



NZ State Services Commission & the Australia and New Zealand School of Government present:



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Un-plan the future: futures and stories for public policy

Speaker

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Speaker

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(UN)PLAN THE FUTURE

FUTURES AND STORIES FOR PUBLIC POLICY

OCTOBER 2016

ADRIAN KUAH

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LEE KUAN YEW SCHOOL OF PUBLIC POLICY










12 Sep 1965





Singapore late 19th
century: Swamp City?

RAFFLES PLACE, SINGAPORE



Once Upon a Time



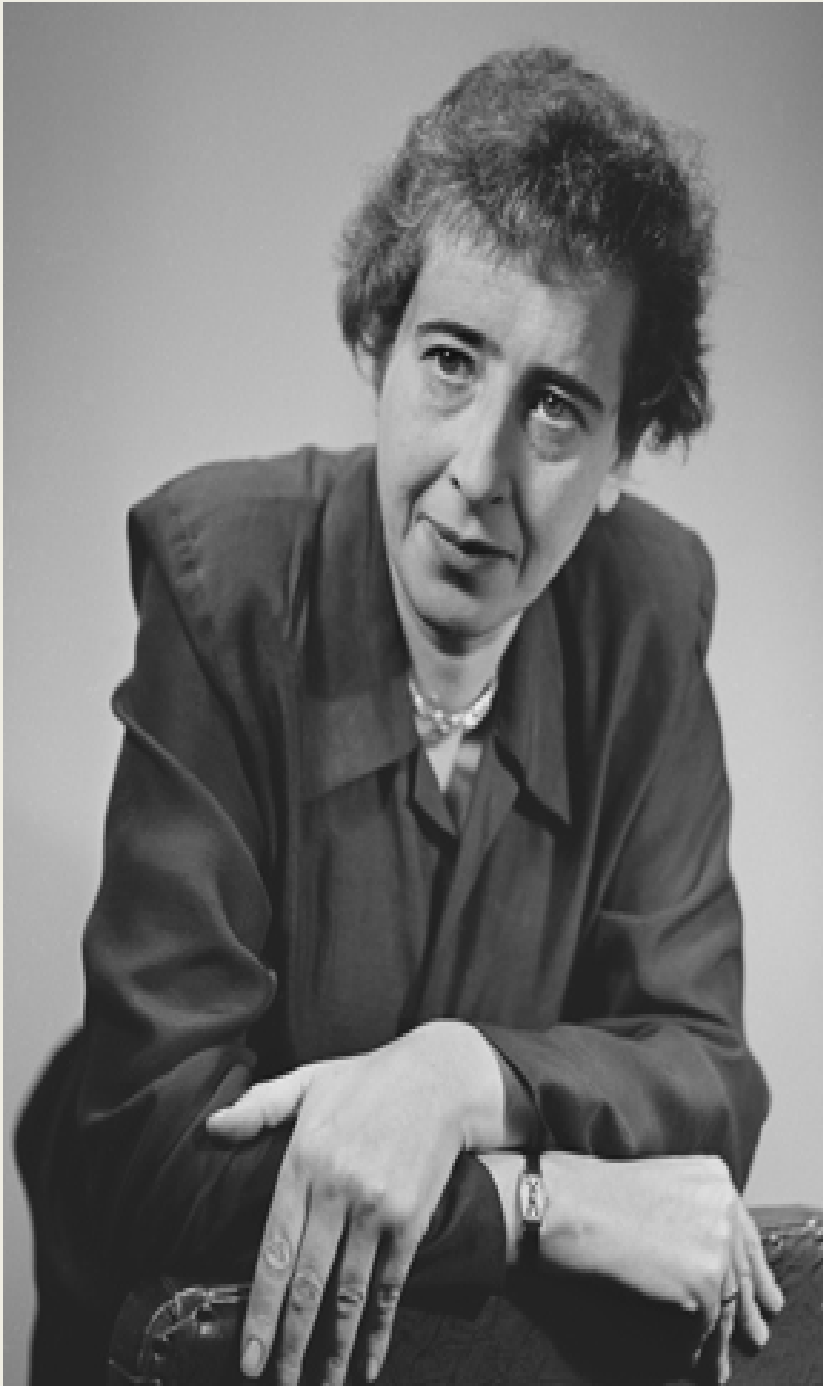
RICHARD BOOKSTABER

Author

A Demon of Our Own Design

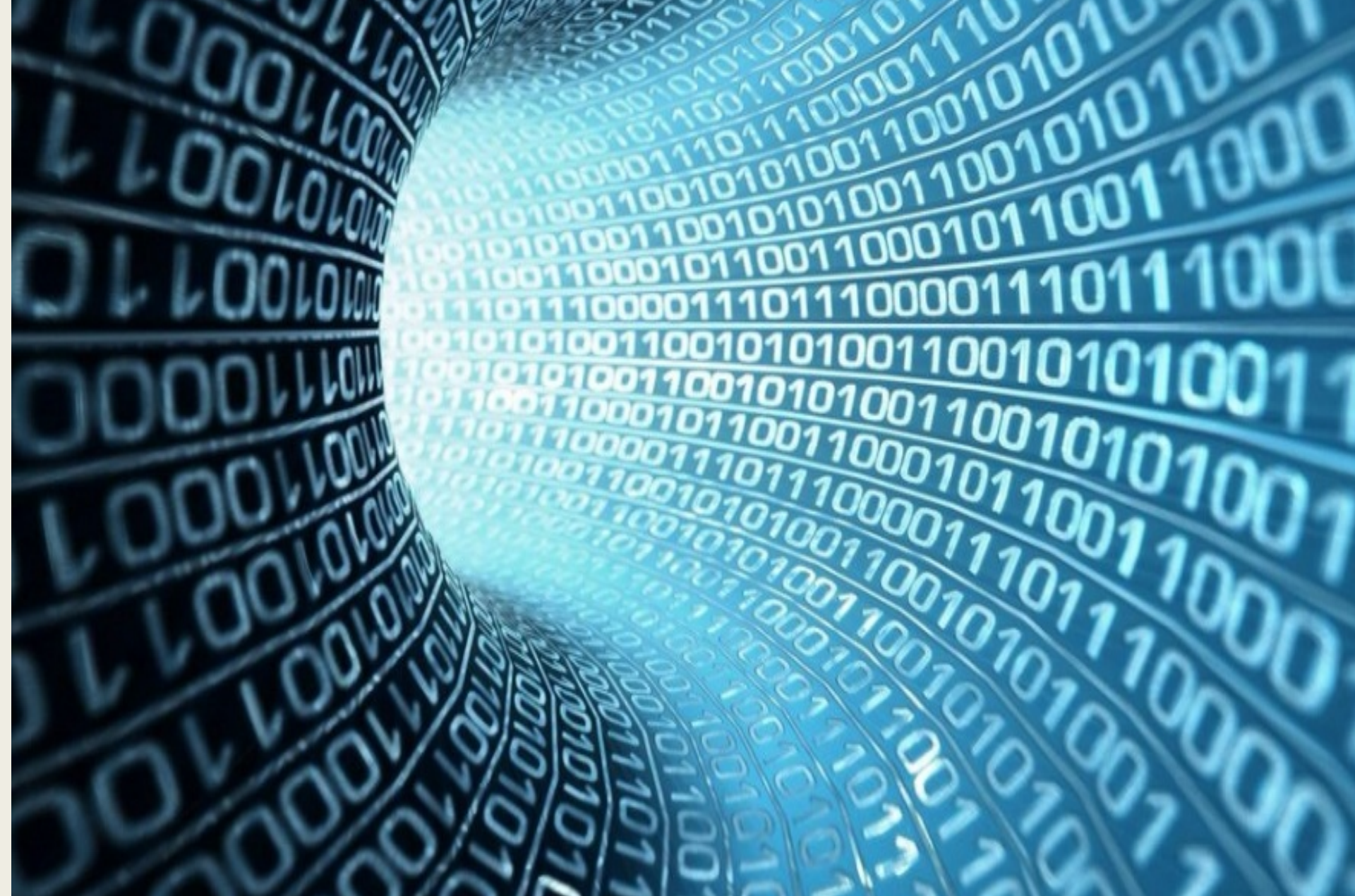


Puzzle or
Mystery?



