

Title: Storytelling as Qualitative Research Method and Organizational Change Strategy (12 hours in 2 6-hour days)
10-20 participants

Course Description – Readings, exercises, and a short paper by students on the topic of storytelling. We will cover the theory, research methods, and practices of organizational storytelling.

Dates: Meets 4-5th of June, 2014 (Wednesday and Thursday; 6 hours a day)

Time: 9:00 – 16:00 (lunch break 12:00 –13:00)

Prerequisites: none

Credits: 3 ECTS credits will be awarded to participants who successfully complete the course.

Instructors - David M. Boje & Grace Ann Rosile

Office hours: Students are encouraged to request meetings with the instructors

SCHEDULE OF TOPICS (one hour each):

1. **Introduction to Narrative Methods:** Authorial Voice ([Manfred 1997](#)); How to find topics, use narrative methods, and publish qualitative research. In this first hour, participants will be asked to list and then group their research topics. Discussion will include how storytelling might apply to these topics. Read definition section of readings list.
2. **Publications using Storytelling as Qualitative Research:** This hour will consider a range of publications which employ storytelling. Examples may include Enron and ethics scandals, the military, the mortgage crisis, a school lunchroom program, and organizational strategy processes. Read famous organization section of reading list.
3. ***Grand Narratives and Deconstructing Narratives:** This hour will involve participants in a workshop-style activity to identify their own, or their organization's grand narrative (airport encounter exercise). We will ask seven questions to deconstruct the grand narratives. Read this online article - Bøje, D. M. (2003). Bush as Top Gun: Deconstructing Visual Theatric Imagery. Working paper, New Mexico State University, June 3, available online at http://peaceaware.com/papers/Bush_Top_Gun.htm
4. **Microstoria Analysis and Stories in situ:** This hour focuses on how to identify microstoria for research and organizational change. We consider the difference between Beginning-Middle-End stories and

stories in situ, story fragments, and implicit stories, as discovered in the Office Supply study (Boje 1991 in reading list) and the Disney study (Boje, 1995 in reading list). See Restorying Chart below.

5. **Forms of Storytelling:** This session focuses on the range of various forms of storytelling (living stories, indigenous stories, etc.) and will draw upon the 2013 Rosile et al, Storytelling Diamond article. Antenarrative is offered as prospective sensemaking.
6. ***Antenarrative Exercise:** Participants will engage in linear, cyclic, spiral, and rhizomatic assemblage storytelling. Read Rosile et al Narrative Diamond article below (2013) published in Organizational Research Methods
7. **Network Analysis and Intertextual Analysis:** The rhizomatic assemblage form of antenarrative lends itself to network and intertextual analysis. See Intertextuality questions in figure below; Examples: Read - Boje, D. M. (2002a). Critical Dramaturgical Analysis of Enron Antenarratives and Metatheatre. Plenary presentation to 5th International Conference on Organizational Discourse: From Micro-Utterances to Macro-Inferences, Wednesday 24th - Friday 26th July (London). http://business.nmsu.edu/~dboje/papers/ENRON_critical_dramaturgical_analysis.htm
8. **Working with Families of Veterans:** This is an on-going project involving networks, intertextual analysis, and embodied storytelling. See Restorying Chart below and <http://peaceaware.com>
9. ***Storying and Restorying Your Life:** This hour will be a workshop-style application of storytelling for personal and organizational change, focusing on Boalian theatrical methods to embody stories. See <http://business.nmsu.edu/~dboje/448/storytellinggames.htm> for exercises
10. **Storytelling, Quantum Storytelling, and New Materialisms** – See New Frontiers articles e.g. Quantum Storytelling YouTube and article
11. **Consulting Examples of Storytelling as Organizational Change & Development:** See articles in reading list on consulting with storytelling
12. ***Adding storytelling analysis to your research projects / Storytelling for Ethics Training** – See articles in reading list on ethics and famous organizations

Pedagogy Approach

We will employ participative activities throughout the sessions, and also have incorporated every third hour as a highly interactive hands-on workshop format.

