leadership requires us to change not only the culture around us but within us to. leadership is a state of continuous development.

Leading with Influence
Salt and Light.

There are many good explanations of how the people of God are to be like salt and light in the world, but the thread that seems to run through many of them is the concept of influence.

Throughout the history of God’s people we have been set apart as a light to the nations. Though our acts, character and faith we are lights that illuminate the love, grace and renewing power of Christ. As a disciple of Jesus you become a light emitting, flavor giving, co-creating image of Christ.

We are called to be people of influence not hidden away, snuffed out or flavorless but rather shining bright and releasing the creative flavor of God’s kingdom into the world.

Many Christian business leaders say that they feel called to their workplace and position of leadership but their minister or church do not really understand or value that call.

Does these feel familiar? For too long business has been seen as synonymous with wealth, greed and the love of money. You and I know that that is not true but what could be done to show that to others?

How can you be a positive influence and ambassador of business for good?

We see though the life and workplace leadership of Joseph whilst running the estate of Potiphar that his faith, leadership and success was inextricably connected to the faithfulness of God towards him. Joseph’s commitment to his work was as a service to God and as such resulted in fruitful relationships, influence and success.

For a week from the 5th October over 200 business leaders came together to learn, reflect and challenge the way we do business and lead our organisations.

Unlike previous years, this year the Salt Network teamed up with the Church of England’s Faith at Work team to deliver our first online event. Titled Radical Leadership, the festival of events included speakers such as:

• Eve Poole, Writer on Leadership
• Krish Kandiah, Home4Good
• Amanda Mukwashi, Christian Aid
• James Perry, COOK
• Val King, BFG Associates
• Simon Locke, The Body Shop

Covering topics as varied as Covid-19, mental health, circular economy, and of course a whole lot of leadership.

One of the great benefits of going online is you can watch all the sessions back which will be live on the Salt Network resources pages in the coming weeks.
**Taking steps towards a fairer future**

In the last edition of Salt Network News we explored the growing challenge on businesses to address racial inequality and ensure that our work places are truly equitable.

We recognised that diversity at all levels of organisational leadership is not only good for people and society but good for our businesses too.

However the truth is that whilst we recognise the benefits of building diverse working ecosystems, delivering them is no small challenge. Christian Aid has been on this journey and through honest reflection highlighted some hard truths and opportunities to improve.

What follows is the full press release relating to the recently published Christian Aid Racial Injustice Report...

**Christian Aid announces steps to address racial injustice**

Christian Aid's Board and leadership team commissioned a report early in 2020, in the light of the changes involved in aligning the charity with a new international strategy, Standing Together and the perceived impact of these changes on Britain-based staff.

Shortly afterwards, the Black Lives Matter movement raised racial injustice to the top of the agenda for a wide range of organisations and institutions, including the Churches, the arts, business, politics and international development agencies.

Throughout Christian Aid’s 75-year history, the organisation has worked tirelessly for justice all over the world. It supported the work of Rev. Dr Martin Luther King Jr in the 1960s for the civil rights movement in the US, and launched the Southern African Coalition in the 1980s to work for an end to apartheid.

Christian Aid has been driven throughout that time by its values of dignity, equality, justice and love; its mission is and has always been to stand with the poorest and most marginalised communities around the world. However, the report – entitled Integrity & Collaboration - makes it clear that the organisation has been failing to live up to those values, and still has to tackle the reality of racism and inequality in its own organisational life.

In response, Christian Aid has outlined a series of interventions to ensure it tackles the signs of structural and systemic racism in its life and work, recognising that this remains a major issue within the sector as in our society as a whole.

The steps agreed on include:

> the recruitment of a Race and Diversity Lead who will form part of the organisation’s leadership team
> increased oversight of race and diversity within the Board
> the revision of policies and behavioural goals
> the creation of safe spaces for continued dialogue
> regular race and diversity training for the Board, directors and wider staff team.
> A new three-year race and diversity plan of action will be set out and implemented.

This response follows the report’s recommendations, which identified an organisational culture in which Black, Asian and Minority ethnic staff encountered racism at work and did not feel confident in the organisation’s willingness to name and challenge it.

The report was carried out by Xtend (UK) Ltd, and involved interviews with Christian Aid staff in Great Britain. Among its findings were that:

There was a need to ensure that the leadership of Christian Aid, at all levels, understands the racial dynamics within the organisation, and is adequately equipped to address racial injustice. Leadership must be accountable for creating an environment where all staff can have a lived experience of its values of dignity, equality, justice and love.

There was a need to strengthen the Human Resources function – its ability to ensure all managers adhere to policies, its ability to stand scrutiny and be held accountable, and its credibility as the trusted custodian of fair and equitable practices and behaviour across the whole organisation.

There was a need for the whole
organisation to ensure there are systems in place to generate the data and business intelligence required to inform the ways in which it proactively seeks to embed race equality in the organisation.

The report also included a number of recommendations around tackling a culture of ‘colour blindness’ and silence on race, as well as encouraging a higher level of involvement for the Board and the leadership team in tackling evidence of racism in the organisation.

