



**The Flourishing Culture Podcast Series**  
“Experiencing the Kingdom in Your Workplace Culture”  
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Jeff Lockyer

**Female:** Today’s podcast is brought to you by BCWI’s 360 Leadership Assessment.

**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. Whether you work in a church, parachurch organization, or company, the struggle to communicate can sometimes leave your culture in a painful, frustrating place. So what do you do? Well, today it’s a real pleasure to be talking with Jeff Lockyer, the senior pastor at Southridge Community Church in St. Catharines, Ontario, Canada. Hi, Jeff, and welcome to our podcast today.

**Jeff Lockyer:** Hey, Al. Thanks so much for having me. It’s always fun to be able to hang out with you and talk about this kind of stuff.

**Al:** You and your entire staff at Southridge Community Church have leveraged healthy communication to grow your culture, which was, as you recall, borderline healthy six years ago but now has moved to a highly flourishing culture. In fact, today, you’re among the top 5 percent of the more than 300 churches we’ve surveyed over the past 15 years. So congratulations.

**Jeff:** Well, thanks. I should say congratulations to you, because you guys have been the influential agent behind it, in my opinion. We weren’t paying any attention to this until we accessed BCWI and the resources you guys provide, and we’ve seen dramatic impact through your ministry, so I just appreciate you guys very much.

**AI:** Well, thanks, Jeff, but I can tell you we've surveyed many organizations that have stayed the same even though they've surveyed. It takes strong leadership to make changes. So thank you for your work, your team's work. I'm really looking forward to our conversation, but first, tell us a little bit about the mission of Southridge Community Church as a multisite church.

**Jeff:** As a local church, we are trying to foster a lifestyle of full devotion to Jesus among our people and to grow our people more deeply in their faith in Christ in a way that's accessible to others who are just checking out and seeking after God for the first time. I think what might differentiate us, especially as a multisite church, is the degree to which we're oriented around the mission of Christ, what many people in the church world would refer to as a *missional church*.

A number of years ago, we were growing numerically but were wrestling with the question of "If our church suddenly disappeared, would anyone in the surrounding society even notice?" Long story short, it drove us to relocate our church to about a mile of the downtown core of the city where we found ourselves to put ourselves in proximity with the needs of our society. A couple of years into that era, we actually opened up the largest homeless shelter in the Niagara region in our church building.

Then as we were transitioning to become a multisite church, a number of people in the congregation started asking in the public meetings what the homeless shelter equivalent would be in those new sites, which was kind of cool, because it captured the vision of how we wanted to orient ourselves and what we ultimately wanted to be rooted in as a church.

We have this concept called an *anchor cause* that defines each of our Southridge locations, which is essentially an initiative of compassion and justice that focuses on a key societal need in that community where that Southridge location finds itself. Over the years, we've not only developed those anchor causes; we've developed ways of engaging our people *in* those anchor causes for the discipleship value.

In the process, even at a very practical level, like our operating budget, these days now over half of our donated dollars are invested into fostering that compassion and justice aspect of the lifestyle of full devotion we're trying to stimulate in our people. So it has been a pretty cool journey.

**AI:** That is wonderful. Thanks, Jeff. You have the homeless shelter in one of your locations. What are a couple of the other compassion and justice themes?

**Jeff:** They're organized around what people would refer to as the *spokes of poverty*, some of the key contributors to poverty and marginalization in a community. One of them is focused on kids at risk, essentially single-parent families in a community that is quite low income. Then another one is kind of neat. It focuses on migrant farm workers.

It's in more of a rural part of Niagara, kind of a grape and wine fruit-belt area. We get a lot of seasonal farm workers in that community, and we've been able to rally around them and not only provide community for the season they're here but to provide medical support and social engagement and spiritual support and all kinds of things. It has been really awesome.

**Al:** That's great. You have quite a unique and timely message to share with us today, Jeff. You've had a unique career yourself that has led you to your current role as senior pastor. Give us a brief look at the unique turn of how you followed your calling and purpose to your current role.

**Jeff:** Yeah, that's interesting to say the least. I've pastored here for just over 20 years, but I've been pastoring in the church I've grown up in since I was 10 years old. Our church was founded in 1980 by some people approximately my parents' age to do church a little bit differently in a way that their kids would engage in with the hopes that one day their kids would grow up knowing, loving, and wanting to serve Jesus.

