



D I F  
F E R  
E N T

BY DESIGN

LEADING THE EVOLVING ORGANIZATION

2017 ANNUAL CONFERENCE

TURNBERRY ISLE MIAMI + AVENTURA, FL

**SIRM** EXECUTIVE NETWORK  
HR PEOPLE + STRATEGY

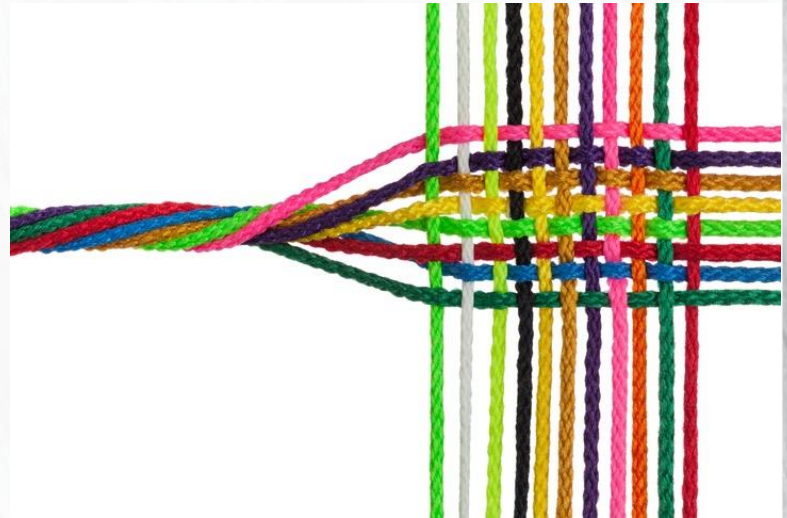
# Making Sense, Weaving Stories and *Taking Action with Data*

