



**The Flourishing Culture Podcast Series**  
“Strategic Planning: A Clear Plan for Where You’re Going”  
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Allan Kelsey

**Intro:** As Christian leaders face tension, how can we be Spirit-led and have a focus on planning at the same time? Today we find out how fast-growing Gateway Church in the Dallas-Fort Worth Metroplex does it.

**Female:** This is the *Flourishing Culture Podcast*. Here’s your host, president of the Best Christian Workplaces Institute, Al Lopus.

**Al Lopus:** Welcome to another episode of the *Flourishing Culture Podcast*, where our goal is to equip and inspire you to build a flourishing workplace. We are here to help you eliminate workplace distrust, improve your employees’ experience, and grow your organization’s impact. And before we meet our special guest today, I urge you to subscribe to this podcast. As a result, you’ll receive our action guide. It’s our gift to help you lead your organization’s culture to the next level. To subscribe, simply go to [bcwinstitute.org/podcast](http://bcwinstitute.org/podcast). Hit the Subscribe button, and receive our free action guide.

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And now, let’s meet today’s special guest.

Today it’s my pleasure to welcome Allan Kelsey, the executive strategic pastor at Gateway Church in the Dallas-Fort Worth area. Hi, Allan, and it’s great to have you with us again.

**Allan Kelsey:** Hey, Al. It’s great to be part of the conversation again. You always create such compelling conversations. I’m glad to be a part of it.

**Al:** Thank you very much. You’ve been a member of the leadership team at Gateway for a number of years, and I’ve really valued how we’ve worked together to strengthen your workplace culture at Gateway.

**Allan:** Yeah. I've really enjoyed being able to be a part of it and the relationship that goes back. We value relationships very highly here. Yeah, I think one of the things that I've become aware of is that I fear that—and I say that clear-headedly—closed systems because they tend to kind of create self-reinforcing theory without outside input, and then you begin to believe your own stuff, if I can call it that. And so it tends toward misinformed, like a misinformed sense of context, which leads to bad decisions. And so having someone like the BCWI—or not somebody like you, but you guys specifically because it's faith-oriented—really be there to help us serve our people keeps us from falling into that trap. That's one of the reasons I love the partnership.

**Al:** And it really isn't helpful to kind of be in an echo chamber where you're just listening to yourself, does it.

**Allan:** Very misleading, very misleading.

**Al:** Yeah. Tell us a bit about your new role and why Gateway's leadership is really focused on addressing strategy.

**Allan:** Yeah. Well, I think it's a new value for us, a new pressure point, if you like. As you know, a couple of years back, Gateway went through a very God-inspired, God-instructed pruning and simplifying process. And that really has positioned us for new growth, which we are already beginning to see. And our increased scale, I think, demands that we are much more intentional about keeping all of our campuses and our teammates pulling in the same direction on purpose. And so it's my job to facilitate that among all other projects.

**Al:** At BCWI, our research has identified sustainable strategy as one of the eight distinctive drivers of employee engagement. In fact, over the last couple of years, it's gotten even more important, relative to others. And in flourishing cultures, a strategy is sustainable if an organization is able to meet the needs of those they serve and particularly those that they've set out to serve in a high-quality manner over time and in a way that builds long-term relationships. And, you guys are really doing that. I'll bet you've got a story that illustrates the link between employee engagement and Gateway strategy.

**Allan:** Yeah. There's always stories. There's always stories. Yeah, for sure. So, for us, I think it's not just that we know where we're going, but it's that we know how we're going to get there and that we get there together. So we've come to kind of agree that being 80 percent correct with 100 percent unity is way better than being 100 percent correct with only about 80 percent unity. Unity's really the key. And so there's nothing like success to breed success, and helping our teams know what the right thing is to do next creates a lot of natural energy and kind of forward momentum for the organization.

So we as a church evolved from a single entity into a multi-site expression, and getting the central folks to kind of let go of what belongs at the campus and what belongs on the central team was very difficult because it all just used to be one big pot. So what we ended up doing was really try to bring clarity, just a little bit of strategic clarity, to who does what. And so we call it the three Cs. And at the campus, there are three. The campuses concern themselves with care for the people; developing the core of contributors, team-building folks; and maintaining community among the people on the campus. And then the folks on the central team spend their time concerning themselves with what content is being

taught and distributed among all of our campuses. They're building and developing that. They're measuring for consistency so that our messaging is the same across all of our campuses. And then they're in the business of communicating and making sure that everybody knows what's going on. The larger the organization gets, the more it is that the left hand commonly doesn't know what the right hand's doing. And that one idea, the three Cs shared by the central team and the campus teams, fixed a lot of confusion about who's doing what as we evolve from being a central team to a multi-site team.

