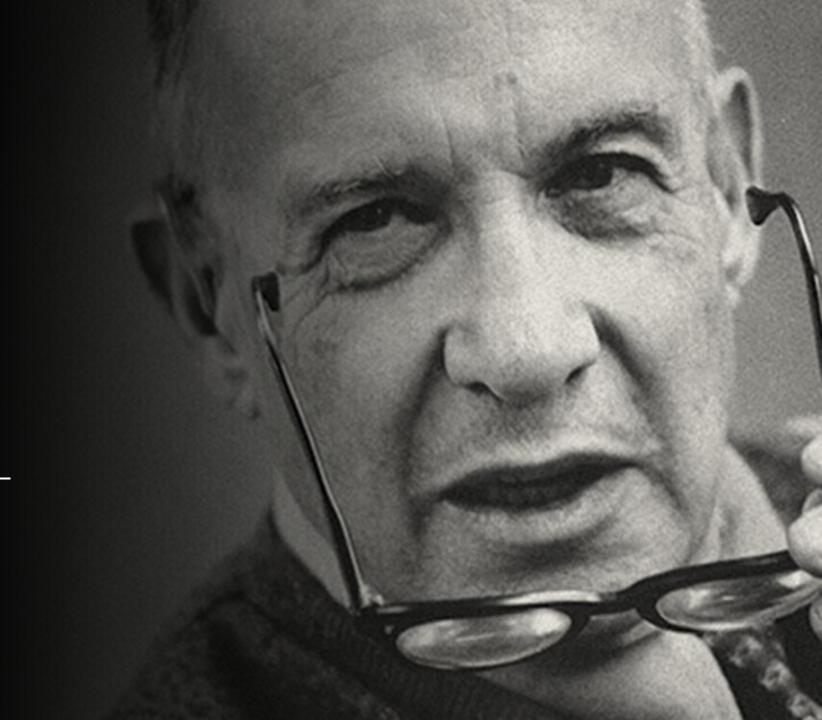
CULTURE EATS STRATEGY FOR BREAKFAST



# WHO WINS?

#### TEAM A

- Future Division I quarterback
- Average weight of O-line: 200
- Experienced coach
- 42 plays on the book
- Most players are lazy
- Don't really care; high-school is for partying

#### **TEAM B**

- Good high-school quarterback
- Average weight of O-line:180
- Newer coach
- 17 plays on the book
- All players work hard
- Want to win state more than anything else









# THE PYRAMID OF CONGREGATIONAL HEALTH

ORGANIZATIONAL /
OPERATIONAL HELATH

**SPIRITUAL HELATH** 

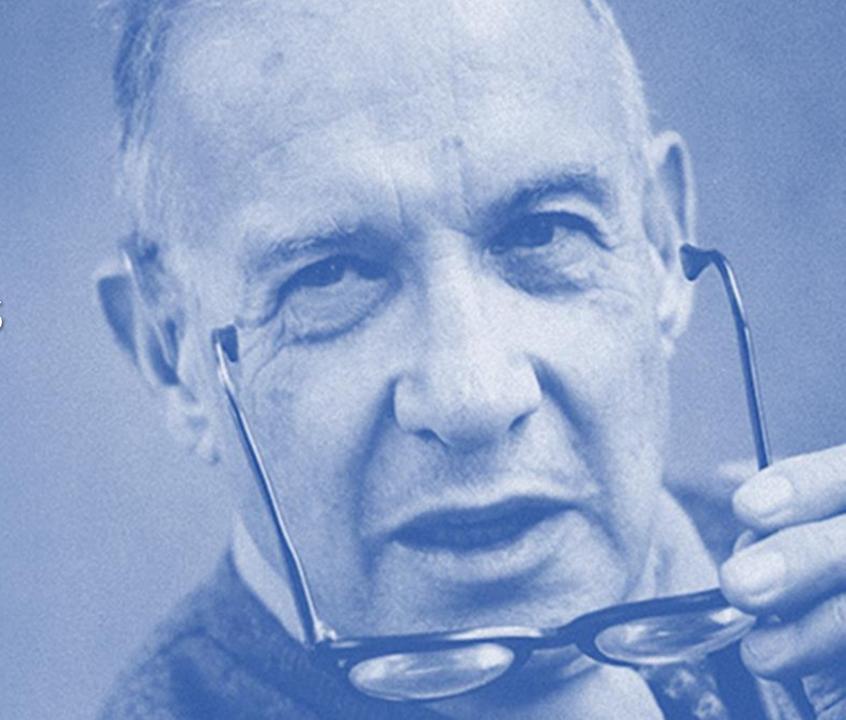
**Tactics** 

Strategy

Culture

Word & Sacrament

Culture eats strategy for breakfast.