Amanda Khozi Mukwashi, CEO of Christian Aid, said: “The report makes for painful reading. I am thankful to the staff who bravely shared their lived experiences in order that Christian Aid might do better. Christian Aid’s mission is rooted in the belief that every human being is made in the image of God and has innate dignity. And yet for these colleagues, it has not felt that way.

“We have raised our voices with conviction and stood in solidarity with marginalised communities from the time we were established. But the report has shown us that we cannot rely on our long history of fighting injustice elsewhere and ignore the longstanding issues of racial injustice that have made Black, Asian and Minority Ethnic staff feel less valued, for far too many years, in our own organisation. We must now do better. It will be tough all round. It will be difficult. But we must now take forward the commitment to rooting out the inequality and injustice within. We must begin the process of creating an environment where all staff can have a lived experience of our values of dignity, equality, justice and love.”

Dr Rowan Williams, Chair of Christian Aid, said: “This report shows that we have fallen short of the standards that we set for ourselves, standards that we must embody in order to realise our vision. The report shines a light on the reality of the human cost of racial inequality. The effects of this inequality are pervasive in our society and we must acknowledge with penitence that they are also pervasive in our organisation.

“This is a clear and urgent moral challenge, and we must act upon it honestly and effectively. The response that we have approved as a Board summarises how the Trustees, the Directorate, the extended leadership team and the staff will together deliver on these recommendations in the short, medium and longer term. We must change our habits and assumptions so that we can become a truly anti-racist organisation.

“Christian Aid can and must do this. We can demonstrate, as we have done before that how we do our work reflects fully the values that we say we are committed to.”

**Leadership by the Book**

Leadership is one of those words that stimulates significant debate across almost all walks of life, is a topic that many have written and spoken on and we could spend the rest of our lives trying to understand and master what makes a great leader. This article focuses on biblical leadership and encourages us to look again and the biblical tradition and start to ask the questions and develop some answers to how we can become Christ centered leaders of impact.

Many of you will have spent time and resources on understanding and honing your leadership though training, mentoring, personality type indicators and other resources. With such significant focus upon leadership over the years it is no surprise that there are many differing views.

Here are some views on leadership from those often considered great. What are the similarities between the quotes below? What are the differences?

**Martin Luther King, Jr.**

“A genuine leader is not a searcher for consensus, but a molder of consensus.”

**Queen Victoria**

“We are not interested in the possibilities of defeat; they do not exist.”

**Nelson Mandela**

“It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership.”

**Marie Curie**
"We must believe that we are gifted for something, and that this thing, at whatever cost, must be attained."

Dhanush Bangera
“The alpha does what other lions fail to do. He reminds himself time and again that he is the alpha, and second to none.”

Brené Brown
“Courage starts with showing up and letting ourselves be seen.”

The fact is, good leadership is essential to ensuring our communities and organisations thrive but if we spend our time and resources trying to understand good leadership simply through the resources that fill our bookshelves we will quickly be wrapped up in contradicting views and anecdotes of leaders experience. That does not mean these resources are bad, quite the contrary, they are often very helpful. However as faith based leaders we have the added benefit of having a template for transformational leadership in the person of Jesus throughout the biblical tradition. As faith based leaders, let us start with the book!

The question is, if Jesus was the leader of an organisation what character traits do you think would make him successful? Why?

Being a value-led business is a journey that often starts from a foundational motivation or ‘calling’ to becoming a business leader – but the question to ask yourself is, how does your sense of call translate into how you lead across your organisation?

Luke 4:18 - 19

The Spirit of the Lord is on me, because he has anointed me to proclaim good news to the poor. He has sent me to proclaim freedom to prisoners and recovery of sight for the blind, to set the oppressed free, the proclaim the year of the Lord's favour.

Upcoming Events
All upcoming events can be found online at the Salt Network Events Page.

Hear Our Prayer: Virtual Prayer Breakfast
>Thursday 22nd Oct 8:45 am - 09:15 am
>Thursday 26th November 8:45 am - 09:15 am
Join us as we pause amidst the noise of life to focus back on God.

Defining a brand with a clear purpose
>Wednesday, 04 November 2020 - 18:00 - 20:00
How strong is your brand strategy? Could you make it work harder? In this session Michael from Sparks brand and design agency will help you answer those questions in this free, hands-on workshop.

Meaningful Work, Meaningful Life
> Thursday, 07 January 2021 - 18:00 - 20:00
Join Simon Macaulay, MD of Anglo as he unpacks 17 lessons from his years leading, more than doubling turnover and finding meaning too. This will be an evening not to be missed as Simon tells stories and shares his experience.

ABOUT The Salt Network
The Christian Aid Salt Business Network

Our vision is to create a movement of business leaders working together as agents of change, leading best practice within their own businesses and in the wider, global community.

Founded on strong theological principles, the Salt Business Network aims to inspire businesses and business leaders to be the 'salt of the earth and the light of the world' (Matthew 5:13-16) in advancing God's work here on earth.

It is also a Network grounded in learning and action. Through our workshops, online community and at events, leaders have the opportunity to explore the impact businesses large and small have on our world and re-frame what it means to be in business.

To find out more about the network and how you can be involved contact:salt@christian-aid.org