



### **The Flourishing Culture Podcast Series**

“Brokenness and Humility in Inspirational Leadership”

October 29, 2018

Steve Macchia

**Male:** Welcome to the Flourishing Culture Podcast, where you’ll learn how to build a flourishing workplace culture that drives the ministry impact of your organization, your church, or your company, brought to you by the Best Christian Workplaces Institute. Now, here’s your host, BCWI president, Al Lopus.

**Al Lopus:** Hello, and thanks for joining us again on the Flourishing Culture Podcast. Today we have the pleasure of talking with Steve Macchia, the founder and president of Leadership Transformations. Leadership Transformations is based on the campus of Gordon-Conwell Theological Seminary in Hamilton, Massachusetts, and holds up the clear foundational truth that a transformed leader is a transformed organization. Hi, Steve, and welcome to the Flourishing Culture Podcast.

**Steve Macchia:** Thanks, Al. Great to be with you once again.

**Al:** It's great to have you again, Steve. You know, I love this statement: a transformed leader is a transformed organization. Your ministry commitment to this conviction has made you actually one of our most popular listened-to guests on the Flourishing Culture Podcast, and in a recent conversation, you and I talked about spiritually healthy teams, and you've written a book about that, but during that visit, you touched on a topic that I know you're very passionate about and that's that leaders need spiritual friendships. And you and I both know that oftentimes it's leaders that are the most lonely. You also have written a book published by University Press titled *Broken and Whole: An Invitation to Discover Strength in Weakness*. And in that book, you wrote that your simple invitation, or as you wrote it, my simple invitation is for you, the reader, to confess your brokenness in the context of your belovedness and your blessedness, so not just once but on an ongoing basis, and then to lead others as you have

been led by God in love. Now, I'll have to admit, Steve, that the concept of leaders confessing anything is a stretch.

**Steve:** So true.

**Al:** But as you say, brokenness in the context of your belovedness and blessedness. So, why do we as leaders today need to confess our brokenness in the context of our belovedness and blessedness?

**Steve:** I'm inspired by the example of our Lord Jesus, who, when he was baptized, the voice from heaven said, "You are my beloved Son in whom I am well pleased." So it was the first sort of pronouncement of love as being beloved. And then what did he get to do? Immediately on the heels of his baptism, he went out into the wilderness and empathized with our brokenness. He was tested. He was challenged by the enemy of our souls. He never gave in like we do, but he experienced brokenness in our behalf. And then he comes back out of that experience and enters the synagogue and proclaims once more that he is out to fulfill the messianic promises that God had pledged for generations and going and loving and serving others in God's name. And so when I look at that example, I can't help but embrace those three words. I am beloved. I am broken. But I am blessed. And so I'm merely saying leaders who embrace their brokenness and submit to it authentically into the hands of God, they're the ones who marvel at God's redemptive work and they serve others with renewed passion. Their spiritual eyesight is likened to St. Augustine, who once said, "In my deepest wound I saw your glory, and it dazzled me." I love that quote. And so I'm just inviting leaders to embrace the fullness of who they are. They're broken, but they're dearly loved and they are richly blessed. And if we can get our arms around those three concepts and not push brokenness aside for the sake of our belovedness and our blessedness, I think then you have a holistic understanding of a person but, most importantly, a leader in this context.

**Al:** Wow. So, "In my deepest wound I saw your glory, and it dazzled me."

**Steve:** Yeah. What a great line.

**Al:** Yeah, that's a great line, and it's a hopeful line because in the midst of woundedness, that's not what we oftentimes see.

**Steve:** Right. So true.

**Al:** So, what you're talking about speaks very close to one of our eight drivers of employee engagement that we've identified at the Best Christian Workplaces Institute, and it's a driver we call inspirational leadership. And so core to Christian character are the popular opposites of humility versus pride. We

can all say yes, humility is the way to go, but what does generous humility look like in a Christian leader who are truly committed to follow Christ?

**Steve:** Well, you know, humility is likened to humus. It's dirt. It's something we walk upon, something we prepare for to seed, something we need to water and nurse, something that multiplies in mysterious and marvelous ways. That's humus. That's the dirt where good things grow. And Jesus encourages us to be good soil so that the seed that's planted by the sower multiplies. But it's so different than what we think of when we first think of leader. We think of the fruitfulness of leadership. We think of the vitality of leadership. We think of all the externals of leadership. But I'm convinced that Jesus's preference for looking at us as leaders is to look at our heart, and our heart needs to be like humus. It needs to be like dirt. It needs to be open and pliable. It needs to be willing to be walked on. It needs to practice humility, but humility is, again, not something we talk a lot about because it's, well, it's too much like dirt.

