



Empowering change through storytelling

KPMG Higher Education



In today's dynamic educational landscape, many institutions struggle with leadership alignment and communication challenges, leading to failed initiatives. By harnessing the power of storytelling, organizations can drive meaningful transformations and build adaptable environments that thrive amid change.

The power of storytelling

While it's a natural human response to resist change, leaders who effectively use storytelling to connect with their audiences at an emotional level and consistently engage with them throughout a change can overcome initial resistance, unlock potential and inspire commitment to the future

When do we need stories?

- Are senior leaders aligned on the initiative's objectives and priorities, and are they prepared to dedicate resources?
- Is there a compelling narrative on the goal?
- Do middle leaders support what is coming?
- Are employees overwhelmed by the amount of change?

Why do big things fail in organizations?

1 Lack of alignment and ownership at the top

- Insufficient focus on cocreation can lead to disjointed strategic priorities.
- Without shared ownership, initiatives may lack leader commitment and unity.

2 Poor communication

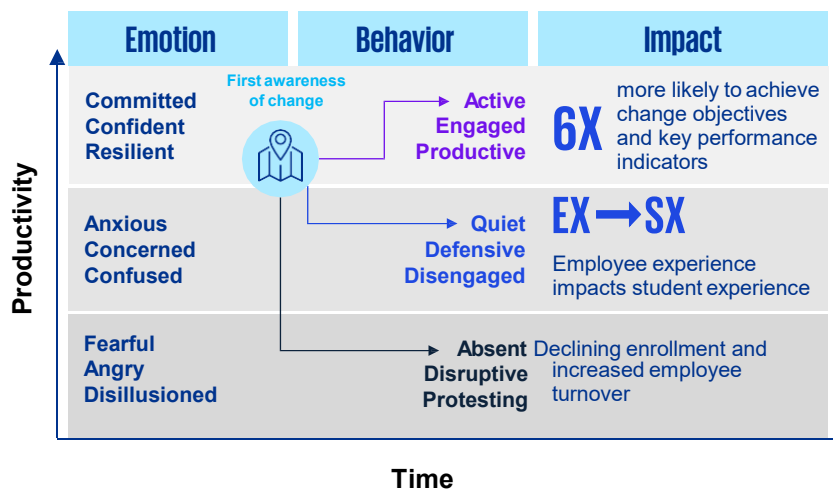
- Failure to create a cohesive strategic story that ties initiatives to core objectives.
- Inconsistent messaging and lack of repeated communication.

3 Emotional resistance

- Natural human discomfort with change leads to resistance and disengagement.
- Emotional responses often go unaddressed, resulting in persistent resistance.

4 Lack of engagement in the middle

- Mid-level leaders often feel excluded from decision-making, leading to stronger resistance.
- Essential translators and stabilizers are not empowered or informed.



Storytelling's Role

A clear and compelling story of the future is shared and reinforced by active, visible leaders. People can see themselves in the future. Successes are shared and reinforced.

Ad-hoc, inconsistent or unclear story; Inconsistent leadership presence or not at the right level. People are struggling to understand the future, don't see progress or don't feel included.

Lack of a consistent or compelling story; Leadership is not present or not aligned. People are disengaged and staying, or ready to leave.

The KPMG Strategic Narrative Framework

Since storytelling engages audiences better than any other type of communication, we use a tried-and- tested story framework as our approach to strategic messaging, then help leaders bring it to life with personal, specific examples of why change is needed and what the future will look like.

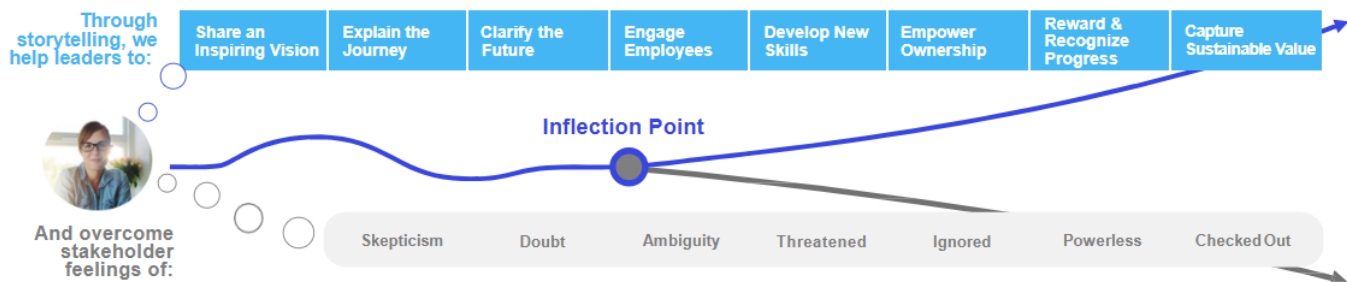
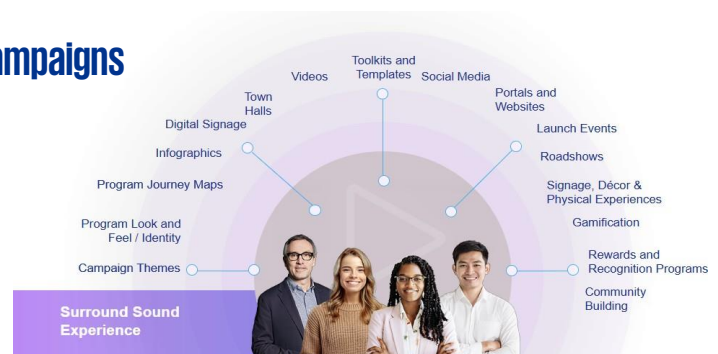


“With so much change in an organization, it may be difficult for people to discern one initiative from the other, where to focus their attention and how to prioritize their time. Campaigns cut through the noise to focus attention on the most strategic priorities.”

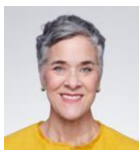
Stories become the foundation for engaging campaigns

Marketers have known the secrets to capturing attention, gaining trust and converting leads to buyers for decades. The same science applies to moving employees through an internal change journey.

Campaigns, grounded in storytelling, help us capitalize on proven ways to cut through the noise, focus attention and engage audiences in supporting change.



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