YOUR BRAND

Online & Offline



BERNADETTE MARTIN

FOREWORD BY WILLIAM ARRUDA AFTERWORD BY JASON ALBA

Happy Ab⊕ut

"Storytelling about Your Brand Online & Offline" Book Excerpt

A Compelling Guide to Discovering Your Story

By Bernadette Martin Foreword by William Arruda Afterword by Jason Alba



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BOOK EXCERPT Table of Contents

- Foreword by William Arruda
- Part I: The Power of Storytelling
- Afterword by Jason Alba
- Meet the Author
- Getting the book and other books from Happy About

Contents

| NOTE: | This is the Table of Contents (TOC) from the book your reference. The eBook TOC (below) differs in count from the tradebook TOC. | |
|----------|--|--|
| Foreword | Foreword by William Arruda | 1 |
| Part I | The Power of Storytelling | 5 |
| | Introduction | 7 9 11 13 14 15 |
| | | |
| Part II | The "Art" of Storytelling and Extracting the Stories | |
| Part II | the Stories | 21 |
| Part II | | 21 22 |
| Part II | the Stories | 22 23 |
| Part II | the Stories | 22 23 26 |
| Part II | the Stories The "Art" of Storytelling Storytelling Inspiring Questions Emotional Intelligence (EQ) Stories Leadership Storytelling Personal Social Responsibility (PSR) Stories | 212223263032 |
| Part II | the Stories | 22 23 26 30 32 |
| Part II | the Stories The "Art" of Storytelling Storytelling Inspiring Questions Emotional Intelligence (EQ) Stories Leadership Storytelling Personal Social Responsibility (PSR) Stories Story Building around Assessment Results The 360°Reach Assessment. References | 22 23 26 30 32 33 38 |
| Part II | the Stories The "Art" of Storytelling Storytelling Inspiring Questions Emotional Intelligence (EQ) Stories Leadership Storytelling Personal Social Responsibility (PSR) Stories Story Building around Assessment Results The 360°Reach Assessment | 22 23 26 30 32 33 38 |
| Part III | the Stories The "Art" of Storytelling Storytelling Inspiring Questions Emotional Intelligence (EQ) Stories Leadership Storytelling Personal Social Responsibility (PSR) Stories Story Building around Assessment Results The 360°Reach Assessment References The Visibility Branding Storytelling Tool (VBST) 2.0 Storytelling—Communicating | 21 22 23 26 30 32 33 38 40 44 |
| | the Stories The "Art" of Storytelling Storytelling Inspiring Questions Emotional Intelligence (EQ) Stories Leadership Storytelling Personal Social Responsibility (PSR) Stories Story Building around Assessment Results The 360°Reach Assessment References The Visibility Branding Storytelling Tool (VBST) | 21 22 26 30 32 33 38 40 |

| | Video Storytelling | 55 |
|------------|---|----|
| | Storytelling in 3D Virtual Worlds | |
| | Case Stories: Online Portfolio Examples | 63 |
| Part IV | Offline Storytelling | 71 |
| | Interview Storytelling | 72 |
| | Top Ten Storied Interview Questions | 77 |
| | The Elevator Pitch Online and Offline | 78 |
| | Ice Breaker Storytelling | |
| | Verbal Graffiti | 83 |
| Part V | Writing Your Story Content and the | |
| | Branded BIO Tool | |
| | The BIO | |
| | BIO Usage and Placement | |
| | Resume Versus the BIO | |
| | Resume to BIO Morphs | |
| | Internationalizing Your BIO | |
| | Visual Guidelines and the Branded BIO 1 | |
| | BIO GEMS | |
| | The BIO Depot1 | |
| | Action Verbs | 36 |
| | Conclusion | 38 |
| Afterword | Afterword by Jason Alba1 | 39 |
| Appendix A | Contributors | 41 |
| Author | Meet the Author | 45 |
| Praises | More Praise for <i>Storytelling about</i> | |
| Fraises | Your Brand Online & Offline | 47 |
| | The Kiva Story15 | 51 |
| Books | Other Happy About® Books | 53 |
| | | |
| | 1 | |

iv Contents

Foreword

Foreword by William Arruda

It took technology—Web 2.0—to make executives and employees at all levels of the organization acknowledge that business truly is a human endeavor. It's clear that, to succeed today, we need to build relationships inside and outside the company, regardless of our role or level in the organization. We must create emotional connections with all members of our brand community—in person and through social media. Communication is the currency of these connections.

