

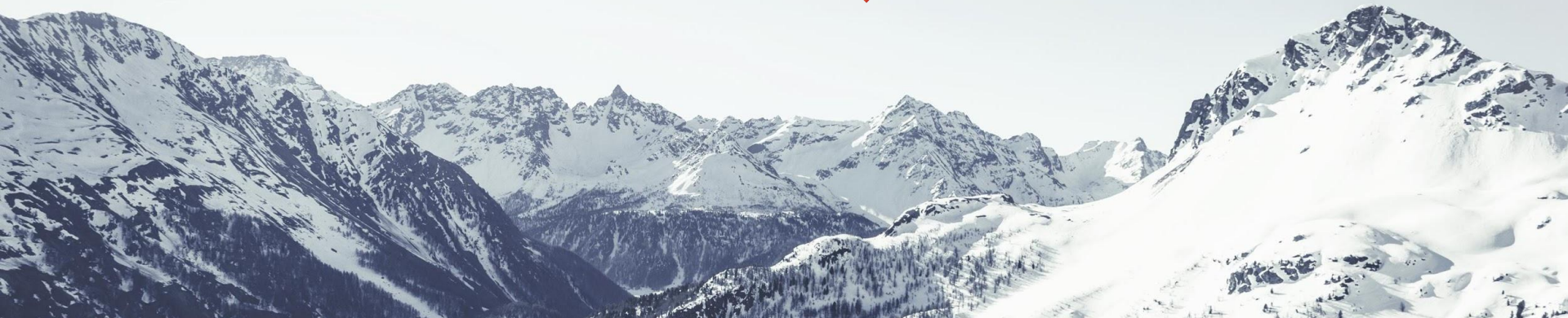


Understanding an organization's culture through its stories

Presented by Chris Cummings and Alex Lavidge
October 28, 2017



Pass it Down[™]
GREAT QUESTIONS. GREAT STORIES.

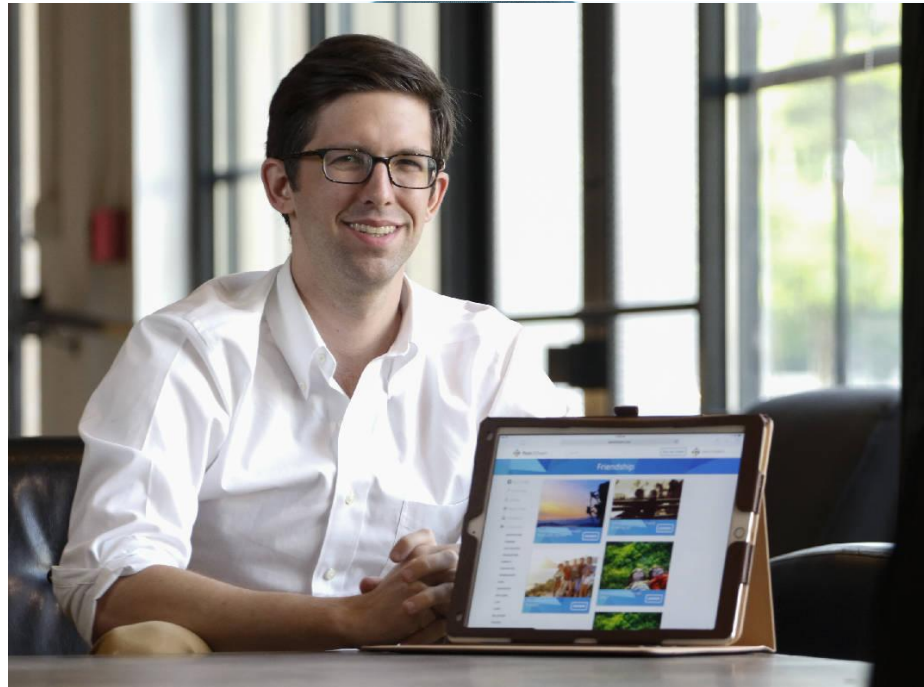




Founder & CEO, *Pass It Down*

Chris Cummings

- Completed J.D. from Louisiana State University in 2013.
- Co-founded Woorple, an online learning platform used by Fortune 500 companies.
- Started *Pass It Down* as an online digital storytelling platform for families.





