Empowering Patient Advocacy Leaders (PALs)

THE POWER of EFFECTIVE STORYTELLING in ADVOCACY
Stories are meant to be shared.
House Takes First Step Toward Obamacare Repeal

Cancer Survivor Tells Paul Ryan: ‘I’d Be Dead’ Without Obamacare

Senate Takes First Step to Repeal 'Obamacare'

Trump Calls for Immediate Obamacare Repeal

Their Replacement Plan Has Not Yet Been Disclosed
Tell compelling stories.

Credibility

Engagement

Trust
Share convincing data.

Challenges

Accomplishments

Value
Story Package

Powerful Story

+ Great Piece of Data
Close Up

The ultimate purpose of every communication is to inspire a specific individual to take a specific action.

The ultimate goal is that the sum of specific individual actions adds up to great positive impact.
Story Package

Powerful Story

+ Great Piece of Data

+ Clear Call to Action
Stories are meant to be shared.
This is my story
“...most refreshing thing to come out of the space program since Tang.”
-- TIME magazine”
You have great stories to tell.

You and those you serve play roles in larger stories.
Friends of the Children (Friends) is an intervention program for the most vulnerable children living in seriously high-risk environments.

**Vision**

- *Teachers, Firefighters, and Friends*—Friends will become part of the “social fabric” of our communities; helping our nation’s most vulnerable children develop the relationships, goals, and skills necessary to break the cycles of poverty, abuse, and violence and become contributing members of their community.

**Service model**

- Most vulnerable children are selected based on research-based risk factors.
- Children receive *early intervention* starting in kindergarten or first grade and *long-term mentoring and support* continuing through high school graduation.
- Children spend *one-on-one quality time* with a “Friend” who is a *full-time, carefully selected, and trained professional*.
- Children are offered *comprehensive services* to meet their academic, social, emotional, and physical needs.

**Outcomes for children**

- Avoid involvement in criminal justice system.
- Avoid early parenting.
- Graduate from high school with a plan for the future.
Friends’ unique program is specifically designed to identify and support our nation’s most vulnerable children.

**Identify the most vulnerable children early...**

- **Proactive child selection process**
  - Research shows that *early risk factors* can identify young children most likely to fall victim to later serious negative outcomes.
  - Friends works with schools in *high-poverty areas* to select children based on risk factors and then conducts extensive outreach to families to enroll children.

- **Early intervention**
  - Children enter by the end of first grade.

**...and provide them with a supportive, qualified adult**

- **Supportive, qualified adult**
  - Professional *Friends*
    - Full time, paid employees
    - College educated
    - Are experience and talented working with high-risk youth
  - Selected through rigorous hiring process
  - Receive extensive initial and ongoing training
  - Are highly supported and supervised by program staff

**... and holistic services over a sustained period of time**

- **Holistic approach**
  - *Friends* develop quality one-on-one relationship with child
    - Meet with each child 8 times for 16 hours/month
    - Develop and update individualized goal plan for child
    - Engage in community service and other activities
  - *Friends* and program staff work to support each child’s academic, physical, emotional, social, and mental health needs.
Demonstrated potential of the unique service model sparked interest across the country and led to the creation of the national network.

- 1992/93: Portland opened
- 1993/94: Washington DC opened
- 1994/95: Chester opened
- 1995/96: Oregon Initiative (Salem & Eugene) opened
- 1996/97:
- 1997/98:
- 1998/99: Cincinnati, New York City, San Francisco, Wilmington opened
- 1999/00:
- 2000/01: National office, Klamath Falls and Seattle opened
- 2001/02: National office, Klamath Falls and Seattle opened

Number of sites

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<th>Year</th>
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Number of children served

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<tr>
<th>Year</th>
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<td>92/93</td>
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<td>01/02</td>
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Source: Friends of the Children
To start the business planning process, Friends developed a comprehensive Theory of Change for the network

Helping our most vulnerable children living in seriously high-risk environments develop the relationships, goals, skills, and resources necessary to thrive.

