



CENTRE FOR MISSIONARY LEADERSHIP

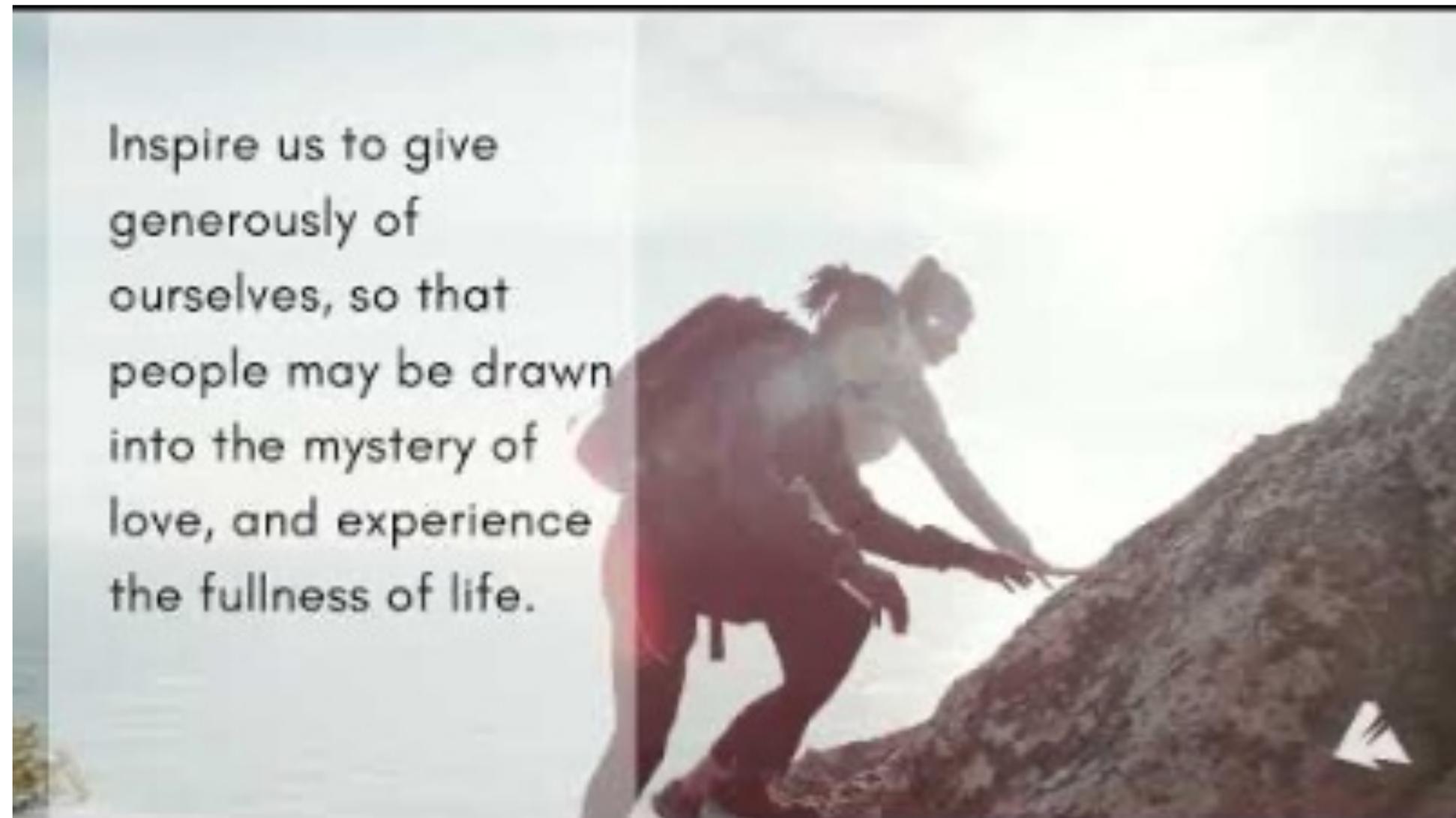
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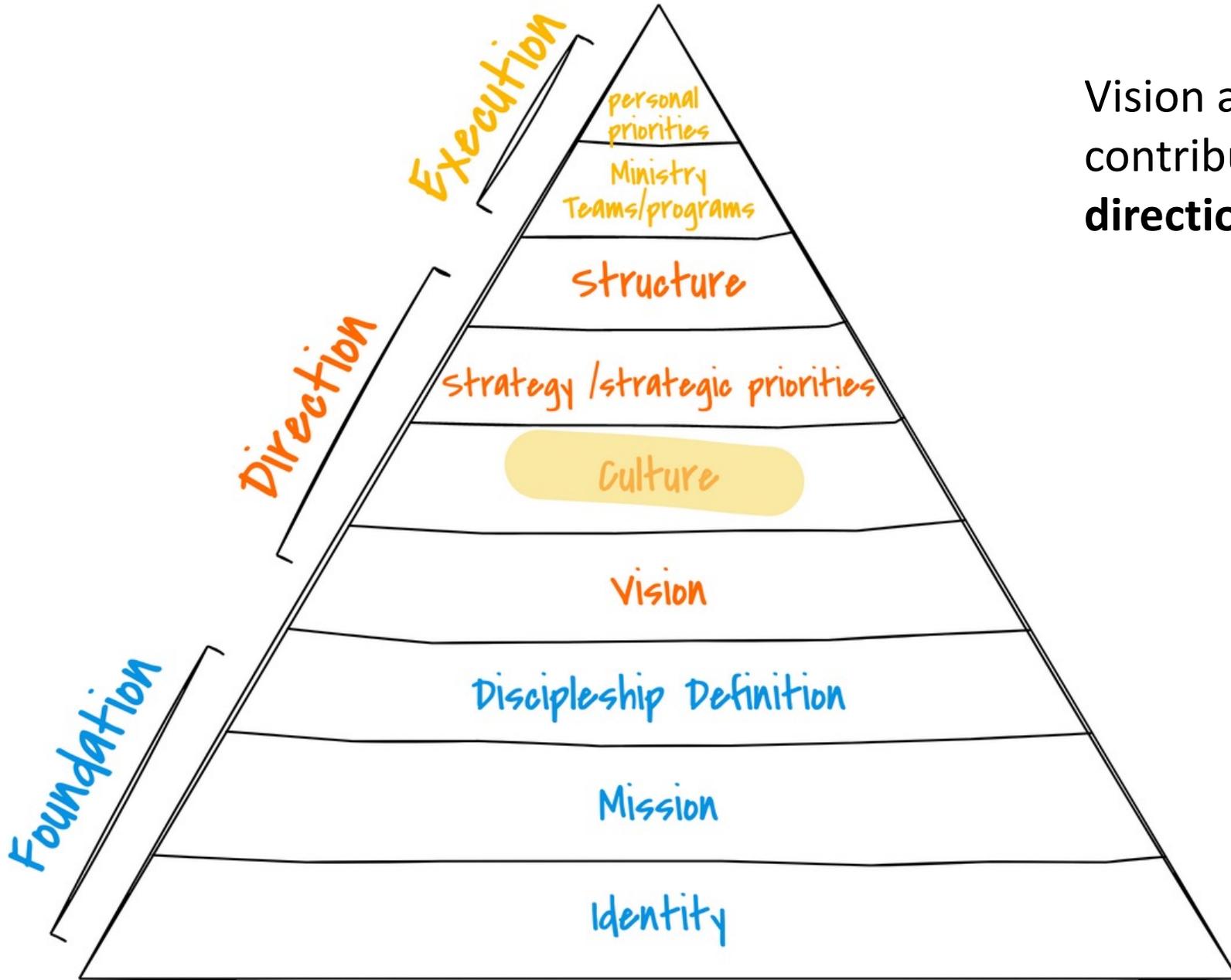
A work of the Missionaries of God's Love

# Organisational Culture

Missionary Leadership Theory and Praxis: Lecture 7

Inspire us to give  
generously of  
ourselves, so that  
people may be drawn  
into the mystery of  
love, and experience  
the fullness of life.





