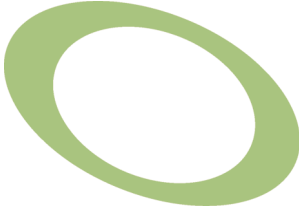




# GROWING LEADERS



- **Introduction to Additional Sessions**
- **Leaders' Guide**
- **Handouts 1-4**

**15**

## SHAPING CULTURE

## Welcome to Growing Leaders Additional Sessions

We recognise that the existing course is only the starting point for growing leaders, and so each of the additional sessions provides an opportunity to reflect on how things are going and to explore another aspect of leadership development.

There are currently six additional sessions. They can either be used instead of some of the original sessions as part of the ten-session course, or they can be used following the completion of the initial course, for example, one session a term over two years.

However, the structure of these additional sessions is a little different from the original course. They reflect the following aims:

- To provide an opportunity for participants to reconnect and review how they are getting on in their leadership role/development.
- To stimulate one another to keep on 'leading diligently' (Romans 12:8).
- To address an additional aspect of leadership.

All the material you need for each session is downloadable from the 'Additional Sessions' section of the Growing Leaders webpages, [www.cpas.org.uk/growingleaders](http://www.cpas.org.uk/growingleaders). Each session includes:

- Leaders' guide.
- Participants' handouts.
- Session PowerPoint.

We hope that this material will provide stimulus to keep on investing in leaders. Leaders need constantly encouraging and developing. It is easy to slip from what we intend to do, to forget important priorities, and to struggle with difficult situations. We all need ongoing opportunities for reflection, input, support and encouragement. These sessions will provide just that.

As always, please send us your ideas of how to improve the material, or suggestions for other things to do.

Please contact us if you would like further help.

James Lawrence

## For Help

Please contact us at:

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# OVERVIEW: GROWING LEADERS

<b>EXPLORATION</b>	June or July	A relaxed exploration of Growing Leaders (BBQ?) with an explanation of its aims and how it works, and an invitation to consider taking part.
<b>Part 1: Firm Foundations for Christian Leadership</b>		
<b>SESSION 1</b>	September 24 hours away	<b>INTRODUCTION: LEADERSHIP MATTERS</b> In this opening session we define leadership, identify the distinctives of Christian leadership, and focus on participants' leadership styles.
<b>SESSION 2</b>	October	<b>ESTABLISHING IDENTITY</b> Christian leadership is rooted in our relationship with God. This session explores the basis of that relationship (God chose us/grace) and the priority of spiritual disciplines in the leader's life.
<b>SESSION 3</b>	November	<b>CLARIFYING CALL</b> Many Christian leaders struggle with how to use their time. This is an issue of call. We look at biblical principles for discerning God's call and identify a practical tool to help with this.
<b>SESSION 4</b>	December	<b>DEVELOPING CHARACTER</b> The Bible places a clear emphasis on character issues as 'qualifications' for leadership. What are these qualities and how do we grow them?
<b>Part 2: Key Skills of Christian Leadership</b>		
<b>SESSION 5</b>	January 24 hours away	<b>DISCERNING DIRECTION</b> Leadership is about going somewhere, but how do we know where? This day explores how we discern God's direction for a group and how to implement it.
<b>SESSION 6</b>	February	<b>DEVELOPING LEADERS</b> Jesus developed leaders around him. Christian leaders will need to do the same. This session focuses on how we help others to grow as disciples and leaders.
<b>SESSION 7</b>	March	<b>LEADING TOGETHER</b> Leaders work with people, often in teams, groups or committees. We consider group needs, common dysfunctions of teams, and how to work well together.
<b>Part 3: Keeping Faithful in Christian Leadership</b>		
<b>SESSION 8</b>	April	<b>EMBRACING COST</b> Too many people have unrealistic expectations of Christian leadership. We identify costs and how to handle them well.
<b>SESSION 9</b>	May	<b>STAYING FRESH</b> Leadership is a marathon not a sprint. How do we run a marathon well?
<b>SESSION 10</b>	June	<b>CONTINUING WELL</b> This is a celebration and commissioning event to end Growing Leaders.
<b>Additional Sessions</b>		
<b>SESSION 11</b>	September	<b>SPIRITUAL DYNAMICS</b> The first priority of the leader is his or her own spiritual life.
<b>SESSION 12</b>	January	<b>STRATEGIC PLANNING</b> Further insights on how to turn vision into reality, including insights into vision barriers and communication issues.
<b>SESSION 13</b>	April	<b>FINDING RHYTHMS</b> Three rhythms exist in the life of a leader – church, leadership and personal. How do we make sense of these?
<b>SESSION 14</b>	September	<b>GROWING WELL</b> A willingness to grow is a mark of a healthy leader. How do we continue the journey of growth?
<b>SESSION 15</b>	January	<b>SHAPING CULTURE</b> Leaders are cultural 'architects'. We consider how to read the culture of a group and how to shape it to be more kingdom like.
<b>SESSION 16</b>	April	<b>FACILITATING COMMUNICATION</b> Communication is the oil that keeps things running smoothly, but is often neglected.