**Al:** Yeah.

**Steve:** Who wants to be like dirt, you know?

**Al:** Yeah. So, this is interesting. A couple of dots here to connect. So, we're talking about embracing brokenness and then humility. And humility would seem to dovetail with confessing one's brokenness in the context of belovedness and blessedness, but where does humility fit in for leaders needing to seek spiritual friendships? Let's go to that direction.

**Steve:** Well, humility is the baseline of all healthy relationships. I mean, who among us likes to be among a prideful person? A prideful person, it's all about them. And without humility we don't really have friendship. We have one-upmanship. We have competition. We have comparisons, or we power over and manipulate each other instead of loving one another. I mean, I'm sure you and I could both agree that our best relationships are ones that we can be fully ourselves, our friend is fully him or herself, and it's humility that's the baseline. It's knowing we can sort of laugh at our brokenness when we mess up and then cry over our sinfulness, knowing that we are desperate for God. And that's humility. And I would hope that all of our relationships, but particularly our spiritual friendships, are based in humility.

**Al:** Mm-hmm. Yeah. And as you point out, who likes to hang around with a prideful person? And you work with scores of ministry leaders, and what would you say is the state of spiritual friendships in our Christian leadership culture today and especially those that are in Christian leadership roles?

**Steve:** Yeah, I would say, unfortunately, Al, I think we're still very lonely leaders. Most of the leaders that I work with one on one, small groups, large groups, they confess that they're lonely. They may have relationships or they may have perceived friendships, but they're really acquaintances. They're not places where you can confidentially confess the good, the bad, and the ugly of our lives. And we all need that kind of friend, otherwise we really live among our secrets. And I had one person say to me, you know, you are as sick as your secrets are. And when they're revealed, the question is, are they greeted with grace or are they greeted with judgment? And unfortunately today in many of our settings, many of our church and ministry settings, believe it or not, are more filled with judgment than grace. We're ready to just sort of pounce on the sinner rather than throw our arms around that sinner and say, I'm so sorry you are in the condition that you're in. How can we help you grow back into the grace and mercy and kindness of God? But instead, we drop-kick these people out of our lives and assume that they can just make it as we've tossed them to the wayside. And I don't like that. I don't like seeing that. I don't like being treated that way. When I'm in need, I need a place of grace.

And that's what LTI has been about since day one. We're trying to create a culture of grace, and we're trying to multiply those cultures of grace. And it's based in friendship. Jesus used that word. "I no longer call you servants; I call you friends." And in that gospel of John passage, John chapter 15, it's all about abiding in him. It's all about becoming friends with him. Then we will be fruitful and multiply out of our place of friendship. I'm sold on friendship. I'm desperate for it. I have great friends, thanks be to God, who have helped me through the darkest of times in my life, and I see it all throughout the scriptures. We need friends.

**Al:** Yeah. Relationships, but not just relationships but friendships. You know —

**Steve:** Yeah.

**Al:** — when looking at the scriptures, we see inspiring stories of friendship. I think of David and Jonathan, or Naomi and Ruth. What are one or two qualities about spiritual friendship that today's leaders can learn from these biblical relationships?

**Steve:** Yeah. I think that friendship is based on trust, and any friendship is going to have trust as its foundation, and all of life is about trust. And when trust goes awry, then the relationship goes with it. If you've broken my trust and you're not willing to come back to the table and repair it, then it's going to continue to be broken. So we need to know what it means to forgive. We need to know what it means to practice grace. We need to know what it means to listen. We need to know what it means to empathize with each other's stories. We need to stop being defensive and instead becoming more receptive. So back to that parable of the good seed and sower, the three other soils were very

resistant— the hard, the rocky, and the thorny— and we have relationships like that—hard, rocky, thorny. And we need to be able to say, how can we, in humility, come alongside one another and love each other toward God? That's what a spiritual friendship is. It's not just a friend; it's a friend that helps me get closer to God.

**Al:** I love those words, practice grace, listen, be receptive. Those are all things that help to build trust, as you say.

