

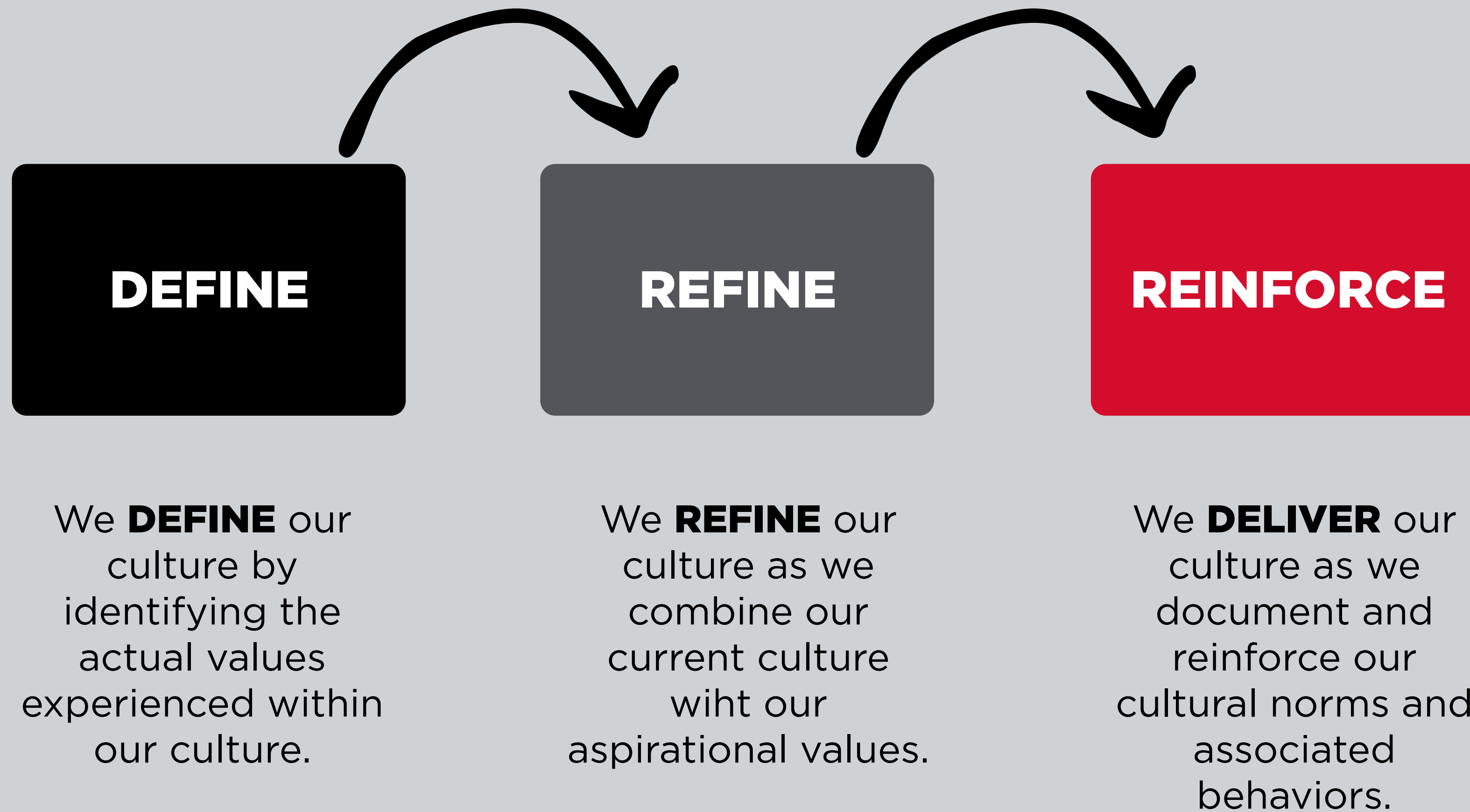
# DEFINING, REFINING, & DELIVERING CULTURE

