

Fabrika

High-Performance
Centre for the Cultural
Transformation of Companies

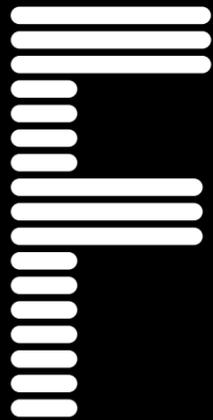


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**New Culture.
A shared project
based on trust.**





New Culture transforms a company into a shared project based on trust.

We see a company like a rowing boat, in which everyone rows together in the same direction.

1. New Culture

Working 8 key principles:

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-  1. Inspirational Purpose

 -  2. Trust

 -  3. Shared Values

 -  4. People's Well-being

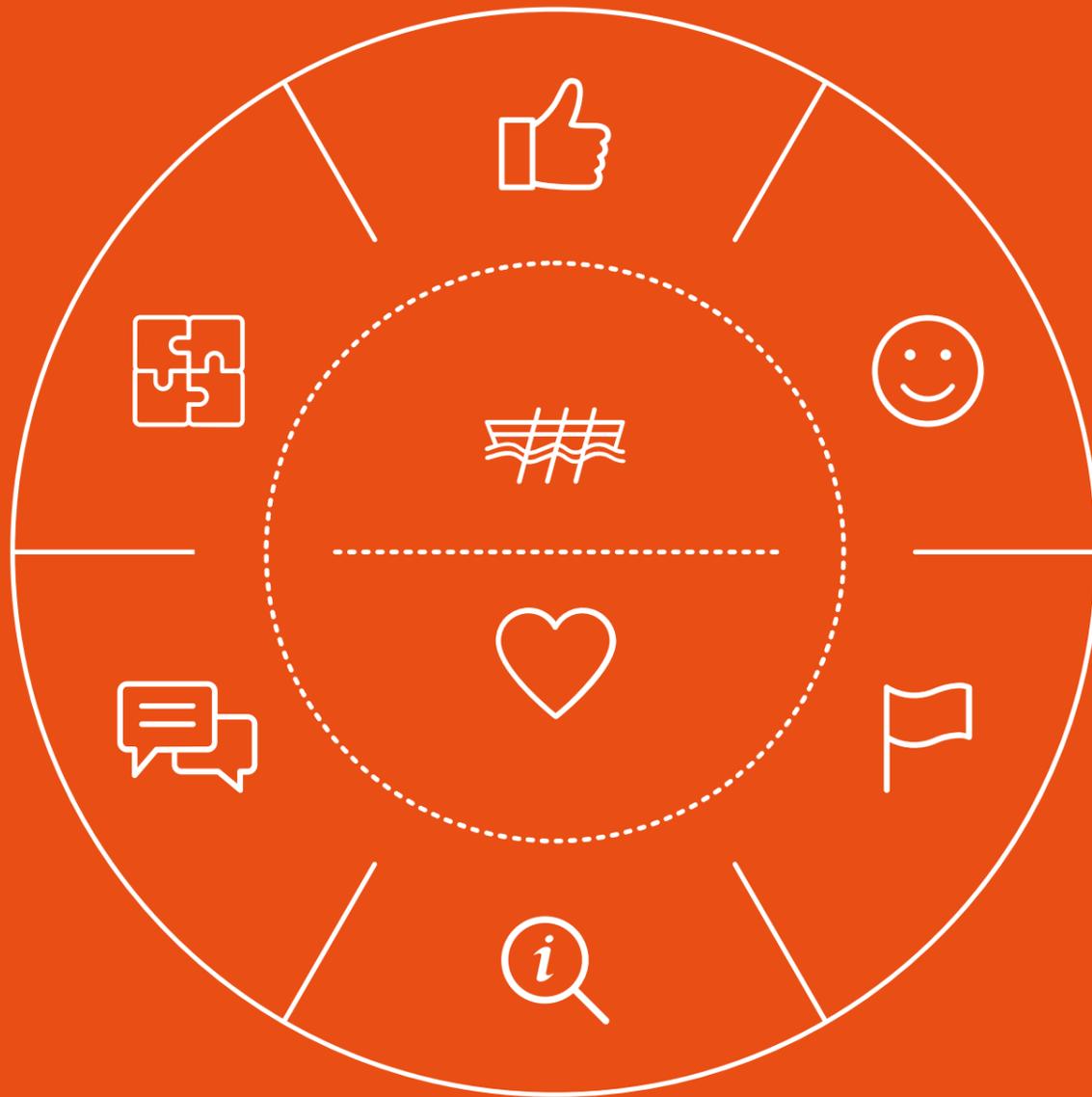
 -  5. Transformational Leadership

 -  6. Transparent Information

 -  7. Effective Communication

 -  8. Participation in Management and/or Results
-

The 8 principles of the New Culture:



1. New Culture



1. Inspirational Purpose

It is key to define why we do what we do, to share with everyone the direction in which we are heading and to row together in the same direction. An inspirational and shared purpose (in line with each person's individual purpose) gives meaning to our everyday work, stimulates commitment and a sense of belonging, strengthens motivation and offers the best version of each person.



2. Trust

It is the key that changes everything, making everything else much easier. It is people's choice and it cannot be imposed and can only be gained by being worthy of their trust. It is built slowly and steadily over time. It integrates the person's confidence in themselves, in others and in the organisation. Building trust requires focusing on the other person, developing collaborative relationships and thinking about the long term.



1. New Culture



3. Shared Values

Values play an essential role in every company by establishing how things should be done, guiding people's work and helping them make the right decisions, advancing together in its purpose and objectives. Shared values have a direct impact on motivation and commitment, constituting an important element in talent attraction and loyalty. They are also valuable in gaining new customers, who may be attracted by values they share or that inspire them.



