[00:00:00] Half 11. We're still morning. Are you all doing all right? Are you having a good time? It's really lovely to be here with you this weekend. It's lovely to have conversations with some of you, get to know things about who you are and your ministries. my name is she, I'm here, alongside Gary and Helen and George with, from Imagine the Day, a charity called Imagine the Day.

[00:00:26] And, in that charity. I get to lead two projects, and I thought I'd just spend a couple of minutes telling you a little bit about my background so that you. Know more about me. so I lead two projects within that charity. One is called the Lions, and the Lions is a training program for Christian entrepreneurs and pioneers.

[00:00:48] And we are all about helping those people to release possibility, whether it's in their charities, in their businesses, in their social enterprises, or even if they've got a seed of an idea that they need help. Taken to the next level. That's what we love to do. We love to see possibility released in their projects, and we take those delegates, a small number of delegates, so just 18 at a time, 15 to 18 at a time.

[00:01:14] We take them on a journey over 10 months, six weekends, where we train them in all kinds of things that you need in order to run a successful project or ministry. So it could be marketing, it could be budgets and finances, it could be communicating. It could be is it a good idea or a good idea, and how do you know the difference?

[00:01:35] Recruiting team, all those kinds of things. And then at the end of the weekends, on weekend six. They get to go into the Lion's Lair, which is a little bit like Dragons Den or Shark Tank, if you've ever seen any of those programs, and they get to pitch their idea or their project, and some of them will go away from that with seed funding that will help them to launch their.

[00:02:01] The next bit of their project and further mentoring. So we have the first year, which is the main bit of the program, and then we have year two and year three. So at the moment we are looking after 30 different leaders, pioneers, entrepreneurs, who are all wanting to do kingdom things for Jesus. So it's a joy to lead that ministry.

[00:02:23] and the other thing that I lead is something called alive. So we do massive events and I mean like really big events, festival programs. Kids camps and consultancy into churches that are all about breathing life into the next generation and seeing kids and families loving God and living for God.

[00:02:47] we had a, an amazing event back in 2023 where we gathered 9,000 children from schools across Coventry and Warwickshire, and it was the biggest gathering of children worshiping Jesus in the UK ever. Wow. Which was absolutely incredible. And yeah, it was just, it was amazing to see all of those children worshiping Jesus and having fun and learning more about God.

[00:03:10] And we hear stories even now, like a couple of years later, where children are still giving their lives to Jesus as world change discipleship groups that were set up in schools. And it really was a catalyst for, for something quite amazing, really. But we do the same kind of thing at festival programs. So we're leading the Children's and families program at Big Church Festival and Creation Fest.

[00:03:33] and we do kids camps in the summer where church leaders can bring their children from their churches and have an amazing time over three nights, four days, exploring God, knowing more about who he is and growing in their faith. So. It's busy, but it's exciting. and I'm really privileged and honored to be able to be here with you today to share some of the things that I've learned about creating culture over the last number of years, pioneering different projects.

[00:04:04] I think if you were to cut me in half, my kind of God-given deep rooted desire is to. Breathe life into the next generation, but also to see people and organizations become everything that God has created them to be. And that is my heart for you this weekend, is that I wanna see you and your ministries be everything that God has created them to be.

[00:04:28] And so we are gonna have a little look about what it is to create culture. 'cause culture is a massive part of our ministries. Most of you in here represent different ministries, and that's a really good thing. And your cultures will look different. You won't all have the same culture in your, in your ministries, but the common thread.

[00:04:51] Between us all is that we are leaders who are wanting to understand our cultures and understand what influences our cultures so that we can lead our ministries effectively. Do you all want that? Good? I like, I like, I like smiles. Some of you're quite serious at the moment, but I'll try and help you. So I once heard it said that culture eats vision for breakfast. Anybody heard that before? what that basically means, I think we've got a slide with that on, have we, Cameron? what that basically means is that you can have the best vision. The best dream, the best idea, the best mission the world has ever seen.

[00:05:39] But if you haven't got the right culture, you'll go nowhere fast because culture is that foundational driving force behind the vision. And the culture of an organization isn't confined to a space, it isn't confined to four walls. Culture is something that we carry. So whether you are in a meeting, sending an email on a phone call out at sea in the Harbor, having coffee with a member of your team.

[00:06:13] Culture is, it's a heart, mind, and soul thing that enables us to live and breathe and operate in our ministries. Have you ever heard somebody say, that's just the way we do things round here. Anybody ever hear that? Said, well, that's culture. So before we get stuck into some of the key things that influence our culture, I want us to take a look at Luke 13.