with Dr. Gavin Adams

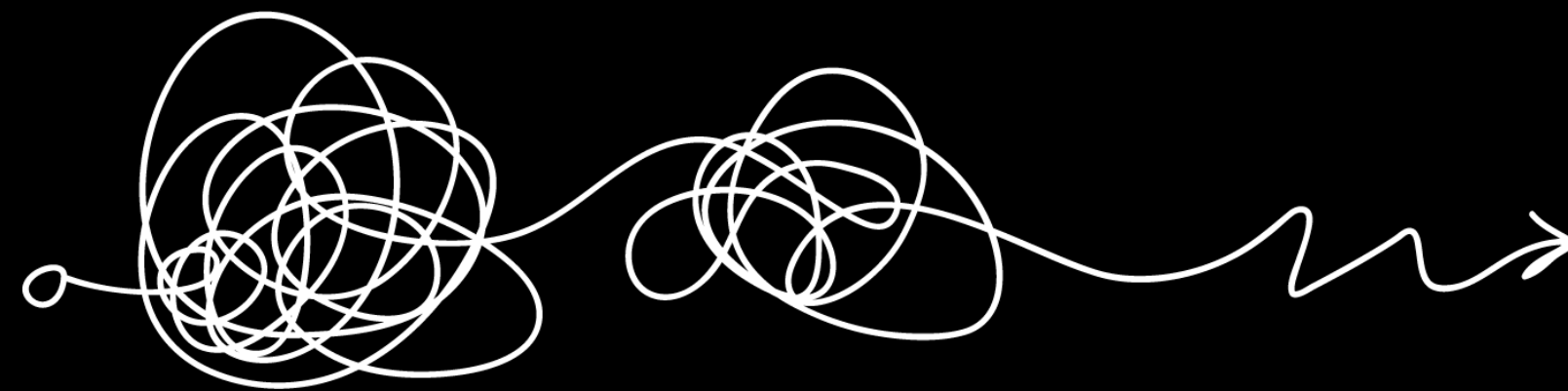


***“Culture Eats Strategy  
For Breakfast”***

— Peter Drucker



# **STEP 1:** **Define the Culture**



**DEFINE**

**Culture is what's common  
to us that may be  
uncommon to others.**

**DEFINE**

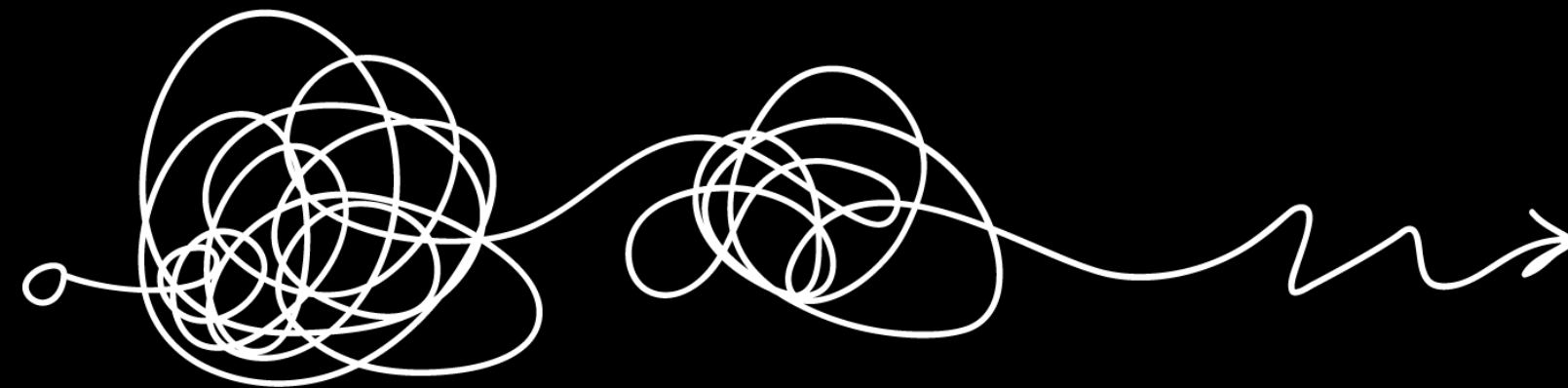
**Culture is the unwritten  
rules of the organization.**