Hannah Arendt:

“No philosophy can compare in intensity and richness of meaning with a properly narrated story.”



Big Data? Behavioural

Reflections

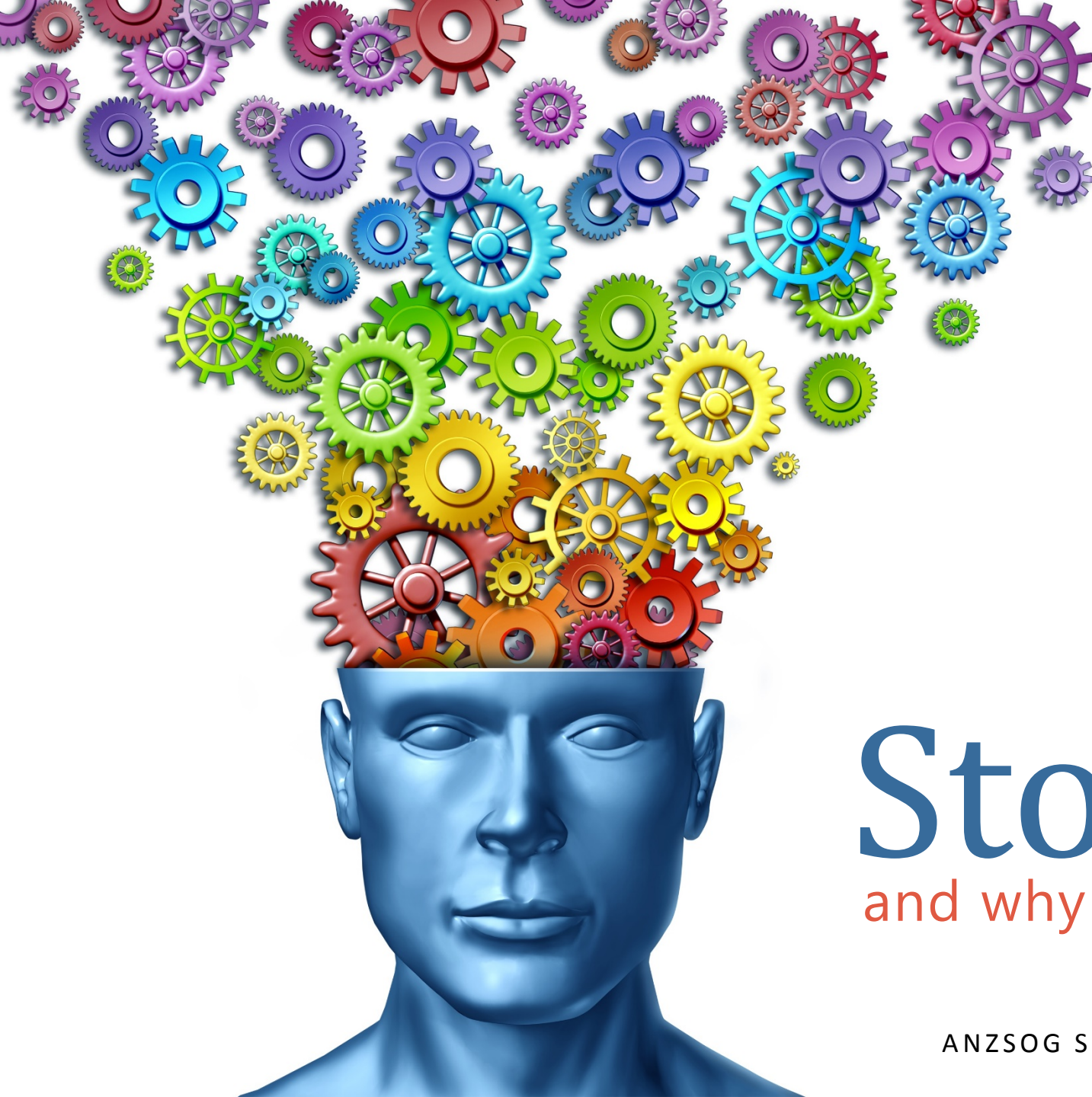
of Our Singapore Conversation



What future
do we want?
How do we
get there?

In praise of everyday
stories...





Stories

and why they matter

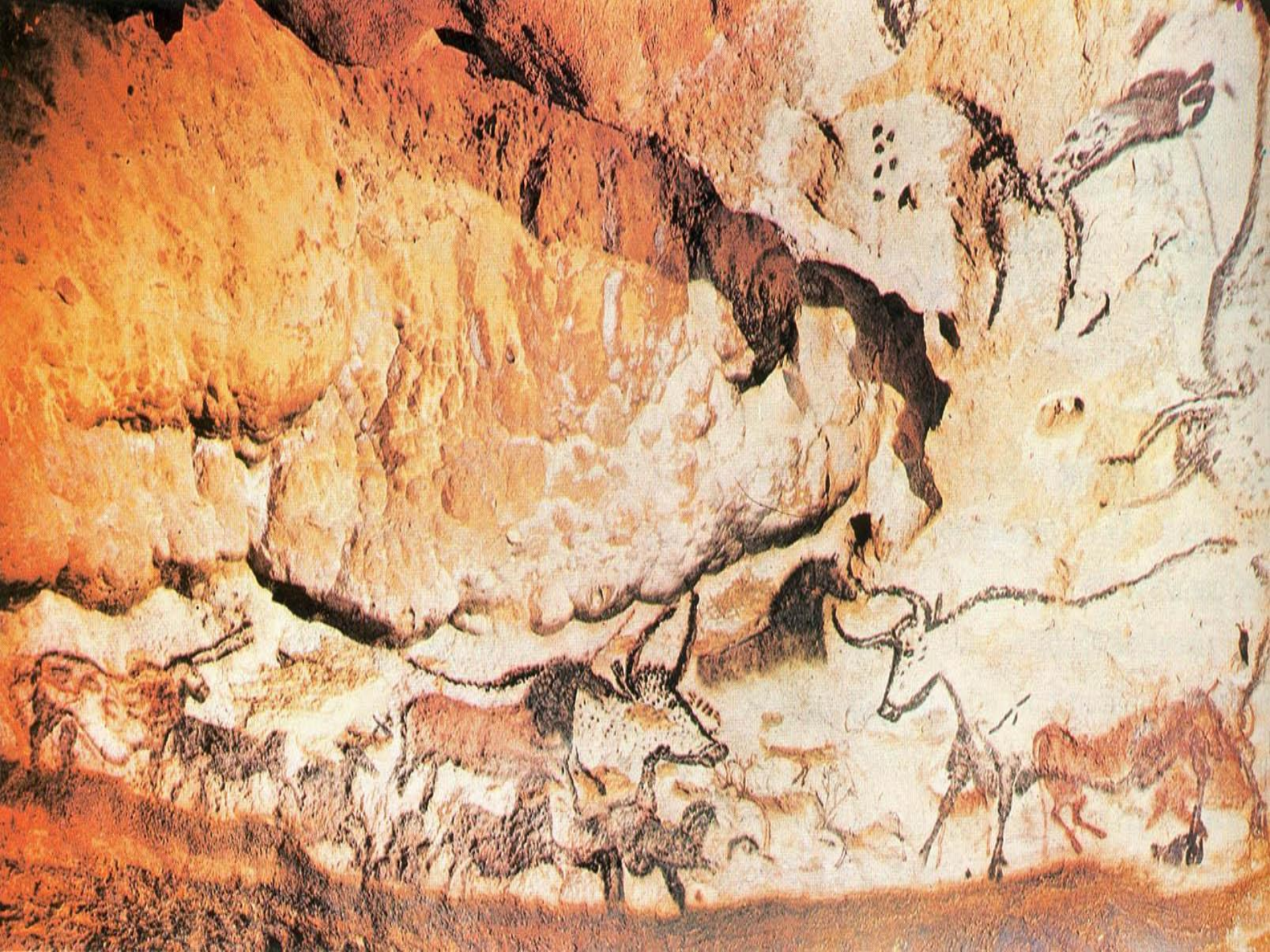
ANZSOG SEMINAR, 28TH OCT 2016

Why are we interested?



