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# Salt!

■ THE **CHRISTIAN AID**  
BUSINESS NETWORK

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christian  
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**Salt**

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# MORE THAN TOIL

## SMALL GROUP SESSIONS FOR EVERYDAY DISCIPLES IN BUSINESS LEADERSHIP

The Christian Aid Salt Network is committed to equipping the church and Christian business leader to put faith into action in the workplace. More than Toil is a 5 session discipleship tool for individuals and groups to think actively about your faith and your business leadership.

Each session will give you an opportunity to reflect on scripture, review your leadership and explore new ways of operating so that not only you and your work flourishes but you are inspired to go beyond the bottom line and transform the world for good too.

Each session can be run as a small group, larger workshop with external speaker or as an individual discipleship tool.

# General Session Summary

	<i>Duration</i>
<b>1.0 Networking</b> <i>The session opens with refreshments and networking</i>	<b>20 mins</b>
<b>2.0 Welcome</b> <i>Welcome all delegates to the session, allow introductions and set ground rules</i>	<b>10 mins</b>
<b>3.0 The Salt Network</b> <i>Give a brief overview of the Salt Network, its history, vision and mission</i>	<b>10 mins</b>
<b>4.0 The Topic</b> <i>Introducing the topic.</i>	<b>15 mins</b>
<b>5.0 Reflection</b> <i>This section allows time to reflect upon the topic before moving in to discussion</i>	<b>10 mins</b>
<b>6.0 Small group breakout session</b> <i>This section draws together sections 4.0 and 5.0 and allows time for the group to discuss the topic from their context.</i>	<b>20 mins</b>
<b>7.0 External Speaker</b> <i>Overview of work they have done in relation to the topic.</i>	<b>20 mins</b>
<b>8.0 Coffee Break</b>	<b>15 mins</b>
<b>9.0 The Topic 2.0</b> <i>This section outlines the scope of actions that businesses can take in relation to the topic.</i>	<b>20 mins</b>
<b>10.0 Small group break out session</b> <i>This section allows time for the delegates to discuss section 9.0 and the possible steps they could take.</i>	<b>20 mins</b>
<b>12.0 Close</b> <i>AOB and Closing prayer</i>	<b>10 mins</b>

## 1.0 Networking

The session opens with refreshments and networking

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- Allow at least 20 minutes for all the delegates arrive and network with one another.

## 2.0 Welcome

Welcome all delegates to the session, allow introductions and set ground rules

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- Introduce yourself and other leaders
- Have each delegate introduce themselves.
  - **Optional:** use Blob person image. Ask the delegates which blob person they feel like the most when considering the topic. Allow a few minutes for delegates to choose. Ask each delegate to introduce themselves and which blob they chose.
- Set the **Ground Rules**.
  - Chatham House rules
  - All things discussed within the group will stay within the group
  - We respect one another even though we may disagree

## 3.0 The Salt Network

Give a brief overview of the Salt Network, its history, vision and mission

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### Christian Aid's Work

Christian Aid aims to end poverty and injustice worldwide by focusing on seven key areas. (1. *Gender, Power and Inclusion* 2. *Voice and Governance* 3. *Community Health* 4. *From Violence to Peace* 5. *Humanitarian* 6. *Inclusive Markets* 7. *Resilience and Climate*)

This involves working in partnership with local organisations, as well as with governments and the private sector.

Our work includes helping people to:

- claim their rights and access services such as healthcare and education
- ensure they are not discriminated against for any reason
- become more resilient to shocks and disasters such as drought, climate change and hurricanes
- make the most of opportunities, such as being able to sell their produce for a fair price.

Most simply our work can be broken down into 1) *long term development programmes*, 2) *Humanitarian assistance* and 3) *Advocacy and campaigning*.

## Christian Aid and the Private Sector

Christian Aid's Vision is to end poverty however this cannot be done alone.

- It cannot be done without the support of national and international businesses committed to responsible business and investment practices.
- What's more business plays an essential role in job creation, technological innovation and economic development.
- When done in a sustainable way, business can be a ladder out of poverty for the developing world.

This is why the private sector is at the heart of the partnerships that Christian Aid seeks to build. We've always worked with the private sector, but the Salt Network is pioneering this partnership and taking a fresh look at equipping the private sector to play a vital role.

