

## Spiritual Enterprise Diagnostic (SED) – Sample Report

This report gives a comprehensive view of an organisation’s values and culture. All organisational diagnoses, whether empirical or intuitive, are conducted with an organisational model in mind. Leaders view their organisation *intuitively* through their knowledge, experience and what they see and hear. They then aim to develop those aspects of the organisation that they believe are holding the organisation back. Leaders can also view their organisation *empirically* through the use of organisational models and diagnostics that measure how well the organisation is performing according to that model. Organisational development should then proceed from an understanding of performance in the dimensions of the model. Therefore it is important to have a model that represents the type of organisation that you wish to be. In the Kingdom of God, we should be building organisations from a Biblical model. All Christians live under the same mission statement:

Matthew 6:10 *“Your kingdom come. Your will be done on earth as it is in heaven.”*

Ultimately, our personal and professional lives should be oriented to achieve this mission. We achieve this personally through our relationship with Christ and our personal obedience in performing His will. If we also lead a team, department or organisation, we should also consider how we are fulfilling this mission in that context. Fortunately, there is already a template for building an organisation that fulfils this mission.

*Ephesians 2:19-22: “Now, therefore, you are no longer strangers and foreigners, but fellow citizens with the saints and members of the household of God, having been built on the foundation of the apostles and prophets, Jesus Christ Himself being the chief cornerstone, in whom the whole building, being fitted together, grows into a holy temple in the Lord, in whom you also are being built together for a dwelling place of God in the Spirit.”*

This passage comprises eight dimensions of organisational spirituality

1. Christ Centred	• Jesus Christ Himself being the chief cornerstone
2. Apostolic & Prophetic	• Built on the foundation of the apostles and prophets
3. Evangelism	• No longer strangers and foreigners
4. Relationship	• Fellow citizens with the saints
5. Development	• Being built together
6. Team Climate	• Members of the household of God being fitted together
7. Spirit’s Culture	• A holy temple
8. Spirit’s Presence	• A dwelling place of God in the Spirit

As you are probably aware, these eight dimensions don’t just appear in this passage alone but represent themes throughout the Bible. Examples of these themes are:

1. **Christ Centred** - “Apart from me you can do nothing” (John 15:5)
2. **Apostolic & Prophetic** - “But He answered and said, “Every plant which My heavenly Father has not planted will be uprooted.” (Matthew 15:13)
3. **Evangelism** - “And He said to them, “Go into all the world and preach the gospel to every creature.” (Mark 16:15)
4. **Relationship** - “speak evil of no one, to be peaceable, gentle, showing all humility to all men” (Titus 3:2)
5. **Development** – “Go and make disciples of all the nations” (Matthew 28:19)

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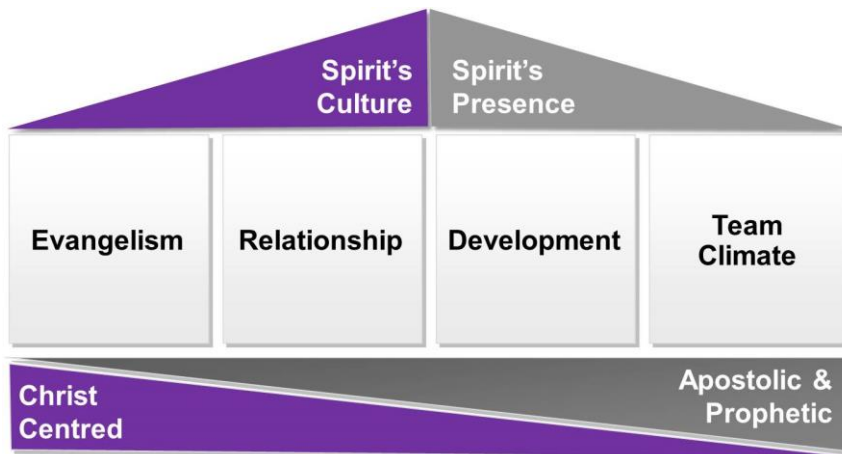
6. **Team Climate** - 1 Peter 4:10 “As each one has received a gift, minister it to one another”

7. **Spirit’s Culture** - Matthew 5:16 “Let your light so shine before men, that they may see your good works and glorify your Father in heaven.”

