

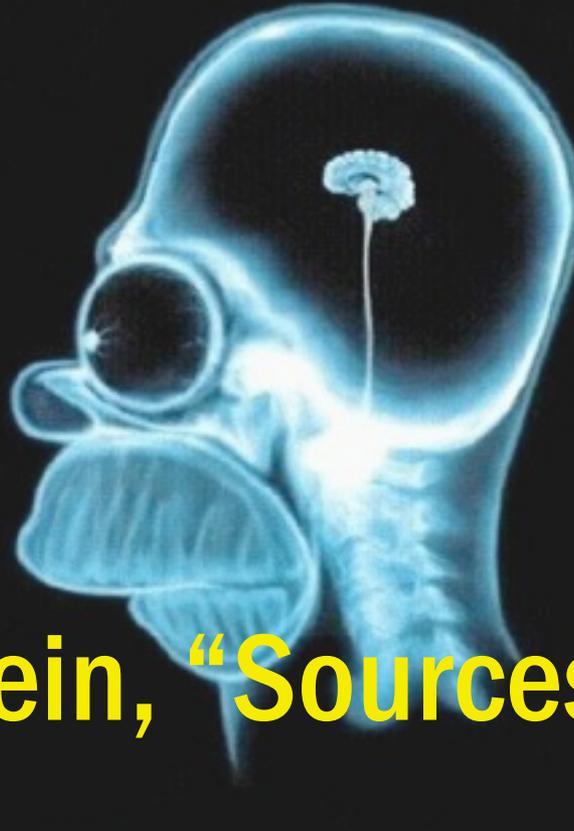
AN INTRODUCTION TO NARRATIVE

Tony Quinlan
Chief Storyteller
Narrate





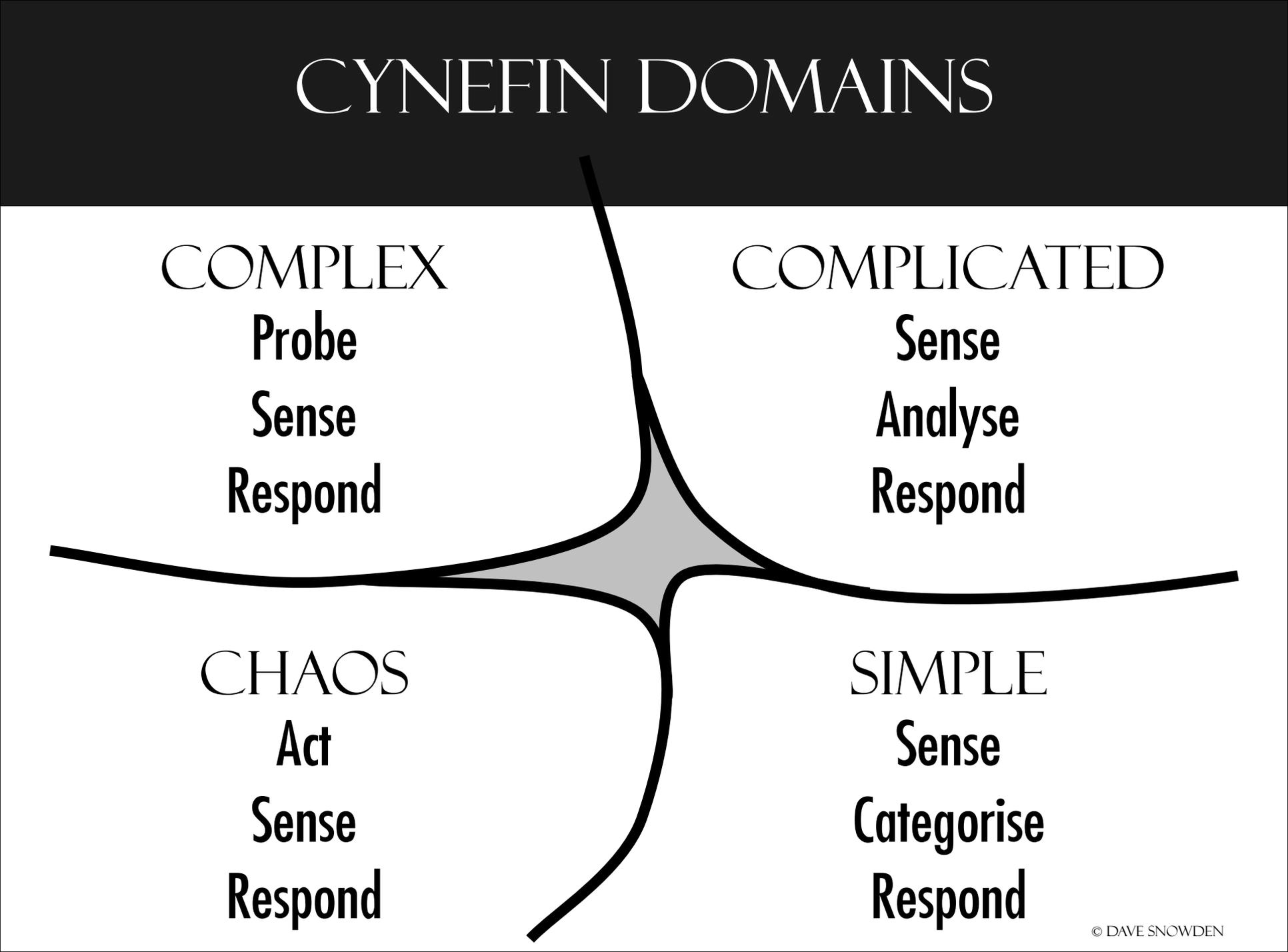
COGNITIVE SCIENCE



Gary Klein, "Sources of Power"

COMPLEXITY

CYNEFIN DOMAINS



COMPLEX

Probe

Sense

Respond

COMPLICATED

Sense

Analyse

Respond

CHAOS

Act

Sense

Respond

SIMPLE

Sense

Categorise

Respond

CYNEFIN FRAMEWORK

Cynefin: contextual complexity

COMPLEX

Cause and effect coherent in retrospect do not repeat

Pattern Management

PERSPECTIVE FILTERS

Complex Adaptive Systems

Probe-Sense-Respond

COMPLICATED

Cause and effect separated over time and space

Analytical/Reductionist

SCENARIO PLANNING

Systems Thinking

Sense-Analyse-Respond

CHAOS

No cause and effect relationships perceivable

Stability focused intervention

ENACTMENT TOOLS

Crisis Management

Act-Sense-Respond

SIMPLE

Cause and effect relations repeatable and predictable

Legitimate best practice

STANDARD OPERATING PROCEDURES

Process Re-Engineering

Sense-Categorise-Respond

COMPLEXITY vs COMPLICATED

- **Can you predict with certainty the end result of the process?**
- **NB “Hope” does not count...**

THE IMPLICATIONS OF COMPLEXITY

- **Small differences at the start create big differences by the end ... so different cultures require different processes**
- **In retrospect, we can see how, where, when and why things happened ... *but prediction is impossible***

PERSPECTIVE FILTERS

- **Odd One Out**
- **Repeating patterns**
- **Perspective filters are based on previous experiences and on examples we have heard**



ANTHROPOLOGY

- **Narrative is not story but fragments**
- **How we define in social groups:**
 - Who's in and who's out
 - What we aspire to
 - What we will tolerate and what we won't
- **Homo narrans - the storytelling ape**

SO WHAT DOES THIS MEAN?