Neurological research along with our own experience tells us that storytelling is an extremely powerful form of communication. Because stories combine facts, figures and details with emotions, colors and imagery, they create synapses between the left and right halves of your brain. This makes stories memorable. Being memorable is critical in a world where we are bombarded with millions of stimuli every day.

Telling your story is essential to your success and professional fulfillment and an important element of the Reach personal branding process; it makes your personal brand come alive by allowing you to express your key attributes, values, passions, and accomplishments in a relevant and compelling way. Yet you may be like many of the executives and corporate clients I work with who find telling their story a challenge. Knowing

where to start, what to include and how to convey their brand is not obvious. That's where this book comes in.

Storytelling about Your Brand Online & Offline is replete with tips, tools, resources, and examples that will help you gain clarity on what you want to say and how you can deliver it through the power of storytelling. In this book, Bernadette Martin practices what she preaches, using fun and engaging stories to guide you through the process so you can captivate your target audience with stories that highlight what makes you interesting, attractive and exceptional.

Bernadette is the right person to tell this story. I have known her for years. She was among the first to complete my Personal Branding Certification Program in France and quickly developed this very important niche that sits at the intersection of personal branding and storytelling. Her steadfast focus on brand-building through storytelling has made her a sought-after consultant for individuals, organizations, and universities connected to some of the world's most important brands: Cisco, Mercedes, Chanel, Orange, Publicis Groupe, DBM, Cordon Bleu, INSEAD, Thunderbird, IMD, American University of Paris and HEC.

As the public demands greater transparency from corporate executives, and leaders recognize that they must be more visible and available to their stakeholders, storytelling will become a core leadership development skill. Executives and professionals throughout the organization will

2 Foreword

need to become adroit storytellers and expert at using the right tools for getting those stories to their target audience. Video is one of those tools.

In my top personal branding trends for 2010, I predicted that video will have the greatest impact on the personal branding landscape this year and for years to come. Video is the future of personal branding and it also happens to be the perfect vehicle for telling your story. Recognizing this, Bernadette includes everything you need to know about using this medium effectively. The advice she provides will enable you to gain a competitive edge by incorporating video into your storytelling strategy.

Throughout this book, Bernadette expertly fuses theory with practical advice to help people and corporations access and express their most compelling stories to strengthen their brands. Your story is only 150 pages away. What are you waiting for?

William Arruda Founder, Reach Communications

4 Foreword

Part I: The Power of Storytelling

"Stories are the creative conversion of life itself into a more powerful, clearer, more meaningful experience. They are the currency of human contact."

Robert McKee

Across cultures and languages, storytelling is a powerful communication tool, in both personal and business contexts. Psychologist Susan Weinschenk confirms the effectiveness of storytelling as supported by neurological research. A Mind Map, which engages both the rational and intuitive sides of your brain, illustrates how the sections of this book inter-relate, but feel free to reap the benefits in any order. The world will be listening to the stories that arise! Stakeholders are more eager than ever to discover the personal brands behind corporate leadership. Techniques of personal branding follow, using the Reach personal branding process and the Visibility Branding "D-words." You will DISCOVER and DEVELOP your stories, DISTILL the ones that resonate with your target, DIGITIZE and then DISCLOSE and DISSEMINATE online and offline. Finally, you will DOCUMENT and DESIGN with your unique visual branding. An example of a personal revelation about the power of storytelling ends Part I.

- Introduction
- Mind Map

- Neuro Research and Storytelling
- Storytelling about the "Brand Called You"
- Product Brand Storytelling
- Corporate, NGO, and Non-Profit Storytelling
- Corporate Leadership Storytelling
- Personal Brand Storytelling
- The Reach Personal Brand Process
- A Personal Story

