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LIVA ATUECIC HYPOTHESIS HISTORIA PERIODICAL

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DOI: 10.34626 / 2184-9978_2021_1_004 Abstract. Change management involves implementing diverse strategies to achieve a desired outcome, as such, it is a process where communication is key. This article analyses how methods that include alternative stories and alternate history can be used to promote change, helping people understand complex and conflicting situations in organizational life and discover new possible ways forward. Classifications of different varieties of stories to promote change are included, as well as examples and best practices regarding the adoption of divergent narratives to connect facts, perspectives and interpretations in order to reduce resistance to change and achieve softer or even seamless transitions towards the desired state.

Keywords: Organizational change; alternate history; alternative stories; storytelling; consulting; sense-making

1. Introduction

Managing change has been primarily explored in the disciplines surrounding business [1, 2] to promote better practices, reduce risks, and increase efficiency. However, change management can be challenging to implement because it fuels uncertainty. In this context, storytelling has been applied in organizations to convey meaning for organizational change. Alternative stories have been used to help people understand complex and conflicting situations in organizational life. They are useful in challenging dominant norms, redefining obstacles, and constructing new ways of acting.

Stories play an important role in building groups and movements that are essential for system changes. They help form communities through meaning-making about how businesses operate under specific conditions, the issues that might exist, and how they can be solved. In this sense, the article presents alternative stories as a way to discover new possible ways forward and create better results. The use of stories results in seamless transitions towards the desired state and is a crucial part of change management because when the story is changed, so is the outcome.

As the essence of alternative stories, the question "What if?" eliminates all constraints in a problematic situation. It opens up a new range of choices and helps find new solutions and opportunities by broadening people's horizons and providing new views on a specific situation or challenge. When using this type of question, the brain holds no precedent or paradigm to rely upon, forcing people to imagine and create [3].

In addition, alternate or alternative history as a concept broadens the use of changed historical points to bring about different realities [4]. Alternate history is a counterfactual version of the past, exploring some of the virtually infinite possibilities of the future derived from said past. This entails that the counter history in alternative his-

tory always reaches into the future, at least implicitly, meaning that not only the past is changed but also the future resulting from the past.

In this sense, alternative stories are scenarios set in the future, and alternative history involves an imagined change in the past and its corresponding present and future consequences. In practice, both of these methods can be used to introduce, promote, and implement organizational change; the first one involves setting future goals and paving the way to get there, while the second one implies taking a hard look at the present conditions and defining what could have been done differently in the past to achieve better results.

This article introduces a general background for change and change management, explaining how to lead change through alternative stories and alternate history, using storytelling techniques to induce change in organizational settings.

2. Background

2.1 Alternate histories and alternative stories

Alternate history is related to, but distinct from, counterfactual history of virtual history [5]; it can be considered as a branch of literature that concerns itself with history turning out differently than what we know to be, it explores diverse possibilities regarding events in the past not occurring as we know and therefore the present would be different. Although the main motive of alternate history is entertainment [6, 7], it can be used in different areas, including organizational learning.

It can be said that alternate history relies on cause and effect, as the best kind of alternate history is the one concerned most intimately with plausible causal relationships [8]. "Non-pasts" as created in alternate history are related to the future, the alternative future linked to a particular "non-past," that is. In this sense, alternate history

is inherently presentist, as it focuses on the past, but its primary concern is the present [9], which could actually become the future in the timeline of an alternative past.

For their part, alternative stories are set in the future, more specifically in the possibilities that the future holds. They allow to witness the future that has not yet existed, which is why they are in the same line as "non-pasts" [5]; the main difference is that alternative futures could still happen, which is why one of the purposes of alternative stories is to prepare for these potential situations.

From this perspective, narratives are bound to the expression of time, and while alternate history assumes that an event in our past caused our present and changing something in the past would generate an alternative present, alternative stories work the other way around. Alternative stories provide diverse plausible scenarios of what the future could look like and how those alternatives might or should shape the present. Both occur in the space of what has not happened and thus cannot be empirically verified [5], yet, envisioning changes in the past or the future allows us to change the course of our own history [10]. Figure 1 was developed to explain alternative stories and alternate history based on their time frames.

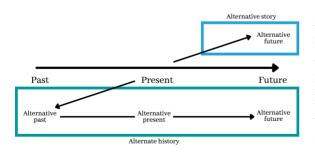


Figure 1. Graphic description of alternate histories and alternative stories

Developed by the authors, 2021.