8. **Spirit’s Presence** - Acts 1:8 “But you shall receive power when the Holy Spirit has come upon you”

### The Spiritual House

We can represent this model as a house (see below), as this helps to communicate the relationship between these dimensions.



1. There are two dimensions in the foundations of this house which should undergird all of the operations of the enterprise
  - a. *Christ Centred* - As many people as possible having a strong relationship with Jesus
  - b. *Apostolic and Prophetic* - Every aspect of the organisation has prophetic direction and is breaking new ground
2. There are four essential dimensions for building on the foundations
  - a. *Evangelism* - People are being influenced for Christ through the organisation. “Strangers” in the Ephesians passage refers to “aliens” whilst “Foreigners” refers to “alien residents”. For us this means non-Christians and isolated Christians
  - b. *Relationship* - We should be actively helping people to build relationships – warmth, trust, support, communication, understanding etc.
  - c. *Development* - We should be helping individuals to fulfil their destiny through training, mentoring and coaching
  - d. *Team Climate* - We should be creating teams that provide an environment where people can give their best
3. There are two essential dimensions that should result from this spiritual house.
  - a. *Spirit’s Culture* - an organisation that transforms the values of employees and the extended community in which it operates.
  - b. *Spirit’s Presence* - an organisation that experiences and helps others to experience the various empowerments of the Holy Spirit

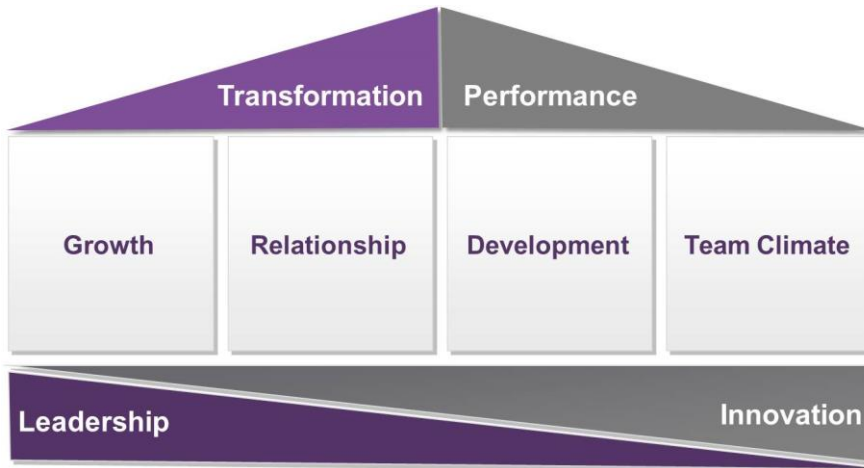
### Transformational Organisation Diagnosis (TOD)

If you work in a team or organisation that would not be comfortable with the Christian terms that we have used, but you resonate with this organisational model, you may want to use our “Transformational

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Organisation Diagnosis” that is also modelled on Ephesians chapter two that we use in non-Christian organisations. Five of the “dimensions” have their name changed and the questions have been re-phrased to suit a corporate audience. The TOD is available through [www.odi.net.au](http://www.odi.net.au) .

### The TOD Model



### The SED questions

The SED asks 10 questions (through an online survey) for each of the 8 dimensions of organisational spirituality and each question is directed to a different “aspect” of that dimension. Each question has a 2 part answer

1. How are we going in this? (Currently)
2. How should we be going? (Preferably)

An example from the online survey is given below (A question from the Team Climate dimension)

#### 6. I am clear on what is expected of me at work

	I am completely unclear	I am quite unclear	I am neither clear or unclear	I am quite clear	I am completely clear
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Preferably	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The answers to these 10 questions gives:

1. The organisational values of these dimensions (The collective answers to “Preferably”)
2. The organisational culture of these dimensions (The collective answers to “Currently”)
3. The values – culture gap (The difference between “Preferably” and “Currently”)

An organisation can then form a cultural change game plan based on comprehensive information of the values, culture and values-culture gaps that exist in the organisation. Specifically the SED

- Assists strategic and cultural change planning.
- Aids the recruitment, induction and on-boarding processes to ensure that important values are exhibited and communicated.
- Helps to understand what behaviours the organisation’s leaders need to intentionally model.
- Assists in the development planning of the personnel as the organisation understands common cultural issues.

