
Salt!

■ THE **CHRISTIAN AID**
BUSINESS NETWORK



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

1.0 Networking

The session opens with refreshments and networking

- 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

- 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

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 Aid.*

Building a Values-based Business

*A values based culture
eats strategy for
breakfast*



*True business impact starts in
the heart and mind of its
leader*

4.0 The Topic

Introducing the topic.

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 lead to being part of a business organisation and, second, how this sense of purpose is put into practice.

We identify three steps in this Values based journey. Ask yourself:

- **What motivates you as a business leader?**
 - What are you trying to achieve?
 - How does your faith play a role in that?
 - Did you feel 'called' to set up your business?
 - Do you feel a calling to operate in your current role?

- **How do you articulate your leadership motivations?**
 - Do you have a vision statement and / or value statement for your company?
 - Did you help develop your company value statement?
 - Do you feel aligned to your company value statement?

- **Do you put values into practice?**
 - How have you tried to embed these values in your organisation?
 - Are you measuring progress on them?
 - What are the barriers you see to embedding these values?

The fact is: across our society and indeed the world there are significant social and environmental injustices. Many of these injustices can be linked either directly or indirectly to the actions of the private sector. This is not to say that the private sector is the cause of injustice, although at times it is, but rather to highlight the opportunity that business and work in the private sector presents to positively impact the world around us through influencing financial markets, transforming employment practices, innovating revolutionary new products and services, providing employment and enabling public sector spending through the taxes we pay. Business is at the heart of our society. Faith aligned, values based leadership is a calling and an honour.

The question is: are you actively building a values driven organization?

And whatever you do, whether in word or deed, do it all in the name of the Lord Jesus, giving thanks to God the Father through him.

Colossians 3:17

5.0 Reflection

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

Read:

Matthew 5:13,14

Think:

There are many illustrations of how we are to be like salt and light in the world, but what does it really mean to be like salt and light? John MacArthur said that you can boil these verses down into a single word: influence

We are called to be people of influence not hidden away, snuffed out or flavourless but rather shining bright and releasing the creative flavour 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 this 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?

Reflect:

The first job to developing a Values based business is to understand your values. It is very helpful to start with your story. Spend some time sharing your experiences and practices that brought you to becoming a business leader with group.

- Was it a calling?
- What was the foundational motivation, idea or inspiration?

Pray:

- Consider petitioning God to identify or reignite your sense of call
- Consider presenting to God the times where you have not followed His call

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

In groups consider one or more of the following questions:

1. How would God measure success in business?
2. Is there a tension between your Christian Values and shareholder values?
3. Do you make decisions based on purpose or profit?
4. When have you sacrificed profit for purpose?
5. As a Christian leader, can maximizing profit be your purpose?

7.0 Coffee Break

- 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

At each event we recommend that you invite a speaker to present their view on the topic in relation to what they have done 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

- Deutsche Bank found that aligning business operations to Environmental, Social and good Governance (ESG) principles improves long term financial performance
- Edelman found that 81% of people have more confidence in companies that demonstrate a positive impact.
- Some estimate the low carbon and circular economy will be worth £300 billion by 2025
- 89% of executives said a strong sense of collective purpose drives employee satisfaction according to the E&Y Beacon Institute.

Building a Values based organisation is not just a nice thing to do but it makes clear business sense also. Identifying and cascading your corporate values drive employee commitment, boosts customer engagement, secures stronger financial return and enables a more efficient, transformative and impactful organisation.

One of the false narratives that undermine values based business leadership and organisation structure is the notion that profit and purpose are at conflict with one another. This is not true! It is true that it is not always easy to align profitable activities with purposeful mission but it can and ought to be done so as to maximise the influence and impact you can have.

It is a battle worth fighting

- What are the challenges you foresee in aligning values and profit making?

So we want to build a values based organisation, but how do we do it?

The first job is to share experiences and practices that brought you to becoming a business leader whether it is a calling, a foundational motivation, an idea or inspiration in the back of your mind that you want to achieve. Telling your story amongst peers, and finding key turning points in this story allow you to articulate your motivations.

You might find it helpful to work through the *Purpose Developer Worksheet* at this stage

- *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?*

The next step is to look at embedding these values into a business and moving from the personal to the corporate.

This will involve

- Making an explicit purpose, value and mission statement

and then

- Operationalising it through specific company policies and practices.

A value-led business would, therefore, develop its own understanding of its role as a positive agent of change and would choose to be proactive in going beyond what is legally required by laws, rules and regulation both:

- Internally to improve relationships and ways of working.
- Externally with wider stakeholders and the environment.

To embed values within a company, Many companies find it useful to have a **value statement**, where key principles and definitions are outlined. Having such a document informs and strengthens Principle based decision making which as we have seen can complement cost minimizing and profit maximizing as well as further benefits to the organization as a whole.

Try Identifying your corporate purpose and values.

- *Revisit you brand purpose what is the core purpose for your corporate existence?*
- *What is your corporate mission? is it aligned to your purpose and your personal/ faith values? If so then great, if not, what is different and could it be aligned? What factors most enable to you attain your corporate mission, financial return, happy and healthy staff, efficiency etc.*

Some implement value statements in the form of benchmarks or toolkits – this was the case of Barclays when Anthony Jenkins was the CEO with a focus on citizenship from 2012 until 2015 at a time when the memory of the financial crisis was still in the minds of many customers after the financial crisis that began in 2008 revealed Barclays involvement in scandals such as Libor Rigging, electricity and gold market manipulation. Based on a statement of 'purpose and values' They developed a 'balanced scorecard' which included their 5Cs (Customer & Client, Colleague, Citizenship, Conduct, Company) as a basis of decision making.

Implementing such purpose driven organisational structures is not always received well by those invested in the status quo, Anthony Jenkins found this out when he was fired from Barclays for what he describes as wanting to do banking differently. However the business case on being a value-led business can be explained in a number of ways:

- Creating positive work relationships that improve ways of working, retain staff and strive for excellence in all areas.
- A company can seek to address wider ethical values and motivations as a principle that can at times override short term profitability. This can significantly strengthen the corporate identity especially in consumer driven markets.
- There are positive win-win situations in investing in a social and environmental impact for the company (e.g. real economic impact of greater women's participation in the workforce at all levels, reducing harmful pollutants that cause illness in staff, saving energy and raw materials also reduces costs of inputs).

Building a values based organization is far from easy but with bold leadership it can signal a step change for your staff, customer and bottom line.

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

- Have you looked at embedding values in your business already? If so, what risks and opportunities have you identified?
- What support do you think you might need and what will be the biggest challenges you will face when trying to implement a Values based business strategy?

11.0 Time for action

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

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
- Complete the pledge form.

12.0 Close

AOB and Closing prayer

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