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Organizations create cultures

Introduction

In this lesson I want you to explore what you may find in the surface layer of an organization's culture. This is the skin, representing behaviour, in Aubrey's apple. You will notice that from now on we will sometimes replace the words "organizational culture" with "congregational culture." So the title of this lesson could just as well say, "Congregations create cultures". You can demonstrate that you understand what's in the observable part of a congregation's culture, that's the skin of the Apple, coming up with 100 observations (artifacts) from Acts 1:8.

I. Organizations create artifacts

A. Artifacts are visible and hidden parts of a congregation's world.

Visible aspects include strategies, objectives, policies and procedures, structure, technology, formal authority, and chains of command. The hidden aspects include attitudes, perceptions, group norms, informal interactions, and interpersonal and intergroup conflicts.

A British Church History professor moved to the US several years ago. Here is what his wife said to him about US worship culture artefacts compared with UK worship culture artefacts.

There is so little lament in American worship," my wife often says. The sermons have more jokes, less existential urgency, different doctrinal priorities, fewer practical applications. In short, we have found worship to be very American and often alienating. It is saturated in American culture, as our worship back home was saturated in Scottish Highland culture. (Carl Trueman)

B. What skills are needed to discover these artifacts?

You need the skills of Sherlock Holmes. Detectives take great care to write down what they see, what they observe. One format to use in writing things down as this one, "We see _____, hear _____, feel _____, sense _____."

C. What are some examples of congregational artifacts?

In Appendix A: Behaviours Audit there is a tool to use in recording what someone might see at a church.(Here 4 of the 35 categories found in Appendix A.)

1. Neighborhood or community. Is the neighborhood new, old, or in between? Does it consist of apartments, houses, businesses, or a combination? Are the people who live in the community from Luzon, the Visayas, Mindanao, or a combination? Are the people in the community of the church from the same region as those who attend the church or are they different? Does the neighborhood seem to be declining or growing?
2. Demographics. Are the people poor, affluent, or somewhere between? Are people mostly young, middle-aged, or elderly? Are there young families with kids? How does the congregation's demographics align or not align with those you've observed in the neighborhood?
3. Ordinances.
 - Does the church practice the ordinances (baptism and the Lord's Supper)?
 - How often?

- Does it baptize by immersion or sprinkling?
- Does it use wine or grape juice, cracker or matzo in communion?

4. Technology.

- Is the church technologically astute?
- Does it have front or rear screen projection?
- Is there a soundboard?
- Do you see people using computers or other electronic devices?

Cont'd in the Appendices document.

II. Observing a congregation's artifacts.

Visitors to a church often see things long time members do not see. Imagine you are looking for a church.

1. What are the neighbourhood, community things you'd like to see? What about demographics? Which demographics would appeal to you? How do you like the ordinances to be practised? What minimum technological items or practices would suit your taste?

III. Organizing a congregation's artifacts.

What is a culture matrix? It's a grid showing a summary of the artifacts, values and beliefs of a congregation. The first level of this matrix is called the observation stage. In that stage we find the artifacts or behaviours and expressions of a congregation. In the next chapter we're going to look at next layer of a congregations culture, the congregation's values. When we get there we're going to add values to our culture matrix. As we add values to the matrix you'll see how these two levels are related. The first level of our culture matrix helps organize artifacts, also known as behaviours and expressions.

Artifacts and Behaviours or Expressions	
Definition	The are the result of acting on a value.
Action	The resulting behaviour - what we do.
Number	Congregations have many actions, behaviours, or expressions.
Purpose	Artifacts demonstrate how values affect life.
Change	Congregations can change how they respond to their values.
Synonyms	Actions, presentation; what we do

IV. Recording a congregations artifacts.

1. Look for artifacts in the video "Lucy and the Chocolate Factory" video which you can find [\(here\)](#)?

2. Inductive Bible Studies starts with observations before moving onto interpretations and finally finishing off with applications. Inductive Bible study teachers are culture detectives begin by looking for the same thing, artifacts or behaviors. Dr Hendricks asked his students to come up with 200 observations on Acts 1:8. Its helpful to write these observations down in this format: "We see _____, hear _____, feel _____, sense _____."

4

Why do organizations create values?

Introduction

We do what we do because of our values. Values are the constant, passionate shared beliefs that drive and guide any culture. In this lesson you will learn what the term 'value' means and how values help explain what is meant by "organizational culture". By the end of the lesson you should be able to look at a values model and suggest where the organizations you know well church fit.

