

# Relational EA/Church: How to build a relational culture in your organisation



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# Building Relational Culture

1. In your organisation or EA
2. In your Church



06:00 arrives on C Ward  
06:04 handover from registrar  
06:23 identifies 3 patients  
requiring urgent intervention  
06:54 calls theatre to arrange  
transfer  
07:26 calls theatre again  
08:03 orders 2 urgent diagnostics  
08:15 ward round  
08:32 identifies 2 patients on  
wrong menu  
08:42 raises nutrition concerns  
with ward sister  
09:12 talks with visiting daughter  
concerned about their Mum's  
weight loss  
09:30 scheduled meeting with  
infection control manager  
10:32 calls theatre for update -  
patient never transferred  
10:41 return to C Ward  
11:05 grabs a coffee  
11:08 writes an email concerning  
nutritional neglect to her  
senior consultant  
11:24 flags diagnostic lab for  
progress  
11:25 called in to see her manager  
and discuss her concerns over  
patient neglect  
ward round with pharmacist over  
medication review

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performance data...  
cost pressure...  
...complaints data

# RISK

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**RISK  
AVERTED**

Example of Relationship	Overall score	Directness	Relational Continuity	Proximity Multiplexity	Drivers Parity	Commonality	Corporate Score	Institutional Gap	Counterparty Score
<b>External Stakeholders</b>									
Trading Parties	74%	74%	76%	72%	75%	74%	71%	7%	77%
Suppliers	74%	74%	76%	69%	75%	73%	76%	-4%	72%
Providers	74%	74%	78%	73%	71%	74%	76%	-4%	72%
Partnerships	74%	75%	76%	71%	74%	73%	74%	-1%	74%
<b>Trading Parties Score</b>									
Authorities	54%	55%	58%	53%	54%	52%	48%	13%	61%
CQC	76%	81%	80%	76%	74%	68%	73%	5%	79%
Monitor	65%	68%	69%	65%	64%	60%	60%	9%	70%
<b>Authorities Score</b>									
Indirect Stakeholders									
Communities	70%	73%	74%	65%	68%	69%	71%	-2%	69%
Media Organisations	67%	72%	66%	65%	67%	64%	64%	6%	70%
Trade Unions	62%	65%	70%	60%	59%	58%	64%	-3%	61%
Patients and Carers	62%	63%	64%	55%	65%	63%	67%	-11%	56%
<b>Indirect Stakeholders Score</b>	65%	68%	69%	61%	65%	63%	66%	-3%	64%
<b>External Stakeholders Overall</b>	68%	70%	71%	65%	67%	66%	68%	1%	68%
<b>Internal Stakeholders</b>									
Internal Hierarchy	58%	63%	62%	54%	60%	53%	58%	0%	59%
Board/MT	51%	48%	53%	50%	50%	55%	66%	-30%	36%
Management/Clinicians	55%	55%	58%	52%	55%	54%	62%	-15%	47%
<b>Internal Hierarchy Score</b>									
	55%						54%	62%	47%
								-15%	47%
								-2%	65%

06:00 arrives on C Ward  
06:04 handover from registrar  
06:23 identifies 3 patients  
06:44 identifies 2 patients requiring urgent intervention  
06:44 identifies theatre to arrange  
07:26 calls theatre again  
08:03 orders 2 urgent diagnostics  
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08:42 wrong menu  
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09:12 talks with ward sister  
09:12 talks with visiting doctor  
09:30 concerned about their Mum's weight loss  
09:30 scheduled meeting with infection control manager  
10:32 calls theatre for update  
10:41 patient never transferred  
10:41 return to C Ward  
11:05 grabs a coffee  
11:08 writes an email concerning nutritional neglect to her senior consultant  
11:24 nutritional consultant  
11:24 progress  
11:25 calls in to see her manager and discuss her concerns over patient neglect  
11:25 ward round with pharmacist  
11:25 medication review

**TRANSFORMED TEAM**

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# Building Relational Organisations