<table>
<thead>
<tr>
<th>1. National Friends needs these resources</th>
<th>2.…to provide these activities and services</th>
<th>3.…so that chapters have these elements</th>
<th>4.…needed to successfully implement these strategies</th>
<th>5.…to produce these outcomes among children and youth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qualified and Effective Personnel with Expertise in:</td>
<td>Program Development</td>
<td>High Quality Friends</td>
<td>An enduring high-quality relationship for each child with a professional paid mentor (the Friend)</td>
<td>Intermediate Social and Emotional Development</td>
</tr>
<tr>
<td>▪ Management</td>
<td>▪ Lead efforts to refine the program</td>
<td>▪ High quality Friends who remain in relationship for a minimum of four years with a monthly minimum of 6-8 contacts of 16 hours with each child</td>
<td>▪ One-on-one long-term positive relationship</td>
<td>▪ Strong relationships with adults, peers, and community</td>
</tr>
<tr>
<td>▪ Business/strategy planning</td>
<td>▪ Provide assistance in addressing ad hoc program questions</td>
<td>▪ Friends with an associates degree or more (preferred); a minimum of two years direct experience with children living in seriously high-risk environments; safe driving record</td>
<td>▪ Individualized plans for success for each child</td>
<td>▪ Improved mental and emotional health</td>
</tr>
<tr>
<td>Program Development and Quality Assurance</td>
<td>Quality Assurance</td>
<td>Friends who have the knowledge, experience, and ability to provide skill building and/or resources for:</td>
<td>Making Good Choices</td>
<td></td>
</tr>
<tr>
<td>▪ Management of quality, including database and reporting system</td>
<td>▪ Establish standards and best practices for chapters;</td>
<td>▪ Social development</td>
<td>▪ Reduced aggression and problem behaviors</td>
<td></td>
</tr>
<tr>
<td>▪ Curriculum development for child and adolescent programming</td>
<td>▪ Review outcome data for children and assist chapters in using data to improve program</td>
<td>▪ Emotional development, including anger management</td>
<td>▪ Avoidance of substance abuse</td>
<td></td>
</tr>
<tr>
<td>▪ Training of supervisors and child serving staff</td>
<td>▪ Assist chapters in selecting and retaining both children and Friends</td>
<td>▪ Academic development</td>
<td>School Success</td>
<td></td>
</tr>
<tr>
<td>▪ Evaluation management</td>
<td>▪ Provide curriculum and training for Friends, supervisors, Executive Directors</td>
<td>▪ Problem solving/making positive choices</td>
<td>▪ Academic performance and progress (attendance, appropriate classroom behavior, progression in reading/math/ computer literacy and promotion)</td>
<td></td>
</tr>
<tr>
<td>▪ Developing and maintaining collaborative partnerships</td>
<td>▪ Conduct site visits, provide coaching</td>
<td>▪ Appreciation of own culture and cultures of others</td>
<td>Other</td>
<td></td>
</tr>
<tr>
<td>Infrastructure/Operations</td>
<td>▪ Assist chapters in identifying gaps; suggest strategies for addressing gaps</td>
<td>▪ Skills that build towards independent living (i.e. hygiene, nutrition, time management, social courtesies, budgeting)</td>
<td>▪ Improved health care (both physical and mental including reproductive when appropriate)</td>
<td></td>
</tr>
<tr>
<td>▪ Financial and HR systems, including hiring practices</td>
<td>Infrastructure/Operations</td>
<td>▪ A working relationship with child’s parents or guardians</td>
<td>▪ Plan and skills for the future (post high school)</td>
<td></td>
</tr>
<tr>
<td>▪ IT</td>
<td>▪ Provide support for hiring qualified and effective Executive Directors</td>
<td>High Quality Program Resources and Support, Directly or through Partnerships</td>
<td>Long-term</td>
<td></td>
</tr>
<tr>
<td>Financial Sustainability/Development</td>
<td>▪ Establish standards for accounting, HR, and insurance; provide templates and free/fee-based support for implementation</td>
<td>▪ A safe space for Friends and children</td>
<td>▪ Avoid Involvement in the Criminal Justice System</td>
<td></td>
</tr>
<tr>
<td>▪ Fundraising with national and local major donors</td>
<td>▪ Assist in Board development (clarify roles, orientation, training, support)</td>
<td>▪ Educational support services</td>
<td>▪ Avoid Early Parenting</td>
<td></td>
</tr>
<tr>
<td>▪ Developing/testing fundraising strategies including new products</td>
<td>▪ Implement regular processes to share information/lessons learned through intranet, conference calls, meetings</td>
<td>▪ Physical, emotional and social services</td>
<td>▪ Succeed in School with a minimum of a high school diploma (1st choice) or GED</td>
<td></td>
</tr>
<tr>
<td>▪ Marketing and Public Relations</td>
<td>▪ Establish database system including forms, software, hardware;</td>
<td>▪ Caregiver support for basic needs and appropriate interventions when necessary for child’s progress</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Grant writing (government and foundations)</td>
<td>Financial Sustainability/Development</td>
<td>▪ A strong working partnership with schools</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Government Relations (lobbying)</td>
<td>▪ Coordinate donor prospects</td>
<td>▪ A commitment to program children through high school and as they move within the service area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Developing and maintaining corporate Partnerships</td>
<td>▪ Provide marketing/PR strategy and selected products, materials (like sponsorship); train chapters</td>
<td>Financial Sustainability/Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board Members with</td>
<td>▪ Provide case statement, framework and assist chapters in developing strategic plans including growth and development plans; Board, ED training</td>
<td>▪ Personnel with development expertise</td>
<td></td>
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<tr>
<td>▪ Commitment to Friends of the Children</td>
<td>National Evaluation</td>
<td>▪ Engaged and effective board</td>
<td></td>
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<tr>
<td>▪ National connections (corporate, foundations, individuals)</td>
<td>▪ Provide leadership in seeking funds for and in managing program research, longitudinal evaluation study</td>
<td>▪ Sound and active development plan, including local major donors</td>
<td></td>
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</tr>
<tr>
<td>▪ Expertise in a substantive area (finance, law, public relations, national organizations)</td>
<td>▪ Dissemination of evaluation results</td>
<td>▪ Sound and active marketing and PR plan</td>
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<tr>
<td>▪ Willingness to help with fundraising</td>
<td></td>
<td>▪ Adherence to national branding standards</td>
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<tr>
<td></td>
<td></td>
<td>▪ Diversified funding base</td>
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<tr>
<td></td>
<td></td>
<td>▪ In-kind and volunteer resources</td>
<td></td>
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</table>

