

LEADING WELL COURSE

Shaping a Missional Culture

Session 2, February 2026



WELCOME

This is day two of the five session programme that makes up the programme which aims to nurture your missional leadership skills and sustain your ministry in a way that is both life giving and fruitful. I am continuing to pray for you and my hope is that through the course you will enjoy meeting and working together and be open to all that God is doing in us and through us.

Workbook Content

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SUGGESTIONS FOR GOOD ZOOM ENGAGEMENT

- **Please participate, don't just observe** Ask questions (use virtual hand or just dive in with a question), contribute your best insights.
- **Set aside distractions** Close down other programmes, resist the temptations of your phone/tablet, put out of reach other reading material.
- **Keep your video on throughout** It will help you be fully present, and will help others engage with you. A blank screen is rather dispiriting.
- **Don't mute your sound** It helps with the flow of interaction, and an occasional background noise actually makes it feel less artificial. However, if there is a lot of noise in your room, or you are meeting as a group in one place, please do mute.
- **Combat Zoom fatigue** Two things will help combat weariness. Hide your self view (right click on your own image and select hide self view) and take regular stretch breaks (every 20 minutes or so stand up, stretch, take a few deep breaths).
- **Be patient** At some point something will go wrong. Please be patient with us as we try to sort it out.

GUIDELINES FOR GOOD INTERACTION

- **Learning together** We are all here to learn from God and one another. **Adopt a learning posture.**
- **Participate** Share your thoughts, insights and questions. Listen carefully to what others say. **Have an enquiring mind.** You'll get the most out of it if you do.
- **Confidentiality** What is said in the room cannot be shared outside the room attributed to anyone in the room. That makes it a safe place for us to be honest and share more deeply. **Choose honesty and openness.**
- **Reality check** It is always easy to become disconnected from reality in a training session, so please keep us connected with reality by taking us back to how things really are in your context. **Keep grounded.**
- **Next step** We will cover a lot of ground, but throughout our time together **be attentive** to what might be your next step following this morning's session. We will give you a chance to identify that at the end of the morning.

TIMINGS

| | |
|-------|-----------|
| 09.30 | Session 1 |
| 11.00 | Coffee |
| 11.25 | Session 2 |
| 12.45 | Lunch |
| 13.30 | Session 3 |
| 14.25 | Tea |
| 14.40 | Session 4 |
| 15.30 | Close |

LEAD ON

Sign up today for a free monthly email with articles, resource recommendations and reviews for all interested in developing their leadership. Either scan the QR code below or sign up at www.cpas.org.uk/leadon.



CONTACT DETAILS

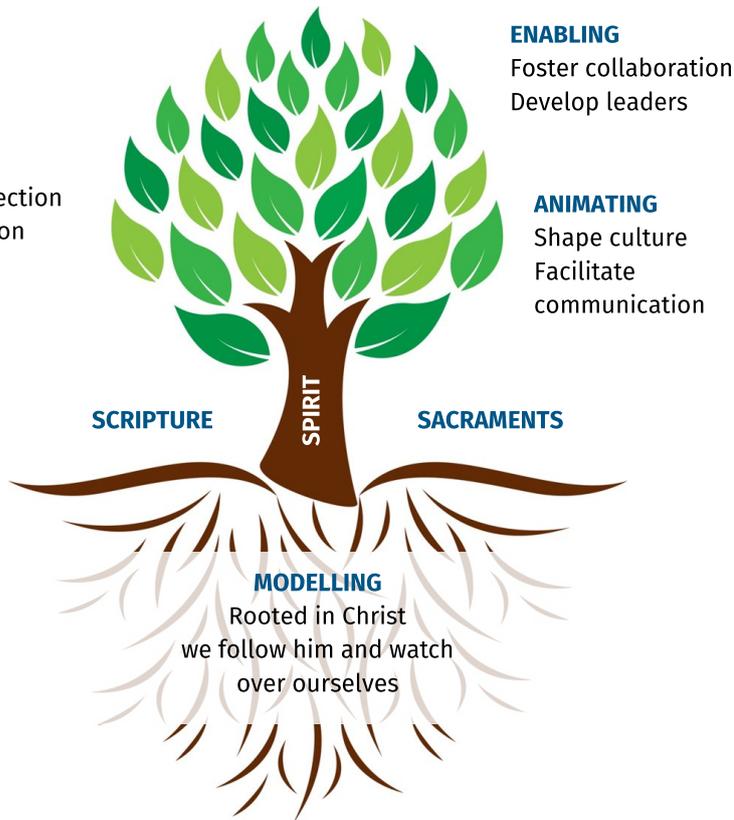
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UNDERSTANDING CULTURE

