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Let the Story Do the Work

The Art of Storytelling for Business Success

THE SUMMARY IN BRIEF

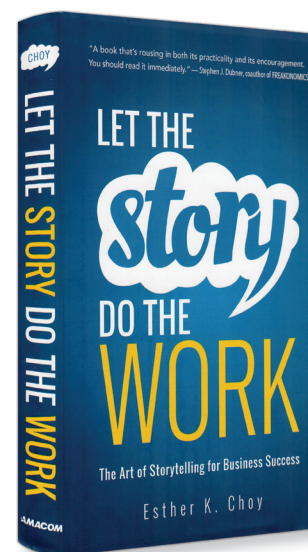
For millennia, people have used stories to simplify a complex world, make facts and events memorable and stir action. Today, storytelling has emerged as a strategic skill that every business leader must master.

Yet, few use storytelling to its full capacity. Stories work beyond telling how a company overcame competitors or the rags-to-riches background of a founder; these are classic plot devices, and they're frequently layered into corporate messages. But, stories can also operate more subtly. By adapting proven story structures and conventions, you can transform forgettable presentations into truly compelling ones and make lasting impressions with every interaction.

Whether you're trying to attract investors to a startup venture, get donors to commit to a nonprofit's mission, explain a merger to customers or stand out at a networking event, *Let the Story Do the Work* helps you weave storytelling techniques into your communication and strengthen your impact. Anyone can make a presentation and parade a list of credentials. But, nothing resonates and persuades as powerfully as a story.

IN THIS SUMMARY, YOU WILL LEARN:

- To connect with audiences by determining their points of view and speaking to their concerns.
- How to cut through a thicket of data to explain what the numbers mean and why people should care.
- To blend simple visuals to amplify a presentation's persuasiveness.
- How to tell your story in a way that builds credibility and forges relationships.



by Esther K. Choy

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THE COMPLETE SUMMARY: LET THE STORY DO THE WORK

by Esther K. Choy

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Let the Story Do the Work: The Art of Storytelling for Business Success by Esther K. Choy, copyright © 2017 by Esther Choy has been summarized by permission of the publisher, AMACOM, a division of the American Management Association. 230 pages, \$24.95, ISBN 9780814438015.

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Introduction: Why Stories?

Think back to the most recent lecture or presentation you attended. How many facts do you remember from it? If you're like most people, you can't recall many. Chances are good, however, that you remember stories and anecdotes from the event. The average person today is inundated with facts and data, and we let most of this pass through our brains with minimal retention or reaction — unless something makes the information stand out in a meaningful way. That's where story comes in.

Most people aren't born master storytellers and never will become one. But that doesn't mean we can't tell great stories. Making even subtle changes in the way we communicate can create a disproportionate impact when we attempt to persuade. The classical approach to storytelling can elevate everyday business communication from autopilot exchanges to authentic, persuasive and action-prone conversations. ●

PART I: ANATOMY OF A STORY

Master the Key Elements of Storytelling

Consider Your Story's Emotional Quality

Your story, no matter how well told, can't achieve its full, intended effect until you embed within it an emotional quality aligned with your purpose.

Emotion is not only necessary but plays a key role in our decision-making process. When we're faced with many similar-seeming options, "go with your gut" is valid

advice as long as your emotion is well informed by some set of facts or experience.

Know Your Audience Inside and Out

When most people are preparing to tell their stories, they tend to think only about what they will tell and how they will tell it. Too often they neglect to think about how their audiences will react to the stories as influenced by their own needs and preferences. Effective leaders have to understand their audiences' needs and constraints to decide how to communicate with them most effectively.

You can understand your audience better by breaking down what happens to them during any presentation or interaction into two levels: internal and external.

What happens to your audience *internally* involves what they feel and what they know.

Whether we intend it or not, our audiences will experience a specific emotion after listening to us. This emotion can affect how long, if at all, they will remember what you've just told them and what, if anything, they are willing to do about it.

