The Flourishing Culture Podcast Series

“Getting Rid of Silos: The Power of Fully Integrated Teams!”

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Doug Mazza

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. Having flourishing teams that work together cross-functionally is a key for the success of any organization, and breaking down silos in your organization to create fantastic teams is today’s topic. We have the pleasure of talking with a return guest, Doug Mazza, the president of Joni and Friends. Hi, Doug, and welcome again to our podcast today.

Doug Mazza: It’s good to be with you again, Al. Thank you for inviting me.

Al: Doug, you have a fantastic story about what led you into Christian ministry. Tell us a little bit about your background and what led you to your current role.

Doug: Well, I came from a big corporate background, a large company. I was in the automotive industry for a long time at the senior level. My last position in the automobile business before I came to Joni and Friends was as the chief operating officer of Hyundai, the automobile company, in the United States, but God had a different plan for our lives, my wife and I.

We have a severely disabled son, and through my corporate career and seeing Ryan’s incredible struggles, 13 brain surgeries in his first three years of life and then developmental issues and blindness and constantly being on the edge of life, frankly, I turned to God and asked him to show me what
purpose this young boy’s life could have. God showed me the purpose for mine in that process. I asked him to save my son’s life, and he saved me, so I owe Ryan everything.

That was a life-changing event as we grew closer to the Lord and relied more and more on him and surrendered control. There was a time when I thought, as a corporate executive in the world, the more I could control, the more power I would have and the more successful I would be, but God showed me a different way when I ran into his Son, my Lord and Savior.

Having given my life to him, I surrendered control to him, which was a major project in my particular life. What a relief to be the one who accepts responsibility from God but lets God be in charge. It has taken the top off of what can be accomplished, and I think that has led me to appreciate Best Christian Workplaces so much. We’re not leading like Doug here; we’re leading like Jesus.

Al: I know you have strong cross-functional teams and that you believe that has a lot to do with culture. Give us your perspective on why culture is so important in an organization.

Doug: I believe culture is more important to the success of an organization than its vision or mission statement. That can be a big statement for some to swallow. I’m not saying it’s more important than your mission or vision; I’m saying culture is more important to the success of the vision or mission than anything else and that everything will fall under that culture.

Everyone has a good mission or vision statement. I’ve never worked anywhere or walked into an office that didn’t have a good vision statement and mission statement, but I’ve seen all kinds of success and un-success and failure. So what makes the difference? I contend that it is the culture of the organization. In a Christian organization, a Christian culture should be our distinct competitive advantage.

Every business plan needs a distinct competitive advantage. I’ve seen ministries look over Jesus’ shoulder trying to figure out what their distinct competitive advantage is when, in fact, it is Jesus Christ himself. It is our belief in who he is, that he is who he said he was, that is our distinct competitive advantage in the world.

Al: Yeah, it really is. At Joni and Friends you’ve led the charge on building a culture of success. In fact, I know you have four pillars of leadership that describe your culture. What’s the first pillar of these four pillars you have overall at Joni and Friends, Doug?

Doug: The first one is lead like Jesus. That happens to be a book and a course, but I don’t look at it as either one of those. Ken Blanchard and Phil Hodges are the authors of Lead Like Jesus and the organization that is an international organization now. We put every employee through the Lead Like Jesus course. In doing so, they begin to pick up on our culture, that Jesus is really the one in charge
here. I contend to my peers that if you’re the president and the organization is leading like you, the organization is never going to be better than you. We take the top off.

As I look in the mirror, leading like me is not going to be enough for Joni and Friends, so we have put Jesus in charge, not just in our prayer life but in actuality. We actually do use the Lead Like Jesus method for conflict resolution, strategic planning… It virtually has become our operating system here at Joni and Friends. So lead like Jesus is our number one, and when I say number one, most important pillar of what we think has led to our success.

Al: Great. Lead like Jesus. The second pillar deals more directly with teamwork, specifically. Give us the second.

Doug: Well, we actually call that integration. I think sometimes integration in business has been overused, but we intend integration to be a higher form of teamwork. It’s above teamwork. True integration… Maybe if you’re my age you remember the Three Musketeers. “One for all and all for one,” is probably what it is in its simplest form. Then Andrew Carnegie improved on that. It was Andrew Carnegie who said this. I have a quote from him in my office.

