SAF Centre of Leadership Development

STORYTELLING FOR KNOWLEDGE CREATION

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Deputy Head

SIZE

- Operationally Ready National Servicemen (NSmen)
- Full-time National Servicemen (NSF) & Regular Servicemen
Singapore Armed Forces

- Army
- Air Force
- Navy

Operating Environment (social, societal, cultural, temporal, technological, organisational)

Desired Outcomes (e.g. Will to Fight, Engagement, Experience, Organisational Learning, Openness etc.)

Mission & Purpose

SAF Leadership Framework

- Self
- Styles
- Competencies
- Values

Stories & Storytelling

Mission & Purpose
Learning and the Future

- Zero Loop – sleep now
- Single Loop – take aways
- Double Loop – your **inner story**, archetype
- Presence and sensitivity – create and allow future to emerge

5 Aligning inner stories with strategy
Building a Story

- Mission
- Safety
- Learning
- Risk
- Doing the Right Thing
### SAF Core Values Themes

<table>
<thead>
<tr>
<th>Loyalty to Country</th>
<th>Mission (deterrence, diplomacy, nation-building, peacekeeping, humanitarian relief, warfare); Commitment; Sacrifice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>Leading by example; Authenticity; Visioning (transforming and planning); Inspiring, motivating and coaching/mentoring; Team (teamwork and teambuilding); Decision-making (decisions, choices and judgment); Handling new paradigms (change, uncertainty and complexity; flexibility and adaptability); Leadership at all levels</td>
</tr>
<tr>
<td>Discipline</td>
<td>Respect; Operations/Training; Punishment; Safety; Adherence to Standards</td>
</tr>
<tr>
<td>Professionalism</td>
<td>Systems perspective; Learning; Networking and sharing; Knowledge/being knowledgeable; Ideas (innovation and creativity); Excel (Excellence); Responsibility/Accountability; Physical and mental fitness</td>
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<tr>
<td>Fighting Spirit</td>
<td>Win/Winning; Courage; Competitiveness; Conviction; Perseverance; Risk; Resilience</td>
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<tr>
<td>Ethics</td>
<td>Integrity; Trust (Truth); Moral courage; Doing the right thing</td>
</tr>
<tr>
<td>Care for Soldiers</td>
<td>Genuine care; Using heart; Empathy</td>
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</tbody>
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Stories are living experiences transformed by the heart, soul and experience of the teller and listeners.
LEARNING FROM WORK

Through my IDAP, I have my own goals and I am therefore able to actively contribute and build team goals. These address my learning needs and are based on my learning gaps and referenced from assigned objectives.

I understand my team members perspectives. I accept their different viewpoints so that we can all learn together.

I am not hesitant to share my experiences as I am able to tell stories that help my learning, and help others learn. I also remember the stories of others.

In the course of the activity, I am able to think back, critically reflect and challenge the assumptions that I hold, and that we hold.

I am able to work with my team members to agree on the true meaning of our experiences and capture these for myself, our team, and for the SAF.
<table>
<thead>
<tr>
<th>Assigned Topic / Title</th>
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<tbody>
<tr>
<td>2 Steps (Set the Stage)</td>
</tr>
<tr>
<td>- Use Ice-breaker or Tell a Joke</td>
</tr>
<tr>
<td>- Self-Introduction</td>
</tr>
<tr>
<td>- What are the central event(s) and the 5 key learning points?</td>
</tr>
<tr>
<td>5 Key Learning Points (Tell Your Story)</td>
</tr>
<tr>
<td>- Frame the 5 key learning points using the Problem → Action-Event Sequence → Problem Resolution → Conclusion Lessons Learnt format</td>
</tr>
<tr>
<td>1 Message (Convey Takeaways)</td>
</tr>
<tr>
<td>- Summarise the central event(s) in the story</td>
</tr>
<tr>
<td>- What are the key takeaways?</td>
</tr>
<tr>
<td>- Repeat the 5 key learning points</td>
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</tbody>
</table>

Reinforce Learning Outcomes

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**STORIES FROM OUR BEST**

- **Stories from our PAST**
  - Icons
  - Themes

- **STORIES FROM OUR FRONT**
  - Missions
  - Themes

- **Stories of our FUTURE**
  - Visions
  - Concepts
  - Opinions
  - Issues
STORYTELLING & KNOWLEDGE CREATION

STORIES

1. Elicits Knowledge
2. Stimulates Dialog that Embodies Content as Expertise
3. Stimulates Dialog that Embodies Content as Expertise
4. Builds Context Critical to Knowledge Creation and Flow
5. Problem-Solving Exercises & Applications
6. Feeds Decision Game Scenarios
7. Promotes Shared Understanding
8. Provides Vicarious Experience

Serious Games
A father said to his double seeing son, "Son, you see two moons instead of one."

“How can that be?” the boy replied. “If I were, there would seem to be four moons up there in place of two.”