Budget to support personnel
A Letter to our friends:

We're happy to report that 2008 has been a tremendously successful year for 14-year-old Jeff Williams—even better than forecasted! Jeff continues to face tremendous obstacles in his life. But thanks to the guidance and support of his mentor James, Jeff met and exceeded all quarterly goals, and has positioned himself solidly for continued growth as he prepares for high school.

2008 was a year of many firsts for Jeff: his first milkshake at Sonic, first roller-skating adventure, and first trout fishing trip—catch and release only. But what we are perhaps most proud of are his sustained year-to-year trends. Math and science test scores are progressing steadily, school absences saw a sharp downturn, and initiatives to boost self-esteem continue to pay dividends.

Even with these excellent developments, now is not the time to rest on our laurels. To reach his lofty 2009 goals and beyond, Jeff is going to need our further support. As you review this Annual Report of Jeff’s achievements, please consider how you can invest in his continued success.
EXCELLING ON THE FOOTBALL FIELD AS WELL AS IN THE CLASSROOM, JEFF PURSUES A STRATEGY OF DIVERSIFICATION IN ORDER TO MAXIMIZE RETURNS—ALL UNDER THE WATCHFUL STEWARDSHIP OF HIS FRIEND JAMES.
A STRONG COMMUNITY IS ESSENTIAL TO JEFF’S GROWTH. THAT’S WHY HE IS COMMITTED TO GIVING BACK TO THOSE WHO SUPPORT HIM—SUCH AS REGGIE’S BARBER SHOP, WHICH JEFF VOLUNTEERS TO HELP CLEAN.

Friends of the Children strives to foster a sense of belonging in each of its children. Being a part of a caring, vibrant community can have a striking effect on all aspects of a young person’s life.
James has taught Jeff that if he is to build on his past success, he must be willing to continually broaden his horizons. That is why he now takes on new experiences with such enthusiasm.