A FEW THINGS  
TO THINK ABOUT

# Organisations have agency



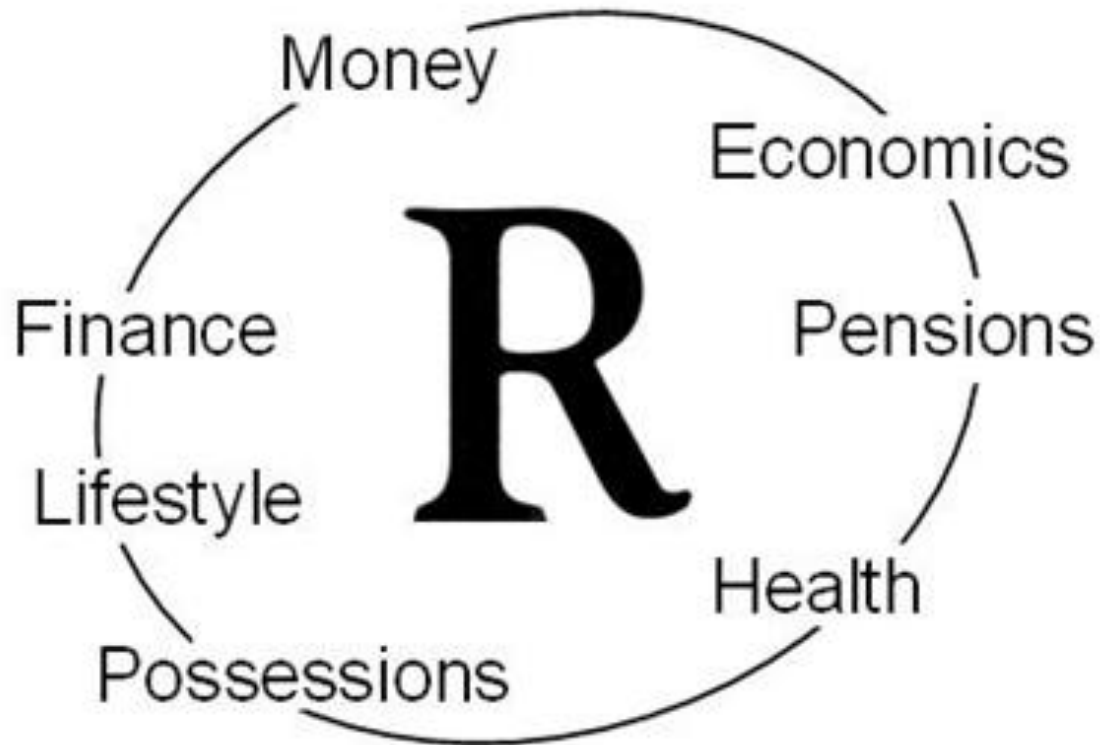
# Who are your stakeholders?



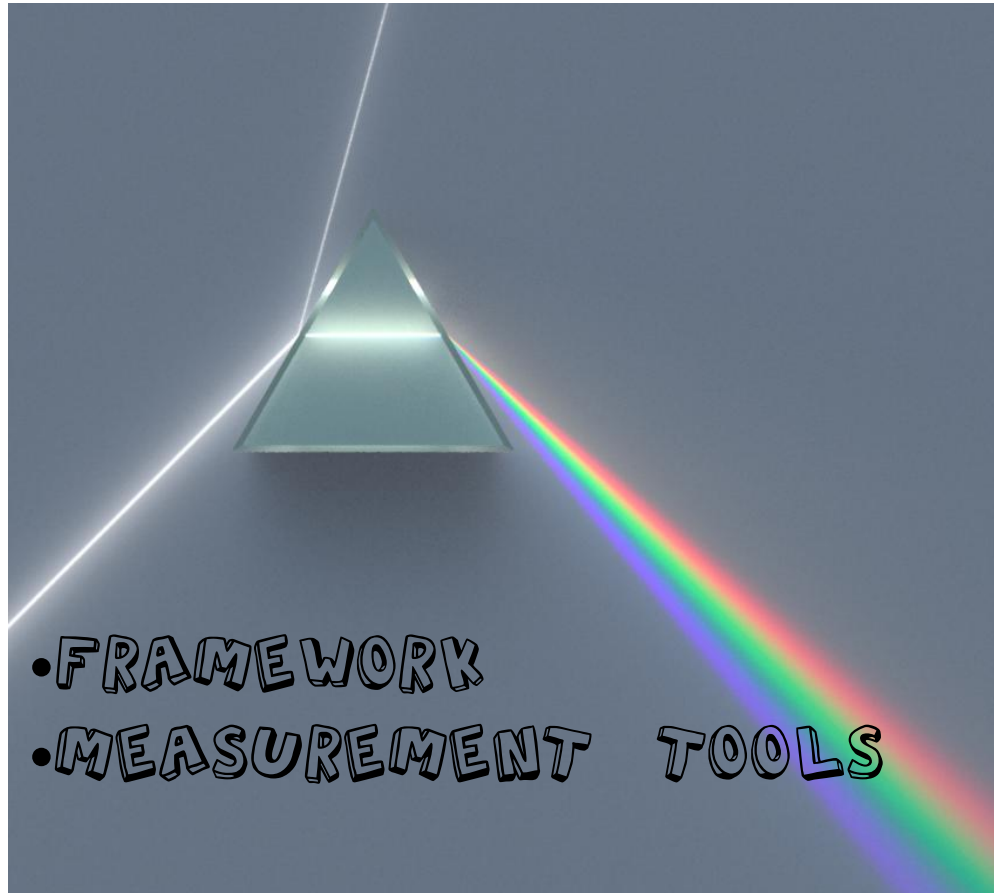
# Relational dysfunction exists in all organisations



