

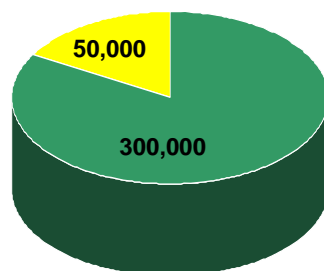
*SAF Centre of Leadership Development*


**STORYTELLING FOR  
KNOWLEDGE CREATION**

*Leut Colonel Karuna Ramanathan  
Deputy Head*

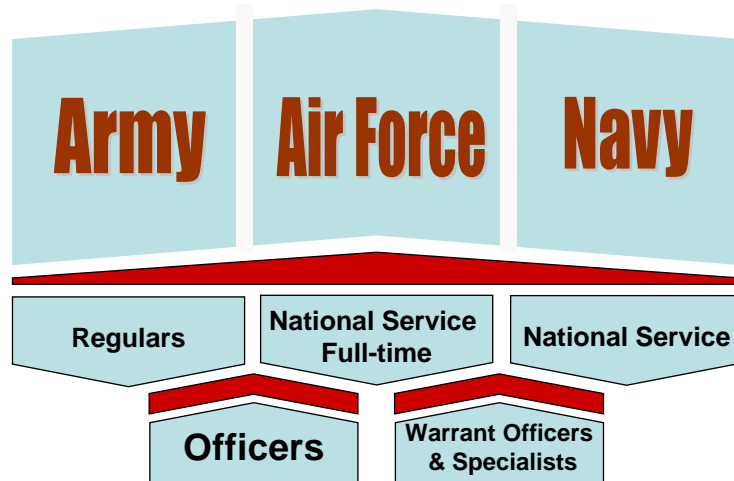


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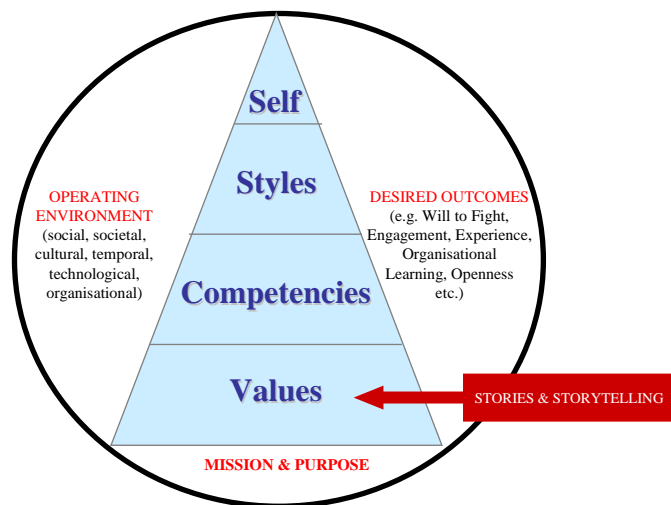


-  **Operationally Ready National Servicemen (NSmen)**
-  **Full-time National Servicemen (NSF) & Regular Servicemen**

# Singapore Armed Forces

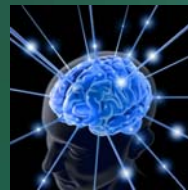


# SAF Leadership Framework

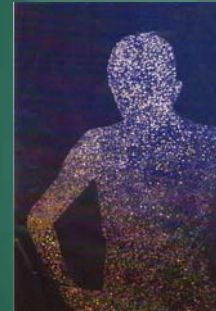
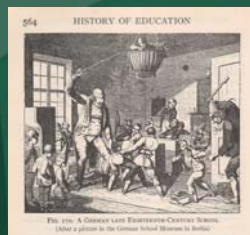
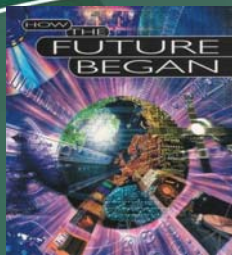