An entire world of opportunity has been hidden from our children. Friends of the Children goes above and beyond other mentoring programs in showing it to them.
DESPITE MANY AMBITIOUS INITIATIVES, JEFF NEVER LETS HIS HECTIC PACE OVERTWEME HIM. HIS TIME WITH JAMES HAS SHOWN HIM THAT THE BIGGEST LESSONS CAN OFTEN BE TAUGHT BY THE SIMPLEST PLEASURES.

Friends of the Children requires a sizable investment to maintain its level of commitment, but its proven effectiveness makes it considerably more affordable than the alternatives—especially doing nothing at all.
Can you recall a time when you heard or read a story that made an organization, an issue, or a case come to life?
Why is narrative so powerful?

What makes a good story?

How do you build a story culture?

How do you effectively develop and deliver messages?
Is there a difference between story and narrative?

Story usually follows a protagonist and has a beginning, middle, and end.

Narrative has a past, present, and future, and is still unfolding.
What do you think...
Why is story powerful?
Why is narrative so powerful?

CULTURE

A culture is the set of stories a group agrees on.

To be in a viable culture is to be bound in a set of connecting stories.

-- Jerome Bruner, *Acts of Meaning*
Why is narrative so powerful?

MEMORY

Stories are how we remembered enough to survive.

“Stories are basic to human memory process. The mind establishes a story line, with the memory of one event triggering the memory of the next.”
Why is narrative so powerful?

HISTORY

”the primate who tells stories…”
-- Stephen Jay Gould
Why is narrative so powerful?

What makes a good story?

How do you build a story culture?
What makes a good story?
What makes a good story?

“It’s going to be okay, Jennifer.”

Andy Goodman
agoodmanonline.com

Linda & Richard Eyre
valuesparenting.com
What makes a good story?

- **Inciting Incident**
- **Obstacles** across acts
- **Goal**
What makes a good story?

The cat sat on the mat is not a story.
The cat sat on the other cat’s mat is a story.
Have you ever told a story that made your work come to life?

What happened?
What makes a good story?

QUALITIES

Concise but colorful.

Use telling details.

“A detail should be seen, heard, smelled, tasted, or touched… [and] the detail must matter.”

Janet Burroway, Writing Fiction
What makes a good story?

DETAILS

“It wasn't quite ten in the morning and everyone in the draft room except the Harvard graduates had a lipful of chewing tobacco. The snuff rearranged their features into masks of grim determination.”

-- Michael Lewis, *Moneyball*
“He was young and fit, with thick, dark hair and handsome features, but his appearance was overshadowed by his concerned expression - mouth ever poised to frown, eyebrows ever ready to rise.”

-- Michael Lewis, *The Big Short*
What makes a good story?

QUALITIES

Readers experience action as if in real time.

As we listen or read, we feel we are inside the scenes.

We must stay until the end to learn what happens (and what it means.) The opposite of journalism.
What makes a good story?

LANGUAGE

Characters speak to each other – not to an unseen audience -- and talk like real people.

You’ll tell your stories to different audiences. Tell them in the language of your audience.
What makes a good story?

EMOTION

“People are not inspired to act by reason alone. …A much more powerful way to persuade people is by uniting an idea with an emotion. The best way to do that is by telling a compelling story.”

-- Robert McKee in *Harvard Business Review*
What makes a good story?

Show. Don’t Tell.

Important scenes can’t take place off-screen.
What makes a good story?

**MEANING**

Finally, your story should have a crystal clear moral, a lesson, a message, a call to action.

**Close Up**

The ultimate purpose of every communication is to inspire a specific individual to take a specific action.
What makes a good story?

MEANING

“You can’t just have an anecdote. It’s got to mean something.”

-- Ira Glass, This American Life
What makes a good story?

MEANING

Then this happens, then this happens, then this happens, and this is what it means...

Then this happens, then this happens, then this happens, and this is what we learned.

-- Ira Glass,
This American Life
Is this a good story?

Is there at least one flesh and blood character?

Does something change?
Does a question get answered?

Are there scenes? …with dialogue?
What makes a good story?

I got caught in traffic...

Protagonist
Goal
Obstacle
How does he overcome?
Moral/Lesson
Obama 2008

Harvard fundraising
What makes a good story?