# SESSION 15: SHAPING CULTURE

'Changing a culture requires clear thinking, concerted effort, enormous courage and creative consistency.'

SAM CHAND

## Session Overview

- Aim (10 mins).
- Way in (10 mins).
- Input (10 mins).
- Bible (20 mins).
- Activity (10 mins).
- Refreshments (10 mins).
- Input (15 mins).
- Activity (30 mins).
- And finally (5 mins).

## Session aims

- To reconnect with one another.
- To stimulate one another to keep on 'leading diligently' (Romans 12:8).
- To explore how we can shape the culture of the groups we lead.

## Bible base

'Jesus took off his outer clothing and wrapped a towel around his waist...' (John 13:4). Jesus embodied a different culture, a kingdom culture, which was both surprising and shocking to those around him. In what ways are we modelling this kingdom culture in our leadership?

## Background

This session can either be used as one of the follow up sessions to the main course, or it could be used as an alternative session to one of the standard sessions in Part 2 of the course.

If vision (discerning direction) determines the direction of travel, culture will determine how effectively we get there. Culture can be defined in a variety of ways, but in essence it is the way we do things around here. Every group has a culture which can be observed by a newcomer via the behaviours of those within the group. This session is about equipping those in leadership to be a little more proactive in creating a kingdom culture.

There are those who argue that vision is the most important thing leaders focus on, and there are those who argue that culture is more important. For example Steve Timmis writes; 'In a sense, culture-creation encapsulates what leaders need to do: it is by far the most important responsibility of leaders.' Others quote Peter Drucker 'Culture eats strategy for breakfast'. We believe both are equally important and it is the role of leaders to bring clarity about where we are going and shape how we do things round here.

It is also worth noting that when the word culture is used of an organisation or group or church's culture it is often confused with societal culture, i.e. we talk about culture and often mean the culture we live in, for example British culture, or 'Asian class' culture, or even global culture. You may need to clarify early on that we are talking about the culture of a defined group of people (a company we work for, a small group we belong to, a church we are a part of).

This session explores three areas:

- What is culture
- How do we read culture?
- How do we shape culture?

There will not be time to cover all the material if you are using this as a follow up session and including time for people to catch up with one another. Even if you use it for a full session you may find there is too much material for one session, so either cover it in two or select carefully the material you want to focus on.



# SESSION 15: SHAPING CULTURE

## Your own preparation

Think about your options for this session. Do you want to use it to review how things have gone since you last met, and to address issues raised by the participants? Alternatively, you may want to focus on introducing new material.

Both approaches are valid. But you will need to be clear about where the focus lies. You could spend all your time on one or the other, or on a mixture of both. Here are some suggestions:

- Are there any big issues with which individuals may need some help?
- If you haven't met for a while, it may be worth giving space for review.
- The larger your group, the more difficult it is to do the review part of the session well. It will help to use small groups within the larger group.

