Spreadsheets or Stories: What REALLY Creates Reliability Culture?

Presented by: Michelle Ledet Henley
TMG Frontline Solutions, LLC
Michelle Ledet Henley is President of TMG Frontline Solutions where she has spent the past 25 years helping hundreds of organizations navigate the difficult waters of organizational change using a game-based simulation.

Her enthusiastic facilitation style along with the innovative workshop design bring the workforce (even the most skeptical among them) energetically onboard with their site's reliability improvement efforts.

Co-authoring various articles and the book Level 5 - Leadership at Work, the sequel to the popular Don't Just Fix It, Improve It, Michelle has become a thought leader on the emerging and often misunderstood topic of defect elimination.
Managing Complex Change

- RATIONAL
  - What Makes Sense
  - Logical Conclusions
- EMOTIONAL
  - The Human Side
  - Tradition
  - Heritage
- POLITICAL
  - Position
  - Power
  - Control

“We must understand and address all three dimensions to be successful in leading change”
“In my field, the **numbers** do the talking.”

~most engineers
In the video, who was the aggressor?

A. Big Triangle
B. Little Triangle
C. Circle
In the video, who was the aggressor?

A. Big Triangle  
B. Little Triangle  
C. Circle
In the video, who was the aggressor?

A. Big Triangle
B. Little Triangle
C. Circle

1944 Study by Experimental psychologists Fritz Heider and Marianne Simmel
11,000,000 bits per second

Source: www.britannica.com/science/information-theory/Physiology
SMELL

44X more scent cells than humans
.0035% of electromagnetic spectrum
11,000,000 bits per second

RECOGNIZING: 10K bits per second
LEARNING: 10 bits per second

Source: www.britannica.com/science/information-theory/Physiology
Tell stories to…

- Secure financial and other **SUPPORT** from management
- Gain enthusiastic **PARTICIPATION** from front-line personnel
- Improve sustainability by building a **PROACTIVE** culture
THE STORYTELLING CODE

10 Simple Rules
TO SHAPE AND TELL A BRILLIANT STORY

DIANA MORRIS

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Rule: Know Your Goal

Who is the AUDIENCE?
What do they already KNOW?
What RESULTS do you want your story to have?
What do you need to COMMUNICATE to achieve that result?
What is the audience’s MINDSET?
How do you CHANGE that mindset?

Source: The Storytelling Code by Dana Norris
# Rule: Know Your Goal

<table>
<thead>
<tr>
<th></th>
<th>MANAGEMENT</th>
<th>FRONTLINE</th>
<th>ORGANIZATION</th>
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<tbody>
<tr>
<td>RESULTS</td>
<td>Funding</td>
<td>Participation</td>
<td>Proactive Culture</td>
</tr>
<tr>
<td>CURRENT MINDSET</td>
<td>Cost Cutting</td>
<td>Bystander</td>
<td>Respond to Problems</td>
</tr>
<tr>
<td>DESIRED MINDSET</td>
<td>Waste Reduction</td>
<td>Contributor</td>
<td>Avoid Problems</td>
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</tbody>
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Rule: Use Plot

Time

Beginning
Problem
Failed attempt(s) to solve the problem
Ending
Solution

Tension

The plot arc is the spine of every story in the world.
~ Dana Norris
The Storytelling Code

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Source: The Storytelling Code by Dana Norris
Rule: Use Plot (Romeo & Juliet)

- **Solution**
- **Ending**
- **Problem**
- **Beginning**

The Capulets and the Montagues legit hate each other.

Source: The Storytelling Code by Dana Norris
Rule: Use Plot (Romeo & Juliet)

- **Beginning**: Problem
- **Tension**: Failed attempt(s) to solve the problem
- **Solution**: Ending

Their kids, Romeo and Juliet, meet and fall in love.
Rule: Use Plot (Romeo & Juliet)

<table>
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<tr>
<th>Time</th>
<th>Tension</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning</td>
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<tr>
<td>Problem</td>
<td>Failed attempt(s) to solve the problem</td>
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<tr>
<td>Ending</td>
<td></td>
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<tr>
<td>Solution</td>
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</table>

They try to be together. Romeo is banished. Juliet fakes her own death.

Source: The Storytelling Code by Dana Norris
Rule: Use Plot (Romeo & Juliet)

They both die in a tragic misunderstanding.
Rule: Use Plot (Romeo & Juliet)

"The ending isn’t where the story stops; the ending is what the story means."

- Dana Norris

The Storytelling Code

Family feud is ended

Source: The Storytelling Code by Dana Norris
Rule: Wow Them in the End

- Solution
- Ending
- Fast Forward
- Full Circle

1. Problem
2. Failed attempt(s) to solve the problem
3. wow!
4. Time
5. Tension

Source: The Storytelling Code by Dana Norris
Rule: Make Your Point
Know Your GOAL

Use PLOT

WOW them in the end

Make Your POINT
Once upon a time...
Once upon a time...
Defects Identified and Eliminated

B-253 Reliability Team
Organizational Culture can be defined as the stories we tell ourselves about ourselves.
Who are your PROACTIVE heroes?
Tell their stories!

Choose the AUDIENCE

Know your GOAL

Make them CARE