[00:06:41] Now, I don't know about you, but I've read the Bible quite a few times and even after 25 years of following Jesus, sometimes I get to a particular bit in the Bible and it's like brand new. It's almost like I've never seen it before. And at the be at the end of last year, this was one of those stories that I came across that just stood out to me in a brand new way, and I want us to read it together.

[00:07:10] It says this. Then he told this parable, a man had a fig tree growing in his vineyard, and he went to look for fruit on it, but did not find any. So he said to the man who took care of the vineyard for three years now, I've been coming to look for fruit on this fig tree, and I haven't found any. Cut it down.

[00:07:29] Why should it take up the soil, sir? The man replied, leave it alone for one more year and I'll dig round it and fertilize it. If it bears fruit next year, fine. If not, then cut it down. And you know, I believe that the culture of our ministries lies in the soil. It lies in, in those things that sometimes we have to water and we have to give nutrients to in order for the fruit and that tree to grow in the way that God wants it to.

[00:08:04] And in this verse, in these verses. It's almost like the servant who's digging around the tree and fertilizing the soil is taking the time to invest into the culture that that tree is growing in so that the fruit that it produces can be everything that God wants it to be. And so I want us to have that in mind as we look at culture this morning.

[00:08:27] You know, what is, where are we at with our cultures? Is the fruit that your ministry. Is producing exactly what you imagined it would be. Is it everything you want it to be or is it that actually you might need to take the time to dig around that tree, to dig around and, and refertilize and invest time into water in that culture so that the fruit that you can produce as a ministry is more than you could possibly imagine.

[00:09:02] So one of the things that I've learned over the years is that it takes courage to create and maintain healthy cultures in our ministries. And I wonder if we can go to the next slide please. Cameron. If it's there, I've basically come up with, a little bit of an acronym to try and help you to think about some of the things that you need to look at when you are thinking about the culture of your organizations.

[00:09:33] Is it there? It's coming men

[00:09:41] because culture doesn't just happen. It doesn't. If you let it happen, culture ends up becoming something that you don't want it to be. It's something that we have to intentionally invest into and intentionally think about. There it is. Okay, so we have to be brave. When it comes to creating culture, and these are some of the things that we are gonna look at this morning.

[00:10:08] So we're gonna look at beliefs and behaviors. We're gonna look at roots and reputation. We're gonna look at attitudes and assumptions. We're gonna look at vision and values, and we're gonna look at environment and experience. And those are 10 things split up into five sections that I think really make a difference to influencing the culture.

[00:10:30] Of our organizations and we are gonna be brave as we look at the culture of our ministries. So let's go to the first one. Beliefs and Behaviors. As an organization, obviously you sat here now thinking about your ministry. What do you believe in? Do you believe in valuing your team and honoring each other?

[00:10:56] Do you believe in going the extra mile? Do you believe in rewarding effort? Do you believe in taking risks at God's? Say so? Do you believe in second chances? Do you believe in following God? Then live it out because living out what you believe feeds your culture. Like I said before, culture just, it doesn't just happen.

[00:11:22] Culture is either built by design or by default. So if you don't put any time into building the culture of your ministry, it'll just happen and it might not be what you want it to be, and that's okay because culture change is possible as well. We're gonna look a little bit like about that at the at the end, but culture is something that can be designed.

[00:11:45] If you allow too much spontaneity in your culture, you end up with chaos. I used to have this, sign in my kitchen. I've got four children, all boys and a husband, and life is a bit crazy. and I used to have this blackboard in my kitchen that said glorious chaos. And I used to look at it every day and think, do you know what?

[00:12:08] Sometimes my life is glorious and sometimes it's chaotic. But that whole kind of thing of glorious chaos. And I think when we're looking at culture, it's really important to get the balance right between structure and spontaneity. Because if you have too much spontaneity, it's chaos. And actually you can't be spontaneous without structure.

[00:12:30] So if you do allow too much spontaneity, there can be chaos where anything goes, and you actually have very little control over the way that your ministry operates. as a leader, I believe that one of my greatest responsibilities is to fiercely protect culture. Not to hold onto it so tightly that there's no room for God to move, but to hold it firmly in a loose hand so that God can do what he wants with it.

