



Management In Practice

Volume 11

Number 3

Summer 2003

The Other Side of Storytelling

Storytelling has become a tool managers use to engage people in a common endeavor, build a learning community, and influence and effect change. There are storytelling consultants, but managers should be cautious about hiring them to achieve lasting gains in performance. Storytelling can reduce performance as well as enhance it. It is no substitute for problem analysis, trust between employer and employee, and consistency between the manager's "story" and the organizational reality. Moreover, some in the storytelling community – academics and consultants—may have an agenda that shapes their advocacy.

Frank A. Felder