**Steve:** Yeah.

**Al:** Yeah. Trust, I really do believe is the cornerstone of relationships. In every chapter of your book *Broken and Whole*, you continually lead the reader back to the word love. Give us an example of why love is such the compelling thread running through your invitation to discover strength in weakness.

**Steve:** I look at the writings of the apostle Paul. Paul was all about unity in the body, love for one another, and fruitfulness in the kingdom of God. And the centerpiece of all of his teachings, all of his writings, was love, sort of always was the apex. And even when he describes himself as, "My grace is sufficient because power is made perfect in weakness," and he delights in his weaknesses and insults, hardships, persecutions, difficulties, he says, "For when I'm weak, then I'm strong." And when I look at that weak-strong piece, he's embracing his suffering, his heartache, his sinfulness, his imperfections, but he is coming into the context of the church, which is to be a place of love.

So when you look, for example, at the book of First Corinthians, it's all about one issue after another the apostle Paul is speaking to, and he's trying to speak correction into the church in Corinth, which, talk about a parallel to today, I think Corinth and our world today, very much in line. We've got a very over-sexualized culture, we've got divisions everywhere, we've got finger pointing all over the place. And Paul is writing to a broken church, and over and over and over again he's calling them back to the truth, and the apex of that book are chapters 12 and 13. Chapter 12 is all about the body, and he repeats that word over and over and over again, 16, 17 different times in Chapter 12. And then he says, but the greatest way in which I want you to relate to one another is to love. And it's Chapter 13 that's the apex of First Corinthians. It is not written for wedding ceremonies, even though it's appropriately read at wedding ceremonies. It is a letter to leaders. Love is patient, love is kind. He's saying to his leaders in Corinth, be patient, be kind. That's the way in which we are to live our lives, if we were to love God and love one another is to be the body, be united, and go for the gold of relationships, and that is to love.

**Al:** Yeah. And we know that love never fails, yeah.

**Steve:** Love never ever fails.

**Al:** Yeah.

**Steve:** Exactly right. The most excellent way.

**Al:** So, how about a peek at another chapter where love shines, as you've begun to express, perhaps where love is central in spiritual relationships?

**Steve:** Yeah, I mean, the very first chapter of the book is contrasting impatience with patience, for example. And I think probably the best way that we express love and friendship is by being patient, by being grace-filled towards one another, and to own the fact that we can be short-fused and kind of immature when it comes right down to it. We're not the kindest, most patient people, even as Christ followers, and that needs to be our hallmark. So in each of the chapters of this little book *Broken and Whole*, I confessed my own brokenness. I confess my own insecurities. I mean, I kind of lay it out there. I not only tell my story, I told the story of many others as well. And then I invite the reader into considering their own impatience, their own misguided unkindness. And then I say, "Okay, so what is God inviting you into?" And so we look at the invitation, and then we do a spiritual leadership audit at the end of every chapter. So just trying to get my reader into the context of the story of Paul, the writings to Corinth, the place where we are today, and the need for us to come clean and draw near to God and be a transformed leader.

**Al:** You know, this concept of strength and weakness is still hard for leaders to grasp even in the Christian faith. What's another chapter in the book, in your mind, that might serve as a significant milestone or milepost of what it means to be a leader to experience strength and weakness, this dual reality of being broken and blessed at the same time?

**Steve:** Again, I think it's confessing the reality of your heart. So, for example, when we talk about envy and jealousy, can you own the fact that when you look down the street at a bigger church or a bigger organization, can you own the fact that there's a little bit of envy and jealousy in you, and can you bring that to God and say, "God, give me a bigger view of you as you open my eyes to receive the fullness of what's happening down the street or across the way," so that we can celebrate each other's accomplishments instead of being so small-minded and so protective and so competitive and envious and jealous.

So, when Paul says love is not envious, love is not jealous, how can you release that envy and instead get to the place of contentment and companionship and true compassion, you know? Well, I think it begins with seeing the reality of who you are, with greater clarity. Out of that clarity, then indeed, I can

be a bigger-minded, bigger-hearted person for the people that are, maybe even in the world's eyes, doing better than me.

**Al:** Yeah. Wow. And also, in Chapter 13 in your book, you know, it strikes me as the culmination: befriending brokenness and inviting redemption, an invitation to reorder loves.