Adjust the timings according to your decision.

'Culture is the most important social reality in your church. Though invisible to the untrained eye, its power is undeniable. Culture gives colour and flavour to everything your church is and does.'

**CORDERIO AND LEWIS**

### Materials

- Refreshments.
- A1 flip-chart paper.
- Marker pens.

### HANDOUTS

- Handout 1 Definitions.
- Handout 2 Assessing Culture.
- Handout 3 Shaping Culture.
- Handout 4 Feedback form.





### ADDITIONAL MATERIAL

- Session 15 PowerPoint.



# SESSION 15: SHAPING CULTURE

## Outline

-  **Background**
- Slide 1
- As always, prepare the venue to ensure a warm welcome. If you are running this session with people from more than one Growing Leaders course it might help to prepare name badges. You will need to decide how much of the session is going to focus on the issues the leaders have brought from their leadership roles, and how much you are going to focus on new material. Be sure to communicate clearly where the balance of the session will lie and adjust the timings accordingly.
-  **Aim**  
0-10 MINS
- Slide 2
- Welcome people and thank them for coming. Remind them of the aims of the termly sessions, one session a term over two years. Remind people of the model of leadership development at the heart of the course, and explain that this session will focus on an aspect of key skills for Christian leadership, shaping culture. The aims are:
- Slide 3
- To reconnect with one another.
  - To stimulate one another to lead diligently.
  - To explore how we can shape culture.
- Pray for your time together.
-  **Way In**  
**OPTION 1: 10-25 MINS**  
**OPTION 2: 10-20 MINS**
- OPTION 1 REVIEW**
- If you are going to spend some time reconnecting and exploring people's experience of leadership over the last term, you could invite them to reflect on these questions:
- What have you most enjoyed in your leadership role in the last two months?
  - What has been your greatest challenge?
  - What would you like to explore to help you lead better in the future?
- Give them 10 minutes to reflect on these questions and then get into groups of three to share their insights. Make it clear how long they have to share together, and encourage them to pray for one another at the end of their time. You will need to adjust the timings for the rest of the session in the light of how long you spend doing this activity.
- OPTION 2 SHAPING CULTURE**
- If you are diving straight into shaping culture... In groups of four invite them to think about an organisation they know. It could be somewhere they shop e.g. a supermarket or Amazon, somewhere that provides a service e.g. a bank, or insurance company, or somewhere they have joined e.g. sports club, community group. As they encounter them how would describe their culture, the way they do things? Give them 5-8 minutes.
- Get some brief feedback from their discussions and highlight any common themes. Note that everyone could comment because we all experience the 'culture' of any organisation we interact with.
-  **Input**  
20-30 MINS
- Slide 4  
Handout 1
- WHAT IS CULTURE?**
- Offer the definitions of culture on the handout.
- Dictionary – sum of attitudes, customs and beliefs that distinguish one group from another.
  - 'Organisational culture is the personality of the church.' (Chand)



# SESSION 15: SHAPING CULTURE

## Outline

- 'Culture consists of group norms of behaviour and the underlying shared values that help keep those norms in place' (Kotter)
- 'Culture is... the basic assumptions and beliefs that are shared by members of the organisation and operate unconsciously, defining the organisation's view of itself.' Schein
- More informal definition: 'the way we do things around here.'

Invite any brief comments on these definitions. Then explain that every group has its own culture, it isn't that some have a culture and others don't:

- There is inevitably a mix of good and bad.
- For example the Corinthian church had allowed the surrounding culture to be carried wholesale into the church (2 Corinthians 11:1-15), something Paul critiques them for.

We're looking to create and sustain a kingdom culture. This is done in a variety of ways which remind us of our own identity as the people of God.

Slide 5

The slide shows how much 'culture', the things under the waterline, actually influence things.