Marshall Ganz

The story of Me

The story of We

The story of Now
Questions and Comments
What about when you can’t tell complete stories?

The point is not simply to tell stories. The point is to connect, engage, inform, persuade, motivate, inspire, etc.

Use elements of story – proper names, colorful details, snatches of dialogue, etc.

Go for engagement and vitality, not just with stories, but with everything you say.
What if you are removed from the stories?

Create story communication channels.

Incentivize and reward those who notice, share, collect, and deliver stories.

Demonstrate the value of stories by putting them to use.
8 Questions to Guide Your Storytelling

1. Who’s the protagonist?
2. Have you created a world?
3. Where’s the conflict? What keeps it interesting?
4. Have you created scenes to bring the characters and the story to life?
5. Have you spoken in your audience’s language and included telling details?
6. What changes? What questions get answered?
7. Have you tapped emotion?
8. Is the meaning clear?
How do you build a story culture?
How do you build a story culture?

**CORE STORIES**

Identify them.
Collect them.
Craft them.
Share them.

Make sure people know them by heart.
How do you build a story culture?

CORE STORIES

What stories can you tell?

• The challenge we face story
• Our founding story
• Emblematic success/performance stories
• Lessons learned stories
• “What if…?” stories
How do you build a story culture?

CORE STORIES

Story banks
Collecting Stories

Ask for them from your staff.

Ask for them from your citizens/clients/customers.

Search your PR files.

Collect them at public events.
FPL Story Bank - Frisco TX

frisco public library
FPL Story Bank - Frisco TX

Phase 1:

At least one story per week from staff on her team.

For a limited time – April to August.

Symbolic incentives:
one $5 gift card per week

Rancho named one of "America's Best Hospitals" in rehabilitation medicine for 23rd consecutive year. "For the 23rd consecutive year, Rancho Los Amigos National Rehabilitation Center has been named one of "America's Best Hospitals" in Rehabilitation Medicine and California's top Rehabilitation Medicine facility in the 2012-2013 U.S. News & World Report rankings, which were announced today."
Rancho patient Katy Sullivan runs to glory
by Greg Waskul, Rancho Los Amigos Foundation

DOWNEY – When Katy Sullivan was born without legs, it seemed inconceivable that she was really born to run.

Growing up in Alabama, Katy’s family and friends didn’t treat her as if her limb loss was a problem. “I never realized I was different,” she said. “I always just asked them and answer all their questions. I just tried to do what everyone else did.”

Shown here at the 26th Annual Amistad Gala, Katy was one of the honorees. She said she was honored to be recognized for her achievements and to help raise awareness about the benefits of Amistad’s services.

Rancho’s Amistad Gala Delivers Memories to Last A Lifetime

By Greg Waskul
Rancho Los Amigos Foundation

DOWNEY – “A Mardi Gras for Miracles!” delivered many magical moments for the more than 500 supporters of Rancho Los Amigos National Rehabilitation Center who packed the sold-out Long Beach Westin Hotel last Saturday for the 26th Annual Amistad Gala.

The evening’s most inspiring moment was the showstopping performance of Katy Sullivan, wife of Amistad honoree Jay Cramer. Born without legs and taught how to run properly with prosthetic legs by Rancho physical therapist Julie Ka-
Rancho Amazes The World As Paralyzed Woman Walks Again

By Greg Waskul, Rancho Los Amigos Foundation

DOWNEY - Rancho Los Amigos National Rehabilitation Center became the center of the health care world Monday.

It started when 37-year old Agnes Fejrady strapped the hospital’s new ReWalk exoskeleton robot on while sitting astride a chair. A crowd of nearly 200 television reporters, videographers, photographers, clinicians and other Rancho staff had gathered outside the hospital’s Support Services Annex to see if this advanced technology device, which uses robotics, motion sensors, electronic controls and computers, could really help Agnes walk.