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- Helps in understanding the behavioural aspects that need to be addressed in the performance management system, including rewards, promotion, improvement processes and termination.

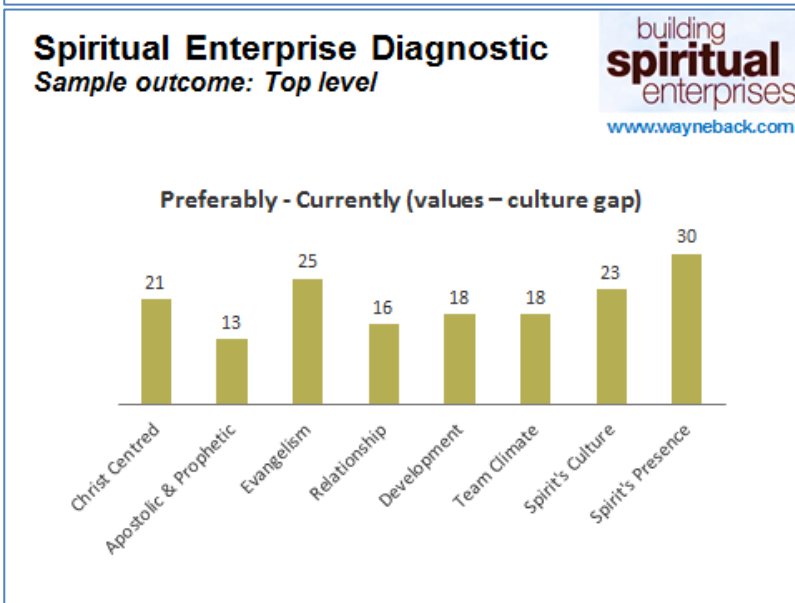
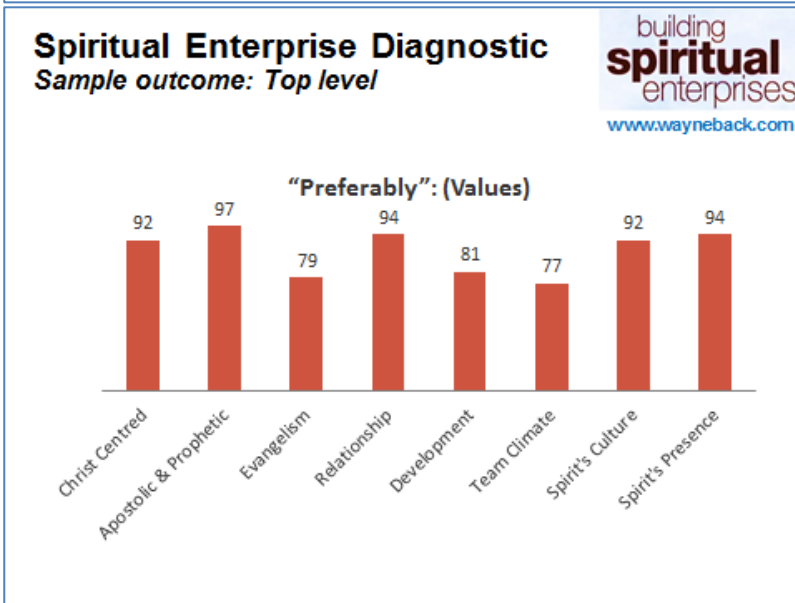
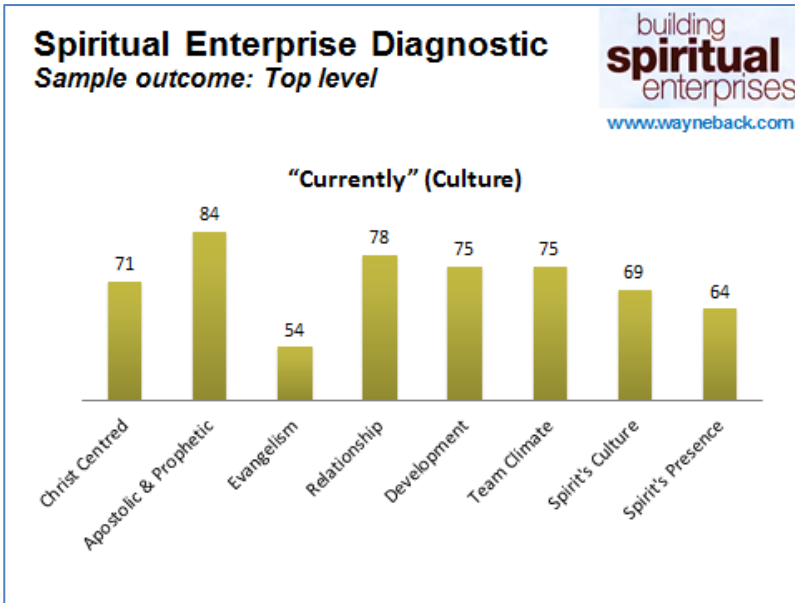
There are four types of values/ culture discussion that result from considering the SED