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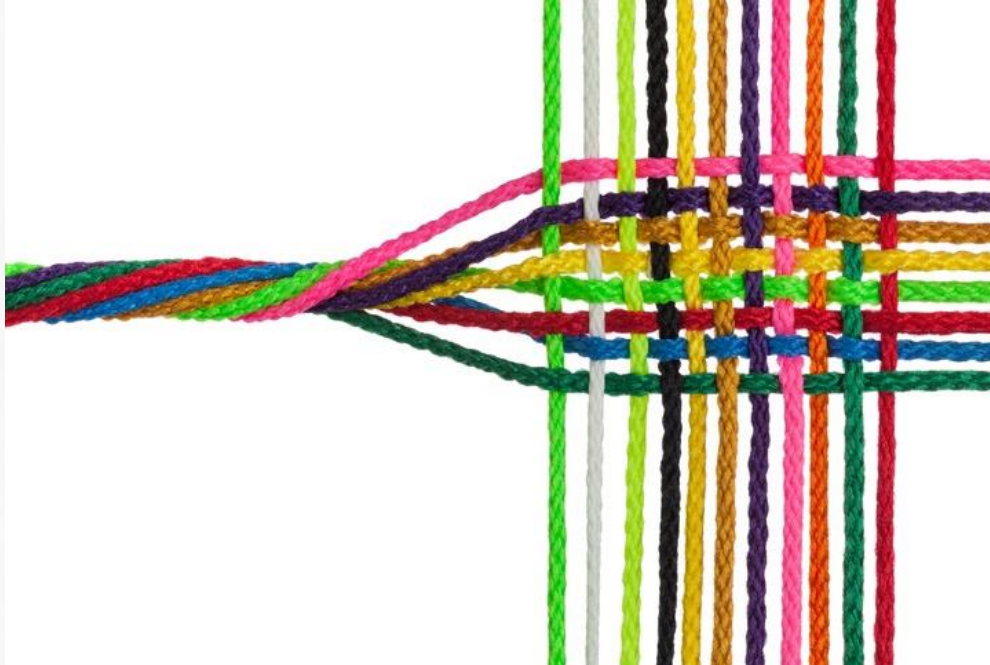
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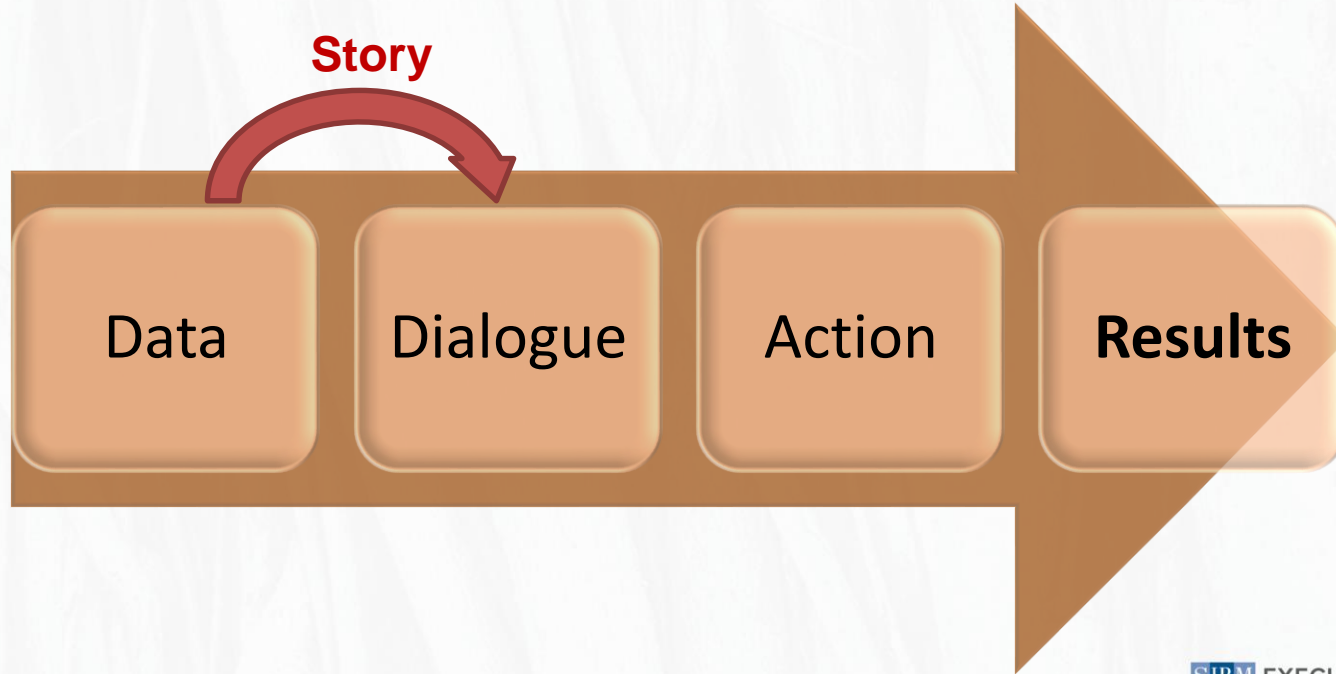




# History: ***WEAVING*** the class



# The Art and Science: *DDAR Model*





# Myth #1

**More complex data are better data**







## LEARNING FROM YOUR PEERS

**Green** sticky notes = high impact

**Yellow** sticky notes = medium impact

**Pink** sticky notes = no impact

# Why Simple Can Win

- The Science, Part 1
- Sense-making research
  - “explicit and implicit mental processes to render a view of how things get done” (Woodside, 2001)





# Challenge is to know HOW to simplify to drive dialogue, action and results



# Example: The Employee Retention Story



# Storytelling Version of the Same Data



***Stacking Work  
Syndrome is making  
employees leave.***



# Myth #2

**Our job is to present raw data and work with manager to decide what it means**



# Analysis Paralysis

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over-analyzing (or over-thinking)  
a situation so that a decision or  
action is never taken.

