



KM Workshop # 5:
Storytelling and Behavioral Change

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Iris presented the experience of Central Bank Indonesia on the implementation of **Storytelling: Creating Behavioral Change**. The Change Management strategy focused on a people-approach strategy rather than technology-driven. With the support of the Bank Governor, middle management was chosen as the primary change agents. Superhero characters (e.g. Spektro, Nova, Link, etc.), logos, games, and comic books were created and introduced to symbolize the different aspects of change processes.

Discussion Points

1. *Why did you choose middle management as the primary change agents? For example, we have a General Services staff and a Professional staff, where you can start at the bottom and make the intervention less imposing?*
First of all, there was a selection process. We trained them and we defined the competencies. And we wanted the type of people where there is a minimum gap in terms of communicating with top management and the rank and file. We chose the middle management because they can directly communicate with the top people and the rank and file of the organization.
2. *Have you monitored their progress? Was their evaluation?*
Yes, we use a journal. It has two parts. On the left side (referring to ppt slide of the Journal), our superhero character, Spektro, talks about, for example, a management issue; how he handles it. On the right side, the change agent writes his own experiences on the matter. We also use a balance scorecard and risk management initiatives.
3. *Why did you choose a people-approach, instead of introducing technology first?*
From our experience, starting with technology first does not work. But we know that it's part of the process, so in our discussions, we include technology. We just start with the people.
4. *Yours is a fantastic case study. How many were you? Do you have a timetable, to know when it is working? Do you have a budget?*
We are just five in the team, but we have 420 change agents. It's a matter of putting fun in their work. It took us around 2 years in getting positive developments. Not much budget or a significant amount is required. All the Directors were involved and the tasks became part of their work.

5. *The fact that a directive came from the top was a big help. What were the major obstacles that you encountered?*
Prior to the storytelling approach, a lot of things were done the traditional way. Also, the Directors never listened to us. So, we visited their homes and discussed things in their comfort zones.
6. *Was their politics involved?*
There was internal politics, but if we go back to the framework, we started at the internal aspects.
7. *What terminology did use? Knowledge Management? Change intervention?*
We started with “knowledge management”, but along the way, we used the term “change.”
8. *How did you get change agents?*
We started with volunteers. The tasks were add-ons to their existing responsibilities. If they don't do their tasks, we go to their Directors.