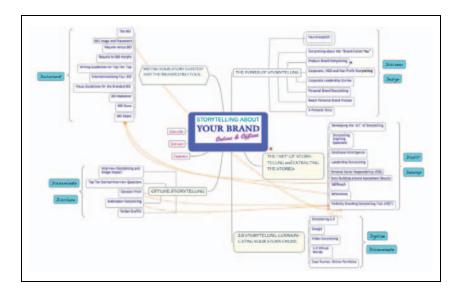
Introduction

nce upon a time...these words were probably your favorite as a child...was it when you were in your flannel pajamas, all ready for bed, with mom or dad waiting to tuck you in? You had a book picked out, or better yet, they had a story from their childhood. But wait a minute. You picked up this book thinking you were going to get great tips, tools, and advice on how to craft your professional story as you may be in career transition mode, or a recent graduate...or maybe you want to attract clients, partners and investors. So what's the segue from flannel pajamas to your career needs and challenges? Hang on...it's coming...but first in PART I, let's set the stage, and establish the power of storytelling. In PART II, you will learn how to extract your stories; in PART III and PART IV, you will learn where to tell your stories online and offline and finally, in Part V, in a more practical and tactile sense, you will learn how to write your professional story and incorporate your unique visual branding with lots of tips, tools, resources and guidelines to make it compelling to your target. Fully aware of the power of storytelling and to keep you engaged, many stories have been woven into the various chapters to give you examples and ideas. You will see...going from flannel pajamas to career storytelling is not such a stretch.

Mind Map

or those of you who are more visual in nature, here is a Mind Map of the book which engages and stimulates both your right and left brain. The logical connections, lines and words will attract your left 'logical' brain whereas the colors, pictures, and smooth flowing curves will engage your right 'pictorial/visual' brain. This Mind Map gives you an overview of the information content and the inter-relationships of the various chapters, so you get a sense of how it all works together. However, you do not need to read this book sequentially. You can make your way through the theoretical and practical information which follows, as fits your needs.

For better viewing of Mind Map go to http://visibilitybranding.fr/blog/.



Neuro Research and Storytelling

torytelling has been around since the beginning of time. It was the primary medium for passing along culture, history, lore and lessons learned. Even today, anthropologists claim that 70% of everything we learn is through stories. So what is the definition of "story?"

Its basic framework is a beginning, middle and end. Ideally, a story would have a stimulating beginning, an engaging middle, and a decisive yet compelling ending that leaves the listener wanting to hear more. And, going beyond that, a POWERFUL and MEMORABLE story would trigger the senses and evoke emotion, creating a connection between the narrator and the listener. Stories can indicate a conflict, character development, resolution, or transformation. There may be a protagonist, an earth shattering journey, or a surprising conclusion. These are all ways of strengthening the message. But for our purposes, we'll keep the definition simple: A story is an expression of real and imagined experiences, i.e., fictional and non-fictional, shaped, crafted and woven by the storyteller in a sensory fashion. It could play out in an oral, written, visual or tactical context, in a book, movie, poem, theater, comic book, song, dance, cartoon, epic, prose, ballad...resume, elevator pitch, biography, video, LinkedIn profile, blog, website, Facebook, Twitter, YouTube, newsletter...now, the segue is becoming clear.

A story is an expression of real and imagined experiences *i.e.*, fictional and non-fictional, that are shaped, crafted and woven by the storyteller in a sensory fashion.

Research indicates that across cultures and languages the first most commonly uttered words by children include the word "story." Hence the meaning behind the cover of this book. Neurological research validates the amazing power of storytelling. In fact, scientific evidence establishes that story learning may enhance memory retention up to seven-fold. Remembering with stories is easier than remembering sentences, word lists and bullet points followed by a host of action verbs. Psychologist Susan Weinschenk, confirms the effectiveness of storytelling as supported by neurological research, noting that our brains are WIRED to process information as stories. This allows us to process large amounts in small chunks, what she calls "event structure perception," and store it effectively in memory. More importantly, it helps us to connect EMOTIONALLY with another person. This is developed further by Susan's contribution on this subject, which follows and sets the stage for the rest of this book.

Storytelling about the "Brand Called You"

as this ever happened to you? You are listening to a speaker give a presentation. The topic is kind of interesting to you, but you find your attention starting to wander, and then the speaker says, "Let me tell you a story about the time...." Suddenly you perk up, ready to hear the story.

Since humans have used words to communicate, they've been telling stories that capture and hold our attention. They convey facts, but they also convey emotions and feelings and allow us to better process information.

A story is a written, spoken, poetic, prose, graphic, sung, acted, or danced construction that describes a sequence of fictional or non-fictional events. It can describe a character over time, and that character, of course, can be you.