You want your audience to come away from the interaction knowing something they didn't before. Unfortunately, we live in a data-overloaded world where most information is quickly commoditized, and information without sufficient context or stickiness is quickly forgotten. So, you have to be highly strategic about how you present the information you want your audience to retain.

The *external* factor has to do with what questions your audience asks and whether — and how — they act as a consequence of what you've presented to them.

A question means your audience wants to know more. Follow-up questions are the number one indicator that you have created real interest in your listeners.



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The goal of a story told in a business context is to inspire action, no matter how big or small. A good story will help inspire the desired action. The Key Elements of Storytelling

The Three-Act Formula: Story structure holds all the elements together. All stories share the same basic structure: the Three-Act Formula. In Act I, you are oriented to the time, place and setting of the story. You meet the main characters, and ideally you are intrigued by what is about to happen next because there is a hook at the end of the act.

Then, Act II represents the main journey of the story. Toward Act II's end, the protagonist typically meets the biggest challenge head on.

In Act III, we see how she overcomes it. As the challenge is resolved, the lead character and her situation also have changed, typically for the better.

The Hook: While there are innumerable potentially valid hooks, a more systematic way to create one — even when you don't feel particularly creative — is to follow the “3 C's”: conflict, contrast and contradiction. A *conflict* is the clash of forces or needs going in opposite directions. A *contrast* typically involves the juxtaposition of two opposite qualities. A *contradiction* goes against the expectations of your audiences.

Challenge and Change: Challenges create interest, which in turn motivates sustained attention from the audience. Having a central challenge in your story also creates change in the main characters, in their situations or (ideally) both. If challenge is the nerve center of a story, then change is the soul of it. If everyone or everything remains the same at the story's end, then what's the point of the journey? Audiences innately want to know not just what happened in the story, but what's different at the end and why.

A Clear Theme: Recounting events or qualifications — no matter how impressive they might be — is not the same as telling a story. A story needs a theme, and chronology is not a sufficient one. In order for listeners to understand and appreciate the story theme, a storyteller must tell stories by weaving events and reflection together.

Open or Closed End? In general, we know that by intentionally leaving the end of the story open, we are inviting others to share their stories. But, there are situations in which your story will be more effective with a closed end, when you want to leave your audience with little doubt what they should think or feel. As a storyteller, it's easy to think that your message is so obvious that you don't have to say it. Don't make that mistake. Often, people don't “get it” because the takeaways were never clear.

Be thorough in your approach to endings. Whether you go with open or closed, consider the desired results you wish to see in your listeners. Are you trying to sway opinions? Or are you intending to create an exchange, a dialogue, to collect stories? Whatever the outcome might be, craft the end of your story accordingly and with care. ●

The Five Basic Plots in Business Communication

What keeps us interested in stories often boils down to one word: plot. Plot is the sequence of events — and ideally twists, turns, and mysteries — in your story. When it comes to business stories, there are really only five basic plots. These five plots recur repeatedly because they speak to a universality of experience. They give us blueprints for what our narrative theme and sequence of events might look like. Of course, you do not have to limit yourself to these five plots forever. Knowing what they are, however, can jump-start your story crafting and give you a solid foundation from which to be more creative.

Origin. An origin story can instill a sense of identity and heritage, place an event or person in historical context or simply satisfy deep curiosity.

Rags to Riches. This plot is about someone who starts from a very low station in life, without much hope for improvement, but surprises everyone with a dramatic turnaround.

Rebirth. A rebirth story is about having a second chance. Stories of rebirth abound in the business world and tend to be crowd-pleasers, with beating-the-odds elements similar to those of rags-to-riches or underdog narratives.

Overcoming the Monster. The “monster” in this story can be any overt or covert entity or situation that threatens survival of some sort or thwarts someone from reaching an important goal. Fighting to survive is elemental to human nature. So, audiences of any type will root for the defeat of the monster, whether at the hands of an individual, group or organization, making this kind of story compelling in business and leadership stories.