**Al:** Well, that's brilliant. And clear, concise, consistent, that's a great strategy. You know, Allan, we have seen the conflict between sites and central in many other churches, and I really like the way you've defined this between the campus where you care about the people, the core of the community; and then at central, it's consistency, it's content, it's communication. What a great way to communicate that.

When it comes to strategy, how has the leadership at Gateway actually viewed changed, maybe even matured, in the course of strategic planning?

**Allan:** Yeah. Our strategic planning has been in play for a while and so we've evolved it. But in essence, our planning is always followed by a window of time where we execute those plans. We can't let that window be too big because otherwise you begin to lose touch with what you're doing and why you're doing it. And then that's followed by measurements so that we can learn.

We have two cycles every year: one that runs in the spring and one that runs in the fall. And we go through our strategic-planning process, and then we retreat as a leadership team for two days to extract all the learning we can from the last six months' worth of work because otherwise we're just prone to repeat the errors and the failures of the past. Think about how many times you've gone to, say, a student pastor ministry and just say, "Hey, what's the strategy you're running now, and what's working?" And they give you these very squishy answers like, "No, no, no, God's moving, and it's great. And our people are encouraged, and we're so excited about it." And you leave going, "Wait. What? It sounds enthusiastic, but did I get an answer for my question? I don't know."

And so really pinning it down to some measurables is what actually allows us to know if we got the measurable or not, and then it allows us to know if the strategy we ran actually works. So the reason we retreat for two days after our planning cycles twice a year is so we can learn if the strategy's actually working. It's very helpful for us.

**Al:** So twice a year, your leadership team goes off offsite, and you work through these learning loops, as you say.

**Allan:** Yeah. We call them a learning loop. It's something we learned from Greg Hawkins, wonderful consultant that helps us with this. And it's just the idea that you set a goal, you run your play, you measure against your goal, and then that gives you a gap, like, I got more or I got less. What does the gap mean? Does the gap mean that God's in it? If so, run it again because it's working, right? Thank you Henry Blackaby. But if you set a goal of 12 and you got six, okay, you can make a lot of assumptions, but one thing you definitely have to check in is, did we run our play? So I can start with

me. I can get into that. All that learning is not available if you don't put a goal on it, because you just get a number and you're like, "Oh, this is great."

**Al:** Yeah. And without numbers, how do you evaluate? Yeah, I see exactly, and I see where you're going. Where have you seen the increased focus on strategic planning see an increase in employee engagement and actually improve your workplace culture? Do you have an example?

**Allan:** Yes. Yes, for sure. If our BCWI results are like anybody else's, any of the folks that use your tool, which is very effective, by the way, then our biggest opportunity for growth lies in kind of a middle-management portion of our staff. And they also happen to be the category who seem the most grateful for the cascaded clarity that routine strategic planning offers. It goes through deep planning, it goes through execution, and the learning, all of it produces this engagement on our staff. And that drives engagement; it inspires a healthy culture because they know that the leadership is actually paying attention. We're setting a goal; the leadership's interested in that goal; they're asking about progress against it; whether we meet it or not, they're asking what we learned from that, and then what are we going to do again next time. You know, we're not sort of rabid nuns waiting with rulers in our hands to whack the middle management on their knuckles for not getting the thing. But we are very interested in not repeating the era of the last six months. So, for Pete's sake, can we please learn from that and then move on to the next thing that God's talking about?

**Al:** Okay, Allan. This is where I want to ask the tough question.

**Allan:** Oh.

**Al:** Yeah, get ready. I know that Gateway is very focused on the role of the Holy Spirit in people's lives. It just comes through. It exudes in the teaching, in your culture, and the people. And there's often a creative tension between being Spirit-led versus building a long-term strategic plan and having twice-a-year strategic-planning meetings. So do you run into this tension? People say, "Well, we're too corporate. We're too planned. We just have plans. We're not listening to the Spirit." How do you reconcile this tension?