About 15 years into that journey, our pastor wanted to retire, and as I understand it, the board at the time had not had really great experiences with search committees. As I understand it, they were kind of talking in a living room or at a board table, and they were looking around, realizing that in every one of their private environments, they were all trying to do the same thing. They were trying to hand their family businesses over to their kids.

So they got this bright idea that if that was option A in their private lives, why couldn't it be option A in their church, if their church mattered more than their businesses? So the church began a very public, very formal, very deliberate process you'd probably technically refer to as a *generational transfer*, but in reality, it was just a process of handing the keys of the family business over to some of the kids in the church. There were a handful of us the leadership invested in originally, and then one thing kind of led to another, and now we're in the place we're in today.

So I was not at first imagining that I would ever end up in church work, but after university, as a volunteer in our student ministry who gave the occasional talk that turned into the occasional talk in a Sunday morning setting, all of a sudden I was involved in providing what they called *pulpit supply* back in the day, as a staff member, and then one thing led to another.

**Al:** That's a really interesting story about true long-term succession planning and leadership development. That's a great story. When you started your culture journey back in 2012, you told me there were some significant variations in the health of your various departments in the church. Can you give us a snapshot example or two of what your staff was experiencing in one of those more toxic departments? What frustrated you, as a leader, as you began to get that information and the facts about the health of your culture?

**Jeff:** Probably, first things first, I would comment a little bit philosophically or even theologically. One of the things that has undergirded this whole process for us is this expectation that leaders in a church or leaders who are inviting others to experience the kingdom are first experiencing it themselves. We talk about that a lot at a personal level. Speed of the leader, speed of the team. You can only invite people into what you're personally experiencing and living out yourself.

I think a lot of leaders do a good job of the self-leadership and even cultivating and nurturing their personal relationship with Christ so that out of that vibrant relationship with Christ they can offer that and serve that to others. From our perspective, though, we weren't necessarily looking at that organizationally, that out of this vibrant experience of a life in Christ organizationally we can invite others to participate in it.

So, for me, the bottom line frustration was realizing, first things first, "There are people in our employ who day-to-day are not experiencing a very vibrant taste of the kingdom of God in their work life, even though they work, of all places, in a church." To me, that was the biggest red flag, not even just numerically, as the survey revealed, but just experientially.

People were unclear about their role and expectation and unmotivated and unencouraged and uncelebrated and unheard or not listened to. They were underdeveloped. They were uninvested in, uninformed, all these very practical experiences that weren't just about an experience of work. They were about an experience of the kingdom of God *in* their work. That was the bigger issue to us.

**Al:** Wow, that's really reflective. We can only bring what we are or who we are to our work, and we need to experience and be able to exhibit the experience we have in the kingdom of God. As you have been on this culture transformation journey these past six years... We measure the true health of a culture by pinpointing the accurate measure of eight factors every culture needs to flourish.

Typically, organizations that complete our survey will score high maybe in one or two recognized strengths and lower in a couple of other areas that need improvement, but these days, that's not the case at Southridge. Collectively, your survey scores over the past several years have been consistently strong across all eight factors that drive the measure of a culture's health. Is there a secret you can share with us about how Southridge has been able to be consistently strong in all eight factors, from *fantastic teams* to *healthy communication*?

**Jeff:** Appreciate, Al, that originally that wasn't the case. Like you said, our very first score organizationally (this is I think six years ago) was 4.00, which is right at the baseline of barely healthy. That 4.00 was representative of some good, some bad, and some ugly. So we have to appreciate that. What BCWI has helped us do, especially in our consultative discussions with your staff, is to focus on... We call it the *bottleneck approach*.

What are the greatest bottlenecks right now or the most significant hindrances to people experiencing a flourishing culture, and what are those three or four things we can focus on this year? I say that, because if anyone is listening who is in a place where their culture is good, bad, and ugly, they might want to attack everything. I would actually encourage them *not* to attack everything.

Focus yourself on a few key strategic issues you feel like could make a difference, and give yourself a year of putting your shoulder to that plow, knowing that over time those bottlenecks, as they get relieved, will precipitate *new* bottlenecks that are now your lowest scores and your biggest issues. In a sense, over six years, we've probably addressed now two dozen bottlenecks. We never could have done that all at once, but by focusing on a couple or a handful each year, we've been able to progressively build and grow a culture over time.