The Quest. Protagonists in quest stories tend to be enjoying a good life at the outset. But, they are not content to sit at home. Instead, they know that somewhere, in a remote and possibly dangerous place, lies a prize of immeasurable value. Against his better judgement and his friends' and family's advice, the hero in this kind of story ventures out on a quest to claim the prize.

Each of these plots has a unique emotional quality. The origin story addresses the desire to connect the dots between the past and present in an inspiring way. Rags to riches evokes empathy and gets audiences cheering for the down-on-their-luck main characters. A rebirth story is about redemption, a second chance to reverse a bad situation and evoke optimism. Overcoming-the-monster stories can induce righteous anger and compel people to act to ward off a present or imminent threat. And a quest can provoke restlessness, the desire to achieve more than what life seems to promise. Though the primary emotional

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qualities involved may be different, consistent across these five plots is the offer of hope. ●

PART II: BRINGING STORIES TO LIFE

Look Who's Listening

Telling a story with a strategic point of view is not about starting only from what you know. Rather, it is about first being clear with what you are trying to accomplish and then crafting your story from the point view that will be most persuasive to those you need to convince. You have to take yourself out of your own mindset, preferences and biases and put yourself into the shoes of your most important audience.

AIA: Acknowledge, Inspire and Aspir

In crafting your story with a point of view that strongly resembles that of your audience, you can also follow the Three Act Formula in principle.

First, *acknowledge* your audience by telling stories from their point of view. Second, *inspire* them to feel good about your proposed changes, ideas, products or services. Third, use concrete details to get them to *aspire* to a different future, one with you and your solution as important parts of it.

Being truly fluent in more than one language means that you can switch back and forth between them with ease. The same is true with point of view. Yet, mastering point of view, just like learning multiple languages, takes time and concerted practice. The best exercise to make that happen is the Look Who's Listening approach.

Step 1: Describe your audience in as much detail as possible, then write the script you are using to persuade them, without necessarily thinking from their point of view. Sketch out the current state and desired state as you see them.

Step 2: List what you know and don't know about the impending change. Then, list what your audience does and does not know. Draw a Venn diagram of what you know and what your audience needs and wants to know.

Step 3: Restructure your message to fit your audience based on the AIA model. ●

Telling Stories with Data

We are in a Data Boom period, with virtually every public and private domain enjoying unprecedented availability of information and data analysis tools. Using key storytelling elements will boost the impact of your message dramatically and prevent you and your audience from drowning in an ever-rising sea of information.

The challenge of making a presentation based on data is that the presenters want to display just how much data they've accumulated, increasing not only their own value and credibility but also the value and credibility of the information they are sharing. However, the audience is not impressed with a flood of data. They want to know what the data means and why they should care.

Poor understanding of audience composition and needs is why so many data-rich presentations fail to offer satisfying answers, insights or takeaways. As noted above, there's often a mismatch between what presenters deem worthy of sharing and what the audience wants to hear. Understanding which audience type you're dealing with is the first step to improving data-rich communications.

Data storytelling is a structured approach for communicating data insights more effectively to an audience using narrative elements and data visualizations. These narrative components are crucial for data-driven presentations because the human mind is built to process stories rather than cold, hard facts or logic alone.

Let the Telling Begin — A Five-Step Process to Weave Data and Story

Step 1: Practice Empathy. Ask these three questions to put yourself in your audience's shoes:

1. What is the makeup of my audience? What do they need to know?
2. What should my audience remember after listening to my presentation even if they cannot recall anything else I tell them?
3. Outside of the current project, what are the most pressing challenges my audience faces?

The answers to these three questions will inform the structure and content of your communication.

Step 2: Prove and Persuade. Effective communication in a data-rich environment requires understanding the distinction between proving and persuading. *Proving* is mustering the strongest analytical processes and evidence to support your conclusion. *Persuading* is getting your target audience to agree with your point of view and take action accordingly. When crafting stories in data-heavy environments, you need to have content of both types.