In terms of change management, the figure helps illustrate how alternate history involves learning from the past to meet the organizational goals of the present and the future, questioning the present results of things being done differently in the past, and implementing corresponding changes to shift the predetermined future. By way of contrast, alternative stories help change managers look into the future to set strategic goals in the present.

2.2 Change and change management

Just as the narratives surrounding alternate history and alternative stories, change is also bound to the expression of time, as it is the process of moving from one state (current state) to another (future state). In recent years, individuals and organizations have experienced change in unprecedented ways. Accelerated transformations are linked to technological development, as well as increased consumer demands and expectations regarding the goods and services they purchase, which in turn modifies the way businesses and companies around the world work, requiring higher productivity, lower production costs, and greater efficacy [11].

The digital divide continuously challenges organizations to adapt and not remain static for long periods of time. Changes in an organization can often be identified as operational, strategic, cultural, or political, with the definite possibility of overlap among them. Operational changes affect how the business's ongoing operations are conducted, such as the automation of a particular area. Strategic changes involve shifts in the local to a global perspective. Cultural changes affect the basic organizational philosophies by which businesses are conducted, such as implementing quality improvement programs. Finally, political changes in staffing occur primarily in government agencies [2].

Although change is primarily implemented to improve certain aspects of an organization, it is not always welcome. New ways of doing things create resistance by the people affected because they usually involve some threat, real or perceived, and can result in situations where employees are uncertain about their ability to adjust, which creates stress. Change can be perceived as a loss, especially if it has not been adequately communicated or understood. In many cases, it happens when a change requires that individuals give up familiar routines. There can be circumstances where the loss is substantial, affecting position, power, and networks. Rituals of transition can be crucial in assisting people to grieve, let go of the old, and move on to the new [2]. These rituals can include organizational narratives as alternative stories of the future they desire.

Resistance to change is an ongoing problem. At both the individual and the organizational levels, it impairs concerted efforts to improve performance. Many corporate change efforts have been initiated at tremendous cost, only to be halted by resistance among the organization's employees. Many change initiatives fail miserably [1] because they do not establish a sense of urgency. Effective change requires perfect timing, as well as examining the market and competitive realities and identifying and discussing potential crises or major opportunities.

The sense of urgency can be promoted by creating short-term goals, planning for visible performance improvements, and recognizing and rewarding employees involved in them. Consolidating improvements can help produce even more changes as they build credibility for the vision. It is essential to reinvigorate the change process with new projects, themes, and agents, institutionalizing new approaches and articulating the connections between the new behaviours and corporate success.

The strategy-making process is the cognitive component of the change process [12]. While traditional planning processes delineate the required steps in a journey, change management attempts to facilitate the ride. Change management provides the framework for handling the effects of emerging business procedures, structure changes, or cultural changes within an organization [13]; it encompasses the effective strategies and programs to enable change agents to achieve the new vision [2], and it is often done through consulting.

Consulting is a process of transferring expertise, knowledge, and skills from one party to another to provide help or solve problems [14]. Transformation programs are inherently linked to change management, but they have specific characteristics that differentiate transformation consulting from other practice variants. They integrate the political, economic, rational, and emotional elements of change, especially at the lowest emotional points, which Kübler-Ross [15] has called the valley of despair, being the point in which all hope seems lost, but a crucial moment for transformation.

In this sense, it is evident that to promote change in an organization, change management skills are required, but they must be accompanied by communication abilities, as the process of change involves following a specific narrative through storytelling [16]. This course of action is embedded in what is called organizational interventions. Organizational interventions are required to address issues regarding processes, performance, knowledge, skills, will, technology, appraisal, career development, attrition, and top talent retention, among others. They constitute a set of sequenced, planned actions or events intended to help an organization increase its effectiveness by purposely disrupting the status quo.

There are three types of interventions that an organization should be able to identify and plan

to implement: individual, which involves changes in a more personal manner; group, which apply to teams or areas; and organization, which are related to the organization's strategy and policy as a whole. Through interventions, change can be brought on a behavioural, technical, or structural level.

2.3 Organizational Development Models and storytelling

There is no single recipe for using alternative stories or alternate histories to promote organizational change, although organizational development models have been frequently used as guidelines. Since the early 19th century, various change models have been proposed to guide organizational development (OD) to plan and implement change that promotes organizational effectiveness.