# Choice Theory



## More Choices?

*Choice =  
freedom  
liberation*

*\*The Paradox of Choice - Why More Is Less (2004), Barry Schwartz.*



# More Choices = More Paralysis

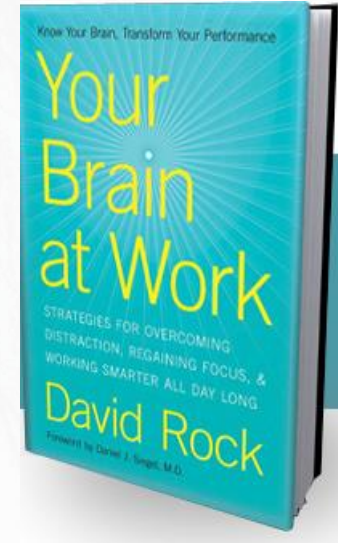
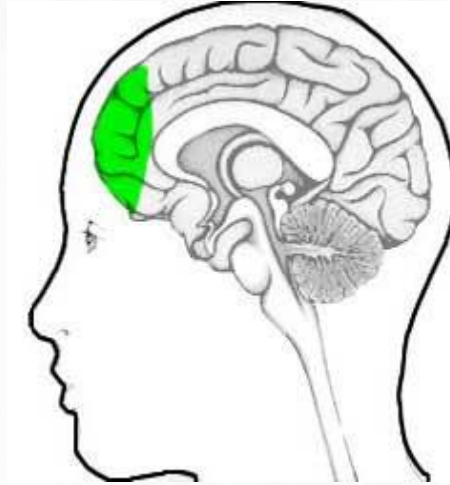
*Plus, it's your JOB to choose*

# Myth #3

**It is unethical to interpret the data because it's easy to lie with statistics**



# Neuroscience



When large volumes of data are experienced:

**“It’s like hundreds of new actors jumping on the stage briefly and then running off” ... you don’t remember the information..**





## The Story of Ben



# Myth #4



**We don't need  
measurable business  
results**



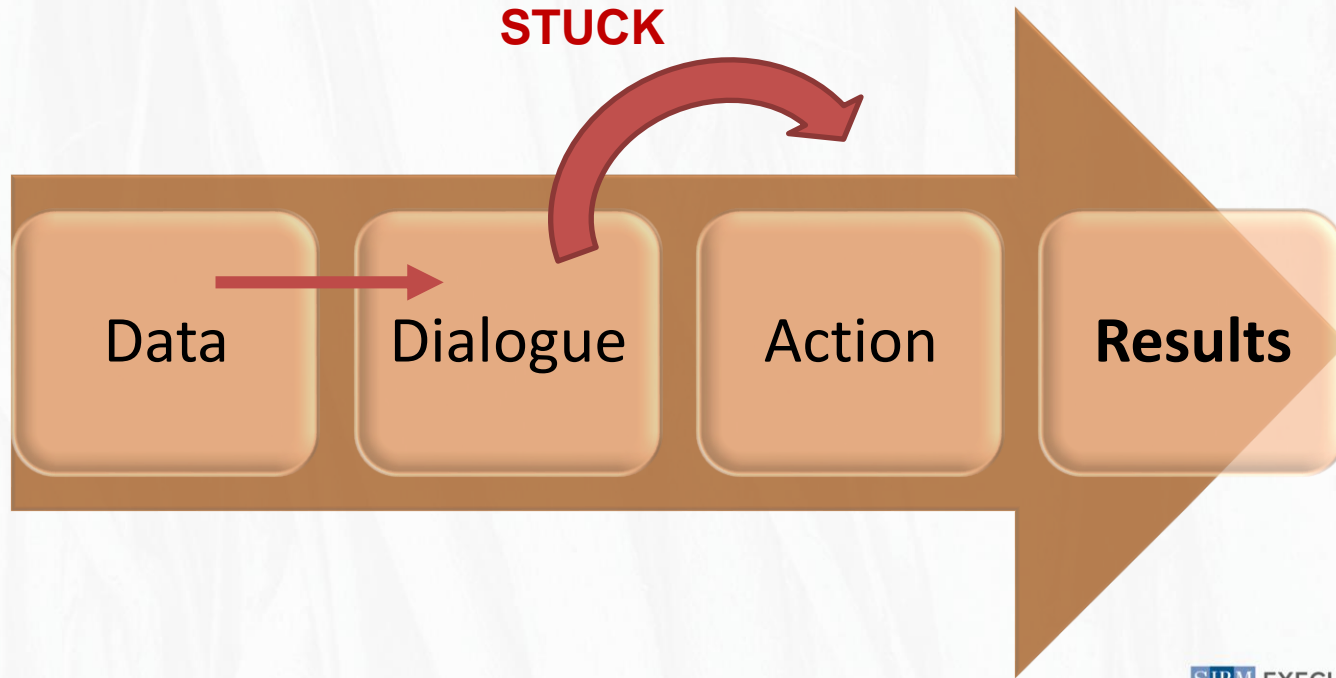
# What's Not a Myth?