# The opportunity



# Relational Proximity® - Like a Prism



- FRAMEWORK
- MEASUREMENT TOOLS

# Five Relational Domains

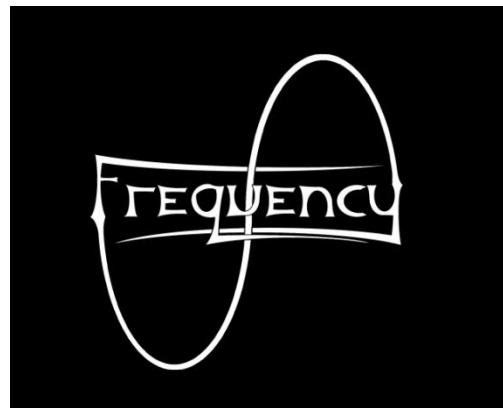
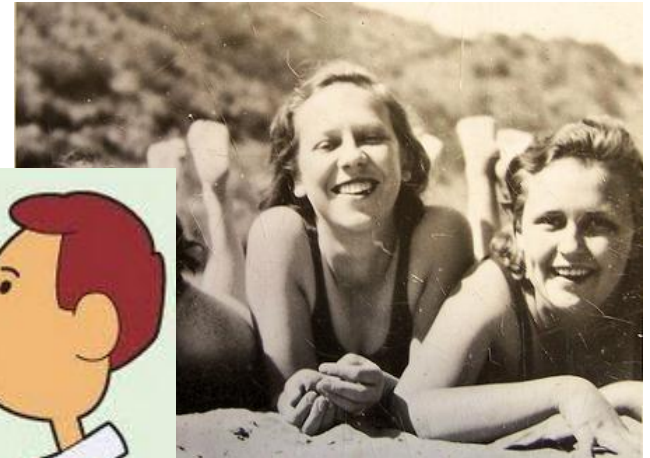
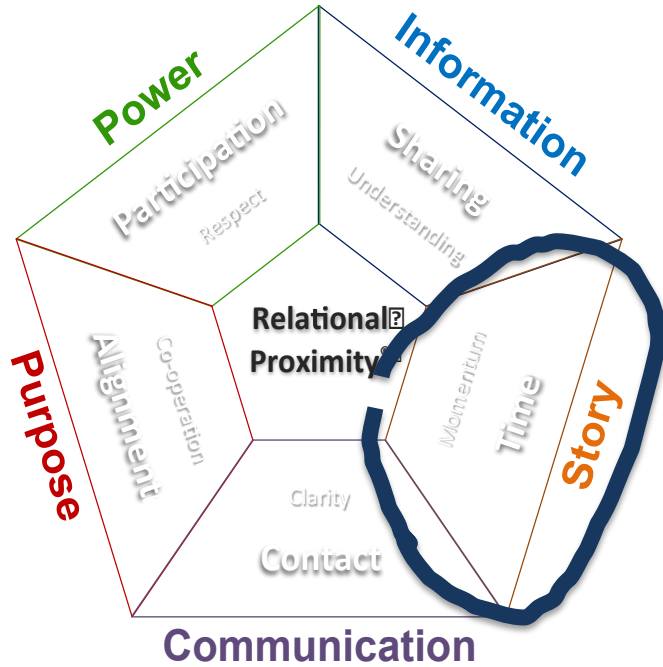