4. People's Well-being

The New Culture puts people at the centre of the organisation, guaranteeing the sustainability of the business project. Investing in people's well-being is not only good in itself, but there is growing evidence that devoting time and resources to people's health and well-being also has important benefits for the company.

Cost savings from fewer stress- and fatigue-related illnesses, better professional performance, a good brand image that facilitates the attraction and retaining of talent or greater loyalty to the company are some examples. Focusing on people means attending to their material and emotional needs, asking them how they feel, looking after their physical and mental health, encouraging the development of their individual abilities and creating working environments in which people can reach their full potential.



5. Transformational Leadership

Implementing the New Culture requires a conscious and facilitating leadership focused on people and relationships, able to create by example safe and trusted spaces where it is possible to share different ideas, tackle difficult conversations or explore new things without fear of failure.

In these environments, people take risks, are more creative and collaborate in the search for integrated and innovative solutions that increase the company's performance and its ability to respond to changing environments (adaptability).



6. Transparent Information

The best information is truthful, sincere, clear, concise, coherent, simple and understandable by all those to whom it is addressed. It is key to define what information each person requires at any given time in order to build trust and encourage individual responsibility.

Transparency is also fundamental in generating innovation and facilitating growth, giving teams the information they need to make decisions with more autonomy.

We also need to provide transparent information to build trust with customers, suppliers and other stakeholders.

