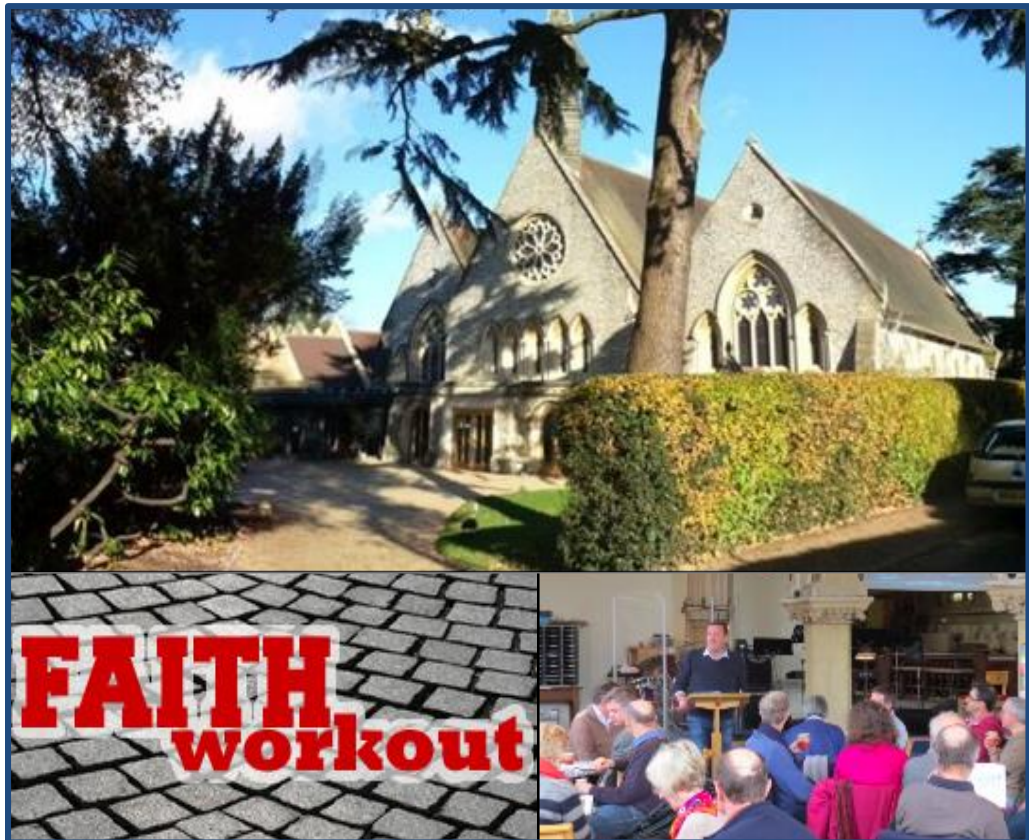


WORK OUT



A series of studies for individuals or groups who are seeking to integrate the life of work to Christian faith

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Introduction

WORK OUT is an initiative based at St Paul's Church Dorking. First established in 2011 it is a forum and network for those in and out of work who are seeking to live a total life under the Lordship of Christ.

Many of us spend the majority of our time at work, but so little is talked about in church about how to live lives worthy of Christ in the workplace. This initiative seeks to address this – to enable us to explore real workplace issues, with people who have real experience in trying to work them out!

I recently purchased a book by Laurie Beth Jones entitled *“Jesus CEO – Using Ancient Wisdom for Visionary Leadership.”* It made me think ...

- How would my life at work be different if Jesus was my CEO?
- How would my behavior as a leader at work differ if I fully adopted Jesus' leadership principles in the work place?

This booklet is designed to explore these and other issues.

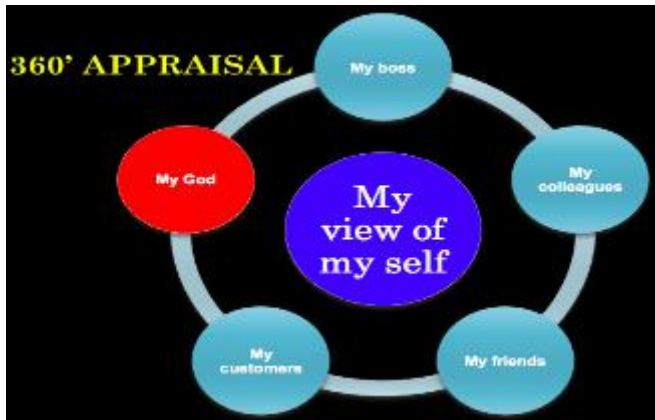
Two guiding principles have underpinned all the material in this Work Out booklet:-

1. Our life's purpose, our choices and our identity need to be integrated. Living so called “two lives” or seeking a better work/life balance suggests that we somehow live in two worlds ... but the nature of Christian authenticity is to live in the fullness of one life that is wholly under the Lordship of Christ.
2. Working out life with all its demands, complexities and challenges is not easy. We often have good intentions but find it difficult to see them through. We often “know stuff” in principle but fail to “work it out” in practice. This material is designed to help us work-out and work through some of life's challenges by input, insights, and exercises to help us pursue a life of love and integrity - in a tough work environment.

Who do you think you are? Part One

STRENGTH BEYOND OURSELVES

A brand has meaning and recognition because it's ingredients, values, and attributes add up to something. A brand has value because it stands for something and has an integrity and an on-going consistency. So what type of brand are you? You already have a brand - as Jeff Bezos the founder of Amazon once said "Your brand is what people say about you when you are not in the room."



WHAT IS BRAND YOU?



"Brand You ... Is all about developing something that is unique and compelling about you. It has to be authentic -it has to be consistent. This is not about reinvention. It is about recognising what is already there and figuring out what you can do with it." *Mowbray*



What is a BRAND?

"A brand is more than a name or a logo – it is a **promise** and a **contract** with **every customer** with whom you are dealing. And if people feel that the offering does not live up to what they expect from the brand, they will decide to stop buying"

- Richard Branson

"There is a **very, very, very** fine line between success and failure it is about being constantly hammered and **coming back** from the hard times and low moments."

Richard Branson - Newsletter

Personal Brand

- A consensus about who you are
- Your reputation, public image, legend, character
- The collective opinion about you
- It's like a Rorschach test. Somebody flashes you name. What leaps to mind?

SOME WISE WORDS

"I give this piece of advice to each one of you. Don't cherish exaggerated ideas of yourself or your importance, but try to have a **sane estimate of your capabilities by the light of the faith** that God has given to you all."

(JB Phillips/Rom 12:2)

"Now this is our boast: our conscience testifies that we have **conducted ourselves in the world**, and especially in our relations with you, with **integrity** and godly sincerity. We have done so, relying not on worldly wisdom but on God's grace."

(2 Cor 1:12)

EXERCISE

Brand You!	Thoughts
What do you think is the first impression people have of you? (Somebody flashes your name – what leaps to mind?)	
What is the longer-term consensus about you?	
Do you have a "Sane estimate of your capabilities"? How might we sharpen or obtain this?	
What is your personal brand "message"? (Unify, simplify, amplify) (Does exactly what it says on the tin, but what does it say on your tin?)	

Who do you think you are? Part Two



USING THE MYER-BRIGGS TYPE INDICATOR

The **Myers-Briggs Type Indicator (MBTI)** assessment is a psychometric questionnaire designed to measure psychological preferences in how people perceive the world and make decisions.



There are four pairs of preferences: Focus and source of energy: Extraversion (E) or Introversion (I), Preference for acquiring information: Sensing (S) or Intuition (N), Preference for making decisions: Thinking (T) or Feeling (F), Preferred way of interacting with the world: Judging (J) or Perceiving (P). Warning! Everyone shows every combination at times. TYPE is just a guide to most frequent preference.

Look at the following boxes and use your reaction to both the text that describes each pair of preferences as well as to the paintings to determine which of each pair fits you the best.

Focus and source of energy


	Extraversion (E)	
<p>People who have a preference for Extraversion focus on the external world of people and things. They may:</p> <ul style="list-style-type: none">Communicate energy and enthusiasmSpeak—think—speakFocus of talk is on people, and things in the external environmentSeek opportunities to communicate in groupsPrefer face to face over written interactionsIn meetings, like talking out loud before coming to conclusionsAct first, think laterInitiate social interactionsEnjoy interacting with lots of people		<p>People who have a preference for Introversion focus on the inner world of ideas and impressions. They may:</p> <ul style="list-style-type: none">Keep energy and enthusiasm insideThink—speak—thinkEnjoy in-depth, one-on-one relationshipsLike to concentrate for long periods of timePrefer written over "face-to-face" communicationThink first, act laterPrefer to connect with the task, not necessarily with other peopleKeep feelings and interests to themselves, sorting issues on their ownIn meetings, verbalize only well-thought-out conclusions

Preference for acquiring information

	Sensing (S)	
<p>People with a preference for Sensing like to work with what's tangible, factual and practical. They may:</p> <ul style="list-style-type: none">Like evidence (facts, details, and examples) presented firstWant practical and realistic applications shownUse an orderly step-by-step approachLike suggestions to be straight-forward and feasibleValue accuracy and precisionRelish the presentLet the facts pile up to find the trendsLet the experience be their guideRespect and rely on time-honoured ways of doing thingsPrefer adhering to specific agenda in meetings		<p>People with a preference for Intuition focus on the future with a view toward patterns and possibilities. They may:</p> <ul style="list-style-type: none">Like global schemes, with broad issues presented firstWant possible future challenges discussedRely on insights and imagination to provoke discussionLike suggestions to be novel and unusualValue insights and analogiesAnticipate the futureGeneralize from one fact or happening to larger meaningsLet imagination and ideas be their guideWant to know additional uses or possible innovations

Who do you think you are? Part Two


Preference for making decisions



Thinking (T)

People with a preference for **Thinking** base their decisions on logic and objective analysis of cause and effect. They may:

- Prefer to be brief and concise
- Offer objective advice
- Convince by cool, impersonal reasoning
- Present goals and objectives first
- Demonstrate logic and clarity in actual decisions
- Seek to find the truth, influenced by objective reasoning
- Are concerned with the underlying principles behind a decision
- Tend toward skepticism and controversy
- Find incompetence stressful
- In meetings, seek involvement with the task first



Feeling (F)

People with a preference for **Feeling** base their decisions primarily on values and on subjective evaluation of person-centered concerns. They may:

- Prefer to be sociable and friendly
- Offer supportive advice
- Are convinced by personal information, enthusiastically delivered
- Present points of agreement first
- Want to have a harmonious outcome
- Concern themselves with the impact the decision may have on people
- Tend toward acceptance and tolerance of others
- Prefer not to critique others but rather to find an appreciative comment
- Find lack of cooperation stressful


Preferred way of interacting with the world



Judging (J)

People who prefer **Judging** like a planned and organized approach to life and prefer to have things settled. They may:

- Expect others to follow through and count on it
- Plan their work and work their plan
- Talk of purpose and direction
- State their positions and decisions clearly
- Schedule their time, setting dates and making arrangements
- Make decisions quickly, putting a stop to seeking new information
- Find surprises or interruptions an annoyance
- Want to have things settled in advance
- Focus on tasks and timetables
- Reach closure by deciding quickly



Perceiving (P)

People with a preference for **Perceiving** like a flexible and spontaneous approach to life. They may:

- Enjoy considering new information, putting off final decisions
- Present their views as tentative and modifiable
- Communicate options and opportunities
- Value autonomy and flexibility
- Solve problems as they arise
- Leave scheduling options open as long as possible
- Find surprises or interruptions a welcome distraction
- Prefer to face challenges with spontaneity
- Focus on process and options
- Trust that next steps will appear when needed

Now use the table overleaf to assess the combination of letters you have arrived at to find your TYPE. Then answer the following questions.

EXERCISE

1. Share your first thoughts on your profile and what this might mean to you.
2. What impact might your MBTI type have on your approach to work?
3. What impact might your MBTI type have on how you live and express your faith?

Who do you think you are? Part Two

ISTJ "DOING WHAT SHOULD BE DONE" Organizer • Compulsive Private • Trustworthy Rules 'n Regs • Practical MOST RESPONSIBLE	ISFJ "A HIGH SENSE OF DUTY" Amiable • Works Behind the Scenes Ready to Sacrifice • Accountable Prefers "Doing" MOST LOYAL	INFJ "AN INSPIRATION TO OTHERS" Reflective/Introspective Quietly Caring • Creative Linguistically Gifted • Psychic MOST CONTEMPLATIVE	INTJ "EVERYTHING HAS ROOM FOR IMPROVEMENT" Theory Based • Skeptical • "My Way" High Need for Competency Sees World as Chessboard MOST INDEPENDENT
ISTP "READY TO TRY ANYTHING ONCE" Very Observant • Cool and Aloof Hands-on Practicality • Unpretentious Ready for what Happens MOST PRAGMATIC	ISFP "SEES MUCH BUT SHARES LITTLE" Warm and Sensitive • Unassuming Short Range Planner • Good Team Member In Touch with Self and Nature MOST ARTISTIC	INFP "PERFORMING NOBLE SERVICE TO AID SOCIETY" Strict Personal Values Seeks Inner Order/Peace Creative • Non-Directive • Reserved MOST IDEALISTIC	INTP "A LOVE OF PROBLEM SOLVING" Challenges others to Think Absent-minded Professor Competency Needs • Socially Cautious MOST CONCEPTUAL
ESTP "THE ULTIMATE REALIST" Unconventional Approach • Fun Gregarious • Lives for Here and Now Good at Problem Solving MOST SPONTANEOUS	ESFP "YOU ONLY GO AROUND ONCE IN LIFE" Sociable • Spontaneous Loves Surprises • Cuts Red Tape Juggles Multiple Projects/Events Culp Master MOST GENEROUS	ENFP "GIVING LIFE AN EXTRA SQUEEZE" People Oriented • Creative Seeks Harmony • Life of Party More Starts than Finishes MOST OPTIMISTIC	ENTP "ONE EXCITING CHALLENGE AFTER ANOTHER" Argues Both Sides of a Point to Learn Brinkmanship • Tests the Limits Enthusiastic • New Ideas MOST INVENTIVE
ESTJ "LIFE'S ADMINISTRATORS" Order and Structure • Sociable Opinionated • Results Driven Producer • Traditional MOST HARD CHARGING	ESFJ "HOST AND HOSTESSES OF THE WORLD" Gracious • Good Interpersonal Skills Thoughtful • Appropriate Eager to Please MOST HARMONIZING	ENFJ "SMOOTH TALKING PERSUADER" Charismatic • Compassionate Possibilities for People Ignores the Unpleasant • Idealistic MOST PERSUASIVE	ENTJ "LIFE'S NATURAL LEADERS" Visionary • Gregarious • Argumentative Systems Planners • Take Charge Low Tolerance for Incompetency MOST COMMANDING

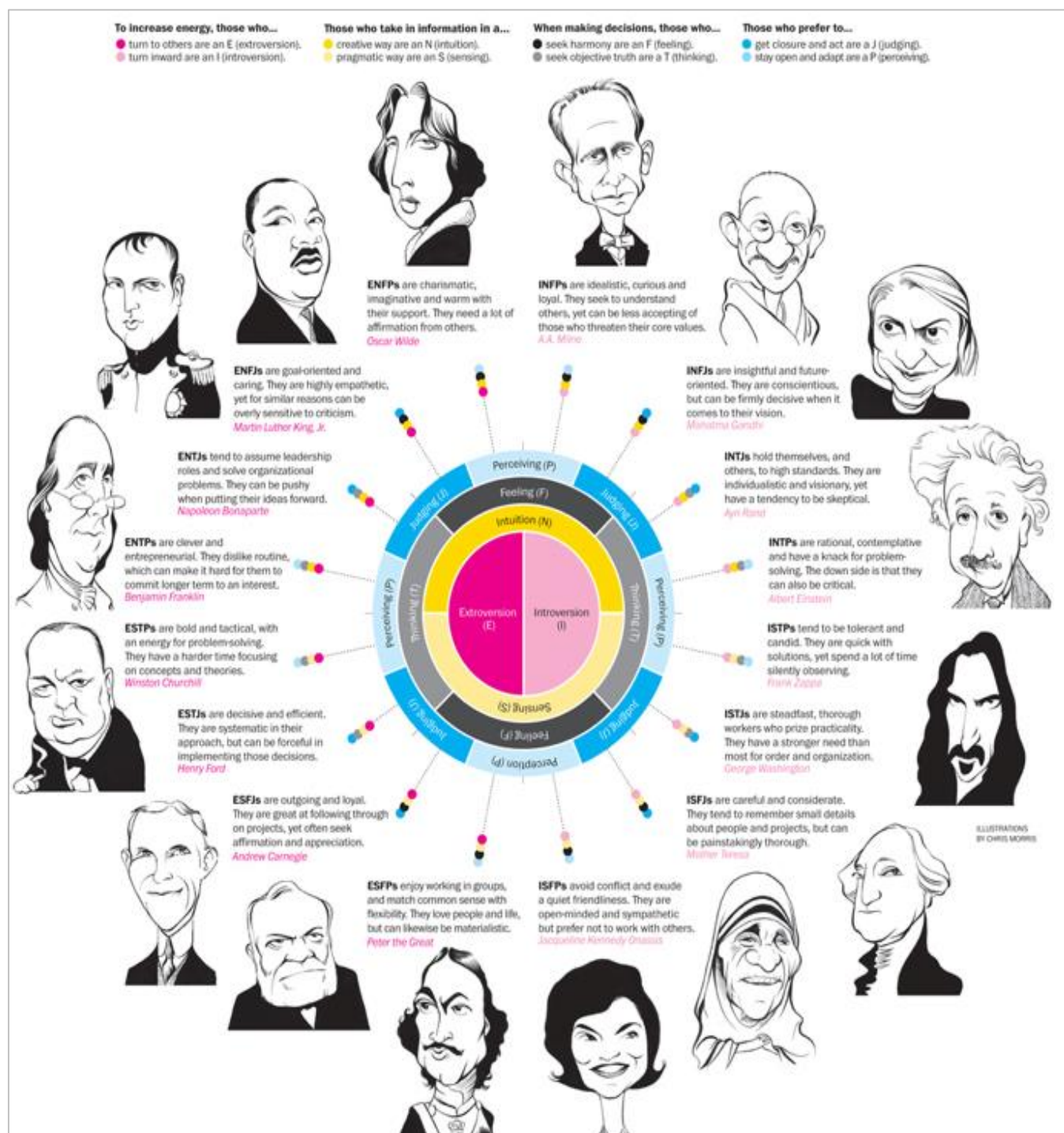
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... and for a light-hearted Christian perspective on this ... the Myers-Briggs Prayer Guide:-

ISTJ God, help me to begin relaxing about little details tomorrow at 11:41:32 a.m.	ISFJ Lord, help me to be more laid back, and help me to do it exactly right!	INFJ Lord help me not be a perfectionist. (Did I spell that correctly?)	INTJ Lord, help me open to others' ideas, WRONG through they may be!
ISTP God, help me to consider people's feelings, even if most of them are hypersensitive!	ISFP Lord, help me to stand up for my RIGHTS! (if you don't mind my asking)	INFP Lord, help me to finish everything I sta	INTP Lord, help me be less independent, but let me do it my way.
ESTP God, help me to take RESPONSIBILITY for my own actions even though they're usually not my fault!	ESFP GOD, HELP ME TO TAKE THINGS MORE SERIOUSLY- ESPECIALLY PARTIES & DANCING	ENFP God, help me keep my mind on one th...LOOK, A BIRD!...ing at a time.	ENTP God, help me follow established procedures today. On second thought, I'll settle for a few minutes.
ESTJ God, help me to try not to RUN everything. But, if you need some help, just ask!	ESFJ LORD, GIVE ME PATIENCE, AND I MEAN RIGHT NOW!	ENFJ God, help me to do only what I can, and trust you for the rest. Do you mind putting that in writing?	ENTJ God, help me to slow downandnot rushthrough whatIdoAmen!