**Steve:** Yeah.

**Al:** What's the message here that leaders need to hear?

**Steve:** Yeah. The reordering of love is a key concept. That's an Augustine concept as well because he had a hard time reordering his loves, and that was a big part of his writings way, way, way back when, and it's been an issue to this day. We love so many other things more than we love God and more than we love others. We love success. We love numbers. We love financial resource. We love beautiful things. In essence, we have a problem with idolatry, and so we need to own that and come clean on that so that we can get to the place where we're reordering our loves and inviting God to do his redemptive work in us.

I love sort of the image of the Japanese art form called kintsugi art form, and kintsugi is taking a broken piece of pottery, putting it back together again with gold filament, and it actually becomes a stronger piece of pottery as a result. And the concept behind that art form is, more beautiful having been broken. More beautiful having been broken. That's redemption. That's redemption. We are more beautiful as people acknowledging and having God redeem our brokenness for his glory, and out of which, we then reorder our loves. It's no longer important for me to be a success in your eyes. Instead, I want to be a faithful man in your eyes. I don't want you to look at me and say, "Wow. Big budget, big programs, big name, big whatever," I want you to be able to see us as people that are humble of heart, willing to be broken, and redeemed, and celebrating the redemptive work of God. Those are the kinds of leaders, Al, that I think the church desperately needs today.

**Al:** Yeah, yeah.

**Steve:** Desperately needs today.

**Al:** Yeah, I remember being at Prison Fellowship and seeing that—

**Steve:** Yeah.

**Al:** —Chuck Colson had on his desk, we're called to be faithful, not successful.

**Steve:** Right. So true.

**Al:** Yeah.

**Steve:** So true.

**Al:** Yeah.

**Steve:** Couldn't agree more. And he came through his brokenness, and look what God did for him.

**Al:** Yeah, yeah, that's true.

**Steve:** You know?

**Al:** Yeah.

**Steve:** It's amazing.

**Al:** Yeah.

**Steve:** That ministry is phenomenal even today after his departure from Earth.

**Al:** Mm-hmm, yeah.

**Steve:** Yeah, yeah. Amazing.

**Al:** Yeah.

I trust you're enjoying our podcast. We'll be right back after this brief word about a valuable tool that can pinpoint the true, measurable health of your culture.

**Male:** What if you could get an upper hand on unwanted turnover, relationship conflicts, struggling morale, and unproductive staff, and, at the same time, increase the effectiveness and impact of your organization? You can with the Best Christian Workplaces Employee Engagement Survey. This popular, proven resource pinpoints the true health of your workplace culture and ways to improve it.

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online today at [bcwinstitute.org](http://bcwinstitute.org). The Best Christian Workplaces Employee Engagement Survey. It's your first important step on the road to a flourishing culture.

**Al:** All right. Now, let's hear more from today's guest.

And I'll admit this is something that I haven't focused very much on, and I know I'm not alone. You know, how can spiritual friendship help leaders take this redemptive journey of discovering God's strength in our own personal weakness? What advice do you have for us, Steve?

**Steve:** Yeah. I think we just need to own it, first of all, that we're all in the same place. We are all human beings, and as we share the context of humanity, therefore, we are broken. We're sinners. We can raise our hands in worship in one moment, and we can raise an angry fist toward someone who cuts us off in traffic the next moment. I mean, we are broken, and we need forgiveness, grace, love, mercy, kindness, gentleness, and to determine together as leaders that we're going to create that kind of culture, I think that's the answer. And you're all about culture. You know, the Flourishing Culture Podcast. I would say a flourishing culture is a loving one, and it's definitely a grace-filled one. And unfortunately, we as Christians, we don't have a lot of grace. We just simply don't. I think we need a major infusion of grace in our friendships, in our leadership teams, and among the people that were called to serve. We know how to use the word, but we don't know how to live it out.

**Al:** Yeah.

**Steve:** And I really want to see that change.

**Al:** Yeah. It seems like in our culture we're all about judgment, as you say, not a lot about grace. Yeah.

**Steve:** Right.

**Al:** I know you've got loads of examples of where God's strength and a leader's personal weakness is exhibited. Give us an example.