I. Organizations are guided in creating artifacts by their values.

Lyle Schaller says, *"The most important single element of any corporate, congregational, or denominational culture . . . is the value system."*

A. Values determine an organization's distinctives.

A church based on clearly articulated core values drives a fixed stake in the ground that says to all, *"This is what we stand for; this is what we are all about; this is who we are; this is what we can do for you."*

B. Values determine who is going to get involved.

If people who walk into a church understand clearly both their own and the church's values, it promotes their assimilation. This understanding will help close the church's back door.

C. Values tells everyone what is important in the organization.

While every culture has a set of values, not all of the values are of equal importance. Some take priority over others. These high-priority values represent a watershed, or point of no return, for the culture.

D. Values indicate where an organization can be changed.

As external cultures change rapidly around it, the organization must learn to adapt to those changes, but only within the context of its unchanging beliefs. How does it accomplish this? How does it choose what change to embrace and what to reject? The answer lies in the question, Does this change agree with or contradict the core values and mission of this culture? The answer will guide the organization to positive change.

E. Values trigger all behaviour in an organization.

"The values of any organization control priorities, provide the foundation for formulating goals, and set the tone and direction of the organization." Values are the basis for all your behavior, the bottom line for what you will or will not do in your unique culture.

F. Shared values will energize an organization to become successful.

If any culture desires to capture the great energies and gifts of its people, it must share to some degree their common core values, so that its people, in turn, find common cause with the organization. Values contribute to organizational success.

What makes a culture such as a church culture successful? Success is the accomplishment of the ministry's mission and vision (Matt. 28:19–20) without compromising its vital, bottom-line values. A church that is winning lost people in its ministry community and is moving its new converts and older converts toward maturity—Christlikeness—while maintaining its distinctive, primary biblical values is successful because it is accomplishing its biblical mission and vision without sacrificing its values.

G. Leaders, guided by good values, will develop good organizations.

A core element in any definition of leadership is influence; good leaders influence people.

1. Leaders Are Values Driven

All leaders are values-driven, and the cultures they build are expressions of their values. Because they identify closely with their organization and because they have committed so much of themselves to them, their organizations reflect their key, vital values. Therefore, leaders must decide what they stand for. It is imperative that Christian leaders opt for a strong Bible-based values system. This is because strong values make for strong leaders, and strong leaders make for strong cultures.

2. Leaders Must Live A Values-Consistent Lifestyle

When leaders have a set of values for their organizations as well as for themselves, it is equally important that they model a lifestyle consistent with these values. In 1 Timothy 4:12 this is made very clear to Timothy, a young leader and mentor of congregational leaders, when Paul writes to him: *"Don't let anyone look down on you because you are young, but set an example for the believers in speech, in conduct, in love, in faith and in purity."* In 1 Corinthians 11:1 he writes to the Corinthian church: *"Follow my example, as I follow the example of Christ."*

H. Values shape an organization's character.

Values are character defining. Core values are the qualities that make up and establish an organization's character, and that character determines how the organization conducts its activities. It is essential that the pastor of a congregation have a vision of where his organization is going and a strategy for how it will get there. However, he must understand that the members and the attendees will use certain standards to judge his performance and that of the staff as they pursue and lead others in the pursuit of the church's vision. It is actually the character of both the pastor and the ministry team that is being judged, and key to their character are their core precepts.

II. Basic values facts!

Here are some of their features. They are:

A. They don't change easily or quickly

That is, they don't change easily or quickly. Some should not change like those in Acts 2:42-47. Others can be an albatross around a culture's neck like an organization that values only old men.

B. Discover a person's passion and you unearth his or her cause

Discover a person's passion and you unearth his or her cause. And cause is critical to one's life and ministry.

C. The core values of a culture must be shared.

The core values of a culture must be shared. If people don't share them, they're not core. Another term for this is common cause. Shared values become the common cause that is so vital to realizing a ministry culture's vision. However, if congregants don't share these values, the mission and vision will not happen.

D. Values are rooted in the third layer of culture.

They are rooted in the beliefs or assumptions they lie in the third layer of a culture. The first layer asks and answers the question, What are you doing? The second layer the question, Why are you doing that? The third layer answer the question, What do you believe that makes you passionate about something.

E. Core Beliefs

A belief is a conviction or opinion that you hold to be true, though based on limited proof. The beliefs that the culture acts on become actual values as well as beliefs. Many churches believe in evangelism. It's a core belief. However, it's not a core value until many in the culture begin to share their faith.

