



HEAVEN IN SPAIN

School of Transformation Creating Culture



Binding and loosing in the kingdom

- **Matthew 16:19**
- “And I will give you the keys of the kingdom of heaven, and whatever you bind on earth will be bound in heaven, and whatever you loose on earth will be loosed in heaven.”
- “**Bind**” = deoô = to tie in a knot
- “**Loose**” = luoô = break (up), destroy, dissolve
- **Prohibiting or permitting certain actions**



Binding and loosing in the kingdom

- The ability to bind and loose so that earth is a reflection of heaven comes from using the keys to the kingdom
- This verse seems to read that what we do on earth dictates what happens in heaven
- Does the church have the power to initiate action or decisions on earth that heaven is obliged to ratify, sanction, or confirm, or is the church obliged to carry out the decisions previously made by God in heaven? In short, who decides what is bound or loosed, God or men?

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Binding and loosing in the kingdom in church history

- Tertullian, Cyprian, and Origen
 - The authority of the church to excommunicate individuals from or reinstate individuals to fellowship with the church
- Sacramentalists (including Catholics)
 - The authority of the church to either administer the sacraments to professing believers or withhold from them the sacraments (baptism, communion, last rites, etc.)
- Martin Luther
 - The church's authority to forgive or retain sins.

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Binding and loosing in the kingdom today – 2 views

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1. The church's authority to legislate matters not specifically addressed in Scripture
 - i. The "whatsoever" of Matthew 16:19 and 18:18 refers to rules or laws.
 - ii. This view destroys the Scriptures as the final rule for the Christian life, because the church can legislate other mandates not found in Scripture that must be obeyed in order for one to be in right standing with God.
2. Binding and loosing is to do with spiritual warfare
 - i. "Whatever" is typically viewed as something other than people
 - ii. Undesirable circumstances, bad attitudes, works of the flesh, evil spirits, and financial difficulties are usually bound
 - iii. Desirable circumstances, good attitudes, the fruit of the spirit, angels, and wealth is loosed.



Binding and loosing in the kingdom the tense is crucial

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- The phrases "shall be bound in heaven" (estai dedemenon) and "shall be loosed in heaven" (estai lelumenon) are perfect passive participles in the Greek text. The fact that these verbs are passive in voice indicates that those receive the action, not participate in the action.
- The Greek perfect tense views the action as being completed in the past, but with continuing effects, reaching into the present. A more correct translation, then, although awkward in the English, would be "is having been bound" and "is having been loosed."



How do we bind and loose? The letter or the Spirit?

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- 2 Corinthians 3:6 - who also made us sufficient as ministers of the new covenant, not of the letter but of the Spirit; for the letter kills, but the Spirit gives life.
- The "letter" here is "gramma" which is "writing", that is, what is written. The "letter" is not the "law" – "The law is, (in fact), spiritual" (Romans 7:14)
- We can also administrate the New Testament according to the "letter"
- The "spirit" or the "letter" is the manner in which we administrate the covenant. "Spirit" here is "pneuma" which is a breath or a breeze, vital principle or mental disposition
- The "Spirit" is the principle (from God) which drives or is behind the "letter"
- When we are driven from what is written down, rather from the breath or principle behind what is written, we kill



Systems and Culture Doing and Being

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- In churches and other organisations, the systems and the culture are often a reflection of the law and the spirit (the formal and informal parts of the organisation)
- These two things determine what activities happen in any organisation, however
- Systems can be spiritual - There are many spiritual systems in the Scripture, e.g.
 - Jethro's management plan (Exodus 18:17-23)
 - Paul's leadership selection criteria (1 Timothy 3:1-13)
 - David's department of gatekeepers (1 Chronicles 9:22-30)
- In running systems, we should not run them to the letter - e.g. "you must attend a small group to....." where we forget the principle behind the system which is love and community



Question Systems and Culture

- What are the main systems that your church/organisation rely upon? (e.g. Sunday services, small groups, regular meetings..)
- Choose one system and answer the following questions
 - What is the principle behind that system?
 - In what ways are you applying that system "By the letter"
 - What other methods/ systems could you consider?
 - How could you achieve the same outcome with a cultural change?

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Systems and Culture Letter and Spirit

	Systems Focus	Culture Focus
Letter	Legalism	Cultish
Spirit	Strategically driven kingdom enterprise	Culturally driven kingdom enterprise

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Work on systems or culture or both?

- The stronger the culture, the less need there is for systems
- The temptation is to always respond to a lack in the church/ organisation with a change to a system rather than a cultural change (it seems easier)
- **1 Peter 2:12** *"having your conduct honorable among the Gentiles, that when they speak against you as evildoers, they may, by your good works which they observe, glorify God in the day of visitation."*

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Question Culture

- What values does your church/ organisation have?
- Which of these values have been taken up the least?
- How will you embed these values? (Make them become a part of the culture?)