[00:13:00] But I'm stewarding it well at the same time. And you know, one of the ways that culture is passed on through our behaviors is through imitation. Let me tell you a little story. So, me and my family live in Kennelworth, in Warwickshire, just below Coventry. And we come originally from near Manchester, as you can probably tell from my accent, if you are from Britain.

[00:13:26] and we used to go to this church and when our children were really, really little, they're all quite musical and they decided that they wanted to take their guitars along to church because they wanted to copy what the worship band were doing. And thankfully we were in a pretty big church at the time, so them taking their guitars wasn't gonna cause too much.

[00:13:48] Noise as the, as the worship was going on. So they'd take their guitars and they'd set up at the front and they'd all be there playing guitars. And actually my second son, jj, he's right-handed, but he plays his guitar left-handed because he's mirrored the worship leader. So, so this is how it started.

[00:14:06] They'd take their guitars to church. And then a few weeks later, there was a bag that appeared alongside the guitars at the door. And I was like, what's in this bag? And it was full of leads, you know, like leads from microphones and whatever. 'cause they'd seen that the worship band used leads. And then they started bringing microphones, and then they started even bringing bottles of water and placing them down just as the worship band did.

[00:14:32] And they bring their headphones because the worship band had headphones and before we knew it, our kit list for a Sunday morning church service was like taking us an hour to get sorted. But every week they did it. And we even had a little trolley that we put everything in and we'd rock up and do, you know, where the families started to copy what we were doing.

[00:14:50] And so it, it kind of created this culture shift in our church where there was a load of little kids that were kind of stud just in the corner of the church. And they were all bring, some had inflatable guitars, some a proper guitars, some had all these different things. And it taught me about the power of imitation because they were imitating the worship band.

[00:15:11] And let me tell you now, 10 years on, my kids are now helping me to lead worship. They're helping to lead festivals that are run, they're getting involved in all the different things that we do because we've made that intentional decision of allowing culture to be created through imitation. And I would encourage you as you think about your culture and how you are passing that on, because culture can't be as you grow, something that you just do on your own culture is something that you have to let other people do as well.

[00:15:45] Trusted people, but they can speak into too, who are you investing time and energy into so that your culture isn't just fed by you, but it's fed by others as well. Who are the key people in your teams, whether they're staff members or volunteers, who you can identify to say, this could be a person, or these could be some people that I can help to pass this DNA and culture onto so that they can help to feed into my culture to, or the culture that God want is wanting us to create.

[00:16:20] Because do you know what? When I look at my kids, I want them to run further and faster than I ever have done. Like I want them to be way better than I am at leading things way better than I am at communicating way better than I am at leading worship, because I want them to be everything that God's created them to be.

[00:16:39] So who on your team can you identify to go, I'm gonna invest in this person so that they can run faster and further than me? And actually that takes quite a secure person to do that because you can get into the whole comparison thing. You can get into the whole kind of, oh, I don't wanna give them an opportunity because they might do it better than I do it actually.

[00:16:59] That's what we want, because that's what's gonna cause our ministries to grow. So they go beliefs and behaviors, some things to have a think about in that. The next one is roots and reputation. So by roots, I mean the history of your ministry. Some of you might have been running ministries that have been years and years and years down the line.

[00:17:23] Some of you might have started them and they're brand new. But the history of your organization, the story of your ministry really matters when it comes to creating culture. Where you came from, how it all began, those pivotal moments on the journey. It all influences your direction of travel. And the other thing that feeds into that is your reputation.

[00:17:47] So what is it that you're known for? What is it that people are saying, whether it's in your team or people that are looking into your team? Oh yeah. Do you remember when they did that? Oh yeah. Do you remember that? Oh yeah. I love that about them. What are those things that people. Or saying. And you know, with that, one thing I would say is it's not always wise to let tradition get in the way of your trajectory.

[00:18:17] And what I mean by that is the way you've always done it can sometimes rob you of being innovative and fresh. There's, I'm sure you'll be really familiar with it. In one Samuel 17, it talks about when David goes to fight Goliath and he picks up his five rocks and his sling, and off he goes. But before that moment.

[00:18:41] Saul King Saul says to David, here, have my armor, take my sword. And he dresses David up in his armor and gives him his sword. And he says, this'll help you to fight Goliath. And David says, oh, this. This doesn't feel right. I'm not used to this. This isn't my style. This isn't the way that I normally do things.

[00:19:03] And so he takes it off and he picks up his five rocks and his sling, and I'm sure King Saul looking at that would think there is not a chance on this planet that he's gonna kill this giant with five stones and a sling. But what does he do? He goes and kills the giant in exactly that way. And I think sometimes just because King Sa had fought giants with his armor and his sword, doesn't mean that that is the right thing for David.