- Your job is to be a  
**Data-Driven Story Teller**
- **ONLY IF** you want your data to drive dialogue,  
action and **RESULTS**

# Let me tell you a story about putting the art and science of DDAR together

Case #1 – placeholder for  
company story / data

# They were



# Used data-driven storytelling techniques





# Our Discussion

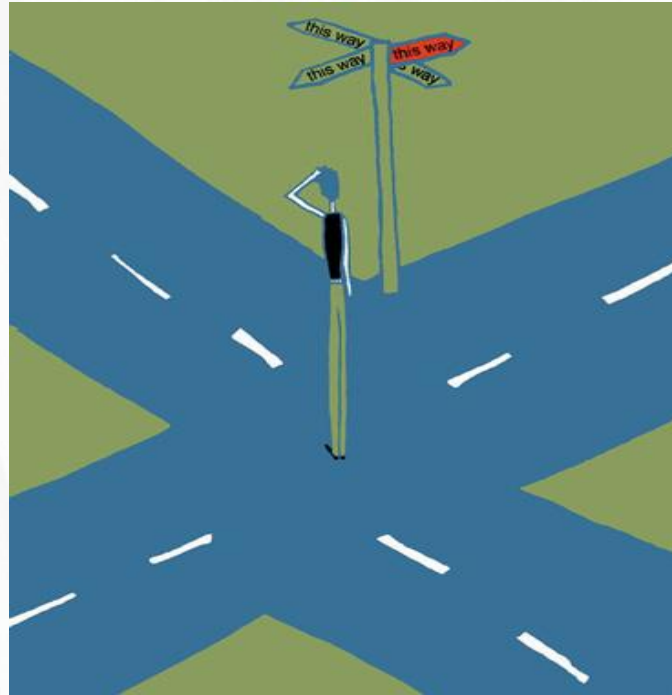
- **Go back to basics**
  - *What assumptions did they have?*
  - *What assumptions might audience have?*
  - *Alternative scenarios to explain the data?*
- **Review goals again**

