



CULTURE WORKBOOK:

# Three Keys for Developing a Thriving Team



4SIGHT  
GROUP

# The culture of your organization matters.

It matters for the people you're trying to reach—whether they are customers or congregants.

It matters for the people you're trying to lead—whether they're staff or volunteers. And frankly it matters to you.

*Your life is too sacred to squander in an organization that drains life out of you.*

## Great culture is not hard to spot.

Think of your favorite places to shop, your favorite brands and products, your favorite places to relax and hang out. Odds are these products and environments have something in common—they engage you. It could be the energy, the atmosphere, the quality, the attitudes of the people, or any combination of the above.

But at the end of the day, great culture draws you in and keeps you coming back.

The environment you create in your organization is either attracting or repelling. There is rarely (I would say never) a middle ground. And, as leaders, we set the tone for the culture.

We have to own it. We have to steward it. We have to set it and we have to maintain it.

This workbook will guide you through defining the building blocks for an extraordinary culture!



## DEFINE YOUR CULTURE

**“The first responsibility of the leader is to define reality.”<sup>1</sup>**

Max de Pree

A good place to start in defining your culture is to think of it in terms of what you value. **Values are the building blocks of your culture.**

Every people unit has a culture, and therefore has values. For example, if you came to my home, you would quickly see what we value. Books are stacked everywhere because I value learning. Sports equipment is scattered around because my husband and I value health and exercise.

### You have a culture. What is it?

Take a few minutes and list what your organization values. When people interact with your team and when they come to your office, what do they experience? Resist the urge to write the values you wish were true. List the things that are currently true of your team and organization. Try to come up with 5-10 values. If you are having a hard time coming up with a list, think of it in terms of behaviors. What are some behaviors that you see in your team that are indicators for what you value?