Illustrations

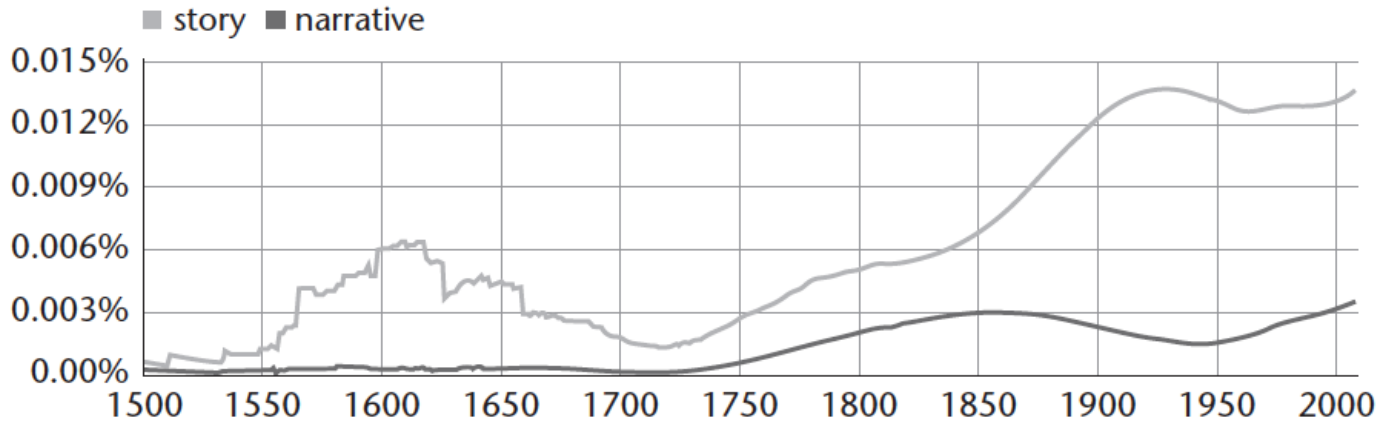


FIGURE P.1 Google Ngram of how ‘story’ and ‘narrative’ appeared in books

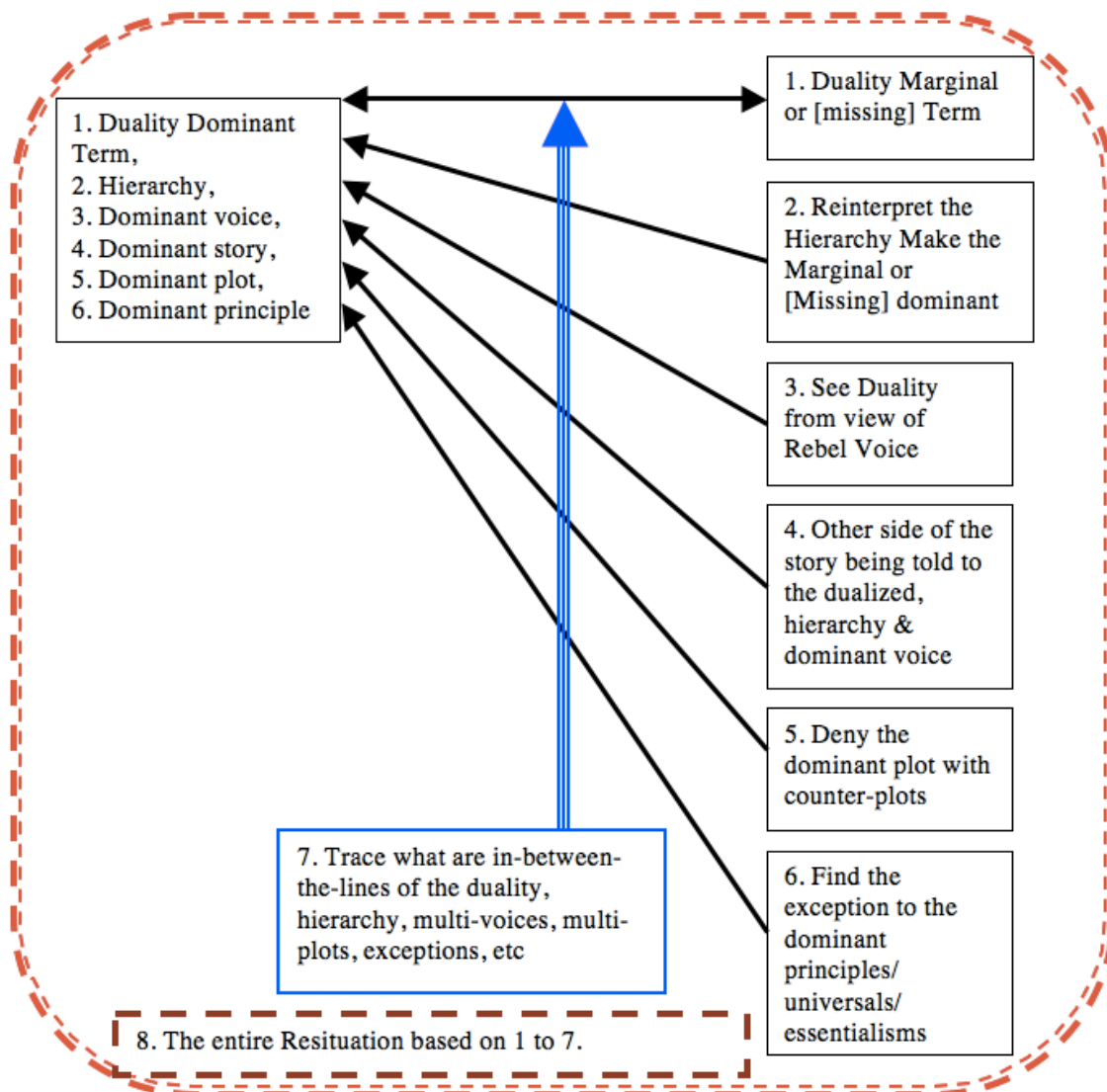
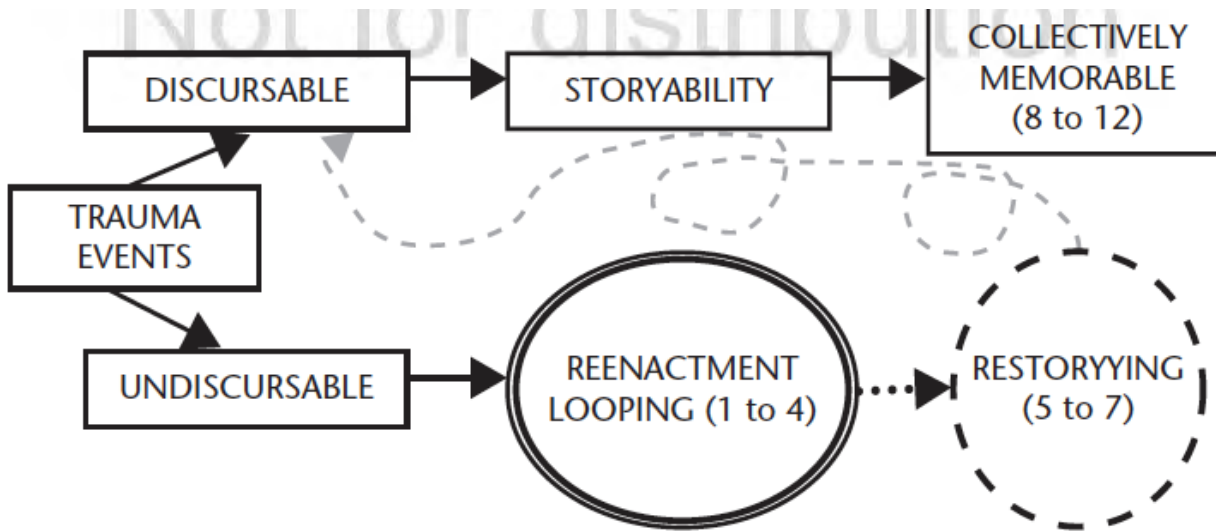


