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# Negotiating and Influencing Successful Outcomes

## What's the Story?

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# Overview

- Introduce a storytelling perspective on strategic practice
- Common view about strategy – rational (restricted) process, and ‘failure’ is a problem of implementation
- Using examples explores why it is valuable to take on board the narrative view, notably in highly purposeful driven organizations (and settings)
- Offers a way to negotiate the trade-offs and competing interests, to influence, and achieve successful outcomes in organizing.

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# What do we mean by narrative ?

Narrative in common with the *Aristotelian* sense of story is understood as 'thematic sequenced accounts [of events, experiences or actions, tied purposefully together by a plot] that convey meaning from implied author to implied reader' (Barry and Elmes, 1997: 431).



# Observing narrative – example 1



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# Observing narrative - example 2

- Becomes a broader question of role of the State, public policy, and narratives for change
- **The role of the state, business and the community in a sharper focus, a different narrative?**
  - Further reflections on the financial crash 2007-8
  - UK: Brexit
  - Covid-19, Security and the Post globalization world?
  - Climate Emergency intensified
  - AI?
- The Mission Economy? Rethinking the role of Government?



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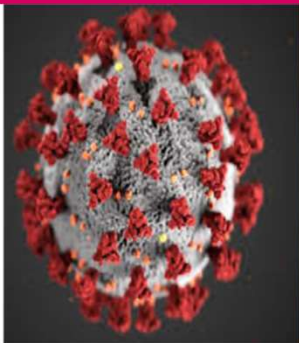


# Start of a narrative shift? Purpose





# Challenge of shifting the narrative – example 2



The Observer  
Boris Johnson

## 'We got the big calls right' said Boris Johnson. But did he really?

Observer writers examine whether the claims in the PM's speech to parliament on 19 January actually hold water

Toby Helm, Phillip Inman and James Tapper

6 Jan 30 Jan 2022 09:00 GMT



Johnson in the Commons on 19 January. Photograph: EPA



**Rachel Reeves**  
Reeves to appoint Covid corruption tsar to claw back billions of waste

# As strategy storytellers what are you faced with?

- Spotting narratives, creating a sensible temporal sequence
- Genres / types, finding the right one
- Combining fact and fiction (future-making)
- Composite problem
- Dealing with lack of stability
- Recognising fragments and their role
- The setting (and narrative resources)
- Voice
- 'Buy-in'
- Stuff



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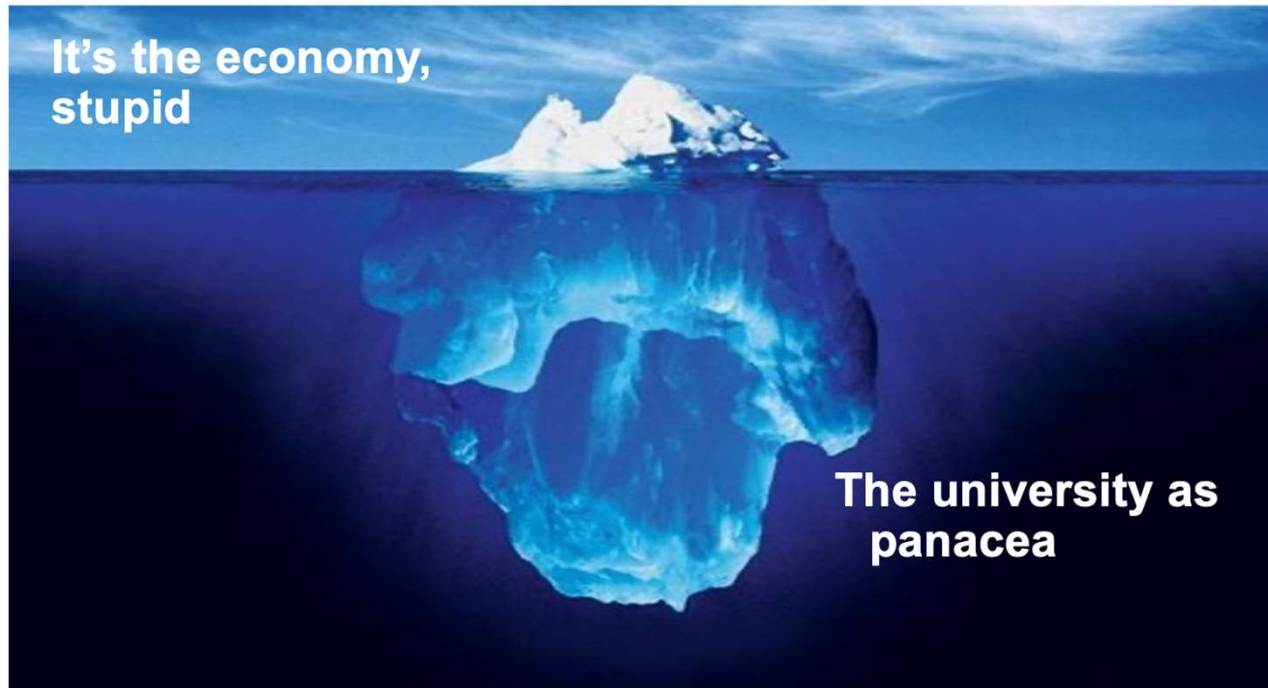


# Framing of narrative resources – trade-offs and buy-in

Availability and Resonance  
Ambiguity and Emotional Register



## (On-going) framing of narrative in plurivocal settings (Holstein et al., 2018)



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# The importance of purpose





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**Thank you, questions**