F. Driving and Guiding the Church

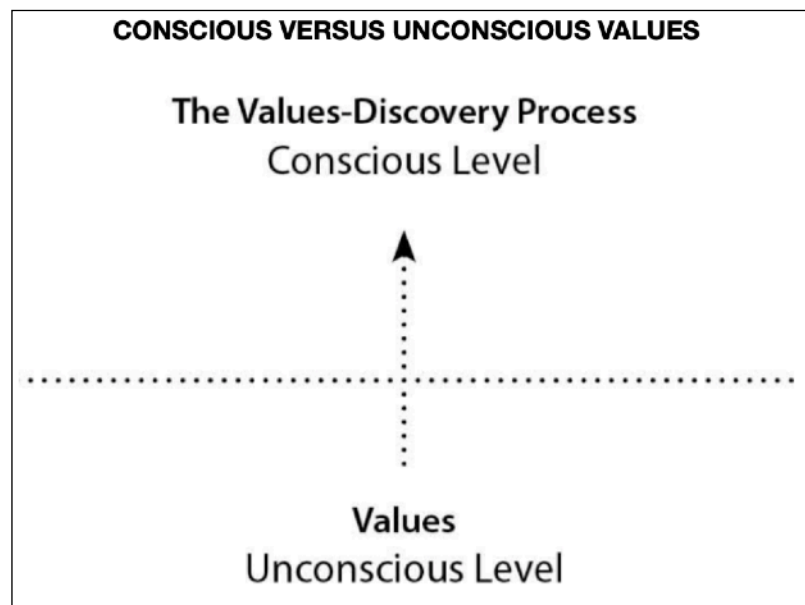
Core values are to the organization what an engine is to a ship. Just as the engine drives the ship toward its destination, so an organization's core values drive it toward its mission and ultimately its vision. Not only do values drive the organization, they guide or give direction to the organization, much as a ship's rudder guides a ship. They make sure the culture ship is moving in the right direction, and they are the red flag that waves when it isn't. III. Are All Values the Same?

III. Values come in several shapes and sizes.

A. There are Conscious and unconscious Values

The core values of all organizations exist at both a conscious and an unconscious level. A seminary knows that it values teaching. Most organizations, however, hold the majority of their values at a subconscious level. They have not stopped to discuss most of them.

Leaders are responsible for discovering and articulating the organizations primary cultural values. When values are articulated—conscious—leaders know why they are doing what they are doing. If people in the organization have sharp disagreements with one another, they may find solutions once they have identified their key values.



B. There Are Personal and Ministry Values

A leader’s values resemble a their organization’s values. Both concern the organization. But a organization’s values affect all who make up that culture, whereas their leader’s personal values affect them. Leaders should ask: Are my values for this organization going to help or harm it? Are they reasonable or unreasonable? Do most of my core values align with the organizational culture of which I’m a part.

C. There Are Actual Versus Aspirational Values.

1. Actual values stem from the beliefs at the third level or core of the culture that they own and act on daily.

2. Aspirational values are beliefs that the individual or organization does not currently act on.

D. Single versus Multiple Values

All congregations have multiple values. In larger congregations with numerous people, there can be hundreds of values. A culture’s core values, however, are those that are the highest in priority, and in some congregation, a single, overriding core value exists. The churches below each have a single core value. Do you see a possible problem with these church’s single dominant value?

Type of Church	Unifying Value	Role of Pastor	Role of People	Primary Purpose	Typical Tool	Desired Result
Classroom church	Doctrine	Teacher	Students	To know	Sermon outline	Educated Christians
Soul-winning church	Evangelism	Evangelist	Bringers	To save	Altar call	Born-again persons
Experiential church	Worship	Worship leader	Worshippers	To exalt	Liturgy	Committed Christians
Family-reunion church	Fellowship	Chaplain	Siblings	To belong	Potluck	Secure Christians

IV. Organizational values are very powerful.

At the top of the above chart is the classroom church. The overriding or unifying value is information or Bible doctrine. This is what is distinctive about this ministry culture. It communicates that if you want to know the Bible, this is the church for you. You can see how this one potent value affects the entire ministry. It clearly defines the role of the pastor and the people. It sets the key emphasis (to know) in concrete. And it dictates the desired result (an educated Christian).

1. A Unifying Value

A culture or church ministry would be wise to examine its essential beliefs to determine if it has a unifying or overarching value. Many do. However, this unifying value may or may not be desirable, depending on the ministry's vision and purpose.

2. Values and expectations.

The chart demonstrates well the power of a value in the life of a culture. Values alert you to what people's expectations of you will be if you're a pastor or the candidate to be a pastor. A pastor needs to know the congregation's values that are key to their expectations. If the pastor fails to meet these expectations, he will be looking for another church

V. Unwrapping an organization's values.

A. Who Does This?

1. The Leader(s)

If an established organizational culture desires to discover its values, the primary responsibility to see that it takes place is the leader. In new organizations such as church plants the planter will need to identify the core values he wants to create.