**Al:** Picking up on what you've just said, take us behind the curtain so our listeners can actually see for themselves your culture's turnaround. At one point, as you said, you were barely healthy, 4.00. Within two years, your culture improved to reached the flourishing level. Give us the most important strategic steps you took to change the climate of your culture, and then give us another key step you took to grow and sustain as you moved into that *flourishing culture* category.

**Jeff:** Again, I would say step one is just embracing the vision of why you would care about or pursue a healthy culture. It's important for people to understand...I can't restate this enough...our *why* wasn't so we would work better or do better work. It wasn't so the church would grow numerically because our programs would be better because our culture was better and it would drive the programs.

Obviously, those are benefits you hope this will achieve, but at the end of the day, what we wanted was for a greater internal experience of the kingdom of God in our staff and leaders' work life. That's what we wanted number one.

After embracing the vision, I would say, step two (and this is where you guys come in) is just facing reality. We've heard a number of times in this environment that facts are your friends. I guess there's a bit of courage that is required, especially if you're about to face some good, some bad, and some ugly, but facing reality, staring it in the face, sitting on it in community can't be underappreciated.

The third thing that's important that in hindsight, if I reflect on, has helped is what I would call *strategizing around culture*. There's a difference between culture and strategy. Every church has a strategy. Every department has a strategy. Every ministry has strategy, and for the most part, most of the time you spend at work every day is on implementing and refining strategy. Then you throw in this concept called *culture*, and the word *culture* tends to be really elusive, because it's a feel.

What BCWI has helped us do is make culture its own thing that we can develop strategy, action planning, and goals around. I think treating your culture as its own strategy, and particularly, treating

your culture as a strategy the whole church across all departments can together rally around has been quite a significantly unifying experience, over and above just being an effective experience, trying to realize the results on some of those strategies.

**Al:** So culture has become one of your key strategy items as you play out the church, is what you're saying.

**Jeff:** Exactly. I would say it doesn't just apply to our workplace culture. There are a number of other aspects of our church's culture. I hope that's not lost on our listener. When you want to change your culture, you have to treat it in the same way you would treat a primary program in your ministry. You have to meet and envision and strategize and then action-plan around it. You have to treat your culture like a strategy.

**Al:** I trust you're enjoying our podcast today. We'll be right back after an important word for leaders.

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**Al:** Now back to today's special guest.

One of your phenomenal strengths is the level of staff engagement as you've worked on this over the years. For example, how you both seek out and act on staff suggestions, which is part of our *healthy communications* driver, is one of those areas. I'd love to hear an example of something you did communications-wise that began to foster mutual understanding, trust, and even productivity amongst your staff.

**Jeff:** Sure. Let's pick on one from the very first year we did this. One of our lowest categories, where in that first year we were taking this bottleneck approach. We were disproportionately low in the *pay and benefits* category. I know churches generally don't score off the charts in this category, but even relative to other churches and especially other BCWI churches we were shamefully low.

The interesting part was that, at a gut level, we didn't think we paid people all that badly, so the immediate or the seemingly most obvious solve of just throwing more money at people wasn't necessarily what we were automatically prepared to do. So what we did is we started asking people

departmentally and individually and as focus groups and even as an all-staff, getting people's feedback.

I think that listening, first of all, helped us understand what was really going on. I would say we learned the bigger issue than pay and benefits was lack of clarity *around* pay and benefits. Some people didn't even know they were getting benefits. Some people didn't know how or why they were investing so much or could invest more, or whatever, in retirement savings.

For sure, there were some things we did, along with our board, to strengthen and modify our policies and processes around pay and benefits, but at the end of the day, we realized this actually is an initiative more about education...making people aware of our pay grid, making them aware of the biblical values *behind* our pay grid, making them aware of where they fit *on* the pay grid, making them aware of what it would look like for them to advance, either in responsibility or in performance, on our pay grid, making them aware individually about what those criteria in the conditions of their ministry would look like, and getting that practical, person by person.

We realized people aren't answering those questions about pay and benefits because money is a motivator. That's rarely the case in kingdom work, but while money may not be a motivator, fairness is a unifier, and when people understood how this all worked and how they fairly plugged into the system, all of a sudden those scores, just in one year, were then in a very flourishing place. We've never really had to pay attention to them since, and it didn't cost us a lot of money.

**Al:** Even better. I love what you said. Money is not a motivator. Our relative weights analysis shows that, yeah, pay and benefits isn't going to be the key driver, by any stretch, in Christian organizations, but fairness is a unifier, and of course, people want to be part of something that's bigger than themselves. That's a great observation, Jeff. As you step back and give thanks for where your culture is today (and I know you do), tell us a favorite before and after story of how a particular team or department or individual changed and improved for the better.