**Allan:** Yeah. I'm so glad you asked this question. And honestly for me, if your listeners got nothing else out of today's conversation, if the answer to this question's the only thing that they spend a little time thinking about, for me it would be a win, because there is a sequence here that really matters, and it matters biblically. We believe the church has put the cart before the horse. If we strategize first and then go to God and say, "Would You bless it?" because we're essentially saying we're putting man and his best thinking ahead of God and His best thinking. I think we should rather wait on Him, just straight up hear what He has to say, where and why He wants to go, and then put our best thinking against those instructions to create a strategy that executes what instruction He's given us. And sometimes those two can occur simultaneously, meaning we can get strategy and hearing God at the same time. But you need to be able to walk away from your planning and be able to honestly say, like that passage in Acts 15, verse 8 says, it seemed right to us and the Holy Spirit that we... and then do the following things. If you can do that in that sequence, I think you have a strong possibility of really hearing from God and being able to run a plan that's inspired by Him.

And if you're in our circles, even if you heard it wrong, you would only run it for six months before you rinsed and washed and repeated again, so you're never going to run an all play longer than six months if it's not working. If it's working, you run the crud out of that thing until it stops working.

**Al:** So that begs the question, How do you know what God is asking you to do?

**Allan:** Yeah. That's back to the same old question of, Can I hear God, and am I confident that what I'm hearing is from Him? And again, here, our best insight is hindsight. We look back and we go, "Oh, that was clearly God." And so the more you do it, the better at it you get. But the better at it you get, the more you're able to do it, and so it's this outwardly spiraling, positive contribution that keeps getting stronger and better. But you're never going to get there if you don't start.

**Al:** Yeah, yep, great. There are many different approaches to organizations and the way they approach strategic planning. Tell us, what is Gateway's approach? How do you approach strategic planning?

**Allan:** I think any organization that is going to commit to learning and not repeating the failings of the past will have to commit to some sort of systemized, strategic plan. And in my opinion, any plan worth its salt is going to kind of have three phases. They're going to reflect on yesterday so we can learn; we're going to assess today so we can understand what's going on; and then given those two pieces of information and under God's design, we're going to make plans for tomorrow. So it's a kind of a yesterday, today, tomorrow sort of process to make the progress and to grow. And I think any strategic plan worth its salt is going to have those three components to it. And there are many to choose from out there.

And so to that end, we started out using kind of an over-the-counter strategic-planning process that got us out of the gate. But in the end, it felt a little bit sort of clunky in our system because we began to feel like it used language that embraced kind of the customer, and it was sort of value-oriented, and what is your primary customer, and what do they need? And then after running that plan, using it for a while, we began to wonder, why are we getting consumers out of this strategic planning that we built?

But we sort of teased that into our system, in a way. After some further analysis, we just realized that there was pain in our system, and it was found in our system because of the premise of the strategic-planning process we had. The strategic-planning tool we were using was built to create value in business, which is good. It's shareholder value, it's market value, market share. And we are not in the value business. We are fundamentally in the transformation business as a church. And so that premise didn't fit in our system. We needed a process that was going to rather embrace people following Jesus in a moment-by-moment, day-by-day process where we just hear God, believe Him, and obey, and then put our best thinking against that.

And so we just designed our own process. It was built off of some of our biblical imperatives. And we are finding that we are having a much better result from that tool.

**Al:** Wow. So that's very interesting. So give us an overview of the process, Allan, and how have you implemented it at Gateway?

**Allan:** Well, the process always begins with hearing God. So it begins with prayer and submission to God. We put God first. In this case, sequence matters. God's got to come first. He believes in first. It's a big deal with Him.

And then we look at the last six months, and we learn from the results of the strategy that we ran. You know, we ran a play, and we just want to know, did it work? If it worked, we can infer that God was in it. If it didn't, we can probably assume we didn't execute it right, or maybe we had the wrong plan. Fine. Just get rid of it and start again. Like, what did God say? Let's build against that and try another version.

So then we assess the good, the bad, everything from the last run. We get clear about what today's circumstances look like, and then we make new plans under God's design, with some shared objectives for the next six months. And then we run again. And those shared objectives are also all the same for all 11 of our campuses, and they feed what we call our engine of change.

**Al:** How many people, would you say, are involved in this process? What percentage, Allan?

**Allan:** Of the staff?

**Al:** Of the staff, yeah.

**Allan:** So, I do 24 planning instances for the campuses and the central teams. And each team in the room is probably six to 10 people. So, that's a third to a half of the organization.