Historically Christian Aid has

- worked with multinational companies, often through coalitions (particularly tax, climate and health) to support and encourage them to adopt more sustainable & ethical policies
- Adopted a name and shame approach to bad practice – Set high standards through our policy work

## The Salt Network takes a new approach

The Salt Network is about supporting, equipping, growing together and praying for one another. It is about joining together as Christian business people to start the conversation about the multifaceted power of business as a tool for good in the world. It is about offering peer-to-peer challenge about current practices and steps towards taking positive ones. It is about education of key issues facing the world today and what is available to support business towards being an answer and positive force both locally and globally.

Salt believes that spirituality is an asset in business and Christians can be a valuable voice for ethical and sustainable business...Business is a force for good.

## The Sustainable Development Goals

The role of business in overcoming poverty isn't just recognized by Christian Aid. The United Nations Sustainable Development Goals (SDGs) are clear about the essential role business has to play in the alleviation of poverty.

**Resource:** Read more on <https://www.unglobalcompact.org/>

## Transforming Business, Transforming Community

The Salt Network is working towards growing a community of likeminded business leaders committed to being the change we want to see in the world. As a community of action, we come together around 3 principles to:

- 1) **Lead Change** *\_In our own businesses, how can we be leaders of the change.*
- 2) **Provoke a community of change** *\_Amongst our communities, how can we be influencers of the change that needs to be made.*
- 3) **Resource change** *\_With our finances and skills, how can we resource the change through partnership with Christian A*

# Leading by the Book

*Finding and living your  
purpose in  
organizational  
leadership*



*The Spirit of the Lord is upon  
me*

*Luke 4:18*



## 4.0 The Topic

Introducing the topic.

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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 session on biblical leadership encourages us to look again at the Christian and biblical tradition, 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 through 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 organizations 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 leader's 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 transformation leadership in the person of Jesus and throughout the biblical tradition.

**As faith based leaders, let us start with the book!**

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

Being a value-led business is a journey that often starts from a foundational motivation or 'calling' to becoming a business leader – but how does this motivation translate across an organisation? This session will address both sides of the coin, first, how to better understand the origins and reasons that led you to being part of a business organisation and, second, how this sense of purpose is put in practice.

*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 the prisoners and recovery of sight for the blind, to set the oppressed free, to proclaim the year of the Lord's favour*

## 5.0 Reflection

This section allows time to reflect upon the topic before moving in to discussion

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### Read:

Romans 12:3 – 8

### Think:

Romans 12 is a scripture full of lessons for the everyday disciple, including those of us called to and gifted in leadership.

There are 2 key messages we can see within Romans 12:3-8 that can inform our view of bible centered leadership applicable to our everyday.

- 1) **One amongst many.** The passage starts by calling us to “not think too highly of ourselves”. This seems like an odd thing to say within the context of addressing gifting. However the passage calls us to recognize ourselves within the content of others and their gifts. Paul, the author of this passage makes the point that each of us operate as a single part of a communal whole. Our gifting, including our gift and call to leadership is no more important than any other gift or role and depends upon the gifts of others so that collectively we thrive.

**Leadership requires humility and an ability to ‘see’ the others who equally contribute to the thriving of the whole.**

- 2) We clearly see an emphasis on embracing unity within the diversity of gifting’s and roles. Leadership often places us in the position of developing teams and shaping organization structure, this passage calls us to think deeply and value the rich diversity of others. You may have come across or even used the Homogenous Unit Principle (HUP) in stimulating the growth of networks and groups. The HUP is based upon the notion that people gravitate towards likeminded people. In marketing and product growth terms we might say that to deliver growth we ought to identify our core proposition and product values and then work towards simulating activity primarily amongst our target audience and those of shared value. This might sound like sense, however when it comes to building teams, thriving organizations and healthy society, this passage challenges us to deliberately look beyond homogeneity and embrace diversity.