# Five Relational Domains



Face to face  
 Indirect  
 Responsiveness  
 Openness

# Five Relational Domains

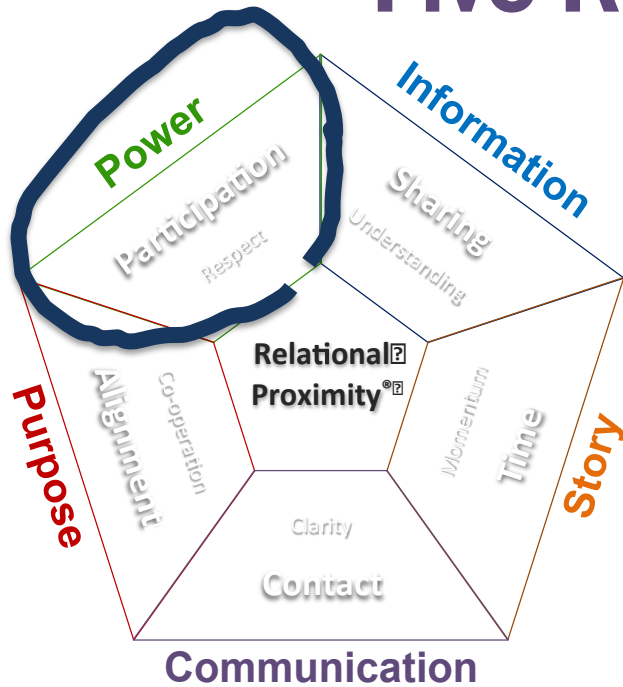


History  
Future  
Frequency  
Transitions



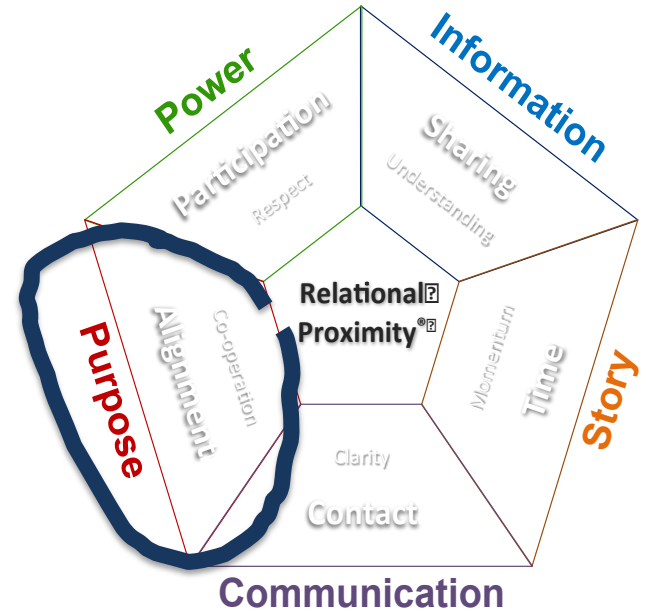
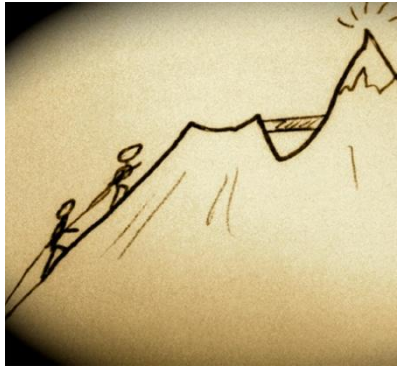


# Five Relational Domains



Participation  
Influence  
Returns  
Respect

# Five Relational Domains



- Objectives
- Culture
- Difference
- Responsibility

# Relational Mission Statement /Goals

Think of one or two Relational goals that your organisation or EA could include in its constitution or mission statement?