[00:19:31] What I'm saying is just because we've always done it a certain way doesn't mean that we always have to do it that way. Moving forward.

[00:19:45] The other thing within this roots and reputation is the story that we tell. So the story of your ministry, past, present, and future is really important, and it's really important how you communicate that story to the people that you are. Bringing into your ministry and to the people that you are asking to maybe invest in your ministry as well.

[00:20:07] The story of your ministry is important because people want a reason to invest in something. So whether they're investing their time, their energies, their efforts, their money, their prayers, their giving, people want a cause that's greater than them to invest into. And so the way you tell the story of your organization is really, really important.

[00:20:30] So I would encourage you to spend time really understanding that story, practicing it, know how to tell it well so that people can get behind it. So we've done beliefs and behaviors, roots and reputation. The next one is attitudes and assumptions. People's attitudes feed culture, so whether it's their attitude towards success or towards challenge or towards faith.

[00:21:01] It all feeds, cultures and assumptions in terms of how people should behave, how activities should be done, how decisions should be made. It all feeds culture. I. And this is often a messy bit of culture because it involves people and we all know that when we are working with people, we are working with emotions and we're working with opinions, and we're working with a whole host of different experiences.

[00:21:31] Some good and some maybe not so good. I had a mug once that I used to drink my morning cup tea out of, and it said on it, your vibe attracts your tribe. And I used to, I used to read that each morning and think, yeah, that that's pretty, that's pretty good. Your vibe attracts your tribe. And here's the thing, great culture attracts great people, and when you get great people on board, the atmosphere changes.

[00:22:03] Let me give you a little bit of an example. So. With my alive hat on, we run the Kids and Families program at a festival called Creation Fest in Cornwall each summer. And we've been doing that for a number of years now. And every summer I get about 50 volunteers that rock up into the kids tent and I have to work with them for about four or five days.

[00:22:27] And I sometimes know who I'm getting and sometimes I don't. And this particular year we had. Probably 80% of our volunteers that were 18, 19, or 20 years old, and I didn't have many moms, dads, grandmas granddads people who had children or had been involved in kids' ministry for a long time. And it totally changed the way I had to run.

[00:22:54] The festival that particular year. So I spent my time telling people what to do all the time. Can you go over here and do this? Can you go over here and do this? Can you go over here and do this? And I realized at the end of that year, I need to have more experienced people supporting the less experienced people, because that's gonna make my job easier.

[00:23:17] And the year after that is exactly what happened. So I had half of my volunteers who were 18, 19, 20 year olds, and then I had another half of my volunteers who were moms, dads, kids ministry leaders, grandmas, granddads. And it totally changed the atmosphere of the program. And you know, I realize in that moment that having key people who are influences.

[00:23:45] Influencers, sorry, as part of your culture is really, really important because it changes the way that as the person leading or pioneering something you operate. The other thing that it taught me is that you never discover more about your culture until somebody comes into your culture and cuts across it.

[00:24:11] It's true. I've had it happen personally in my family and I've had it happen professionally in projects where somebody has come in and cut across our culture and it has shown me actually what our culture is. And when that happens it's like, oh gosh, we are this and that's great. We are this and that's great.

[00:24:32] This is part of our culture and that's brilliant. And if people. Don't like your culture or can't get on board with your culture, don't be frightened of letting them go or not inviting them back into it. Because actually one of the hardest things that we can have to deal with as leaders is people who don't get our culture and stick around because it takes time and energy and effort to sort that situation, that kind of situation out.

[00:25:07] I learned a really valuable lesson in that. Don't let people's attitudes and assumptions dictate your culture. Let your culture dictate people's attitudes and assumptions. If your culture is strong, if your culture is healthy, that can have a huge impact in dictating people's attitudes and assumptions.

[00:25:28] There's a brilliant book. we give it to our Lions delegates each year called Good To Great by Jim Collins. It's a business book. it's not a Christian book. It's written by a Christian, but it's not a Christian book. And he, in chapter three talks loads about the importance of having the right people in the right seats on the bus.

[00:25:50] But I'm gonna change it for us to be the right people in the right seats on our boats. It's really important that we have the right people in the right seats. And if you identify people within your team who may be on in the right seats, first of all, try and move them to a different seat. And then secondly, if there's still, if there isn't a seat in the boat, on the boat that's right for them, then maybe it's time to ask them to get off.