Step 3: Words Over Numbers. This approach highlights the critical nature of numbers. An average person can only hold 7 ± 2 numbers in his or her working memory. Because the space to store numbers is finite, we have to be very judicious about how many numbers we show our audiences.

Step 4: Create Meaning. In many cases, the ultimate decision-makers sit at a higher level in the organization and spend part of their precious time listening to

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presenters like you, seeking analysis and insights as a foundation for their decisions. So, when you facilitate this process well, you are also creating meaning for them.

To create meaning for decision-makers, focus on the whys and the whats of the material you are presenting. If decision-makers are skeptical of your findings or curious to know more, they will ask how you arrived at your findings.

To structure your communication most effectively, you can use the Three-Act Formula.

In Act I, set the scene by diving directly into the answers your audience most likely wants: why they should care and what they should do about it.

By setting the scene and establishing the hook in Act I, you earn the right to present more on the hows in Act II. Resist the temptation to data-dump. Instead, show your audience the journey you took using the 3 R's: remind, recount and reframe. *Remind* them of the context of the project. *Recount* the process you used to arrive at the reasons they should care and what they should do. And *reframe* a point of view even if it represents the slightest change. We are hardwired for story because we love witnessing meaningful change.

In Act III, tie back to how it all began, why your audience should care and what they should do. In this act, elaborate the actions that will be needed in the short and long term. Then, be sure to leave time for questions.

Step 5: Give Them What They Want, Tell Them What They Need. When you are the one studying and analyzing big data you may recognize that the questions your superiors will ask may not be as relevant, timely or strategically important as they think they are. How, then, do you generate the most value from your analytics while managing up?

1. Tell the audience what they want to know first and then what they need to know.
2. Don't dive right into the numbers. Tell a story first and then use numbers to emphasize the message of the story.
3. Throughout the presentation, balance clarity and curiosity.

A good storyteller knows how to balance the provision of *clarity*, or giving the audience exactly what they want, and the arousal of *curiosity*, or prompting them to wonder about important areas that they may not realize are important. Too much clarity and audiences either stop listening because they think they have already heard everything they need to hear, or they turn on their inner critic, finding faults and flaws with the presentation. Unless you want to lose their attention or play constant

defense, it's best to pique their curiosity by providing interesting but intentionally incomplete information. ●

Making the Complex Clear

Divide and Conquer. Separate the mass of complex information you are conveying into categories that will help the audience feel less overwhelmed by the material.

Compare the Unfamiliar to the Familiar. When you "hitch" an unfamiliar idea to one that is more familiar to your audience, you are creating the sense that the unfamiliar idea is already part of their personal experience.

Structure Is the Foundation. Most effective stories share similar structures. A story needs to have an intriguing yet informative beginning, and engaging journey as the middle, and a logically and emotionally satisfying end. This is especially true when dealing with the complex or the unfamiliar.

Storytelling, of course, is not a magic bullet that provides a fairytale ending to every business interaction. But, using the ideas here can help simplify concepts, make helpful comparisons and persuade your audience through a powerful combination of logic, empathy and emotion. ●

Combining the Power of Story and Simple Visuals

Although we have five senses, visual input takes up 40 percent of the brain's resources. That's why our visual fields can dominate other sensory inputs. In fact, so dominating is visual input that it can *influence what you hear*. This means that combining visual elements with what your audience hears will make your communications even more powerful.

That's where the concept of the StoryPicture comes in — a visual framework used to convey your story more effectively. Prompt your audience to participate by placing themselves or their experiences in your framework. Use their participation to further inform your communication.

The point is not to use your visuals to illustrate every single detail; rather, they are meant to translate complex and often amorphous concepts into simple pictures your audiences can understand and follow.

The Six Types of StoryPicture

Type 1: The Virtuous Cycle. Use a virtuous cycle to illustrate how any given *system* works by showing the configuration and interaction of key components.