**Bible**  
30-50 MINS

Slide 6

### IN GROUPS

Invite them to stay in the same groups and using their Bibles explore the following question: what does the culture of the kingdom look like? If we were to encounter people living kingdom lives what would we observe?

### FEEDBACK

After 10 or so minutes, ask them to capture their thoughts on a flip chart piece of paper, ideally using around 6-8 key words. Display these for everyone to see and invite any comments from the group as they look at the different pieces of paper. See if there are some common threads you can draw out to give meaning to what a kingdom culture might look like.

Be sensitive to the different contexts people are leading in. For those leading in their workplace or in a community group there may be certain questions raised in their minds about how they can shape a kingdom culture in that environment. A good example of this would be Daniel, who consistently leads with wisdom and tact (Daniel 2:14), was 'trustworthy, neither corrupt nor negligent' (Daniel 6:4).



**Activity**  
50-60 MINS

Slide 7  
Handout 2

### HOW DO WE READ A CULTURE?

There are three ways we offer here, each one progressively getting more complex. Choose the one which will suit your group best.

#### 1. SIMPLE OBSERVATION

Assessing the culture of a group or organisation or church is at one level very easy.

- If culture is 'the way we do things round here' then simply observe behaviours and we will get a sense of the culture.
- Use the example of visiting a church when on holiday. You come away with some sense of that church's culture. Invite people to offer the things they



# SESSION 15: SHAPING CULTURE

## Outline

have observed when visiting another church.

**Slide 8**      **2. ASSESSING AGAINST A CONTINUUM**  
Using the scale on the slide invite people to assess a culture and identify where it might be on the continuum. What are the signs and symptoms of an organisational culture at that place on the continuum?

**Slide 9**      **3. DETAILED ANALYSIS**  
However, there is a more nuanced way of assessing a culture. Use the model on the slide to explain the different elements that make up a culture.

Identifying core beliefs.

- Beliefs are things which we hold to be true; they form the basis of things we value.
- There can be a difference between stated beliefs and working beliefs. In this sense our working/actual beliefs really do lead to the things we value, behaviours we engage in etc. but they may not be our stated beliefs.
- For example our stated belief might be: 'The church is for everyone.' Our actual belief may be 'It'll see me out.' We then value 'Things just as they are'. And our behaviour is 'resistance to change, particular any change that moves things away from my preferences'.

Recognising values.

- Values are key principles which act as templates and inspiration for all our actions, against which all we do is measured.
- What we value we tend to champion.
- In any group there can be a mix of:
  - ⇒ Aspirational values – wish we had, believe must develop.
  - ⇒ Accidental values – come about unintentionally and don't necessarily serve the good of the group.
  - ⇒ Actual values – may be a mix of any of the above, or none of them.
  - ⇒ Permission to play values – minimum behavioural standards that are required for the group.

Beliefs and values influence our assumptions (a thing that is accepted as true or as certain to happen, often without proof) and attitudes (a settled way of thinking or feeling about something).

Looking at the symbols and rituals. These are things we do that help embed values into the way we do things:

- What people wear is a symbol of a particular culture.
- Who speaks first in a meeting may be a ritual.
- What happens at coffee time? What sort of coffee is served? Who talks with whom? What happens to the newcomer? Who serves the coffee, who clears away the dirty coffee cups?
- Negatively the way we lay out a room for a meeting may be a ritual that communicates something about the way we do things round here that isn't good (for example at a PCC meeting or a Trustee meeting, a table at front with three chairs behind it for chair, treasurer and secretary, rest of the group sitting on chairs facing the table).





# SESSION 15: SHAPING CULTURE

## Outline

Listen to the stories and legends that are told.

- What stories do we tell? Monday to Saturday stories about people living out their faith in their everyday lives or the success of the fund raising event for the roof?
- Who are the heroes? The person who invites someone along to the Alpha course and is disheartened when they don't turn up or the person who volunteers to help with coffee?
- What jokes are told?