Who do you think you are? Part Two

It's interesting to see how some well-known personalities fit into the Myers-Briggs model:-



Playing to your strengths

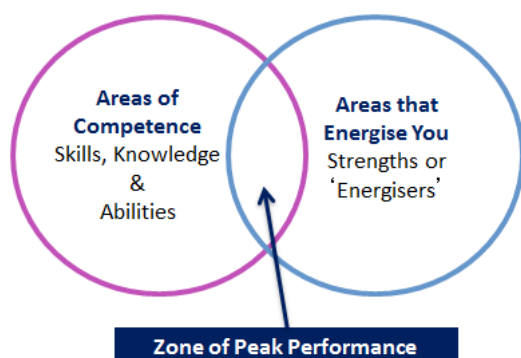
PLAYING TO YOUR NATURAL STRENGTHS

"I praise you because I am fearfully and wonderfully made; your works are wonderful, I know that full well" (Psalm 139:14)
 "The Lord has filled them with skill to do all kinds of work as craftsmen, designers, embroiders, and weavers....so every skilled person to whom The Lord had given ability set to work to build the sanctuary" (Exodus 35:35, 36:1)

DEFINITION OF STRENGTHS

"Underlying qualities that **energise us**, contribute to our **personal growth** and lead to **peak performance**."
 Brewerton & Brook 2006

Zone of Peak Performance



Why are Strengths important?

Identifying and optimising strengths fuels:

- Purposeful work through deeper understanding and communication of personal 'brand' – what makes you you
- Peak performance in self and team
- Agility in times of change
- Confidence and resilience
- Energy, motivation and engagement



Engagement

"Engagement is strong stuff. When you know your strengths, live your strengths, and leverage your strengths in the service of others you will have an increase in engagement. To bring out the strengths of others we must be aware of our own strengths. Powerful managers "spot" employees' strengths and make strength training a daily endeavor." (David Zinger)

What gives you energy, what takes it away, and what for you is a waste of time? (Donald H. Graves)



What's different about Strengths?

- Refocus from weakness model to what strengthens people
 - Doesn't deny people have weaknesses
 - Make weaknesses irrelevant rather than turn them into strengths
- Acceptance that people's underlying personality doesn't change much
- Assumes that people achieve results in different ways
- Evidence shows it produces better results



Humility?

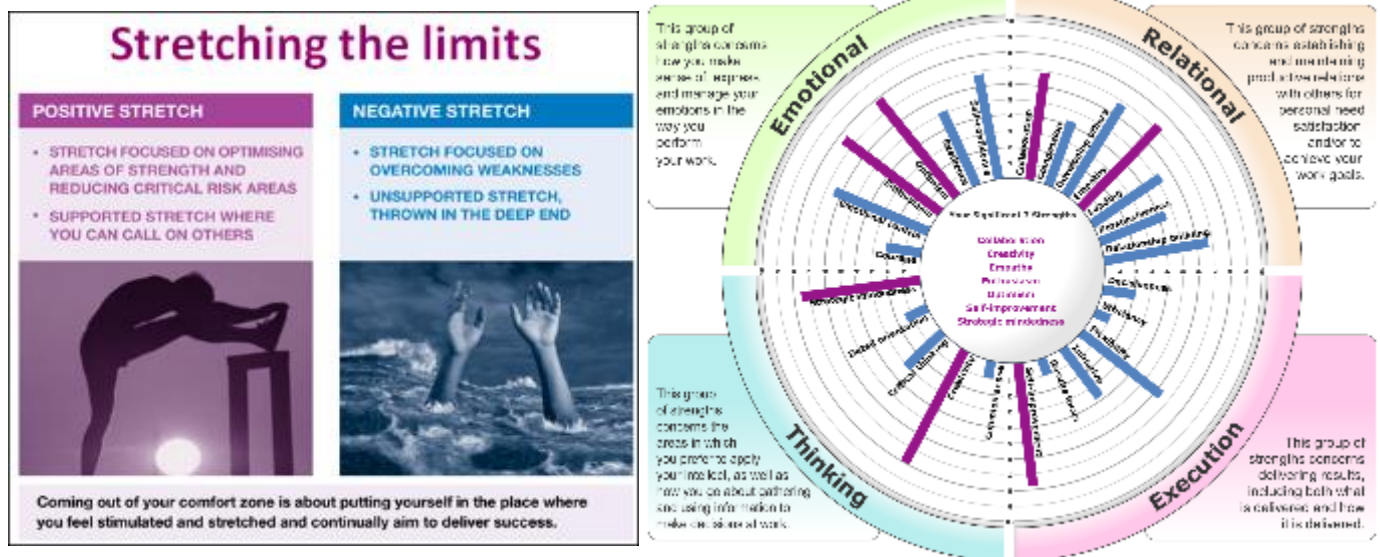
"From this point of view, to avoid your strengths and to focus on your weaknesses isn't a sign of diligent humility. It is almost irresponsible. By contrast the most responsible, the most challenging, and, in the sense of being true to yourself, the most honorable thing to do is face up to the strength potential inherent in your talents and then find ways to realize it." (Donald O. Clifton)



Using Strengths with agility



Playing to your strengths



EXERCISE 1

Tick 3 strengths on the list that are very 'you', find a partner and share a story of how you have used your strengths at work or at home. Find another partner and share an idea for a 'positive stretch' where you can use your strength even more.

Collaboration:	Working cooperatively with others to overcome conflict and build towards a common goal
Common sense:	Making pragmatic judgments based on practical thinking and previous experience
Compassion:	Demonstrating a deep and genuine concern for the well-being and welfare of others
Courage:	Taking on challenges and facing risks by standing up for what you believe
Creativity:	Generating new ideas and original solutions to move things forward
Critical thinking:	Approaching problems and arguments by breaking them down systematically and evaluating them objectively
Decisiveness:	Making quick, confident, and clear decisions, even when faced with limited information
Detail orientation:	Paying attention to detail in order to produce high quality output, no matter what the pressures
Developing others:	Promoting other people's learning and development to help them achieve their goals and fulfil their potential
Efficiency:	Taking a well-ordered and methodical approach to tasks to achieve planned outcomes
Emotional control:	Being aware of your emotional 'triggers' and how to control these to ensure you remain calm and productive
Empathy:	Readily identifying with other people's situations seeing things clearly from their perspective
Enthusiasm:	Demonstrating passion and energy when communicating goals, beliefs, interests or ideas you feel strongly about
Flexibility:	Remaining adaptable and flexible in the face of unfamiliar or changing situations
Initiative:	Taking independent action to make things happen and achieve goals
Leading:	Taking responsibility for influencing and motivating others to contribute to the goals and success of their team and organisation
Optimism:	Remaining positive and upbeat about the future and your ability to influence it to your advantage
Persuasiveness:	Being able to win agreement and support for a position or desired outcome
Relationship building:	Taking steps to build networks of contacts and acting as a 'hub' between people that you know
Resilience:	Dealing effectively with setbacks and enjoying overcoming difficult challenges.
Results focus:	Maintaining a strong sense of focus on results, driving tasks and projects to completion
Self-confidence:	Having a strong belief in yourself and your abilities to accomplish tasks and goals
Self-improvement:	Drawing on a wide range of people and resources in the pursuit of self-development and learning
Strategic mindedness:	Focusing on the future and taking a strategic perspective on issues and challenges

Playing to your strengths

TO SUMMARISE, MY STRENGTHS ARE:

-
-
-
-

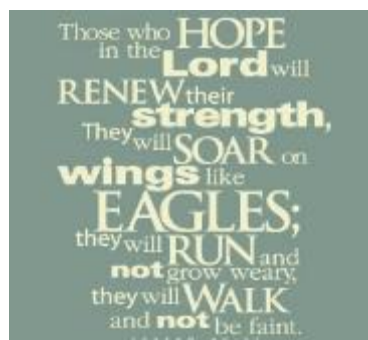
EXERCISE 2

Strengths to build on	Thoughts
When am I playing to my strengths? When do I feel I am in my “sweet-spot”?	
What is the best thing I have done, started or enjoyed in the last year? How could I build on this?	
How could I harness my strengths more in my current job or in a new role or job?	
What could I be doing more of to see my strengths grow, develop and rise?	

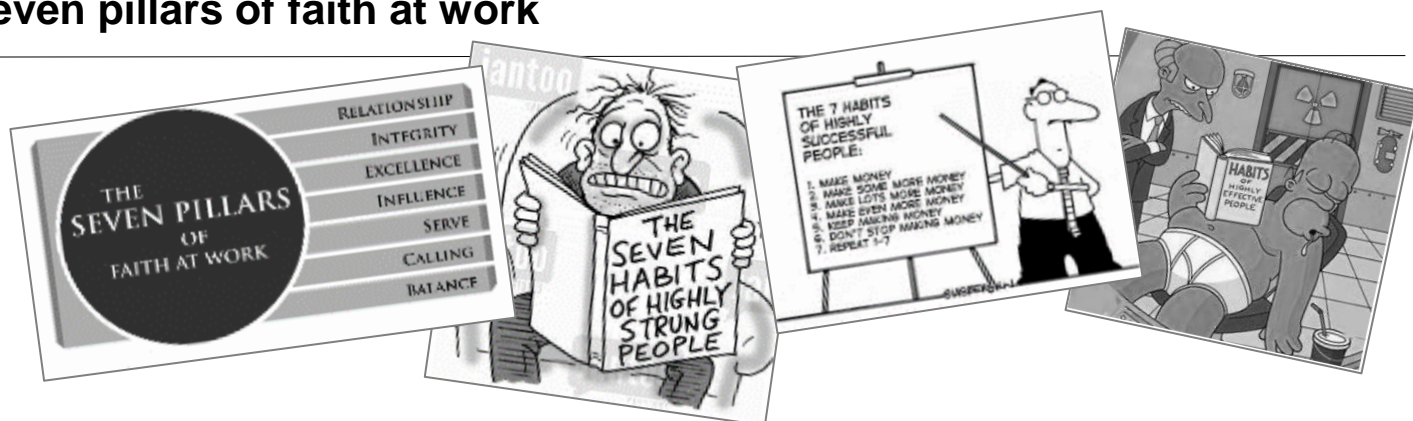
STRENGTH BEYOND OURSELVES

- “Strength will rise as we wait upon the Lord.” Isaiah 40:31
- “God said this once and for all; how many times have I heard it repeated? Strength comes straight from God.” Ps 62:11
- “So here I am in the place of worship, eyes open, drinking in your strength and glory. In your generous love I am really living at last!” Ps 63:2
- “I can do all things through him who gives me strength.” Phil 4:13

How does a knowledge that strength comes from the Lord impact our thinking about our strengths?