Figure 5.1 Historicity and social questions for intertextual analysis

Global social contexts		
Precedent texts	<ul style="list-style-type: none"> ➤ Whose social identities get constituted? ➤ Who has access to being included in the text? ➤ Who does the text quote? ➤ Who speaks for whom? ➤ What institutions commission the text? 	<ul style="list-style-type: none"> ➤ Whose conventions (genres, styles and types) does the text incorporate? ➤ Who is the text distributed to for consumption? ➤ Who are the audiences this text is designed to be interpreted and read by?
	<ul style="list-style-type: none"> ➤ How are parts of other texts incorporated into the text (quoted or interpreted)? ➤ How are various stories incorporated? ➤ What is the time and place of each utterance? ➤ Where are the footprints of the author? 	<ul style="list-style-type: none"> ➤ What is selected as newsworthy for target audiences? ➤ What are the 'common sense' or 'insider' terms? ➤ What are the parodies, ironies and metaphorization? ➤ What interpretative matrix does the author construct for readers to consume?
Local contexts		

Not everything is storyable



- REENACTMENT:**
1. Dissociation Splitting of self (compartmenting)
 2. Annihilation of Self
 3. Acting Out
 4. Repression (pregnant pauses, Freudian Slips, etc.)

- RESTORYING:**
5. Semiotic Inventiveness
 6. Genealogical Reconstruction of Missing Pieces
 7. Antenarrative (prestory & bet storyability possible)

- COLLECTIVE MEMORIES:**
8. BME Managerial (cover story)
 9. Punctual (multiple silos)
 10. Multilineal (2 or several superimposed)
 11. Polyphonic (multi-voiced)
 12. Postmemory (unexperienced directly)

How to use Horse-sense Storytelling



[Horse Sense At Work.mov - YouTube](https://www.youtube.com/watch?v=JrxXkyMB4vA)

▶ 6:52 ▶ 6:52

www.youtube.com/watch?v=JrxXkyMB4vA

Four kinds of Antenarrative:

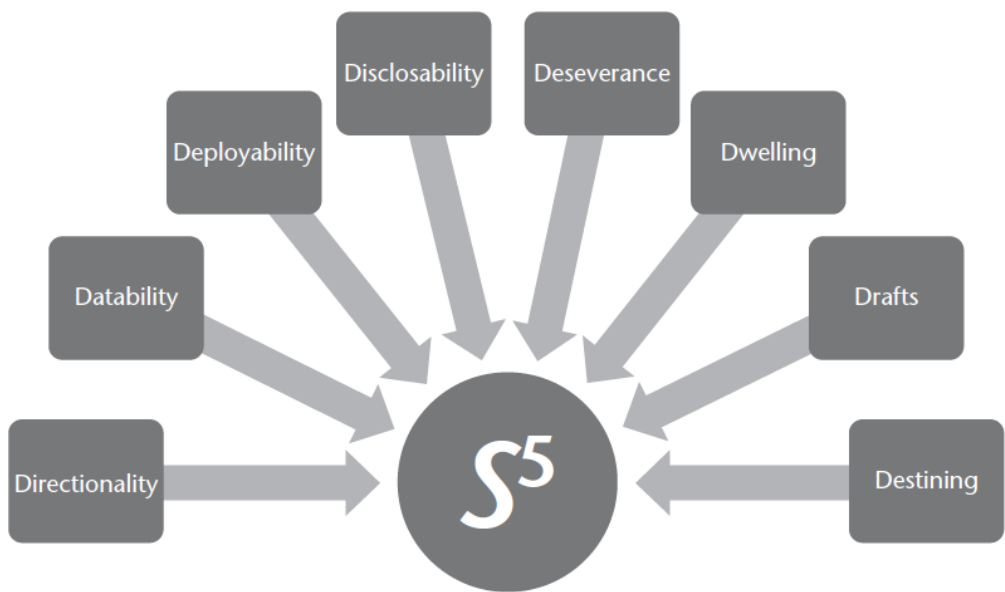
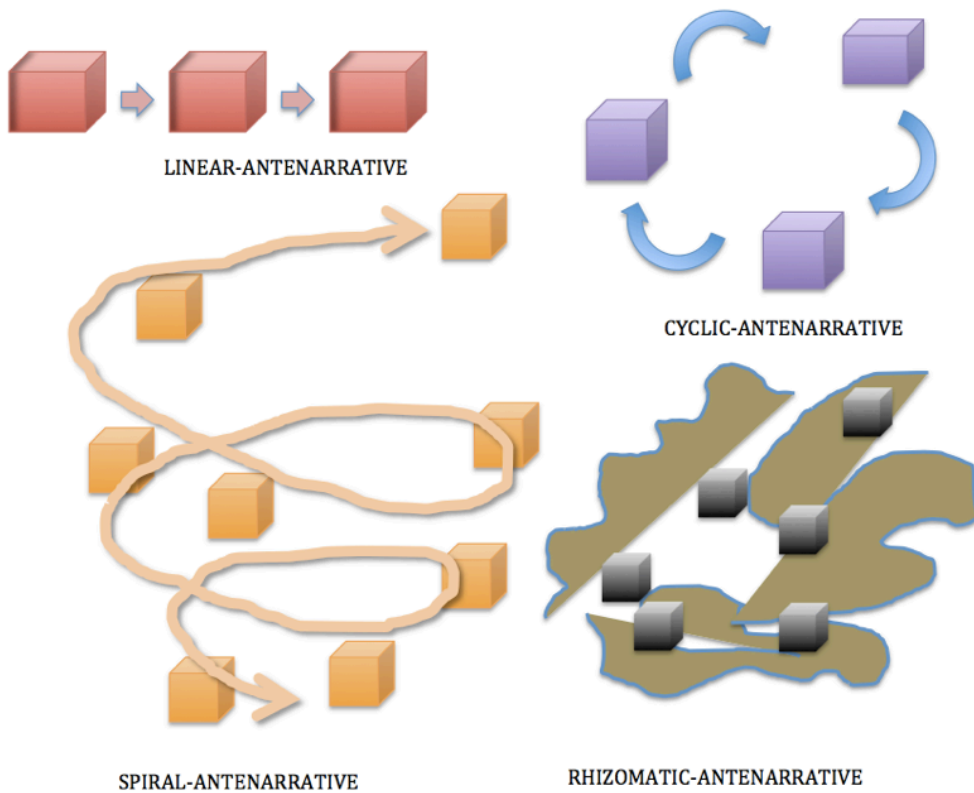


