

The Power of Story-Based Learning: how to adopt a NETFLIX-like approach to leadership learning



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amazon *Prime*



NETFLIX



hulu



WHY MIGHT THIS BE HAPPENING?

The Power of Story-Based Learning: how to adopt a NETFLIX-like approach to leadership learning

DESCRIPTION: This webinar invites participants to consider how select stories and interviews from high profile financial leaders can be an effective way to absorb leadership knowledge. Dr. Dennis Rebelo will highlight his experiences in forming the FEI Leadership Master Class by focusing on (3) distinct personal leadership stories from interviews with Leslie Seidman (Former Chair of the FASB) Andrej Suskavcevic (CEO of FEI), and Linda Zukauckas (Controller of AMEX) that can be catalysts to leadership growth.

LEARNING OBJECTIVES: This webinar has the following learning objectives. At the conclusion of webinar attendees will be able to:

- Understand how stories and personal narratives can create virtual coaching lessons;
- Acknowledge how formative leadership lessons are able to help transfer knowledge;
- Create contextual connections in the stories of others linked to (8) competencies;
- Understand how when hearing another's leadership story such lessons can enhance the intentional or unintentional nature of key life experiences and prompt more positive outcomes in one's work relationships in retrospect;
- Examine individual personal narrative and evolves one's narrative by using a story-based framework for thinking about skill development and leadership style in considering one's future leadership path.

PRESENTER: Dr. Dennis Rebelo, Chief Learning Officer, Financial Executives International

POLLING QUESTION #1:

Does your company use any video based learning?

1. Yes.
2. No .
3. We are considering it.
4. I am unsure.

Ecology of the Financial Executive:

The CFO Role as an Illustration:

REALITY

THE TOP THREE REPORTED AREAS

Areas where CFOs focused on nonfinance roles spent the most time, past 12 months



(McKinsey, 2017)

Why Rich Media Matters

Our brains are hardwired to quickly process visuals.



The brain processes

visual



cues in



90%

of information that
comes to the



is visual. ¹

Using visual media improves learning.

Visual aids in the



improve learning by up to

400%.¹

We recall information from



5 to 9x better

than just text alone.⁴

FORRESTER

Accenture **Interactive**

Part of Accenture Digital

Digital is a priority.
Businesses surveyed are:

58%

looking to digital to sell profitably

56%

assessing digital impact on customer
experience

63%

planning to improve "online customer
experience" this year

*- Digital Transformation in the
Age of the Customer*

POLLING QUESTION #2:

Have you experienced learning that is video based
but not work-sponsored?

1. Yes.
2. No .
3. I have considered it.
4. I am ready for some now.

Rich media drives engagement, and many of us prefer it.

Posts with visuals receive



94% more

page visits and engagement
than those without. ⁶



59%

of senior executives



prefer to watch



instead of reading text. ⁷

50%

of executives told Forbes
they watch business-related



on YouTube. ⁸



pwc

Millennials reshaping the workplace

Here is what the **4,364** graduates across **75** countries surveyed by PwC said:

41%

would rather communicate electronically at work than face-to-face or over the phone

Over 50%

routinely make use of their own tech at work

78%

said that access to the technology they like to use makes them more effective at work

POLLING QUESTION #3

When you consider how NETFLIX (HULU or AMAZON PRIME) offer better viewing options than traditional TV, do you see how what we know about modern movie watching can influence training offerings?

1. Yes, very frequently.
2. Yes, about 70% of the time.
3. No, video-training shouldn't be an option.
4. No, but sometimes video training could work.