1. **High Culture/ High Value aspects or dimensions (Celebrate and Leverage)** - These are the organisation's strengths and are important to value and celebrate. It is also important to reflect on whether other organisational KPI's reinforce those perspectives. You can also consider why these are high so you are able to use this knowledge to lift other aspects of culture.
2. **High Culture/ Low Value aspects or dimensions (Ignore or lift values)** - The question here is "Does the organisation need to intentionally lift the value of any of these aspects so they become more important?"
3. **Low Culture/ High Value aspects or dimensions – (Immediate action)** These aspects are those the people of the organisation feel need more attention and are often the most important to attend to, either to lift actual or perceived performance in that dimension or reduce its importance.
4. **Low Culture/ Low Value aspects or dimensions (Ignore or supply the "why")** - It is important to consider whether the organisation wishes to raise the importance and/or performance of any of these aspects or dimensions or deem them not important enough to put energy into. If you wish to lift these dimensions, you must supply the "why" first.

### SED Charts

The SED contains:-

1. **Three top-level charts on the 8 spiritual dimensions of the organisation. Examples are given below. The charts show:**
  - a. The organisation's view of the present state (culture) of the organisation (The answers to the "currently" question)
  - b. The organisation's view of the preferred state (values) of the organisation (The answers to the "preferably" question)
  - c. The difference between the perceived present and preferred states (The values – culture gaps)
2. **Drill down reports on the Culture, Values and Difference of the 10 aspects that comprise each dimension. An example of the "Relational" cultural dimension is given below. These drill downs will identify specific behaviours that may need attention.**
3. **Any comparison report that is necessary. We can do side - by - side comparison reports for different markets, age groups, management levels, divisions or any other desired segmentation. These need to be built into the survey, so we need an understanding of these before the survey is activated. An example of these is given later in this sample report.**



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In the organisation represented by the above charts, the people perceive that the organisation:

### Examining the “Currently” (Culture) Top level Chart

1. Has strongest culture in the spiritual dimension of “Apostolic and Prophetic” (84) and to a lesser extent “Relationship” (78). These are some things to celebrate. You can also seek to understand why these are successful so you can ensure you can maintain them as well as build on them
2. Is weaker in “Evangelism” (54) and to a lesser extent “Spirit’s Presence” (64). It would be very important to examine the “Drill Downs” of these dimensions to understand what specific aspects are contributing to these lower ratings