# Relational Mission Statement / Goals

- Who are your stakeholders? How can you show you value their contribution?
- Can you train employees to build strong relationships?
- Can you organise regular and accessible face-to-face meetings with stakeholders?
- Do procedures / culture allow wide influence and ownership of decisions?
- How will your core business be seen to build relationships?
- How are employees and families treated by your organisation?
- Are rewards and returns fair?
- How will you check you are making Relational progress?

# Relational EA – Impact on Stakeholders

- Members
  - Best practice shared
  - Crises become joint responsibility
  - Weaknesses minimised
  - Greater participation
- Public institutions
  - Relational / family solutions vs State
  - Achieve societal goals
  - Alternative to individualism/consumerism
- Media
  - .....

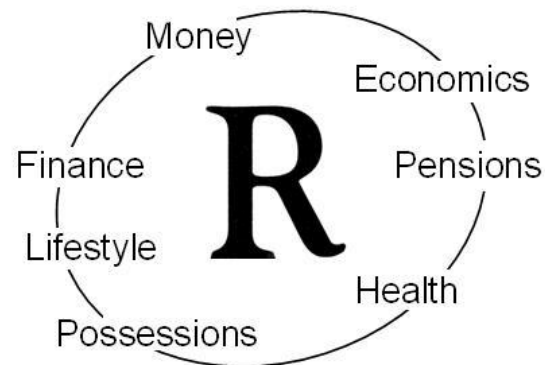
# Relational Church

A FEW THINGS  
TO THINK ABOUT

# The hallmark of Christian community (the Church)

“And now I give you a new commandment: love one another. As I have loved you, so you must love one another. **If you have love for one another, then everyone will know that you are my disciples.**”

**John 13:34-35**



# Just relationships? Or.....

- Our calling
- God's command
- God's plan to change the world
- God making himself known

Working on our relationships is fundamental to  
being God's people



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# 10 Characteristics of a Relational Church

- **Christ-centredness:** to know God through Jesus
- **Relational in principle:** growth and strengthening R's
- **Goals:** to build the Relational heart
- **Familiarity:** to be known
- **Appreciation:** uncovering gifts and releasing
- **Servant Leadership:** no 'us and them'
- **Inclusivity:** a church where all are valued
- **Interdependence/Pastoral care:** mutuality
- **Solidarity:** beyond our doorstep
- **Civic commitment:** Deliberately being a blessing

