Bucket and spade

The bucket and spade is an essential element in a Sandbox. It has many uses, but primarily it allows us to collect wishes, dreams, ideas... Once collected, we can use the bucket to carry them from one place to another, examine them, share them, shape them or simply return them to the open space of the Sandbox to begin from a new starting point and make a different collection that will lead us to achieve something different.

Question 1 – What is Culture?

We know that this question may seem unnecessary, obvious and basic, but we want to start to clarify concepts beginning with the apparently most "evident". We always talk about Culture within organizations.

From our experience, we have developed the following definition: "Culture is what the managers of an organization devote their time and resources to, and the context (spaces and style of relationship) in which the activity takes place." Easy, right? So, let's be more specific.

We have met senior managers who, for example, tell their workers that innovation is crucial for the future of businesses and encourage them to devote time and resources to innovate, but in their agendas, the time they actually spend talking with the workers, challenging them, supporting them, guiding them and setting an example in innovation is little... or none.

Culture is not transmitted by messages on posters in offices or by having more comfortable chairs, or by pay policies, or by the hours spent on training. Culture is something that is transmitted by percolation, by mimicry.

If a leader communicates with his workers using open questions, he will generate thoughts and ideas in the workers; but if a manager just gives instructions, he will create followers, executors of the instructions.

In the world of innovation, we handle enough uncertainty and ambiguity for the leaders to generate ideas and provide support. If not, creating a culture where innovation comes naturally is simply impossible.

Hence the importance of the connection between leadership and culture, and the alignment of leaders with innovation in the company. We have a specific question for the leadership style that generates this innovative culture, and it will have its own news.

Let us insist, then, that **culture is what we devote our resources and our time to**... NOT what we *say* we dedicate our resources and our time to. You can see the difference, right?

*Please remember that every month you will find a new video from **Thinking Heads Digital** on our website. Thanks, THD, for sharing knowledge with all of us! This month: Emilio Moraleda – Los cinco miedos en las organizaciones*

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