### Examining the “Preferably”

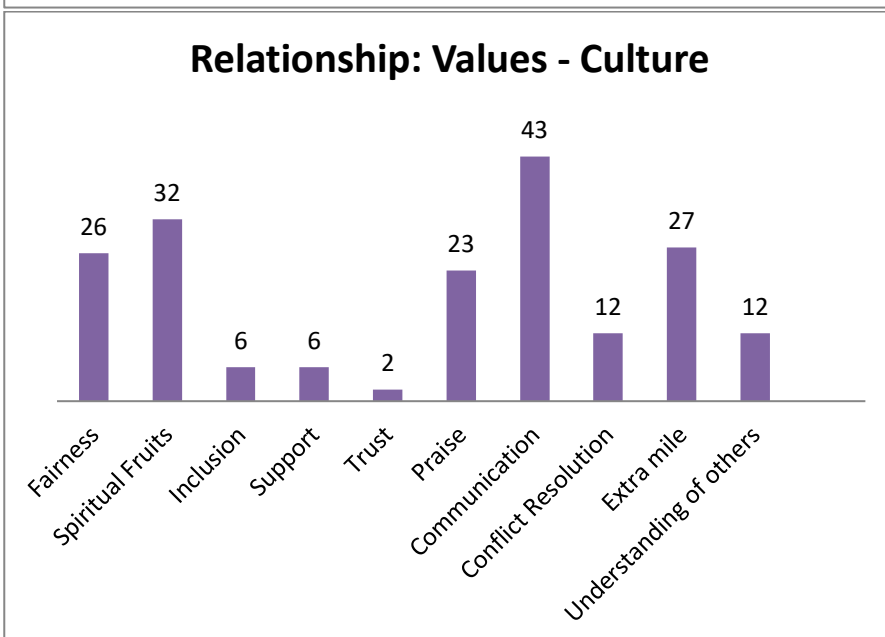
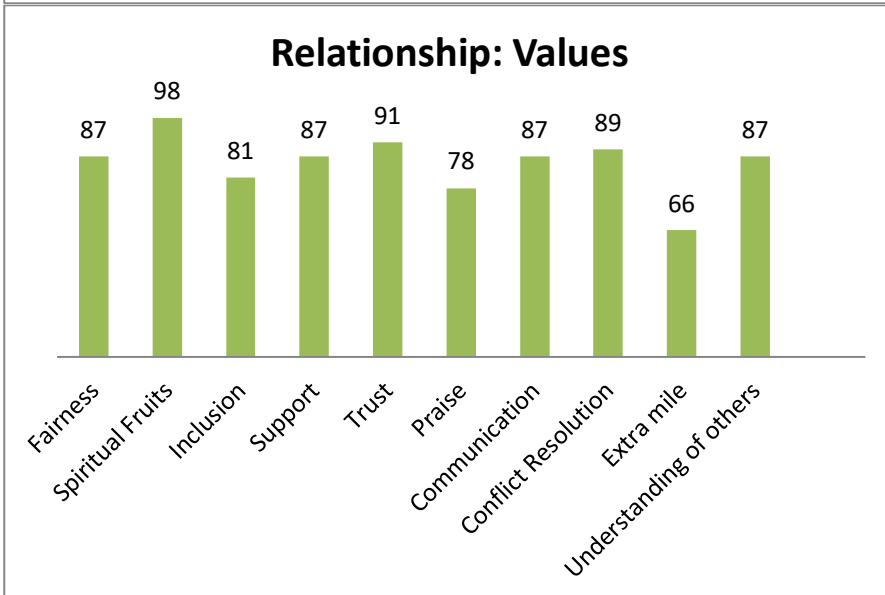
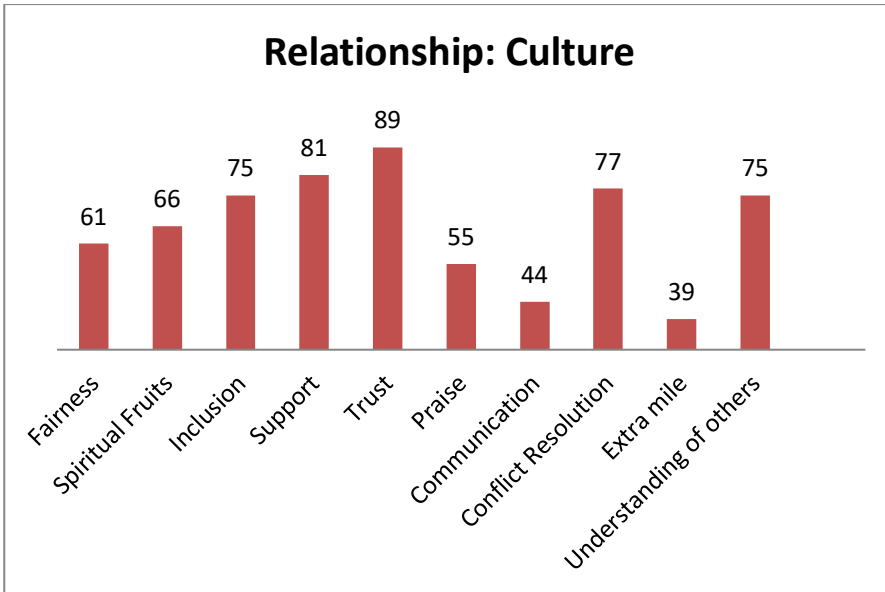
3. Has strongest values in the dimensions of “Apostolic and Prophetic” (97) and to a lesser extent “Relationship” (94), “Spirit’s Presence (92) and Christ Centred (92). These can also be celebrated and leveraged to bring growth in other areas.
4. Has weakest values in “Team Climate” (77), “Evangelism” (79) and “Development” (81). The main concern of these three would be “Evangelism” as this also has a weak cultural rating