# Learning and the Future

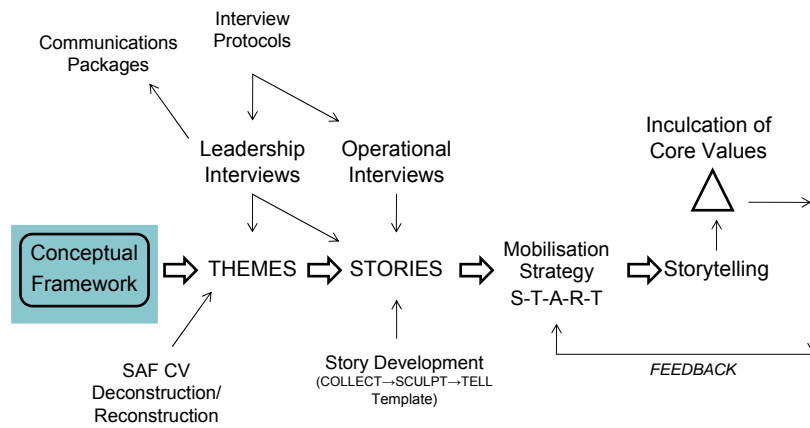
- Zero Loop – sleep now
- Single Loop – take  
aways
- Double Loop – your  
**inner story**,  
archetype
- Presence and  
sensitivity– create and  
allow future to emerge



# 5 Aligning inner stories with strategy



## OVERVIEW



MOUNTAIN QUEST INSTITUTE 09/07

## Building a Story

- Mission
- Safety
- Learning
- Risk
- Doing the Right Thing

# SAF Core Values Themes

Loyalty to Country	<b>Mission</b> (deterrence, diplomacy, nation-building, peacekeeping, humanitarian relief, warfare); Commitment; Sacrifice
Leadership	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
Discipline	Respect; Operations/Training; Punishment; <b>Safety</b> ; Adherence to Standards
Professionalism	Systems perspective; <b>Learning</b> ; Networking and sharing; Knowledge/being knowledgeable; Ideas (innovation and creativity); Excel (Excellence); Responsibility/Accountability; Physical and mental fitness
Fighting Spirit	Win/Winning; Courage; Competitiveness; Conviction; Perseverance; <b>Risk</b> ; Resilience
Ethics	Integrity; Trust (Truth); Moral courage; <b>Doing the right thing</b>
Care for Soldiers	Genuine care; Using heart; Empathy

CELEBRATE AN IDEA OR  
EVENT OR A PERSON.

ARCHITECT A STORY.

PAINT THE PICTURE.

TIGHTEN THE PROSE.

USE MENTAL DIVES.

READ IT OUT LOUD.

EVALUATE THE EFFECT.

TIMING AND SPACE

EXECUTING THE TELLING

LEGITIMISING THE STORY

LIVING THE PRESENTATION

STRATEGISE (Message-  
Audience-Purpose)

CHARACTERISE. The story *is*  
who it happens to!

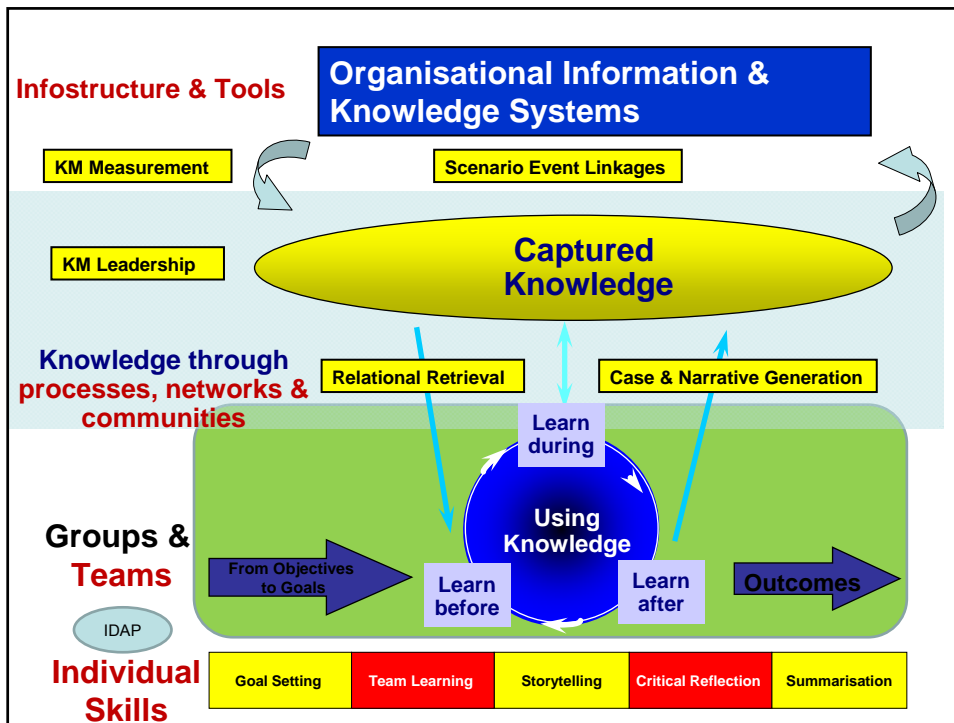
UNDERSTAND THE  
SITUATION.