Seven pillars of faith at work



In 1989 Stephen Covey published a book called *'The seven habits of highly effective people'*. It has now sold more than 15 million copies and is has been listed as one of the top 25 most influential business management books. In this session we will look at comparing and contrasting this to *"The seven pillars of faith at Work"*

SNAPSHOT OF THE SEVEN HABITS OF HIGHLY EFFECTIVE PEOPLE

INDEPENDENCE - The first three Habits surround moving from dependence to independence (i.e., self-mastery):

- **Habit 1: Be Proactive** - take initiative in life by realizing that your decisions (and how they align with life's principles) are the primary determining factor for effectiveness in your life. Take responsibility for your choices and the consequences that follow.
- **Habit 2: Begin with the End in Mind** - self-discover and clarify your deeply important character values and life goals. Envision the ideal characteristics for each of your various roles and relationships in life.
- **Habit 3: Put First Things First** - a manager must manage his own person, personally. And managers should implement activities that aim to reach the second habit. Covey says that rule two is the mental creation; rule three is the physical creation.

INTERDEPENDENCE - the next three habits talk about Interdependence (e.g. working with others):

- **Habit 4: Think Win-Win** - genuine feelings for mutually beneficial solutions or agreements in your relationships. Value and respect people by understanding a "win" for all is ultimately a better long-term resolution than if only one person in the situation had got his way.
- **Habit 5: Seek First to Understand, Then to be Understood** - use empathic listening to be genuinely influenced by a person, which compels them to reciprocate the listening and take an open mind to being influenced by you. This creates an atmosphere of caring, and positive problem solving.
- **Habit 6: Synergize** - combine the strengths of people through positive teamwork, so as to achieve goals no one person could have done alone.

CONTINUOUS IMPROVEMENTS - The final habit is of continuous improvement in the personal & interpersonal spheres of influence.

- **Habit 7: Sharpen the Saw** - balance and renew your resources, energy, and health to create a sustainable, long-term, effective lifestyle. It primarily emphasizes exercise for physical renewal, prayer (meditation, yoga, etc.) and good reading for mental renewal. It also mentions service to society for spiritual renewal.

THE SEVEN PILLARS OF FAITH AT WORK

Relationship:	abiding with God at work.
Integrity:	wisdom and courage to do what's right, every time.
Excellence:	work with all your heart.
Influence:	intentional with the impact you have on others at
Serve:	lead strongly through serving others with humility.
Calling:	align gifts, skills and experience with your vocation.
Balance:	create sustainable work/life equilibrium.

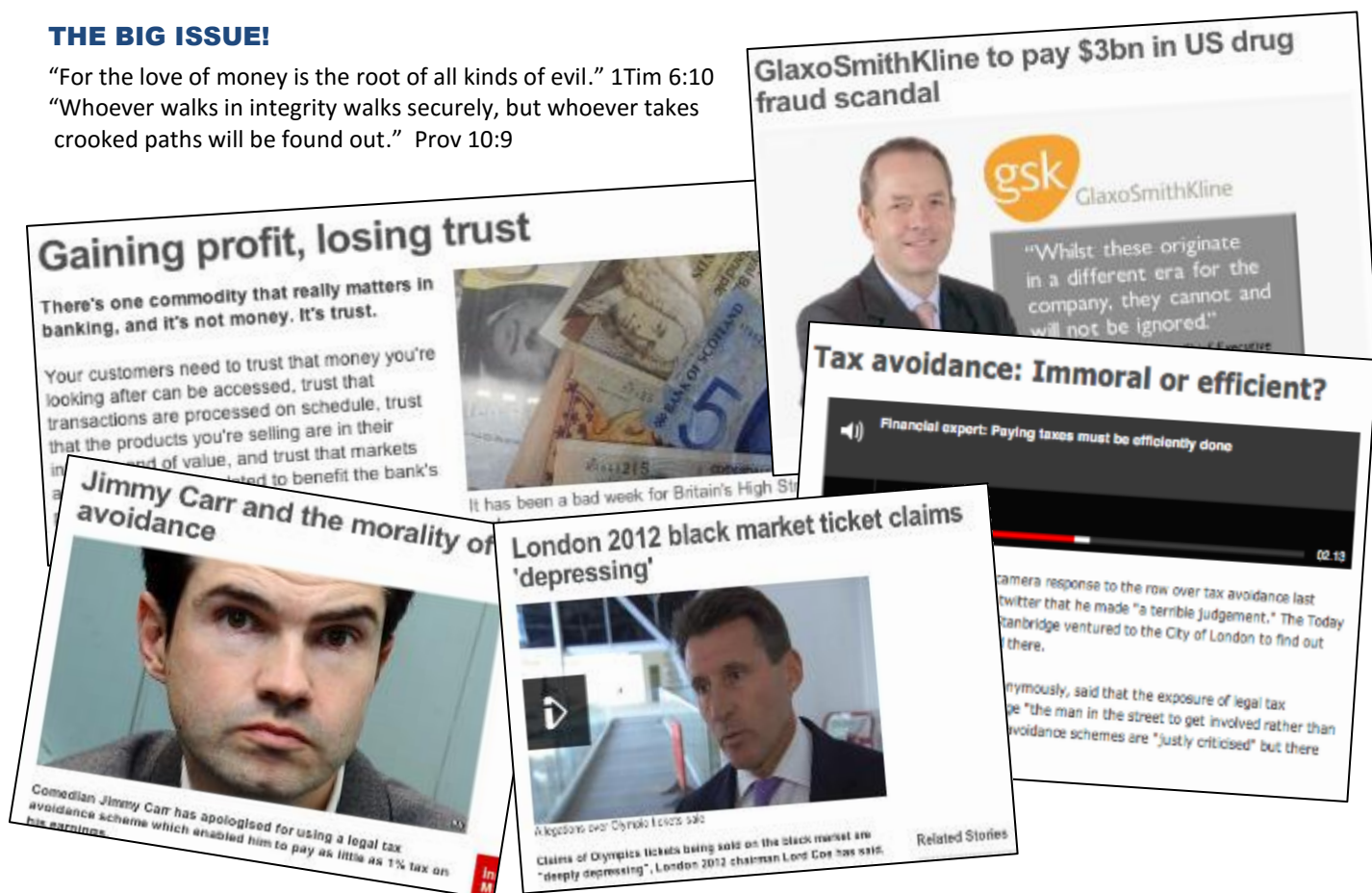
EXERCISE

1. What strikes you as helpful ... and not so helpful about Stephen Covey's approach?
2. Put the seven pillars of faith in the order in which you think your life actually reflects.
3. What might we do about the weaker pillars in our life?

“The Big Issue”

THE BIG ISSUE!

“For the love of money is the root of all kinds of evil.” 1Tim 6:10
 “Whoever walks in integrity walks securely, but whoever takes crooked paths will be found out.” Prov 10:9



A SLIPPERY SLOPE “Whatever happened to the human race?” France Schaeffer

“The thinkables of the eighties and nineties will certainly include things which most people today find unthinkable and immoral, even unimaginable and too extreme to suggest. Yet — since they do not have some overriding principle that takes them beyond relativistic thinking — when these become thinkable and acceptable in the eighties and nineties, most people will not even remember that they were unthinkable in the seventies. They will slide into each new thinkable without a jolt.”
 So are we just on a slippery slope? Are we surrounded by moral creep whereby stealth things considered unacceptable a few years back are now acceptable? So what of the future?

EXERCISE - A PERSONAL AUDIT: What's changed in the last 10-20 years in my life?

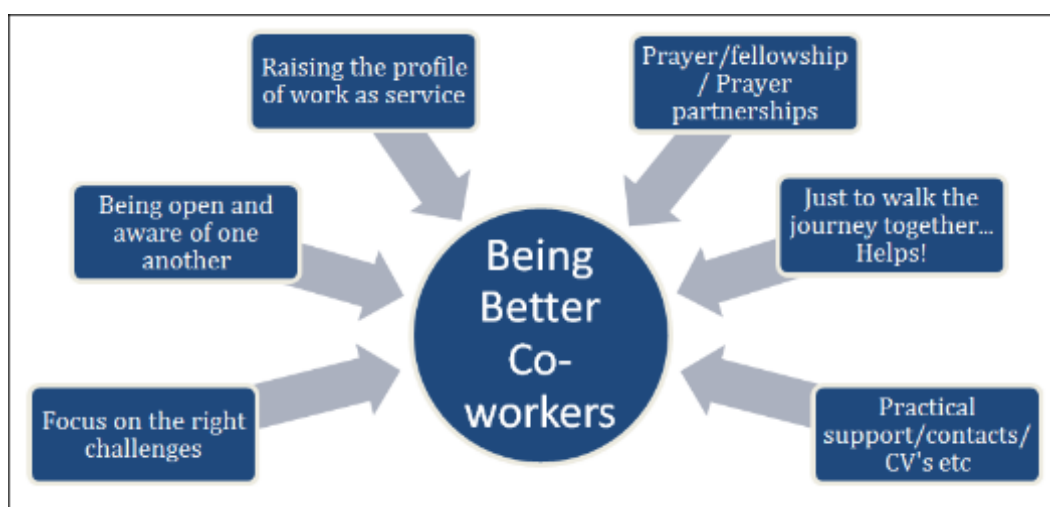
The BIG ISSUES	No real change	Modest change	Significant change for better and for worse	Out of 10 how satisfied am I with my current standpoint?
The role and importance of money in my life			Better: Worse:	
If someone was to audit my financial affairs and activities how squeaky clean would I be?			Better: Worse:	
Would you say that your business dealings are “walking in integrity” or are there areas of “grey” or compromise?			Better: Worse:	
Do you sense or see the attitudes or behaviour of others towards integrity changing (for better or worse)			Better: Worse:	

Co-workers in Christ

“For we are co-workers in God’s service.” 1 Cor 3:9. “These co-workers in the kingdom of God have been a comfort to me.” Col 4:11. Work is our service ... we are in it together ... we can be a great support to one another.