**We know that diversity boosts innovation, return in investment, efficiency and growth of organizations. Moving beyond homogeneity is not only a spiritual trait of leadership it makes business sense too.**

### Reflect:

Christ centered, biblical leadership doesn’t just happen but takes a proactive effort to reflect upon ourselves and others and then embrace the diversity we see. Self-awareness, humility and embracing difference is not easy and requires a willingness to engage with and accept the risk of acknowledging views different from our own.

- When have you made the deliberate effort to seek views different from your own? What are the risks to pursuing diversity?
- What does humility look like in leadership?

### Pray:

- Consider petitioning God to present opportunities for humility
- Consider requesting God to highlight where your organisation could be strengthened through greater diversity.

## 6.0 Small group breakout session

This section draws together sections 4.0 and 5.0 and allows time for the delegates to discuss the topic from their context

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In groups consider one or more of the following questions:

- What is the difference between a leader and a manager?
- What are the key character traits of good leaders?
- Have you actively looked at your weaknesses as a leader?
- What leaders do you find most inspiring and why?
- Do you think Jesus was a good leader? Why did you answer the way you did?

## 7.0 Coffee Break

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- Allow at sufficient for all the delegates to network with one another.

## 8.0 External Speaker

Overview of work they have done in relation to the topic.

Allow time for Q&A

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At each event we recommend that you invite a speaker to present their view on the topic in relation to what they have in their own business practice. Ensure that you allow time for a presentation and questions.

### Recommended Time

- 15 minutes for the presentation
- 5 - 10 minutes for questions

### Selecting a speaker

- You may wish to invite an external expert or experienced practitioner / business leader.
- You may wish to invite someone from the group to share their experiences. Depending upon the group size you may wish to use this space each time you meet for a group member to explore the topic through their eyes.
- Invite a Salt Network Staff member.
- Use further Salt Network media resources.

## 9.0 The Topic 2.0

This section outlines the scope of actions that businesses can take in relation to the topic

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As we've discovered leadership, is a concept that has the ability to manifest in many different forms. Each of these forms, whilst some more desirable than others, have strengths and weaknesses and identifying 'right' leadership from 'wrong' leadership is difficult.

This session will avoid simply adding another leadership theory to the already very busy catalogue of theories. Instead, as disciples, let us look to the person of Jesus and to scripture to understand the characteristics of leadership displayed therein and what we can learn for our own leadership today.

### Leading by the Book

There are many examples of biblical leadership principles and leadership characteristics.

#### Biblical Leadership Principles

Individually or as a group read the passages below and discuss your findings.

- God is the Leader of leaders. – *2 Chronicles 13:10 – 12*
- Leadership is a significant responsibility – *Hebrews 13:7 – 19*
- Leadership is a gift – *Romans 12:3 – 8*

#### Biblical Leadership Characteristics

Individually or as a group read the passages below and discuss your findings.

- Humility – *Romans 12:3; Luke 20:46; John 13:14-15*
- God Centered – *Mark 12:29-31*
- Servant Hearted – *Luke 4:18; James 2:1*
- Accountable – *Ephesians 5:21; 1 John 1:6-7;*
  - In finances – *1 Timothy 6:10*
  - In entitlement – *Philippians 2:6-7*
  - In Time – *2 Kings 5:25*
- Don't over work – *Mark 2:27*
- Feed the mind with goodness – *Philippians 4:8-9*

## Leadership starts with purpose

Read the passage below and identify Jesus' sense of purpose.

*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 the prisoners and recovery of sight for the blind, to set the oppressed free, to proclaim the year of the Lord's favour*

**Luke 4:18 – 19**

The session, **Building a Values based Business** looks at identifying our corporate purpose, however understanding and developing our personal purpose statement is essential to impactful leadership. Jesus' leadership starts with understanding and walking in his purpose. We saw in our reflection that each of us have gifts and like a body with many parts thrives, we must identify our gifting so that we can play our part and thrive. Not understanding our purpose can have significantly negative impacts.

*"without vision the people perish",*

**Proverbs 29:18**

Whilst many of us may not find ourselves in a situation like that of Toby in the story below, this story illustrates the impact of a life without purpose and vision.