**Al:** Of the staff, yeah, right. A third to a half are involved in this process every six months, which is a large group, and it really does explain why people on the Gateway staff say that they're involved in decision making, that they seek the suggestions of employees, they act on them, because so many are involved in this process, yeah. That's fantastic.

**Allan:** Yeah. There's nothing like a say in a thing to produce buy-in in a thing. And so engaging them in this way, it's one of the best ways to make sure we're hearing God. There's a wisdom in the multitude of counselors. But it has the very convenient byproduct of also inspiring engagement among our team.

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

How about a couple of the key elements of your strategic-planning process that worked particularly well? Can you highlight a couple for us?

**Allan:** Yeah. One that's come out for us that we find instrumental in our clarity is this thing called our engine of change. And our engine-of-change theory for us is connected to kind of Jim Collins's language of a flywheel, meaning, he said the flywheel's at the center of your business; you turn the flywheel, you see virtuous results, you see virtuous outcome. And Gateway had to clarify, well, what is our flywheel? What's at the center of the work that we do? If we said we exist to... what would the answer to that be? And our answer is that we exist to help people develop an intimate relationship with God. It is all about intimacy, intimacy with God.

And so our theory of change, then, drives that outcome through the process of simply hearing, believing, and obeying God. We believe that a theory of change for that flywheel is if we get people in a process of hearing God, believing God, and obeying God, and we could just turn that—rinse and repeat, rinse and repeat—what we're going to do is advance people toward a stronger intimacy with God. And if we do that, then that's, for us, that's the middle of the road. That's the central prize.

So we organize all of our work, all of the work at Gateway Church is organized around turning that flywheel. It's organized around our theory of change. Everything that happens on the campuses is all about doing that. So it brings huge clarity to us, and it puts a yes or no kind of door in front of every activity that could happen. So if an equip class is not advancing people in their intimacy through hearing, believing, and obeying, then we're just not going to do it. It's just really, really clear.

**Al:** I love the terminology: you're a flywheel, where people develop an intimate relationship with God. That's why you're there; that's what you do every day. Yeah, I love it. And then, the theory of change, and I know you didn't read this out of a change-management manual, of hearing, believing, and obeying God. I just—who can go wrong with that in a church? That's fantastic, yeah.

**Allan:** Well, for us also, it just deepens why we had to invent our own strategic-planning process because you wouldn't get that kind of answer from a theory-of-change manual. In fact, I've read many theories-of-change manuals, and none of them have the idea of, in principle, go first to God to hear what He has to say, and then assign your best thinking against the instruction you get. It doesn't start like that; it goes in a completely different direction. And that's why we felt like our new tool is more fit for our space.

**Al:** So, how has the strategic-planning process engaged your people, especially your top-tier talent, to really excel both individually and collaboratively?

**Allan:** Well, firstly, this is a very robust process, as you just heard. There's a third to half of our staff that are engaged. And because it's repeated twice a year, it ensures that the left hand, organizationally, really knows what the right hand is doing, never more than six months behind, but, for sure, more than that. And in a large organization, that's kind of difficult to achieve. And we feel like we do a pretty good job of it because there's ongoing monthly check-ins that talk about the results, the outcomes, the goals that we're chasing, and ensures that we're all pursuing them together. It also makes winning

clear, so motivated talent know what to go after. And it promotes clean decision-making freedom for those guys because the objectives are clear.

I have a big idea that I feel like in a football match—not soccer, but American football—the scoreboard is for the spectators, but the lines on the field are for the players, because if I've got my head down and I'm trying to pick up three yards but there are no lines on the field, I don't know how much distance I've covered. I don't know if I got there. And I need to know that play by play to be able to keep engaged in the exercise, otherwise I got to keep looking to the ref and to someone else to tell me, are we moving, are we advancing, what's going on?

I need that play-by-play motivation for my team, and the only way they get it is if they've got clear, "this is how you move the ball" instruction that's strategically aligned within the organization. That big picture is necessary for us, and we clarify it every six months.

**Al:** Yeah. That's fantastic. So you've got—what did I hear you say?—24 of these groups that you're working with every six months and campuses central, and the outcome of that is everybody ends up with a dashboard with the outcomes that they're expecting over the next six-month period, yeah.