#### WHAT IS CULTURE?

historic behavior

traditions

shared focus

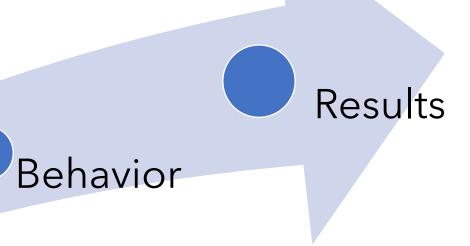
group energy Culture is the shared thought habits that frame the way a group of people behave and work

common attitudes

group habits unwritten ground rules esprit de corps

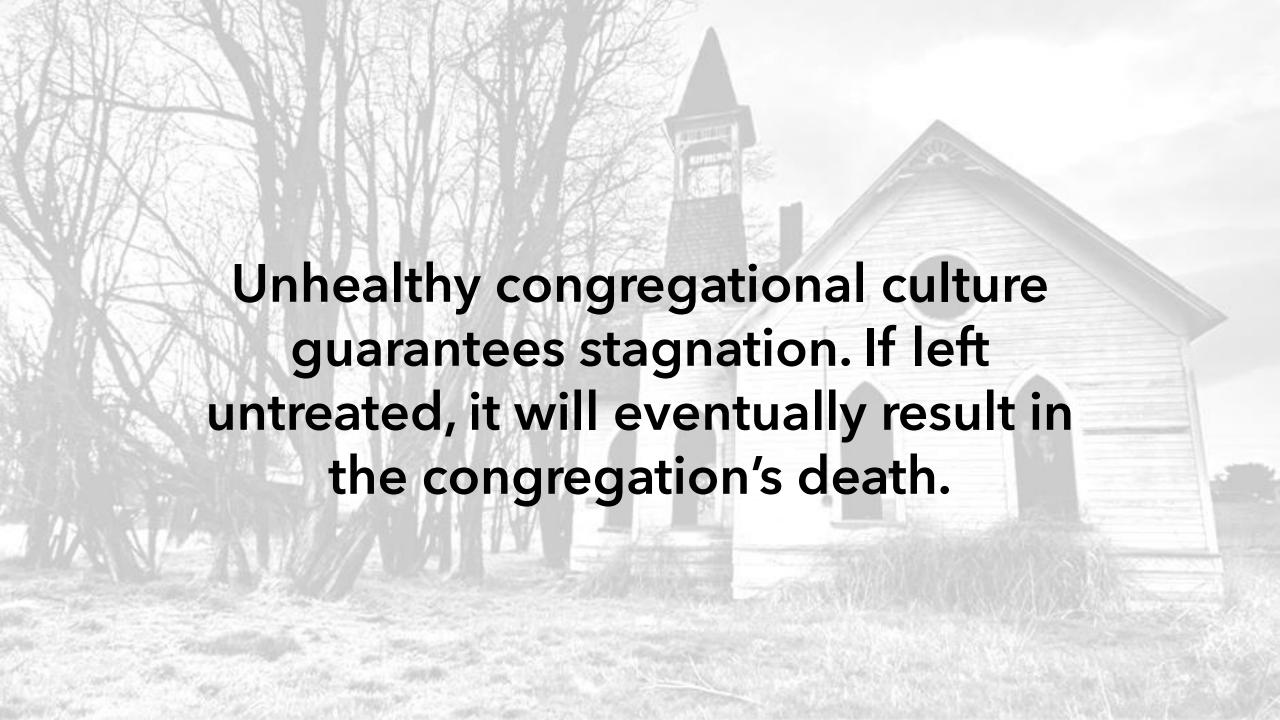


Different results require different behavior. But different behavior requires different thinking.