Definition(s) and Importance



Where have you seen a culture impact a church community for good? For bad?

What were some of the factors in the culture being shaped in this way?

- Unnoticed, unspoken and unexamined.
- Most powerful factor in the life or a community/organisation.
- Determines how people respond to vision and leadership.
- Most commonly surfaces in negative experience.
- Hard to change – but reaps multiplied benefits.
- People often join a church for vision/strategy and leave because of culture.

Culture determines how people respond to vision and leadership.

Sam Chand

Changing a culture requires clear thinking, concerted effort, enormous courage and creative consistency.'

Sam Chand

VISION

CULTURE



Values are key principles which act as templates and inspiration for all our actions, against which all we do should be measured.. Anon

THE EXAMPLE OF JESUS

- We are to give Jesus absolute priority.
- We are to seek the approval of God rather than others.
- We are to be vulnerable to one another.
- We are to be clearly different in our behaviour.
- We are to be radically different in our attitudes.

John Truscott, based on Matthew's Gospel

Culture consists of group norms of behaviour and the underlying shared values that help keep those norms in place'
John Kotter

'Missional Leadership is cultivating an environment that releases the missional imagination of the people of God. The key to innovating new life and mission in a congregation is not so much a strategy for growth as it is cultivation of people themselves. It is from among the people that the energy and vision for missional life emerge.'



DISCERNING CULTURE IN A LOCAL CHURCH

Unpacking the Elements of Culture



Values:

- Beliefs held with emotional intensity, guiding principles that run through all we do.
- The foundation from which all else grows.
- Characteristics and attributes that we stand for.
- A key part of our identity and culture.
- That which enhances reputation.
- Require intentional behaviour.
- If beliefs and values don't drive behaviour, then behaviour will determine our values!
- Need embodying, consistently, all day, everyday.
- Likely to be several, say between four and eight.
- Need sharing with others, both internally and externally.

THE EXAMPLE OF JESUS

- Stories – Good Samaritan, Luke 10.
- Behaviours – eating with sinners.
- Boundaries – healing on the Sabbath.
- Rituals – prayer in secret (not street corners), Luke 5.
- Values/beliefs – 'you have heard it said'.
- Symbols – 'do this in remembrance'.
- Celebrating culture changers – 'I have not found such faith...', Matthew 8:10.

An Example of Values from One Church:

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1. WE VALUE THE AUTHORITY OF THE BIBLE

We believe the Bible is the final authority in all matters of life and conduct. We seek to communicate its timeless message in a way that calls for transformation and not just information. We use a wide variety of creative methods to share its message.

2. WE VALUE THE CENTRALITY OF WORSHIP

We believe that it is our common experience of grace that calls us together. It is because of this grace that we offer our lives fully to God as an act of worship. Our Corporate Worship expresses our gratitude and desire to put Him first.

3. WE VALUE UNCHURCHED PEOPLE

We believe that the church has a responsibility to prioritise unchurched people. We intentionally create a safe and inclusive environment where people can belong before they believe. We encourage each person in the church to build meaningful relationships with non-Christians in this limited time we have on earth to share the good news.

4. WE VALUE COMMUNITY

We believe the church is a family to which people belong and not a place to which people go. It is founded on love, acceptance and forgiveness and an appreciation of the immense value of every person. We enjoy informality and encourage openness and authenticity in relationships. We believe small groups are a vital part of church life, and desire to see everyone involved in some way.

5. WE VALUE TEAM WORK

We believe God has created each person uniquely and everyone is gifted. We want every person to find his or her gift and discover a place to serve. We believe that teams are the best environment for gifts to be expressed for great fruitfulness.