FIGURE 18.1 Eight D's of S5 (sustainability storytelling spiral)



See [on YouTube "Quantum Storytelling: Blacksmithing Art in the Quantum Age"](#) - produced by Grace Ann Rosile and David M. Boje. Boje narrates the video. [QUANTUM STORYTELLING](#) is also the name of our Annual Conference, held in Las Cruces, New Mexico, around my birthday, December 17th.

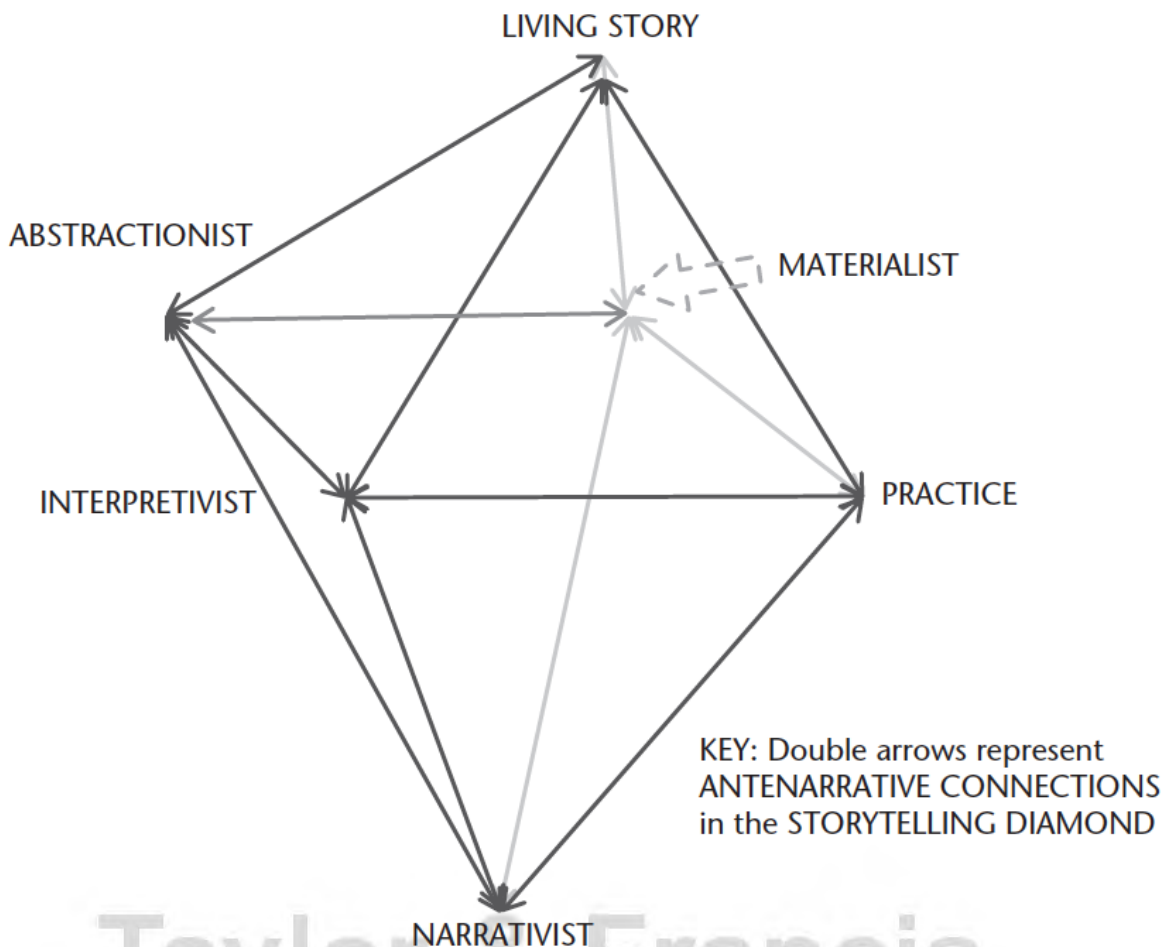


FIGURE 1.2 Storytelling diamond model
From Boje (2014, adapted from Rosile et al 2013).