The Three Step-Model of Change, proposed by Kurt Lewin in 1947, [17] focuses on the conditions and forces that drive or hinder certain behaviours. It establishes that driving forces, in the form of incentives, facilitate change by pushing employees from their current behaviour towards the planned change. Simultaneously, restraining forces, like group norms, hinder change by pushing employees in the opposite direction. The model suggests that a successful change project has three stages. The first stage, defined as unfreezing, involves reducing the forces that maintain the present organizational behaviour or status quo. The second step implies moving to a new level of equilibrium, which means implementing the desired change. Finally, in the third or refreezing step, the planned change is integrated into the organizational values to stabilize the new state. The unfreezing stage could be translated into alternate history models, changing something that was done in the past to achieve different results in the present and get to the desired state in the future.

Another approach to organizational change and development is the Action Research Model [18]. It assumes that organizational problems can be solved through cycles of knowledge gathering and implementation of solutions. The first step is to complete a preliminary diagnosis to determine the underlying causes and consequences of the problems within the organization. After the initial examination, there is a process of feeding back the findings of the diagnostic exercise to members of the organization. This should lead to a mutual understanding of the problem and its causes and promote an agreement on the actions or interventions needed to bring about the desired change. Later on, the planned actions are undertaken to implement changes. The effects of the implementation should be measured and evaluated to provide another round of feedback. This may result in re-diagnosis and new plans, giving this model its cyclical nature. This model is a bit more structured and entails analysing the causes of the problem, which can be set in the past or the present, as well as their consequences which can be set either in the present or the future.

Additionally, the Appreciative Inquiry Model, initially proposed by Cooperrider and Srivastva [19], adopts a positive approach to change as an alternative to the problem-centered approach of action research. It draws on narrative approaches to generate new ideas, theories, and images of the future for change, understanding organizational change as the result of a cyclical process that begins with discovery, where an inquiry is made into the subject of change using participants' reflections and discussions. Afterward, members of the organization visualize the ideal state in relation to the subject of change, which is known as the dream phase. Members start developing concrete proposals for the new organizational state and take actions in line with the design statements [20]. As it revolves around ideas of the

future for change, this particular model is set in the alternative stories category.

Cummings and Worley [21], proposed the General Model of Planned Change. This model focuses on the planned change from a problem-solving perspective, as well as from the viewpoint of identifying and leveraging best practices. The first stage includes data gathering to identify the problems or opportunities for change, joint discussions, an agreement to engage in planned change, and setting expectations. Then, a set of activities aimed at understanding the current state of the organization is developed. Organization members and the change agent collaboratively design action plans or interventions in which stories can be used.

Other approaches include Kotter's Change Management Theory [22], which is divided into eight stages that focus on critical principles associated with people's response to change. It states that creating a sense of urgency among the people motivates them to move forward towards objectives. The theory also highlights the importance of getting the right people on the team by selecting a mix of skills, knowledge, and commitment; and then getting the vision correct by taking into account the strategy, creativity, emotional connection, and objectives. In this process, communication with people regarding change and its need is crucial to get things moving and empower action. In order for a change initiative to succeed, it is important to get support, eliminate roadblocks, and provide feedback in a constructive way. Storytelling is crucial in this approach, as it centres on active communication.

Although different models and theories to promote organizational change have been developed, they have in common the prioritization of dialogue and the construction of a collective perspective that helps change transcend from paper to practice, which can be done through the use of stories.

3. Review: Method and Analysis

A literature review was conducted identifying the critical elements in using alternative stories, alternate history, and storytelling to promote organizational change. The theories analyzed in the background section were explained in a practical manner, especially the way in which stories are developed and used, how to lead change, and how to maintain momentum. Examples of the use of alternative stories in organizational interventions are also included.

3.1 Using stories to promote organizational change

In organizational studies, storytelling is a hot topic; it is viewed as an essential way to enable change in organizations [23]. Stories are a universal human activity that builds and communicates perceptions and opinions to others. They have the power to evoke imagination, provide a guide for action, and even structure uncertainty [24]. In terms of organizational change, narratives constitute sets of ideas, concepts, metaphors, and stories about transformation [25].

Stories can take different forms; there are some about resistance, contestation, conflict, cooperation, and even stories that stem from different individuals who want to make sense of their experiences with change [26]. The purposeful use of story-based approaches to produce organizational change is relatively innovative [27]. Stories help frame past problems, current challenges and provide alternative futures and ways to act on them. They have been considered as a form of knowledge and are powerful sense-making devices with which organization members can make change meaningful [28].

