Data-Driven Storytelling

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Goals for Today

• Introduction to **few key concepts** used to teach data-driven storytelling or data coaching
• What data-driven storytelling is and how it’s different from related tools
• Provide **examples** of different approaches
• Share ideas about how **simple solutions can drive business results**
Favorite Quote

“Always look for the simple solution”
Why Data Coaching? Theresa’s Story

Optimizing and directing employee energy at work
Directors tell stories

• Directors start with data (story, facts), and they weave it into a story. The same data may lead to very different stories.

• Directors think about genres.

• We also need to use genre as a lens.

• Let’s look at an example
Three Different Genres – Same Input Data

Think about genre as you look at these video clips. Think about the emotion you feel as you watch each one.
Genre Important

• Presentation or story will differ based on:
  – What you want to achieve (result)
  – The audience
  – Resources for the work
  – Your level of confidence and risk taking profile

• Typical business genres
  – Documentaries (just the facts)
  – Drama (feel the story of a character)
  – Horror (change this or we will go out of business)

• Degree and type of emotion varies
Emotion ???

Most data-driven projects evoke little, if any, emotion
Current Landscape

- Storytelling
- Big Data
- Visualization
- Technology

Data-driven storytelling or “power storytelling” is somewhere in the middle.
Big Data = The Big Novel

Big Data are the sources of the multiple stories organizations can tell.

Business Analytics: Do we need data scientists?

Moderated by Lawrence Dignan | May 13, 2013 -- 07:00 GMT (00:00 PDT)

Summary: In a world where data drives everything, do we need data scientists to make sense of this tidal wave of information?

The required skill set is real and uncommon.

We need tools that empower knowledge workers.

Best Argument: No

56% Yes
44% No

Audience Favored: Yes (56%)
Visualization is a design process. It’s a tool like Power Point, Excel, Prezi.

In the world of genre, visualization can help you make a better documentary.

Infographic by Karen DeCuir DiNicola
On a mission to fix waiting rooms
Technology = Tools of trade
Dashboards, bar charts and pie charts

Sample from Metro Tribal.
Storytelling = The “art”

People will remember if you tell a good story

Emotional responses lead the brain to remember – but for what purpose?
The focus on results is missing from much of this work.

The story evolves
Data-Driven Storytelling

Find stories

When you are in search of stories or linkages and when you can’t “choose” your data.

Strategizing

When you need to solve business problems; when you can choose data to drive results.

Start

Dialogue

Data

Action

Results

Start

Dialogue

Data

Results

Action
Power story telling requires two types:

- DATA PEOPLE
- DIALOGUE PEOPLE
Teaming to do Data-Driven Storytelling

Finding stories in data

• Not just about data analysis
• Use new lenses to do the analysis
• Data gurus are often not very good at finding a new lens; need their dialogue friends to help
• Examples from traditional survey data
## Change Scenario: Example #1

<table>
<thead>
<tr>
<th>Group rate of change</th>
<th>Personal rate of change</th>
<th>Highest performance and survey scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Low</td>
<td>-</td>
</tr>
<tr>
<td>Medium</td>
<td>Medium</td>
<td>-</td>
</tr>
<tr>
<td>High</td>
<td>High</td>
<td>-</td>
</tr>
</tbody>
</table>

*Lowest rates of engagement and satisfaction (when difference was greatest)*
Choose the core questions that represent employee engagement; what employees “give”

Pick the questions that represent what employees should “get” in exchange for being engaged. This may be formal rewards, informal rewards, training opportunities, environment, flexibility at work, etc.

**Employee Value Exchange Proposition**
### Employee Engagement

(what employees give to the company)

<table>
<thead>
<tr>
<th></th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee Perceived Value</strong> (what they get from the company)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High</td>
<td><img src="image" alt="X" /></td>
<td><img src="image" alt="X" /></td>
<td><img src="image" alt="X" /></td>
</tr>
<tr>
<td>Medium</td>
<td><img src="image" alt="X" /></td>
<td><img src="image" alt="X" /></td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td></td>
<td></td>
<td><img src="image" alt="X" /></td>
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</tbody>
</table>

- **Value greater than engagement**
- **Alignment**
- **Engagement greater than value**

**These people are not performance aligned; at risk of entitlement (value is higher than engagement).**

**These individuals are aligned; however, is the distribution where you want it? There are a lot of people “stuck” in the middle.**

**These employees are potentially what we call “neglected warriors” — engaging but with unbalanced value.**
Reorganization: Example #3

Analyze data by centers of excellence obtained via the informal hierarchy. Make restructuring decisions with new and additional knowledge.
Back to Genre

- Choosing new lenses for analysis – same data
- Made data more applicable to audience
- All on same page; easier to agree
- We CHOSE the lens (point of view important)

Same type of data – three lenses (like the 3 versions of Snow White)

1. Change is good
2. Employee exchange is better than employee value (one way)
3. Informal hierarchy shows the unknown super heroes
Teaming to do Data-Driven Storytelling

Be selective about the data you need and the data you want to use.

Strategizing

Data

Dialogue

Action

Results
## Example = Start with Results

<table>
<thead>
<tr>
<th>Result</th>
<th>6 months to turn around a company (or it will be sold) <strong>Strong point of view</strong> about what was needed to win.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action</td>
<td>Employees needed to focus and change quality; union had to cooperate; site had to cut costs without layoffs.</td>
</tr>
<tr>
<td>Dialogue</td>
<td>High-impact dialogue and storytelling, driving emotion, to rally everyone. Utilized lots of media, but core story was key. <strong>DRAMA – employee is the star. HORROR – what happens if we lose.</strong></td>
</tr>
<tr>
<td>Data</td>
<td>Facts plus monthly pulses using influence questions (10 questions). Reminded everyone what they had to do. Customized, tailored, chosen carefully to persuade.</td>
</tr>
</tbody>
</table>
Data Audit = Learning Tool

Complex, level 6 data: Big statistics, control variables, longitudinal data, predictive modeling, combine financial and/or sales data. Harder to collect; easier to “argue.”

Simple, level 1 data: Focus group data or count data from one point in time (less argument, clear)

Tracking what data are useful in driving what results.

This will help you CHOOSE which data you need (maximize resources).
Data-Driven Storytelling

Find stories

Strategizing

Start

Story is important here

Data

Dialogue

Action

Results

Start

Story and hypotheses

Data

Dialogue

Action

Results
Learning Data-Driven Storytelling

We talked about only these first two steps today.

Get Big Data
- Right data
- Accurate data
- Data from the ‘source’

Focus Data
- Create the story with this subset or summary of data
- Use different lenses; choose genre
- Write the script

Tell the Story
- Presentation
- Technology
- Choose actors
- Distribution network
- LEARN / REWORK
Biggest Learnings

• Need data and dialogue people
• Point of view is critical
• 70-page presentations do not work
• Skills set is new; practice is important

• Our students are staying in touch and sharing experiences with each other; data coaching may be the “right” term because coaching is an ongoing learning process
Questions?

Resources:

http://ceo.usc.edu/

www.leadershippulse.com

www.energizeengage.com

www.whatsmyenergy.com

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