**Jeff:** Again, looking back into the uglier stuff or our earlier "good, bad, and ugly" eras, I think it was the second year we started to glean specific scores departmentally and started to monitor individual departments. The lowest scoring department originally was our homeless shelter. We scored that as an intact, independent department.

You can appreciate these are a group of people, mostly younger people, who are newer into their work life and are wanting to live beyond themselves. They're giving over and above the parameters of their job to invest in the poor and the marginalized in our society. Really tough, sometimes emotional, sometimes even risky work, and their workplace culture experience was the worst. It was actually, if I recall, 3.80 as a department, which is on the border of toxic. So we weren't happy about that.

Long story short, we made a leadership transition, and in that leadership transition we weren't just providing a different personality; we were providing a support to some of the basics around doing work, like one-on-one performance management rhythms with employees that included personal care and not just "What are you doing at work?" but "How are you doing at life?" A regular team meeting rhythm, departmental meetings, and incorporating them into our all-staff meetings and our whole church retreats and making sure they're part of something larger than just themselves and the shelter.

We took the next year's survey about a month into appointing this new leader and encouraging some of these work behaviors, and already the score had gone from 3.80 to 3.97, but then a year later, 13 months into this leader's tenure, they scored 4.51. It's the single greatest marked improvement we've ever had in our history.

When you come back to the kind of people who are part of that department and the work they're willing to do on behalf of our church and, more importantly, on behalf of the Jesus they follow, they deserve to be able to experience a thriving, tangible environment of the kingdom of God out of which they can serve and reach and support the poorest of the poor and the marginalized in our society. So to be able to now give them that gift consistently year over year and know that new people who come in to do work in our homeless shelter can do it from that epicenter, from that starting point, is very gratifying.

**Al:** Yeah, you see that. Again, people just feeling like the work they're doing really is meaningful and that they're able to do it from a point of health and even flourishing in their role...that's gratifying. I bet you have another story you'd like to share about how building a healthy culture has caused your staff to flourish in ways that honor God.

**Jeff:** It feels like every year there are a few things that you pay attention to and God bears some fruit through the year after over the course of that year. You can maybe assume that by the time you get to a certain score you want to kind of cruise on autopilot, but we still, even now, through the survey and then the consultative work with you guys, focus on a few things that would represent bottleneck-level issues we can concentrate on.

Last year, one that bubbled to the surface was the question, "I have fun at work." I believe we scored 4.45, which isn't terrible, but in relation to other things and what other people and departments were feeling, it was below average. We just felt like for the weightiness of kingdom work and the demand it can so often be, changing that would really affect things.

We had a couple of people on staff who were really keen on taking this on. They called themselves the "pastors of fun," and they organized some more deliberate experiences in our staff meetings and staff retreats and at our celebrations, Christmas parties and things like that, and they were all really, really



neat experiences. We'd given them the permission that they'll never get in trouble for trying, because when you're trying to solicit fun you can be mildly inappropriate or offside from time to time.

We said, "Listen. You can push the envelope for the sake of fun. You won't get in trouble." It took a bit of trust to convince them to do that. This year, just a year into focusing on that, we scored 4.80. I'll tell you, as a person (I say this a lot to our staff), the numbers themselves don't really mean much to me, but the fact that the numbers translate into a palpable feel that I know and can experience real time...

That's why I look and value the numbers. I know what a department that's at 3.80 feels like. I know what a team meeting that's at 4.10 feels like. I know what a staff retreat that's at 4.65 feels like. I know what all of those feel like qualitatively, and there is a drastic difference in our all-staff environments just in one year, going from 4.45 to 4.80, just on that "I have fun at work" value.

**Al:** Tell us, Jeff. You've done a great job, but how does that help?

**Jeff:** I think it provides motivation. There is another inspiring reason to drive onto the parking lot in the morning. It's definitely a unifier. It's in many ways a humanizer, because it lets us see a different side of ourselves than just a serious work side, and in that sense, it is deeper than that, because it allows you, then, to connect more sincerely and authentically, which then translates into people doing better work. There's a greater degree of trust. It's easier to connect and dialogue with each other. It's easier to give each other the benefit of the doubt or to keep short accounts if you've gone offside or something.