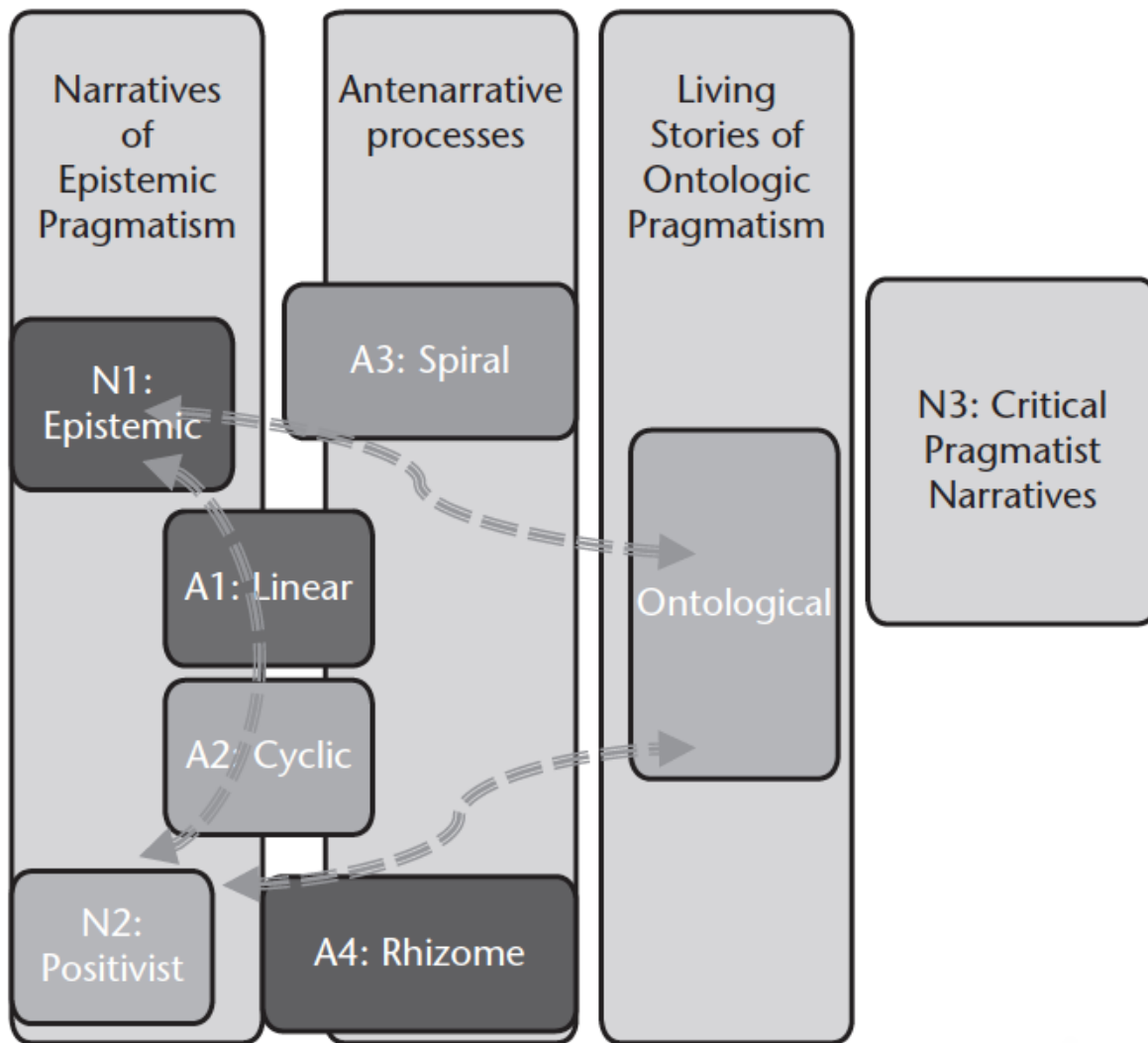
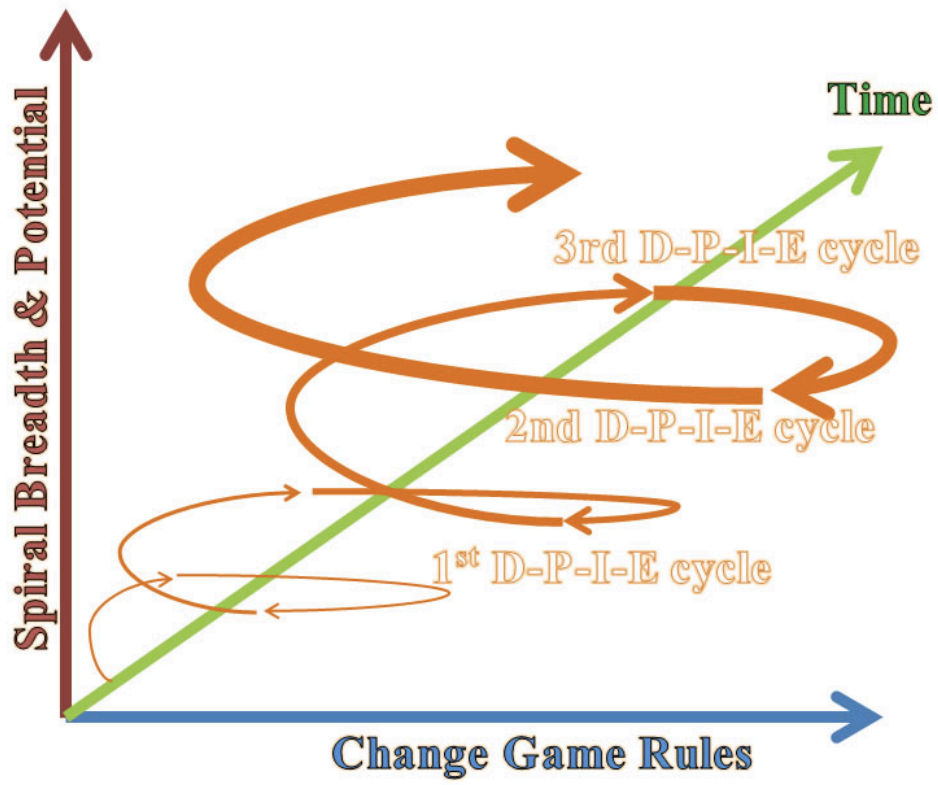