He was building a mastermind organization, and I thought this was interesting. He was asked by the press, “How did you get your money?” Andrew Carnegie said, “Well, if you want to know how I got my money, I will refer you to these [people] here on my staff; they got it for me. We have here in this business a mastermind. It is not my mind, and it is not the mind of any other [individual] on my staff, but the sum total of all these minds that I have gathered around me that constitute a mastermind in the steel business.”

Now I’m not suggesting we become robber barons in Christian ministry, but I think Andrew Carnegie is on to something. He was at a level of communication for his day that was unprecedented that many organizations are still trying to seek. Everyone was fearlessly able to give him input, and he integrated his departments. We hope we’re integrating a little better than the steel business did by taking all of our departments and having them overlap.

Picture overlapping circles as opposed to silos. We all fight silos, because silos are the natural status of things. It’s where people would naturally go without applying any particular effort. We put a lot of effort in lead like Jesus and then into integration. So we’ve taken our silos… When I arrived, we had departments that were operating very independently of one another. They were not really sure what the others were doing and wishing each other well but not really working together.

We created, if you can picture a silo turning into a group of overlapping circles. It takes a little more work to do that, and it even begins to feel a little inefficient, but don’t be deterred, because that inefficiency of making sure more people are copied, that there is more communication going out to
everybody who is eventually going to be in on a project creates that mastermind Andrew Carnegie was
talking about, where everybody is understanding what the goals are and how they fit in and how
others around them fit in, so you wind up with the circles beginning to compress.

If you can picture in your mind these overlapping circles starting to compress, what that creates in the
center is the heart of God in a ministry. In that very center circle that’s created by those other
overlapping circles you find extraordinary amounts of the ability to produce. Productivity is extremely
high, motivation is high, and we think that heart of God in the center is what drives our Best Christian
Workplaces score. That and, of course, paying attention to each individual question, but it comes out of
that heart. The better we integrate, the more we pay attention to lead like Jesus, the higher our score
goes.

Al: What you had before, silos, and now how do they integrate? Is that a fair question?

Doug: Yes, it is. I would also point out that I’m not speaking as an automotive executive. I’m speaking
as a Christian leader of 20 years in trying to find how God is able to take us and integrate us and put us
in a mode where we’re able to accomplish what we’ve accomplished. There is a biblical reference for
integration. I call it integration according to the Scriptures. It comes directly out of Romans 15:5-7. Listen
to this as far as integration goes.

“May the God who gives us endurance and encouragement give you a spirit of unity among
yourselves as you follow Jesus Christ, so that with one heart and one mouth you may glorify the God
and Father of our Lord Jesus Christ.” That’s what I’m talking about about integration. If you can get an
organization where everyone in the organization sounds like they’re speaking with one purpose, with
one mouth, and with one heart, what can be accomplished through that organization is extraordinary
stewardship and productivity.

Al: Well, I don’t think I’ve ever heard an automobile executive talk about the heart of God at the center
of their organization. That’s a fantastic thing to think about. You have seven different keys of
integration management at Joni and Friends. What are some of those ideas you have?

Doug: We’ve developed a list of integration management at Joni and Friends bullet points, and we
have found these seven things. First, it insists on creativity when you execute this way. It just insists on
everyone’s participation. You can’t hide in a silo. You’re expected to participate. It requires partnership.
It shuns territorial boundaries. It’s confident of success and the success of others. Oh, how powerful
confidence is. It produces an extraordinary quantity of work. It fights self-interest.

The seventh is the most interesting. It’s risky business. The reason it’s risky business is that it’s not
natural. It has to be worked on. It’s a muscle that has to be exercised in integration, and that begins and
must be maintained at the top. You can’t build integration from the center out. It has to come from the
top of the organization and have the top of the organization be committed to it completely and regularly.

Al: I love the idea that integration is a higher form of teamwork. That’s putting it in perspective. Now after integration… We’ve talked about two pillars. What’s the third pillar?