presentations are boring





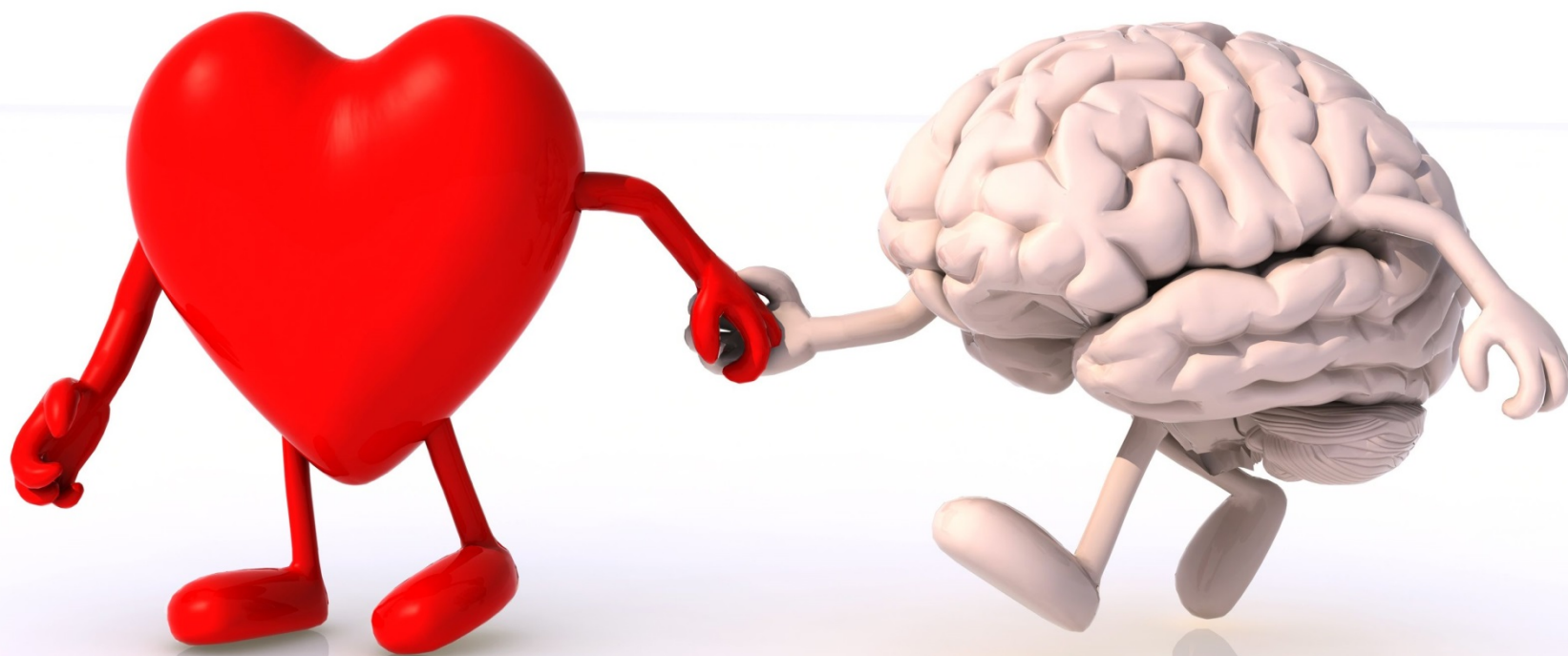
We are all wired for stories











The effect of stories









Why are
organisations
getting interested
in **stories**?