FIGURE 4.1 Quantum storytelling and pragmatist philosophies
 From Boje (2014)

CONSULTING WITH STORYTELLING



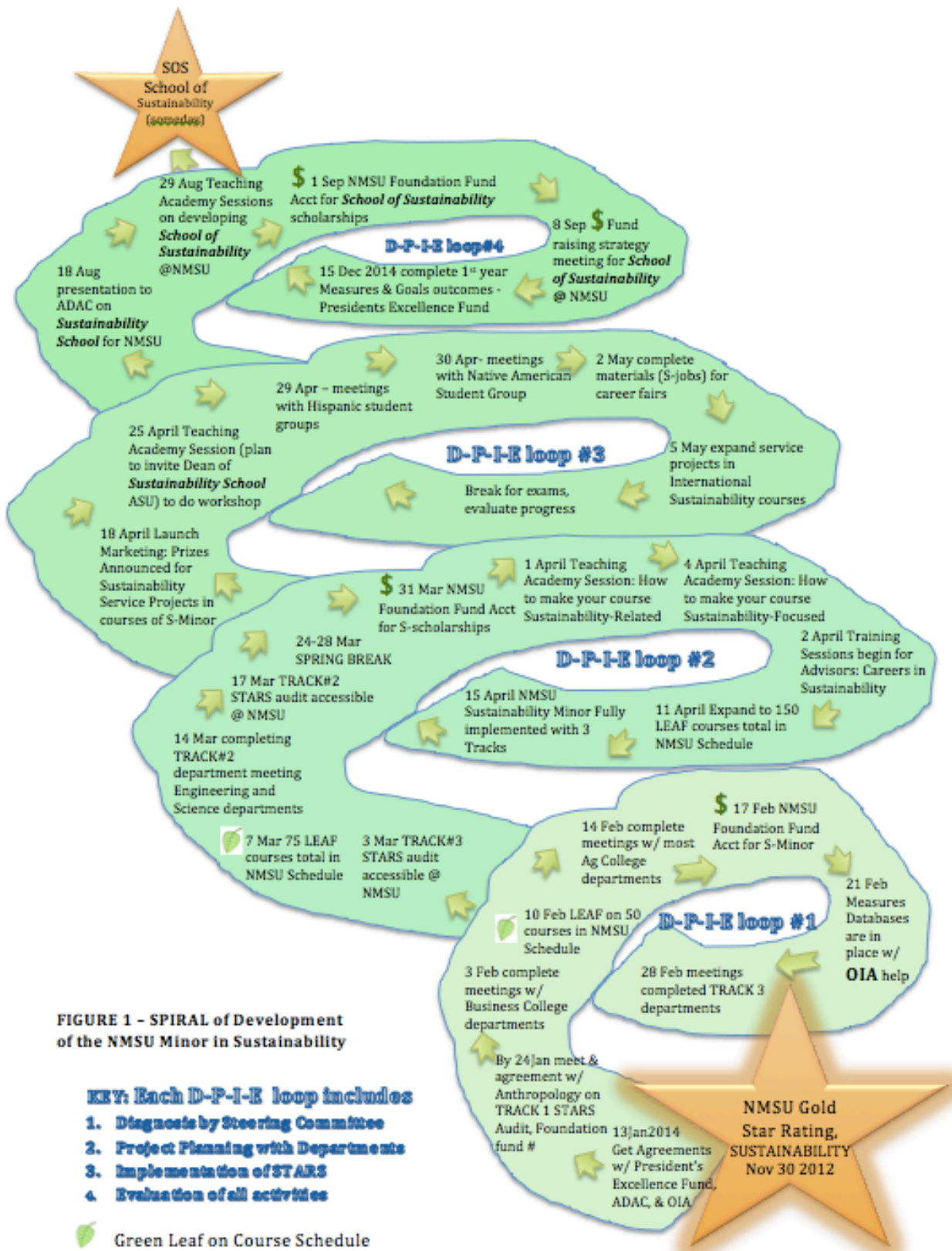


FIGURE 1 - SPIRAL of Development of the NMSU Minor in Sustainability

see history section of <http://peaceaware.com/sustainability> and http://business.nmsu.edu/~dboje/448/double_spiral_for_final.html

Table 1: 7 STEPS of Embodied Restorying
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1. Recharacterize (authentic Self identity) Pick a place and time in your life story where you experienced a problem or stress event. Do not tell about the event. Just call it THE EVENT. Is it before the military, during deployment, after coming back, after military, in university, in work, in family, other? What is the place and time?