# Relational Church – one degree shifts



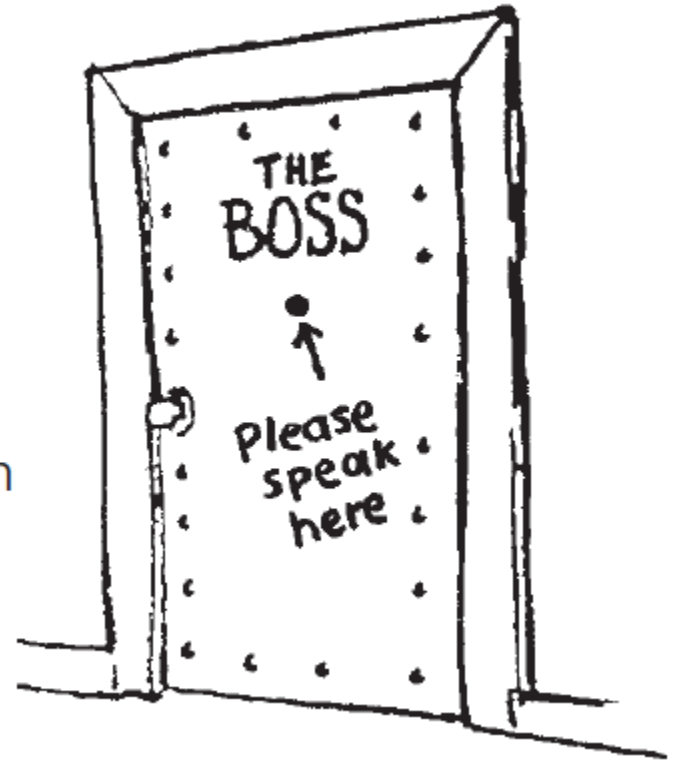
BUILDING A  
RELATIONAL CHURCH

- 6 With regard to other people's families, work and interests, I would expect to know:
- |                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| most things              | quite a lot              | some things              | a little                 | almost nothing           |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
- 7 I would expect to meet most people in the church at:
- |                          |                                    |                                   |                          |                             |
|--------------------------|------------------------------------|-----------------------------------|--------------------------|-----------------------------|
| services only            | services and other church meetings | church meetings and social events | at church and at home    | in a wide range of contexts |
| <input type="checkbox"/> | <input type="checkbox"/>           | <input type="checkbox"/>          | <input type="checkbox"/> | <input type="checkbox"/>    |
- 8 At the moment, when considering the balance of what I contribute to this church and what I gain from belonging to this church, I expect:
- |                             |                                       |                                   |                          |                               |
|-----------------------------|---------------------------------------|-----------------------------------|--------------------------|-------------------------------|
| to receive more than I give | my family to receive more than I give | give and receive in equal measure | give more than I receive | neither give nor receive much |
| <input type="checkbox"/>    | <input type="checkbox"/>              | <input type="checkbox"/>          | <input type="checkbox"/> | <input type="checkbox"/>      |
- 9 When people in the church make decisions which will affect me, I expect to be:
- |                           |                          |                                |                          |                          |
|---------------------------|--------------------------|--------------------------------|--------------------------|--------------------------|
| consulted well in advance | consulted at some stage  | told before decisions are made | told after they are made | find out eventually      |
| <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/>       | <input type="checkbox"/> | <input type="checkbox"/> |

# Making Relationship Central

## 1 How direct is the communication between you?

For example, there is greater directness if someone tells you something face to face, than if you read the same thing in the church bulletin, or hear it through the grapevine.



# Making Relationship Central



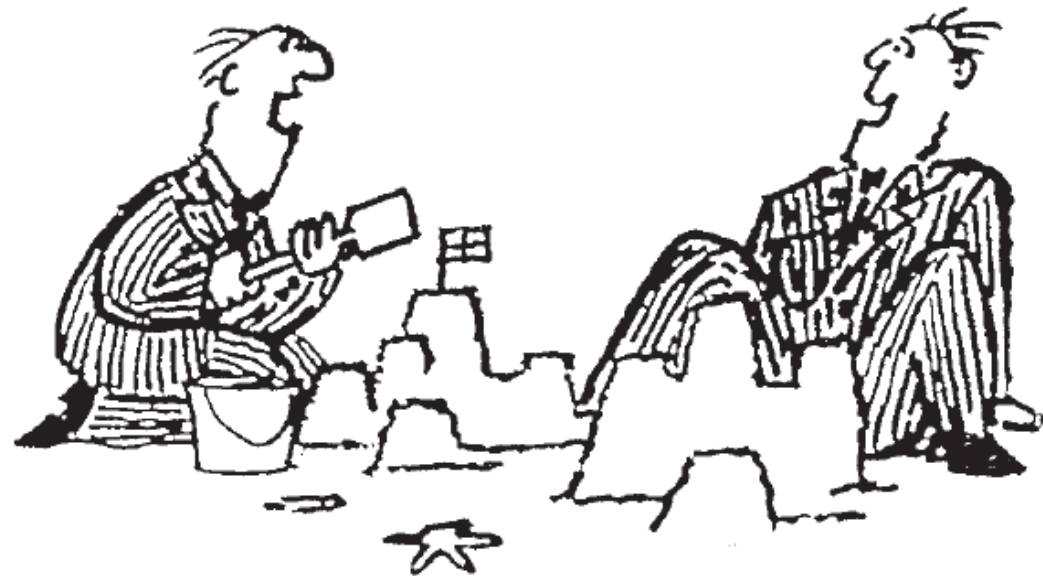
## 2 How often and for how long are you with someone?

For five minutes after a service once in a while, or for a couple of hours in a weekly home group over several years?