6. WE VALUE MEN AND WOMEN WORKING TOGETHER

We believe that men and women were created equal and should work together in equality, complimentary and mutual submission. We encourage the use of gifts regardless of gender in all areas of ministry.

7. WE VALUE SERVANT LEADERSHIP

We do not believe that the church is a democracy but that God has placed leadership and ministry gifts within the church and we encourage openness of communication between all members of the church. We believe that leaders are called to serve the Body of Christ in helping each person to be released for ministry.

8. WE VALUE THE CHURCH AS MINISTERS

We believe that the ministry belongs to the people. Leaders are there to motivate people to do the work of ministry. The world is the object of our ministry and people are to be released to be effective in their God-given calling.

9. WE VALUE EXCELLENCE

Excellence is doing the best we can with the resources we have. We believe that excellence honours God and inspires people. We discourage perfectionism and encourage risk-taking.

10. WE VALUE OUR PLACE IN THE WORLDWIDE FAMILY OF THE CHURCH

We believe that we are only one part of the local Body of Christ in our area of the city, in the whole city, in the country, and in the world. We seek as best we can to play our part in that Body and serve the wider Body of Christ. We seek to be a resource to other churches.

11. WE VALUE PRAYER

In all things we want to be submitted to God and under His authority. We desire to hear from Him and to be obedient to Him. We recognise that nothing of value will happen unless He works. We see prayer as relationship and a sign of dependence. We desire that every part of our church's life be undergirded with prayer.

12. WE VALUE CHILDREN AND YOUNG PEOPLE

We do not see the children just as the church of tomorrow but as a vital part of the church of today. We want to give children and young people good role models, a healthy spiritual framework to their lives and a desire to share their faith with their generation.

ASSESS YOUR CULTURE

HOW WOULD YOU ASSESS THE CULTURE IN THE CHURCH(ES) YOU LEAD AGAINST EACH OF THE ELEMENTS IN THE CULTURE MODEL?

WHAT DO YOU BRING?

FIXED

FLEXIBLE

A MISSIONAL CULTURE

What It May Look Like

1. EMPOWERING LEADERSHIP

Are you leaders focused on equipping believers for ministry?

2. GIFT-BASED MINISTRY

Are tasks in your church distributed according to the criterion of gifting?

3. PASSIONATE SPIRITUALITY

Is the spiritual life of the church members characterised by passion?

4. EFFECTIVE STRUCTURES

Do the structures of your church contribute to growth?

Eight Quality Characteristics

5. INSPIRING WORSHIP SERVICE

Are your worship services an inspiring experience for the members?

6. HOLISTIC SMALL GROUPS

Do the small groups address the life issues of their members?

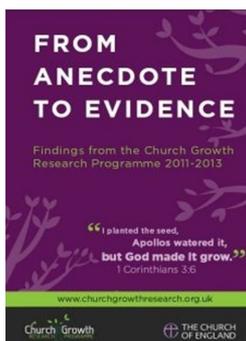
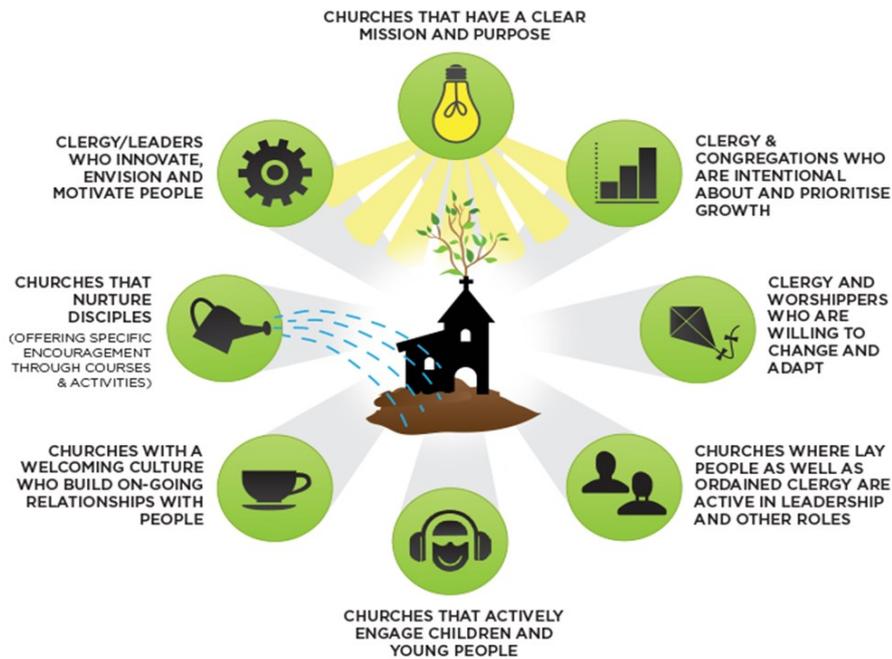
7. NEED-ORIENTED EVANGELISM