Doug: The third pillar is what you would expect to find in any organization: excellence in your area of expertise; meaning, what you were hired to do. In other words, if you’re an accountant, we expect to hire a great accountant. However, I think Joni and Friends is unique in that it’s the third pillar. Every place I’ve ever worked, excellence in your area of expertise is how you kept your job. No matter how annoying you were, no matter how un-integrative you were…

I’ve worked with salesmen in some organizations who could upset everybody around them, but they brought in the numbers. In ministry, that won’t work here at Joni and Friends. Our first and second pillars… You have to lead like Jesus. We tell you that’s the most important thing. We give every brand new employee the answers to the quiz beginning on their first day here at Joni and Friends. We lead like Jesus, we integrate, and you need to have excellence in your area of expertise.

Interestingly enough, I think this is the easiest one. I think a good management team knows how to hire a good accountant. I don’t think that’s going to be difficult, but finding people who enjoy and are relieved to hear, “Oh, this is a ‘lead like Jesus’ organization that’s highly integrated and social among all of its members and is very inclusive…” When you find somebody who thrives in an organization like that and is also a great accountant (I’m picking on accountants today, but in any position) you’re going to build yourself that mastermind very, very quickly that’s going to be highly productive.

Al: I really like that. Excellence in your area of responsibility. Of course, I don’t mind saying your fourth pillar is my personal favorite. Tell us about the fourth.

Doug: Well, the fourth is Best Christian Workplace. I am unabashed about this. I am so relieved I found Best Christian Workplaces. The first three pillars are what you would hear the president of an organization say. I think every president of an organization comes up with three points or three pillars or whatever it is they want to call them, and it makes for a great presidential speech, but thanks to Best Christian Workplaces, I can tell you to a hundredth percent of a point exactly how we’re doing in each one of those pillars.

That was just a great relief to me, because I knew we were on to something very special, but could we measure it? I don’t think you can manage effectively what you can’t measure. Best Christian Workplaces gives us the measurement. It gives us a social measurement, it gives us a performance measurement, and it tells us the temperature of our employees. Especially in today’s Millennial world… By the way, our staff of over 170 now is 50 percent from that category, Millennial.
To be able to maintain the scores we have and have all generations working together, including the Baby Boomers like myself, and to be able to assimilate and understand and work with highly motivated people who are younger…we’re very proud of that. We’re very proud that we’re onto it. I don’t think we could do that without Best Christian Workplaces. We know precisely what their issues are. They love giving feedback. I think the younger generation is even more enthusiastic about the opportunities of Best Christian Workplaces than some of the others. It is dynamic and actionable. That’s probably the most important.

What we do with Best Christian Workplaces… We celebrate our findings. We especially focus on our top 10 scores, and then we focus on our bottom 10 scores in an all-staff meeting with the entire organization. Then those bottom scores are given back to the departments, and they work by department in coming up with how they want to solve their bottom 10 scores. So it’s very interactive. It’s very consistent with the other three pillars of leading like Jesus, being integrative, having excellence in your area of expertise, and then being able to measure the results thanks to Best Christian Workplaces.

Al: Doug, I really appreciate these four pillars you have at Joni and Friends, and it really describes your organization. For our listeners, why would you encourage other organizations to have a similar framework? How is this beneficial to have these four pillars articulated in the way you’ve just shared them with us?

Doug: Well, I can tell you it’s a great place to work and that people enjoy working in a place like Joni and Friends. I should say that this is replicable. This can be used in any ministry. There is nothing either proprietary about it or specific to our ministry. These four pillars can be used in any ministry. Beyond the scores we get with people are satisfied in working here, everybody wants to know, “What’s the punch line?” It’s fine to know, “Gee, it’s fun to work there, and everyone is having a lot of involvement in all of the activities,” but as the president, what I’m interested in is productivity.

This leads to an extremely high level of productivity. It not only spreads the work but it encourages everyone who has talent to participate. We work very hard in using the four pillars to identify a person’s God-given crafting. We have a lot of people who move from department to department as they discover through this open process, “I think I’m more crafted to work in the development department” or “I think I’d like to try being in IT.”

