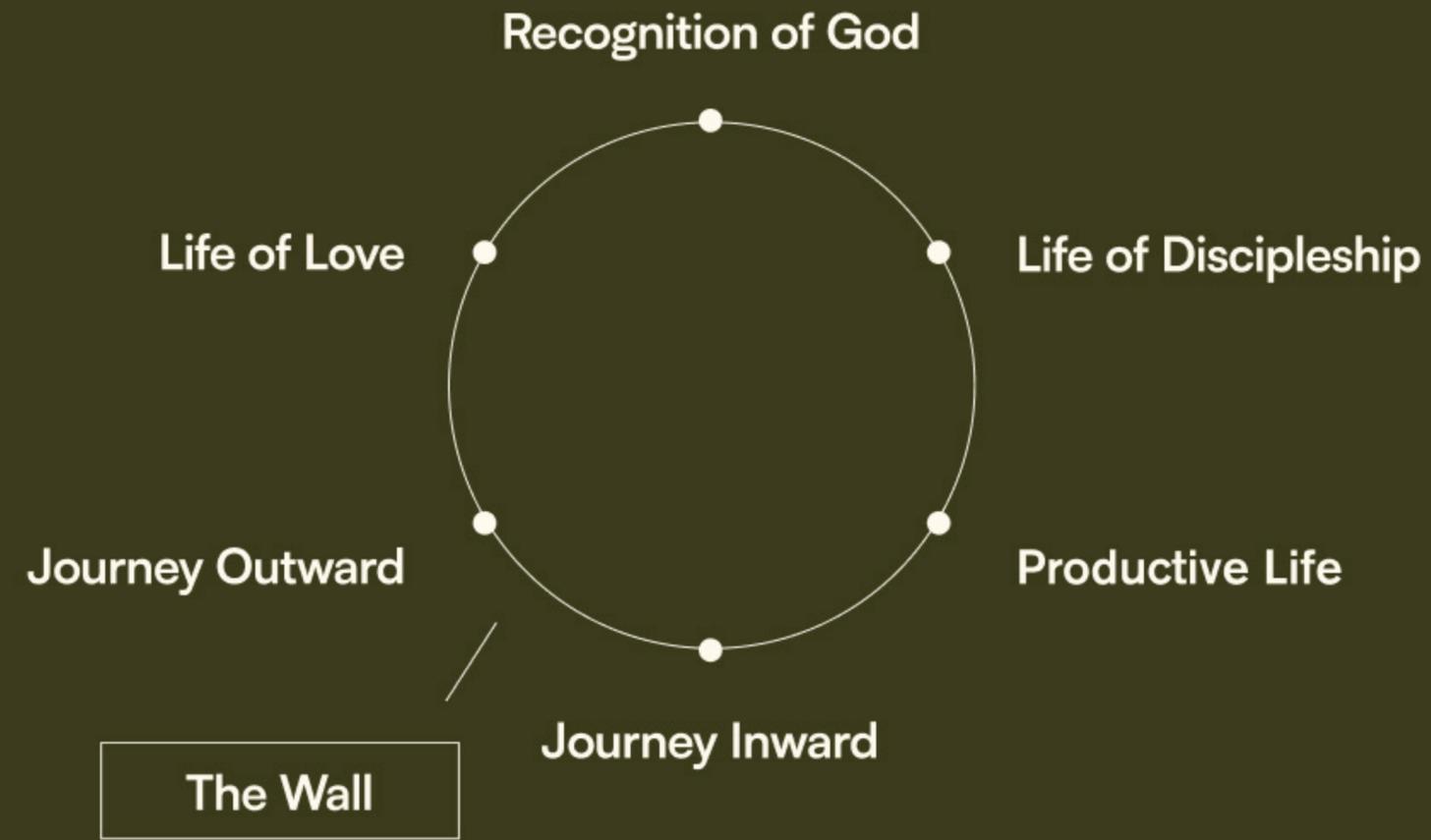


Nurturing a Formational Team Culture

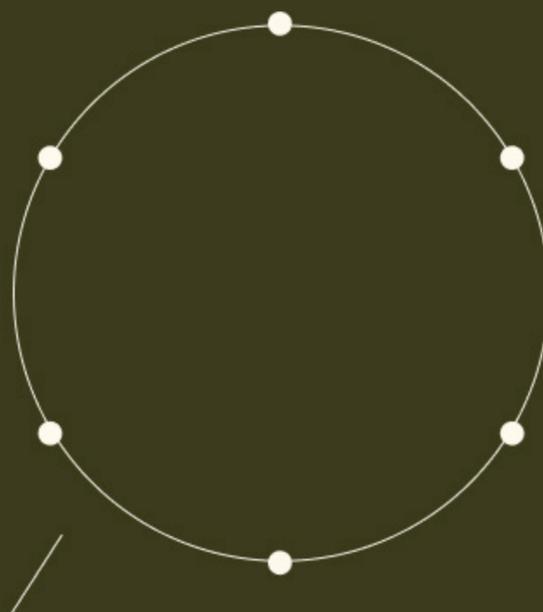
David and Jay Kim

“Real culture — human-scale culture — is messy. It cannot be labeled. [It rarely] makes rational sense. But it makes *human sense*, which is what matters.”

The Critical Journey



Attractional



At this stage, “what we do”
takes priority over “who
we’re becoming.”

Culture is shaped by

Culture is shaped by

01 Programs, production, performative skill

Culture is shaped by

- 01 Programs, production, performative skill
- 02 Preaching and expository excellence

Culture is shaped by

- 01 Programs, production, performative skill
- 02 Preaching and expository excellence
- 03 Quantifiable outcomes (scale / reach / metrics)

“Attractional” isn’t bad,
but it’s incomplete

Culture begins to shift as

01 Leader(s) go on a journey inward

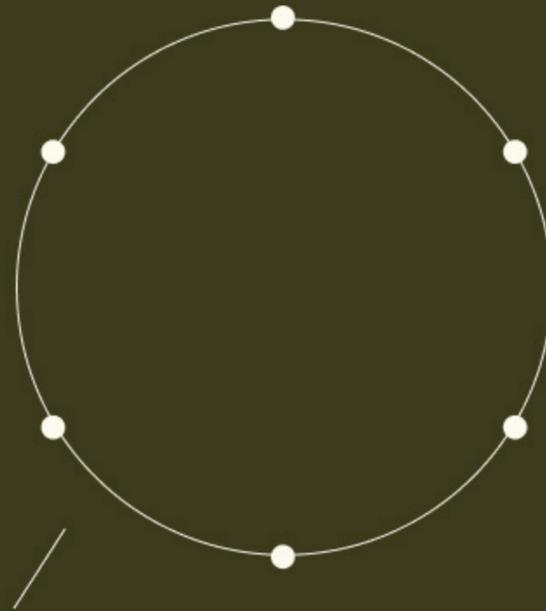
02 New questions emerge:

“Who are we becoming?”

“Consumers or followers of Jesus?”

Culture always flows from the inner life of the leader(s).

Attractional