# Flipped the Model

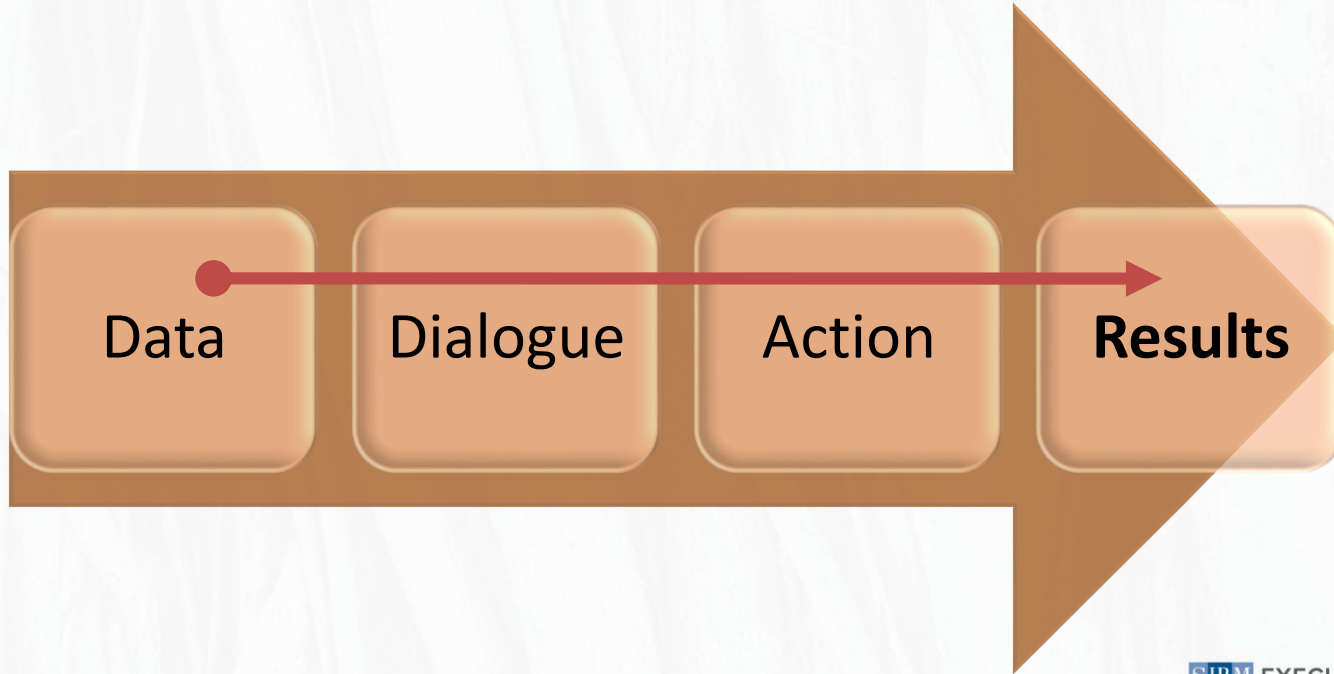


**What story should  
the data tell?**

# A Story About Opportunity



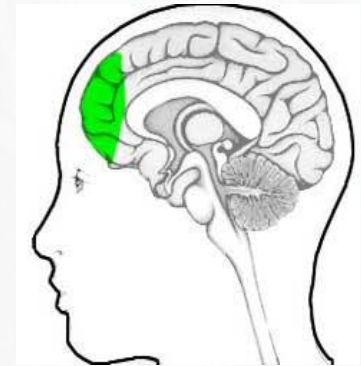
# They got Unstuck





# Science of the DDAR Model

- **Neuroscience**
  - What drives action?
  - Emotional response needed
- **Dialogue involves two people**
  - The role of common sense and sense making
  - Help build mental maps that drive action
- **Choice theory**
  - There aren't as many choices as you may think
  - Avoid analysis paralysis



# Better to NOT be the Bozo



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# The Scenario

- Three years of tough business
- First employee survey
- Vendor presentation
  - *Mental maps of leaders not taken into account*
  - Focused was on *what vendor believed was right*
- **Bozo status declared**