**Steve:** Yeah. I mean, in general terms, God transforms weakness into strength each time a leader learns to lovingly submit to the God of grace. When we realize the impact we're having on another life for good or ill, we can shift and alter our approach prayerfully, relationally, and then in one's leadership. So I see this in my ministry with leaders one on one, in small groups. I see the light bulb sort of shine and a new way of leading emerges, mostly out of brokenness. Just recently at our mass retreat, a leader came to a realization that perhaps this stubbornness was a hindrance to his leadership. Another in that setting was realizing that her negativity was holding back others from flourishing. And it's sort of like,

“Oh my gosh, am I really that stubborn? Am I really that? Do I really have such a negative attitude?” And we don't even have to say, “Yes, you do.” God was sort of tapping her on the shoulder, saying, “Yeah. You really don't need to be that negative. That's not a call that I'm calling you to.” Or stubbornness for this other leader. And so over and over and over again it happens in these little pockets of moments, we can press the pause button and turn to Sabbath rest and begin to listen a little more deeply to the movement of God's Spirit, and then to watch people give voice to their brokenness and not try to do anything else but listen, God does the work. God does the deeply redemptive, restorative work.

**Al:** That's just great. Well, tell me a favorite story of how you started on a journey of life-changing spiritual friendship. What did you do to enrich and sustain it?

**Steve:** Al, I think of my friend Henry. Actually, the last time you, Al, and I were together, we had lunch together, and I was heading north—

**Al:** Yeah.

**Steve:** —to Whidbey Island. My dear friend Henry Topaski lives up there, and Henry and I have been friends since college, and we stay in touch on a pretty regular basis, just pick up the phone. He's in the Pacific Northwest, and I'm in the Northeast. And I think the way in which we've determined to sustain our friendship is simply by staying in touch and by coming alongside each other and knowing when each other is in a darker place or a more difficult place, being there to listen to one another, to make sure we see each other face to face on a pretty regular occasion even though we live on the other part of the country. So we're trying to maintain that friendship, we're trying to deepen that friendship, and it's amazing how we can pick up where we left off every single time that we're together. I think friendships are worth sustaining, building, deepening. And here we both are in our 60s, Henry and me, and we've had this friendship going since college. And, you know, that's just one of a handful of guys—I was in a family of two sisters, and I always prayed for a brother. “God, give me a brother. I'm tired of these girls picking on me all the time.”

**Al:** Yep.

**Steve:** And when I got to college, God started pouring on the brother, the brotherhood, and those brothers for me, I could tell you, we could sit for hours and I could describe these friendships because they have been so life giving and so transformative for me. I don't know how people do life without them.

**Al:** Yeah.

**Steve:** I really don't.

**Al:** You know, you've worked closely with pastors, para-church leaders, seminary students even, around spiritual friendships.

**Steve:** Yeah.

**Al:** And I was thinking back, just on your comments, about the guy friends I developed in college, and I just visited one of those a weekend or two ago in Pittsburgh.

**Steve:** Awesome.

**Al:** Yeah. But what are a few of the most common obstacles and stumbling blocks for developing spiritual friendship like you're talking about?

**Steve:** Probably the biggest obstacle I think of immediately is sort of a manipulation, you know? Wanting that friendship to be a certain way for us, that we have something that we have in mind that we want out of that friendship, and so we're going to manipulate it toward that end. Or a need to be in control. You know, the one that needs to always be right or funny or witty or wise or always in the center of attention. We describe it as the me monsters. When the me monsters come out, that kills friendship. So we need to make sure that it's a two-way street not just a one-way street. And then if we have too high of expectations for another, that can be an obstacle. Again, it goes back to the grace piece. How do we create a culture of grace and not such high expectations of each other?

**Al:** Yeah. Yeah. Just to sit and be friends. What would be your counsel to a leader or even an executive leadership team seeking to discern God's direction, presence, and purpose around spiritual friendship? In fact, how can spiritual friendship, which invites trust, as you've mentioned, transparency and vulnerability, thrive in a leadership setting?

**Steve:** Yeah. I think in a leadership setting, whether you're talking about a local church or a para-church ministry, I think it needs to begin with asking the question, what's really our goal here? Is our goal simply to function together in accomplishing our goal, or is our goal to have a relationship of love and trust with God and one another, out of which we lead and serve together and accomplish our goal? And I think that's the turning point for me. Many churches, many organizations, are just there for the functionality of the relationship. They show up, they do what needs to be done, and they walk out the door. And I think that is the way of the world. That's not the way of God. That's not what I would describe as spiritual leadership or spiritual friendship because spiritual leadership is all about learning how to help each other get closer to God, and friendship is the most intimate human relationship we

can have, second only to our spouse and our family. But even there, they can be, hopefully, spiritual friendships within the context of the family.