So for listeners, you might look at a question or at a value like that and think, "Well, having more fun at work isn't necessarily the point," but there are tremendous kingdom values associated with this. Jesus said, "I've come that you might have life and have it abundantly, have it in abundance." If you want your Christian workplace to be one where people experience the abundance of the life of Christ, ensuring that there's an opportunity to have some fun matters. I've had to learn that.

**Al:** It does. I also like the way it creates an emotional connection to others. You mentioned building trust, but it also creates that emotional connection between people who are having fun together.

**Jeff:** There's no question.

**Al:** Yeah, motivator, unifier, humanizer, connector, and particularly making an emotional connection are all tied to fun. But let's turn it around. I'd like to hear from you, Jeff, as a pastor who has seen the improved health of your culture. What has this really meant for you personally?

**Jeff:** Well, Pat Lencioni would say that culture eats strategy for breakfast. At one level, if you're trying to build a great church, you're wise to not just focus on your strategies and the effectiveness of your programs; you're wise to focus on your culture. Said again, though, for us it's way deeper than that. I would say two things here, Al.

We want people who are at the core and at the leadership of what we're inviting others to be a part of to, first things first, be experiencing the realities of the kingdom of God themselves, to be living it and learning how to live it better so that we're inviting people into something we're experiencing to a good degree ourselves.

The second thing is it provides what I would call *transformational integrity*, because what it shows people is that you're on your own transformational journey as leaders. You are following Christ to a greater degree as leaders and letting God change *you*. If a leadership at an organization is inviting people into a lifestyle of change but never changing over the years as they do that, people soon wonder, "You're inviting me into all this change, but I'm not seeing any change in *you*."

What this does is it creates the credibility that, "Hey, in our lives, in our day-to-day work environments, we are as committed, if not more committed, to being transformationally, inside-out changed by God, as we are inviting you to experience along with us in your workplace, in your home, in your school, and whatnot, day to day."

**Al:** Exactly. That's a perfect lead-in. So how has this changed *you*, Jeff? How are you different today because of the changes you've seen among your colleagues in ministry? Anything you can share with us?

**Jeff:** Well, I'm certainly a lot more fun than I was a year ago. At a more serious level, probably two very core things God has done in me and in my heart. First, as the first-chair leader, I have become more responsible for everyone else's workplace experience. Probably before we got into this, Al, I would have assumed that the condition of your working environment is your problem.

You reap what you sow, and if you're nice to people or you bring a good attitude or you're a hard worker, well, you'll experience a great workplace culture. So the people who enjoy their work enjoy it because they earned it or deserve it, and the people who don't clearly are lacking something. It was kind of an individual blame or an individual responsibility I placed on it.

What I've had to appreciate (in other environments you would refer to this as the *power dynamics*, but I'm referring to it, hopefully, in the positive sense) is my paying attention and my waving the flag on these things can significantly affect other people's workplace experience. Just appreciating the responsibility that I, as a senior parent, carry in the workplace lives of all of our employees has been sobering and significant for me.

The other part related to that is just (this is where the survey has helped) gaining a far greater degree of empathy to what it feels like for other people to drive on and off the parking lot. Again, coming back to my first-chair seat, I kind of have the fullest control over my workplace experience. I didn't originally

appreciate what it's like to drive on and off a parking lot whose culture you don't primarily control or influence.

To be able to empathize at the teamwork level, at the role clarity level, at the support and investment level, at the pay and benefits level, at the teamwork training level, at the fun level, all of those different aspects of what something like the BCWI assessment evaluates... It has given me the capacity to become far more empathetic to individual employees' workplace experiences around here, and that has been huge.

**Al:** I also bet that *you* don't mind coming to work as much, knowing that everybody else is enjoying coming to work as well.

**Jeff:** It's a huge encouragement. It was only two years ago that we got to the place where, at a departmental level, every department was now exceeding the 4.25 benchmark of flourishing. That was a hugely gratifying era for me, and we are still at that level today. We just had our 2018 survey completed.

Now for two years in a row every department is over that 4.25 threshold, which, from my seat, gives me tremendous gratitude and is tremendously gratifying to know that every single employee who drives on the parking lot and any prospective employee we would invite into working in our environment can know they're going to be part of a team where there's, at the baseline, a flourishing workplace culture environment. That's cool to know.

**Al:** Jeff, as you know, we believe a healthy culture is a true and worthy end in itself, as you've already communicated. We also believe a healthy to flourishing culture leads to organizational growth and even greater ministry impact. How has growing the health of your culture influenced Southridge's impact and outcomes in the areas in which God has called you?