Introduction to Formation

At this stage, the team begins learning the language of formation.

Culture is shaped by

- 01 Testimony, not theory
- 02 Leader(s) speaking honestly and regularly about their own formation journey

Note for non-senior leaders: As this stage, it is imperative to pay attention not only to your own journey but the journey of the senior leader— “What’s God stirring in you?” should be an ongoing conversation.

Culture is shaped by

- 01 A willingness to “faithfully risk” slowness and spaciousness increases

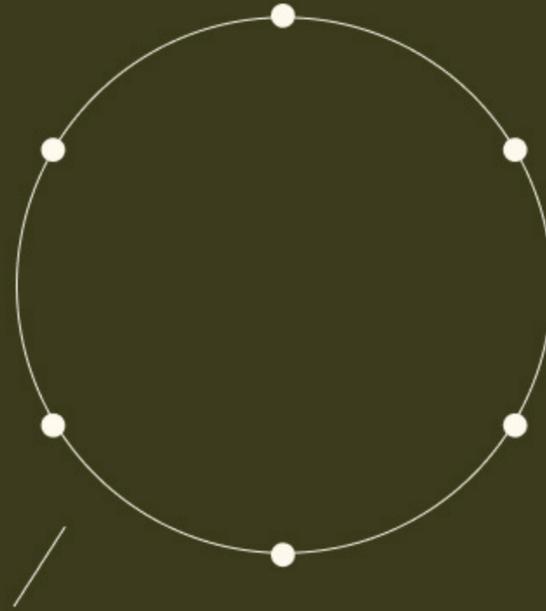
Culture is shaped by

- 01 A willingness to “faithfully risk” slowness and spaciousness increases
- 02 A shift in formative influences takes place (books/ministries/voices)

Culture is shaped by

- 01 A willingness to “faithfully risk” slowness and spaciousness increases
- 02 A shift in formative influences takes place (books / ministries / voices)
- 03 Formation begins re-shaping programs

Attractional



Introduction to Formation

Formational Activity

At this stage, formation is
“something we do.”