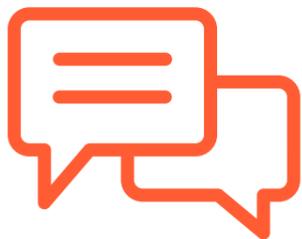


1. New Culture



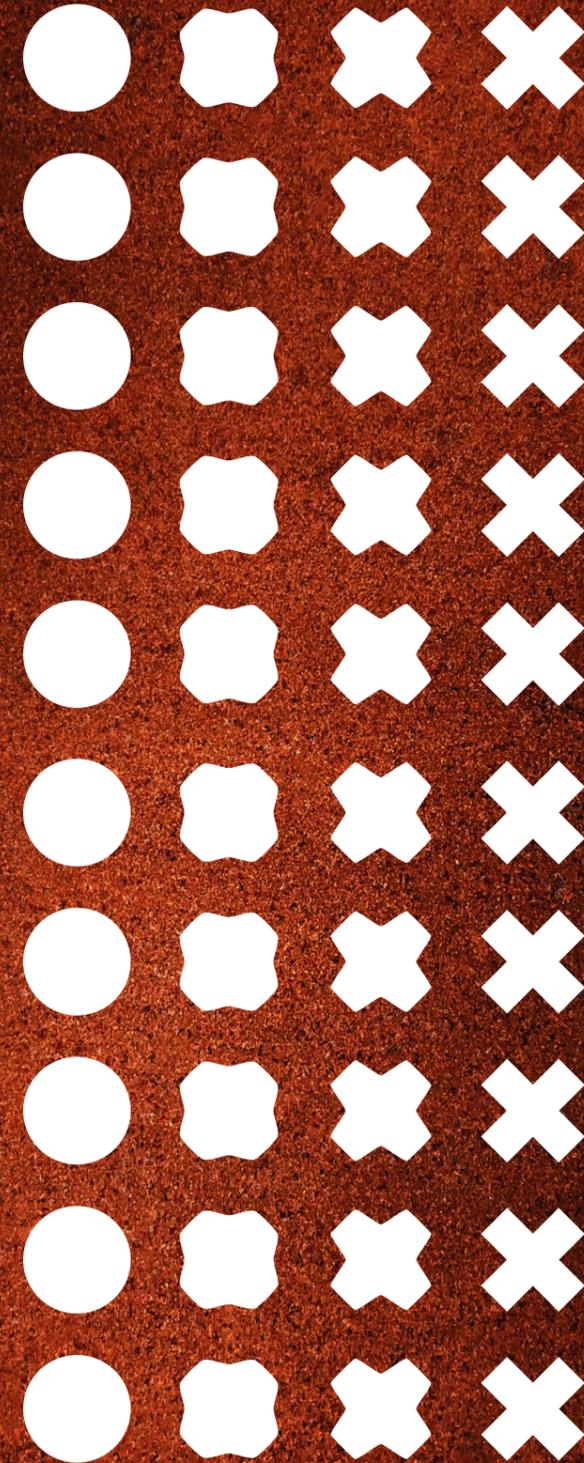
7. Effective Communication

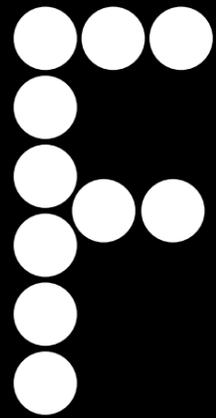
Good internal communication is essential in order to achieve objectives and act in accordance with the company's fundamental values. With effective communication it is possible to improve organisational processes, remove barriers, generate relevant information and make better decisions. For communication to be effective it is essential to learn to work in different internal and external communication channels, to develop active listening, to ask people what they want or need to know and to focus on authentic and sincere communication.



8. Participation in Management and/or Results

Participation in management encourages creativity, decision-making and commitment. An environment of freedom, responsibility and autonomy helps the company to be truly participative, although it must build its own rules of the game since there is no unique general model. Investing in people's participation in the company's results once the rest of the principles have been addressed is an initiative increasingly used to improve their motivation and commitment, in turn generating greater performance and competitiveness. If the company gains, everyone else must gain too, since everyone contributes, for which there are a wide variety of formulas linked to different indicators of the company's evolution.





The New Culture emerged as a collective movement of the companies of Gipuzkoa. Now it is open to the world to inspire and share a different way of doing business.

2. History of a journey

2002

Beginning of Leadership Program

We were pioneers with the creation of different leadership programs aimed at Managers and Executives.



2009

Companies of Gipuzkoa Adeg.

It was initiated by the concern for a new way of interacting with each other that was present in some companies in Gipuzkoa and in other international experiences.



2014

Public presentation New Business Culture.

It took off with awareness and implementation in more companies and towards society.



2020

Presentation of Fabrika.

It continues with the ambition to industrialise, make tangible and internationalise the New Culture.