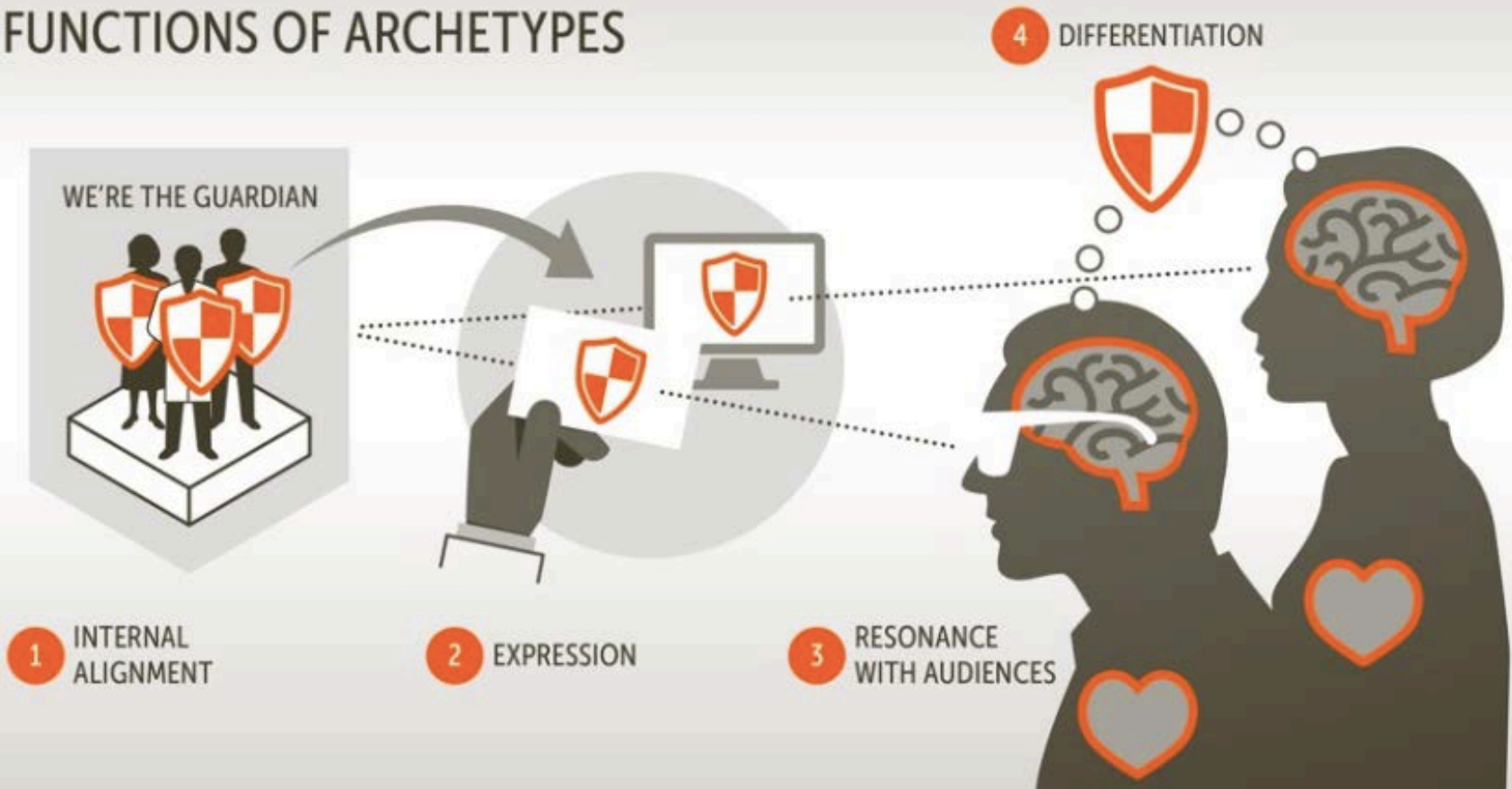
**WHAT
DO
YOU
SEE?**



Leadership Master Class Mini-Preview:



FUNCTIONS OF ARCHETYPES



Competency Spotting: 3 Types of Stories Explored



Linda Zukauckas
“The Human Side of the Enterprise”



Leslie Seidman
“Values Driven Leadership”



Andrej Suskavcevic
“The Resonant Leader”