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3 Levels of Culture

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- **1 Peter 3:3 – 6** – “Do not let your **adornment be merely outward**—arranging the hair, wearing gold, or putting on fine apparel - rather let it be the **hidden person of the heart**, with the incorruptible beauty of a **gentle and quiet spirit**, which is very precious in the sight of God. For in this manner, in former times, the holy women who trusted in God also adorned themselves, being **submissive to their own husbands**, as Sarah obeyed Abraham, **calling him lord**, whose daughters you are if you do good and are not afraid with any terror.
- **1. Outward adornment**
- **2. Actions**
- **3. Spirit or heart**



3 Levels of Organisational Culture

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Observable Artefacts “Outward”

- Physical Structures, Language, Rituals & Ceremonies
- Processes & Rules, Stories and Legends
- Most Observable

Espoused Values “Actions”

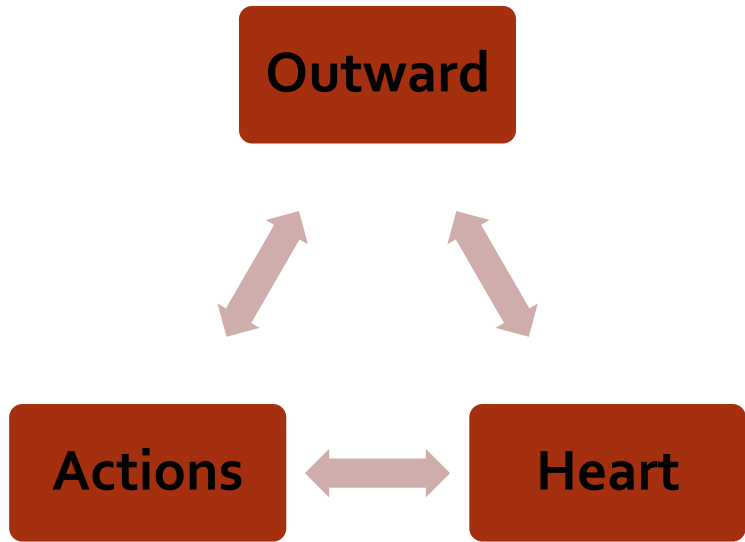
- Strategies, Systems, Structures, Goals and Philosophies
- Theology of the leaders

Tacit Assumptions “spirit, heart”

- Beliefs, assumptions and values
- Deeply engrained
- Theology of the organisation