Storytelling relies on telling stories that are based on real-life situations rather than abstract notions; however, abstract analogies can be helpful when there is a set of seemingly different perspectives that must be integrated and channelled into the narrative of the desired state. There have been cases of storytelling exercises where the roles of the employees are associated with the roles of characters from popular films, which has helped present alternative stories parallel to real-life situations and align diverging perceptions through the use of examples that convey the expected change [16].

Alternative stories can help generate new practices, as official stories can be contested and replaced with alternative ones [23]. The presence of a dominant story, however, can restrict sense-making and cause alternative stories to seem unpalatable or even unthinkable [24]. Scott [25] proposes stages to follow when the narrative is hindering the change efforts. The first stage is to loosen the grip of unhelpful stories, which involves exploring the story in question, considering how stories are created, naming the unhelpful story, opening up distance between the person and the story, considering how others might name the unhelpful story, and taking a stand with regards to it.

The second stage is to discover more helpful stories, which can be done through exploring exceptions, seeking out implicit positive values, searching for possible stories that fit the evidence better, choosing the best one and naming it, and taking a stand with regards to the new, more helpful story. Finally, the third phase is to enrich the plot of the more helpful story; this involves reinterpreting the past in light of the new story, looking forward in order to establish what needs to be done or avoided to support the new story, documenting the process, and celebrating successes along the way.

There are multiple types of stories that can be used for different purposes. In leading change, there are four essential stories: the story of the future, the springboard story of the future, the story of the past, and the story that explains why the story of the past is no longer viable [26]. Alternative histories and future narratives collide, treating the future as variable, undecided or open, that has not yet crystalized. These past and future scenarios are framed through stories and communicated through storytelling to promote change.

Goodman [29] has proposed a long list of different types of stories. Some of the most useful in change management include the nature story, which illuminates or reveals a problem; the creating story in which solutions are developed; the success story that demonstrates best practices; the value-based shows the values and culture of the organization; and the improvement story which describes positive changes.

Additionally, stories can be developed and supported in different ways, for instance, oral stories, posters or timelines, digital stories, comics or storybooks, re-enactments, news releases, short films, and even games, which can help give voice to alternative narratives [30]. In this regard, three patterns in alternative stories for change management can be identified: stories about "the good old days," stories of deception, taboo and silence, and stories of influence [28].

Change fuels stories, and stories can trigger change [31]. When improvements involve individuals from the organization, a comprehensive approach to change management is useful [13]; this includes an intentional narrative that integrates a transformative storytelling approach to advocate and create an impetus for a change in behaviour, action, and strategy.

Stories help improve the negotiability of issues because they are more inclusive of actors; they invite listeners to share their experiences and contribute to the story in their own way and become tellers themselves. People are not pushed into a prescribed form of participation but invited to join in a way that is relevant and logical for them. Multiple stories no longer have to be

pinned down to one correct one. There is room for multiple interpretations [23].

Storytelling not only helps actors understand situations in a certain way but also contains moral tension and motivation for action [32, 33]. People can create the future that the story represents [34]; they become their stories. Through alternate histories, people can look back into the past and explore alternatives and keep options open in the future. In the same line of thought, alternative stories allow looking forward into the future and explore opportunities in the present. Stories not only provide a framework for understanding complex realities, but they can also create new patterns and reshape those realities.

Stories weave together magic and logic to create an experience, infusing information with emotion. They become the guide for how to get to the desired state, and through the use of organizational metaphors, change becomes a decision and not a restriction. More specifically, alternate histories and alternative stories can be used as a diagnostic tool to determine where an organization is and to define a clear outcome of where it should be. They can help empower employees, generate new ideas, build commitment, and connect knowledge with emotion, all of which are essential in organizational change. Stories also make sense of past experiences; they unify groups and help present options for future engagement and action [35].

The use of storytelling to promote change has been studied across the globe, and it has provided a source of data for analyzing identity within organizations. Storytelling techniques to promote change have been applied in Sweden in the pharmaceutical industry [36], in the telecom industry in Jordan [37], in NGOs and non-profits in the US [38]; health institutions in the UK [39]; and the energy sector and climate change issues in Brazil [40], among others.