- Understanding the population = need to understand their narratives
- Use patterns to see fixed and movable points in belief systems
 - Emergent patterns, not predicted ones
- Facts don't beat narratives
- No hard and fast way to adapt things
 - Probe, Sense, Respond

COFFEE



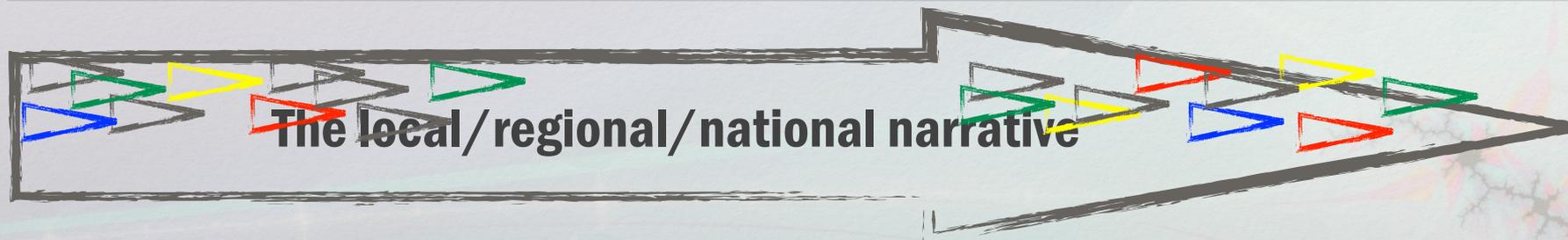
NARRATIVE AS INFLUENCING FACTOR

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Past

Present

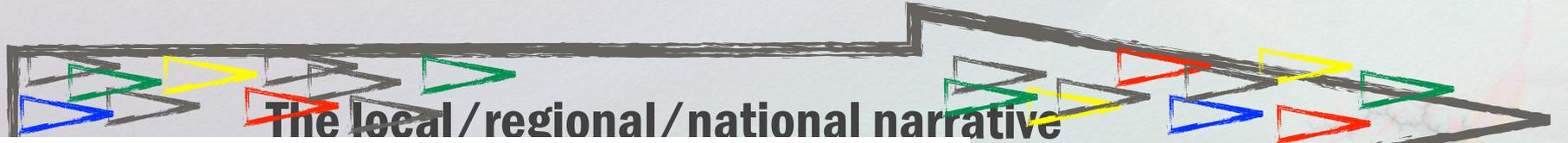
Future



Past

Present

Future



انتفاضة جيل

منذ طفولتي وبالرغم من صغر سني إلا أنني كنت
ملما ببلادي وضعها وخاصة الوضع الاقتصادي لما
تزخر به من خيارات خاصة الذهب الأسود (النفط)،
إلا أن بلادنا من أفقر الدول (الشعب)، حيث كانت
الخيرات كلها تحت قبضة عائلة واحدة وهي العائلة
الحاكمة (القذافي)، وليس هذا فقط بل سلط على
الشعب دكتاتورية وظلم وكانت ليبيا كسجن كبير

- **Farmers guessing the weight of a cow at the county fair ...
... the average of the group is more accurate**
- **No one must be aware of the guesses of others
So don't confuse this with prediction markets**
- **Mass consultation of citizens & interest groups**
- **A simple test to prove the point**
 - **Three students with white shirts & three with black playing basket ball**
 - **Count the number of times those with white shirts pass the ball**
 - **There are two balls!**
 - **To avoid argument: if it leaves the hands of someone in white and arrives in someone else's, no matter how, it is one pass**