[00:26:21] And I know you all operate in different settings. I know some of you have big teams, some of you have smaller teams. Some of you rely mostly on volunteers. Some of you, it's just you. So take from that what is useful for you. Okay? The fourth one, vision and values. So vision and values are really essential to creating culture.

[00:26:45] And core values are a set of guiding principles, fundamental beliefs, and non-negotiables that help us to work towards our ultimate mission or goal. Now, I'm sure all of you in here will be very familiar with using a compass. Yes. I'm very thankful for that because I am geographically challenged. And that is a problem for me and many others at times, but just like a compass is a vital piece of navigation toolkit, core values are like that as well.

[00:27:22] And so I wanna kind of really quickly look at 10 things that core values do that feeds into culture. I think they're gonna come up on the screen. There we go. Core values help you to shape culture, stay focused, set clear priorities, recruit the right people, stay true to your purpose, ask great questions, make great decisions, build healthy partnerships, develop credibility, and know when to quit.

[00:27:58] And I just wanna really quickly. Talk through a couple of those. So number two is staying focused Core values help you to know what to say yes to and what to say no to. So when an opportunity comes along and you think, oh, I'd really love to do that, the first thing I would encourage you to do is go to your core values and see does it fit?

[00:28:22] Because however much you might wanna do it, if it doesn't fit with the core values of your organizational ministry. Then I, I would have a question mark over it. it also helps you to set clear priorities. Core values help you to set clear priorities. So even on Thursday morning, myself and Gary, we were in a meeting talking about the next 10 years of alive and what that looks like.

[00:28:46] And we were looking at vision and we were looking at strategy. And actually core values really help you to set clear priorities. You know, core values, vision, all of it wrapped up together. They help you to set those clear priorities and they're really important when it comes to staying focused and in terms of creating the culture that you need to deliver those priorities.

[00:29:10] Gary's already taught this morning, you stole my thunder about character, competency and chemistry, and I wanna add a fourth one into that is core values. You know, so when you are looking at recruiting people, do they have the right character? Are they gonna be able to do the job well? Do they fit in with the rest of the team?

[00:29:28] But can they get on board with your core values? And then the other thing is, In terms of developing credibility, that's an important thing for any ministry if you want it to grow, is credibility. And it really blessed me a couple of years ago we were at Creation Fest and I was chatting to one of the leaders there and he just said to me, he said, show, I love the fact that everything you do is alive is excellent.

[00:29:55] And you know, I was so happy because pursuing excellence is one of our values for alive. I'd never told anybody that, but it was shining through in some of the things that we were doing, and your core values will shine through in your culture, and they'll help to shape that culture.

[00:30:18] So I just wanna take us on a little bit of a whistle stop tour in terms of how you could set some core values. You might be sat there thinking, well, I know what my core values are, I know what my mission is. I've got it all in my head. Maybe you've not got it written down. If you have got it written down, great.

[00:30:33] I would encourage you to have it written down. But, I just wanna use the lion's, core values. So if we can go to the next slide, please. Cameron. So this is the difference between a vision statement and a mission statement. So I would always encourage you to have that in. So our vision statement is releasing possibility, and our mission statement is releasing possibility in Christian entrepreneurs and pioneers through training, mentoring, seed funding networks, and communities to expand God's kingdom.

[00:31:05] So there's our vision statement and there's our mission statement, and then we have four values. So if we can go to the first one, we champion. So I like to lay it out like this because it's like this is our value and then this is the explanation of that value. So we champion as lions, we walk alongside those, we leads standing with them.

[00:31:25] Through challenges and victories alike. We are committed to drawing out their God-given potential, offering wisdom, investment, encouragement, and challenge. When needed, we inspire growth, unlock possibilities, and call forth greatness. The next one, we are courageous. The lions are practitioners, not just thinkers, but doers.

[00:31:47] We are world changers, passionate pioneers, prepared to step out of the boat and do great things for God. We encourage others to follow the call of God on their lives with heart, grit, and determination. The third one. We are cutting edge. We pursue excellence in all we do, set in the bar high and inspiring innovation.

[00:32:08] We embrace fresh thinking, sharpen God-given ideas, and create an environment where creativity and growth flourish with a spirit of boldness. We push boundaries and challenge the status quo. And then the last one. We are kingdom minded. We, the lions are catalysts for transformation, driven by a passion to see lives changed, pioneers unleashed, and God glorified.