When we hear the word *story*, we may think of an adult reading a book to a group of little children sitting in a circle, or a professional "storyteller" relating a story using dramatic voices and gestures. But we are all storytellers. Re-create in your mind a typical day, and think about your interactions with your friends, family, and colleagues throughout the day. At breakfast you tell your wife or husband about a dream you had (story). When you get to work you tell a colleague about the traffic accident you saw on the highway (story). You meet a friend for lunch and tell them about the frustrating meeting you had that morning at work (story) and about the holiday you are planning on taking in a few weeks (story). If you think about it, you will realize that most of your communications, whether "professional or personal," are stories.

Stories allow us to process large amounts of information in small, understandable chunks. Recent research by Nicole Speer (2007) shows that the brain uses stories to process and store information in small chunks. Psychologists call this chunking of parts of a story *event structure berception*.

In Speer's research, participants read narratives about everyday activities and, while they were reading, had their brain activity monitored using functional Magnetic Resonance Imaging (fMRI). The pattern of activity in the fMRI scan mimicked the pattern of the story. There would be a burst of activity, then a pause, then another burst, then another pause, and so on.

A few days later the participants came back and read the same narratives, but this time they did not get the fMRI scan. Instead they marked the story—they were asked to mark the different "chunks" of the story. In research terminology the participants were marking *event boundaries*—the beginning and end points of points in the narrative.

When Speer compared the fMRI brain pictures to the chunking the participants had marked, they matched. The event boundaries occurred when there was a transition in the story, such as a change in location or a different character. The brain was processing the story in chunks.

When we read a story or listen to someone tell a story, we are processing the story in many parts of our brains. If the story is being told then the auditory parts of our brain, that process sound, are active. If we are reading the story, then the part of our brain that processes text is active. Research also shows us that when we listen or read a story we are imagining the visual scenes, so the visual processing of our brain is active.

The latest research (Singer 2004) reveals that the emotional parts of our brains are also active. Singer first took pictures of participants' brains while they were experiencing pain. She discovered that there are some parts of the brain that process where in the body the pain is located, and make a determination of how intense the pain is. I have dubbed this the "objective pain center." Other parts of the brain separately process how unpleasant the pain feels, and how bothersome it is at the moment. We'll call this the "subjective pain center."

Singer next asked the participants to read stories about people experiencing pain. When participants read stories about someone in pain, the objective pain centers were quiet, but the subjective pain centers were active. Stories about others invoke empathy, as we imagine what it is like to be them.

So stories not only allow us to process information and store it effectively in memory, but also, perhaps most importantly, they let us connect emotionally with another person.

Singer, T., B. Seymour, J. O'Doherty, H. Kaube, J.D. Dolan, and C. Frith. 2004. Empathy for pain involves the affective but not sensory component of pain. Science 303: 1157–1162.

Speer, Nicole K., Jeffrey M. Zacks, and Jeremy R. Reynolds. 2007. Human brain activity time-locked to narrative event boundaries. Psychological Science, Vol. 18(5), 449–455.

Read Susan's BIO at http://www.whatmakesthemclick.net.

Product Brand Storytelling

efore delving into storytelling about personal brands, let's clearly draw the link to storytelling about corporate, product and service brands. The whole phenomenon, which some even call a "movement," around Personal Branding started with an article written in 1997 by Tom Peters. Entitled the "Brand Called You," it appeared in Fast Company Magazine and still resonates today. After my career of 15 years working with corporate and product brands such as Proctor & Gamble, DHL, Ford, Nestlé, American Express, KLM and others, Peters' idea of

applying the same tools and methodologies to "people" brands made perfect sense. The transition to personal branding that came a few years later was a natural.

The American Marketing Association defines a brand as the image, perception, or story created from the accumulation of sensory, emotional and rational touch points one has with the product (this could be a person, place or thing).

The strength of a brand is based on the stories people relate about their experiences, assumptions, and judgments. Brand stories are designed to create emotions like desire, craving, and trust to win the hearts and minds of customers. Taking this a step further, when we talk about our experiences, the touch points (the good, the bad, and the ugly) of this "word of mouth" communication is storytelling. We talk about and "spread the word" about experiences that move us...which could be in an upsetting, unexpected, or delightful way.