Are the evangelistic activities related to the needs of those you are trying to win?

8. LOVING RELATIONSHIPS

Are the relationships of the members characterised by love?

Many parish churches are thriving

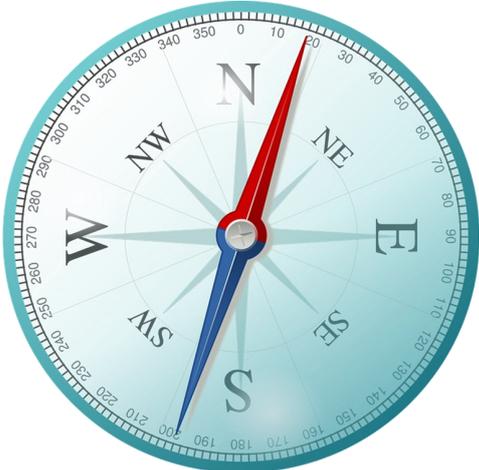
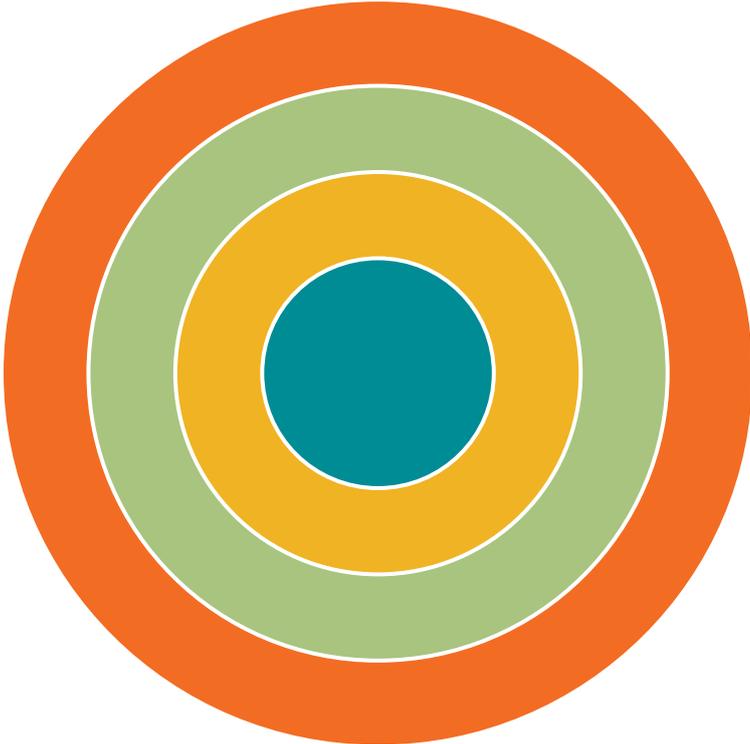


THE FIVE MARKS OF MISSION:

- To proclaim the Good News of the Kingdom.
- To teach, baptise and nurture new believers.
- To respond to human need by loving service.
- To transform unjust structures of society, to challenge violence of every kind and pursue peace and reconciliation.
- To strive to safeguard the integrity of creation, and sustain and renew the life of the earth.

