



## Stanford eCorner

### Culture is a Company's Soul

Bob Tinker, *MobileIron*

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Video URL: <http://ecorner.stanford.edu/videos/4907/Culture-is-a-Companys-Soul>

Bob Tinker, founding CEO of MobileIron, explains that entrepreneurs can choose to proactively build company culture or let it form organically. Either way, founders should be deliberate about how workplace culture develops and know that it becomes set when the team grows to 20 members, according to Tinker. In eight years, his startup grew from the three co-founders into a workforce of nearly 1,000 employees before it went public.



#### Transcript

- Where does culture come from? It comes from you, actually. The founders of the company, that's where it comes from. One of the things about culture is that by the time your team is at 20 people, your culture's set, it is what it is, for good or for bad. So that creates a decision when you're getting a company off the ground, which is when you think about culture, do you wanna be proactive, think about what you want it to be and drive the culture that direction. Or do you wanna be organic about it and let it evolve? Both are totally okay. Totally okay, but you just have to pick one consciously. And the reason is that if the product is sort of the muscles of the company and the team is the brain of the company, the culture is the soul. And it is what binds the team together in good times and bad, it's what allows you and provides guidance to deal with tough situations. And one of the things that often doesn't get talked about, particularly in the early stages of the company, which is that when it's time for you to go hire grade A executives, they're gonna ask about culture. They're gonna watch the culture to see if it makes sense for them.

So thinking about what your culture is and being deliberate about it is actually a really important aspect of hiring grade A talent into your company as it starts to grow.