A True Storytelling: Coaching Application for Intercultural and Organizational Change

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**Abstract**

The Situation: The fact is Organizational Knowledge Gaps (OKGs) among individuals and employees does exist. It’s essential to determine the cause and origin of these gaps and focus on the impact this situation has on the overall performance output of an organization.

Purpose: Determine the source of the KG, study the impact of these gaps on an organization’s operating systems, and recommend sustainable solutions.

Objective: An essential objective of an organization is to coach and inspire its employees and or members in a comprehensive, objective, sensible method that will support internal growth, truth, honesty, accuracy, commitment, and objective communications.

Method: Identify and implement True Storytelling “TSI” © tools and methods that will support sensible, sustainable organizational change. The True Storytelling “TSI”© tool that I chose to support this effort is the five phases of “Collective Intelligence Networking” ©.

Results: The desired outcome of any organizational training and coaching process is to develop sustainable growth along with a strategic succession plan that will support a high standard of service delivery via the organization’s “Mission and Vision Statement’s”.

Conclusion: The application of True Storytelling “TST” © principles, methods and models is the most effective and efficient process to ensure sustainable growth, and a sensible change for the current and future success of any organization.

DEDICATION AND ACKNOWLEDGEMENTS

This study is dedicated to all the stakeholders and members of any organizations, intercultural groups whose mission is to collaborate and share objective, ethical, and truthful information in an effort to bringing society closer together where respect, inclusion, ethics, truth and authenticity share the same safe space.

Appreciation and thanks to the founders, staff and associated members of the True Storytelling Institute whose expertise and commitment has been key to my growth and success as a Certified True Storytelling Member.

Introduction

1.0 Purpose

The purpose of this research topic is to employ the True Storytelling Institute “TSI”® 7 Principles and methods to identify and determine the source of Organizational Knowledge Gaps (OKGs), and study the impact of these gaps on an organization’s operating systems, and recommend sustainable solutions.

About True Storytelling: “*True Storytelling* is a new method of studying, planning, facilitating, ensuring, implementing and evaluating ethical and sustainable changes in companies, organizations and societies. *True Storytelling* is both a method with seven principles and a mindset to help managers and researches to work with change. *True Storytelling* stresses that we need to balance the resources of the Earth, our wellbeing and the economy when we are dealing with change”. (Jens Larsen, David Boje, and Lena Bruun (2020). True Storytelling. Seven Principles For An Ethical and Sustainable Change-Management Strategy. Routledge).

The “True Storytelling Seven Principles”:

1. You yourself must be true and prepare the energy and effort for a sustainable future.
2. True storytelling makes spaces that respect the stories already there.
3. You must create stories with a clear plot, creating direction and helping people prioritize.
4. You must have timing.
5. You must be able to help stories on their way and be open to experiment.
6. You must consider staging, including scenography and artefacts.
7. You must reflect on the stories and how they create value.

(Jens Larsen, David Boje, and Lena Bruun (2020). True Storytelling. Seven Principles For An Ethical and Sustainable Change-Management Strategy. Routledge).

The Situation

1.1 Problem

Essentially OKGs exist in every organization. The OKG can be voluntary and or unvoluntary. Exactly what is an OKG? I define a OKG as a lack of knowledge in a space where knowledge is

critical, essential and above all required. The fact is if the OKG is not identified and managed properly its impact can range from being subtle, to affecting an organization’s ability to achieve it’s vision and mission, resulting in a negative service/product delivery. An OKG can have more serious consequences that could cause serious injury, and in some cases the situation could be life threatening and cause death.

Below are typical examples where knowledge and or familiarity is required and or necessary

for an organization to operate in an effective, efficient, and safe manner.

One must understand:

* The Organizations Mission & Vision statements.
* The Organizations, policies, procedures, rules and regulations, standard operating guidelines etc.
* Local, county, state and federal laws and or legislations that regulates the operations of an organization.

A lack of organizational knowledge in any of the above examples could have catastrophic results.

1.2 Background/History

OKGs are associated with any type of organizational operating system. No organization is immune from the adverse effects of OKG. A close look at corporate, educational, governmental

institutions as well as small businesses will reveal the OKG is present and presents a threat to an organizations operating system/s that will result in that systems ability to deliver the desired service and or product, as well as exposing that system to potential organizational and or individual liability.

The foundational origin of any organization is embedded within its “Mission and Vision Statements”. The beginning phases of an organization’s design, development and implementation phases are critical for it’s sustainable successful future.