**Allan:** Yeah. The dashboard is a set of markers that are universal for all the campuses. So it's our engine of change. So what's on the dashboard? Well, we believe that living in community is part of their engine of change. It's a catalyst that moves people toward intimacy with God. So communities are a big value. So every campus is going to have community and the expressions of community as a catalyst for that engine of change. And so we're going to measure community against all of the campuses. And those measurements are available digitally and electronically for the campuses to see and for the central teams to see, and they're updated every 24 hours, so the numbers are moving on a regular basis.

**Al:** How have you implemented this approach across the church? I mean, I'm thinking, do you do this on a bottom-up basis of those 24 groups? Do you start with a specific level and work your way up the organization, or do you start at the top and work your way down? Is there a process relative to that?

**Allan:** So the way we look at who gets the planning is we divide our work into two categories: those that serve the community and those that serve the churches that are serving the community. Truett Cathy from Chick-fil-A, there's a story at Chick-fil-A where if you go there, they'll tell you that Truett used to walk around all the time and say, "All right, people. We're doing one of two things: you're either selling chicken, or you're supporting the people who are selling chicken. Anything else doesn't matter." And so for us, it's the same thing. You either have a zip code of people you're serving and you're in that zip code and you're actively where the rubber meets the road, or we're on the central team and we're serving that ministry to make their efficacy higher. Those are the only two categories we're interested in. There isn't anything else.

And so I do strategic planning with all the campuses and then all the departments that are essentially supporting those campuses. And so I end up with between 25 and 30 plans by the time we're finished with our six-month run. And all those plans are aimed at one thing, and it's our engine of change. So even the team that works on the central team that works in our accounting department in our campus-support team are all aimed at intimacy with God. And we go through the exercise of what does the

work that you're doing do to advance intimacy with God in our campuses? And if you can't tell me, I don't think we should be doing it. It's a very rigorous process.

**Al:** Yeah. As you and I know, Allan, whether it's in ministry or culture or in life, God's work is always continuing and unfolding, and each day brings new opportunities and even new challenges. So what's one real-time strategic challenge that Gateway is facing that could significantly improve your ministry?

**Allan:** Just one, Al?! You only want one?

**Al:** Just one. I mean, most people might not be willing to even share one, but I know you're at least willing to share one real thing that you're working on.

**Allan:** We got them in spades, pal. Let me just tell you. Look, okay, right now I think we're having a tremendous scaling challenge. We're grateful for it. It's a good problem to have. We have resources by God's grace, but we lack ready talent. We've got talent, but we lack ready talent. And so we've historically invested heavily in talent development, as you know, and that's built a great foundation for us. But right now we need to be able to rapidly deploy. And we keep pitching talent from across the organization to invest healthy DNA in our new plants.

I mean, this year, just to give you a sense of scale, at the start of the year, we opened with six campuses. By the close of the year, we're going to have 12 campuses. So it's just hammering our org chart at the moment. And we've got to lead with strong DNA. So we're pilfering, we're pitching from across the organization. And that scattered pilfering is not sustainable.

So what we're doing right now is we're working on kind of a plus-one model, and the plus-one model is just simply anywhere in the organization, if you have any kind of leadership, everywhere that you can go that's allowed, you need to bring a plus-one with you. You can't show up to anything without a plus-one. And so it's just creating opportunity through proximity for this next layer of leadership to be rolling with us as much as possible. And it doesn't cost us anything, you know? It doesn't cost me anything to have another chair at the table for this conversation, but that experience is invaluable for that candidate as they walk away. And we're trying, we're kind of teaching them by osmosis and by proximity how to play at the next level.

**Al:** As the research shows, 70 percent of learning is on the job. And so I love the plus-one concept of bring somebody along; you should never go to a meeting alone, for the development of that plus-one person. Love it.

So, given all that you've shared with us about how sustainable strategy really helps drive a healthy-to-flourishing culture, do you have a piece of wisdom or encouragement that would really help any leader who is listening to us right now?

**Allan:** Yeah. There's a hole I want you not to fall into. And I don't care what size the organization could be, the hole is simply this: don't add strategic work to your organization just because you think you need it or because you maybe heard something on this podcast that you're aware that you're not doing. Don't do that. Don't do that. Everybody's busy enough. Don't do that. Rather, just solve the

biggest problems first. If you end up with a strategic plan because that's the smartest way to solve your problem, by all means, go all in on that. But if the process you end up finding ends up adding that solution, then that's good. But otherwise, I just feel like you're creating busy work for the organization, and I think everybody's busy enough without it, you know?