Business Development & Advisor

Alex Lavidge

- Investor in early-stage companies, most recently Variable, Inc. which was recognized as “Top 10 Manufacturing Startup” in the world in 2014.
- Director of Startup Accelerator Programs at CO.LAB also here in Chattanooga.
- Helps startups increase revenue to \$1M with market research and growth hacking before getting connected with strategic growth capital.

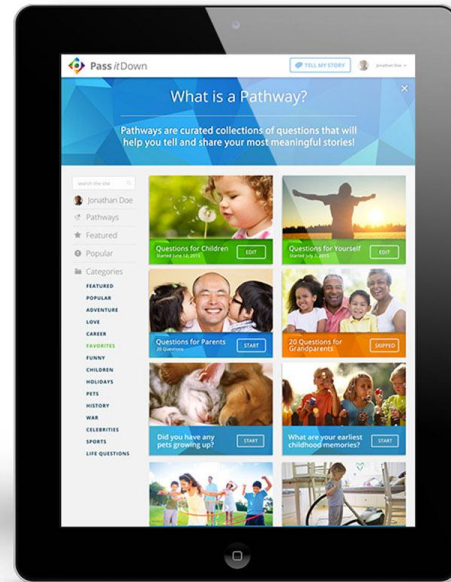
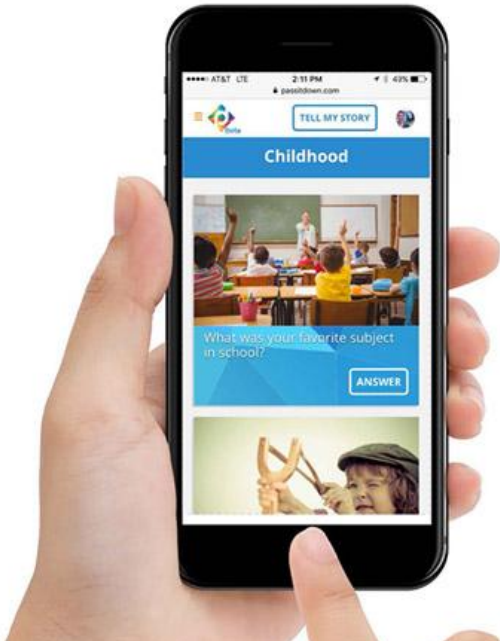




Overview

Pass It Down started off as a tech company helping families collect and share their stories online – and today is primarily a storytelling agency for cities, companies, and organizations.

Pass It Down started as a B2C platform for families to collect and share memories





Recognition

Chattanooga Memory Project Announced Last Week

Times Free Press

Local Business Sports Life Opinion Politics Obits National Right2Know

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SUBSCRIBE

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Ambitious undertaking aims to preserve memories of Chattanooga

October 20th, 2017 | by Elizabeth Fite | in Local Regional News | Read Time: 5 mins.



Chris Cummings, left, talks alongside Public Library Director Corinne Hill about The Chattanooga Memory Project they are launching today. The project is a subscription-based story-telling platform. Photo by Tim Barber /Times Free Press.



https://www.chattanoogamemory.com



Search




THE CHATTANOOGA MEMORY PROJECT

Coming soon.

Chattanooga has experienced an amazing transformation and those stories need to be shared.

KEEP ME UPDATED!



Research shows culture drives performance, not the other way around.

In the *Journal of Organizational Behavior* two years ago, a longitudinal study of automobile dealerships proved that “culture comes first,” prior to increasing sales performance.

This is known as the culture-to-performance effect, or a “C-P relationship.” (source: *Wall Street Journal*, 2/21/16)

McCarroll's

Automotive Group
Knowledge Transfer
Magazine
Month 1

So now auto dealerships are asking us to help them tell their stories, otherwise known as “knowledge transfer.”



What's **“knowledge transfer?”**

Summary

“Knowledge is a dominant feature in our post-industrial society, and knowledge workers comprise an enterprise. If knowledge is the basis for all that we do these days, then gaining an understanding of what types of knowledge exist within an organization may allow us to foster internal social structures that will facilitate and support learning in all organizational domains. Frank Black (The Management School, Lancaster University, U.K.) expands on a categorization of knowledge types that were suggested by H.M. Collins (Cambridge, 1993), being: embrained, embodied, encultured, embedded and encoded. *It is important to note that these knowledge types could be indicative of any organization, not just those that are knowledge-based heavy.*”

(source: http://en.wikipedia.org/wiki/Knowledge_transfer)



Types of Knowledge Transfer (KT)

1

Embrained knowledge is that which is dependent on conceptual skills and cognitive abilities.