- LEADERSHIP
- EXPLORATION
- ADAPTABILITY
- ORGANIZATION
- RECEPTIVITY
- CREATIVITY
- DISCRIMINATION
- COMMUNICATION



STORY #1



Linda Zukauckas, Corporate Controller
American Express
“The Human Side of the Enterprise”

- Making Decisions in Asia
- LDR, EXP & COMM
- APTITUDE & APPLICATION

STORY #2



Leslie Seidman, Former Chair
FASB
“Values Driven Leadership”

- High Visibility, Mentoring & Dinner
- REC, ADP, & LDR
- APTITUDE & APPLICATION

STORY #3



Andrej Suskavcevic, CEO

FEI

“The Human Side of the Enterprise”

- Embodied Integrity -be you always
- LDR, DSC, ORG
- APTITUDE & APPLICATION

Using a Personal Narrative Framework with Video Based Learning

Links: [Step 1](#) • [Things That Come Up](#) • [Step 2](#) • [I Will](#) • [Step 3](#) • [Step 4](#) • [Step 5](#)

CATCH SIGHT OF YOURSELF – THE TAN PAGES

Your Self-Portrait

	Past History	Present	Potential Future
Skills Things you know how to do			
Concerns Things that are important to you			
Character How you do things			

Links: [Step 1](#) • [Things That Come Up](#) • [Step 2](#) • [I Will](#) • [Step 3](#) • [Step 4](#) • [Step 5](#)

I WILL STATEMENT

I Will Exercise A Prep-Step to Open the Path to Your Future

Imagining the future can be difficult. The 3 prompts below will help you make sense of the work you have done so far and help prepare you for the next step of the process. Choose something you would like to do in the future. Think about how this statement is supported through your Practices and your Concerns.

I will...

(Sample: I will make the varsity cross country team.)

SOMETHING YOU'RE
SET ON DOING

Presently, this is why I am doing...

(Sample: Running every day during the summer, doing yoga for flexibility, and working out to build strength. I'm also reading about the lives of famous distance runners.)

ACTIVITIES YOU'RE
ENGAGED IN TO
MAKE THIS HAPPEN

This is meaningful to me because...

(Sample: I want to stay healthy. I want to be on the team with my friends. I want to run in college, and if I do well, I can get a scholarship to help pay for my college education. Plus, my Mom ran track in college; I'd like to follow in her footsteps.)

WHAT ARE THE
SOURCES THAT GIVE
YOUR TASK
SIGNIFICANCE?

What Do You See Now?



What Might You Recall On Demand Now?