When was the last time you went on and on about a product that you found "okay" or "fine" or "adequate" or "fit the bill?" Instead we tend to talk about the brands that exceed our expectations or disappoint. The most innovative, remarkable and memorable brands are rooted in sensory, emotional and rational stimulation. Louis Vuitton, Apple, MAC, Hello Kitty, Subway, Ben & Jerry's, Duracell—there are strong, compelling, and unique stories behind these brands that resonate with the respective target. Assets, inventory, physical goods, balance sheet results...these are all the tangibles, but they only represent 40% of a company's value. Research from the top consulting companies indicate that the remaining 60% is based on "intangibles" *i.e.*, the brand image or perception that creates competitive advantage. Stories have equity.

Corporate, NGO, and Non-Profit Storytelling

orporate, NGO, and Non-Profit storytelling plays a key role in messaging an organization's values and purpose. Companies put out an official statement of their mission, but it is really the stories that people tell, the stakeholders' stories, that have the most impact. Most organizations have a written set of values such as integrity, professionalism, innovation, exceptional customer service, achieving the impossible, encouraging individualism, and creativity. It is key that stakeholders understand these values, and stories make them come to life.

Here is how values translate into stories, using Walt Disney as an example.

The Walt Disney Company Values:

- Nurturing and promulgation of "wholesome American values"
- Creativity, dreams and imagination
- Fanatical attention to consistency and detail
- Preservation and control of the Disney magic

The employees at Disney are called "cast members" and are trained to address children at their level. This means the "cast member" who is sweeping the streets of the Magic Kingdom to keep them impeccable, will bend down to answer a question from a five-year-old. This little story, seemingly inconsequential, captures the enactment of a Disney value. Strong brands have enduring values with a clear purpose and are lived by their employees.

"Corporate Storytelling" as a term is making its way into the vernacular, and is no longer a "buzz" word. Corporations want to learn which stories resonate, and which ones need to be told. To this end, companies conduct highly structured brand audits, working with an external agency or consultants. Holding focus groups with key audience stakeholders is one step, and permits the identification of perceptual gaps and lost opportunities related to the corporate story. Also referred to as the Brand

Blueprint, this 360 degree approach reveals findings that include strategic positioning, messaging, audience profiling and specific marketing tactics. The brand audit helps companies discover and tell their most strategic story, as well as engage employees and stakeholders (creditors, customers, directors, government, owners, shareholders, suppliers, unions, and the community) to make them "brand ambassadors."

Corporate Leadership Storytelling

"Mastering the art of storytelling for an executive is a good way to 'sell' his profile and career plans. I write mini-BIOs for candidates in order to introduce their CV to other HR professionals or top managers who pay attention to short and targeted information."

- Sandrine Joseph, Talent Management Director

ith the surge of new social media opportunities and the need and desire from stakeholders for transparency, a new area is developing around personal branding for the leaders, also known as the Executive Team, Board of Directors or Founders, behind corporate brands. Coupled with a certain "right to know" and a touch of natural curiosity, stakeholders now expect corporations to offer a more transparent view of the people at their helms. This applies to enterprises that are consumer centric as well as B2B, NGOs, and non-profits.

Most corporate sites provide at least the names of the top managers. Some go further and post BIOS or photos. Now, with the explosive growth of 2.0 technology, and video in particular, forward thinking companies are paying more attention to the personal brands and images of their leaders. A vast array of creative and innovative media opportunities exist to message their stories. While adding value, this communication also lends an emotional, human element to the corporate brand. If well-messaged and clear, it will have a positive and brand building impact. Alignment of the Corporate Brand Story and the Personal Brand Story of the leaders is

key. Not only do executives have their own blogs and Twitter accounts, video also plays a huge role. Working with a personal brand consultant and a professional video photographer is increasingly the norm.

Personal Brand Storytelling

ersonal Branding is passionate work. It's an intensive process that helps people recognize, leverage and communicate the real "GEMS" in their backgrounds. In this book you will learn how to build a body of stories that will reveal your values, emotional intelligence and leadership skills. Stories that message and transmit your qualities, attributes, talents and positive lessons learned. Storytelling is an excellent way to convey value. In working with individual clients, my process starts with an interview process called the "intake" session. Story time! Pointed questions are asked, copious notes are taken, and stories start to flow. It's important to pick up on nuggets that are often brushed over, to elaborate and develop. It may be surprising...most people are not aware of what makes them unique. What are your "intangibles?" What are the stories that will make you "talkable" and create brand ambassadors that will spread the word about the "Brand Called You?"

