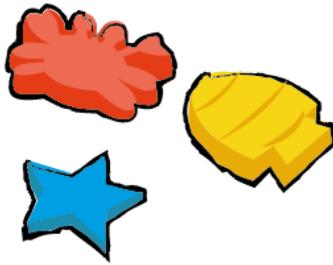**Moulds for figures**

Sand is sand: a universal material, the same for everyone. Moulds allow us to create different shapes from this common and shared material.

Our moulds can be these popular ones... or they may be unique and personalized and allow us to obtain our own results from such a common material as sand. Who chooses the moulds? What moulds are we able to create?

Question 2 – What is Innovation?

Over the years we have come up against an interesting fact: and that is that the definition of innovation is not a trivial issue, let alone obvious. And if you don't agree, we encourage you to do the exercise of asking a group of people in your organization to write down on a piece of paper what innovation is for them. Then compare the answers.

If we do not agree on the definition, how can we convey to teams an unambiguous and clear message about what we expect of them and of all of us?

Innovation is the first business discipline where it is more important to put the emotional side of people into play than their rational side.

It is a discipline where we need people's feelings and not just their brains. We need their most creative part; their ability to handle uncertainty and ambiguity, to experience and learn fast, to share ideas and hypotheses however crazy they may seem. We mustn't forget that the only difference between a madman and a genius is the success of his proposal! It is not by chance that the subtitle of our book in Spanish is "Why do we forget about people when we talk about innovation?".

Innovation is creating, surprising, having fun, getting excited, having a twinkle in your eye, it is curiosity, resilience, celebration, growing day by day.

But make no mistake, **innovation is not chaos**. In fact, innovation does not like entropy. We need to find the conjunction between the emotional and the rational sides. They need each other.

In other words, innovation is emotion, but it is also **concepts** that help us to have a lingua franca, like any other business discipline. It is **methods and processes** that allow us to manage and work as teams. And it has its own **tools** that allow the execution and obtaining of learning and achievement.

As we see, enabling innovation within an organization is somewhat complex; hence the importance of laying a solid foundation. Let's start with the essential thing: agreeing on the concept. Otherwise, how can we mobilize those around us towards a common goal?

*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: José Antonio Marina – Frente al miedo al fracaso, espíritu emprendedor*