The Psycho-Socio [+] Learning Impact of Story

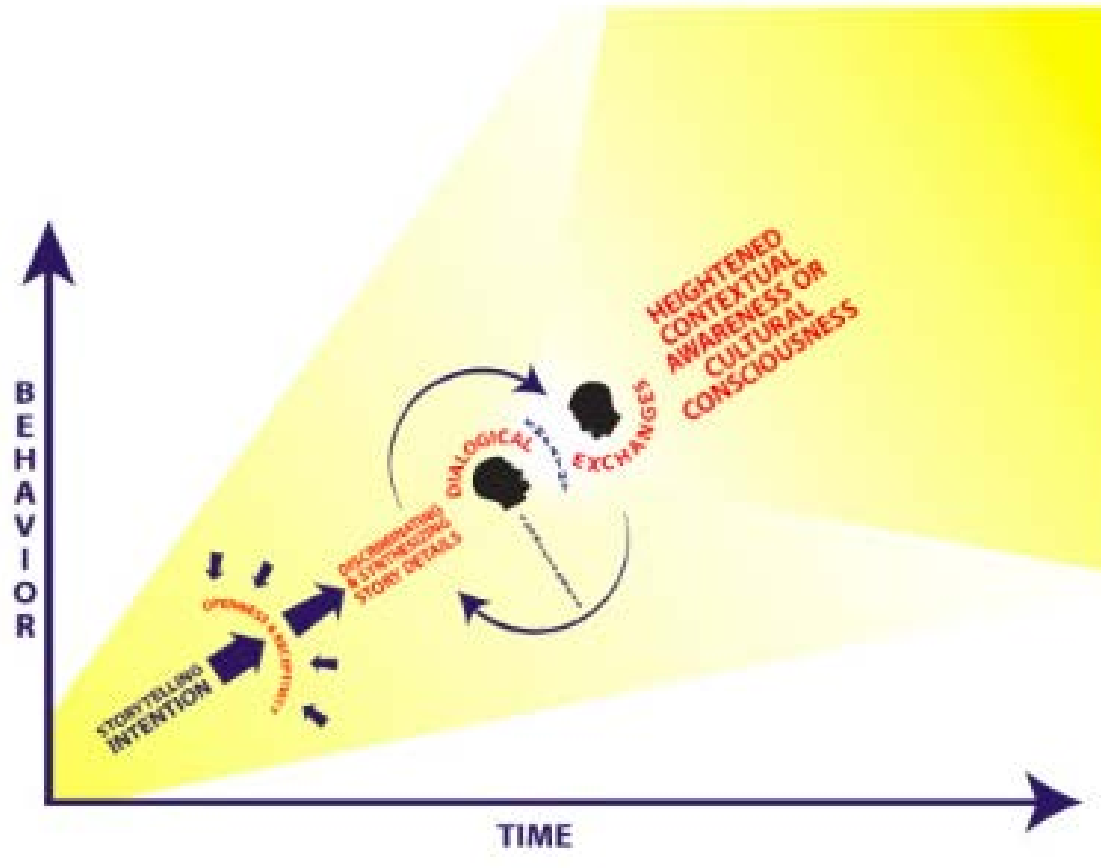


Figure 2. Behavior-over-time graph of personalized leadership storytelling experiences.

What the Research Revealed:

Contributions gained from the storytelling experience. Leaders all were able to connect to their cultures, learning more from the audience's nonverbal and verbal cues to indirectly providing information to each leader. At times, the storytelling unfolded when a leader was speaking to external parties, non-organizational members. During his interview, Participant 3 shared how a story told to a well-known CEO allowed him to confirm an espoused identity claim where he believed that as CEO he had genuinely connected to the cause of mental illness and was meant to do that specific job of a CEO. He noted, "He got to hear why this is so meaningful to me. I am not an individual who lives with mental illness but it is around me all the time and it impacts me." Participant 3, like many others, felt more integrated. His identity as a CEO and his personal identity were being accounted for within his narrative.

Another Way to View Why Interviewing Leaders Works!

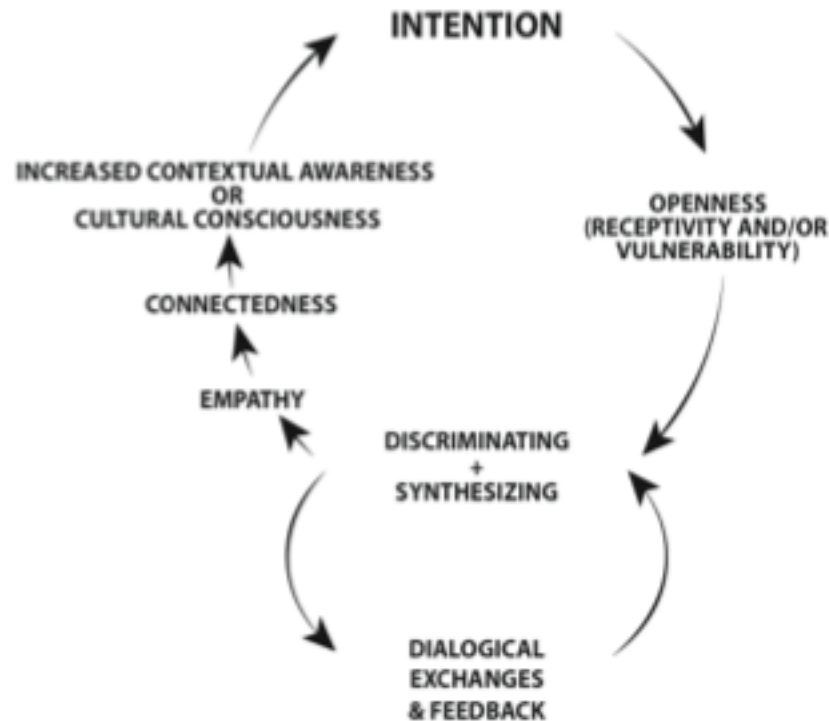


Figure 1. Systems thinking diagrammatic representation of the constituents underlying the experience of personalized leadership storytelling.