ENABLING CULTURE CHANGE

Four Key Steps in Shaping Culture



Case Studies

There seems to be a passivity within the church and unstated acceptance that the vicar makes all but relatively minor decisions. PCC meetings tend to be quite sterile in that members rarely say anything significant or challenge decisions and, on the whole, it's a one-way flow of conversation from the vicar to the PCC. There is a pastoral team and various rotas but few new ideas or innovation are ever suggested. Meaningful interaction - beyond the superficial - within the wider church is relatively muted and even after many years, there are longstanding church members who know very little about other church members.

Church services are well structured and planned and most people seem to be engaged. After services there seems to be on the whole a good 'buzz' of conversation and general interaction between people; a newcomer may get the impression of a 'lively' church. Nevertheless, a good number still leave quickly after the service and newcomers rarely come more than once or twice.

Overall, people within the church are committed to the church and there is a genuine care one for another. Nevertheless conversations after a service or at midweek meetings rarely engage issues of personal faith and experience as a Christian. To see someone praying with another is almost unheard of and when there are opportunities for sharing within services (for example of how God has answered prayer or examples of how faith has helped in some aspect of daily life) there is usually little response.

SHAPING THE CULTURE

My Next Steps

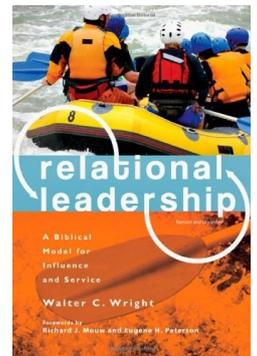
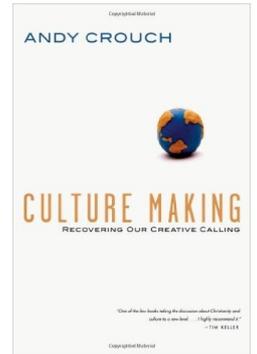
Discussion to hold

Decision to make

Action to take

Prayer to pray

Question to consider



RESOURCES

THE ONE TO READ

- [How to Nurture a Faith-Sharing Culture](#), James Lawrence (CPAS)

TOP READS

- Evangelism: How the Whole Church Speaks of Jesus, J Mack Stiles (Crossway)
- Creating a Culture of Faith Sharing in the Local Church, Andy Frost (SJI)
- Living His Story, Hannah Steele (SPCK)
- Evangelism as Exiles, Elliot Clark (TGC)
- Multicultural Kingdom, Harvey Kwiyani ((SCM)
- [Talking Jesus Research](#), (HOPE and EA)

OTHER RESOURCES

- For a wide variety of resources, articles and materials go to www.cpas.org.uk/leadingevangelism.
- PCC Tonight, [Leading in Evangelism](#): six sessions to use with your PCC to help shape churches around evangelism.
- [Leading Evangelism Learning Hub](#), a 16 month learning community.
- [Leading in Evangelism](#), an online modular learning resource.
- Reaching The Nones [website](#) : packed full of ideas, interviews and articles, it is a great place to find helpful things.



Lead On

A free monthly email with articles, resource recommendations, reviews for all interested in improving their leadership. Sign up at www.cpas.org.uk/leadon.



Leading Evangelism Learning Hub

Want to see the ministry of evangelism central to church life rather than on the periphery? Then sign up for our 14 month Hubs for incumbents to attend with others involved in leadership. www.cpas.org.uk/hub.



How to Nurture a Faith Sharing Culture

An exciting and accessible new church resource to help leaders nurture a faith-sharing culture in their church, congregation, fresh expression or church plant. www.cpas.org.uk/faith-sharing.



Venture and Falcon Holidays

CPAS runs around 90 fun-filled holidays for 8-18 year olds each year. The holidays are run by volunteers, and if you are interested in helping on one or know a young person who would benefit from a great holiday with a focus on Jesus visit www.ventures.org.uk.



Making Mission Possible

CPAS enables churches to help every person hear and discover the good news of Jesus. We are a registered charity working with individuals, churches and dioceses to resource local churches for mission in the UK and Republic of Ireland. To support our work or find out more, please visit www.cpas.org.uk or contact 0300 123 0780.