Type 2: Venn Diagram. These diagrams can quickly and clearly establish the nature of a *relationship* within or among people, qualities and behaviors and things.

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Type 3: The Graph. Most graphs depict a *pattern, relationship, process, change* or some combination of these.

Type 4: The Pie Chart. The *weight and proportion* of a pie chart is crucial. Used in the right circumstance, pie charts can communicate your core message with great power.

Type 5: The Formula. A formula is a way of illustrating a *governing principle*, or a rule that applies to a relationship among several elements.

Type 6: FEE (Freestyling for Everything Else). This type covers any other StoryPicture that can be effective but doesn't fall neatly into the previous five categories.

Make Your Own StoryPicture

Use the following steps to help decide which type of visual to use and how to draw it to best support your story.

Step 1: List and select the most important elements. Start by listing all important elements related to your story or concept. Once you think you've got a full list, start to prioritize. Try to narrow this list to about three to five of the most important ones.

Step 2: Understand what binds key elements. Once you prioritize the elements successfully, consider the primary binding agent associated with the elements you've chosen. Is it about a system, a relationship or a process? Is it weight and proportion? Governing principle? Or something else you're trying to illustrate?

This is the messy, creative part. The binding agent determines which StoryPicture will be the most effective. There's often no one right answer: Different binding agents may work for the same set of elements. Don't settle for a StoryPicture that doesn't work for you, as it most likely won't work for your audience either.

Step 3: Develop a story for the StoryPicture.

Step 4: Test your story and gather feedback.

Step 5: Repeat and refine, refine and repeat. Think of this as the polishing stage, in which you think hard about final touches to the StoryPicture, the story that accompanies it and how best to present them.

Practice telling and drawing and the timing between telling and drawing. The more you practice, counterintuitively, the more spontaneous your StoryPicture seems and the more effective it becomes. ●

Collecting Stories from Everywhere

Mastering storytelling is a process similar to mastering writing. While it's inherently true that writers write, writers also have to read — a lot! In the same way, storytellers have to hear and collect many stories.

The idea is that the more stories you collect, the more adept you will be at understanding and speaking from

different viewpoints and the better able you will be to use the point of view that yields you the most persuasive power with a given audience. As you can imagine, speaking from a point of view that matches that of your audience will ensure that your story resonates with them.

Listen Aggressively

Acknowledgment is the invisible energizer that keeps us motivated in many settings and circumstances. Collecting stories will serve to acknowledge your audiences, letting them feel heard, understood and validated. One of the best ways to acknowledge individuals in any setting is to help them uncover their own stories and listen to them aggressively.

When it comes to mining our own stories, our "vision" tends to fail us. When we think about our own experiences, we generally lack the distance, perspective and objectivity to evaluate what story, if any, is worth telling. When you collect stories from others, your job is to see what they themselves can't or won't. In most cases, once you point it out and validate it, they can quickly start sharing meaningful stories.

It's best not to be overly concerned about impressing others. Instead, let your audience impress you. Let them share their experiences with you, and then show them how their experiences, even those they may not find particularly interesting, can be turned into great stories. They will be grateful because you're acknowledging them and helping them understand that they do indeed have great stories to tell.

It's important to listen with your whole body — except your mouth. Your gaze, in fact, tells more about what's on your mind than any other nonverbal cue. So, to listen aggressively, make sure you're looking at the other person most of the time when they are speaking. To avoid inadvertently staring them down, make sure to alternate your focus between the speaker and nearby empty space. Looking into empty space can also be seen as a sign of thinking deeply, which is not a bad thing for a listener (as long as you're thinking about what's being said).

Asking clarifying questions demonstrates that you care about the story and want to understand it fully. Paraphrasing can provide additional evidence. If you can say the same thing in your own words, then you and your audience have proof that you've grasped what they're saying. In many situations, especially emotion-laden ones, there's nothing more validating than hearing your thoughts, experiences and feelings expressed in someone else's voice. Just remember to do this sparingly.

