

StoryTech: a Personalized  
Guidebook to the 21st Century

Innovate Your Future Through Self-Stories

Create Stories as Change Buffers  
Evolve Strategic  
Organizational Scenarios

by

Arthur M. Harkins, Ph.D.  
George H. Kubik, Ph.D.

**September 15, 2009**

**Version 3.0**

**StoryTech Books**

Published by Arthur M. Harkins & George H. Kubik  
3053 Pine Ridge Drive, Eagan, MN 55121, U.S.A.

**First Printing: July 2006**  
**Version 2.1**

Copyright © 2006 by Arthur M. Harkins & George H. Kubik  
All rights reserved

**ISBN 0-9787434-0-7**

Without limiting the rights under copyright reserved above, no part of this publication may be reproduced, stored in, or introduced into any archival or retrieval system, or transmitted in any form or by any means (electronic, mechanical, photocopying, audio or video recording, or otherwise), without the prior written permission of the copyright owners and publishers of this book.

The scanning, downloading, copying, or distribution of this book via the Internet or via any other means without the written permission of the copyright owners and publishers is illegal and punishable by law. Please purchase only authorized electronic editions, and do not participate in or encourage electronic piracy of this or other copyrighted materials. Your support of the authors' rights and intellectual property is appreciated.

For all those who have the courage to tell their stories  
...and to live them!

## Contents

<b>Prologue</b> .....	5
Chapters	
Chapter 1: Introducing StoryTech.....	10
Chapter 2: Becoming Intimate with StoryTech.....	33
Chapter 3: Practicing StoryTech in Groups .....	53
Chapter 4: Further Experience with StoryTech.....	82
in Communities	
Chapter 5: Conducting Education StoryTechs.....	105
Chapter 6: Facilitating Health & Aging StoryTechs.....	167
Chapter 7: Facilitating StoryTechs with .....	195
International Groups	
Epilogue .....	218
<b>Appendix A: Resources</b> .....	223

## PROLOGUE

### How to Use This Guidebook

Welcome to StoryTech!

StoryTech offers a dynamic 21st century approach for integrating the power of your personal stories with the collective wisdom of groups, organizations, and societies. This Guidebook will introduce you to a very old process that enhances your strategic ability to deal with change and opportunity.

This Guidebook is written in a holographic, non-linear style. In order to satisfy your curiosity and uniqueness, the chapters are not chained together sequentially. You are encouraged to select chapters that have immediate interest to you and read the remaining chapters as your curiosity evolves. Key concepts repetitively appear across different chapters where they are presented from different perspectives and with different objectives. You are encouraged to apply your individual uniqueness in reading this Guidebook. The Guidebook will then become unique to you!

The writing style is purposely kept lively and explorative. StoryTech is an exciting and constantly evolving subject. Hence, you the reader and we, the writers, must explore the topic together. This is accomplished, in part, by

inviting you to actively engage in a variety of challenging exercises. Each of the exercises contained in this Guidebook explores the capabilities, promises, and rewards of the StoryTech process and is part of the process of constructing individual knowledge.

+++++

As we leave you temporarily, please remind yourself that now is the time to develop new stories for new futures. Nothing in human history has the power of stories to inspire. Not even images, which are meaningless without vital story contexts. Remember, too, that the shelf life of practical stories is constantly shortening, demanding that up-to-date people constantly renew their repertoires of new and refurbished strategic stories.

We have provided the Guidebook in the hope that it will be practical. We are most interested in how you, the Designing Professional Futures student, determined whether the Guidebook fit the course and your emerging professional needs.

We are interested in how you may have found it confusing, difficult, overly divergent, or too simplified. We're equally interested in how it met your criteria for clarity, ease, focus, and appropriate complexity. Your critiques are of inestimable importance, so please let us know them. Your future is our focus.

Stay in touch. Our individual e-mail addresses are <harki001@umn.edu> and <kubik005@umn.edu>. We'll be back to you in the future with updated future versions of the StoryTech Guidebook.

Goodbye for now!

/signature/ Arthur Harkins

/signature/ George Kubik

222

Appendix A

Resources

### **References and Recommended Readings**

.  
Allee, V. (1997). The knowledge evolution: Expanding organizational intelligence. Boston: Butterworth-Heinemann.