### We value...

<sup>1</sup> <http://www.brainyquote.com/quotes/quotes/m/maxdepree100557.html>

**What values are you proud of? What values do you wish were different?**

**Now reflect on your values and consider what you would like to keep, change or add:**

Keep	Change	Add



## DEFINITION OF CULTURE

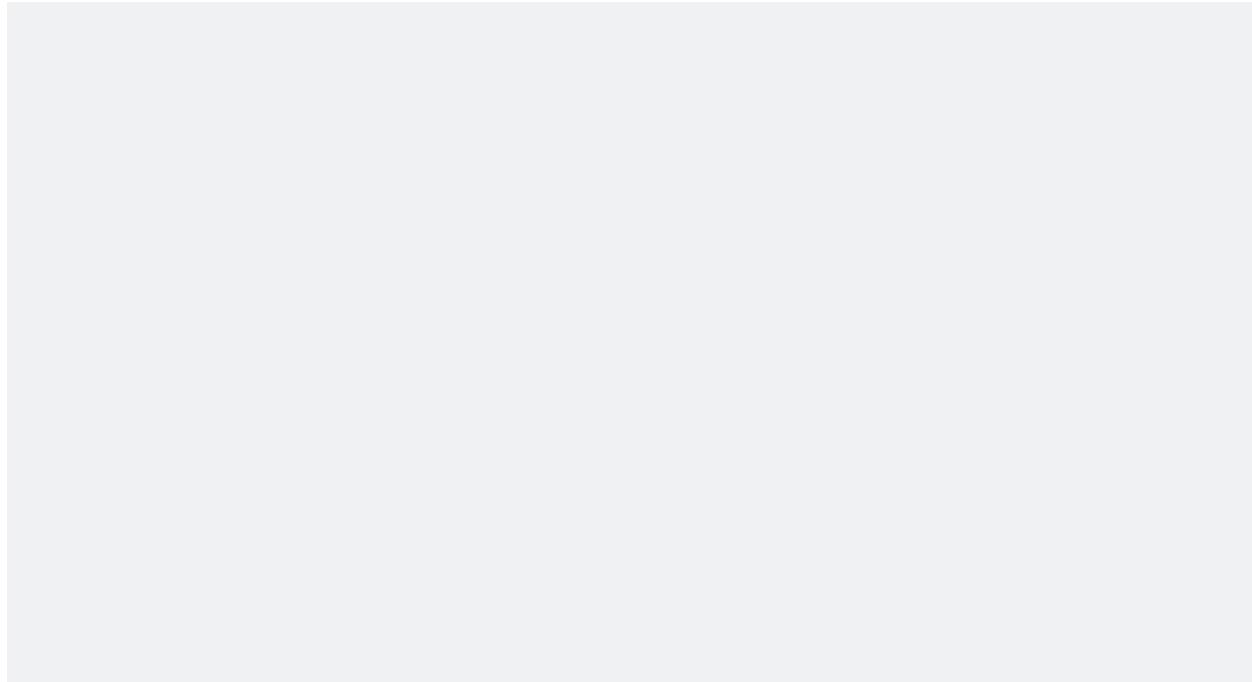
Culture by definition is

**“the beliefs & customs of a particular group; a way of thinking, behaving, or working that exists in a place or organization.”**

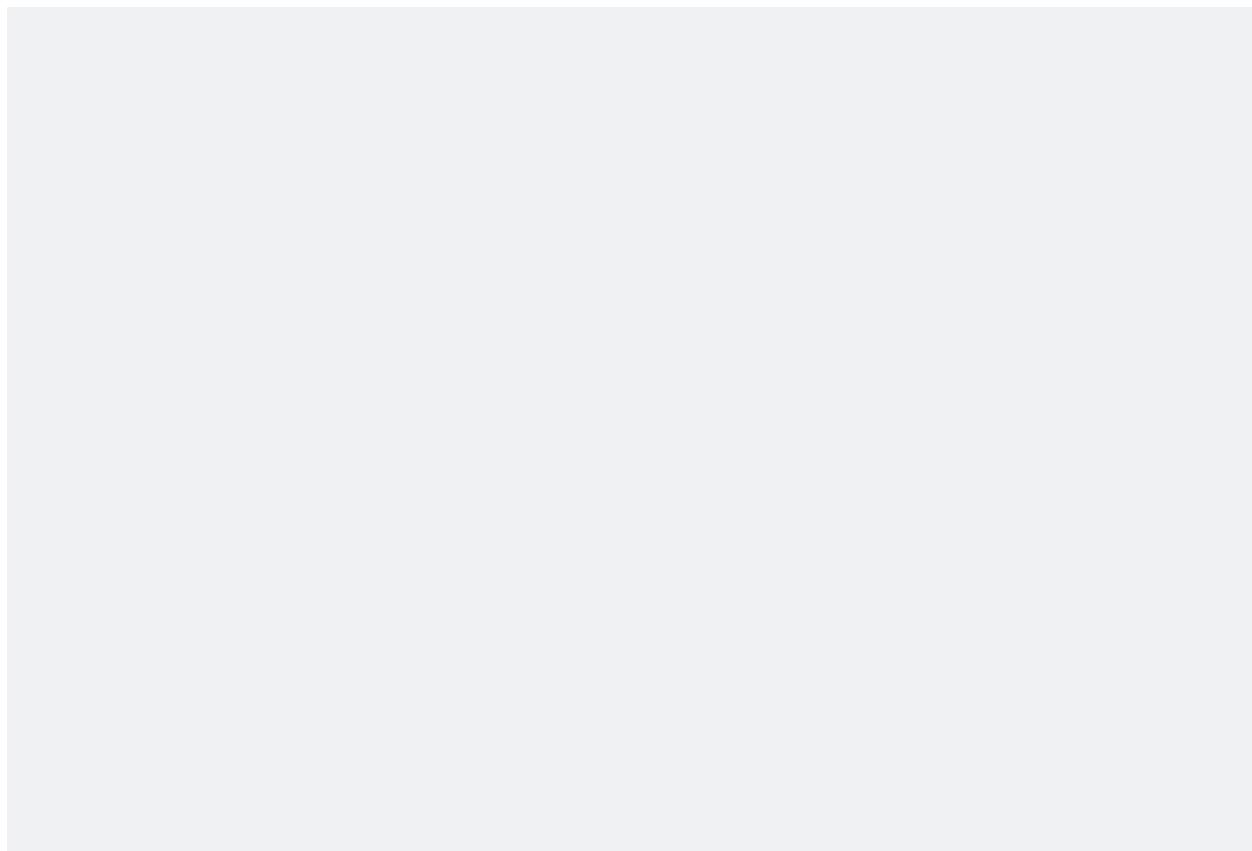
How does your team think, behave and work? This will begin to help you understand your current culture.

