast in Mexico	173		•																		
20	Teach Lessons	Barry's coffee vs. Mike's kitchen	176																				
20	Teach Lessons	Oersted and the jittery compass	179																				
20	Teach Lessons	The Three Researchers	180																				
20	Teach Lessons	My million dollar mistake	183																				
21	Coaching and Feedback	Becoming a 'Mitch manager'	187																				
21	Coaching and Feedback	Nathan and King David	190																				
21	Coaching and Feedback	Courtney's big meeting	192																				
21	Coaching and Feedback	Firing yourself	193																				
22	Problem Solving	"What if . . ."	196																				
22	Problem Solving	Doctor with a Dictaphone	198																				
22	Problem Solving	Ball of wool	200																				
22	Problem Solving	Compensating behavior	201																				
23	Understand the Customer	I don't want my daughter to be like me	204																				
23	Understand the Customer	Shortening and milk	206																				
23	Understand the Customer	"You promised ice cream sundaes!"	207																				
24	Metaphors	"What's a euphonium?"	210																				
24	Metaphors	Disney's cast members	211																				
24	Metaphors	Consumer is boss	213																				
24	Metaphors	First moment of truth	213																				

**STORY MATRIX**

Chapter	Story name	Page	ENVISION				ENVIRONMENT					ENERGIZE			EDUCATE				EMPOWER			
			Set a vision	Goals & commitment	Lead change	Recommendations	Customer service	Culture	Values	Collaboration	Diversity	Policy without Rules	Inspire & motivate	Courage	Passion for work	Teach lessons	Coaching & feedback	Problem solving	Understand the customer	Delegate & give permission	Creativity	Sales
25	Delegate	Orville Sweet and the empty office					•												•			
25	Delegate	The Bamboo Years																	•			
25	Delegate	Self-fulfilling prophesy																	•			
25	Delegate	Making Olean																	•			
26	Creativity	Windown unit air conditioners																		•		
26	Creativity	James and the tea kettle					•													•		
26	Creativity	Moonlighting required					•													•		
26	Creativity	Baffled for 13 years																		•		
27	Sales	"If your sales binder is in the trash . . ."																			•	
27	Sales	"Paying in this industry is a rip off!"																			•	
27	Sales	The new steel salesman													•						•	
27	Sales	The unwelcome business card														•					•	
28	Earn Respect	Bartending in Chicago																				•
28	Earn Respect	AG Lafley at Gillette																				•
28	Earn Respect	"I'm a practical guy."																				•
28	Earn Respect	"I won't stop till I have the best."																				•
29	Into the Story	New promotion policy			•	•									•							
29	Into the Story	Clean desk policy													•							
29	Into the Story	Private label taste test			•	•									•							
29	Into the Story	Count the stars				•									•							
30	Getting Started	Tale of two emails				•															•	
30	Getting Started	"Hey, that's <i>my</i> story!"													•							