

Forward

Working through the themes in this mind map will help you build **narrative strategies that drive behavioral change** by ensuring resonance with your target audience and resilience under scrutiny.

This content has been visualized this way because the consideration of these themes does not happen linearly, and thus this artifact does not need to be read in any certain order.

Localizing narrative strategy

Narrative strategy exists within a broad range of domains, from government to the private sector. The application of narrative strategy depicted here has been localized to internal corporate environments.

For this localized application, I define narrative and narrative strategy as follows:

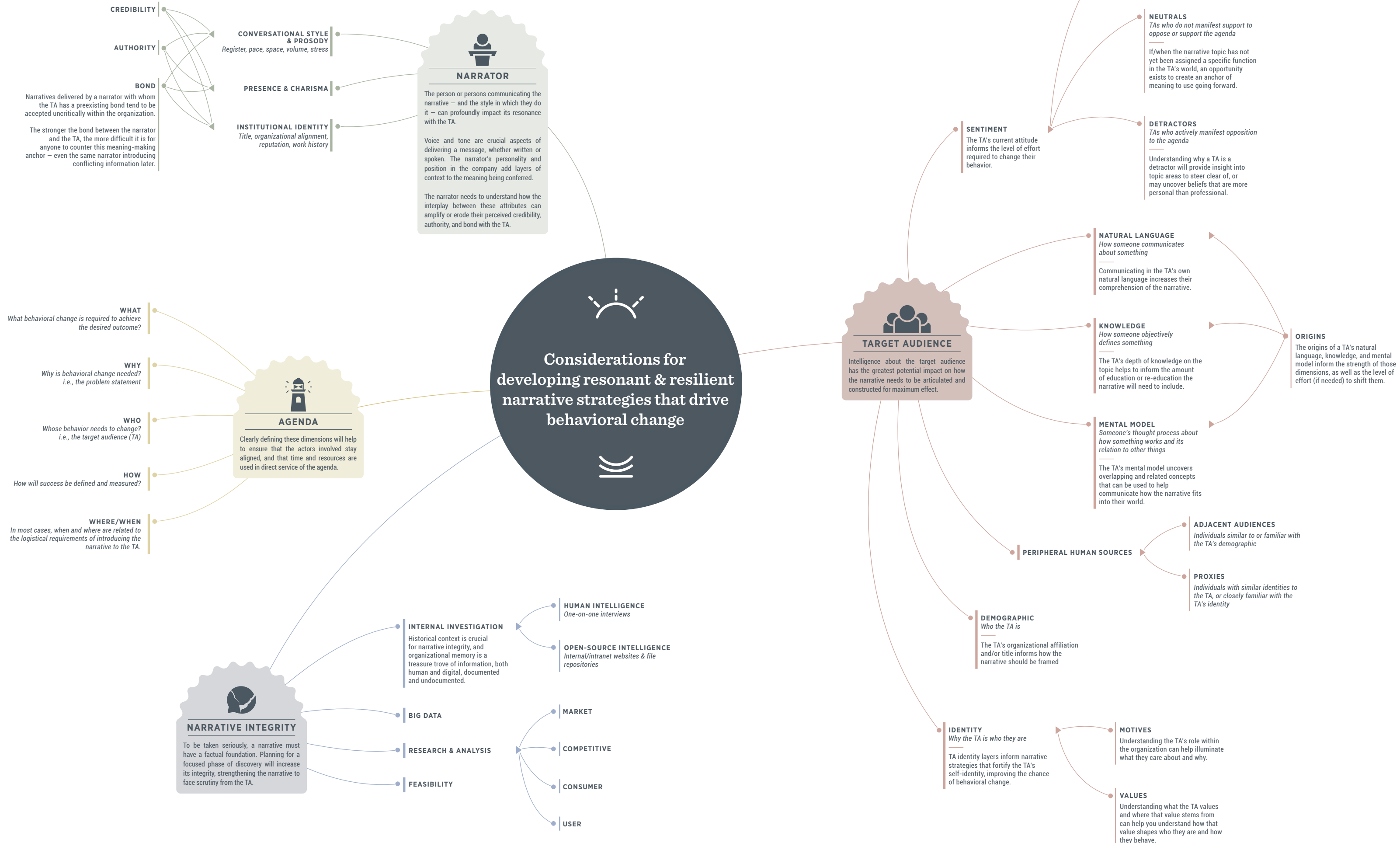
A **narrative** is content, regardless of medium, that guides a target audience (TA) to make sense of information and/or an environment in a way that serves a particular agenda.

