

## The Managerial Culture

You conceive of your work as “getting the job done.” You believe that the congregation is best sustained through consistent attention to the quality of daily operations. You don’t care as much about the “big picture”. You focus on systems and doing things right. You rely on control and seek to maintain the status quo. You take a short-term perspective in order to get things done. You focus on specified goals and purposes—and judge success as achievement of those goals and purposes. In your mind, managers make an organization work, and they are the leaders.

## The Tangible (or Traditional) Culture

You believe that the traditions of the church must be honored and you support a strong sense of community around those traditions. You value legacy, ritual, and seek to keep the church’s history visible. Change and ambiguity are resisted. You value the predictability of value-based, face-to-face leadership processes. You like to work with people you can see and “touch” and work with in tangible relationships that are long-term and grounded in reality. You support clearly defined roles and chain of command. You view the role of leadership as directing people toward a vision or “big picture”.

## The Developmental Culture

You value a social, collaborative culture that is based on team effort and trusting relationships. You are one of the co-creators of programs and activities that further the personal and professional growth of all members of the church. Leadership promotes the competence of others so that they can find meaning in what they are doing and contribute to the health of the church. You value personal openness and service to others, as well as the integration of mind, body, and spirit. The distinction between personal and organizational sustainability is considered artificial. You want members to share life issues and to seek answers to deeper questions. You are an advocate of social justice and want the congregation to take a stand against repressive social attitudes and structures. You value enabling and empowering strategies that bring all stakeholders “to the

table.” You want to include members from multiple constituencies with interests that may be in opposition.