**Take a few minutes and consider the beliefs and customs of your team.  
How do you think, behave and work?**

**Our behaviors indicate that we believe...**



**How do our behaviors contradict our desired values listed above?**



# 02

## DEVELOP YOUR VISION STATEMENT



Now that you have a healthier understanding of what is true about your current culture, write a vision statement for what you hope to be true about your culture one year from now.

Take a few minutes and write your ideas and dreams for the culture you aspire to create. Don't be concerned with editing or perfecting this. Just get your ideas out of your mind.

### **My Vision for Our Staff Culture**



## DEVELOP YOUR PLAN

# Culture shaping begins with a commitment to intentionally defined values.

Go back to your values list from pages 3-4. Choose five to seven values that you would like to focus on for this year.

### Our Team Values:

- 01 \_\_\_\_\_
- 02 \_\_\_\_\_
- 03 \_\_\_\_\_
- 04 \_\_\_\_\_
- 05 \_\_\_\_\_
- 06 \_\_\_\_\_
- 07 \_\_\_\_\_

**Now, select a couple of key leaders in your organization to discuss this list of values with.**

Invite their feedback. Brainstorm the values together. Create a shared vision for the culture you're seeking for your team, and select the values that provide the best building blocks for your culture vision.



## MODEL IT

# Culture is best embraced when it is first modeled by the leader.

With your culture vision statement and your values determined, consider how you can more intentionally model these values for your team.

I can model these values by:

**VALUE #1** \_\_\_\_\_

**VALUE #2** \_\_\_\_\_

**VALUE #3** \_\_\_\_\_

**VALUE #4** \_\_\_\_\_

**VALUE #5** \_\_\_\_\_

**VALUE #6** \_\_\_\_\_

**VALUE #7** \_\_\_\_\_



## PLAN IT

# “A goal without a plan is just a wish.”

Antoin De Saint-Exupery

A purposeful plan to shape and protect your culture is essential for creating an organizational culture you're proud of. Like most other disciplines in life, we need to create a system for sustainability.

You don't go to the gym once and expect to be fit for life. Rather, you create a work-out routine that is a part of your weekly schedule. Likewise, culture shaping is not a one-time event. It's a commitment to culture keeping as a regular part of organizational life.

### Culture Shaping Ideas:



Highlight one team value at every staff meeting.



Have team members share stories of seeing another team member demonstrate a value. Have fun with this! One organization I know rings a bell every time they catch a team member living out a value.



Read feedback or reviews from customers or congregants who made a point of saying thank you for how they were served. Notable service is usually the result of a team member living out a core value.



Create fun and memorable language for your values and hang these phrases on the office walls as a reminder of who you are.



Incorporate values into annual reviews so team members understand that behaving in alignment with your values is as important as the work they do.

## YOUR TURN

Set 2-3 realistic goals for intentionally incorporating your values into your organizational life this year:

01 \_\_\_\_\_

\_\_\_\_\_

02 \_\_\_\_\_

\_\_\_\_\_

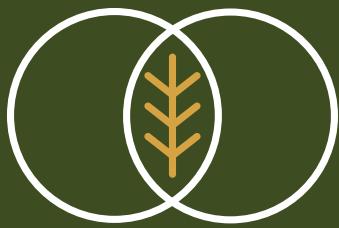
03 \_\_\_\_\_

\_\_\_\_\_

You are on your way to cultivating an extraordinary team culture where you and your team will thrive.

**Keep leading well!  
We're cheering you on!**

The 4Sight Team



# CULTURE WORKS:

A FRAMEWORK TO CULTIVATE YOUR TEAM'S POTENTIAL

## VALUES COURSE

As you lead your team forward in this season of uncertainty and complexity, there is no better time than now to get clear about your values. Values are the guiding principles that tether your team together and will equip your team to become stronger and more unified.

### **Strong, clearly defined values:**

- Provide a filter for decision making, even when it involves making tough choices.
- Clarify expectations for all involved.
- Give team members confidence about what is expected from them.
- Simplify the need for bureaucracy.

Our six-part course **Culture Works: Values Course** will walk you through everything it takes to define and leverage the values of your organization.