[00:32:33] We are not just building organizations, we are building legacies that reflect Christ's love, truth, integrity, and power. And in those four statements alongside the four explanations, you know exactly what the Lions program is all about. And so I would really encourage you to have that in your ministry, have your vision statement, have your mission statement, have your core values, and have your core value explanations.

[00:33:02] And then the last one, environment and experience. What do people experience when they enter your environment? When they step on board, what is it that they experience? What kind of welcome do they receive? What does your environment look like? What does it feel like? What messages are being communicated, whether that's through what you are saying or what you are doing.

[00:33:34] All of those things feed culture. So I talked about a live 2023, the big event with 9,000 kids that we did in Coventry and we. One of our values was pursuing excellence. One of them was building partnerships and we partnered with people. We did it really, really well. And it blessed me so much when a lady came up to us at the end and she said it was like, gonna, wa going to watch Coldplay?

[00:33:59] And I was like, well, maybe not quite, but you know, but it was, it was so good that our values were shining through the experience and the environment that people were having and walking into. The Lions program, we get asked every single year, why do you do it such a beautiful hotel? And our answer is always the same because again, one of our values is that we are cutting edge, we pursue excellence.

[00:34:27] And so we wanna do this as in an excellence space because we wanna encourage entrepreneurs in their projects to do things excellently. So there's, but you know, there's other training programs. There's a, a training program that we run in, imagine the day called Strengthen, which is for church leadership couples to help them to be strengthened in their ministry, in their churches.

[00:34:48] And that's in a slightly different hotel that's maybe not quite as executive as the hotel we do the lions in, but it's the perfect hotel that feeds the culture. Of that strengthen training program. So it's, I'm not saying that everything has to be like, you know, top bar, but it's dependent on what your values are and what your culture is and finding the right place.

[00:35:14] All of those things matter. How you live out your culture matters. How you interact with and value your team matters. How you handle conflict matters. How you deal with times of crises matters. How you choose to speak into your organization matters. I. How you communicate matters. How you forgive matters, where you host your meetings, it matters.

[00:35:39] It all matters because it all contributes to the culture of your ministry or organization. I. So just to finish, I want us to go back to the Bible verse that we started with in Luke 13, the fig tree that was planted in the garden and it wasn't produc in fruit. And you know, in the verse it tells us that it hadn't produced fruit fruit for three years and the master wanted to rip it out, but the servant said, no, give me time.

[00:36:09] And I would really encourage you that if your organization isn't producing fruit. Look at the soil that it's planted in. Look at the culture. Spend time investing into that culture because if you are sat there thinking, do you know what the culture of my ministry, the culture of the, of this organization isn't at all what I want it to be?

[00:36:30] That doesn't mean that you need to give up and start all over again. It means that you need to invest time and energy into creating the culture. Be intentional about creating the culture that you want, that's God purposed for your organization. There's no quick fix when it comes to creating culture, and it's not something that we can kind of go, oh, our culture's great, so I'm just not gonna bother with it anymore.

[00:36:57] It needs that constant watering, that constant investment, that constant effort to be intentional so that it can become everything that God wants it to be. As leaders, I would really encourage us to be brave in creating our cultures. It takes courage, it takes time, it takes investment, it takes intentionality, but it's totally worth it so that we are leading the organizations that God wants us to lead.

[00:37:29] So I know that, I think, can we put that brave thing up again, Cameron, please. I think it's on the next slide. So I know that that's probably a lot for you to think about and take in. I know it's, I hoping that it's, it's kind of raised some, stood some questions in you or things that you can go back and have a think about.

[00:37:50] But we've got time, a little bit of time to do some questions. so does anybody have anything that they feel like, oh, I need to ask that about culture change? 'cause we can learn from each other. as well. Anybody got any questions that you would like to ask? Yes.

[00:38:16] Yeah, absolutely.

[00:38:23] Yeah, absolutely. It's gotta be driven from the leaders. Absolutely Gotta be driven from the leaders. and you know, not, have you heard about that? Have you heard of the bell curve? You know, so you've got your leaders and then you've got your early adopters and you've got your pioneers within that, and then you've got your laggards right at the end.

[00:38:39] You know, the chances are that you are kind of laggards over here are never gonna maybe get your culture. And so as a lead is. What we talked about before in terms of identifying those key people, those early adopters, those pioneers within your ministry that you can invest time into to help you to develop that culture, is creating that critical mass, almost that critical mass of people within your team who have got that culture, that got the DNA.