2. The Leadership Team

To identify these key values, it is imperative that the leader enlist the aid of other leaders or the leadership team in the ministry for their knowledge of the congregation's culture and for their objectivity about it.

B. What Values will They Find?

1. Personal Values

In new organizations, the founder(s) will usually imprint their personal values on the future organization's culture. The leader and usually the board in an established organization must be clear about their own individual, personal values and recognize any differences between them.

2. Organizational values

In the best of all worlds, all the sub-cultures in an organization hold to the same values as the entire organizational culture. Hopefully they apply them to their particular organization's sub-group.

C. An "audit" will unwrap an organization's values.

1. Using the Values Format: We Value _____

2. Take the values audit (Appendix B) part of which is found below.

Directions: Using the scale below, circle the number that best expresses the importance of the following values to your church (actual values). Work your way through the list quickly, going with your first impression.

1 = not important

2 = somewhat important

3 = important

4 = most important

1. Family: The relationships between husbands and wives and their children.	1	2	3	4
2. Biblical instruction: A familiarity with and desire to know the truths of Scripture.	1	2	3	4
3. World missions: Spreading the gospel of Christ around the globe.	1	2	3	4
4. Encouragement: Giving hope to people who at times need some hope.	1	2	3	4
5. Giving: Providing a portion of one’s finances to support the ministry.	1	2	3	4
6. Fellowship: Relating to and spending time with others, primarily within the church.	1	2	3	4

3. Studying an organization’s budget helps unwrap its values.

Start by looking for example at the core values of the Jerusalem Church in Acts 2:41–47 (worship, fellowship, biblical instruction, evangelism, and ministry or service). Note the amount of money that has been budgeted for each of these values. How much has the church budgeted for missions? How well is the church paying its personnel? This will tell you if they value their ministry staff. Finally, how much money is budgeted for its facilities? Do they value the facilities more than they should or do they need to put aside more funds for facilities upkeep? Here are some guidelines laid out by Aubrey. If a church is spending too much or too little on any one of these categories then that says something about their values.

Missions and Evangelism	10 percent
Personnel	50 percent
Ministries	20 percent
Facilities	20 percent

4. Unwrapped values need to be written down.

a. Distinguish Between Values and Forms

Functions are timeless, unchanging, and nonnegotiable, because they are based on Scripture. Some examples would be evangelism, worship, biblical instruction, and service. The church’s values are functions. On the other hand, the forms are timely, changing, and negotiable, because they are based on culture, not Scripture. The forms are not values but expressions of values. They are the means that accomplish the functions or values. The forms are what you would detect when you first encounter a church culture. They are found at the first layer of the Culture Apple. When you peel them back, you find the values underneath.

b. Determine the Number of Values

The rule of thumb is: less is more—having fewer values is better. Aubrey recommends six actual values

c. Decide on the Statement Format

Here is an example that is taken from Appendix C: The Jerusalem Church

- We value Bible doctrine (Acts 2:42–43).
- We value fellowship (Acts 2:42, 44–46).
- We value praise and worship (Acts 2:42, 47).
- We value evangelism (Acts 2:40–41, 47).

VI. Publicizing organizational values widely.

1. Watch the video Basketball Awareness Test. ([here](#)).

2. Here are some ways that congregations have communicated their values:

1. Life and example of leadership,
2. Written statement,
3. Sermons,
4. Formal and informal conversation,
5. Stories Bulletin,
6. Framed posters,
7. Church brochure,
8. Training materials,
9. Slide presentation,
10. Audio- and videotapes,
11. Skits and drama,
12. Newcomers’ class,
13. Newsletter,
14. Performance appraisal,
15. Cartoons,
16. Website

VII. Adding organizational values to the matrix.

Values versus Behavior

	Value	Behavior
Definition	A belief that guides and drives an individual or organization to act on a belief or assumption.	The results of acting on a value.
Action	A belief that people act on. It guides/directs behavior—the reason we do what we do.	The resulting behavior—what we do.
Number	Organizations have fewer values.	Organizations have numerous actions, behaviors, or expressions.
Purpose	To guide or direct behavior that affects life.	How a value affects life.
Change	Very slow to change, but not as slow as beliefs.	Subject to change.
Synonyms	<i>Ideal, standard, precept; why we do what we do.</i>	<i>Action, presentation; what we do.</i>