### Examining the “Difference”

5. Has the lowest scores in “Apostolic and Prophetic” (13), “Relationship” (16) and to a lesser extent “Development” (18) and “Team Climate” (18). These are the dimensions of least tension to the people in the organisation.
6. Has the highest scores in “Spirit’s Presence” (30), “Evangelism” (25) and “Spirit’s Culture” (23). These are the dimensions of greatest tension. We have already decided to examine the drill down on Evangelism. It would also be very important to understand the contributing aspects of the tension between the values and culture in the dimension of “Spirit’s Presence”.

## The SED “Drill Downs”

The SED “Drill Down” is a more detailed chart of each of the 8 spiritual dimensions. Each Drill Down contains a comparison of the values and the culture for the 10 aspects that contribute to that spiritual dimension; as well as the difference between each of these aspects. We have given an example of the “Relationship” dimension below. To prevent information overload, only the relevant “Drill Downs” should be considered. Let’s now look at a Drill Down of the “Relational” dimension from another organisation.



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The same type of analysis can be considered for the dimensions in which you wish to drill down

### Examining the Relationship Culture Chart

1. Has strongest culture in the aspect of “Trust” (89) and to a lesser extent “Support” (81). These aspects to celebrate. You can also seek to understand why these are successful so you can ensure you can maintain them.
2. Is weakest in “(going the) Extra mile” (39), “Communication” (44) and “Praise (and Encouragement)” (55). As a result of understanding this, you may want to consider what you will change about these through the key “touch points” - e.g. in recruitment, induction, training, performance management, rewards, communications etc.

### Examining the Relationship Values Chart

3. Has strongest values in the aspects of “Spiritual Fruits” (98) and to a lesser extent “Trust” (91). These can also be celebrated as well as examined to understand why these values are high so you can apply this learning to lift other values.
4. Has weakest values in the aspects of “(going the) Extra mile” (66), “Praise” (78) and “Inclusion” (81). The main concern of these three would be “Going the extra mile” as this also has a weak cultural rating. Inclusion also has a low difference score (see below) so you may wish to consider whether you desire to lift this value.

### Examining the “Difference”

5. Has the lowest scores in “Trust” (2), “Support” (6) and “Inclusion” (6). These are the aspects of least tension in the “Relationship” dimension to the people in the organisation and people do not see these as a problem.
6. Has the highest scores in “Communication” (43), “Spiritual Fruits” (32) and “Extra Mile” (27). These are the relational aspects of greatest tension. We have already decided to develop the aspect of “Extra Mile”. It would also be very important to also develop “Communication” and “Spiritual Fruits” in the organisation.

## Bringing cultural change

Once an organisation has decided to lift culture in certain “dimensions” and/or certain aspects, they should consider how they plan to do that in two ways:

1. Addressing the aspect or dimension in the key staff “touch points” (recruitment, induction, training, performance management, rewards, communication, leadership and firing). For example, how do we look for our preferred culture in prospective employees? And how to we develop our staff to exhibit our preferred values/
2. Considering what strategy you will develop in the three levels of culture (artefacts, espoused values and tacit assumptions)