CO-WORKERS IN THE STRUGGLES OF OUR ENDEAVOURS – WORK RELATED STRESSORS (DTI Research)

Overload <ul style="list-style-type: none"> Unrealistic deadlines and expectations Technology overload Unmanageable workloads/under staffed 	Control <ul style="list-style-type: none"> Lack of control over aspects of the job/targets Lack of involvement in decision making Account not taken of staff ideas/suggestions
Work relationships <ul style="list-style-type: none"> Aggressive management style Lack of support from others/Isolation/Bad behaviors, e.g. harassment Lack of understanding from leadership Manager forever finding fault/Others not pulling their weight Others take credit for personal achievements/poor relationships 	Work-life balance <ul style="list-style-type: none"> Long hours: being expected as well taking work home Over-demanding and inflexible work schedules Excessive travel time Work interfering with home/personal life
Job security <ul style="list-style-type: none"> Job insecurity Lack of job permanence, e.g. temporary/fixed term contracts Future job change Fear of skill redundancy (Feast or famine) too much or too little Saying NO 	Resources and communication <ul style="list-style-type: none"> Information about what is going on in the organisation Feedback on performance Adequate training to do the job Equipment/resources to do the job
Pays and benefits	Aspects of the job <ul style="list-style-type: none"> Job is unlikely to change in the next 5–10 years Dealing with difficult customers/clients Constant change



EXERCISE

1. Do you sense high stress levels amongst your friends/contacts?
2. What are the biggest stress factors for you?
3. How might we discover stress relief, both as individuals and as a community?

The power of vulnerability?



WHAT THE BIBLE SAYS

The bible has a lot to say about the true nature of strength, but paints an upside down picture to most business speak!

- The bible does not use the word “competitive” once - but uses the word humble 43 times (NIV).
- The great reversal ... “The first shall be last, and the last shall be first” (Matt 20:16 Message).
- “When pride comes, then comes disgrace, but with humility comes wisdom” (Prov 11:2 NIV) .
- “For when I am weak, then I am strong.” 2 Cor 12:9-10
- “Happy are those who are strong in the Lord, who want above all else to follow his steps.” Ps 84:5

Vulnerability is not a particularly popular word in the work place but top psychologists are beginning to see vulnerability as a powerful quality (see: http://www.ted.com/talks/brene_brown_on_vulnerability.html)

KEY LEARNINGS – BRENE BROWN ON THE POWER OF VULNERABILITY

- Connections or relationships are why we are here, but to connect ... we have to be seen! (*Instead we hide*)
- We suffer from a fear of disconnection (“*I am afraid that if you discover this about me you will not think me good enough*”)
- A sense of worthiness comes from a strong sense of love and belonging. (*Called “wholeheartedness”*)
- **What do people who have a strong sense of worthiness have in them?** (Research based on 1000’s interviews)
 - 1) Courage - the courage to be imperfect, (Courage literally means “*to tell the story of your whole heart*”)
 - 2) Compassion - they were kind to themselves first. (*Love your neighbour as yourself!*)
 - 3) Transparent -they were happy to let go of what they ‘*should be*’ and were happy to be who they were!
- **What positive choices do the “wholehearted” make ...**
 - 1) They are willing to be vulnerable as they know it is the birthplace of creativity, joy, belonging and growth. (“Unless a seed goes down into the ground and dies it does not produce many seeds.”)
 - 2) They have understood that you can’t selectively “numb” emotions. Avoiding some stuff means avoiding all stuff
 - 3) They know that vulnerability unlocks rather than suppresses. (If you don’t ask, you don’t get - if you don’t show you don’t grow)

IMPLICATIONS

- What is the root of bravado, and macho? Is it about strength or weakness? Is it about false-face or truth and authenticity?
- Can we be vulnerable in front of work mates or bosses, or is that career suicide?
- The first mover ... does it sometime takes the strongest to “unlock” realness and authenticity in a work situation?
- If we define vulnerability as “being your real self” does that make it more acceptable (but still hard to do!)?
- By vulnerability we don’t mean an inappropriate display of self - but could we define it as powerful integrity, self-esteem, and self-worth that is under control and is fed not by rampant ego but by our identity in God? (“Integrity largely has to do with purifying our intentions and a growing honesty about our actual motives” Richard Rohr, Falling Upward)

“Vulnerability sounds like truth and feels like courage. Truth and courage aren’t always comfortable, but they’re never weakness.” Brene Brown

EXERCISE

THE POWER OF VULNERABILITY
On a scale of 1-10 where 1 is truly and authentically vulnerable and 10 is macho-bravado. Where do you think you are and where would you like to be?
Why are we inclined not to be vulnerable?
Is being “vulnerable” in the work place career suicide? Can you share a story where vulnerability has worked?

Motivation – carrots, sticks and others!



WHAT MOTIVATES YOU TO ACHIEVE?

We are all familiar with goals and objectives, be they corporate or personal. They often involve some sort of “carrot or stick” (incentives and threats). They are often useful as they provide us with focus and structure.

In 1981 a paper was published by George Doran in Management Review, which introduced us to **SMART** goals - these became the new way to express goals and provide us with clarity on what we were seeking to achieve. (Specific/Measurable/Achievable/ Relevant or realistic/Time framed). The most famous example of a SMART goal was unintentionally provided by JF Kennedy when he said *“We are going to put a man on the moon and bring him back again by the end of the decade”*.

This way of expressing goals has become the norm in business, backed by incentive schemes and bonuses. This is standard fare for Corporate management and motivation by objectives.

BUT... although these type of approaches and goals have real value, they are extrinsic and in effect they “put upon” an individual or team. They ignore intrinsic motivations, and they fail to take account of individuals’ inner values and strengths. What leaders need to do is to **“find the fire!”** and discover what it is that unlocks the inner energy and motivation to enable individuals and teams to be self motivated. That is, to tap into what is at the heart of individuals’ self.

What we need to explore for ourselves and those we lead is genuinely motivating goals that link objectives to strengths and values. Thus the question is more *“What would you be proud to achieve?”* or *“What would you love to achieve?”* and then to consider how that can then be aligned to individuals’ strengths and values. **It’s all about tapping into more than “should-do’s and ought-to’s”.**

WE FIND SEVERAL PARALLELS IN OUR SPIRITUALITY?

What is it that motivates us to want to be more effective disciples of Christ and walk more closely with God?
Is it from a sense of duty or joy? Is it essentially a list of ought to’s and should-do’s?
Is it from a sense of fear and retribution or a sense of calling and inner compulsion?

We need the framework of extrinsic commands and we need to be constantly reminded of our status as children of God but unless we can also discover an intrinsic motivation, an inner sense of how our spirituality connects with our very selves, we will feel like we are on the Corporate treadmill designed by God! (*We love because he first loved us vs If you love me you will obey my commands*).

EXERCISE

1. Can you identify or define something that you would like to achieve in the next 12 months that is aligned with, and consistent with your values and plays to your strengths?
2. Do you feel your spirituality is too dependent and too driven by extrinsic “ought-to’s”? How might we tap into an inner spirituality that connects better with how we are made and wired? (Inspiration vs. perspiration!)

Our work station ... Our worship station?



HOW DO YOU INTEGRATE IN YOUR OWN MIND WORK AND WORSHIP?

From as far back as Martin Luther and John Calvin theologians have developed their approach to the fact that all work, even so called secular work, is as much a calling from God as the ministry of the monk or priest.

Luther described work as “*the fingers of God*” as man through his efforts are agents of the providential love of God. In others words, that's how He provides! Thus elevating the purpose of work from making a living to loving our neighbour.

Calvin’s view was more that the purpose of work was for us to act as good stewards of God’s world, and to use work as a means by which we establish his rule and order over his world.

Many different viewpoints seek to capture the concept of vocation. Some are contradictory but all have at least some biblical basis.

See what you think of the list below - there is no one right answer!

EXERCISE

HOW DO I INTEGRATE MY WORK AND MY WORSHIP? What is your story?	Strongly agree=5 Strongly disagree = 0
The way to serve God at work is to see my work as a way to be the “salt” by which I can bring some of his values, justice and provision into a environment that is ungodly.	
The way to serve God at work is to have personal integrity and use work as a place to evangelise colleagues.	
The way to serve God at work is to simply be faithful, loyal and skillful- doing everything to the best of my ability to honour my God.	
The way to serve God at work is to see my work as a creative endeavour whereby I am joining in with God to create and provide for mankind.	
The way to serve God at work is to work with a grateful, joyful, honest heart through all the ups and downs. It is simply part of my life where I also need to live out my faith and walk with him.	
The way to serve God at work is to do whatever gives you greatest joy and passion - to fully take advantage of your God given gifts and talents.	
The way to serve God at work is to make as much money as possible so you can be as generous as possible.	
The best way to serve God at work is to ...	

