

## LeaderImpact Podcast – Episode 38 - Jim Johanik - The Importance of a Healthy Organizational Culture

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### Episode Summary:

Jim began his career in the capital market trading industry in the eurodollar options pit at the Chicago Mercantile Exchange. He eventually worked for the exchange in its rollout of their electronic trading systems and then moved to the London International Financial Futures Exchange to lead its US Technology Division. During this time, Jim also completed his Masters of Business Administration.

In 2010, Jim heeded God's call to transition from trading technologies to enter into full-time ministry, working jointly as the chief marketing officer in a trading technologies company while co-founding a media-based outreach ministry. Jim's ministry involvement since then has been through leadership roles with Fellowship of Christian Athletes and Campus Crusade for Christ.

Jim leads three of Chicago's 14 LeaderImpact groups and writes curriculum for LeaderImpact. When not leading groups or LeaderImpact staff, Jim and his wife Heidi are committed to their five children and two grandchildren. Jim is currently on the board of LeaderImpact in the US and now a Pastor of Evangelism at College Church in Wheaton. He is also the head football coach and wrestling coach at Wheaton Academy in West Chicago, Illinois.

### How to Contact Jim:

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**Show Notes:**

0:00 - Show introduction

0:42 - Jim's introduction

2:20 - Pivotal moment in Jim's personal life

- 2:40 - How culture in his college football team affected his life
- 3:23 - College football team would go into schools to mentor students and his life was changed
- 4:33 - the culture carries on in that football team

4:45 - What is culture?

- 4:50 - ["If character guides the actions of an individual, culture guides the actions of a group of individuals."](#) (Click to tweet)
- 4:50 - The automatic behavior of a group
- ["Culture drives us closer to the goals of the organization."](#) (Click to tweet)
- 6:10 - where people are empowered to lead

6:32 - What does a healthy culture look like?

- 6:45 - The automatic behavior working towards or in alignment to the mission of the organization or the goals the leader sets

7:13 - So what does a not-healthy culture look like?

- 7:30 - Many ways a culture can be sick. A few examples:
  - 7:49 - when actions are counter to the mission or goals to the culture
  - 8:05 - when an organization doesn't know the mission or goals
  - 8:18 - distracted by what is unimportant
  - 8:32 - self-interest. Every person for themselves and not interested in others or the organization

8:49 - Why do good leaders and organizations fail at culture?

- 9:07 - One example is self-interest. People can sense if the leader is in it for themselves. If followers see that, they will leave the organization, or they will also be in it for themselves. An environment is created where everyone becomes self-interested.

11:07 - How to reset a culture

- 11:25 - Culture is a long game. Expectations can take a long time to establish. Depending on the organization and the ability to make change will depend on how quickly you can move as an organization.
- 12:20 - A leader needs to establish what the mission is and the goals. Needs to be inspiring where people want to be a part of. The example of Ritz Carlton and their culture of customer service.
- 13:27 - Empower the people to fulfill the mission and make decisions.
- 14:00 - Having a psychologically safe culture. A leader needs to create a safe culture. A leader needs to set the culture where it is less about themselves and more about others.
- 15:10 - Reward the right success.
- 15:34 - Culture will need to be defended or it will crash down.

15:52 - What to stop tolerating as leaders.

- 16:11 - There are more voices in the age of social media and people who attract others based on their self-interests.
- 17:55 - Find the right people who are culture builders.

18:36 - How to correct those who show self-interest

- 18:47 - Moments to do it publicly and moments to do it privately. But show everyone that self-interest is not part of your culture.

19:24 - Jim shares his faith culture

- 19:47 - How his relationship with his wife affected his faith. Making their faith culture about Jesus and not each other. Putting the focus on Jesus takes the pressure off of each other to be the perfect individual. Celebrate their work more about serving God and less about performing for one another.

22:52 - What Jim wants his faith legacy to be and his greatest joy

- 23:11 - The fullest life is a life in Jesus Christ. Seeing someone realize what Jesus can do in their life gives him joy.

26:00 - Final thoughts

- 26:23 - Culture is observed by watching the leader.

26:50 - How to contact Jim

27:16 - Show outro