## SED Comparison reports

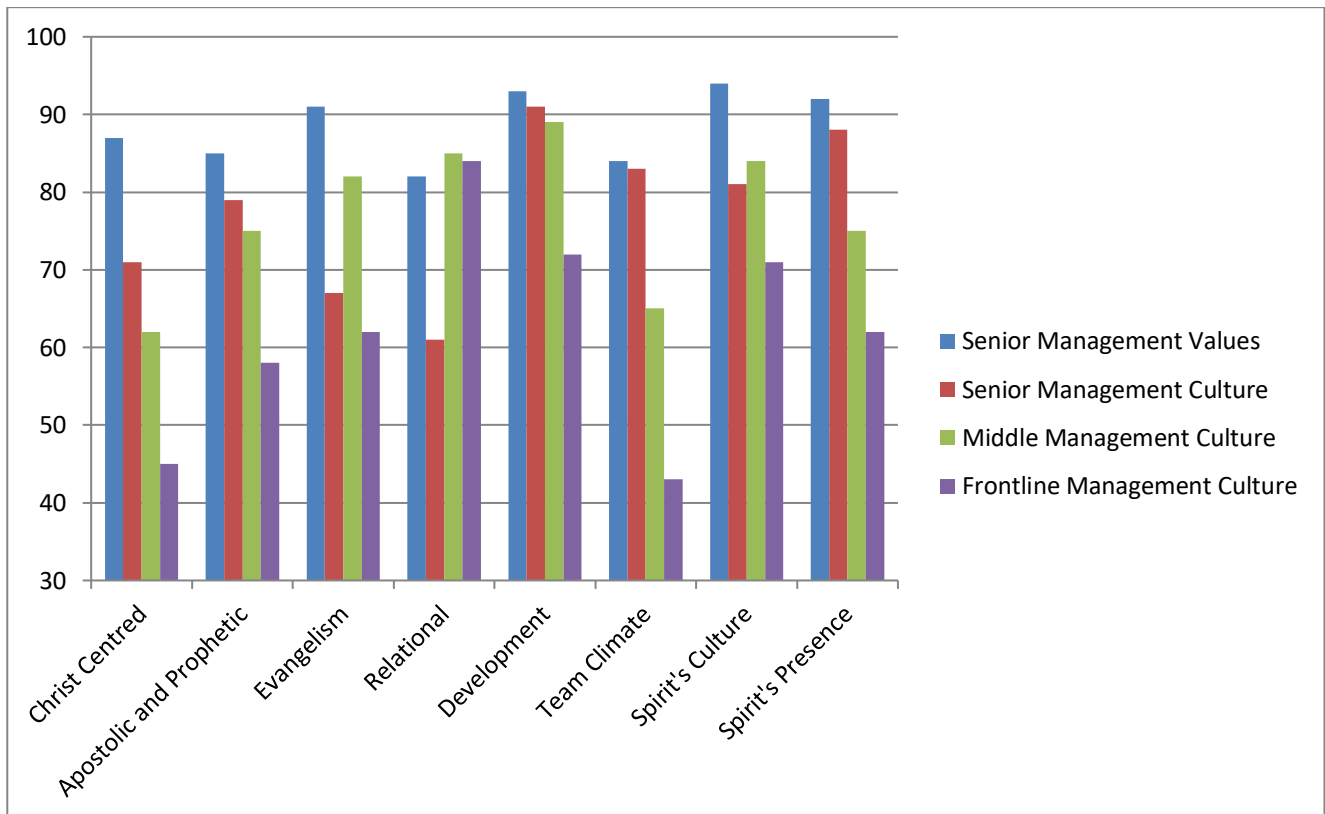
The SED is also able to compare the values and cultural perception of different people groups that exist in the organisation. These people groups may have differing values and differing perception of the organisation’s culture. These people groups need to be identified before the diagnostic is commenced as their identification needs to be built into the survey. These people groups might be, amongst other things, management level, age, geographic location and division. The types of comparison reports that can be included are

- Comparisons of the values, culture or difference of the different people groups.