Landscape: Digital transformation matters

Digital transformation: A survival strategy?

According to IDC's *"FutureScope: Dawn of the DX Economy and the Digital-Native Enterprise"* report, "by 2020, 50 percent of the Global 2000 will see the majority of their business depend on their ability to create digitally-enhanced products, services, and experiences." IDC also reports that companies worldwide will invest \$2.2 trillion in DX initiatives in 2019, almost 60 percent more than in 2016.

Why? Google, Uber, Airbnb, Apple, and others have raised the bar, changing our expectations around digital experience forever. It turns out that digital transformation is a survival strategy—not only for the pre-digital enterprise but for digital-first companies to stay competitive as well.

This is not all surprising. As Accenture CEO Pierre Nanterme wrote in *World Economic Forum*, "...new digital business models are the principal reason why just over half of the names of companies on the Fortune 500 have disappeared since the year 2000. And yet, we are only at the beginning of ... the 'Fourth Industrial Revolution,' characterized not only by mass adoption of digital technologies but by innovations in everything..."

"By 2020, 50 percent of the Global 2000 will see the majority of their business depend on their ability to create digitally-enhanced products, services, and experiences."

- IDC *FutureScope: Dawn of the DX Economy and the Digital-Native Enterprise*

The 5 values of user experience video



▶ **Control and relevancy**
This type of interactive video is really a user experience that incorporates video. Creating a branching video with choice points allows your audience to navigate the content. This format of interactive video transforms your passive audience into active participants.



▶ **Deeper engagement and enhanced learning**
Branching enables navigation and the ability for the user to control and personalize their own experience. All of this drives deeper engagement along with enhanced learning. Lasting learning happens when people are engaged in experiences which shift mental and behavior models. All of this leads to what we call the "gratitude effect" and behavior change.



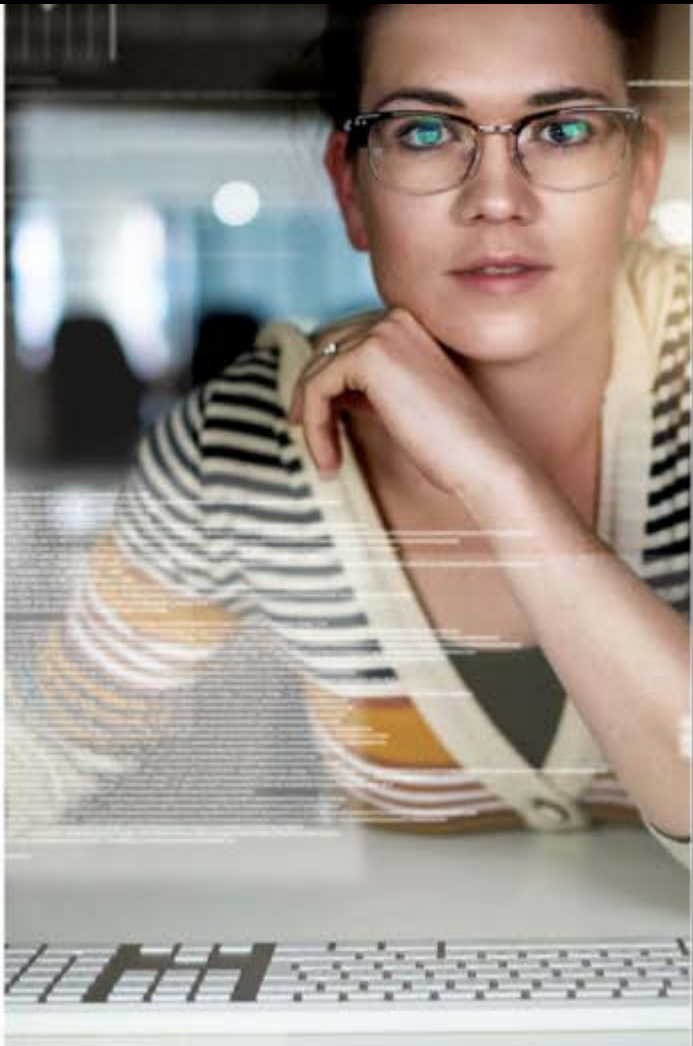
▶ **The 'gratitude effect' and behavior change**
By giving your users control and the ability to choose their own path, you gain their gratitude. This gratitude is incredibly powerful for getting your user to respond to your calls to action, which you can build right into the user experience. Examples include: Apply, activate, enroll, complete, sign off, download, contribute, purchase, pay, etc.