Whatever our approach, there is no substitute for meeting with God first and allowing him to linger at your Work Station!
Watch <http://www.youtube.com/watch?v=-xU9GR4HOWQ>



Are we 'happy' in the workplace?

WHY DO I WORK?

- **Professional** - To fulfil career objectives
- **Achievement** - To reach life goals
- **Economic** - To create wealth
- **Financial** - To support oneself and family
- **Personal** - To experience fulfilment and significance
- **Social** - To contribute to society
- **Relational** - To connect with a community and be part of a collaborative effort

INSIGHT 1: Work needs redeeming!

- God ordained that man be stewards, and they he prosper and be responsible for the created order. (Gen 1:28)
- God put man to work, and man became partners with God in fruitful endeavours. (Gen 2:15)
- But man was drawn away from God - So work became "toil". (Gen 3:17-19)
- Work became painful and required sweat. (Gen 3:23)
- Christ came to redeem and restore all things including work back to God's intentions and original purposes. (Col 1:19) - Jesus redeemed all things back to God, including work!

INSIGHT 2: But we are not promised a "Happy" life at work!

- Jesus says that in the world we will have trouble! (John 16: 33)
- But take heart! Jesus says, "I have overcome the world." (John 16:33)

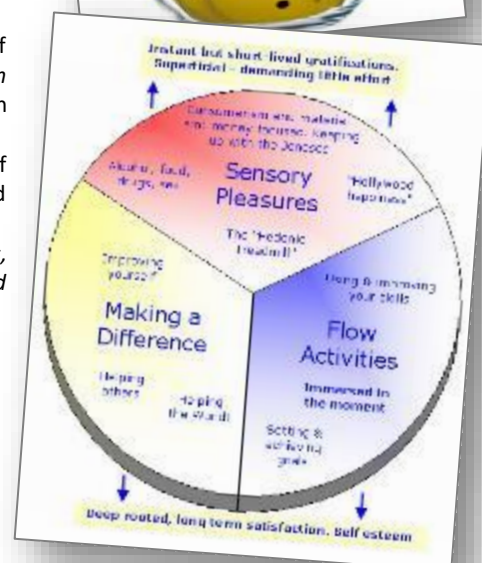
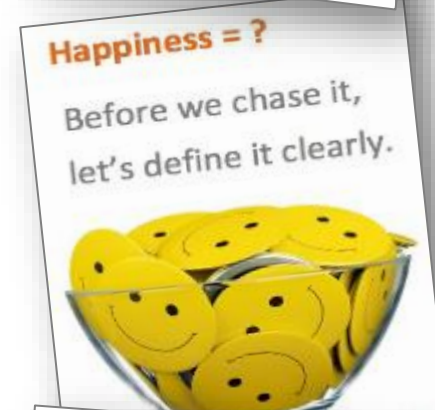
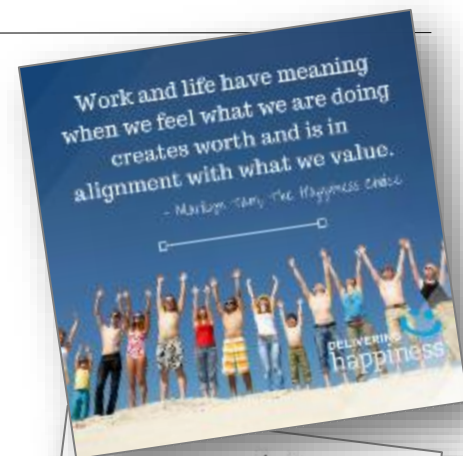
INSIGHT 3: But are we searching for the wrong sort of happiness, with a limited focus?

- The pursuit of happiness is not a modern invention but there seems to be a new intensity about the contemporary quest for happiness (even the governments "General Wellbeing" survey in 2011 has at it's heart what makes people happy!)
- John Lewis Partnership's stated goal is *"The partnership's ultimate purpose is the happiness of all of its members through their worthwhile and satisfying employment in a successful business."*
- But what is true happiness in the work place? *"Are our daily working lives so focused on earning and advancement that we neglect finding the source of sustainable happiness?"* (Ken Costa)
- Do we focus our happiness at work purely on the task? *For example, "I enjoy what I do, I get a buzz out of doing that, I am fulfilled by doing this."*
- Jesus pointed to a different type of happiness that goes beyond purely the satisfaction of my own interests. *"The truth is that our search for happiness will be most fulfilled when seen through the lens of Christ's teaching on sacrifice, service, contentment and joy."* (Ken Costa)
- Happiness in the work place is therefore re-defined not just as an unlinked series of fleeting feelings of enjoyment at work but as part of the overall search for purpose and satisfaction in life.
- *"True happiness at work stems from a sense of walking in God purposes for our lives, knowing that our work has meaning and value and living beyond our own self interests and seeing work as an opportunity to satisfy the needs and aspirations of others"* (Costa).

To conclude: **"Happy are those who long to be just and good for they shall be completely satisfied."** (Living Bible Matt 5:6)

EXERCISE

Are we happy in the workplace?	Thoughts
How do we view our work? Is it essentially a means to an end, or something of value?	
Are we inclined to focus our happiness at work on our personal satisfaction in the task rather than the wider opportunity beyond our own self interests?	



Are Christians too nice and naïve in the workplace?



GLOSSARY OF TERMS (OXFORD DICTIONARY)

Naïve: "Showing a lack of experience, wisdom, or judgment"

Nice: "Good natured, pleasant and attractive"

Shrewd: "Sharp powers of judgment, astute"

Innocent: "Free from moral wrong, not corrupted"

Meek: "Quiet, gentle and easily imposed upon"

CHALLENGE 1: How might we be as shrewd as snakes and innocent as doves?" (Matt 10: 16)

CHALLENGE 2: How might we be streetwise yet have integrity? (Luke 16)

Luke 16: Jesus commends an unscrupulous manager!

Now here's a surprise - the master praised the crooked manager! But why?

"Because he knew how to look after himself. Streetwise people are smarter in this regard than law-abiding citizens. They are on constant alert, looking for angles, surviving by their wits. "I want you to be smart in the same way, but for what is right, using every adversity to stimulate you to creative survival, to concentrate your attention on the bare essentials, so you'll live, really live, and not with complacency just getting by on good behavior." (Message Bible)

CHALLENGE 3: Meek people are weak people aren't they?

How can we be humble, meek and sympathetic in a pushy, competitive, and macho environment?

CHALLENGE 4: What did Jesus say about being walked all over ... like a doormat?

Did Jesus have anything to say about being a doormat? In fact He did! In the Sermon on the Mount Jesus said "You are the salt of the earth. But if the salt has become tasteless, how will it be made salty again? It is good for nothing anymore, except to be thrown out and **trampled under foot by men.**" In other words, if we lose our spiritual vitality, and our unique lifestyle, which is contrary to the rest of the world, then we become unsalty salt, good for nothing, except to be trampled under foot by others. So then, who is the true doormat? According to Jesus, it's actually the Christian who is just going through the motions. When we no longer follow the radical, controversial teachings of Jesus, we then become tasteless, as it were. One might say that the Christian who is simply a Christian in name only, becomes a joke to the rest of the world ... and a doormat!

EXERCISE

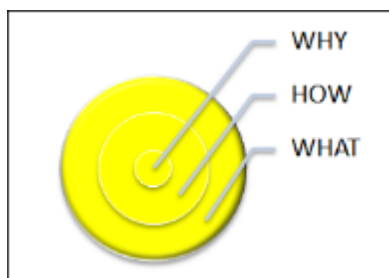
Are Christian too nice and too naïve in the workplace?	Thoughts
Do we see a contradiction between being shrewd and innocent?	
In a competitive world do Christian's get outwitted and outplayed by less scrupulous colleagues? Can we share examples where we have been up against this?	
" Meek is weak " (Well not really) ... But do the pushy and arrogant seem to win most of the time?	

What you believe ... really matters!



See Ted Talk given by Simon Sinek on “**How great leaders inspire action**” at http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action.html

BASIC MODEL – THE GOLDEN CIRCLE



KEY POINTS

Most of us know what we do, some of us know what is unique and clever about how we do it – but few of us know why we do it? We always go from the outside in. We always go from clearest things (the what) to the fuzziest thing (why we do it?)

Example: Apple computers

Outside in: “We make great computers, they are beautifully designed and are simple to use ... Do you want to buy one?”

Inside out: “In everything we do we believe in challenging the status quo and we believe in doing it differently. We therefore make computers that are beautifully designed and easy to use ... Do you want to buy one?”

SUMMARY

- People don’t buy what you do ... people buy why you do it.
- We do business with people who believe ... what you believe!
- What you believe really matters ... what you believe gives authenticity to what you do!
- In short, Martin Luther King gave a “I have a dream speech” ... NOT a “I have a plan speech.”

EXERCISE

IMPLICATIONS AND THOUGHTS FOR YOUR BUSINESS, YOURSELF AND YOUR WITNESS

What you believe really matters!	Thoughts
Is there something in what Simon Sinek says that makes you think differently about your business? (For example, are we clear about the WHY?)	
Is there something in what Simon Sinek says that makes you think differently about your own “Believe-ability”? What do people believe about you?	
Is there something that rings true in Simon Sinek’s viewpoint when we consider evangelism? Has the church focused only on the plan and not on the dream? Are we so focused on <u>What</u> people should do, rather than <u>Why</u> they should do it?	

Proud plans or humble purposes?