NARRATIVES

- **The Grand Narrative**

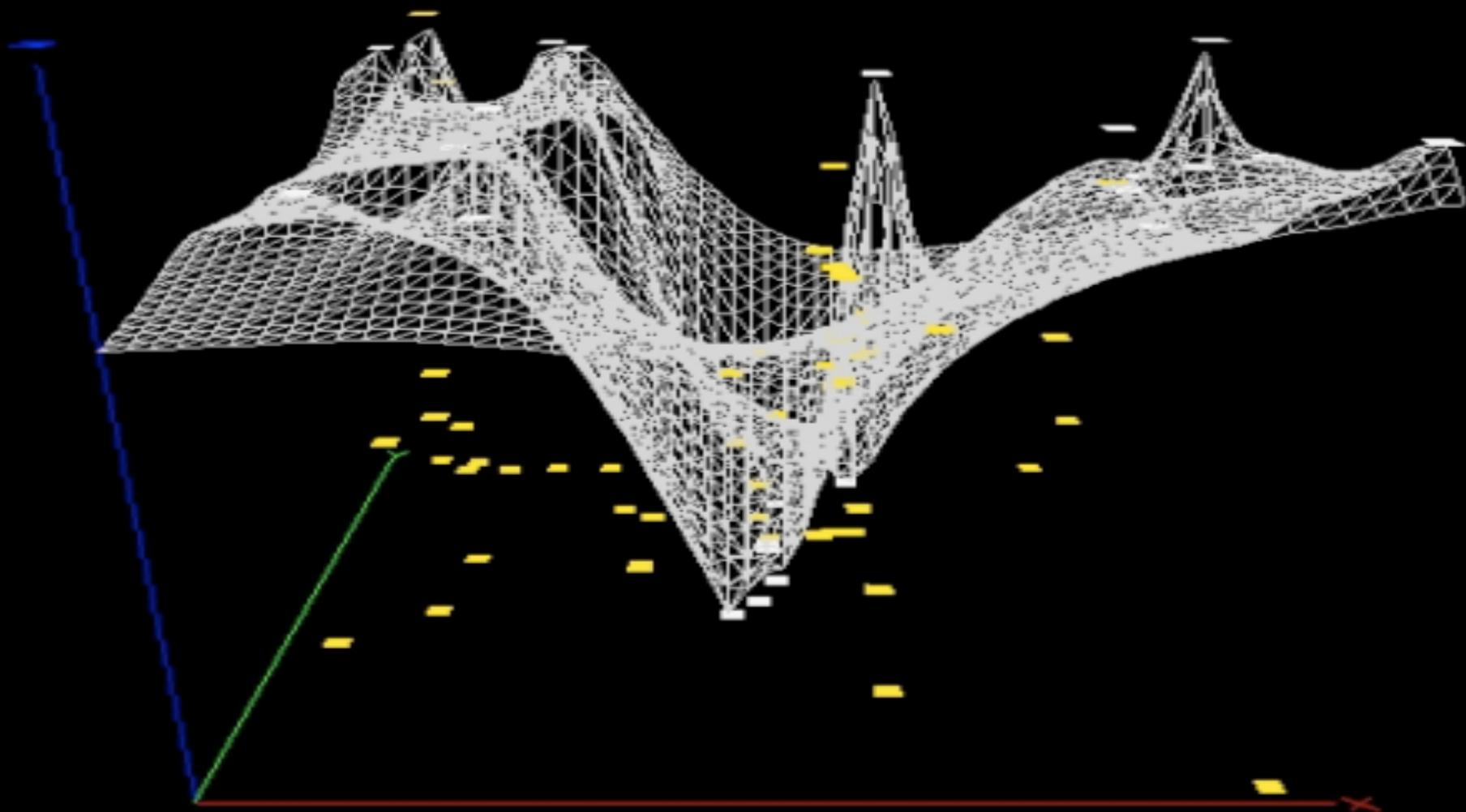
- **The overarching structure, based on direction and constraint**
- **If over-defined, it risks being too idealistic**
- **For top-down direction, not for analysis – the Danger of a Single Story: <http://on.ted.com/3k>**

NARRATIVES

- **The Grand Narrative**
- **The local narratives**
 - **The individual communication – coherent with the Narrative**
 - **Based on experience/knowledge and relevant to the local context**
 - **Best made up from examples in the micro-narrative environment**