Here are some sandbox-figures of family, animals, military, university. Use whatever ones you like to put in your path to and from military. Place them in the sand, and use any other objects you like to tell your story visually, as you answer these questions. If you just did work with horses, then you can choose some horses and make them characters in your story.

2. Externalize (de-label the Disorder Label) Pick a character for the sandbox that represents you (can be animal, human, thing). Tell us a story about a situation (a problem or a stressful situation) involving you and other people where you weren't happy with the outcome, and you would like the story to be different. Do not tell about the event. Just call it THE EVENT. Pick an object/thing to represent it. Name the character. Tell us the story in the sandbox.

3. Sympathize (benefits) – of old story of CHARACTER NAMED (Step #2); Map the payoffs in the sand

4. Revise (consequences) – Map the Organization & Economic influences of old story/old stereotypes of CHARACTER NAMED (Step #2); Map the consequences in the sand

5. Strategize (Little Wow Moments of exception to grand old story); Time travel to reclaim best of you; What are some places and times when you were at your best? When you resisted the role of CHARACTER NAMED (Step #2); pick a new artifact to represent them; name this new character

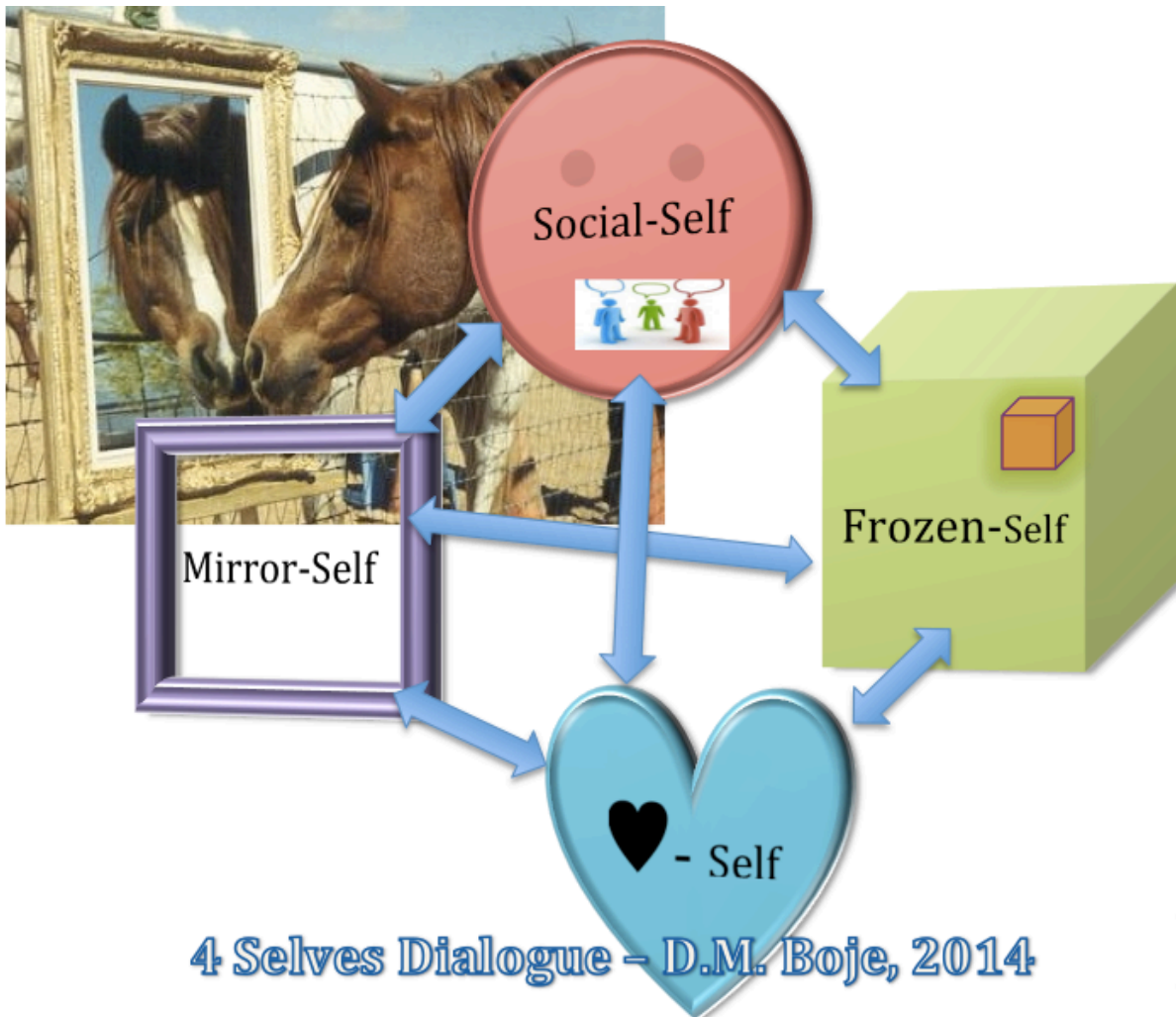
6. Restory (rehistoricizes the Grand old Story by collecting Little Wow moments into New story) of your new character (Step #5);

7. Publicize (support networking) e.g. letter writing with supporters of your 'New Story' of your new character (Step #5)



HorseSense

<http://peaceaware.com> for 4 selves model of restorying



Reading

Start with some definitions

Bøje, D. M. Story (Narrative). Encyclopedia of Management Theory. Marc Kessler (Ed). London: Sage. Accepted Jan 2012. [Click here for pre-press version.](#)

