

**Gary Thomas** · 21 minutes ago

Corporate cultures across the world consists of the things people in an organization believe, and the decisions they make as a result of their beliefs. We have found that while culture may eat strategy, shared understanding – an equally elusive concept! – creates both culture and strategy.

Much has been written about shared understanding, a state of organizational nirvana where every person has clarity on the big picture, knows how their own puzzle piece fits in, and acts accordingly. Unfortunately, when it comes to making their biggest decisions, leaders often neglect shared understanding until after decisions have been made,<sup>1</sup> then implement change management for months afterwards to try to make people believe that the leaders made the right decision.

Leaders must recognize that shared understanding is the platform from which complex problems get solved. It empowers a leader to ignite the potential within their own organization and beyond.