2022

Fabrika Building.

Developing Soft Skills in a digital world that competes to attract new generations.



**We transform companies,
transforming people,
for a better society.**





**We are the first
High-Performance
Centre designed for
the Cultural Transformation
of Companies.**

**We are world pioneers
and have an international
vocation.**

3. Why Fabrika?

At Fabrika we offer our programs to companies that wish to bring about a new culture where effectiveness, affectivity and adaptability play a leading role in the long term, regardless of their size, sector, legal form or origin.

At the same time, we develop the capabilities of all people (owners, management, middle management and workers in general) to their maximum potential.

And increasing the impact of the company as an agent of social transformation. We want to transform companies, by transforming people, for a better society.

We also offer programmes for professionals who want training, teachers and students from educational centres, public administration personnel, experts and business schools, and even researchers or enthusiasts from society in general.



We have developed our own working method based on the experience accumulated over the years.

4. Method

The Fabrika Method we work with consists of 6 main ingredients:



The systemic view of a business.



The importance of hidden informal aspects.



Differentiating between personal / team / organisational levels.



Designing the phases of the transformation process by also carrying out off-site work.



Leadership to overcome differences, preserving the cohesion of the group.



Cultural transformation as a long journey.

4. Method



The systemic view of a business.

A business is composed of interrelated subsystems that relate to each other in an organised manner in order to yield the desired results. It is a living and complex social system in which **any action on one part affects the others**, requiring a global view of the whole.



The importance of hidden informal aspects.

Normally, we focus on the formal structures and processes of an organisation. But there are other **informal aspects that are unseen but occur** in parallel, determining the degree of success of any action. Some examples of these are the distribution of roles, affinity, status and power.



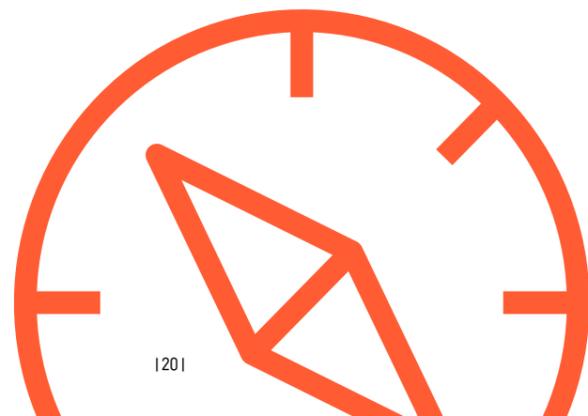
Differentiating between personal / team / organisational levels.

As we can address **the team as a whole**, it forms the **basic intervention unit to support the cultural transformation process**. We are interested in what the team thinks, how the members listen to each other, how decisions are made. When the team goes through a change, so does the individual member. This will cause a snowball effect and over time, it will generate a cultural transformation of the entire organisation.



Designing the phases of the transformation process by also carrying out off-site work.

It is essential to design all the phases of a transformation process: awareness, motivation, acquisition of new knowledge, development of new practices and reinforcement over time. And **to rely on off-site work** as a tool to sustain progress, internalise learning and optimise the use of time.