Bøje, D. M. & Rosile, G.A. 2008. Storytelling. In Mills, Albert J.; Durepos, Gabrielle; & Wiebe, Elden (Eds.). Encyclopedia of Case Study Research. CA: Sage. [See pre-press chapter draft pdf.](#)

RESEARCH EXAMPLES

Bøje, D.M. "Organizations as Storytelling Networks: A Study of Story Performance in an Office-Supply Firm," Administrative Science Quarterly, Vol. 36, 1991: 106-126.* http://business.nmsu.edu/~dboje/papers/Boje_Storytelling_ASQ_1991.pdf

Bøje, D. M. 1995. "Stories of the Storytelling Organization: A Postmodern Analysis of Disney as 'Tamara-land.'" Academy of Management Journal. 38(4): 997-1035.* <http://business.nmsu.edu/~dboje/papers/DisneyTamaraland.html> or [print out the PDF version](#)

CURRENT THEORY

Rosile, G. A.; Bøje, D. M.; Carlon, D.; Downs, A.; Saylor, R. (2013). Storytelling Diamond: An Antenarrative Integration of the Six Facets of Storytelling in Organization Research Design. *Organizational Research Methods (ORM) Journal*, Volume 16 Issue 4 October 2013 pp. 557 - 580. [Click here for pre press pdf](#)

Frames and Narrative Voice - Jahn, Manfred. (1997). "Frames, preferences, and the reading of third-person narratives: Towards a cognitive narratology." *Poetics Today* 18: 441-468. http://www.ualberta.ca/~dmiall/Cognitive/Readings/Jahn_1997.pdf

PRAXIS EXAMPLES

Rosile, Grace Ann & David M. Bøje. 2002. Restorying and postmodern organization theatre: Consultation in the storytelling organization. Chapter 15, pp. 271-290 in Ronald R. Sims (Ed.) *Changing the Way We Manage Change*. Westport, CONN/London: Quorum Books. [Click here for pre-publication pdf](#)

Bøje, D. M.; Hillon, M. E., & Cai, Y. 2007. Small Business Consulting in New Mexico: The Theatre of Socio-Economic Intervention Research. Accepted for publication (Nov 20 2006). Pp. 215-227 in Anthony F. Bruno & Henri Savall (eds.) *Socio-economic Intervention in Organizations: The intervener-researcher and the SEAM approach to organizational analysis*. Charlotte, NC: Information Age Publishing. View draft at http://peaceaware.com/papers/Bøje_Hillon_Cai_SEAM_chapter_06.pdf

FAMOUS COMPANIES

Bøje, David M. & Grace Ann Rosile (2003). Life Imitates Art: Enrons Epic and Tragic Narration. *Management Communication Quarterly*. * Vol. 17 (1): 85-125. Pre-publication version at <http://business.nmsu.edu/~dboje/theatrics/7/EpicTragicTheatre.pdf>

Bøje, D. M. & C. Rhodes. (2005a). The Leadership of Ronald McDonald: Double Narration and Stylistic Lines of Transformation. *Leadership Quarterly Journal* * Vol 17 (1): 94-103. see pre-publication draft at http://peaceaware.com/McD/papers/Ronald_McDonald_LQ_2005.pdf

Bøje, D. M.; & Rosile, Grace Ann. 2008. Specters of Wal-Mart: A Critical Discourse Analysis of Stories of Sam Walton's Ghost. *Critical Discourse Studies Journal*. [Click here for pre-press PDF version](#). [Full journal article pdf](#)

Bøje, D. M.; Alison Pullen, Carl Rhodes and Grace Ann Rosile. 2009. The Virtual Leader. Chapter #38 to appear in Bryman, A., Collinson, D., Grint, K., Jackson, B. and Uhl-Bien, M. (Eds.) *The Sage Handbook of Leadership*. [Click here for pre-press version](#).

Haley, U. C.; Bøje, D. M. (2014). Storytelling the Internationalization of the Multinational Enterprise. Accepted on May 4th, 2014 at *Journal of International Business Studies (JIBS)*. [Click here for pre-publication draft](#).

NEW FRONTIERS

Bøje, D. M. (2011). Reflections: What does Quantum Physics of Storytelling Mean for Change Management? *Journal of Change Management*, accepted 7/22/2011, Vol. 12 (3): 253-271. [Click here for pre-press pdf.](#)

Bøje, D. M.; Jørgensen, Kenneth Mølbjerg; & Strand, Anete M. Camille. (2013) TOWARDS A POSTCOLONIALSTORYTELLING THEORY OF MANAGEMENT AND ORGANIZATION, was accepted 9/27/2011 for publication *in Journal of Management Philosophy*, expected date of publication, 2013. [Click here for pre-press pdf.](#)

ADDITIONAL READING

Boje, D. M. (2001). *Narrative Methods for Organization and Communication Research*. London: Sage.

Boje, D. M. (2008). *Storytelling Organizations*. London: Sage.

Boje, D. M. (2011). *Storytelling and the Future of Organizations: An Antenarrative Handbook*. London: Routledge.

Boje, D. M. (2012b) [Quantum Storytelling. Free online book](#) (until it gets finished with its revisions, and a publisher calls).

Boje, D. M. (2012c) [Quantum Spirals for Organization Consulting](#) online book (until it gets finished with its revisions, and a publisher calls).

Boje, D. M. (2014) [Storytelling Organizational Practices: Managing in the quantum age Paperback](#) by [David M. Boje](#) ISBN-13: 978-0415815475 ISBN-10: 0415815479; New book released May 7 2014