The leaders of these organizations give clear direction, but they aren’t authoritarian; they value the input of every person. Authority is decentralized.

Leaders cultivate an atmosphere of trust and respect.

People throughout the organization believe that what they do each day really matters—to themselves, to their teams, to the church or nonprofit, and to their constituents. They come to work each day with a compelling sense of purpose, a sense that they are involved in a cause much bigger than themselves.

These organizations have high but realistic expectations. They set high goals, train people, give them the resources they need, stay connected throughout the process, and encourage them to succeed.

Creativity is rewarded, and failures are viewed as stepping-stones of growth. In fact, failure is seen as an essential part of the process of innovation, not a fatal flaw.

There are few if any turf battles, so communication flows up and down the organizational chart and between departments.

Top leaders retrain or replace ministry leaders who can’t provide a positive work environment for their teams.

There is a powerful synergy between relationships and organizational goals.

The organization invests significantly and systematically in creating and building a healthy culture.