Thinking

Thought Habits





Healthy congregational culture enables the best planning and ministry efforts.

### A CULTURE OF CURIOSITY

- It is safe to express new ideas even if they challenge the status quo or sacred cows. This helps increase member involvement.
- Everyone looks for the kernel of good in a new idea rather than immediately looking to shoot holes in it.

# A CULTURE OF FOCUS

- The congregation does not let minor issues distract them from their larger, vital mission.
- There are fewer arguments. "Don't sweat the small stuff."
- The congregation distinguishes between "the good" from "the necessary."

#### get on with it

find solutions

"owning it"

acknowledgment

wait and hope

excuses

blame others

unaware

#### Ownership Ladder

"I'm trying." "I'm doing something."

"I will figure this out." "I will try something."

"This is my concern." "I have responsibility."

"I see what the issues are."

"Nothing to do but see what happens."

"I'd like to, but..." "Nothing you can do."

"It's his fault." "It's his responsibility."

"There's a problem?"

# A CULTURE OF OWNERSHIP

- There is regular, honest assessment of how ministry efforts are going.
- Everyone agrees that identifying problems is pointless unless it is followed by proposing solutions.
- Everyone realizes they have a role to play in the mission of this congregation.

Healthy congregational culture is shaped by the shadow of the leader. The only perfect leader is Jesus Christ.

Congregational leaders cast a shadow as well, whether they intend to or not.

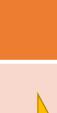
#### THE SHADOW OF THE LEADER

Things that cast a shadow:

- What leaders talk about
- What leaders do (leading by example)
- What gets resources allocated (money, called worker time, volunteerism)
- What gets measured
- What gets praised



# FROM



TO

"Over there" outreach (mission fields funded)



We/Me outreach, to increase who is being reached with the gospel

Reluctant to change ("Us first")



Joyfully embracing change as needed to reach the lost ("Them first")

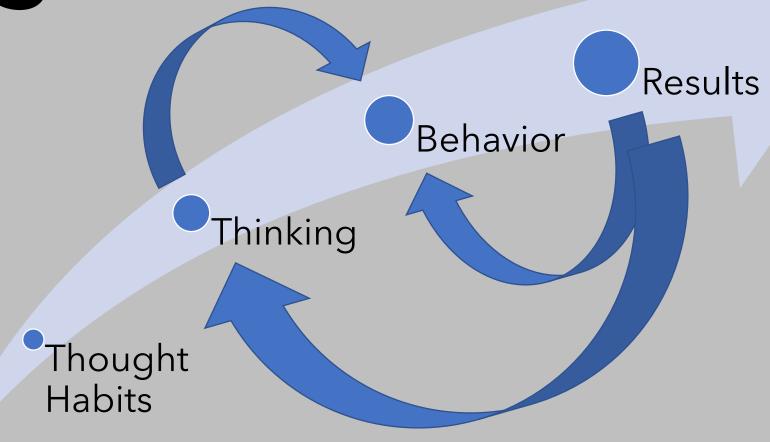
"All are welcome" (No one is actively turned away)



"All are welcomed" (Members actions give prospects a sense of belonging)



# 3. Watch the B's, Change the T's



# 4. Ensure Critical Mass

- Culture change is like a weakly contagious virus
- It happens collectively, one person at a time

# 5. Evaluate Artifacts

- Cues for "the right way" to do things
- Eliminate anchors

De Pere, WI Sharpsburg, GA Leesburg, FL Aiken, SC pecice ST. MARK 2015 Membership 2015 Membership 2015 Membership 2015 Membership 2363 505 188 45

St. Mark

Peace

Faith

St. Mark

As they speak, note: what do they all have in common?

St. Mark	Faith	St. Mark	Peace
De Pere, WI	Sharpsburg, GA	Leesburg, FL	Aiken, SC
2015 Membership	2015 Membership	2015 Membership	2015 Membership
2363	505	240	45
Adult Confs since	Adult Confs since	Adult Confs since	Adult Confs since
192	148	188	124
2010 Membership 2176 Adult Confs since 383	2010 Membership 379 Adult Confs since 284	2010 Membership 116 Adult Confs since 277	
2000 Membership 1615 Adult Confs since 752	2000 Membership 65 Adult Confs since 468		