4. Method



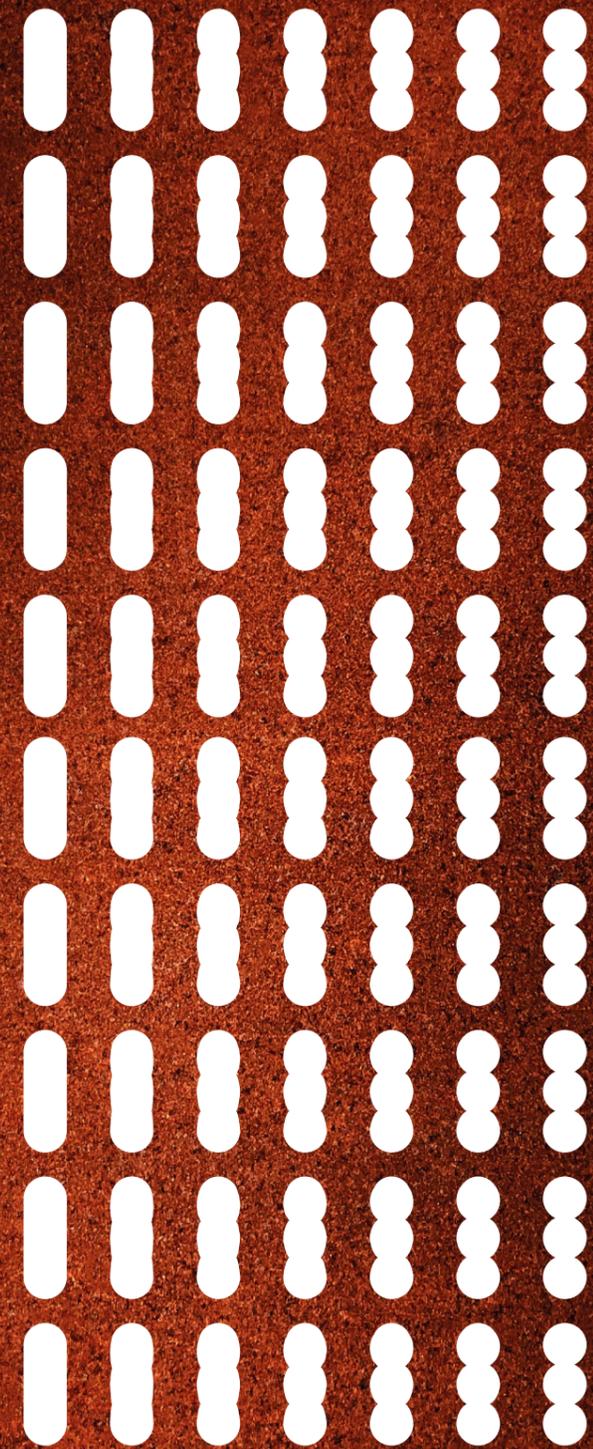
Leadership to overcome differences, preserving the cohesion of the group.

Leadership must provide **safe spaces for diversity** where people can think, express and act differently. And at the same time preserve the common goals, cohesion and sense of belonging of the group.



TrCultural transformation as a long journey.

Transforming a company's culture doesn't happen overnight, it is a **long journey** that may never end. Each company must find the most suitable pace to discover and internalise new ways of doing and relating, while gaining greater autonomy throughout the process.



**A singular building
in a unique environment.**





Located in a unique environment in San Sebastián, we designed the building specifically to generate contexts that maximise the impact of the transformative activities we carry out.

5. The Building

We designed the Fabrika building specifically to generate contexts that maximise the impact of the transformative activities we carry out.

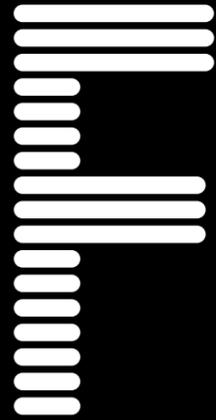
Based on transparency, it combines styles of industrial factory organisation with more humanistic aspects, allowing indoor-outdoor activities, evoking the world of rowing and rowing boats.



5. The Building

It is located in the unique environment of San Sebastián, a great little city recognised as one of the most attractive tourist destinations in the world.





We offer companies programmes to transform their culture together with complementary personal transformation programmes.

6. Company Programmes

6.1 Cultural Transformation Programmes

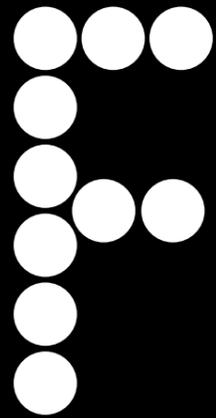
They transform the company's culture as a whole, through the global impact on the entire system.

- New Culture Awareness.
- New Culture Transformation. Phase I
- New Culture Transformation. Phase II
- New Culture Advanced.