3

Embedded knowledge is tacit and resides within systematic routines.

2

Embodied knowledge is action-oriented and consists of contextual practices.

4

Encoded knowledge is information that is conveyed in signs and symbols (books, manuals, databases, etc.) and decontextualized into codes of practice.

5

Encultured Knowledge

WHAT IS THE MOST IMPORTANT LEADERSHIP LESSON YOU HAVE LEARNED AT THIS POINT IN YOUR LIFE?

One of the greatest lessons my grandfather ever taught me that's stuck with me through life, is that life is to be lived, but it's something to be lived with wisdom

how they contribute to this vision And finally clear with their feedback around performance." Clarity is such a vital leadership trait. Without a clear vision, how will you end up getting where you want to go?

with that same thought, it's big-

"Great leaders are clear. Clear within themselves and about who they are."



Pass It Down is improving its KT process

Collect memories

Online platform collects all types of multimedia which can then be used at discretion for client objectives

Production

Ongoing market research feedback for continual improvement

Online (Automated)

In-House (Manual)

Client Approval

Reaffirm that proposed project meets OKRs and KPI goals

Launch

End-product transferred and owned by client

Problems we're hearing ...

70% of employees in US are **disengaged** from work.

(Gallup, 2016)

61% of leaders feel **knowledge transfer** is ineffective.

(Training Industry, 2013)

The costs of **archive management** are expensive.

(History Associates, 2013)

... is “storytelling” the solution?

- Film
- Print magazines
- Interactive media
- Music
- Poetry
- Posters
- Murals
- Traditions
- ????





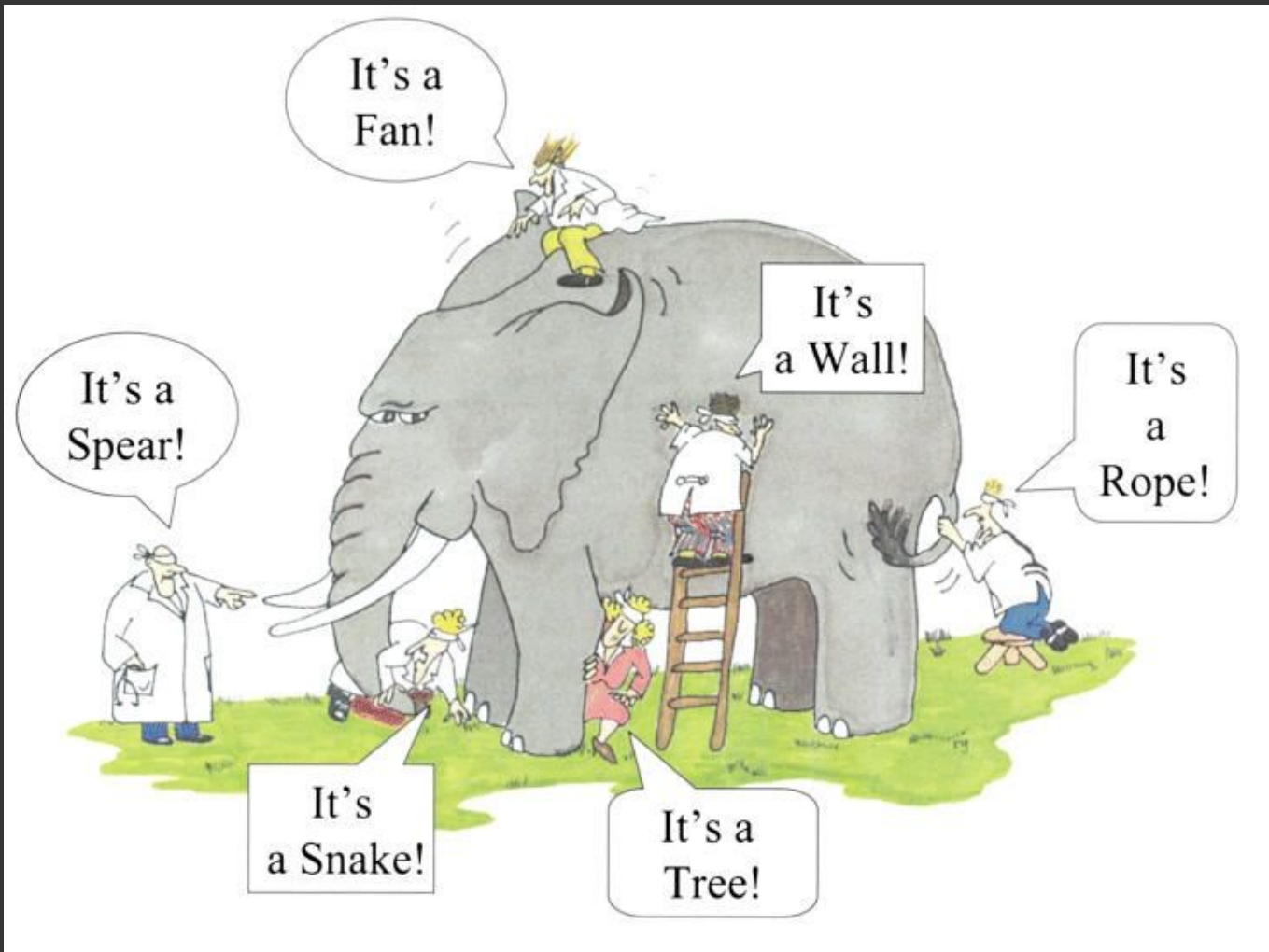
Surely there is better way ...