Culture is shaped by

- 01 New vocabulary, outside-the-box ideas, aspirational influences

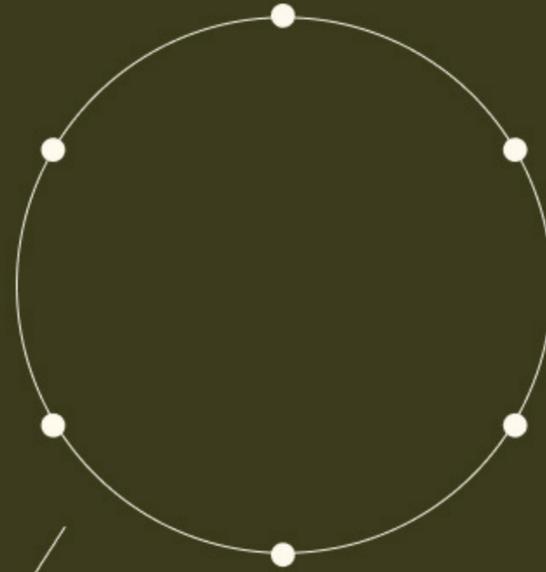
Culture is shaped by

- 01 New vocabulary, outside-the-box ideas, aspirational influences
- 02 An informational and intellectual engagement with formation

Culture begins to shift as

- 01 The team develops and devotes to a Communal Rule of Life, transitioning from frenzied activity in many directions to a steady commitment to a set of practices

Attractional



Introduction to Formation

Formational Activity

Internalizing
Formation

At this stage, the team is confronted by the cost of formation.

Culture is shaped by

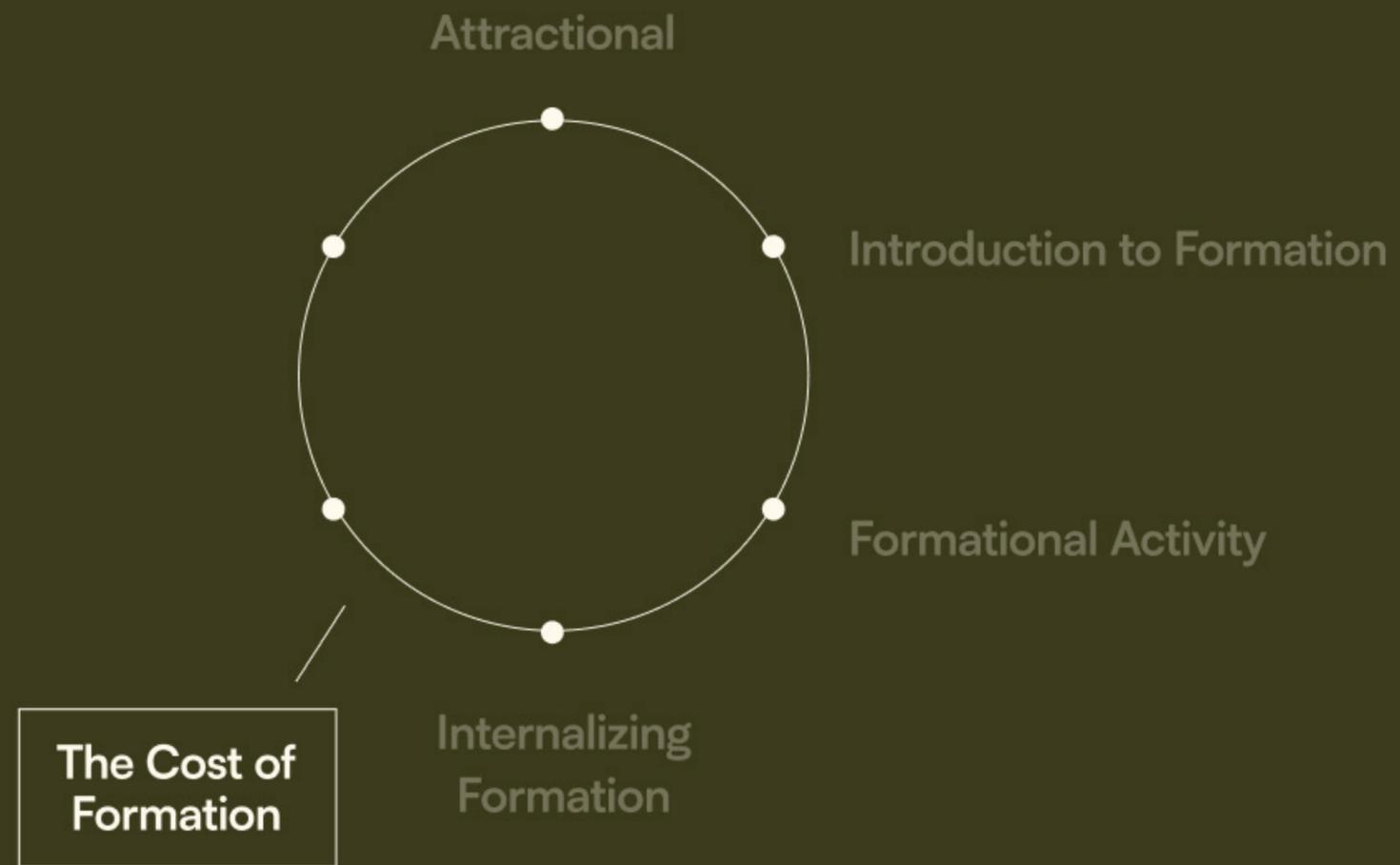
- 01 Two key questions:
“Is this working?” and “Is this worth it?”

