

| THE STORY SPINE | STRUCTURE | FUNCTION |
|-------------------------|------------|--|
| Once upon a time... | Beginning | <ul style="list-style-type: none"> • Introduce characters and the setting. • Establish the current state or the ordinary world so that listeners will recognize the change. |
| Every day... | | |
| But, one day... | The Event | Describe: <ul style="list-style-type: none"> • The inciting event that occurred or • The action taken that disrupts the ordinary, established world. |
| Because of that... | Middle | <ul style="list-style-type: none"> • Describe attempts to restore balance, which leads to choices that either lead to solutions or more obstacles. • Frame these incidents as direct results of the inciting event. • Ensure that each step or event is a consequence of the one before it. |
| Because of that... | | |
| Because of that... | | |
| Until finally... | The Climax | <ul style="list-style-type: none"> • Describe the result of your attempts to bring the world back into balance – What have you learned? How have you changed? |
| And, ever since then... | End | <ul style="list-style-type: none"> • Describe the meaning of the change and its impact – What are you doing differently in the new world? |

| THE STORY SPINE | |
|-------------------------|---|
| Once upon a time... | Abby was reluctant to give feedback to her team because she wanted to avoid conflict. |
| Every day... | Every day, she'd overhear conversations her team had with customers that gave her pause—some CSRs were rude to customers, even lie to them. |
| But, one day... | One day, she overheard a CSR screaming at a customer. It was so loud that most people on the team heard the conversation and looked to Abby to see what she was going to do about it. |
| Because of that... | Abby felt pressure to intervene although she felt uncomfortable doing so. She knew the CSR was already irritated and that their conversation could quickly escalate. |
| Because of that... | As Abby paused to consider the consequences of intervening and not intervening, she heard the phone call end and the CSR simply moved to the next call. |
| Because of that... | Abby sighed and turned back to her desk, relieved it was over. |
| Until finally... | The next morning, Abby's manager called her into his office and reprimanded her because she did nothing to end the escalated situation. A few people on her team also asked her why she did nothing. She had to take the heat for her CSRs behavior. |
| And, ever since then... | Abby realized that doing <i>nothing</i> is doing <i>something</i> – it's making the decision to accept the unacceptable. Her manager and her team are relying on her to lead and her actions (and inactions) reflect just what type of leader she is. |