**Jeff:** We can certainly talk about end-user impact and the way we've been able to grow people in their faith or serve the marginalized more creatively and more effectively. Obviously, you want to start there, but in the means to the end that is our workplace and our workplace culture, I would say that making gains on our workplace culture has, first of all, enabled us the relational and organizational glue to enter in and face challenges as a team better.

We can press into riskier, more difficult things because we're tighter and better. Similarly, on the flip side, we're able to name and claim and identify and resolve conflicts and issues much quicker. There isn't all the politics and the loss of momentum and the burden because you're mired in the quicksand of a bad culture that has a difficult time navigating that stuff.

What an improved workplace culture has allowed us to do is to more creatively, more courageously, and in a more unified manner face the tough stuff and more quickly get ourselves out of the quicksand of conflicts and problems when they emerge.

**Al:** That's a huge issue. That's fantastic. Jeff, I've really enjoyed what we've learned today. I really appreciate the way you've communicated the bottleneck approach to solving workplace issues, doing three or four things a year that can really focus the team on improving the health of their culture, to embrace the vision of why we do this in the first place, and to embrace the experience of God at work for every staff member.

This is a key thing for leaders: to face reality and communicate what reality is, and then strategizing around the culture and actually having culture as one of the key strategies of an organization. Given all that you've experienced in the ongoing transformation and greater health of your culture, give us one final thought you'd like to leave with ministry leaders.

**Jeff:** If you'll permit me, I'll give two. The first is for kingdom leaders, church leaders, organizational leaders who want to have a Christ-centered workplace culture. I'd want kingdom leaders to appreciate how much focusing on your culture is, in and of itself, a leadership development initiative. One of the things I probably didn't appreciate at first was how much of a leadership development pipeline our reputation for a great workplace culture would provide.

In a thriving workplace culture, where every department is over the threshold of thriving, the ability now to attract other people and draw people into leadership development is so significant I wouldn't want that to be lost on other kingdom leaders, because if you're like me, you look around and live in that "Harvest is plentiful; workers and leaders are few" economy, and you're always looking for more leaders.

Improving your culture will help you find and attract, let alone retain more and better leaders. So just to appreciate the leadership development value of paying attention to your culture. The other thing I would say (this was kind of where I started at the very beginning with the whole vision of all this) is for every leader to care, first things first, about self-leadership, about their personal growth and development.

I know church leaders will understand how much that matters in their individual lives, how I can only give and share to others what I am experiencing in a thriving, vibrant relationship with Christ myself, but I don't know how many church leaders apply that identically to our organization. Our organization can only invite people and exemplify and cultivate the expansion of the essence of the kingdom of God to the degree that we're first experiencing it ourselves.

To me, that's what the whole focus on workplace culture is about. It's not a means to grow your numbers. It's not about making the work you do better, although that certainly is a part of it. More than anything, it's about fanatically pursuing the reality and the opportunity to experience the kingdom of God on earth as it is in heaven, first things first, in where you live every day. It's almost like when Paul says in 1 Timothy that you should manage your household well, because if you can't manage your household, how can you manage God's church?

Every church leader wants to serve out of a personally vibrant relationship with Christ and out of a family that's whole and healthy and, out of that, to be able to invite others into that experience of the kingdom. I would encourage us to view our workplaces that way as well and to view them as the epicenters of where we experience and invite people into this taste of the kingdom of God that Jesus makes possible.

**Al:** Thank you. Jeff Lockyer, pastor of Southridge Community Church based in St. Catharines, Ontario, Canada, thank you for sharing your wisdom, your insights, and all of these stories, and thank you for extending your ministry to leaders who have been listening and benefiting from all you've shared with us today.

**Jeff:** Thanks so much, Al. You guys have been a huge gift to us, and I really appreciate the way that not only you've stayed committed to us over the years but the way you've kept allowing God to work so powerfully through you. It has been phenomenal.

**Al:** And I pray there are many more years to come. I want to thank you, our listeners, 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, please share it with others so they can benefit as well, and please review the show wherever you listen to podcasts.

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**Male:** For a free transcript of today's podcast, visit [blog.bcwinstitute.org](http://blog.bcwinstitute.org). Join us next week for another one-to-one interview with a respected Christian leader. The Flourishing Culture Podcast with Al Lopus is a presentation of the Best Christian Workplaces Institute, helping Christian organizations set the standard as the best, most effective places to work in the world.