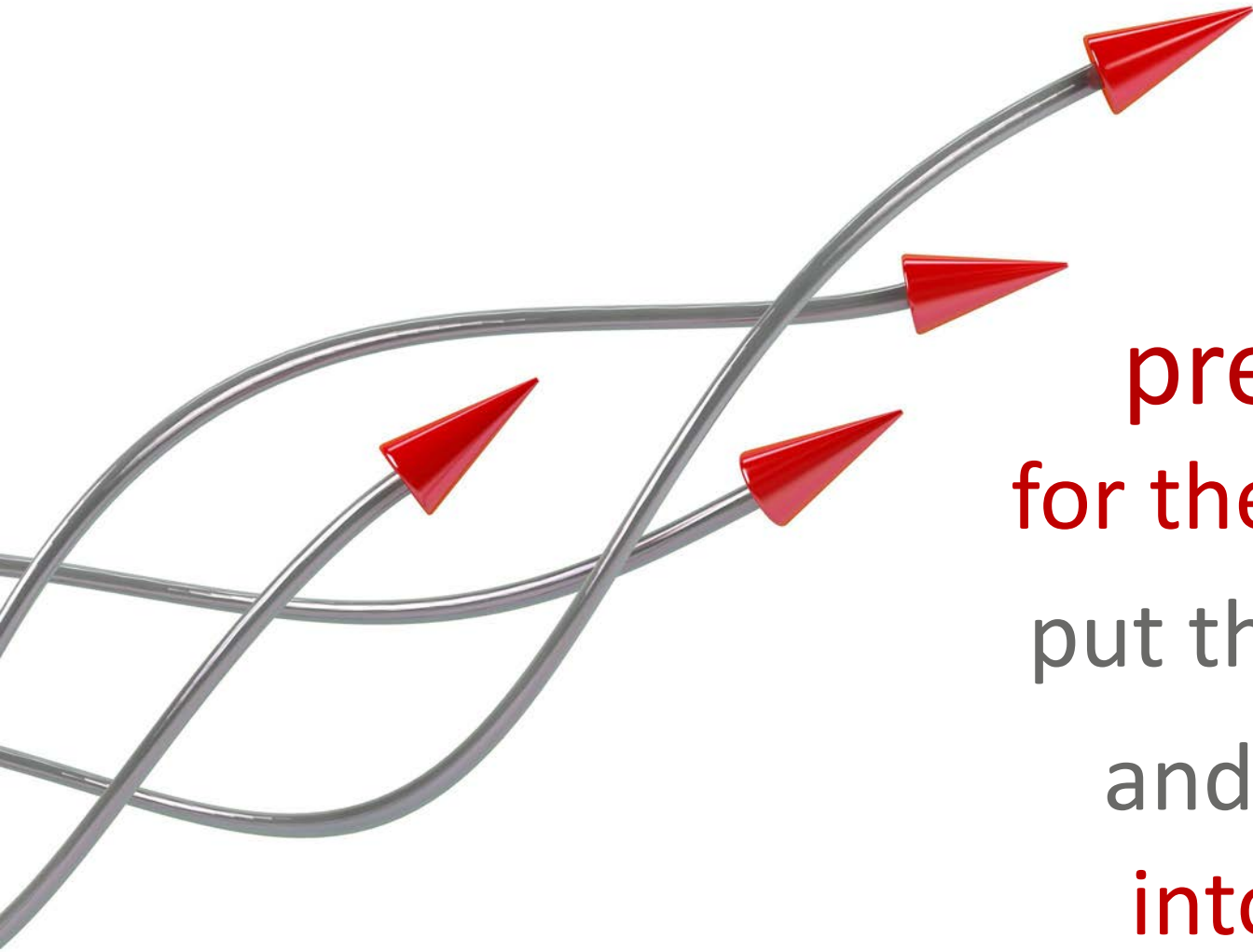
Stories can

- convey messages
- ready people for change
- engage
- educate
- inspire



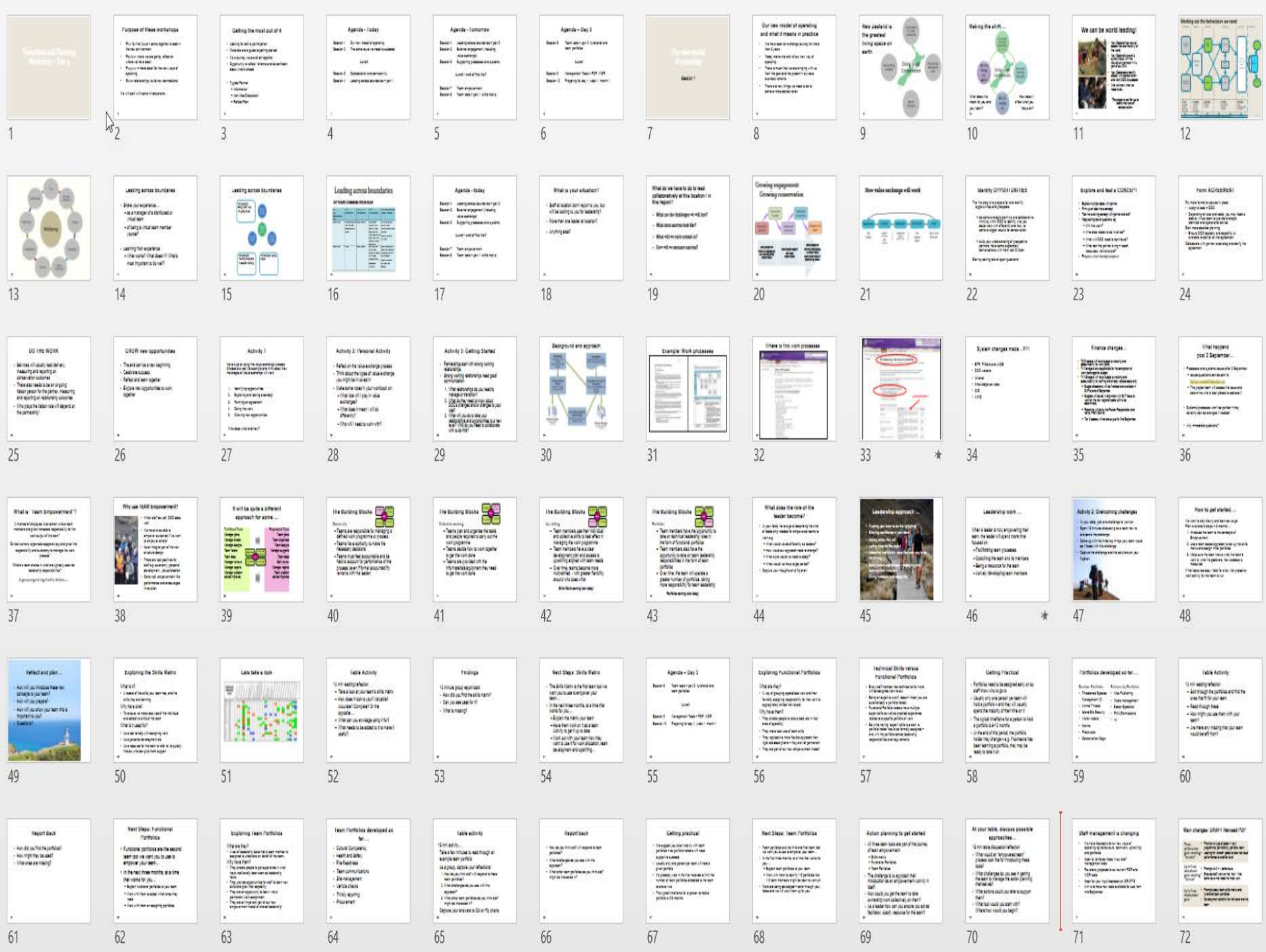


stories

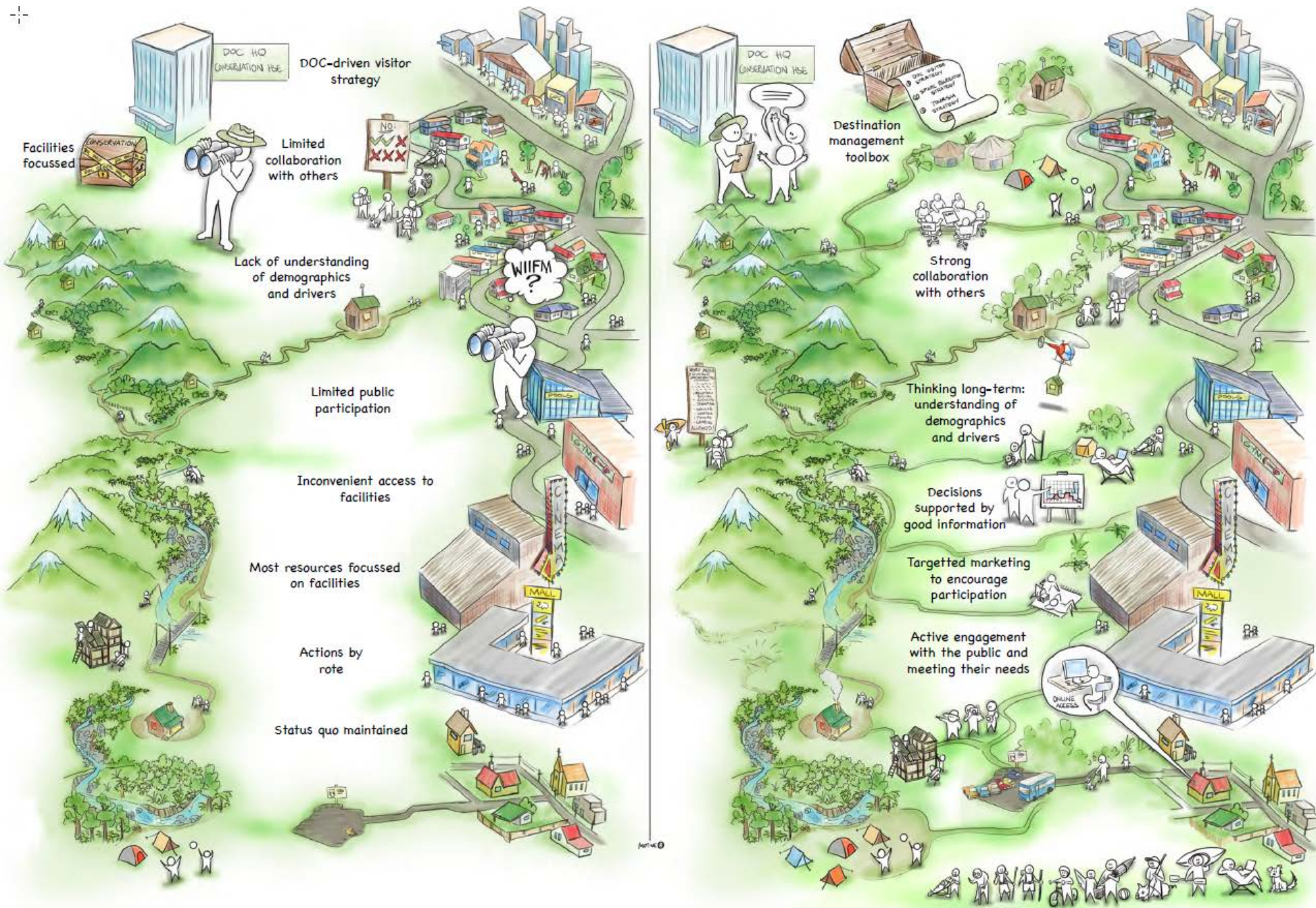


prepare us
for the future and
put the present
and the past
into context

EXAMPLE

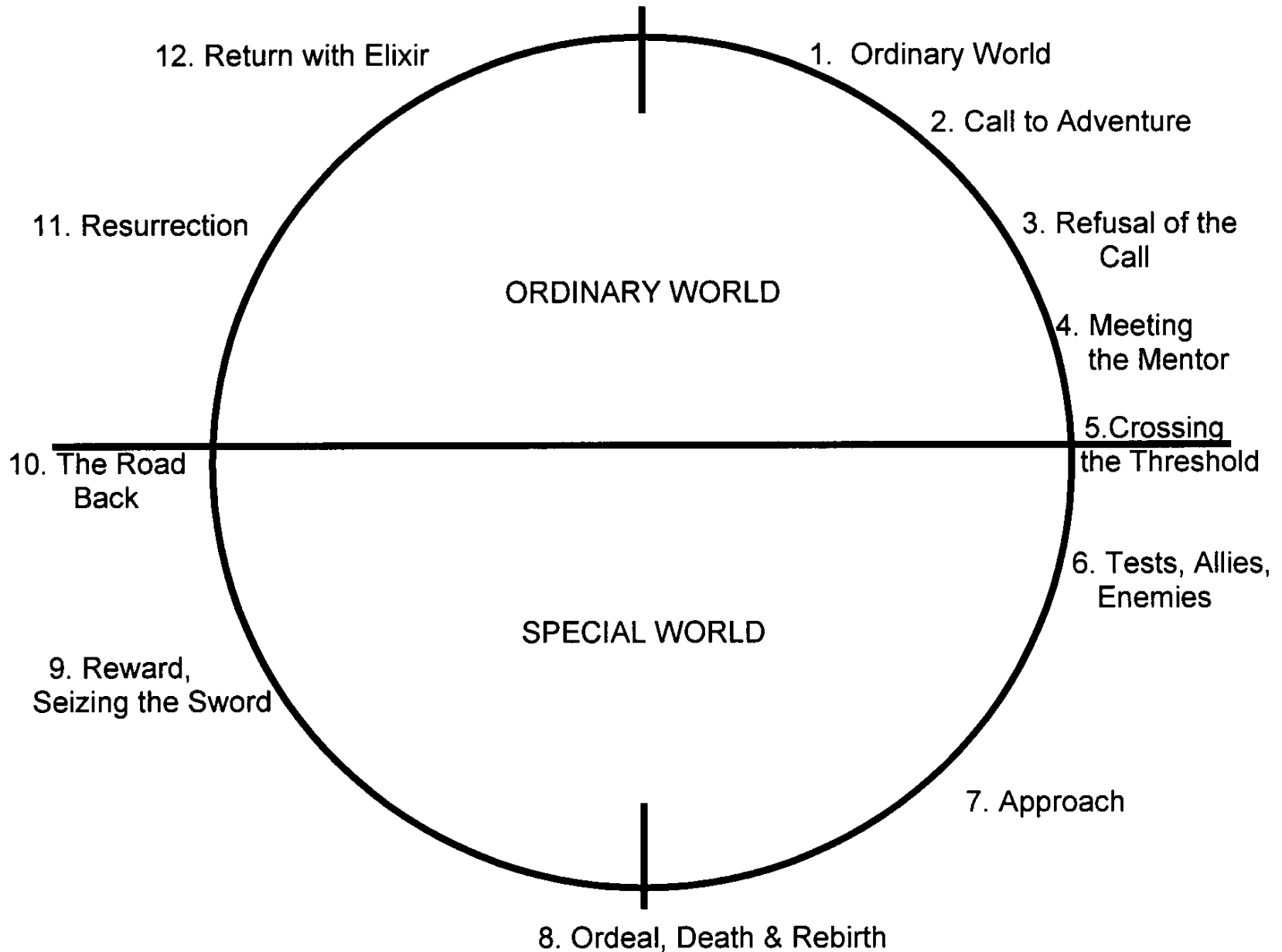


multi-year strategy in a single diagram



story design

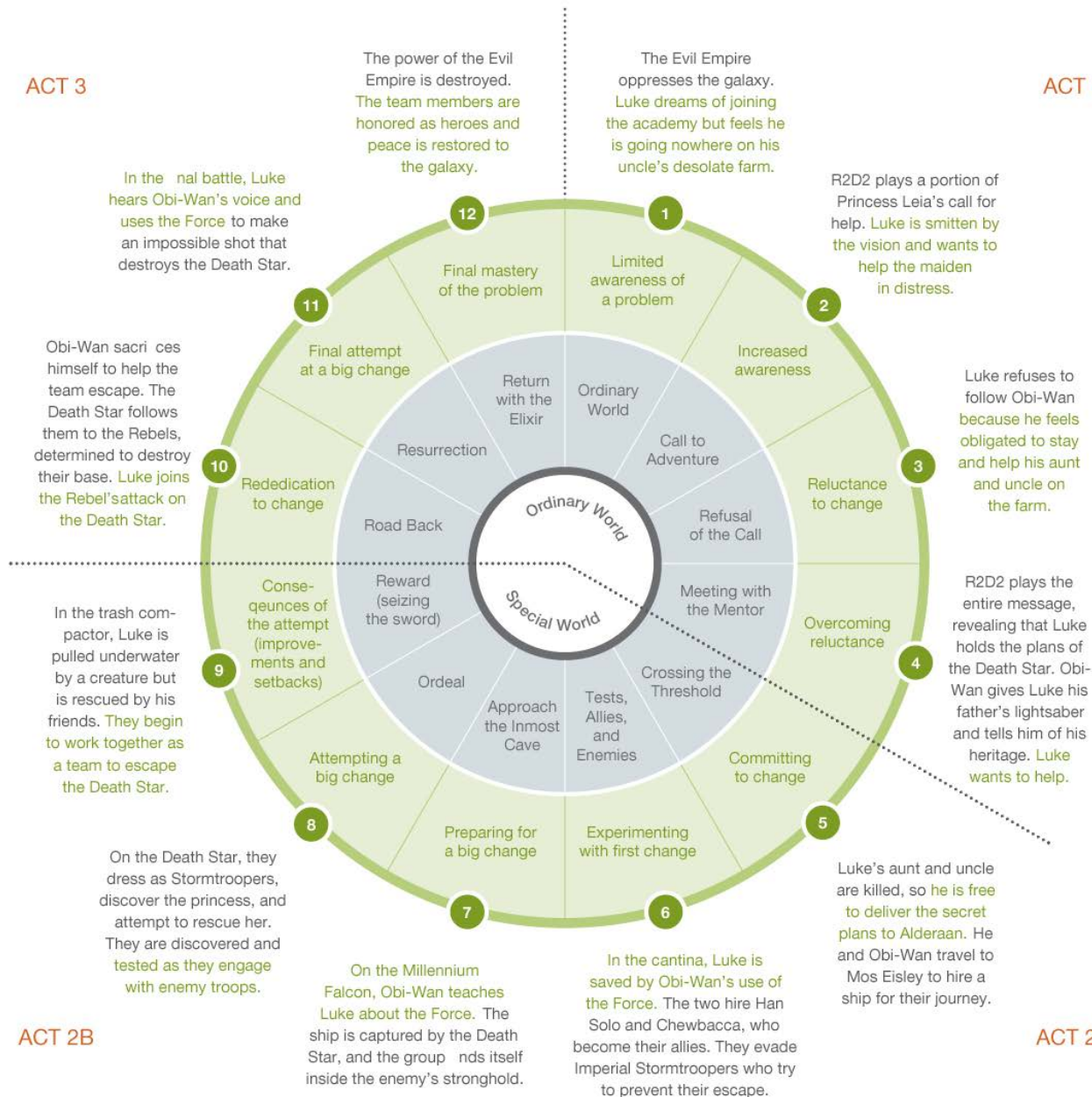
THE HERO'S JOURNEY



The Hero's Journey

ACT 3

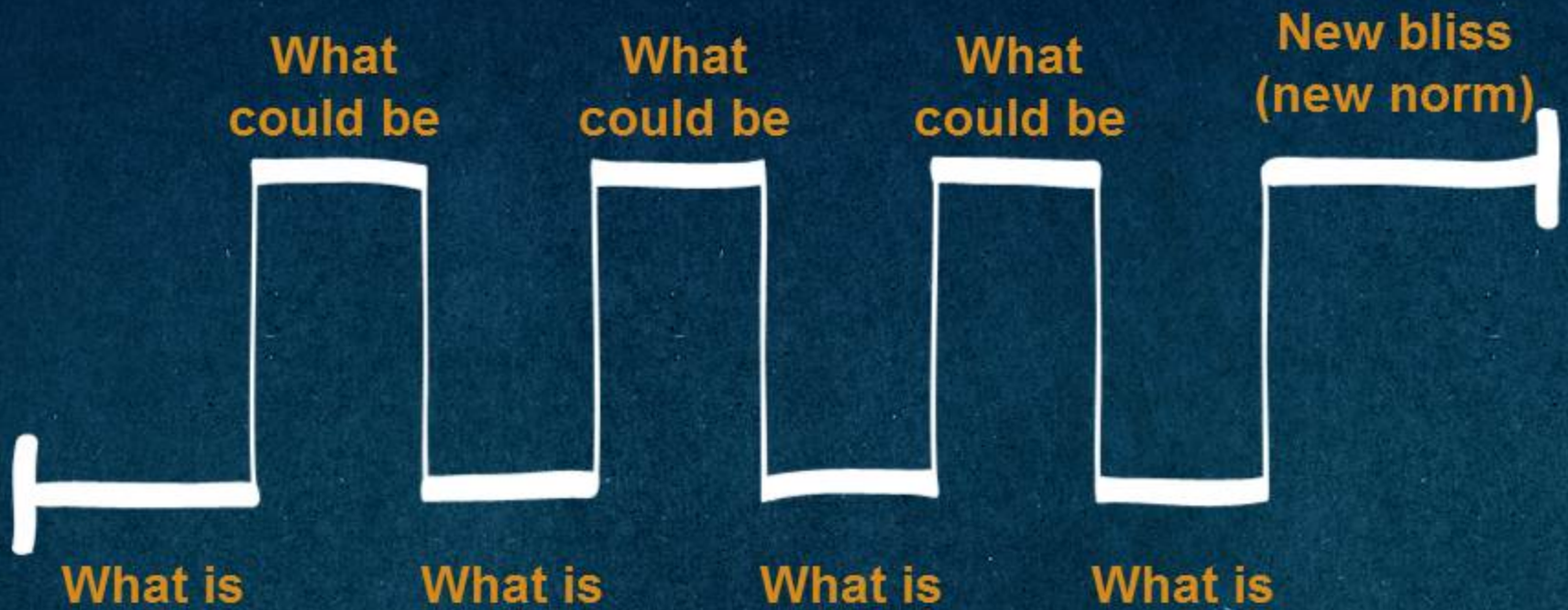
ACT 1



gray text = inner journey

green text = outer journey (character transformation)

Factoid: When George Lucas came across Joseph Campbell's work, he modified Star Wars, Episode IV to map more closely to this model.



Establishing tension

Establish *What Could Be*

"This is a day I've been looking forward to for two and a half years. Every once in a while, a revolutionary product comes along that changes everything. ... Today we're introducing three revolutionary products of this class. The first one is a widescreen iPod with touch controls. The second is a revolutionary mobile phone, and the third is the breakthrough Internet communications device. So three things. A widescreen iPod with touch controls, a revolutionary mobile phone, and a breakthrough Internet communications device. An iPod, a phone, and an Internet communicator. An iPod, a phone... are you getting it? These are not three separate devices. This is one device. And we are calling it iPhone."

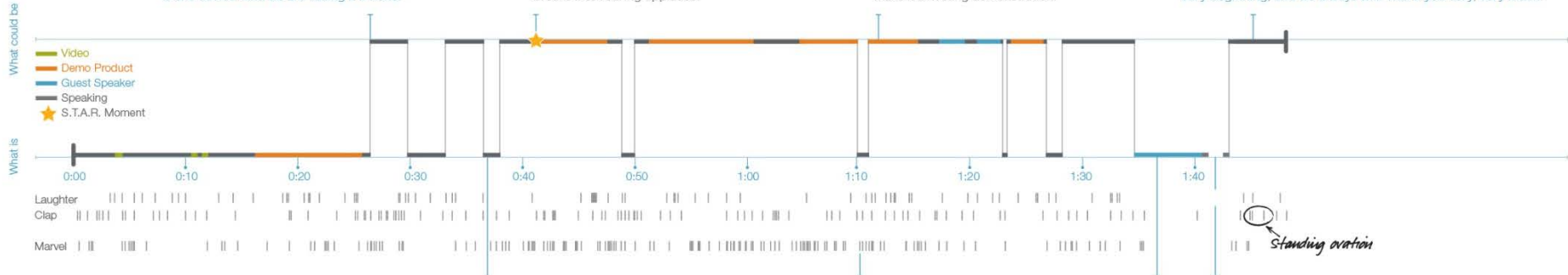
Lure with Suspense