... than knowledge transfer
feeling **forced**?



What if employees
became **fans**?

A more accurate story forms when we all come together to share our perspectives.



Now, we want to hear from you!

Take out your cell phones and text your name to:

423-900-8210

(Responses will be kept private and your phone number will not be shared.)

powered in Chattanooga by **TEXT REQUEST**



Q: How important is defining culture with storytelling to the success of an organization?

- Rank "1" for not important
- ... to "10" for very important
- (Add comments if you like!)

Text:

423-900-8210

Q: Where does the a company's culture and its stories impact performance the most?

- Investor Relations**
- Employee Performance**
- Sales & Marketing**
- Talent Recruitment**
- Other (Please Specify)**

Text:

423-900-8210

Q: What are the biggest challenges?

- The inability to recognize & articulate "compiled" or highly intuitive competencies - tacit knowledge idea
- Different views on explicitness of knowledge
- Geography or distance
- Lack of a shared/superordinate social identity
- Motivational issues
- Lack of trust
- Capability
- Internal conflicts (for example, professional territoriality)
- Generational differences
- Union-management relations
- Incentives
- Problems with sharing beliefs, assumptions, heuristics and cultural norms.
- The use of visual representations to transfer knowledge (Knowledge visualization)
- Previous exposure or experience with something
- Misconceptions
- Faulty information
- Organizational culture non-conducive to knowledge sharing (the "Knowledge is power" culture)

Text:

423-900-8210

Q: Best way to measure impact?

- **Turnover**
Less likely to leave with knowledge transfer
- **Quality of life**
Emotional health & well-being
- **Engagement**
Drives innovation and improvement
- **Productivity**
With enthusiasm comes focus
- **Financially**
Both in terms of opportunity cost as well as revenue

Text:

423-900-8210

Q: What is more likely in companies you either see or research in I/O Psychology: culture defined by an autocratic leadership style, cross-functional input, or stakeholder engagement?

- Autocratic (i.e., management)**
- Cross-functional (i.e., all divisions of organization)**
- Multiple stakeholders (i.e., customers, investors, consultants, etc.)**

Text:

423-900-8210

Q: Do you know of any agencies in your network or by word-of-mouth that work with organizations to craft stories (with predefined desired outcomes) that help them reach their goals?

- If yes, please share.**
- No.**

Text:

423-900-8210

Q: What types of industries do you think have the biggest challenges with culture management / encultured knowledge transfer?

- **If any come to mind, please share.**
- **None come to mind.**

Text:

423-900-8210

Q: Do you have anyone in your network with whom you think might be interested in being an advisor or mentor to Pass It Down?

- **Yes, reach out to me.**
- **No, but I'll think about it!**

Text:

423-900-8210

Thank you!

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chris@passitdown.com

[@passitdown](#)