# Making Relationship Central

## 3 Do you meet in different contexts or roles?

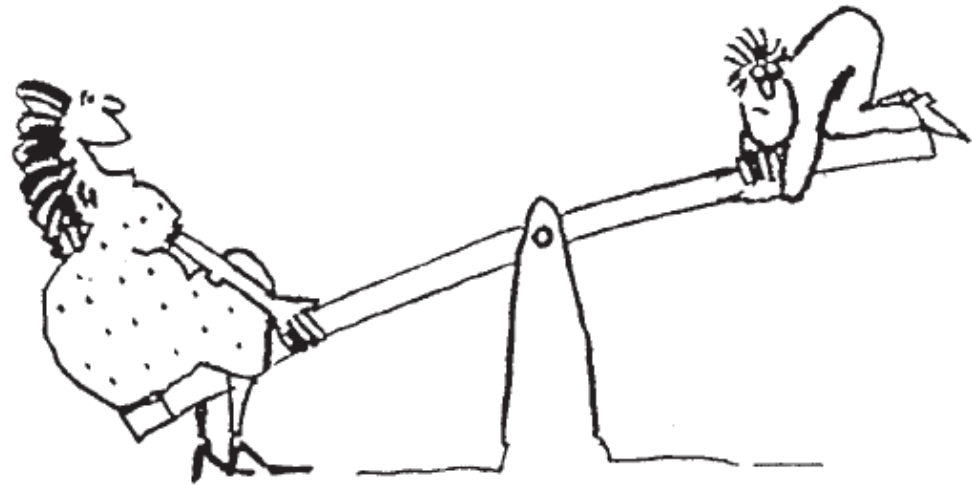
Spending time with someone from church in another context – a shopping trip, sharing a meal, working together on an elderly person’s garden – helps relationships grow in closeness.



# Making Relationship Central

## 4 Is there mutual respect between you?

Do you feel there is a gap in 'importance' or 'power' between those in leadership positions in the church and those with no formal role?



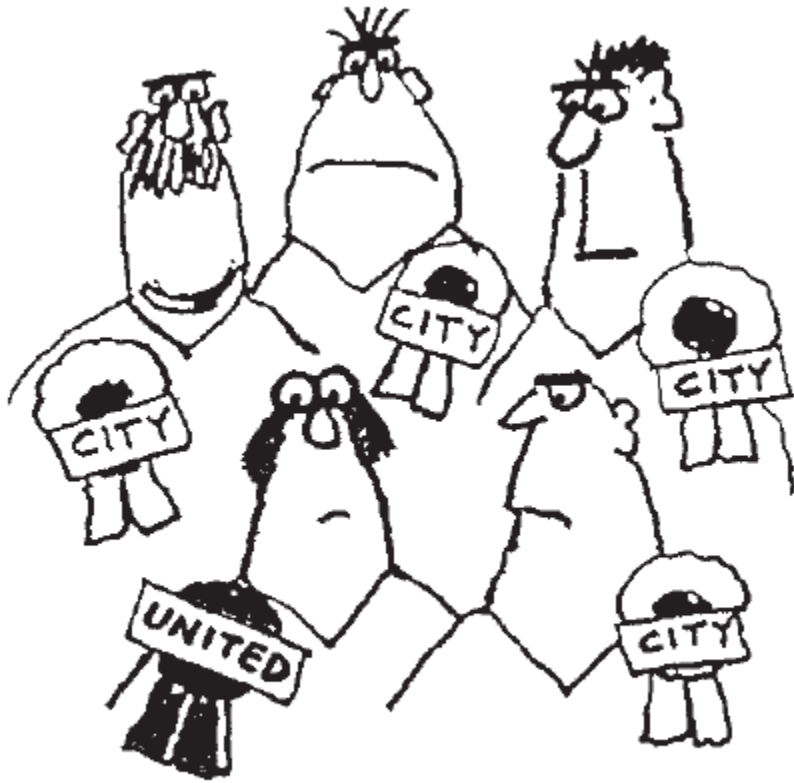
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# Making Relationship Central



## 5 What goals and objectives do you share?

If we focus on the range of things we share in common, both inside and outside church life, our relationships will be stronger.