Culture is shaped by

- 01 Two key questions:
“Is this working?” and “Is this worth it?”
- 02 A temporary season of high-control, to hold fast amid uncertainty

Culture begins to shift as by

- 01 Honest conversations and costly changes force us to name competing values and prioritize formation based on limited resources
- 02 Resistance leads to a season of painful transitions



The Wall is the inflection point in team culture “Are we really doing this?”

Culture is shaped by

- 01 Ambiguity, discomfort, loss of control—
formation is non-linear, inefficient, difficult to scale

Culture is shaped by

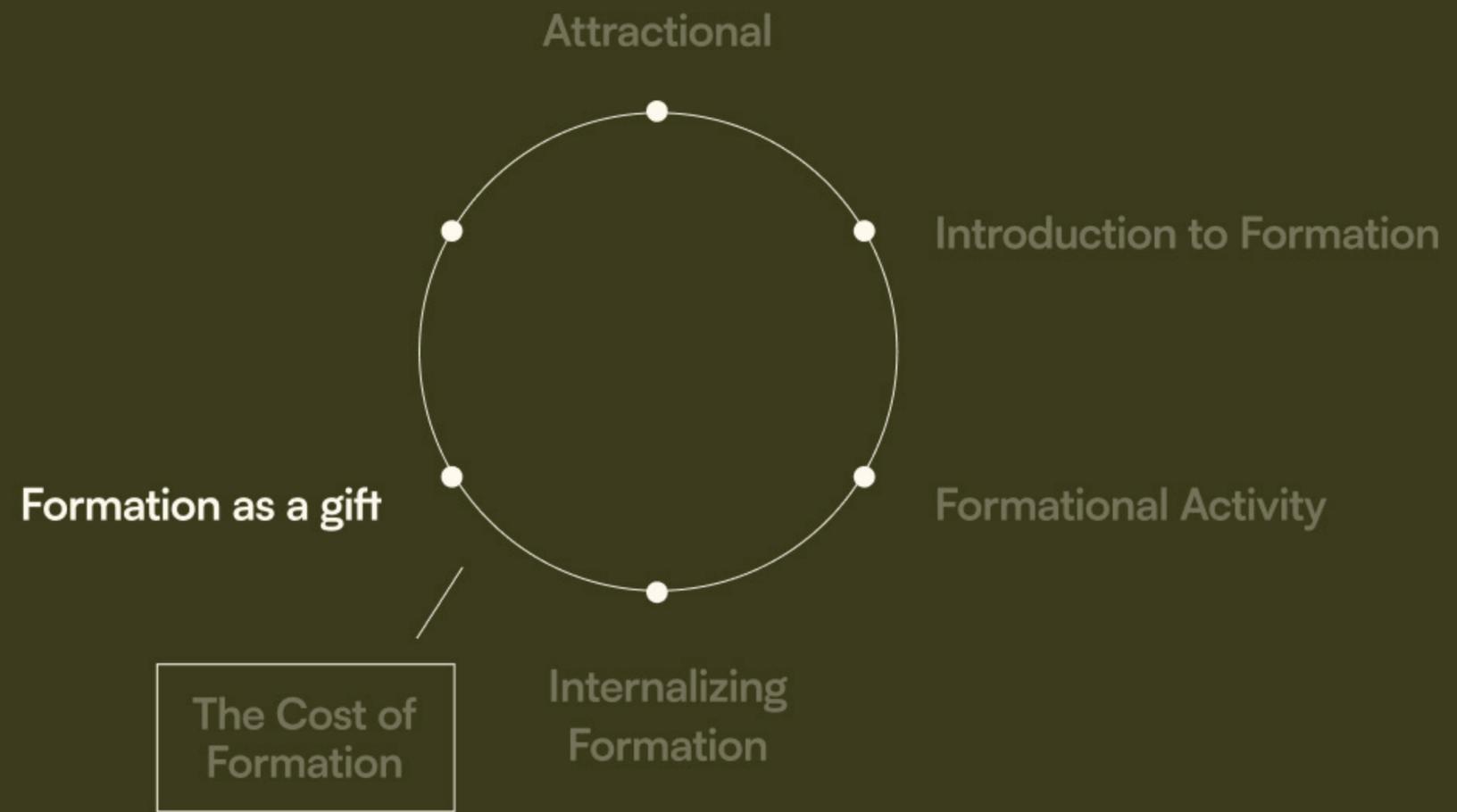
- 01 Ambiguity, discomfort, loss of control—
formation is non-linear, inefficient, difficult to scale
- 02 Increasing relational and organizational connection
to navigate the tension together

Culture begins to shift as

- 01 The team begins embracing formation as a missional gift

Culture begins to shift as

- 01 The team begins embracing formation as a missional gift
- 02 The team begins embracing formation as a generational gift



At this stage, team culture begins turning toward joy and freedom.

“God, you control outcomes, help us be faithful.”

Culture is shaped by

- 01 A shared conviction that formation is a gift to be given away

Culture is shaped by

- 01 A shared conviction that formation is a gift to be given away
- 02 Senior leader(s) who surrender their team's formation journey to God