**DEFINE**

**Cultural clarity makes  
success less of a guess.**

**DEFINE**

**How do we know if what's  
written on the wall is  
happening down the hall?**





**DEFINE**

**IDEALLY**

**Cultural values should  
create beliefs that  
drive behaviors.**

**DEFINE**

**IDEALLY**

**Cultural values should  
create beliefs that  
drive behaviors.**

**IN REALITY**

**Reinforced behaviors  
drive beliefs that  
establish values.**



DEFINE

# Defining Culture Questions

- 1 Organizations tend to reward and punish **behaviors**. What actions or behaviors cause people to be **rewarded** or **punished**?
- 2 Where and how are people actually spending **time**, **money**, and **attention**?
- 3 What **rules** and **expectations** are always followed? Are any rules or expectations ignored?
- 4 Do people feel safe and supported talking about their **feelings** and asking for what they need?
- 5 Sacred cows are events or ministries unreasonably immune from criticism or opposition. What are the **sacred cows**? Who is most likely to tip them? Who stands the cows back up?

These questions are adapted from "Daring Greatly" by Brene Brown





DEFINE

# Defining Culture Questions

- 6 What **stories** are legend, and what **values** do they convey?
- 7 What happens when someone **fails, disappoints**, or makes a **mistake**?
- 8 How is **vulnerability** (uncertainty, risk, and emotional exposure) perceived?
- 9 How prevalent are **shame** and **blame**, and how are they showing up?
- 10 What's the collective tolerance for **discomfort**?  
Is the discomfort of learning, trying new things, and giving and receiving feedback normalized, or is there a high premium on comfort (and how does that look)?

These questions are adapted from "Daring Greatly" by Brene Brown



# **STEP 2: Refine the Culture**





## REFINE

1

### RETAIN

1. Actual value to reinforce
2. Actual value to reinforce
3. Actual value to reinforce

2

### REPLACE

1. Accidental value to replace
2. Accidental value to replace
3. Accidental value to replace

3

### RESTORE

1. Missing value to restore
2. Missing value to restore
3. Missing value to restore

# **STEP 3:**

# **Deliver the Culture**



## REINFORCE

### The Woodstock Way STAFF CULTURE DESCRIPTION

The Woodstock Way is our attempt to define what is common to us that might not be common to everyone. The following values define how we work together to accomplish our individual roles and our collective mission and vision.

#### MODEL INTEGRITY

- How am I developing my personal relationship with Jesus Christ?
- As a staff member, am I living above reproach?
- As participants of this church, am I giving, serving, and pursuing community in a group?
- As a staff member, am I being a faithful steward of the resources extended to me?

#### WELCOME FEEDBACK

- Do I find value in who I am, not what I do?
- Do I actively seek feedback?
- Am I responding to feedback healthily?
- Am I providing feedback to others in a helpful manner?

#### EMBRACE CHANGE

- Am I married to the mission and not the model, and as a result, embracing innovation to further our mission?
- What am I doing to help us improve organizationally?
- What am I doing to help myself improve personally and professionally?
- Do I take calculated risks?
- Do I define success not just in the success/failure of a product, program, environment, or experience, but in what we learned through the process?

#### WORK TOGETHER

- Do I see our staff as a collection of uniquely gifted people working in well-matched positions that all bring intrinsic value to the team?
- Do I equally prioritize relationships and results and understand them as fundamental necessities of a healthy team?
- Am I willing to be vulnerable to better foster a healthy team dynamic?
- How am I working as part of the larger Woodstock City and North Point Ministries teams to pursue opportunities to serve outside of my specific department?
- How am I identifying and cultivating potential others?



**REINFORCE**

**Job descriptions**  
**describe what**  
**you do.**

**Culture descriptions**  
**prescribe how**  
**we do it.**



**REINFORCE**

**What's rewarded is repeated.**



**Culture is not  
right or wrong —  
culture is.**





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