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# Relational Church – one degree shifts



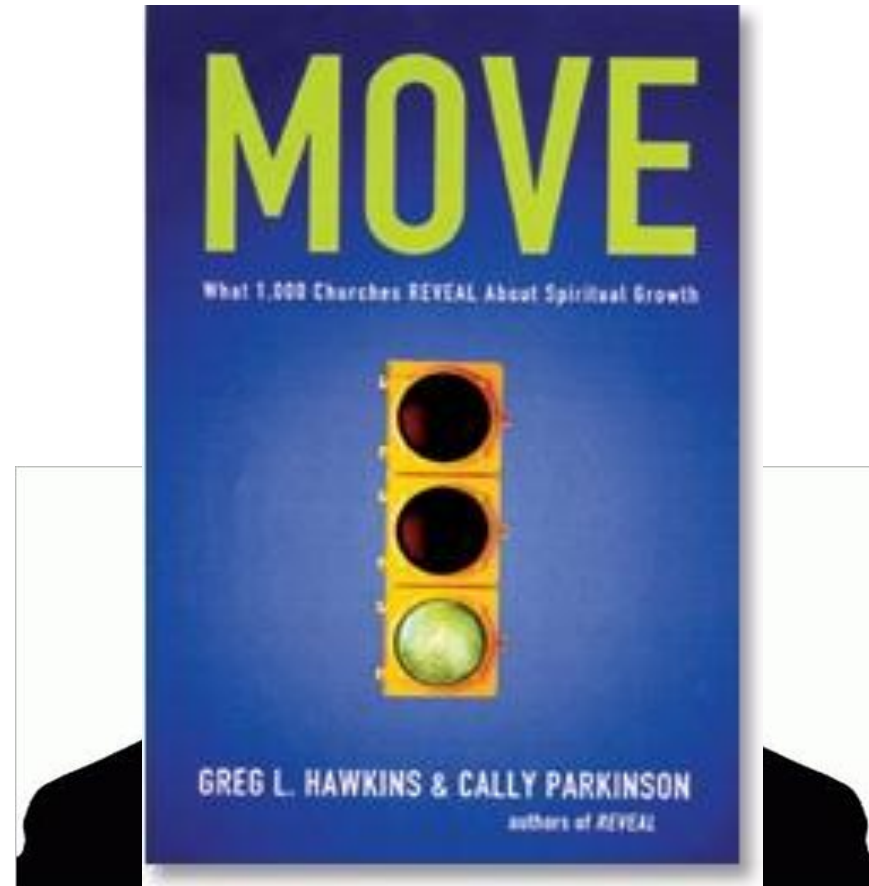
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RELATIONAL CHURCH

# Designing church around relationships

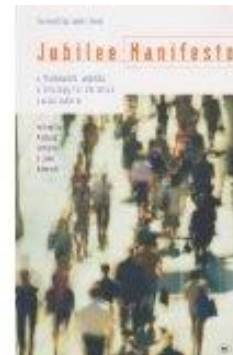
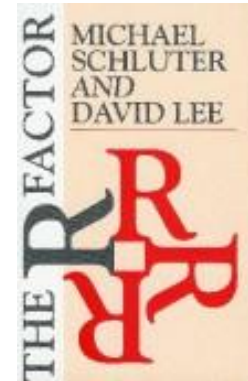
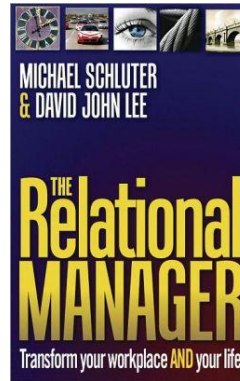
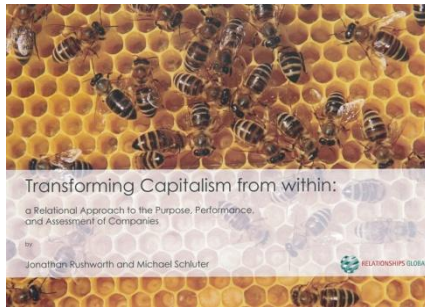


# Metrics for churches

- Traditionally measure
  - Numbers on Sunday
  - Average giving
- Want to measure
  - Making disciples
  - Sacrificial giving



# Reading



# Any questions?



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