Analysis of organizational stories about the past, present, and future is proving a powerful means of revealing multiple, competing, and contested discourses and the sense-making and identity work that organizational actors undertake: not only in seeking to author their own stories but in response to those of others [41].

3.2 Leading change and maintaining momentum

Change management is a discipline that guides how to prepare, equip, and support individuals to drive organizational success. Because change must be managed, it also requires effective leadership [42] to influence others to achieve a common goal [43]. Some theories have focused on the importance of leaders and their role in orchestrating change and influencing organizational culture [44] by creating a vision, managing the transition, and ensuring that momentum is sustained [17].

A well-thought-out vision can promote meaningful moments [45]. In alternative stories, they are meant to inspire, as others might relate to them because they have made the same mistake, faced the same challenge, obtained the same result, or even experienced the same emotion during change. These are small moments that stand out in memory, those that had special resonance and meaning [46], moments of big impact that include emotions of wonder, awe, and being moved [45]. Meaningful moments also help build momentum [47].

Momentum is a popular concept in various disciplines, especially sociology [48] and psychology [49]. It can be defined as socially perceived energy associated with achieving a goal-oriented change [50] that generates dynamic progress and social interaction [51]. Two different lines of research have been pursued in terms of momentum. The first is static-based, in which the energy is associated with maintaining the course of action, and the second is change-based, which refers to the energy

needed to pursue a new course of action [52].

Change-based momentum can be analyzed as an organizational-level construct that conveys urgency and feasibility and as an individual perception of the collective energy required to pursue a change goal [53]. In this sense, momentum is critical in executing change [54]. Maintaining momentum is key for large-scale change [55], as success rides on the ability to sustain that energy in the long run [56]. Change without continuity or stability leads to ambiguity, conflict, inability to cope with the situation, and consequently, risk of degenerative pathologies in individuals and organizations [57].

To promote organizational change using stories, different strategies can be followed. An example can be that the leader must start a change management session with a story. This will help set the tone and pace for what is to come. The story can be about the change that the organization will face (alternative stories) or a story about an organization that faced change, either successfully or not (alternate histories). In the story, the leader should start with a common assumption, introducing a point of conflict, and a cast of heroes and villains needs to be presented. At least one memorable fact needs to be included.

The situation at hand and the need for change should be described in full. All participants will be asked to develop a story about the desirable future when implementing the change. They must be encouraged to include their emotions about the change, their fears, struggles, and ideals, and the story must offer a resolution. The stories will be told by the storyteller using any format that they wish; either a written document, an illustration, a storybook, a video, an audio podcast, or others. Groups will be organized, including people with stories that have at least one similarity. The groups will be asked to integrate all the alternative stories of change into one single story, providing an answer to what they wish for in change.

The story needs to support change and, in writing the story, the idea is that members of the group will engage through conversations. Stories can be fantastic or realistic, and there should be no limits to creativity and imagination.

Groups will share their collective stories, and again, similar stories will come together until a single story is delivered. The story will be illustrated on a series of boards or paper, visible to everyone. The leader will identify the basic premise of the change story and frame it to fill in the details. In doing so, he/she will ask participants to identify possible holes in the story and find creative ways to fill them. In order to create momentum, the leader will ask the members to identify the positive impacts of the change story at the individual, group, and organizational level, today and in the near future, following the pattern of self-us-now-future.

After the story has been fully described, additional questions can be asked: What if we have already worked through the desired change? What if something went wrong? What if something else changed? The story will then become the master plan to introduce and manage the required changes, considering other alternatives. Activities will be developed, and roles and responsibilities will be assigned.

Another example of using alternative stories to promote organizational change is what has been called the classic change story, which can be considered as an organizational version to the hero's journey in cinema. In a consulting session, the leader will start by establishing the general context and rationale for the change, clearly explaining where the change is coming from. Participants will be asked to identify clear and compelling aspirations for the change, which will help everyone make sense of the changes. Create a story considering:

- a) The company's mission and vision statement
- b) What is needed to be in a better position
- c) The worst-case scenario
- d) What each employee wants
- e) What everyone wants
- f) What the focus should be
- g) The support they might need
- h) The obstacles and dangers they might face
- i) What they fear the most
- j) An alternative story with a new outcome for change
- k) How they will overcome the obstacles and dangers
 - 1) How they will commit to the change
 - m) An ending to the story

Share all the stories to identify similarities in what is needed, personal wants, focus, support, obstacles, dangers, and fear. Craft a collective story to make change familiar, that is authentic in the delivery, transparent, creates a sense of belonging, and promotes positive emotions.