Don't Interject With Your Own Story

When you care about the story you're hearing, it may be natural for your own stories to come to mind. But, try to resist the temptation to interject. The spotlight should remain on the audience, not you. The only exception is if

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you believe that sharing your story can help your audience gain further clarity or insight or potentially encourage them to share more openly. Aim for about three parts listening for every one part speaking. Respect the silence, and often the story will follow. ●

PART III: STORIES IN ACTION

Using Your Own Story to Build Credibility and Connection

In business settings, hearing, “Tell me about yourself,” is inevitable, and your answer to it matters. Offering a compelling answer will set the right tone with your audience, establish trust and credibility and increase your persuasiveness.

This is where likability comes in. Not only do we tend to like those whom we perceive as being like us but we’re also more likely to form a stronger connection with them and find their ideas persuasive. Because of this, the “tell me about yourself” question is actually a great opportunity for you to present ways in which you might be like the person asking the question. You won’t always hit common ground, but a strategically crafted answer is more likely to resonate than not.

To make a story compelling, it’s vital to demonstrate that you have surmounted significant hurdles or solved tricky problems on the road to success. A story with no obstacles isn’t much of a story: “I had a problem, and I figured it out easily. The end.” Boring!

In your “tell me about yourself” story, a well-crafted hook turns the audience members into active listeners because they want to hear the story and figure out its message. A good Act I hook will make your audience anxious to find out what happens in Act II.

While all three acts are critical, Act III has a lot of work to do. Your listener needs to understand why you are telling this story. Act III is not just a resolution of your story, it puts your story in context and illustrates for your listeners the value that you bring to their situations.

When you’re starting to write your story, don’t handcuff yourself to the order of Act I, then II, then III. Just fill in whatever parts come to you first. The most important thing is to get started, whether you feel inspired or not.

If you already know what the takeaway is, start with the end. Knowing the takeaway will be hugely helpful when it’s time to trim story details, a task most people, even experienced storytellers, find challenging.

Remember: Crafting your story is a process, not a destination. So, follow the process that works for you.

Test Your Story

Once you have crafted your story, give it a test drive before you take it out on the road. Tell your story to a friend or colleague, and ask them the following questions:

What info do you recall from my story? There’s no way to find out except going to the sources directly and finding out what has stuck with them and what hasn’t.

How does my story make you feel? The emotion evoked will probably have a much longer-lasting impact on your audience than anything you’ve actually said.

After listening to my story, what questions do you have for me? This is the target at which we should all aim: inspiring the right questions in our audience. Shaping your story to the point where your audience begins to have questions is a sure sign that you’re on the right track. ●

Successful Networking Starts With a Good Story Hook

Many people dislike the idea of networking — and not just the introverts among us. Much of the problem with networking interactions is rooted in how they start.

When asked, “What do you do?” the vast majority of us answer in a very straightforward way. We may respond with our job title, something about our function or our industry. Prompted further, we may force ourselves to launch into our elevator pitch. Sure, this back-and-forth seems harmless enough, and it adheres very well to our social norms. In fact, the responses involved are exactly what people expect to hear. And that’s a big problem.

When people get what they expect from this kind of social interaction, they also stop thinking and imagining: trying to understand the job you mentioned, imagining what it might look like and so on. And when they stop thinking and imagining, they stop engaging.

Give fellow networking event participants a gift: the opportunity to use their imaginations. Networking could be much less painful. In fact, it could actually become an enjoyable and productive experience.

People enjoy a story that allows them to figure out the message. By planting a hook in the conversation as early as possible, you can transform your audience from passive listeners to active investigators focused on figuring out what it is you do instead of having data dumped on them.

Networking conversations follow a reliable pattern. If you know this, and you can capture your audience’s attention by planting a hook, you can pre-craft a much more interactive conversation that motivates audiences to try to figure out what you do — using their imaginations — even as you share information with them. Lively dialogue

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beats a one-way monologue. A pre-crafted conversation is basically the script of a dialogue you create by anticipating how your listeners will respond to your hooks and pauses.