We hear so many stories of people who can’t wait to retire because they’ve hated their job. God crafted every one of us for a very specific purpose. These four pillars guide us, as leaders, to help people find their crafting as God intended them. I can tell you that begins with having a disabled son who has never spoken a word and can’t walk and has trouble sitting up in a wheelchair without a brace. I started out by telling you I asked God, “Show me what purpose his life has,” and I have found so much extraordinary purpose.
God has used his life around the world to bring others to Christ and to give us a story and to give us the energy to serve people with disabilities. I realize that every one of our employees, everyone who comes to our door has been given a God-given crafting and we have an obligation as leaders not to plug people in but to help them find their crafting. That gives them joy, and it gives them contentment. Joyful, contented employees serving God honor the kingdom and fulfill the mission.

Al: Shepherd the flock God has entrusted to us. You’ve just described what that looks like. Joni and Friends achieves top scores in the Best Christian Workplaces engagement survey across all eight of our factors, but one that is especially strong is sustainable strategy. Tell us about your strategic planning process and how it helps integration overall.

Doug: Yes, our strategic planning process. First of all, we’re chronic strategic planners, unabashedly. We do five-year strategic plans. We take a look at the strategic plan every year and update it to see how we’re doing. We are currently in a strategic planning process for the next five years. It involves the entire organization from top to bottom. It would have to be based on the four pillars we’ve just described.

We use our senior management to come up with our priorities. The departments work through a process of bringing each director and vice president a list of priorities for their department. That is then brought to the senior management team. There are five vice presidents, a president, and a founder. We get together and identify those priorities after SWOT analysis and all of the things you would expect that go into a strategic plan where we complete our SWOT.

We then take our priorities, along with a description of each of those priorities, to our board of directors, which is a governance board. It’s not an operational board. Here is an opportunity to integrate operations and governance while still maintaining the separation of the two. I think the separation of the two is important. Governance should not be helping us with operations, and operations should be responding to governance.

Here’s an opportunity to integrate governance and operations, going to the board and saying, “You are our God-given authority. We are going to present these priorities to you, and we would like to have you prioritize for us the priorities.” What we do is we have sometimes a two-day process in which each priority is completely explained by the vice presidents to our board of directors. They are then given a time of prayer, which could be sometimes a half day or even until the next day.

At any time that they feel prepared, I give them all 20 stick-on dots. It’s as simple as that: 20 sticky dots. All of our priorities are up on the wall. You’ve all been to this meeting. There are sheets of paper up on the wall with the priorities on them, and people come in at their leisure, as the Spirit avails, and put their dots in any way they like. They can put all 20 dots on one thing. “God has called me to make sure we do this one thing.” They can put two dots on 10 things.
They can vote any way they want, but what beautifully happens is that, suddenly, these priorities become three-dimensional. We’ve combined everyone in the organization from the bottom up, and now the final prioritization and approval has been given by the board of directors, including them in the strategic planning process and them telling us, “This is the number-one thing we would like you to accomplish, and this is the number-ten thing,” or however many priorities are on that list.

We’ve had as many as 14 priorities. This year we wound up with eight. That just happened to be how many priorities we wound up with. We’re going to be concentrating on those eight specific areas. It is a process in which we trust that that answer is a godly answer. People have been called to our board. They have been called here as employees. In fact, when our employees come, we have a very unique orientation process because we receive them as God’s answer to prayer.

We pray every morning here at Joni and Friends, and the one thing that’s always on our prayer list is our prayer for new employees. So anyone who comes here, we receive them as an answer to prayer. That kind of welcome... When they come, there’s a gift on their desk. Joni’s book is signed, a welcome card from me, a nice basket. They’re greeted by their director at the front door. The director is instructed to be there before anybody arrives in the morning.

They’re given a tour of the facility, and they come up and have a cup of coffee with me. I like to meet them. I like to know who God chose. Lo and behold, the reason I have them in my office is I present them day one, morning one, with the four pillars. “Here’s the answer to the quiz. This is the answer to success at Joni and Friends. We’re going to help you understand what each of those four pillars want, and we’re going to help you understand what each of those four pillars mean. We believe you’ve been specially called to participate with us.”

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.
That's a great story about onboarding. I love the way you’ve described your strategic planning process, and both of those are bathed in prayer. The priorities the board sets for Joni and Friends are bathed in prayer, and God speaks through your board members to define what those priorities are, and then as you pray for the people who will be coming to serve at Joni and Friends, you’re praying for them and they’re answers to prayers.