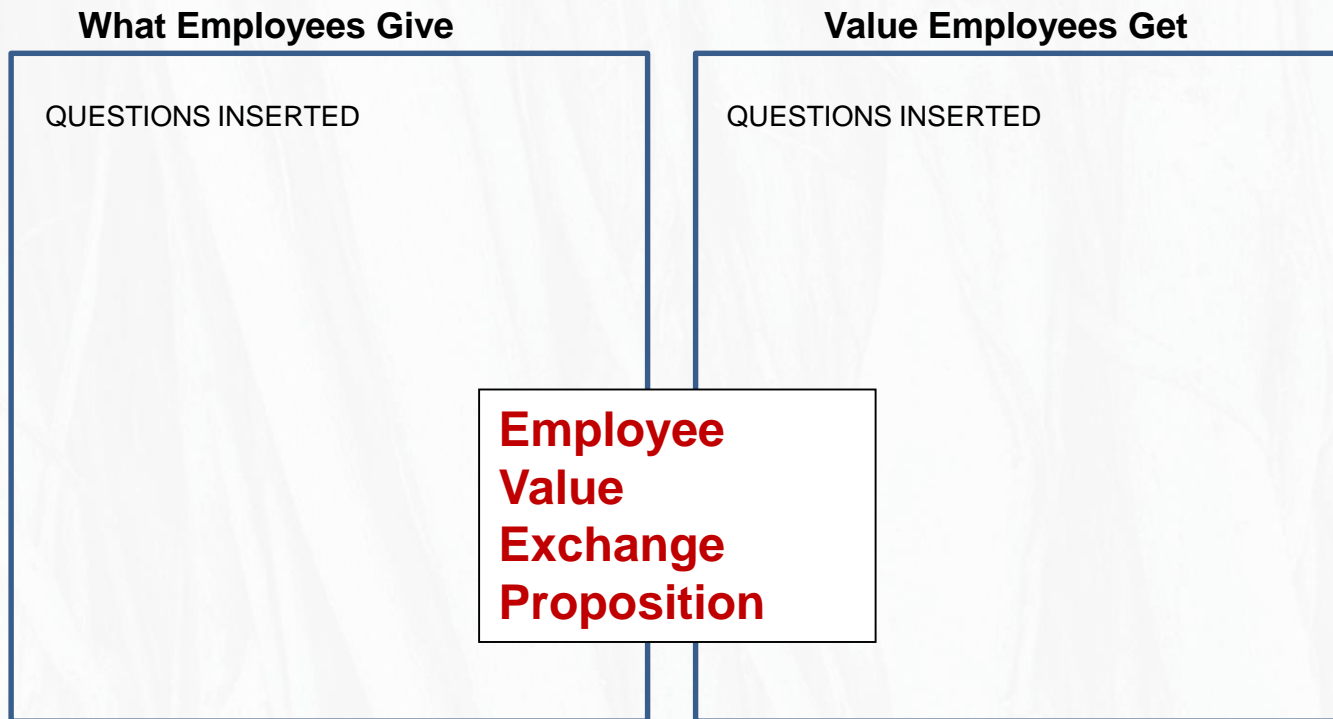
# HR Leaders

- Survey was their idea
- Believed there was a way to salvag





# Used Leader Lens



## What employees give to the company

Low

Medium

High

What they  
get from  
the  
company

GETTING  
MORE  
THAN

GIVING

ALIGNED

RISK  
OF  
ENTITLEMENT

ALIGNED

ALIGNED

ALIGNED

GIVING  
MORE  
THAN  
GETTING

NEGLECTED  
WARRIORS

# Told Stories

- Risk of entitlement group
- Aligned employees
- ***Neglected warriors***

Changed the narrative

It was **THEIR** story – not a benchmarking story



# Link to Science

Labels inspired emotional connection

Example: **Neglected warriors**





# WEAVING

Data  
Context  
Goals  
History  
Individual  
differences



Bring together to  
weave a dialogue  
that will drive action

That leads to  
measurable  
business results

# The ART



Creatively analyze data

Deliver a compelling story

Use pictures and titles that have meaning

Influence and get action takers on the same page

Measure and share results

# Questions?

Resources:

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