Many in the crowd were skeptical, because they had seen earlier devices fail the walking test over the years. But there was also optimism that the ReWalk would be different perhaps for the first time a staff and even legendary physician Dr. Jacquelin Perry dropped while television videographers and print photographers scrambled to capture images of the unfolding scene. Dr. Mary Stauffer and many other civic 2, 5, 7, 9 and 11 as well as Korian Broadcasting, and transmitted throughout the world by ABC, CBS, CNN and FOX. In addition, Supervisor Don Knabe posted a video of the event on YouTube, and Los Angeles County television also did a major story. The Long Beach Press Telegram ran the story on page one of its Tuesday edition, and even the Huffington Post featured the Rancho ReWalk story.

Rancho received more press coverage around the world on Monday than the hospital has received in the last 10 years combined. But those who watched most intently were Rancho patients with paralysis, who had the largest stake in the proceedings.

“It was unbelievable, but I saw it happen,” said Rancho patient Julio Caro, potentially one of the first patients who might use the new technology in a major clinical study the hospital will begin this summer.

Gala up 45%
Rancho Golf Classic up 63%
Foundation holiday appeal up 133%
How do you build a story culture?

CORE STORIES

Story banks
“Share your story”
How do you build a story culture?

Headed into 2017, our nation is at a turning point. As Washington debates the future of the health care system, it can be easy to lose sight of what's at stake for millions of Americans. But health care shouldn't be a political football.

At Families USA, we believe that every American deserves access to quality, affordable health care. And we believe that consumer voices need to be at the center of our country's health care debate.

For over 20 years, Families USA has worked to elevate people's experiences in the media, with policymakers, and in our advocacy materials. We've fought hard to make sure that consumers have a seat at the table in conversations about the future of Medicare, Medicaid, the Children's Health Insurance Program, and the Affordable Care Act.
How do you build a story culture?

L.L. Bean

Customers often write us to share how they use L.L.Bean products, offer suggestions or just say thanks.

We invite you to share your own experiences – or browse the stories below and see what other customers are saying.
How do you build a story culture?

Every business day, Department of Motor Vehicles employees make a positive difference in someone’s life. For instance, there were the Bridgeport branch workers who helped find someone who had no listed local address, yet she left her purse with credit cards and money in the office one afternoon. There was also the inspector who spotted a wheel starting to come off a large truck traveling along Interstate 95 and he guided the truck and driver to a safe stop.

It also could be helping someone through a maze of paperwork, making a complicated problem more simple to solve, searching for someone who left belongings at a DMV office, or just offering a sympathetic smile and a few words about a personal trouble. These experiences happen at the counter, on the phone and through our inspectors roadside. Yes, DMV certainly gets its share of complaints, but there are also many shining moments of help.

We want to hear positive experiences that our agency has given you. Please share your stories on how our agency or a specific DMV employee helped you or made your experience at the DMV something memorable. We want to collect these stories and make them available for others to read on our website and in the variety of publications we produce.

Please e-mail your stories with your first name and hometown to DMV Making a Difference (link to dmv.webmaster@ct.gov)
Adapt your stories for different audiences.

Who is your target audience?

What is your purpose?

Target: Staff
Target: Patients
Target: Funders
Target: Media
Target: Policymakers
All your individual stories should reinforce one consistent larger narrative.

All your stories should communicate an experience of who you are.
Message and Presentation
When are you at your best as a communicator?

Figure out what works.

Learn to do more of it.
You know what works.

Recall the best presenters or presentations you’ve ever seen...

When it works, why does it work? Can you put it into words?
Can you put it into practice?
Be Personal.

Speak from your heart.
Share your self and your experience as well as your information.

Share personal stories that include flesh and blood characters and moments of dialogue.
Write the Way You Speak.

Use words and images your audience can picture in their mind’s eyes.
Invite your audience in.

Offer them a meaningful role in your vision, your story, your challenge.
Be Clear and Concise.

Your presentation should be as long as necessary and as short as possible.
Throw out anything that doesn’t build your message.
Human beings want to be seen and heard.
Questions and Comments
Taking story home with you
Putting story to work

What are you going to take away?

What are you going to do yourself?
By when?

What are you going to share with others?
How?
If you remember and act on nothing else...

1. Story and narrative are uniquely powerful tools for connection and engagement.

2. Story + Data + Call to Action = Ideal Communication for Impact.

3. Proactively collect and develop your best stories and narratives.

4. Actively use story and narrative in your work.