All organizations must focus on their entry and promotional hiring practices to ensure they are placing suitable human assets into positions that they are familiar with, and possess the education and skills that will support the mission and vision of that respective organization. It’s imperative leaders of organizations possess the qualities to be strong leaders and they have the ability to demonstrate their respective skills and lead by example.

Prior to individuals becoming leaders of an organization (supervisors and managers) the organizations management should have in place training and coaching systems to expose their future leaders to. Remember the whole idea is for an organization to perform in the most effective, efficient safe manner. In order for an organization to accomplish this objective it must engage in policies, practices and training activities that supports the best path for the success of its internal operating system/s. The goal is to have internal operating systems function and perform at a high level that will exceed the organizations expectations.

All members of an organization particularly the organizations leaders would benefit from “TSI” coaching and teaching tools. Example, all members of an organization would certainly benefit from the teachings of “TSI” Principle 1: You, yourself must be true and prepare the energy and effort for a sustainable future.

(Jens Larsen, David Boje, and Lena Bruun (2020). True Storytelling. Seven Principles For An Ethical and Sustainable Change-Management Strategy. Routledge).

1.3 Research Questions

Before asking any research questions, it’s important to illustrate the fact any historical analytical review of the internal and external operating environments of an organization is a True Story of that organizations past, and it should be noted the historical past of an organization is a True Story that already exists.

Principle 2 of TSI©: making room by respecting the stories already there, (Jens Larsen, David Boje, and Lena Bruun (2020). True Storytelling. Seven Principles For An Ethical and Sustainable Change-Management Strategy. Routledge).

An analytical review will reveal the causes and origin of OKGs. Organizations generally don’t have in place training and or workshops to bridge the OKGs. The culture within many organizations is to ignore internal conflicts. An organization that fails to address internal employee conflicts is an organization that is reactive and not proactive. Proactive organizations usually have successful, sustainable futures as a result of established methods, practices and operations that support internal growth. Organizations that don’t place value on being effective, efficient and safe usually experience employees with low morale, poor performance levels, as well as routine personnel staffing turnovers.

2.0 Method

After assessing the cause and origin of OKGs I determined the core method to identifying the appropriate tools and processes was embedded within True Storytelling Institute “TSI”© Training Module ODC 2.0, particularly Session IV. The primary “TSI”© method and tool of choice is “Collective Intelligence Networking”©. All Seven “TSI” Principles will be utilized in this process.

*“COLLECTIVE INTELLIGENCE NETWORKING” © 5* Phase process is the preferred “TSI” © tool to bridge the employee knowledge gap and establish accuracy and truth telling within an organization’s departments and or among individuals and groups.

PHASE I: ID the problem. *The problem can be decomposed and double looped for Learning & Leading.*

PHASE II: Solution Causation. *Creativity and Accuracy are both essential to the solution process. There should be an interactive process among all department stakeholders.*

PHASE III: Evaluation*. Evaluate all options, focus on “Key Strategies” for potential implementation. Critical thinking discussions must focus on “Strategy Clarification”.*

PHASE IV: Decision. *The decision must take into account elements/criteria i.e., historical applications and past patterns that may require complete deconstruction for effectiveness and efficiency. The final decision must be flexible, and support a successful, sustainable, process.*

PHASE V: Implementation. *Requires a strategic plan that ensures sustainability.*

True Storytelling Institute TSI Training Module ODC 2.0, Session IV PowerPoint©.



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*Collective Intelligence Networking©*

2.1 Results: This research project has identified the cause and origin of OKGs as well as the ‘TSI” © processes, tools and methods that will support a high standard of service delivery via the organization’s “Mission & Vision Statements”.

2.2 Conclusion: The application of the True Storytelling “TSI” © seven principles, methods and models are the most effective process to ensure sustainable growth, and a sensible change for the current and future success of any organization. This research project is a snapshot into the “TSI” training, coaching and models processes that I will be utilizing for future research projects.

Nature, Diversity, Equity and Inclusion is essential for the wellbeing and future of our planet!

R L Smith, MPA

Sources/References

Jens Larsen, David Boje, and Lena Bruun (2020). True Storytelling. Seven Principles For

An Ethical and Sustainable Change-Management Strategy. Routledge.

“True Storytelling Institute TSI Training Module ODC 2.0, Session IV PowerPoint”.