

PART III – RESTORYING

Story consulting aims for emergence in complexity and strategy, but most practices is story control. I build upon White and Epston (1990) narrative model of family therapy, by applying it to *Storytelling Organization* theory. I argue that what they call “restorying” is more accurately “renarrating” by to change from one plot structure to a new one through acts of retrospective sensemaking. Restorying, by contrast, is a more dialogic process of multi-story, multi-plot deconstruction that is *antecedent* to sensemaking retrospection of experience. The two complexity forces of renarration sensemaking and restory variety-making of the dialogisms make an important contribution to organizational development theory and praxis. However, they are still story control and stamp out emergence. Restorying *Storytelling Organizations* is a new kind of consulting, one not as rooted in managerialism or in monological conceptions of whole-system theory. The focus is in how to facilitate participants exploring the dominant story, the hegemonic story. In narrative therapy the process is one of constructing a new narrative, renarrating one that is fashioned out of marginalized or peripheral episodes in an individual’s life history. The new narrative becomes an alternative interpretation of the individual narrative possibility. Restorying is not the same as renarrating. Restorying the complexity of multiple dialogism in storytelling organizations is beyond renarrating. Restorying intervenes in the variety-making as well as the renarrating. A *behavioral storytelling* approach to story consulting means interventions that change story and narrative practices. Over the years there is a control narrative over story, a scripting, that an organization follows. Participants are, more or less, able to consciously articulate this narrative. It becomes narrative ritual for dramaturgical performance and second nature in terms of retrospective sensemaking. Interview people and they may not be able to articulate anything but a fragment of the narrative. “Restorying” is a concept that White and Epston (1990) developed in “narrative family therapy.” I want to rescue story from “narrative therapy” and propose a way to look at the relationship between narrative and story in organizations. Consulting to storytelling organizations would look at the interplay of narrative and story forces, the heteroglossic interplay of coherence and incoherence. While there are scores of books on story consulting to organizations, most of these are rooted in the narrative prison view of “proper” storytelling, not in emergence.