Jobs has a magical sense for creating suspense. For fifteen minutes, he reviews the hardware features of the iPhone by clicking through photos of the device while it is turned off. Yes, off! When he finally powers up the iPhone and demonstrates the scrolling feature for the first time, the audience gasps and breaks into roaring applause.

Keep Them Engaged

When Jobs demos the new features, he doesn't merely go through a checklist of the features—he plans clever scenarios. Every thirty seconds or so, he showed a new feature by completing a task the way a real user would. He makes phone calls to a colleague while another colleague calls him; he checks his visual voicemail and plays a message from Al Gore congratulating him on the launch; he calls Starbucks to order four thousand lattes to go. He varied the tasks in his demo forty-seven times to make it a riveting demonstration.

Jobs ends his presentation having enthusiastically moved his audience from *what is* to *what could be*. But he doesn't stop there. He reminds them of Apple's revolutionary product heritage and assures them that they'll do this again. His ending sets the stage for a new beginning. "I didn't sleep a wink last night. I was so excited about today because we've been so lucky at Apple. We've had some real revolutionary products. The Mac in 1984 is an experience that those of us that were there will never forget, and I don't think the world will forget it either. The iPod in 2001 changed everything about music. We're going to do it again with the iPhone in 2007. We're very excited about this. There's an old Wayne Gretzky quote that I love: 'I skate to where the puck is going to be, not where it has been.' We've always tried to do that at Apple since the very, very beginning, and we always will. Thank you very, very much."



Establish *What Is*

Jobs sets up *what is* in perfect form. He gives an update on the market and performance of several products: Intel transition, retail stores, iPod, iTunes, and Apple TV. He demos the recently released Apple TV.

Create Contrast

Jobs comes back down to *what is* a few times in the speech by comparing the iPhone features with current products on the market that amplify the magnitude of this breakthrough.

Make Them Marvel

Jobs creates a sense of wonder by interjecting phrases that invite the audience to marvel at the product. A few examples of the language he uses: "This is a revolution of the first order—to really bring the real Internet to your phone! ... Isn't that great? ... So we think this is pretty cool. ... We've designed something wonderful for your hand, just wonderful. ... It's pretty awesome."

Invite Guest Speakers

Jobs invited three partners to present. The first two breezed through their parts but the Cingular/AT&T CEO read through cue cards, repeated what was already said, and rambled way longer than he should have. Too bad.

Be Flexible

When the clicker stops working, he pauses, smiles, and fills the time it takes to fix it with a funny story about how he and Steve Wozniak used a TV jammer as a prank on unsuspecting college students when they were in high school. Carmine Gallo said, "In this one-minute story, Jobs revealed a side of his personality that few people get to see. It made him more human, engaging, and natural. He also never got flustered."⁹