Community Care Services
Elders Day Care Centre

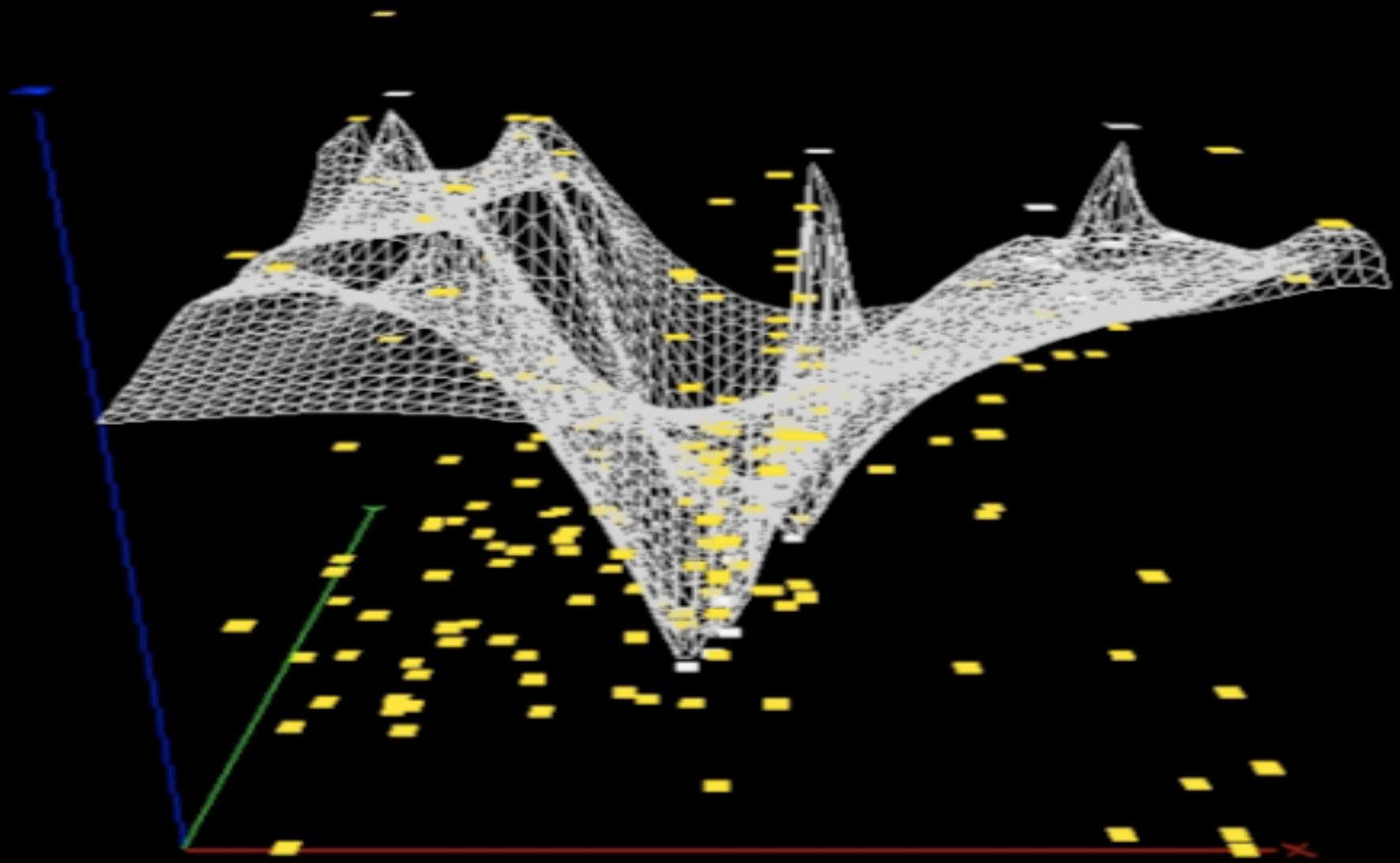


Update

X axis: Diversity (homogenous to heterogenous)