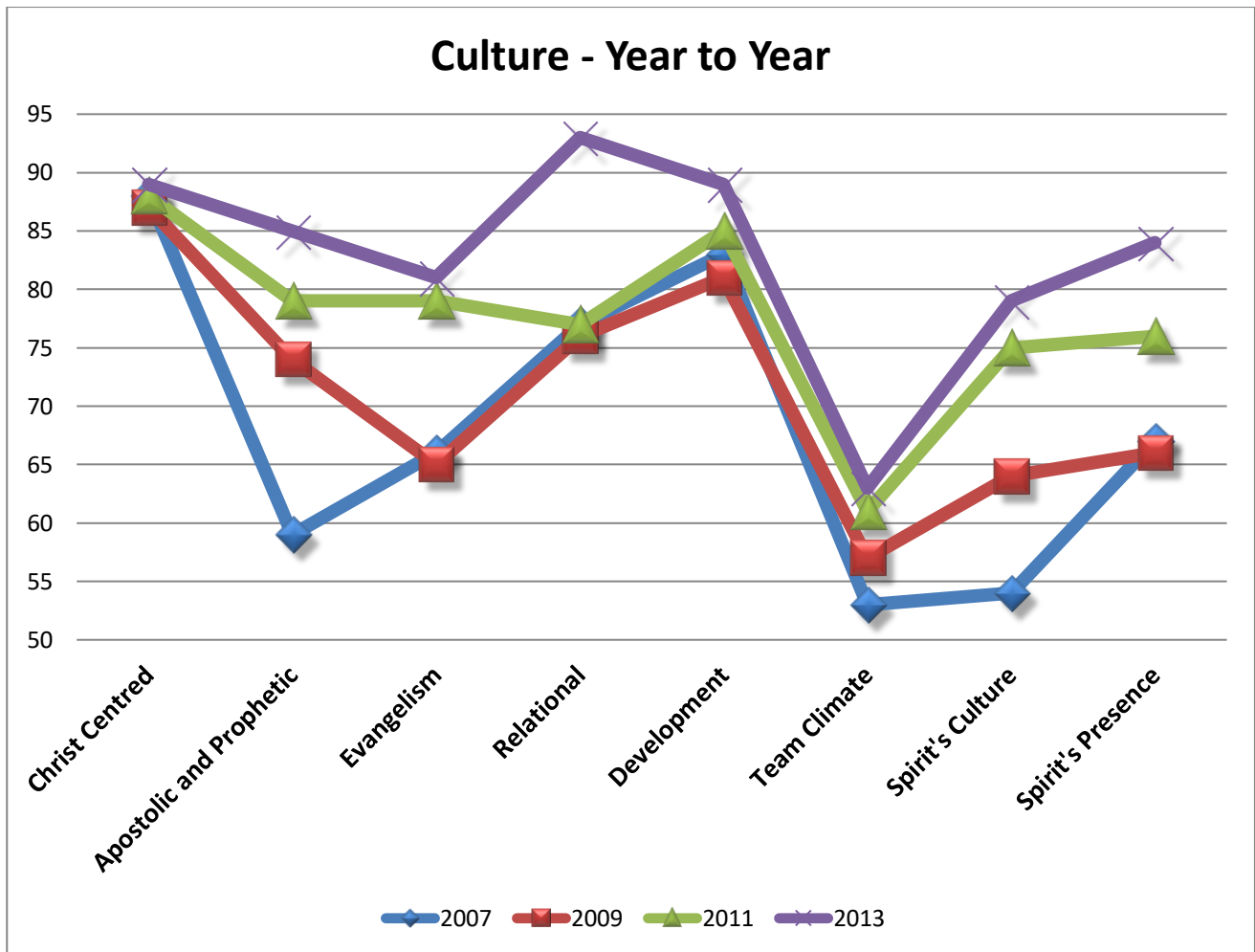
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- Comparisons of the drill downs of the aspects of each of the values, culture or difference in the specific spiritual dimensions
- Comparison of the values of one people group with the culture of other people groups. These comparisons represent the various values-culture gaps that exist in the organisation. An example comparison of Senior Management values and the cultural perception of other management levels is given below. Understanding the differences of cultural perception of different people groups is important to understand where cultural change programs need to be focussed.



### Year to year comparison

Each SED report also contains how the organisation is progressing year to year. Encouragement is gained from seeing the progress that is made and challenge also comes as you see dimensions that seem resistant to change. It can cause the organisation to think outside the box to pursue strengths. The year to year comparisons of each of the drill downs of the eight dimensions also form a part of subsequent reports.



**For more information**

This diagnostic is available to any Christian organisation, no matter where you are situated. The questions are completed on-line, we will email the reports and charts and the debriefing session can be done through Skype. Please contact Wayne Back at [wayne@wayneback.com](mailto:wayne@wayneback.com) for more information.