our stories

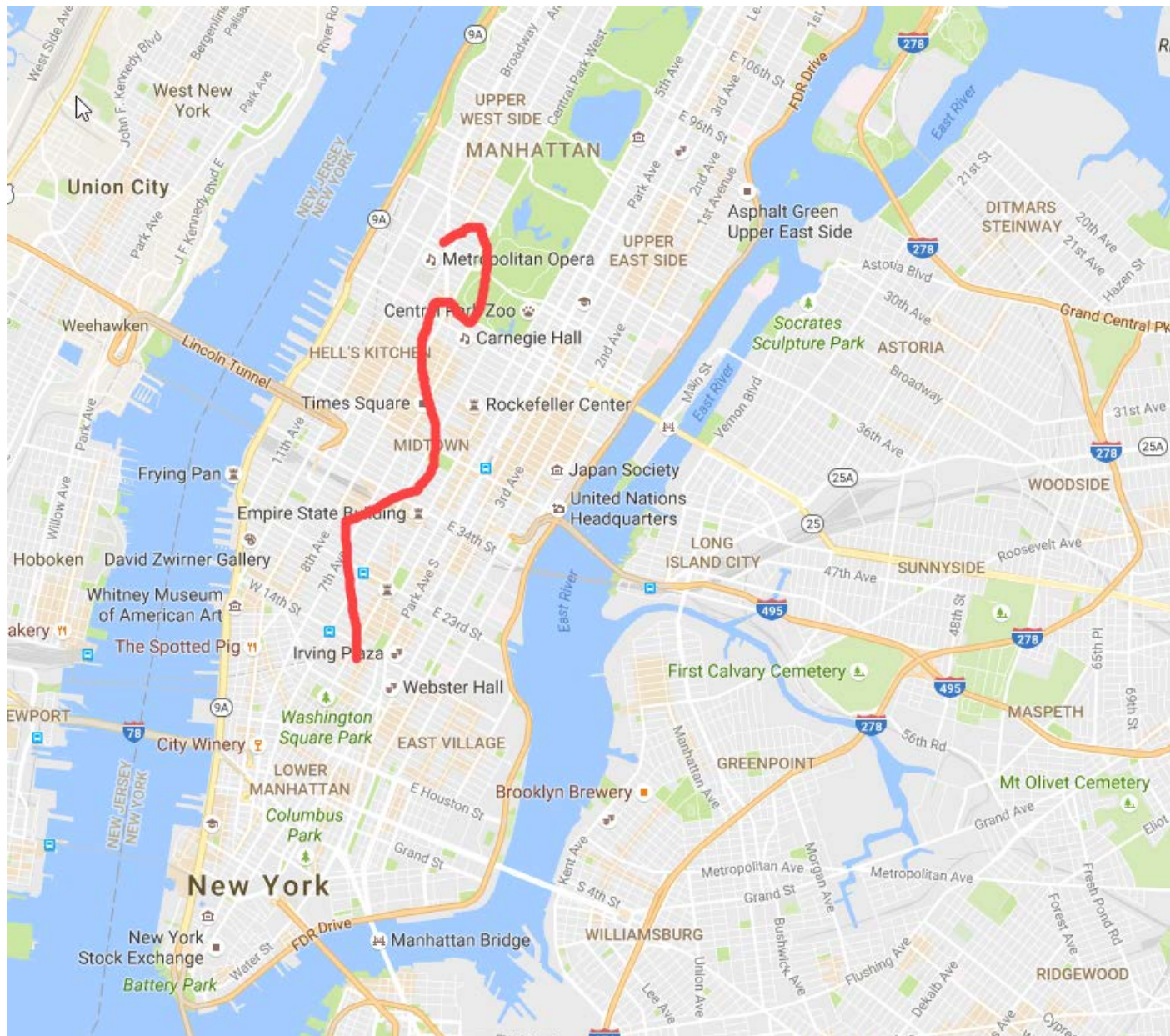




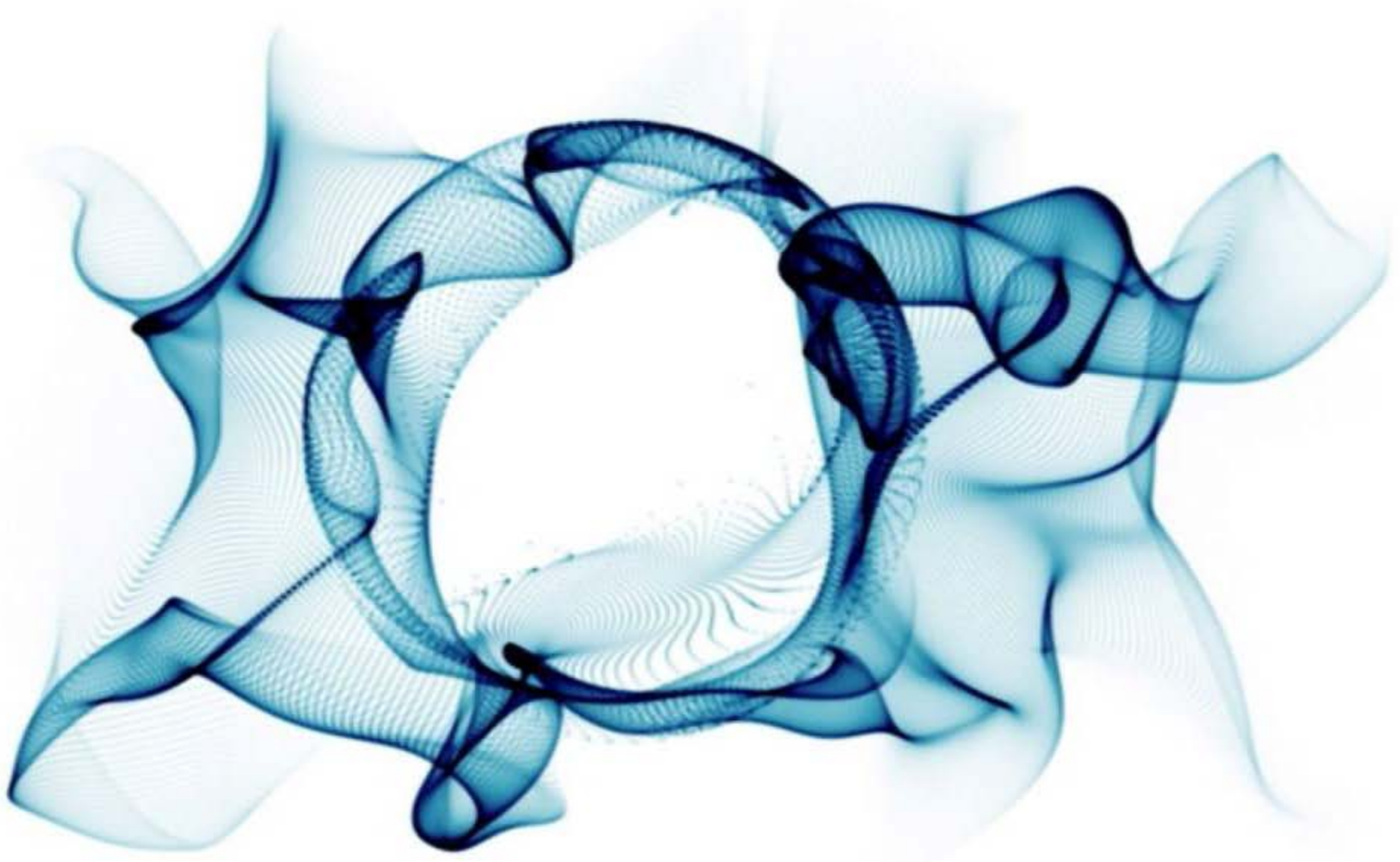




a cautionary tale



Story Patterns



7 Organisational Story 'patterns'

1. Sparking action
2. Communicating who you are
3. Taming the grapevine
4. Transmitting values
5. Sharing knowledge
6. Leading people into the future
7. Fostering collaboration