Narrative strategy is an integrative set of choices that informs the creation and socialization of a narrative such that it results in the desired behavioral change.

Rigorous narrative strategy is beneficial for any topic or situation that requires behavioral change:

- organizational identity (purpose, mission, vision, principles)
- organizational alignment
- buy-in (product, feature, innovation)
- change management
- program definition
- research outcomes
- data visualization
- regulatory approval

Model



Influences

This work was informed by a large and diverse body of both life experiences and materials. I have highlighted some of the materials here.

BOOKS

- List, John A. **The Voltage Effect: How to Make Good Ideas Great and Great Ideas Scale**, Currency, 2022
- Maan, Ajit & Cobaugh, Paul. **Introduction to Narrative Warfare: A Primer and Study Guide**, Narrative Strategies Ink, 2019.
- O'Connor, Cailin & Weatherall, James Owen. **The Misinformation Age**, Yale University Press, 2019
- Rutherford, Albert. **Learn To Think in Systems: Use System Archetypes to Understand, Manage, and Fix Complex Problems and Make Smarter Decisions**, A.R.B. Publications, 2019
- Pyle, James O. & Karinch, Maryann. **Control the Conversation: How to Claim, Deflect and Defend Your Position Through Any Line of Questioning**, Career Press, 2018
- Greene, Robert. **The Laws of Human Nature**, Penguin Books, 2018
- Sharot, Tali. **The Influential Mind**, Henry Holt and Co., 2017
- Clark, Howard Gambrell. **Information Warfare: The Lost Tradecraft**, Narrative Strategies, 2017
- Houston, Philip, Floyd, Michael & Carnicero, Susan. **Get the Truth: Former CIA Officers Teach You How to Persuade Anyone to Tell All**, St. Martin's Press, 2015
- Schafer, John R. & Karlins, Marvin. **The Like Switch: An Ex-FBI Agent's Guide to Influencing, Attracting, and Winning People Over**, Atria Books, 2015
- Pyle, James O., Karinch, Maryann, & Hartley, Gregory. **Find Out Anything From Anyone, Anytime: Secrets of Calculated Questioning From a Veteran Interrogator**, Career Press, 2014
- Sharot, Tali. **The Optimism Bias: A Tour of the Irrational Positive Brain**, Vintage, 2011
- Linde, Charlotte. **Life Stories: The Creation of Coherence**, Oxford University Press, 1993

WEB (ARTICLES, WHITEPAPERS, SITES)

- Hirschhorn, Larry. **Extending the Tavistock model: bringing desire, danger, dread, and excitement into a theory of organisational process, Organisational and Social Dynamics**, June 2021
- Levitan Joseph, Mahfouz Julia & Schussler Deborah L. **Pragmatic Identity Analysis as a Qualitative Interview Technique**, Qualitative Research, September 2018
- Fearnon, James D. **What is Identity as we now use the word**, Stanford University, November 1999
- **CIMIC Handbook – Measures of effectiveness MoE and measures of performance MoP**, handbook.cimic-coe
- **Learning Outcomes – ABCD Method**, University of Maryland

WEB (VIDEOS)

- **A Plan is not a Strategy**, YouTube, uploaded by Harvard Business Review, July 2022
- **The Psychology of Influence and Persuasion with Dr. Victoria Romero**, YouTube, uploaded by Mark Botros, 2021
- **If you can't answer these 6 questions you don't have a story** Glen Gers, YouTube, Film Courage, 2021
- **Weaponized Information: Disinformation and Narrative Warfare**, YouTube, uploaded by TRADOC G-2 OE Enterprise, 29 July 2020
- **Victoria Romero presents: Building Psychological Resistance to Disinformation**, YouTube, uploaded by Next Century, 2019
- **How to Speak**, YouTube, MIT OpenCourseWare, 2019
- **Whoever controls the narrative has the power | Gretchen Busl | TEDxTWU**, YouTube, uploaded by TEDx Talks, 2017
- **Roger Martin's How a Strategy Really Works**, YouTube, uploaded by Art-Center College of Design, 2014

PERSONAL INTERVIEWS

- Victoria Romero, PHD Apr. 2022
- Joseph Levitan Assistant Professor McGill University, May 2022

Credits



Josh Nespodzany has over 25 years of experience working in both advertising and product, and currently serves as the Director of Narrative Design at Comcast.



Cass Fellerman is a narrative strategist and content design lead at Comcast who has been writing professionally for more than a decade.