4. Future perspectives

Change management is a discipline that will continue to evolve, but that is here to stay because change is the only constant in personal and organizational life. The use of alternative stories and alternate histories for change management is limitless. Future studies can be centered around the types of stories that are developed, the characteristics of the narratives, developing new consulting strategies to promote change, analyzing specific collections of examples and establishing comparisons between them, the development of specific organizational interventions to promote change, and preferred narratives in different sectors and countries.

5. Conclusion

Alternative stories are helpful to promote organizational change because they help create desirable cultures, while alternate histories explore the past to comment upon the present. Both feed of the imagination of employees and help illustrate the importance of change initiatives. There is a wide variety of stories to choose from and ways to display or make stories public, depending on the necessary reflection, the required change, and the desired effect. It is essential to allow employees to internalize change through their own stories, to become the storytellers, to be able to implement the decisions of changing themselves and bring them on board to set the change initiative for success.

There is no single recipe on how to use alternative stories or build alternate histories. Consultants and organizational leaders can create their own dynamics, methods, and activities based on their knowledge of the organization, its members, the desired change, the limitations for change, the context, and other relevant aspects of both the organization and its members.

In working with either alternative stories or alternate histories, different feelings come into play because change is an emotional experience, and the emotions of all employees, whether positive or negative, need to be acknowledged. Employees need to feel free to participate in change conversations so that they can create stories that are meaningful to them. This will give a voice to everyone, even those who sometimes believe they do not have one.

Using alternative stories helps spread the message of change by creating a better understanding of the way in which the company works while surprising the audience and creating meaningful moments for everyone involved. Alternative stories can be created and recreated. Change stories change! For their part, alternate histories help understand how the past is linked to the present,

and the present is linked to the future, and how change in either of those time frames affects the rest in a way where transformation intrinsically connects humankind. Through storytelling, alternate histories and alternative stories move in opposite directions in time but promote change in parallel ways, shifting how we think about the past or the future to guide decision-making to generate better outcomes in the present.

6. Round Table Insight

The round table resulted in integrating different aspects of alternative stories, including perspectives from arts and sciences, and cinema and advertising, especially non-fragmented narratives, such as the long take technique, which is a continuous scene under a sequential camera movement without cuts, in one take only [58]. Change management and the long take technique show that alternative stories are everywhere, reshaping management and changing people. They can be used in almost any setting because they are based on human behaviour.

Timing is essential in alternative stories, both in cinema and in organizational life. When presenting an alternative story, it is important to be conscious of the past, present, and future, without fragmentation, just as the long take method. A long take requires careful attention to details to be comparable to real life, and it brings realism to the content in an almost poetic vision. It is crafted to convey a message, and it needs commitment just as change management.

Perhaps one of the most relevant insights was analyzing the importance of stories in creating momentum for change and maintaining that momentum, which resulted in an added section to the article. The momentum will set the success of alternative stories, helping people believe in them. Questions that emerge include "What if employees do not want to change?" and "What if

something falls into the wrong hands?".

Sometimes change is top-down, but it always fails if the whole company does not understand and support change. The question about when not to use alternative stories can include when a change in a specific direction is required, for instance, moments of crisis, when no other options are viable; however, alternative histories in moments of crisis can be useful, as it allows a deeper analysis of how similar situations were handled in the past and what could have been done to achieve better results. There is also the issue of ethical dilemmas; alternative stories should not be used for the wrong reasons.

In change management, alternative stories are used as a plan; they provide a sense of certainty of what is going to happen in the future. Some stories are more effective than others, and they must be positive. All employees help build the story together. They become the writers and authors; they decide where to go and why. In this sense, change is easier when people are willing to take part, when it is voluntary and not enforced or imposed. Nevertheless, effective leadership is crucial, as it is meant to ensure that the alternative change story aligns with the organization's mission, vision and values, and even the trends surrounding the organization.

Being genuine is essential; people need to believe in the change that will result. If the story is authentic, people will understand where the change will lead. Employees can fulfil their dreams with stories about their desired future and what they want to change. Using alternative stories also makes people happy, more productive, and less reluctant to change. Happiness has been introduced into different activities and has become one of the characteristics of the times we are living in.

Change and storytelling are all about the human story, as individuals, and as organizations.

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