*Toby had it all, the new car, detached house, wife, 2 children and a growing business and yet he felt hollow. When he looked at his success all he could see was what he hadn't got or achieved. He drifted through life and longed for something more and yet he couldn't identify what it was. I had no purpose.*

*I started visiting the casino and what started as small bets became larger bets and then unmanageable debts. I lost everything.*

*Toby was homeless for 3 years. He now supports addicts and homeless men find a life and hope through one to one mentoring.*

Toby's experience is a stark illustration of what can happen when our sense of purpose is unclear or misguided. Whilst this might not be the experience for most of us I am sure many of us can recognize those moments of emptiness and purposelessness.

You might find it helpful at this stage to work through the *Purpose Developer Worksheet*. If you do not have time to complete the Purpose developer during your group session:

- Consider listing your top 10 values, ranking them in importance from 1 – 10.
- Consider identifying biblical principles that are most important to you – why are they important, how do you live them out, how do they influence your decision-making process?
- Consider discussing what purpose means to you. Do you have a personal purpose statement.
- Using the boxes below identify your why, what and how.

<i>YOUR WHY Complete the sentence. I exist to...</i>	
<i>YOUR WHAT Complete the sentence. I feel called to...</i>	
<i>YOUR HOW. Complete the sentence. I will impact the world though...</i>	

## Leading a purpose driven organisation

Leading a purpose driven organization can be the difference between future sustainability and decline. PwC researched the importance of purpose in organisations and found that 79% of business leaders believe that an organization’s purpose is central to their business success. However 68% expressed that their purpose is not actually used as a guide for leadership decision making within their organization. PwC further noted that millennials have a strong connection to the purpose of their organization and are over 5 times more likely to stay at a purpose driven organization; however only 33% of all employees asked drew any ‘real meaning’ from their employer’s corporate purpose.

The PwC research clearly shows that whilst there is notable value in identifying and cascading corporate purpose throughout an organization, there is a significant disconnect between theory and the practice of leaders imbedding these values.

The issue is often found that whilst identifying a personal and corporate purpose is a valuable exercise, implementing that purpose into corporate structure can be difficult.

- **Have you implemented purpose throughout your corporate structure? If so, what steps did you take?**

## The DRIVE model is helpful for the process of purpose implementation

**D** – Define your purpose, write it down and understanding what it means to your organization.

**R** – Retool your organization with the infrastructure, skills and resources needed to achieve your purpose

**I** – Inspire and Inform the whole organization to the new status quo. “This is the way we do things here”

**V** – View of the organization, from boardroom to basement/ Assess your supply, operations, goods and services, does it look like your purpose?

**E** – Engage all stakeholders imbedding your purpose into all communications and engagements.

## 10.0 Small group break out session

This section allows time for the delegates to discuss section 9.0 and the possible steps they could take

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- What does the bible teach you about the character of a Christ centered leader?
- What leadership characteristic to you most want to further develop?
- When considering the DRIVE model what stage do you think you are at in imbedding purpose into you organisation?
- What characteristics of leadership are most important to you?

## 11.0 Time for action

Time for individuals to review / reflect on the workshop. Complete feedback forms and pledge forms

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It is important that each Salt Conversation is action focused. This concluding section allows each delegate to:

- Offer closing remarks to the group. *Invite all delegates to offer any closing remarks if they have any.*
- Complete the feedback form
- Read and sign the Core Pledge or Statement of Intent.

## 12.0 Close

AOB and Closing prayer

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Allow a few minutes of silence. You may wish to:

- Invite delegates to pray in small groups
- Pray as a whole group
- Remain in silence or listen to a piece of music
- Consider using one of the prayers below.

**(1)**

*Lord, I'm drying on the inside  
where there was once joy, now is beginning to feel like a burden.*

*Fill me with deep and fresh passion for my work.*

*Take away weariness from me and inspire me to work diligently.*

*Holy Spirit, I invite you into this place today, lead and guide me in the way that I should go and correct me when I am wrong.*

*Remove any manner of dissatisfaction from my heart and help me to serve my workplace with passion and purpose.*

*In Jesus' name, I pray, Amen.*

**(2)**

*Jesus, you chose us that we may bear fruit.*

*You also said that without you, we could do nothing so me to be fruitful at my place of work.*

*Father, give me a spirit of excellence and strengthen me to do exceptional work for your glory.*

*In Jesus' name, I believe and pray, Amen*