.  
Amidon, D. (1997). Innovation strategy for the knowledge economy: The Ken awakening. Boston: Butterworth-Heinemann.

.  
Asbell, Bernard. (1991). *The book of you*. NY: Fawcett Columbine.

.  
Bandura, A. (1997). *Self-efficacy: The exercise of control*. NY: W.H. Freeman.

.  
Barber, B. (1994). *Aristocracy of everyone: The politics of education and the future of America*. NY: Oxford University Press.

.  
Bateson, M. (2001). *Composing a life*. NY: Grove/Atlantic, Inc.

.  
Boje, D. M. (2001) *Narrative methods for organizational & communication research*. Thousand Oaks, CA: SAGE Publications.  
(Note: Multiple Publications on story telling.)

.  
**Bornstein, D.** (2004). *How to change the world: Social entrepreneurs and the power of new ideas*. Cambridge, UK: Oxford University Press.

.  
**Brehmer, B.** (1990). Strategies in real-time, dynamic decision making. In R. Hogarth (Ed.), *Insights in Decision Making* (pp. 262-291). Chicago, IL: University of Chicago Press.

.  
Carr, D. (1998). "The post-war rise and fall of educational epistemology." In Carr, D. (Ed.). *Education, knowledge, and truth: Beyond the postmodern impasse*. New York: Routledge. Pp. 1-16.

.  
Carroll, J. M. (1995). *Scenario-based design*. NY: John Wiley & Sons.

.  
Centre for Educational Research and Innovation. (2000). *Knowledge management in the learning society: education and skills*. Danvers, MA: Organisation for Economic Cooperation and Development.

.  
Chermack, T. J., & van der Merwe, L. (article submitted for publication). *Constructing scenario and story planning: Approaching the process from a constructivist perspective*. *Academy of Management Review*.

.  
Chodron, P. (2002). *Comfortable with uncertainty: 108 teachings*. Boston: Shambala.

.  
**Cleveland, H.** (2002). *Nobody in charge: Essays on the future of leadership*. San Francisco: Jossey-Bass.

.  
Damasio, A. (1994). *Descartes's error: Emotion, reason, and the human brain*. New York: Grosset-Putnam.  
(Note: Neurologist addresses nonverbal internal narratives.)

.  
**de Geus, A. P.** (1997). *The living company*. Boston, MA: Harvard Business School Press.

**de Geus, A. P.** (1992). Modeling to predict or to learn? *European Journal of Operational Research*, 59, 1-5.

Denning, S. (2001). *The springboard: How storytelling ignites action in knowledge-era organizations*. Boston: Butterworth-Heinemann.

**Duderstadt, J.** (2002). "The future of higher education in the knowledge-driven, global economy of the 21st century." Paper given in Toronto, Canada: October 31, 2002. Available online at [milproj.ummu.umich.edu/publications/toronto/download/Toronto\\_103102.pdf](http://milproj.ummu.umich.edu/publications/toronto/download/Toronto_103102.pdf) Accessed April 17, 2003.

**Duderstadt, J.** (2002). "Higher education in the new century: Themes, challenges, and options." PowerPoint presentation given in Nagoya, Japan: October 18, 2002. Available online at [www.milproj.ummu.umich.edu/publications/nagoya/index/html](http://www.milproj.ummu.umich.edu/publications/nagoya/index/html) Accessed May 14, 2003.

Dundon, E. (2002). *The seeds of innovation: Cultivating the synergy that fosters new ideas*. NY: American Management Association.

Egan, K. (1989). *Teaching as story telling*. Chicago: University of Chicago Press.

Fahey, L. & Randall, R.M. (1998). *Learning from the future: Competitive foresight scenarios*. New York: John Wiley & Sons, Inc.

Fine, R. A. (1999). *Empower yourself: A framework for personal success*. Minneapolis, MN: Sunrise Press, Inc.

**Frankl, V.** (1988). *Will to meaning: Foundations and applications of logotherapy*. NY: Penguin Group.

**Frankl, V.** (1986). *Doctor and the soul: From psychotherapy to logotherapy*. NY: Knopf Publishing Group.

Freire, P. (1970). *The pedagogy of the oppressed*. New York: The Continuum Publishing Company.