Culture is shaped by

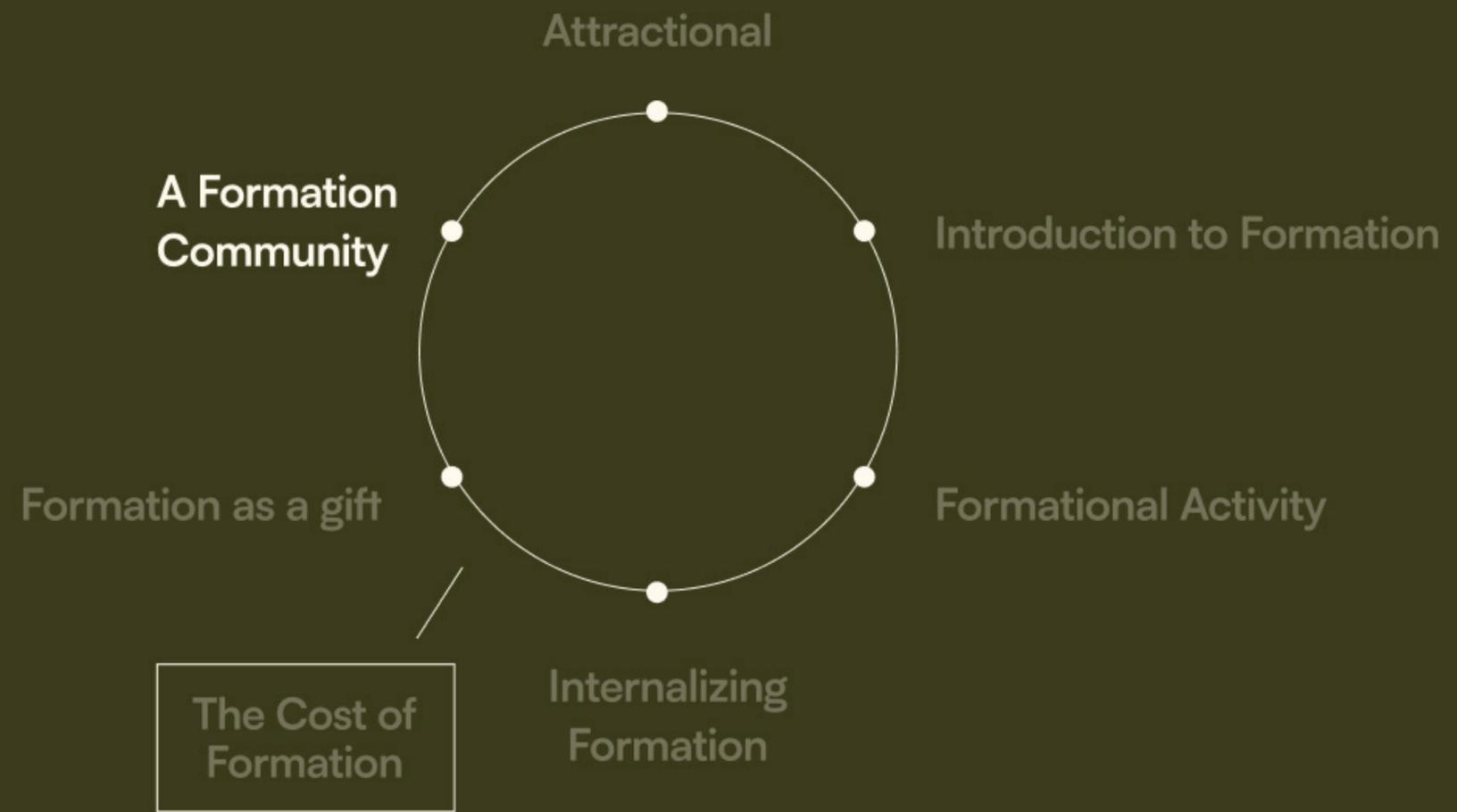
- 01 A shared conviction that formation is a gift to be given away
- 02 Senior leader(s) who surrender their team's formation journey to God
- 03 Formational approach to hiring, planning, decision-making, conflict resolution, etc

Culture begins to shift as

- 01 The team begins leading at ease and pastoring at a formational pace

Culture begins to shift as

- 01 The team begins leading at ease and pastoring at a formational pace
- 02 Congregants begin embodying this ease and pace in their everyday lives



At this stage, team culture is marked by a shared identity, practices, pace, presence.

Culture is shaped by

01 A common sense of belovedness

Culture is shaped by

- 01 A common sense of belovedness
- 02 A common set of practices

Culture is shaped by

- 01 A common sense of belovedness
- 02 A common set of practices
- 03 A common pace

Culture is shaped by

- 01 A common sense of belovedness
- 02 A common set of practices
- 03 A common pace
- 04 A collective commitment to attentive presence, with God and others

Culture begins to shift as:

01 Senior leader(s) transition

Culture begins to shift as:

01 Senior leader(s) transition

02 “Formation” becomes popular, attractive, and “effective”

Culture begins to shift as:

- 01 Senior leader(s) transition
- 02 “Formation” becomes popular, attractive, and “effective”
- 03 “Formation” becomes the new “attractional”

Culture begins to shift as:

- 01 Senior leader(s) transition
- 02 “Formation” becomes popular, attractive, and “effective”
- 03 “Formation” becomes the new “attractional”
- 04 “Gathered silence” as the new “guitar solo.”

“To be Christian is to stake our lives on this belief: the only cultural goods that ultimately matter are the ones that love creates.”

Q+R

Small Group Conversation

- 01 What stage is your team in?
- 02 What's the most challenging about this stage?
- 03 What opportunity might exist at this stage?

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