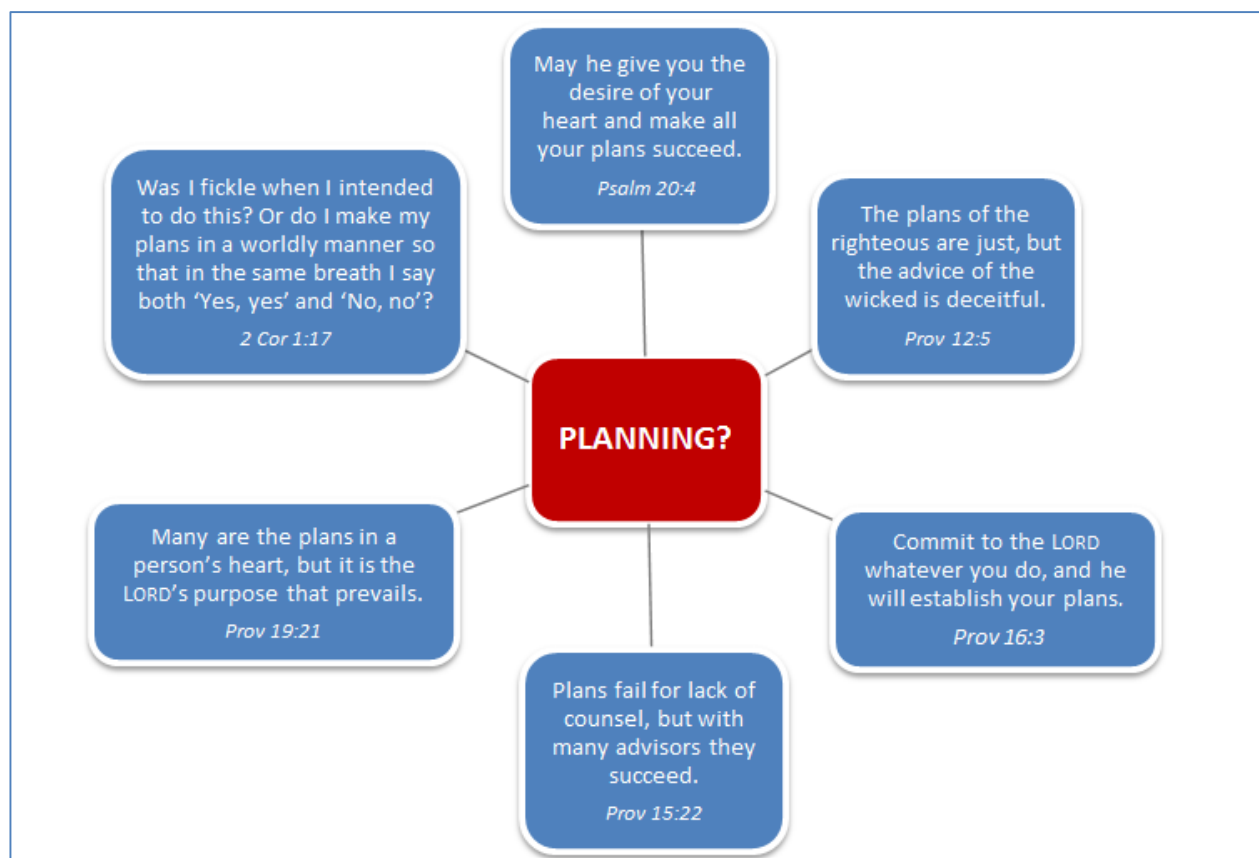
IS PLANNING FUTILE OR IS TO “FAIL TO PLAN” - TO “PLAN TO FAIL”?

“Now listen, you who say, ‘Today or tomorrow we will go to this or that city, spend a year there, carry on business and make money.’ Why, you do not even know what will happen tomorrow. What is your life? You are a mist that appears for a little while and then vanishes. Instead, you ought to say, ‘If it is the Lord’s will, we will live and do this or that.’ As it is, you boast in your arrogant schemes. All such boasting is evil.” James 4:13-16

The above passage in James 4 seems to suggest that planning is futile and all we have are arrogant schemes and proud boasting.

BUT business wisdom demands we have a plan. “To fail to plan, is to plan to fail!” We need a strategic plan, a personal development plan, a resource plan, a new business plan, an annual plan, a 3 year plan, and a career plan etc. That makes sense, it is standard practise and shareholders, bosses, banks, members of staff and families need it and expect it.

SO is there an approach to planning that is more Godly? Purposeful planning? Do the passages below point to a third way?



HOW CAN WE HAVE GODLINESS IN OUR PLANNING?

1. The process is the same but it should be underpinned by a different motivation and a different ambition
2. We are to hold our plans lightly and have the flexibility that God may be doing something different and not just be fixated on the plan.
3. Recognise that the plan is not the be all and end all. Christ seemed to put people above the plan at all times, we need to be more open to what is really happening rather than simply single-mindedly pursuing the plan!
4. We need to use our heads and heart and fully use our mind, our common sense and our God sense. What is he doing? It's a humble question that reflects the spirit of James 4.
5. It is a struggle but no one said it would be easy but we are to collaborate with God and good counsel to use our principles and faith to believe that God has a plan and we can walk in it, both in business and in our personal life.
6. Remember ... God willing we can pray about it too!

EXERCISE

- (a) Are we making plans in a worldly manner?
- (b) What could purposeful planning look like for you?

Isaiah 43:18-20

A new role? New opportunity? New initiative? New business? A new dimension to my life? A new perspective? A new relationship? New responsibilities? A new client? A new challenge? A new job? **What might be new for you?**

"Never be afraid to try something new. Remember, amateurs built the ark; professionals built the Titanic."

"Take delight in the Lord and he will give you the desires of your heart" Ps 37: 4

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10 LESSONS FOR LIFE – BILL GATES

A speech given when Bill Gates returned to speak to the pupils at his old school

- 1) Life is not that fair so let's get used to it.
- 2) Be nice to nerds, chances are you'll end up working for one.
- 3) If you think your teacher is tough, wait until you have a boss, they don't have to worry about what your parents might think!
- 4) Flipping burgers and clearing tables are not beneath our dignity. Our grandparents have a different word for burger flipping they call it "opportunity".
- 5) If we mess up, it's not our parents fault! So let's not whinge about our mistakes, let's learn from them.
- 6) Before we were born, our parents weren't as boring as they are now! They got that way from paying our bills, cleaning our clothes and listening to us talk about how cool we are.
- 7) The stress of exams creates an artificial dividing line between success and failure. In fact, it's a bit like the rest of life.
- 8) Life is not divided into terms. We don't get summers off - very few employers are interested in helping you "find yourself". We do that in your own time.
- 9) Television is not real life. In real life people have to actually leave the coffee shop and go to their jobs.
- 10) Before we save the rain forest from the parasites of our parent's generation, let's try tidying up our own room!

LITTLE BIG THINGS

"For us, one of the main clues to corporate excellence has come to be incidence of unusual effort on the part of apparently ordinary individual employees." Peters & Waterman

Great companies are made great not by stand out individuals producing extraordinary work, but by ordinary people going the extra mile, striving to do the basic things really well.

DOING THE BASICS BRILLIANTLY

Doing our duty: "So you also, when you have done everything you were told to do should say "We are unworthy servants, we have only done our duty". *Luke 17:10*

Bearing much fruit: "Those who abide in me and I in them bear much fruit, because apart from me you can do nothing." *Jn 15:5*

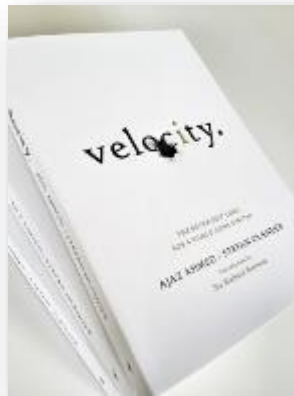
Going the extra mile: "If anyone forces you to go one mile, go with them two miles." *Matt 5:41*

EXERCISE

How is our TQM? Spend a few minutes considering the table below and share together which "brilliant basics" you could do with paying more attention to. Do they matter? Can we deliver a discernable difference in the quality of our little actions?

Doing the basics brilliantly?	Good	Not so good
Always being the first to offer to get the coffee or clear up etc		
Being on time for meetings/appointments		
Hitting the deadline		
Returning a call		
Following up, on the follow up		
Paying on time		
Being the first to admit you are wrong		
Talking behind others backs		
Exaggerating or bending the truth in negotiation		
Really listening (as opposed to just waiting to speak)		
Right first time (listening to instructions and executing well)		
Not having to be chased (Providing information or expenses on time)		
Being the first on the team to commend and encourage others		
Any other evidence of doing the basics brilliantly?		

Having a purpose larger than yourself!



VELOCITY, THE SEVEN NEW LAWS FOR A WORLD GONE DIGITAL

By Ajaz Ahmed and Stefan Olander - Summary Extracts

1. Smith and Weston beats four aces
2. It's easier done than said
3. The best advertising isn't advertising
4. Convenient is the enemy of right
5. Respect human nature
6. No good joke survives a committee of six
7. **Have a purpose larger than yourself!**

Principles:

- Do the right thing – always play from your heart
- Be inspired! Who inspires you?
- The best leaders want to do something that outlasts them
- It's not all about winning and losing but truly giving, and being your best
- We need to aim higher and have a purpose beyond ourself!

EXERCISE – THE BEST INSPIRATION EVER!

Think over the verse below. What inspires you most? What new thought grabs you?

1) *"The Lord has filled them with skill to do all kinds of work as craftsmen, designers, embroiders and weavers... So every skilled person to whom the Lord has given ability set to work to build the sanctuary"? Exodus: 35:35. 36:1*

2) *"May the favour of the Lord our God rest upon us, may he establish the work of our hands for us, yes establish the work of our hands" Psalm 90:17*

3) *"So I saw that there is nothing better for a man than to enjoy his work, because that is his lot" Ecclesiastes 3:22*

4) *"Do your best. Work from the heart for your real Master, confident that you'll get paid in full when you come into your inheritance. Keep in mind always that the ultimate Master you're serving is Christ." Col 3:23*

Mindfulness at work – is this for us?

WHAT IS MINDFULNESS?

Mindfulness is a meditative practice which originates in Buddhism but has gained worldwide popularity as a distinctive method to handle emotion (Wikipedia). There are five core meditations; mindfulness of breath, identifying emotions, body and walking, letting go of thoughts and practicing loving-kindness.

HOW IS IT BEING USED IN THE WORKPLACE?