There are some other things I know we’ve talked about over the years that really help create an integrated culture. That’s our theme we seem to be coming back to on a regular basis today, this integration concept. What are some of the other things you’ve done to help create this integrated culture at Joni and Friends?

Doug: Well, we have some things we rely on. First of all, thanks to Best Christian Workplaces we actually measure whether we’re having fun at work. Believe it or not, that’s more important than you would think. I’ve worked at a lot of places that aren’t fun. We don’t stop what we’re doing every day and play a game, but we do have fun at work.

Our HR vice president has taken on fun at work to a new level and found activities for us to participate in, even to include in our water feature we have here little rubber duck races. Each department is given a duck to decorate, and they have a wonderful time at lunchtime for prizes. It sounds silly, but it gets everyone cheering and working together and competing.

We also use SMART goals instead of the old evaluation forms. We found that people are not trained to use evaluation forms. That’s a gift in itself to know how to sit down with somebody and actually evaluate them. Most supervisors and managers and even directors are not necessarily good at it. So we use SMART goals in which the employee and the supervisor create a list of what their goals are going to be and how they can best help develop the employee to accomplish the goal.

So it is not as performance-driven with regard to what your faults are, but rather, what the best way is to accomplish the goals we’ve set, so now we become goal-focused instead of what your faults are. It’s a much easier conversation and makes more sense and leads to a place that everyone agrees on what is trying to be accomplished. We also have a policy that everyone knows here. Integration to us means no surprises. Let’s not surprise one another, especially among our vice presidents.

We meet every week as a group and review what is new, make sure we are integrated at the top. It’s never going to be better in the middle than it is at the top, so we prioritize our own team integration and the fact that we’re seen as a single unit that can’t be divided. We tell all of our vice presidents, “We are the ‘no surprise’ team. We are not going to surprise one another. When something is new, we share it with each other.”
We do all-staff off-sites. We have at least two meetings a year where people are brought in from our many offices from around the United States to be part of this planning meeting and update meeting and so on. We’ve also gone to live-streaming staff meetings so people who are in Pennsylvania and Knoxville and Dallas and all across the country aren’t hearing about staff meetings we had here but are actually sitting in through a live-streaming process, and we are able to be virtually all in the same room live at the same time.

Anything we can do to bring our field closer to us, physically and emotionally, makes us a more integrated, “Andrew Carnegie” kind of a team. We’re big on cross-departmental transfers, as I mentioned, which is finding your crafting, and then focusing on positive encouragement. I really should have that at the top of the list. There isn’t anyone in management who doesn’t have this gigantic arrow in their quiver. If you want to build a great team, it’s built with encouragement.

The world needs encouragement. Christian brothers and sisters need encouragement. The smallest encouragement from senior leadership means a great deal to people. I remember when I was younger it would have meant a big deal to me on the few occasions it happened. But changing your habits to actually plan on encouraging people… When I see people in the hallway, instead of saying, “How are you today?” I say, “I’m glad you’re here today.” People look at me like, “You’re glad I’m here?” “I’m glad you’re here today. It’s good to see you. I’m glad you’re here.” Just little things like that mean so much.

I have a tiny 1-1/2-inch square piece of paper under the glass on my credenza alongside my computer in the morning that has been there for 8 to 10 years. It says in my handwriting, “Things to do today.” The first one is “Praise God,” the second one is “Encourage someone,” and the third one is “Make someone laugh.” If you’re a leader who starts your day by praising God, encouraging someone during the day, and making someone laugh, people will follow you anywhere. Then you need the other craftings in order to be a leader, but those three things should not be underplayed.

**Al:** Gosh, I like that, Doug. What a great list of things you’ve done to help create a positive, integrated culture. At the Best Christian Workplaces Institute, we believe a healthy culture is a true and worthy end in itself, but we also believe a healthy to flourishing culture (and you have a strongly flourishing culture) leads to organizational growth and greater ministry impact. How has growing your culture influenced Joni and Friends’ impact and the outcomes of Joni and Friends?