6.2 Personal Transformation Programmes

To complement this, we offer these companies personal transformation programmes for those who require them.

- Leaders
(Awareness, Transformation, Advanced).
- Executives.
- Middle Management
- Fabrika Community.



We also offer programmes for professionals, educational centres, public administrations, experts, researchers and society in general.

7. Other Programmes

7.1 Education Programmes

Aimed at students, teachers or management of primary and secondary schools, vocational training and universities.

7.2 Institution–Alliance Programmes

Aimed at public administrations, experts, business schools or other organisations.

7.3 R&D Programmes

Aimed at researchers and professionals who want to innovate or further their knowledge in the new culture.

7.4 Open Programmes

Aimed at professionals who want to train in the new culture and enthusiasts who want to learn more about it.



**We will be delighted
to answer your questions
about the New Culture,
Fabrika or any of our
programmes and content.**

8. Contact

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Programmes and contents

Argi Ezkurra

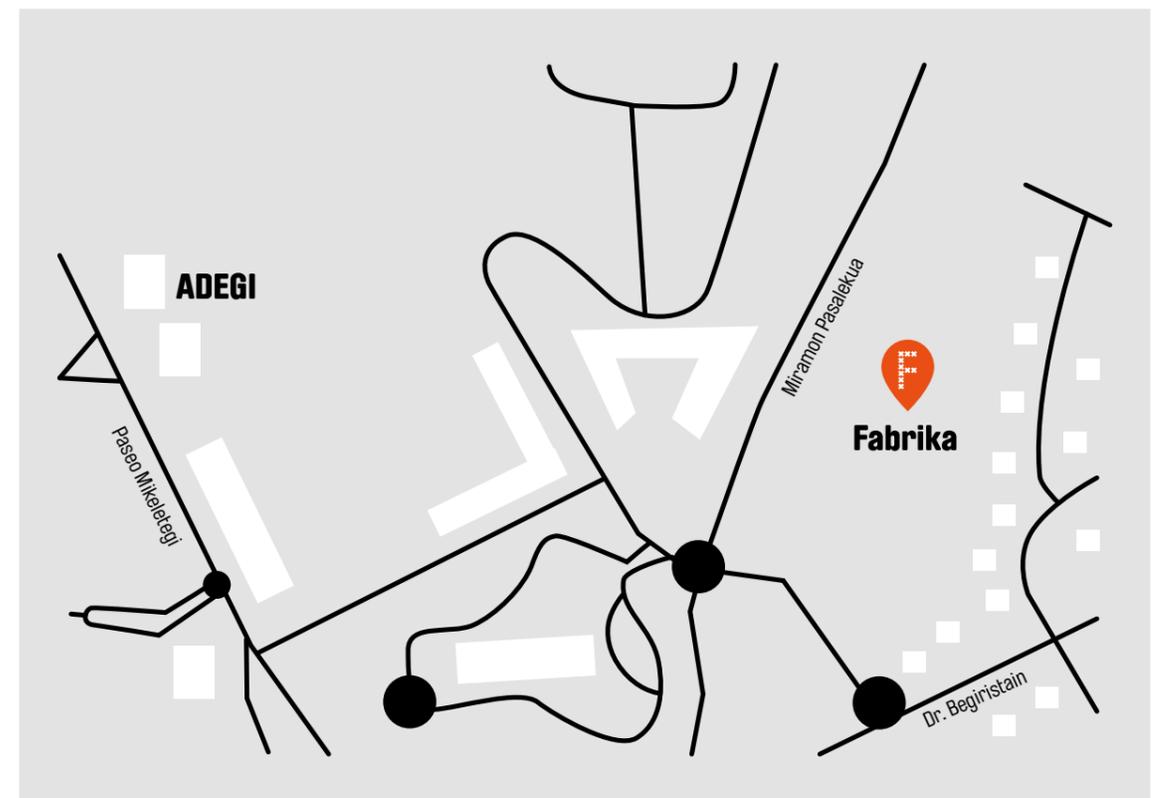
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Location

San Sebastián

More information

www.fabrika.eus





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