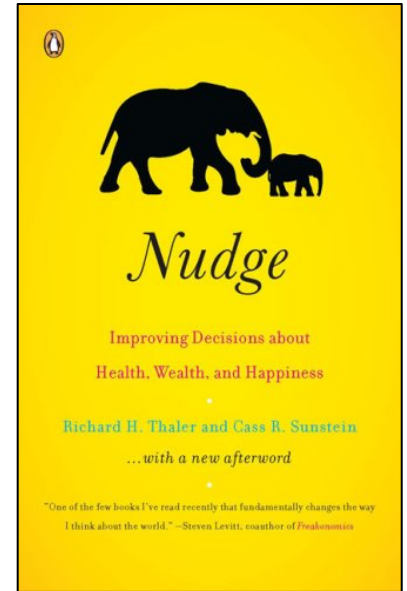
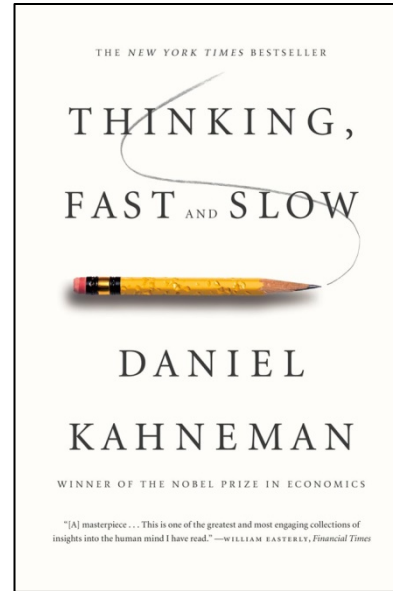
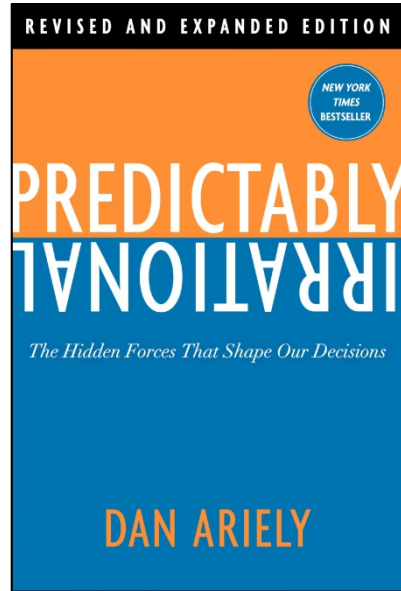
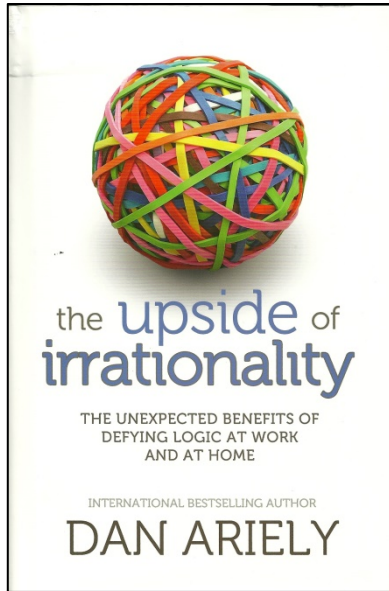
Steve Denning

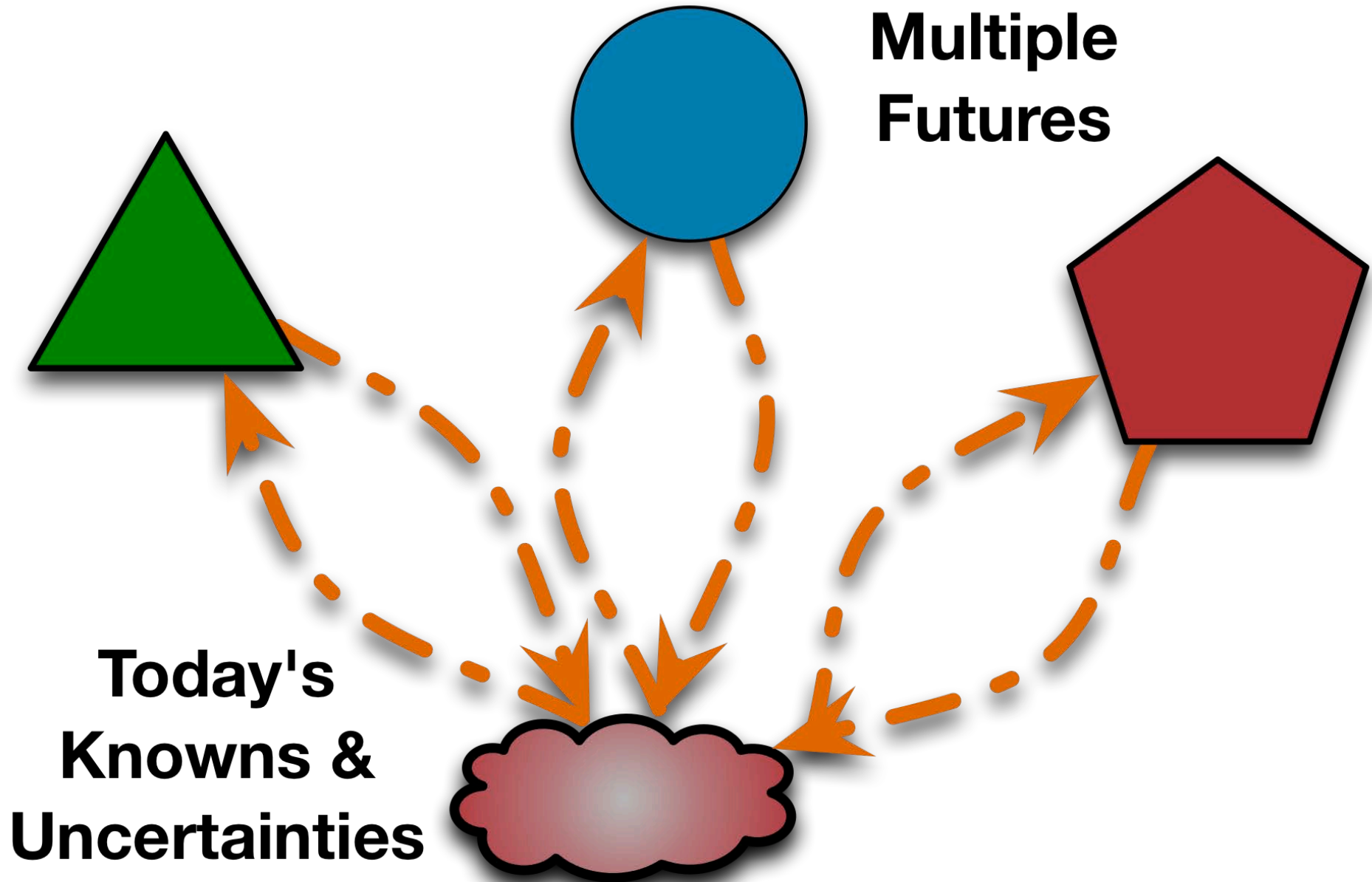
If your objective is:	You will need a story that:	In telling it, you will need to:	Your story will inspire such responses as:
Sparkling action	Describes how a successful change was implemented in the past, but allows listeners to imagine how it may work in the current situation.	Avoid excessive detail that will take the audience's mind off its own challenge	"Just imagine..." "What if...."
Communicating who you are	Provides audience-engaging drama and reveals some strength or vulnerability from your past.	Include meaningful details, but also make sure the audience has the same time and inclination to hear your story.	"I didn't know that about him....." "Now I see what she is driving at..."
Taming the grapevine	Highlights, often through the use of gentle humour, some aspect of a rumour that reveals it to be untrue or unlikely.	Avoid the temptation to be mean-spirited and be sure that the rumour is indeed false.	"No kidding!" "I'd never thought about it like that before!"
Transmitting values	Feels familiar to the audience and will prompt discussion about the issues raised by the value being promoted.	Use believable (though perhaps hypothetical) characters and situations and never forget that the story must be consistent with your own actions.	"That's so right!" "Why don't we do that all the time?"
Sharing knowledge	Focuses on mistakes made and shows in some detail how they were corrected and an explanation of why the solution worked.	Solicit alternative, and perhaps better, solutions.	"There but for the grace of God...." "We'd better watch out from here on"
Leading people into the future	Evokes the future you want to create without providing excessive detail that will only turn out to be wrong.	Be sure of your storytelling skills (otherwise use a story in which the past can serve as a springboard to the future).	"When do we start?" "Let's do it!"
Fostering collaboration	Movingly recounts a situation that listeners have also experienced and that prompts them to share their own stories about the topic.	Ensure that a set agenda doesn't squelch this swapping of stories - and that you have an action plan ready to tap the energy unleashed by this narrative chain reaction.	"That reminds me of the time....." "Hey, I've got a story like that!"



planning
ahead

We are irrational, predictably so.





SOCIETY: INDIVIDUALISTIC
ENVIRONMENT: REGENERATING



SOCIETY: COOPERATIVE
ENVIRONMENT: REGENERATING



AOTEAROA NEW ZEALAND: 2050

SOCIETY: INDIVIDUALISTIC
ENVIRONMENT: DECLINING



SOCIETY: COOPERATIVE
ENVIRONMENT: DECLINING





notice

2m 24secs



thank

you





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