An effective coach can act as a conduit for interesting story angles, and help you elicit, craft and connect stories. Whether you work through some of the questions, tools, and exercises yourself or with a partner, stories that "delight" your target and make you "talkable" will start to take shape. Along the way, this can create "accidental" spokespeople. You will become more than just a commodity that you may appear as on your resume. Identities, beliefs and values live and breathe in a matrix of stories. What is important is to make it clear and show how everything is connected. It's all about the stories.

In communicating your professional experience you have to be an expert at marketing yourself. Unfortunately, even people who are marketers by profession struggle with this. They may be brilliant at marketing products or services, but when it comes to marketing themselves, they are lost. It's far more difficult than it sounds. There are three common reasons why most people do not communicate their accomplishments effectively. First, they are not clear about what makes them unique. Second, even if they are lucid about this, they are not sure how to articulate it or choose the right media mix to reach their target. Third, they are unable to make themselves "talkable" and create brand ambassadors within their networks. The result is an enormous number of missed opportunities to communicate their capabilities. It comes down to this: they are not good storytellers. They may need outside feedback from a coach for their stories to surface and take an appropriate structure, as well as to develop an effective networking strategy and attitude.

The Reach Personal Brand Process

"What Makes You Unique, Makes You Successful."

- William Arruda, Reach Communications

ertification as a Reach Personal Brand Strategist is grounded in the 3-step process of EXTRACT, EXPRESS and EXUDE, as developed by William Arruda, Founder of Reach, and considered to be the "Personal Branding Guru." The Visibility Branding Storytelling process dovetails nicely with the Reach process and can be used as an overlay. The Visibility Branding "D-words," listed below, are positioned throughout the book to help you perfect the stories that will make the most of your brand.

- DISCOVER your stories with provocative and inspiring questions
- DEVELOP your stories using assessments and external feedback
- DISTILL your stories that will resonate with your target
- DIGITIZE your stories considering the latest 2.0 technology
- DISCLOSE your stories effectively
- DISSEMINATE your stories to your target online and offline
- DOCUMENT your stories by writing them down with clarity
- DESIGN your stories into a coherent structure and with visual branding

The Reach personal branding process is further explained in the book *Career Distinction* by William Arruda and Kirsten Dixson. As references are made to the Reach Personal Branding Process it is important to have a clear definition up front. Not wanting to re-create the wheel, here in William's words, the three phases are defined:

EXTRACT PHASE: In the first step in successful personal branding, you unearth your unique promise of value—your brand. This is the most important and reflective phase in the branding process because it reveals the core around which you will build your brand. You uncover your authentic brand by identifying your vision, purpose, values, passions and your unique strengths and differentiation. You discover what others think about you, and identify the competitive landscape and your target audience.

EXPRESS PHASE: In this phase you identify the ideal combination of online and offline communication tools to reach your audience effectively, while ensuring that you are standing out among the numerous others who are offering seemingly similar services.

EXUDE PHASE: In this phase you develop a strategy for making your brand visible to those who need to know about you so that you can achieve your goals. In other words, you design a way to compellingly communicate your personal brand. To communicate most effectively, you need to align your brand environment—that is, everything that surrounds you—with your personal brand.



A Personal Story

How I Discovered the Power of Storytelling

s a Tour Director (TD) with Tauck World Discovery, a leading high end international tour operator, my primary responsibility was to impart knowledge and give commentary about the flora, fauna and history of the areas we visited. My itineraries included the Canadian Rockies, Hawaii and the southwestern United States. I bought and enthusiastically perused numerous books about these areas and quickly attained a high level of attachment at many levels.

Part of my TD training entailed going on a tour twice as a "student" and learning from seasoned TDs, each having their respective styles and ways of imparting information. In traveling through these gorgeous areas TDs had a captive audience, sometimes as many as 45 in the coach. Some TDs, more left brain in nature, would expound factually on the elevation of the peaks, plate tectonics, precipitation and glacier recession statistics. Observing the captive audience, one would see mouths starting to gape, not in awe of the amazing facts and figures presented but rather because they were falling asleep catching ZZZs. The more courteous, feeling the onslaught of slumber, would put on their sunglasses and comfortably close their eyes behind dark shades! Not only were they taking expensive naps, but they were missing out on some amazing fabulous scenery. All Tauck TDs were not fact and figure oriented, as some of the best storytelling techniques came from colleagues. However, I made a personal commitment to perfect the art of storytelling and to continuously weave engaging and captivating stories that would make these places come alive. Eventually having my own groups and giving commentary, my clients still heard about seismic activity and glacier retreat but it was "cache" to use a French term, or cloaked in stories.