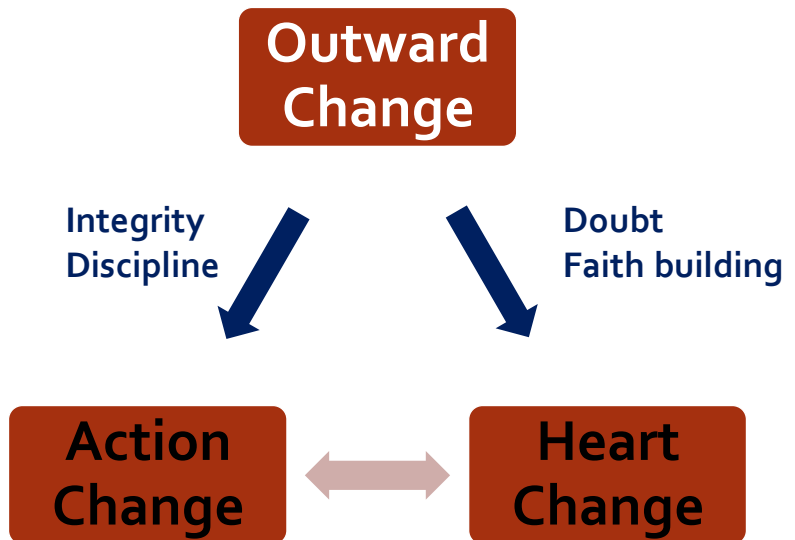
3 Levels of Culture



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Driven from the outward

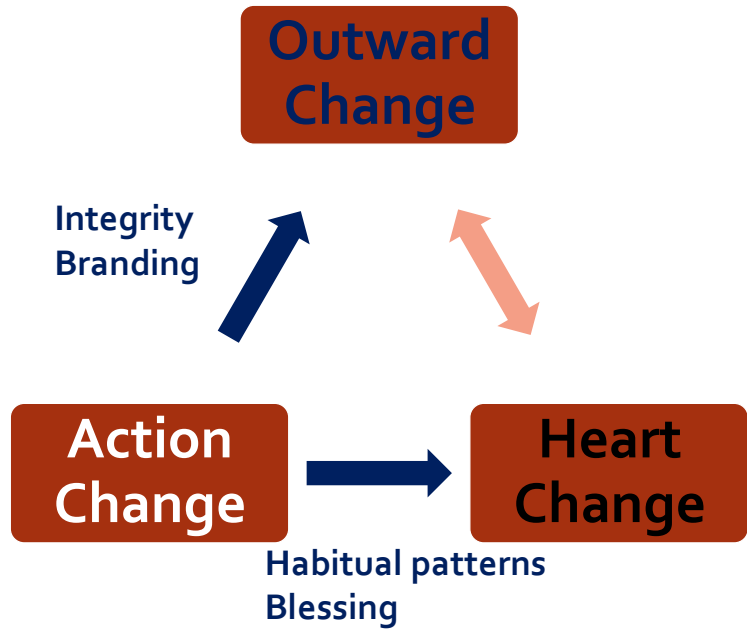


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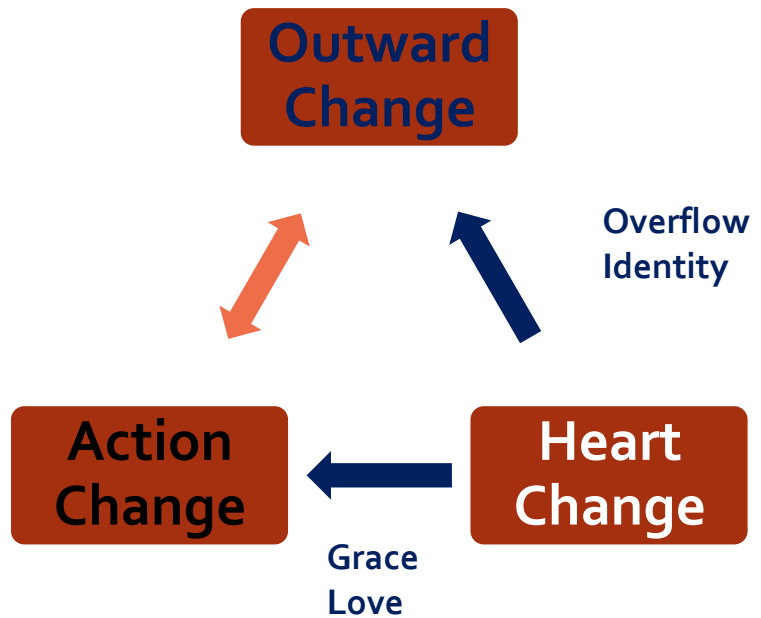
Driven from actions

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Driven from the heart

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Creating Culture

What leaders pay attention to (and ignore)

- **1 Timothy 4:12-16** "Let no one despise your youth, but be an example to the believers in word, in conduct, in love, in spirit, in faith, in purity. Till I come, give attention to reading, to exhortation, to doctrine. Do not neglect the gift that is in you, which was given to you by prophecy with the laying on of the hands of the eldership. Meditate on these things; give yourself entirely to them, that your ***progress may be evident to all***. Take heed to yourself and to the doctrine. Continue in them, for in doing this you ***will save both yourself and those who hear you.***"

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What leaders pay attention to (and ignore)

- What a leader systematically pays attention to communicates major beliefs.
- What is noticed, comments made, casual questions and remarks
- Consistency is more important than intensity of attention.
- Attention is focused in part by the kinds of questions that leaders ask and how they set the agendas for meetings
- Emotional reactions are important. Also what they do not react to.

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Leader reactions to crises

- **1 Timothy 5:20** “Those who are sinning rebuke in the presence of all, that the rest also may fear.”
- Crises create new norms, values, working procedures, reveals important underlying assumptions.
- Crises heighten anxiety, which motivates new learning.
- A crisis is what is perceived to be a crisis, and what is defined by leader as a crisis

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The criteria leaders use for resource allocation

- **2 Thessalonians 3:7-9** – “For you yourselves know how you ought to follow us, for we were not disorderly among you; nor did we eat anyone’s bread free of charge, but worked with labor and toil night and day, that we might not be a burden to any of you, not because we do not have authority, but to make ourselves an example of how you should follow us.”
- What resources are spent on reveals values and assumptions
- How budgets are created reveals leader assumptions and values
- How much of what is decided is all inclusive? bottom up? top down?

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Leaders role modelling, teaching, and coaching

- **Hebrews 13:7** “Remember those who rule over you, who have spoken the word of God to you, whose faith follow, considering the outcome of their conduct.”
- **Leaders visible behaviour has great value for communicating assumptions and values to others.**
- **Informal messages are very powerful.**
- **Training and coaching reveal values as well as builds culture**

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Criteria for allocation of rewards

- **Romans 16:1** - I commend to you Phoebe our sister, who is a servant of the church in Cenchrea, that you may receive her in the Lord in a manner worthy of the saints, and assist her in whatever business she has need of you; for indeed she has been a helper of many and of myself also.
- **Members learn from their own experience with promotions, performance appraisals, and discussions with the boss.**
- **What is rewarded or punished is a powerful message.**
- **This is about the actual practice, what happens as opposed to what is written or said.**
- **If something is to be changed there must be a reward system setup to ensure it**

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**Recruitment,
Selection,
Promotion,
Retirement, and
Excommunication**

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- **1 Corinthians 5:3-5.** For I indeed, as absent in body but present in spirit, have already judged (as though I were present) him who has so done this deed. In the name of our Lord Jesus Christ, when you are gathered together, along with my spirit, with the power of our Lord Jesus Christ, deliver such a one to Satan for the destruction of the flesh, that his spirit may be saved in the day of the Lord Jesus.
- **Adding new members is very telling because culture can be unconsciously changed.**
- **Who does and doesn't get “promoted” creates culture.**
- **Who leaves or gets fired also changes culture**