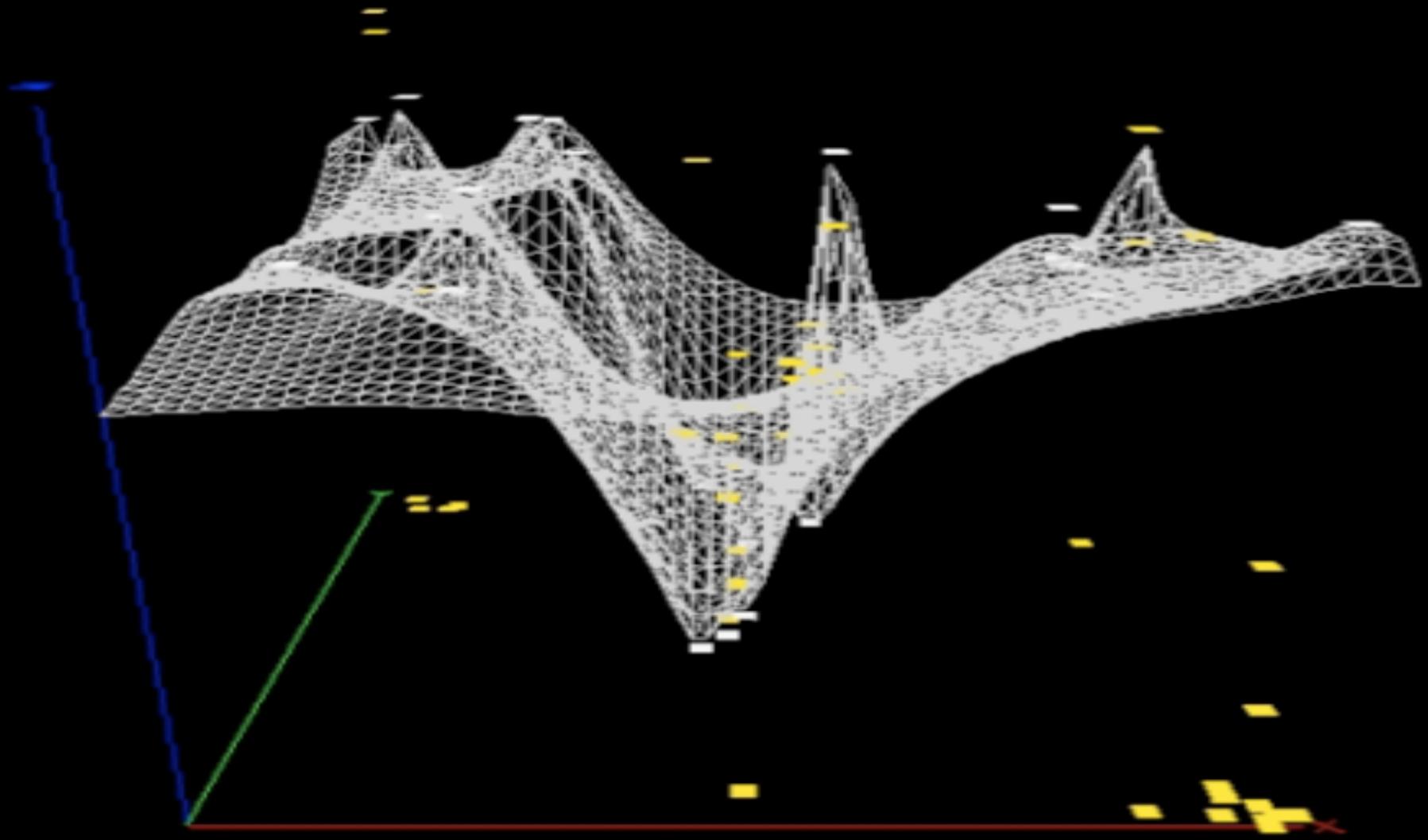
Y axis: Conflict (conflicting to cooperating)

Z axis: Stability



X axis: Diversity (homogenous to heterogenous)
Y axis: Conflict (conflicting to cooperating)
Z axis: Stability

Update



Update

X axis: Diversity (homogenous to heterogenous)
Y axis: Conflict (conflicting to cooperating)
Z axis: Stability

ADVICE

- **Use examples to illustrate abstract concepts**
 - Situations that will resonate
 - Recall moments of their history that have parallels (but check with someone from the culture beforehand)
- **To set strategy and direction, use “more stories like this, fewer like that”**
- **The heroes and protagonists in the examples should be the audience**
 - NATO is not a hero riding to the rescue, it is more often an ally or mentor

WHY DO WE HAVE TO SHIT IN THE WOODS?



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