LIMIT THE POINT OF VIEW.

PLOT THE ACTION.

TEST THE STORY.

*Stories are living experiences transformed by the heart,  
soul and experience of the teller and listeners.*



# LEARNING FROM WORK

Goal Setting	Team Learning	Storytelling	Critical Reflection	Summarisation
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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.

## 2-5-1 Storytelling Process Model

Assigned Topic / Title

### 2 Steps (Set the Stage)

- ▶ Use Ice-breaker or Tell a Joke
- ▶ Self-Introduction
- ▶ What are the central event(s) and the 5 key learning points?

### 5 Key Learning Points (Tell Your Story)

- ▶ Frame the 5 key learning points using the Problem → Action-Event Sequence → Problem Resolution → Conclusion Lessons Learnt format

### 1 Message (Convey Takeaways)

- ▶ **Summarise** the central event(s) in the story
- ▶ What are the key **takeaways**?
- ▶ Repeat the 5 key learning points

Reinforce Learning Outcomes

# STORIES FROM OUR BEST

Stories  
from our  
**PAST**

- Icons
- Themes

STORIES  
from our  
**YOUNG**

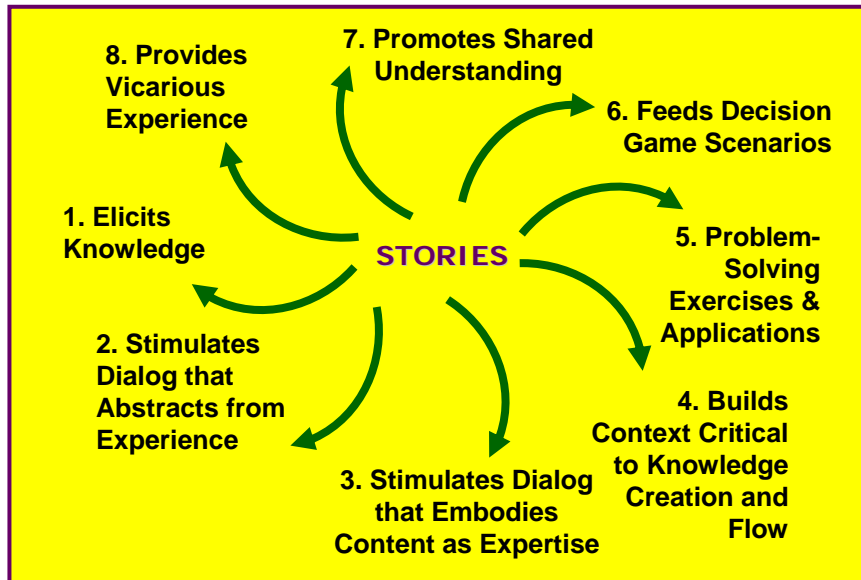
Stories  
from our  
**FRONT**

- Missions
- Themes

Stories of  
our  
**FUTURE**

- Visions
- Concepts
- Opinions
- Issues

## STORYTELLING & KNOWLEDGE CREATION

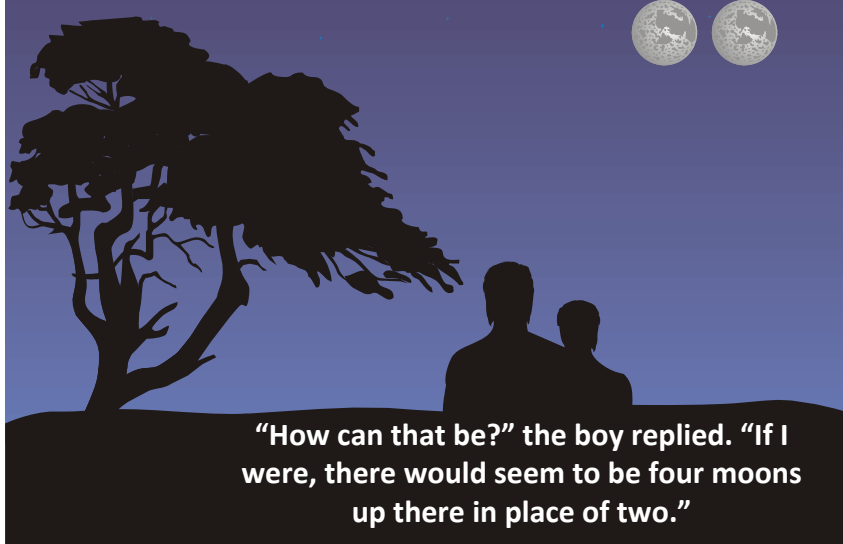


Karuna Ramanathan Jan 2008

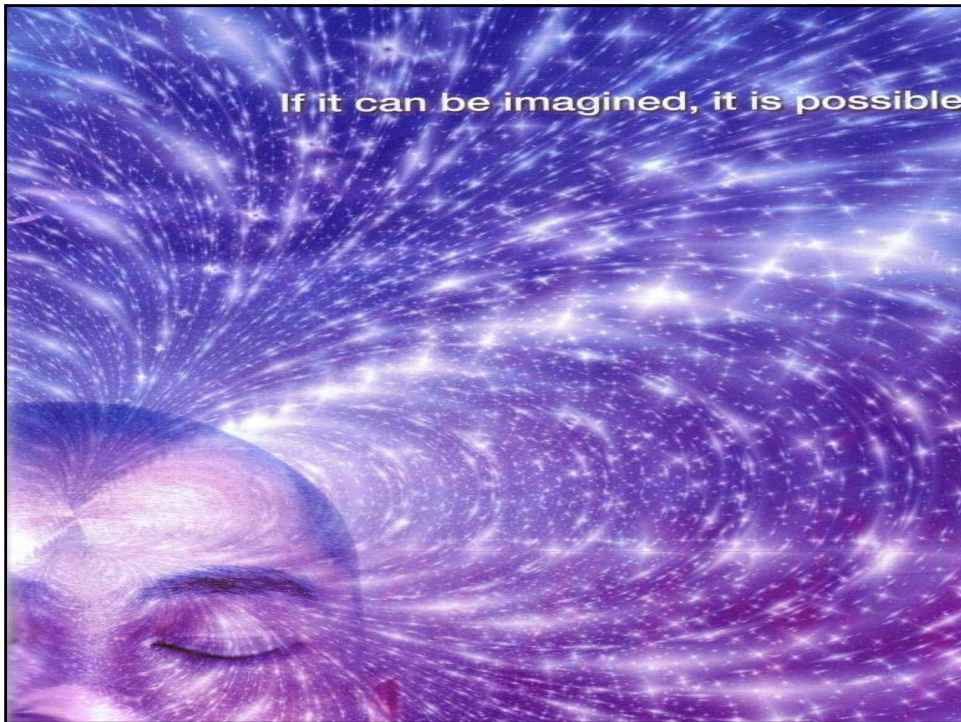
## Serious Games



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."



If it can be imagined, it is possible