[00:39:08] Know what it is that your core values are and what you stand for, invest into them because they'll invest into others.

[00:39:16] Anything else? Yes. I think the, the challenge, I think the challenge is when you are, are working at also a cross-cultural setting. Yes. I find many times Westerners have difficulty contextualizing the principles. So the principles stay the same, but you have to contextualize it. Yeah. Otherwise, lots of times it backfires on you.

[00:39:40] Yeah. So you're super organized, but in the end you become redundant because you're, you're not interfacing at all with the reality of how people think. Yeah. So you need to give that process and time to help them. Yeah. And then also adopt what, adopt the strengths of, of those that you don't have and the cultures you're working with.

[00:40:01] They have some tremendous strengths also. So trying to help multiculture, like our organization is very multicultured. Yeah. So we have like six or seven different cultures working together. Yeah. And so, it, it, but again, as believers, I think it's much simpler to come back to the principles of scripture and that it's always through those eyes that you're implementing.

[00:40:25] Yeah. The rest of the things. Yeah. So yeah, that's just one thing to like, McDonald's has done that really well in Greece, so right now Greeks don't eat meat. 'cause they're on Lent for 40 days. Okay. So they've contextualized that. So they have that menu for the Greeks. Yeah. And so they want the Greeks to continue coming to McDonald's even during these 40 days.

[00:40:46] Yeah. So they're not stuck with their Western mentality, but they've contextualized that. Yeah. And adapting. Adapting, yeah. Yeah. So they haven't changed their values or principles, but they're, they're, what they're communicating is that we accept you. Yeah. It's not about you boarding with us, but it's about how can we work together?

[00:41:03] Yeah. You know, if, if being cross-cultural is one of the things that you are encountering and doing as a ministry, that would be something I would be putting into core values. We're cross-cultural and this is how that's worked out, and that's what I said at the beginning in terms of all of your cultures and core values will look different.

[00:41:21] They'll all be different depending on what it is and the places that God's asked you to be and the people that he's asked you to reach. So making them specific is really, really important, specific to your ministry. Thank you for that. That's really helpful. Anything else?

[00:41:40] Yes.

[00:41:46] Yes. I wonder if you could give us the, website. I'm not that great at football. yeah. Could you give us, share us? The website is there. Yes. The website is the lions.org.uk. Easy, really easy. The lions do org.uk. We are definitely not the women's football team.

[00:42:08] that would be quite funny. yeah, no, we are not the women's football team, the lions.org uk. We also, as well, if it's helpful to many of you, we've just launched our brand new podcast called The Lions Raw. so you can find that on YouTube. You can also find it on our, on our Facebook page, like links to that so that it's just The Lions is our Facebook.

[00:42:30] or it might be the Lions uk actually. It's one of those. But yeah, we've just, oh, here we go. Look at this Is on it. we, yeah, me and Gary and a colleague of ours called Gemma. We have great fun filming our podcast series and it's all about. Leadership, entrepreneurs, pioneers, things that can help them to grow in their projects and organizations.

[00:42:54] So please do have a look at that. it's very fun and hopefully it's very inspiring. So, yeah. Anything else? Yes.

[00:43:08] in your experience of working with Christian leaders Yeah. What would you say is kind of the most common downfall? When it comes to setting culture? Great question. The most common downfall in Christian leaders in creating culture,

[00:43:28] I think one is lack of intentionality. So I think people fall into the trap of thinking, my culture's great, so I don't need to do any more with it. And I don't, I don't think that's, I think that's a dangerous place to be. and I think the importance of living out your culture and core values, not just expecting everybody else to do it, you know, so, you know, I kind of, I.

[00:43:59] Especially with Alive. So one of our core values is that we like to have fun. we like to, you know, I think we've got them, haven't we? Cameron, on a slide I sent to you, the alive, core values, that's our vision and mission statement. This one. So, we think fresh and we have fun. and actually, we did a fundraising challenge a couple of weeks ago, where we decided that in order to raise money for our organization, we were gonna do something crazy and we thought about doing the three peaks, but we, We actually came up with our own challenge and we plunged into 18 lakes across Scotland, England, and Wales in 36 hours. So the rules were that we, and I mean this was like, was it three weeks ago, Gary? It was about three weeks ago, and it was absolutely freezing. So the air temperature was zero degrees, the water temperature was at about four degrees, three or four degrees.