Vision and Culture contribute to setting the **direction** you wish to take



# Organisational Culture

- Culture – from the Latin ‘to tend’ – to care?
- Different (analogical) sense of the way in which we used ‘culture’ in semester 1
- Culture is like gravity – cannot directly see it, but feel its impact everywhere
- Like water for a fish
- ‘the way things are done around here’
- It’s what is normal
- Created by what you celebrate, tolerate, allow and disallow



# Culture and Leadership

Edgar Schein: “If one wishes to distinguish leadership from management or administration, one can argue that leaders create and change cultures, while management and administration act within culture.”



# James Mallon in *Divine Renovation*:

- Mallon links values to culture: “The culture of any organization is reflected in what is truly valued. These values are seen not primarily by what is said, but by what is done or left undone. Values are communicated by what is celebrated, by what is tolerated and by what is presumed”.
- Look at how a parish spends its time and money (staff, budget, calendar of events)
- Identifies ten values “shared by healthy growing churches” (next slide)



# Mallon's 10 "values"

1. Giving priority to the weekend
2. Hospitality
3. Uplifting Music
4. Homilies
5. Meaningful Community
6. Clear expectations of parishioners and of the parish
7. Strength-based ministry
8. Formation of small communities
9. Experience of the Holy Spirit
10. Becoming an inviting Church



# We also communicate values by:

- Language:
  - Words create worlds
  - What does our language reveal
  - Power of shared language (mission statement etc)
  - What do we speak most of ?
- Artifacts and Symbols:
  - Cultural goods that possess a symbolic significance (Eucharist, but also smaller symbols – eg. DJ and Frankie)
- Stories we tell: of who we are and what we do, of the transformation you desire
- Our rituals:
  - Enacted story
  - Collective expression of emotion, bind group together, mark transitions



# Articulated Values also tell us about how we behave with each other

- Articulating values as a code of behaviour (so in a different sense to what Mallon does)
- Not permission to play values
- Not operational values
- Core values – what is distinctive and crucial for who you are as a collective
- Only need two or three (at most four)



# Values Exercise

- To do with your team
- Think of the people who embody what is best about your organization (parish, ministry etc)
- What's great about them
- What values do they share in common?
- Find language that is your own – that helps you to be clear about what you mean



# E.g. St Declan's Values

- *'Promise and possibility' – we are **positive** and solution-focused rather than problem-fixated.*
- *'Over and above' – we don't sit on the sidelines but get involved and work hard to make things happen and to make them great. We are **generous** with our time and gifts.*
- *'It's not about us' – what we are on about is bigger than us because it's about God, and so we are **humble** about our wins (because they're really God's victories).*



# PPC Norms

- We put the **parish's interests** above our own personal interests or responsibilities (positive and generous)
- We put the best possible interpretation on others' words and actions (positive and generous)
- Frank and Fearless: State your position as well (and as passionately) as you can, (generous)
- but also be **curious** about other's positions (especially when they are different from your own) (humble)
- **Everyone speaks** at every meeting – responsibility of all to ensure this happens (generous and humble)
- Conflict about the issues is great! It's **how we disagree** that matters (positive and generous)
- We don't interrupt one another (humble)
- We are accountable to one another for these norms; we name it and apologize when required (humble)



# Toxic vs Healthy Exercise

- Think of an experience of being in a great team
- How did people treat each other
- Write down on whiteboard (column a)
- Think of an experience of being in a difficult or toxic team
- How did people treat each other?
- Write down in a separate column (column b)
- Which column do I want to be part of?
- As a leader I can be toxic too
- Hold me accountable please?
- Commit to holding each other accountable