Gibbons, M., Limoges, C., Nowotny, H., Schwartzman, S., Scott, P., & Trow, M. (1994). *The new production of knowledge*. London: Sage.

**Harkins, A. M.** & Emmet, J.D. (1997). StoryTech: Exploring the use of a narrative technique for training career counselors. Paper presented at the *Counselor Education and Supervision*, 37, 1, 60-73.

**Harkins, A.** & Fiala, B. (2002). Personal capital and virtual selves: Learning to manage the five 'divides'. *On The Horizon* (10, 3, 22-27).

**Harkins, A.** & Vysoka, A. (2005). Strategies for innovation in tertiary education: Producing mode III knowledge and personal capital. *Theory of Science*, XIV/XXVII/1 Fall.

Horibe, F. (2001). *Creating the innovation culture: Leveraging visionaries, dissenters & other useful troublemakers*. NY: John Wiley.

Kegan, Robert. (1982). *The evolving self*. Cambridge: Harvard University Press.

Kolb, D. (1984). *Experiential learning: Experience as the source of learning and development*. Englewood Cliffs, NJ: Prentice-Hall.

Kurzweil, R. (1999). *The age of spiritual machines: When computers exceed human intelligence*. New York: Penguin.

Leonard, D., & Sensiper, S. (1998). The role of tacit knowledge in group innovation. *California Management Review*, 40(3), 112-132.

Leonard, G. (1992). *Mastery: The keys to success and long-term fulfillment*. NY: Penguin.

Lindgren, M.& Bandhold, H. (2003). *Scenario and story planning: the link between future and strategy*. NY: Palgrave Macmillan.

McElroy, M. (2003). *The new knowledge management: Complexity, learning, and sustainable innovation*. Boston: Butterworth-Heinemann.

Nonaka, I. & Takeuchi, H. (1995). *The knowledge-creating company: How Japanese companies create the dynamics of innovation*. New York: Oxford.

**Owen, H.** (2003). *Growing your personal capital*. Cambridge, Massachusetts: Perseus.

**Own, H.** (2001). *Just how good could you be? Grow your personal capital*. Cambridge, MA: Perseus Books.

Ringland, G. (1998). *Scenario planning: Managing for the future*. New York: John Wiley & Sons, Inc.

Rosell, S. A. (1995). *Changing maps: Governing in a world of rapid change*. Canada: Carleton University Press.

Schaetti, B. F., Watanabe, G.C., & Ramsey, S.J. (2000). "Practicing personal leadership and the SIIC intern program." *Effective intercultural teamwork: Exploring personal leadership*. Portland, OR: Intercultural Communication Institute.

- Schank, R. C. (1990). *Tell me a story: A new look at real and artificial memory*. NY: Macmillan.
- .
- Schwartz, P. (1991). *The art of the long view*. New York: Doubleday.
- .
- Senge, P.** (1994). Learning to alter mental models. *Executive Excellence*, 11(3), 16-17.
- .
- Senge, P. M.**, Kleiner, A., Roberts, C., Ross, R. B., & Smith, B. J. (1994). *The fifth discipline fieldbook: Strategies and tools for building a learning organization*. New York: Doubleday.
- .
- Serban, A. & Luan, J. (2002). "Overview of knowledge management." In Serban, A. & Luan, J. (Eds.). *Knowledge management: Building a competitive advantage in higher education*, 113. San Francisco, CA: Jossey-Bass. pp. 5-16.
- .
- Steinberg, J. (2003). "Information technology and development: Beyond 'Either/Or.'" *Brookings Review*, 21:2. Pp. 45-48. Available online at [www.brook.edu/press/review/spring2003/steinberg.htm](http://www.brook.edu/press/review/spring2003/steinberg.htm).
- .
- Swap, W., Leonard, D., Shields, M., & Abrams, L. (2001). Using mentoring and storytelling to transfer knowledge in the workplace. *Journal of Management Information Systems*, 18(1), 95-114.
- .
- Textor, R. [selected articles and unpublished manuscripts on the use of Ethnographic Futures Research, a Delphi process employing key scenario and story methods].
- .
- Van der Heijden, K.** (2005). *Scenarios: The art of strategic conversation*. NY: John Wiley & Sons (2nd edition).
- .
- Van der Heijden, K.** et. al. (2002). *The sixth sense: Accelerating organizational learning with scenarios*. NY: John Wiley & Sons.
- .
- Von Hippel, E. (1994). Sticky information and the locus of problem solving: Implications for innovation. *Management Science*, 40(4), 429-439.
- .
- Von Krogh, G., Ichijo, K., & Nonaka, I. (2000). *Enabling knowledge creation: How to unlock the mystery of tacit knowledge and release the power of innovation*. NY: Oxford University Press.
- .
- Vygotsky, L. S. (1978). *Mind in society*. Boston, MA: Harvard University Press.
- .economy: Challenges for developing countries." *TechKnowLogia*, January –March. Pp. 77-80. Available online at