Recall that we have defined a hook as a contrast, conflict or contradiction. One way to plant a hook is to contradict your audience's expectations with your answer. Inherent in the question, "What do you do?" is the expectation that it will lead to information about what you do for a living. A contradictory answer will make your audience wonder and prompt them to seek clarification. There is some risk to this approach, but the benefits of intriguing people will outweigh that cost in most interactions. Understand that different audiences have different expectations. For some audiences, you don't have to move far from the norm to be considered strange or weird. With others, you have to try really hard to distinguish yourself because they may be unconventional to begin with. It's part of your job to understand your audience and to adapt your approach accordingly. Sometimes, a conventional approach is the safest bet.

Having the discipline to stop talking is as important as speaking. Give your audience the space they need to react and respond. Your second response to your audience should offer some level of clarification by expanding on the first one, but you don't need to provide the conventional information people expect just yet. You want to prompt even more questions. Make your audience wonder what your professional world looks like and want to know why you are qualified to do what you do.

Write down your own first response to "What do you do?" Be sure to include a hook. Then, write a few possible follow-up questions you might be asked and an appropriate second-level hook. Write the secondary follow-up questions and possible responses. The third response would be the crux of what you do. The first hook is usually the hardest to create. Here are three principles to help you create your hook:

- **Create a vivid image.** A criminal defense lawyer might say, "I stand between people and prisons."
- **Use a concrete object and/or action-oriented verb.** A financial planner might say, "I build financial roadmaps."
- **Pair words or ideas that usually don't go together.** A life coach might say, "I'm a habit destroyer."

Definitely flex your creative muscles as you work on this. But remember: an answer that sounds too strange will elicit a negative reaction and send your listener to the nearest exit. You have to find that happy medium so that people are intrigued by your first response, may get some inkling of what you do and want to learn more.

Storytelling takes on nuances depending on the goal of your story. The following four categories could help you clarify the goal of your story based on the nature of your career, and you can use that knowledge in conjunction with the three principles discussed above.

Common "old" careers. These are conventional occupations with a long history, such as accountant, doctor or teacher. If your career falls in this quadrant, the goal of your story is to communicate the core of the value you offer by telling a benefit story. Reorienting your response around the benefit you offer to your audience is a great way to intrigue them. This is especially true in this category because people tend to think they know exactly what you do once they hear your profession.

Common new careers. Careers that have arrived on the scene more recently include consultants, IT professionals and web designers. The goal of your story here is usually to create a metaphor that allows the listener to understand what you do by comparing it to something more easily understood.

Rare "old" careers. Rare careers that have been around for a long time include acupuncturist, magician and matchmaker. While these fields are sufficiently interesting in their own right, your goal if you happen to work in one of them is to demystify and modernize what you do so your audience can understand how it applies to people's lives in the present day.

Rare new careers. Other rare professions that are newer include fashion model, speechwriter and voice actor. If your career fits into this quadrant, your goal is to inform and educate your listener about a field that may be unknown to her or him, at least beyond a superficial level. Most careers in this quadrant are intriguing enough that the listener is eager to hear more.

The main idea is to understand the uniform pattern of networking conversations and find a more creative, intriguing way to present your profession using a hook that encourages the audience to learn more. Give yourself some space to experiment, think about what's most interesting about what you do and pre-craft the conversation. Ultimately, your audiences will guide you to craft your best story. ●

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Summary: *Resonate* by Nancy Duarte. Pioneering presentation innovator Nancy Duarte reveals how to transform any presentation into an engaging journey. Duarte demonstrates how to understand your audience, create persuasive content and elicit a groundswell response.

Webinar: *The Value of Storytelling in Business* by Carmine Gallo. Keynote speaker, bestselling author and communication expert Carmine Gallo reveals the keys to telling powerful stories that inspire, motivate, educate, build brands, launch movements and change lives.