▶ **Data and behavior insights**
You can build your experiences with data, behaviors, and insights in mind. Each interaction and response to calls to action provide meaningful data and insight—all of which can be utilized to derive real business value.



▶ **Business value**
Business value can take multiple forms. The gratitude effect provides loyalty; the behavior change provides operational value and new revenue streams. By understanding your audience preferences, you can iterate and optimize your video experience and communicate with them based on their preferences. You can apply cost savings or new value calculations to measure ROI.



POLLING QUESTION #4:

After reviewing these slides and listening to the human science and research supporting video based learning offerings, do you see how having LEADERSHIP VIDEO LESSONS on demand could promote learning for you and your organization?

1. Yes I believe in video based learning as an approach soon.
2. Yes, I'd like to learn more about how the FEI Leadership Master Class can work with my organizational goals.
3. No. I am unsure if people in video interviews sharing lived leadership experiences/insights can help my organization.
4. I found this webinar helpful and I'm going to enroll myself right now in the FEI Leadership Master Class.

Leadership Master Class

FEI's Leadership Master Class is the first story-based learning program designed for financial executives. The online program reflects the findings of the [Morgan McKinley The Modern Day CFO Report](#), which noted that 80 percent of respondents agreed that soft-skills and leadership are essential to success in a senior finance position. The same report also showed that 93 percent of respondents believe that senior finance positions have evolved over the past five years, and that 36 percent of respondents believe that one of those key changes is that senior finance professionals need to play a greater role in providing leadership for the whole business.

The course consists of several online modules that take the learner through a story-based curriculum covering the leadership skills executives need to succeed in the C-suite. The program consists of 1.5 hours of coursework divided into nine modules. Progress is measured through assessment questions.

Modules cover topics including:

- **Attributes of Leadership**
- **Mindset Matters**
- **Values-Driven Leadership**
- **Deepening Leader Engagement**
- **The Human Side of the Enterprise**
- **Personal Connectedness and the Technology Mix**



StoryPathing™ for Professional & Leadership Development

This innovative course is a narrative and identity development program for professionals who want to take charge of life. Through this program, you'll define the kind of person you want to be, how you want to approach life, how you want to be seen by others, and what kind of values and beliefs you hold. You'll understand why being "this kind of person" is important to you, and find a path that makes clear what you are doing to be "that person". You will be able to use this knowledge to make decisions or respond to challenges and opportunities.

REGISTER ONLINE • www.financialexecutives.org/FEI-On-Demand-Courses



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Professor of Leadership,
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Financial Leadership & Decision Making Amid Complexity

Dennis Rebelo, Ph.D. has held several chief learning roles for established and hyper-growth organizations, and fuels educational development by understanding the unique path of individual learners, while balancing the role of the learner's organizational identity and corporate ethos within the learning experience. In overseeing curriculum development and instructor training for distance-based learning applications, he ensures technological approaches to learning closely mirror conditions seen, felt and reported in live high touch scenarios where face-to-face communications drives instruction.

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