So what I did with *Broken and Whole* is I put these spiritual leadership audits at the end of every chapter so you can discuss the biblical text, you can share life stories with one another, and you get to know each other more relationally and not just functionally. I don't know about you, but for me I don't want to be on another team that is just functional. I just don't. There's nothing in it that appeals to me. I want to be there to do something significant together out of friendship. Not that I'm going to be best friends with everybody around the table, but it's certainly friendly with everyone around that table. And there's a difference. And I think spiritual friendship can be the culture that we create with one another. That's what I want to do. I want to get to know the people around my table, my leadership table, relationally. And the first question we use in almost every one of our leadership settings is, how are you doing; what's the state of your soul? And it's not just a, hi, how are you; it's, how are you and God doing? And every meeting we begin that way. It takes time, but it's time well spent because it deepens the decision making and the discernment that happens thereafter.

**Al:** Yeah. That's really a good question, what is our goal here? Is it just to function, or is it relationships? And, boy, investing in those relationships. We asked the question in our culture survey, we have fun at work. And we get a lot of pushback on that question, we have fun at work.

**Steve:** Yeah.

**Al:** It's like, well, we're not here to have fun; we're here to get something done. You know, we can show statistically that where there is fun, which is part of what I consider relationship, there is a cohesion, there's certainly engagement, there's commitment that you wouldn't have otherwise. But, yeah—

**Steve:** I couldn't agree more, man.

**Al:** Yeah.

**Steve:** I couldn't agree more. And I think retreats—when we say we're going on a leadership retreat, well, are you going on a retreat or are you going on an off site to do work?

**Al:** Yeah.

**Steve:** When we go on retreats as a team, and we're celebrating our 15th ministry anniversary this month, we're going to go on a retreat after our big party, our big celebration, and it's going to be a team

retreat of two nights and three days of pure fun. The only work that we're going to do is sit and listen to each other share our state of soul. Everything else is going to be taking hikes, taking walks, going out for leisurely meals. I want to have fun with the people that I'm with. I want to enjoy their company, and I don't want to push them to always go back to that functional place. Well, we have plenty of time to do the functional work, but when we're together, boy, there's got to be some serious time for enjoying each other's company. So, I commend you for that question.

**Al:** Well, Steve, we've really enjoyed listening to what you've been sharing. This whole thing of embracing brokenness, starting with humility, really calling leaders out not be lonely leaders but to develop friendships, friendships that are based on trust, where we love one another, where we cultivate these cultures of grace that you talk about where we're patient and kind, where we reorder loves. I love that concept, how many times—and I think we all can confess that we just love so many other things before God and others—and how you've kind of called us to come back to reorder our loves and to put Christ and others at the center of those. And there are friendships that are worth sustaining, and I encourage all of our leaders, based on all you've shared, to go back and kind of renew those friendships and particularly spiritual friendships that maybe have grown cold over time. So, this has been a great conversation. And, Steve, all that you've witnessed in your transformational work with Christian leaders, and in light of what you've shared, how about one final thought that you'd like to leave with our listeners? I bet you've got one for us.

**Steve:** Well, here's the altar call. Come forward today as the broken and imperfect leader, and come with a desire to unmask the persona, and come with a desire to trustingly submit your blessed belovedness into the hands of God who loves you unconditionally. And if you do that, you will be set free, and you'll be set free to fly to new heights, to experience greater depths, and to be delighted in the communion that you have with God and with those around you, because you've chosen the better way. The way of love. May it be so, dear friends. May it be so.

**Al:** Amen. Steve Macchia, founder and president of the Leadership Transformations Institute, thank you for sharing your wisdom, insights, and stories. And thank you for extending your ministry to the leaders who have been listening and benefitting from all you've shared with us today. Thanks, Steve.

**Steve:** Thanks, Al. God bless you, man.

**Al:** And to our listeners, I want to thank you for joining us on the Flourishing Culture Podcast and for investing this time in your workplace culture today. And if there's a specific insight that you heard from Steve today, or an action step that you've enjoyed in the past few minutes, please share it with others so that they can benefit as well. And please review the show wherever you listen to podcasts.

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