[00:45:08] And the rules were that we had to, We had to go into the water, be with it, be with the water over our shoulders for two minutes. And then get out again. so we were probably in the water for about three minutes, and we started right at l at Lochness, right at the top of Scotland. We did seven in Scotland, then we drove back down to England.

[00:45:29] We did five in England, and then we did six in Wales, all in 36 hours. It was absolutely. Ridiculous. And we had to, we didn't wear wetsuits, so we had to stay 'cause somebody told us that we'd be cheating if we wore wetsuits. So we didn't wear wetsuits. And honestly, I've got a picture I can show you later.

[00:45:47] My arm was actually blue. Like it was so blue. but you know, we did that. Everybody said to us, why have you done this? Why have you done this? Ridiculous challenge. And there was a number of reasons. One was that we wanted to raise money and we had a target of 10 grand and we did it, which was great. one was that I wanted to build team.

[00:46:08] I wanted to give our team an adventure that we could, I. Look back on and go, do you remember when we did this? Do you remember when we did that? And it, we really did have a great team building experience, but also I wanted to raise awareness, you know, so we had kind of, I think it was about 15,000 people in total, wasn't it, over the Saturday and and Sunday kind of following us on Facebook and our journey and what we were doing.

[00:46:32] And it really did raise awareness. But the other thing was, one of my values is we have fun. So I wanted to do something that where we were gonna have fun together and we were gonna remember things together. And so again, that might not be one of your values, but it's one of ours. And so the decisions that I make leading that project means that they come out of these four values.

[00:46:57] So again, I think, I think remembering, making decisions. That come out of your values, that feed into your culture. that's probably, that's a few things. There's probably more, if I think of more, I'll let you know. Any other questions?

[00:47:16] It did, it did when we were in the lake sort. Do you know what, when we were in the lakes all together and we're there like, because. Honestly, I mean, I'm sure a lot of, you're used to being in cold water, but, well, hopefully not with your boats, but, I'm not used to being in cold water. I, I was. Dreading it.

[00:47:37] To be honest, I don't like being cold. I'm not a massive fan of being in water. I hate seaweed and lake weed and all that kind of thing, and I'm petrified of fish. It was brilliant. So, my technique was that I would go into the water and kind of, you know, like up to about here and then lower myself down with my feet up so that nothing came.

[00:47:56] I didn't wanna feel the bottom and I was like treading water and stuff. But after a minute. Everything started shutting down and it got really hard to do it and I couldn't. I got out and my words were slurring a little bit, but we're all there trying our best to sing the goodness of God in one lake.

[00:48:11] Like we're literally all there going, ah, we'll sing. And we were so outta tune and we were so kinda slurring our words, but it got us through. So it did bring us closer to Jesus. You right,

[00:48:25] it was fun. And you know what somebody said to me afterwards, would you do it again? And I think I probably would like, I've even brought my swimming costume to go in the sea whilst I'm here, which I've never done before in terms of this cold weather. Whether I get in there or not will be another thing.

[00:48:43] and Gary, you were our driver, weren't you? Our driver And cheer it on. we, we drove 1300 miles, 1300 miles in the space of two days, didn't we? 1300 miles in the space of two days. So Gary had that responsibility. Any other questions? Yeah, clarifying that, values are not activities. No. that you can have different activities but have the same values.

[00:49:19] Yes. And often it's confused or. Combined. Yeah. And they think, well, this is our value. What we do is the value. Yeah. It's actually how, it's how you do it. Yeah. Your values inform what you do. So they're also an anchor to your choices. Yeah. So they're not, they're anchor to the choices you make. So when you get activity opportunity, where do you fit that in?

[00:49:42] Yeah. And otherwise, you know, we have lots of opportunities, don't we? But sometimes we gotta say no. Yeah. Amazing. Well, we are here all weekend as they say. So if you have any questions or you think of anything in the meantime that you think, oh, it'd be good to chat this through, please do come and chat to myself, Gary, Helen George.

[00:50:06] we are really happy if any of you fancy applying for the Lions program. It begins. The next intake begins in January, 2026. so please do what you know of people. Please do check out the lions.org uk. and if you have any, if you're associated to any churches or people that you know that need help with their kids ministries or wanna bring their kids to one of our Alive Kids camps, or you wanna join us at the big Church Festival Kids program that we are running this year as well.

[00:50:37] Then, the Alive website is Live kids.co do UK. And you can find out all the different things that we do on there. But thank you. I hope it's been encouraging for you. I hope it's been helpful. I hope it's stir up some thoughts in you and enjoy the rest of your day.