**World Bank.** (2003). "Lifelong learning in the global knowledge <[www.TechKnowLogia.org](http://www.TechKnowLogia.org)>. Accessed March 8, 2003.

**Web Resources:**

- .  
Business Scenario Resources  
<<http://www.well.com/~mb/scenario/>>
- .  
Creating an Innovation Strategy (via scenarios)  
<[http://www.1000ventures.com/business\\_guide/innovation\\_strategy\\_dsw.html](http://www.1000ventures.com/business_guide/innovation_strategy_dsw.html)>
- .  
The Economist on scenario and story planning  
<<http://www.unipa.it/~bianchi/eng/workshop/workshop01c.htm>>

**Frankl, Victor:**

- .  
Critiques of Frankl and Other Visionary Humanists  
<<http://www.crosscurrents.org/lakeland2.htm>>
- .  
A Frankl Tribute  
<<http://www.empirezine.com/spotlight/frankl/frankl1.htm>>
- .  
A Frankl Interview When He Was 90  
<<http://www.firstthings.com/ftissues/ft9504/scully.html>>
- .  
Viktor Frankl Biography (excellent)  
<<http://www.ship.edu/~cgboeree/frankl.html>>
- .  
Retrospective of Frankl's works  
<<http://www.geocities.com/~webwinds/frankl/frankl.htm>>
- .  
Viktor Frankl at 90: An Interview  
<<http://www.firstthings.com/ftissues/ft9504/scully.html>>
- .  
Viktor Frankl Institute  
<<http://translate.google.com/translate?hl=en&sl=de&u=http://logotherapy.univie.ac.at/&prev=/search%3Fq%3DViktor%2BFrankl%26hl%3Den%26lr%3D%26ie%3DUTF-8%26oe%3DUTF-8%26sa%3DG>>



.  
**Introductory Definition of Scenarios**

<<http://www.infodesign.com.au/usabilityresources/design/scenarios.asp>>

.  
Plausible Futures Newsletter (w/OECD higher education scenarios)

<<http://www.plausiblefutures.com/index.php?cat=6691a> >

.  
Scenario and story planning for Uncertain Times

<<http://sbinformation.about.com/cs/newseconomy/a/scenario.htm> >

.  
Scenario and story planning Links

<<http://www.icra-edu.org/page.cfm?pageid=anglolearnscenariolinks> >

.  
Scenario and story planning Resources

<<http://limnology.wisc.edu/peterson/scenarios.html> >

.  
Scenario and story writing Outline

<[http://activities.tjhsst.edu/fps/resources/inside\\_future\\_scenes.htm](http://activities.tjhsst.edu/fps/resources/inside_future_scenes.htm) >

.  
Scenario and story writing Rules for Students

<<http://www.cps.k12.ri.us/glenhill/mcaulay/scenario/scenario.htm> >

.  
Scenario Publications

<<http://www.fpsp.org/catalog/scenario.html>>

.  
United Nations University Millennium Project  
Annotated Scenario Bibliography

<<http://www.acunu.org/millennium/sof/app-f.html>>

.  
**van der Heijden's Selected Scenario Resources**

<[http://www.cob.sjsu.edu/yu\\_o/bus264/Scenario%20Planning%20Select%20Bibliography.htm](http://www.cob.sjsu.edu/yu_o/bus264/Scenario%20Planning%20Select%20Bibliography.htm)>

.  
Vinge, V. (1993). The singularity. Accessed online at

<[http://singularity.manilasites.com/stories/storyReader\\$75](http://singularity.manilasites.com/stories/storyReader$75)>