**Doug:** Well, our footprint around the world has… I hate to use the word exponential because it’s overused and I actually know what that means. It’s an extraordinary word, but it’s pretty close to accurate. Our reach around the world has grown leaps and bounds, much larger than our physical growth, although our physical growth has been great. Since my arrival, God has grown the organization from roughly $3 million to $41 million, if that is a measure, but that’s not really a measure of the success of the ministry. It’s really the activities that go on.
I can tell you that the ministry that is shared worldwide, if you take the percentage from 3 to 41… There are several multiples of that with regard to our effectiveness around the world and the number of people we reach. That speaks to a measurable increase in productivity that I spoke about earlier. That heart of God, when you integrate and bring that center circle, becomes the Romans 15:5-7, speaking with one mouth and one purpose and everyone understanding one cause. It’s a biblical concept. There is nothing here that we have invented.

You know, Al, this is really true. I came from the car business, the automobile industry, and suddenly found myself the head of a ministry. One of the smartest things I did was realize, “I don’t know how to run a ministry.” So what I did was the only thing I knew to do. I said, “Well, what did Jesus say?” That began this whole “Lead like Jesus” thing. I had Joni Eareckson Tada as a visionary, I had some management skills, and I turned and said, “What did Jesus say to do with regard to that vision?” We have tried to stick to those principles of how Jesus led. It turns out that the perfect man was the perfect manager.

I had the privilege of speaking to a secular audience. If you ask me to speak you’re going to hear about Jesus. I could see I wasn’t fully connected with everyone in the audience. It was a leadership group. I said extemporaneously, and I’ve kept it in… I looked out and saw they weren’t connected, and I said, “All of you have read a lot of management books from all kinds of different persuasions. There is a book out called Leadership Secrets of Attila the Hun. If we can read about Attila the Hun, we can find out what the leadership qualities of Jesus Christ were.”

I said, “Here’s a man who only worked 3 years with 12 people and built a 2,000-year organization. Aren’t you interested in what he said? You have to read to find out how he did that, if nothing else.” I got quite a response to that. People said, “I do want to know what he said and how he did that.” Most people who write a book work for 30 years, and they write it in retirement about everything they learned. Jesus worked for 3 years and built himself a 2,000-year organization that’s going to go on until the end of time.

Al: That’s exactly right, Doug. Wow. I’ve really enjoyed everything we’ve learned today. We’ve learned a lot. Thanks for sharing. I love hearing about your four pillars: lead like Jesus, integration, excellence in your area of responsibility, and of course, the Best Christian Workplace philosophy. You’ve taught us a lot about strategic planning and the way you approach that and your five-year plans.

You’ve talked with us about how you’ve integrated a number of things to build your culture, from fun and SMART goals and a “no surprise” environment and having all-staff off-sites and really encouraging people to be there and be their best. Wow! What a ministry growth experience it has been for Joni and Friends. It’s really encouraging to hear this.
I’ve really enjoyed what we’ve learned, as you can tell. Given all you’ve experienced in this ongoing transformation and greater health of your culture, give us one final thought you’d like to leave with ministry leaders.

**Doug:** I would say that leadership begins at the top, and the greatest quality of leadership is to accept responsibility and, in Christian leadership, recognize who is the one in charge: our Lord. Once we turn that over to him and trust him, palms up, and execute every day to the best of our ability, there is no limit to what can be accomplished. I *can* do all things through Christ who strengthens me.

**Al:** Amen and amen. Thank you, Doug, 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 you’ve shared with us today.

**Doug:** I’m deeply honored. Thank you for calling me.

**Al:** It has been a pleasure, Doug. I want to thank you, our listeners, for joining us on the Flourishing Culture Podcast today and for investing this time in your workplace culture. If there is a specific insight, a story (and we’ve heard many of them), or an action step you’ve really enjoyed in these past few minutes, please share it with others so they can benefit as well, and also please review the show wherever you listen to podcasts.

This program is copyrighted by the Best Christian Workplaces Institute. All rights reserved. Our writer is Mark Cutshall, our social media assistant is Solape Osoba, and this is Al Lopus, reminding you that a healthy culture drives greater impact and growth for you as well as Joni and Friends. I’ll see you again soon on the Flourishing Culture Podcast.

**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.