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**Ponder**

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**State of Arizona**  
(Administrative Law Judges)

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**Watson,  
you idiot!**

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**Stories are the Single Most  
Important Form of  
Communication**

More important than memos, mission statements, newsletters, speeches, and policy manuals almost ever are, stories “constitute the single most powerful weapon in the leader’s literary arsenal.”

*- Howard Gardner*

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**I am much more afraid of a  
hundred sheep led by  
a lion than a hundred  
lions led by a sheep.**

*- Tallyrand*



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“Reagan was a gifted raconteur, one who could use a story effectively to lend deeper and more vivid meaning to his point or to defuse a tense situation. People, he felt, believe in and act on the stories they hear and tell about the past. To Reagan, facts were the unassembled parts of an apparatus that could not operate until it was put together in an individual’s own unique way. Stories brought facts to life and created meaning.”

- George Shultz

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“I believe I have the popular reputation of being a storyteller, but I do not deserve the name in its general sense, for it is not the story itself, but its purpose, or effect, that interests me.

I often avoid a long and useless discussion by others or a laborious explanation on my own part by a short story that illustrates my point of view. So, too, the sharpness of a refusal or the edge of a rebuke may be blunted by an appropriate story, so as to save wounded feelings and yet serve the purpose. No, I am not simply a storyteller, but storytelling as an emollient saves me much friction and distress.”

- Abraham Lincoln

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## Stories Stick Like Glue

- Stories make information easier to remember.
- Stories make information more believable.

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## **Our Brains Respond to Story Time**

Learning changes the brain by creating new networks of neurons with a lower threshold for activation, and the networks grow stronger with use. But new information must first get past the part of the mind that zealously resists change. While the brain is quick to counter any argument it doesn't agree with, experience sneaks right by.

Scientists now believe that the brain makes sense of the world through stories. Therefore, stories become effective behavioral change tools for managers. Because stories are experiences rather than arguments, the brain doesn't summon up rebuttals. When we encounter a story, we identify with it as if it's our own, trying out its points of view and the thoughts it conveys.

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## **The Power of Stories**

- Attitude Change
- Culture Change

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## **It's the Difference Between History and Heritage**

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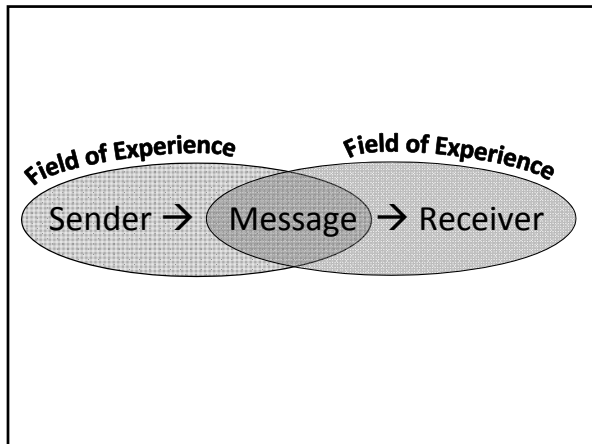
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**Culture**  
Values, Beliefs, and Customary Behaviors learned and shared by members of a particular society

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## Organizational Culture

*Organizational Culture* consists of shared values that shape organization members' behaviors and help them understand the organization.

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You are in the  
**Service**  
business.

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## Service Culture

A culture where an appreciation for good service exists and giving good service to both external and internal customers is considered a natural way of life and one of the most (or the most) important norm by everyone in the firm.

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## Process vs. Outcome

The customer evaluates both the service outcome and the service process.

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## Quality Service Variables

- Reliability** – Consistency of your performance and dependability
- Responsive** – Your willingness or readiness to provide service
- Competence** – The possession of the required skills and knowledge, by the employee, to provide the service
- Access** – Organization approachability and ease of contact
- Courtesy** – Politeness, respect, friendliness of contact personnel
- Communication** – Keeping customers informed in language they understand, listening
- Credibility** – Trustworthiness, believability, honesty, customer’s best interest at heart
- Security** – Freedom from danger, risk, or doubt
- Understanding/Knowing** – Efforts to know customer’s needs
- Tangibles** – Physical evidence of service; buildings, appearance of personnel; tools used to provide service; other customers in facility

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“Nothing exciting happens to me”

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## Personal Suggestions

- Don't edit out personal stories.
- Bring your best stories to work so as to inspire, teach, and comfort others in the work place.
- To bring stories, you must know stories.

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## Responsiveness

Your willingness or readiness to provide service

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## I Found a Better Way!

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## Advertising



A lion once met a tiger as he drew beside the pool.  
Said the tiger, "Tell me why you're roaring like a fool."

"That's not foolish," said the lion, with a twinkle in his eye;  
"They call me King of Beasts, because I advertise."

A rabbit heard them talking and he ran home like a streak.  
Thought he'd try the lion's plan, though his roar was just a  
squeak.



A fox came to investigate – had dinner in the woods.  
So when you advertise, my friends, be sure you've got the  
goods.

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# Be Sure You Got the Goods

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