**AI:** Mm-hmm, yeah. Okay. So make sure it's an important process that really solves a problem. I like that.

You know, Allan, we've certainly appreciated all we've learned today, and it's been like drinking from a fire hose. I really like the focus that you started off with and how you really want the staff to have unity around what you're doing. And I love that everybody is focused on helping people, your congregation, develop an intimate relationship with God, and that you've divided between campuses and central and communicated very clearly the way that they can effectively do that, that you go through the process and you find it beneficial that twice a year you go through this cycle, a learning loop. And I like the way you've used learning several times throughout our discussion, and that you follow the biblical sequence: go to God first and then put a strategy in place to do what He's asking you to do, to reflect on the past, to assess what's happening today, and make plans for tomorrow. And that's a great three-step process. And the theory of change, the Allan Kelsey book on strategy, theory of change: hearing, believing, and then obeying God. I think there's a book there, Allan.

**Allan:** Well, I'll be the first to tell you, I sure didn't invent it. I just am so grateful to be able to be a part of a system that embraces it. And I've seen what it looks like and can feel like when it's just naturally a part of the operational methods of a church. For us, it's normal. What I'm told is, outside of our walls, it's not as normal. And honestly, sometimes that surprises me. It just feels normal to me. And I've really come to be—I'm grateful for it.

**AI:** Yeah. You've articulated it very well. So, gosh, I think we can all pray for Gateway, that you're moved from six to 12 campuses and how that is really straining the talent that you've got, but how exciting at the same time. So, that's fantastic.

So, we have one last question. What else, Allan, would you add that maybe we haven't talked about so far?

**Allan:** Yeah. I'm naturally strategic, so it's something I live with all the time. But what I've come to understand is the portion of the population that thinks and operates like me is only about 25 percent. And so the largest percentage of the population doesn't think this way. And so when you talk about strategic planning as normal and natural, as it sounds to me, for others, I think it can feel like sort of the mysterious dark arts. Like, it's got this mumbo jumbo associated with it. You may have it, you may not, and it's *aah*. It always feels bigger than you think. It feels like it demands more of you than maybe you could give this strategic plan, this bigger-than-life thing. But really, at the end of the day, it's just having a clear plan to get from where you are to the next step that's in front of you, with all of your people in unity. One objective at a time, one solution at a time. And just remember, there's no silver bullet. There's no one thing that gets you out of—a “get out of jail free” card that fixes everything. Every movie has always got a silver bullet that shows up at the nick of time, and there is nothing in life that shows me that such a thing exists.

**Al:** Yeah. There's no silver bullet. And the key is to move people from here, where you are, to there, where God wants you to be.

So one last, final thought about sustainable strategy that you'd like to leave with our podcast listeners. Do you have one final thought?

**Allan:** Yeah. I got to get all pastoral on you. I've got to get the Bible out for a second. And I just got to remind everybody: God first, then strategy. God first, then strategy. The order really matters. Firsts matter to God. That's why He gave us Genesis, that's why Jesus was the first, that's why we've got to bring the first of our first fruits to Him, that's why tithing exists. Firsts matter. God first, then strategy. If everybody gets that, they're well on their way.

**Al:** Yeah, fantastic. God first, then strategy.

Well, Allan Kelsey, executive strategic pastor at Gateway Church in the Dallas-Fort Worth area, thank you for sharing your wisdom, insights, and stories, and thank you for extending your ministry to the leaders who have been listening and benefiting from all that you've shared with us today.

**Allan:** Yeah. It's been a pleasure being on the time with you, Al. You know, it's kind of a rare occurrence. I love to be here when I can, but I'll come back any time.

**Al:** Okay. You'll be back. Appreciate that.

**Allan:** Thank you.

**Outro:** I want to thank you for joining us on the *Flourishing Culture Podcast* and for investing this time in your workplace culture today. If there's a specific insight, story, or action step you've enjoyed in these past few minutes, then please share it with others so they can benefit as well. If you've enjoyed this podcast, please be sure to show your support by rating, reviewing, and subscribing wherever you listen. You can also share this podcast with friends on social media.

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