Listen to language.

- Language shapes culture, words are powerful.
- For example does the church talk about people going off to train for 'ministry' when what they actually mean is ordained ministry?
- 'Words have the power to shape lives and organisations – the problem is that for most of us the words that we use are second nature – they need to be examined / fashioned to produce the desired outcome.' Chand

Observe behaviours.

- What do people actually do?
- Look carefully at actual behaviours of the group. What do they reflect?

Time for some more of those yummy refreshments.



**Refresh**  
60-70 MINS



**Input**  
70-85 MINS

Slide 10

### HOW TO SHAPE CULTURE

There are two options to how to approach this section.

#### OPTION 1 INVESTIGATION

Invite participants into groups of four. Set them the task to investigate times when they have seen a culture of a group or organisation change positively. What brought about that change? Ask them to come up with five or six key things and be ready to share these with the wider group. Gather all of the ideas from the groups on a flipchart (no need to repeat ones previously mentioned) and distill them down to five or six key things leaders can do to shape a culture.

Handout 3

#### OPTION 2 FOUR THINGS TO DO TO SHAPE CULTURE

Talk through the slides to offer one way of thinking about how we as leaders shape culture.

Slide 11

#### 1. MODEL: BE THE CHANGE YOU WANT TO SEE

Old adage; 'people learn what you teach, they become what you are'. Jesus embodied the kingdom culture he brought in e.g. washing disciples feet (John 13). Embodying the change we want to see is the most powerful way of shaping culture. If you can, give an example from your own experience where you have seen this happen.

Slide 12

#### 2. PRAY AND TEACH

As leaders we can pray for the Spirit to be at work, whether in our work or community or church. Inevitably we might pray slightly different things, but this is not something we can do on our own,. It is about shaping a kingdom culture,



# SESSION 15: SHAPING CULTURE

## Outline

and ultimately this is God's work in people's lives.

We can also teach. Again this will look different in different contexts, but most of this is best done one-to-one. In gathered church we want to inform people's beliefs and help them to become increasingly aligned with biblical truths. In our Monday to Saturday leadership we want to inform people about the values that are key to the culture and invite them to live them out in creative and fun ways.

Slide 13

### 3. WORK WITH OTHERS

'To create a new cultural good, a small group is essential.' (Crouch) Culture gets caught and taught primarily through relationship, so if it is just us, the leader championing the culture, it will take more time to change it. Whilst of course it may well just start with us, as quickly as possible it helps to bring others on board to share it with us. Then there are more people modelling, praying and teaching.

Slide 14

### 4. REINFORCE THE CULTURE YOU WANT

The two most powerful ways to do this are through stories and celebration. The stories we tell and the things we celebrate highlight what we value. For example, listening to the notices in a church service tells the listener something about the culture of that church.

Other things that help reinforce culture are: changing symbols, putting resources into what we want to see happen, appointing people to leadership roles who embody the culture we want.



### Activity 85-115 MINS

In groups of four invite people to take one of the 'one another' verses from the New Testament. Their task is to work out how this verse could become part of the culture of the church using the insights from the section above. What would it look like, sound like, feel like if that one another was lived out in every aspect of gathered church life?

Slide 15

They have 15 minutes to work on their plan, and then there are 15 minutes for the groups to feedback to one another. Be sure to highlight as part of this feedback that culture change is a slow process normally measured in years not months. Use the Chand quote on the slide to summarise.



### Finally 115-120 MINS

Slide 16

Thank people for coming and let them know the date of the next termly meeting. Let people know you are available if anyone would like to explore any issues raised by the session.

Handout 4

Pray and ask participants to complete the feedback form before they leave.



# SESSION 15: SHAPING CULTURE

## Before Next Time

### Preparation

There are several things you might like to do before Session 16:

- Make a note to send out a reminder to participants at least one month in advance of the next Growing Leaders session.
- Meet your co-leader and plan the next session.