How did this play out on the various tours? In Hawaii the stories I wove were about Pele, the goddess of fire and lightning. Her home was believed to be the fire pit at the summit caldera of one of the Earth's most continually active volcanoes. The lava flows and volcanic activity were easily explained by her violent temper that revolved around stories of seduction and jealousy. Many of Pele's rivals and lovers were not lucky

enough to escape with their lives and were the target of hurled molten lava. Guess what? The guests were riveted, awake *and* learning about diverging and converging plate tectonics.

On the tours in the Canadian Rockies, the wildlife, weather, flora, and fauna were a backdrop to the stories about Wild Bill Peyto. He came from England in 1886 at the age of 18 to work on building the Canadian Pacific Railroad and later became an outfitter, guide, trapper, prospector, and Park Warden as well as serving in WWI. Stories abound around this colorful character, his wild antics and wicked sense of humor.

On the Southwest tours, stories about the Hopi Indians, their dances, ceremonies, art, and cuisine illuminated the composition of the earth and indigenous vegetation. Looking back at this seven year stint, this was a career of a professional storyteller. Yes…lesson learned…stories are powerful.



Afterword

Afterword by Jason Alba

By the time I got to this point in the book my head was spinning. I've watched Bernadette go through various renditions of this book and I've seen it mature into what it is today, which is an exceptional resource and guide to help you come up with your story.

Here's what I'd suggest: Get out a sheet of paper and list the D-words down the side. Then, make notes and action items on each one so you can start the process. Do it step-by-step so you aren't overwhelmed. I think you'll get two things from going through this exercise:

First, you'll have your story, and versions of your story (including mini-bios) ready for many different situations. This will pay off for years to come. Opportunities will arise that you don't know about yet, but when they ask "can you send us some information about yourself," you can confidently send them your well-crafted, strategic, on-brand and compelling story.

Second, going through this process will help you understand yourself, your passions, your strengths, and your direction better. You may find there are things you didn't realize you did so well, or patterns and trends you didn't realize you gravitate towards, that might change the trajectory of your career. It sounds a little absurd to think that you don't know yourself well right now, but

going through this process might uncover, or validate, things that you haven't critically thought about.

Get to work and you'll benefit many times over as you use your story online and offline.

Jason Alba
Author of I'm on LinkedIn-Now What???
CEO and creator of JibberJobber.com

22 Afterword

Author

Meet the Author



Bernadette Martin, Founder of Visibility Branding, LLC is a certified Personal Brand Strategist, Author, Speaker, and Entrepreneur. Intrigued by the art of storytelling and by nature a good listener, intuitive and curious about people, Bernadette loves to help individuals develop their personal brand and message it in a compelling way, both online and offline. After a 15-year international corporate career working with many Fortune 500 brands, she transitioned in 2003 to working with personal brands where she offers career development services for individuals, corporations and organizations in virtual and on-site environments. Corporate, academic and individual clients are connected to leading

brands such as Cisco, Chanel, Goldman Sachs, Orange, Cordon Bleu, Mercedes, IBM, INSEAD, IMD and HEC. In addition to speaking engagements, she hosts and produces the Visibility Branding Webinar Series where she gives online training and also interviews guest speakers—authors and experts—to discuss topics related to career development. Participants join her from around the world.

Bernadette is multi-lingual with an MBA from Thunderbird, School of Global Management and certification as a Reach Personal Brand Strategist, Online Identity Expert and 360°Reach Assessment Analyst. Fully aware of the value of giving to her networks, Bernadette is a Board Member of her Alumni Association and President of the French chapter, recent Vice President of the American University Clubs of France, and an active member of the European Professional Women's Network.

Originally from Los Angeles, Bernadette is of Irish, German, and French descent. She considers herself to be truly "Euro-American" with an early interest in cross-cultural experiences and foreign languages. A runner who has completed several marathons, she has a preference for mountain running with favorite trails in the Canadian Rockies, the French Alps, Taipei and the Grand Canyon. Her favorite quote is a Tibetan proverb, "Happiness is not at the end of the road, it's the road that brings happiness." In her own words she would say it is not the "fait accompli" that matters but the excitement, fun and challenges the road (even if it's uphill) presents in getting there.

24 Author

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