'Mindfulness opens the door to loving kindness, which is at the heart of business success.' Chade Meng Tan, Jolly Good Fellow, Google, in Guardian May 14

IS IT COMPATIBLE WITH CHRISTIANITY?

'Be transformed by the renewing of your mind.' Romans 12. v2

'Take every captive thought.' 2 Cor 10

What is our 'scaffolding' for mindfulness practice; Buddhism, Christianity, psychology?

Does it offer people a way to get the benefits of faith without the commitment?
Is it another example of 'atheist church'?

Eight pillars of happiness in the workplace

- Balance
- Concentration
- Compassion
- Resilience
- Communication and connection
- Integrity
- Meaning
- Open awareness

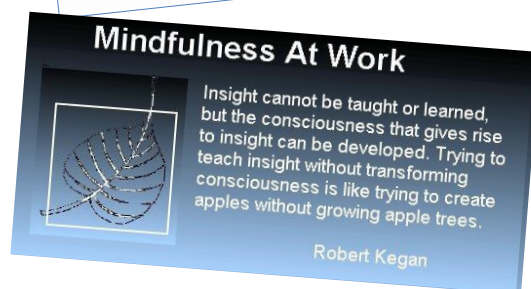
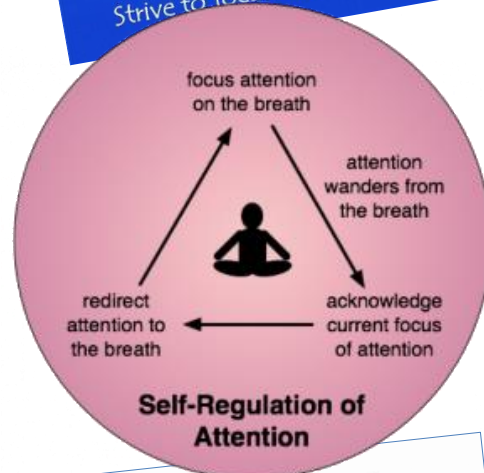
EXERCISE

1. How do you fare on the simple checklist above on how mindful you are at work? In the last week have you found yourself:-

- Unable to remember what others have said during conversations?
- Have no recollection of your daily commute?
- Eating at your desk without tasting your food?
- Paying more attention to your iPhone than to your nearest and dearest?
- Dwelling on past events or dreading what the future holds?
- Are you skim reading this article?

If you answered yes, the chances are that you're zoning out on a regular basis, spending at least some time on autopilot.

- Two core areas mindfulness focuses on are relief of stress and handling conflict. Can you see how it can help in these, and are these areas you find difficulty in at work?
- How does it fit with Christianity in your view? What are the areas of overlap, and areas of concern?



Jesus - CEO



The role and impact of CEO's have been ever more in our news recently.

It tells us that **Leadership matters** – Good leadership empowers, unites, creates and cultivates good things. Bad leadership destroys, diverts and diminishes.

Leadership style varies- from strong, single-minded, and dominant to collaborative, creative and empowering.

What is the leading example of exemplary CEO leadership? Terry Leahy, Steve Jobs, Bill Gates, or Jeff Bezos?

In her book **Jesus CEO** Laurie Beth Jones suggests we need to look no further than Jesus. His life and legacy displayed 3 dimensions to outstanding leadership capability:-

- *The strength of self-mastery*
- *The strength of action*
- *The strength of relationships*

This session will cover the “**Strength of self-mastery**”.

Jesus trained 12 human beings who went on to so influence the world that time itself is now recorded as being before (BC) and after (AD) his existence! He worked with a staff that was totally human and not divine ... a staff that in spite of illiteracy, questionable backgrounds, fractious feelings and momentary cowardice went on to accomplish the tasks he trained them to do.

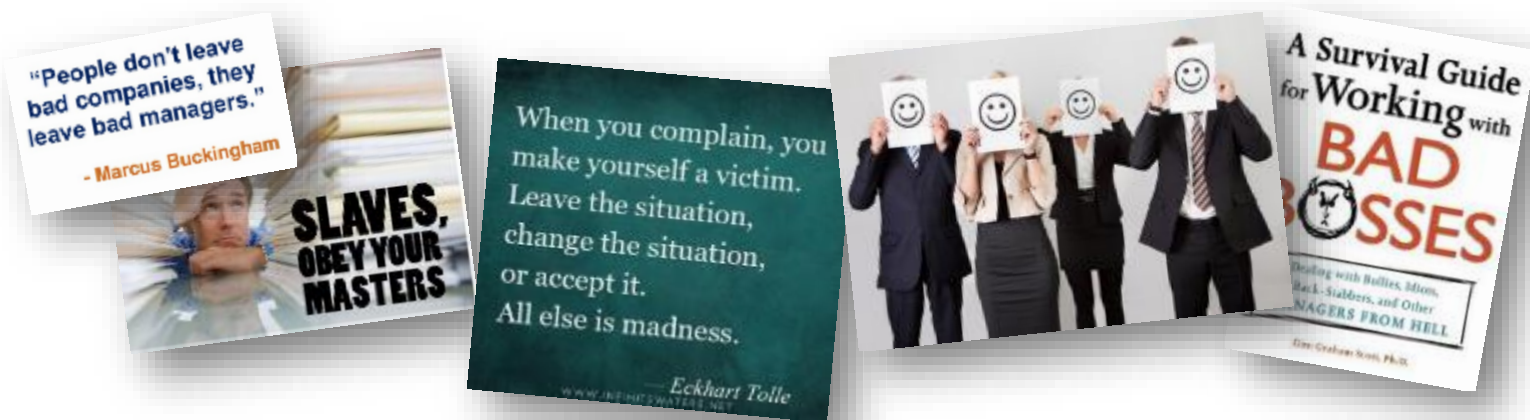
Let's look overleaf into the **Strength of self-mastery** and see what we can learn

Above all else, keep watch over your hearts, for herein lie the wellsprings of life. Prov 4:23

EXERCISE
1. Have you had either, a particularly good or particularly bad boss? -What were the traits that made them that way?
2. As you look at the list of Jesus' self mastery as listed by Laurie Beth Jones-Which 2 most resonate with you ie Which trait do you feel you are most displaying and living in?
3. Which 1-2 of the list do you look at and say..."I need some more of that!" ie What trait or traits are you not living out?

THE STRENGTH OF SELF-MASTERY	KEY THEMES FROM JESUS CEO
He honed his identity in the wilderness	Jesus went into the wilderness where he was tested and where he was able to validate who he was – A wilderness experience was as much a part of his shaping and destiny as it is of yours and mine. <i>“If you have not been tested by fire, you do not know who you are. And if you do not know who you are, you cannot be a leader.”</i>
His “I Am” statements are what he became	Jesus did not look back on the events of his life and say. <i>“Hmmm ... I must have been the Son of God.”</i> He declared himself to be the Son of God, and the proof followed. People who succeed speak well of themselves to themselves. Nowhere in the Gospel does Jesus put himself down. Jesus was full of self-knowledge and self-love. See Is 55:11
He kept in constant contact with his boss	Jesus met with his boss daily, usually for hours. Nothing could interrupt the time that was set aside and honoured. As a leader, it is vitally important that you keep in touch with your boss on a regular basis
He stuck to his mission	Jesus knew his mission statement and he did not deviate from it. He declared his mission and focused on that rather than the million other things he could do. Consider the things that Jesus didn’t do. He had limitless power but didn’t build a temple, write and distribute books, he didn’t even heal all the sick in the world. His mission was specific and he stuck to it and owned it. (See Luke 4)
He believed in himself	<i>“A house divided against itself cannot stand”</i> . Jesus confidently called himself <i>“The Gate, The Door, The Vine, The Shepherd.”</i> What would the world be like if everyone believed in themselves 100%? He led out of confidence and self esteem-He did not need to manipulate others to bolster his significance or worth
He had internal anchors	Jesus did not get his approval from external mechanisms. He was not a people pleaser or someone who did things primarily to be popular, appreciated or thought well of by others. Jesus was an effective leader because he had internal anchors. See Gal 1:10.
He guarded his energy	Jesus had tremendous energy and he knew how to direct it. He avoided many energy leaks, for example, he refused to engage in meaningless debate with those who didn’t want to learn but to argue and didn’t offer meaningless defence at his trial. Luke 8:43-46
He did difficult things	Doing the difficult thing means not letting public opinion sway you from what your heart, gut, spirit, or instinct is telling you. Jesus was willing to stand alone. It must have been difficult for him to say no to his people. The whole essence of his being seemed to say yes. But he did say no. See John 18-11
He said thank you	Gratitude is a key element of leadership because gratitude means an open heart, a listening heart, a faith-filled heart. Having a spirit of appreciation and encouragement ignites others. See John 11:41-42
He was constantly in a state of celebration	Jesus came from a very happy place, and he knew he was returning to a very happy place. Jesus was telling us to lighten up. <i>“Why do you worry so?”</i> he could ask. <i>“Don’t you see the flowers ... how beautiful they are? Do you think your Father is going to let you wear less than those?”</i> See Matt:6
He did not waste his time judging others	Judgement halts progress. When we judge others, we inhibit our own forward motion. Jesus said to Peter, <i>“What business is it of yours what I say to John? Keep your eyes on your own forward motion.</i> See John 5:45
He expressed himself	Jesus expressed himself aloud and often. He gave clear messages about how he felt regarding situations and people. He knew how to feel, and he voiced his feelings. See Mark 9:17-27
He was willing to look foolish	Leaders must be willing to sacrifice and take risks with their public image. Jesus was willing to look foolish – he came into town on a donkey, having fish to pay taxes, forgetting to bring wine ... Leaders cannot be afraid to look foolish.
He had a passionate commitment to the cause	A leader who is not passionately committed to the cause will not draw much commitment from others. Nelson Mandela did not become a leader for black freedom merely because he was handsome or charismatic. He marked time in jail cells and walking down lonely roads – he refused to compromise his commitment to freedom. Matt 21:12
He requested noble things	Jesus was a leader who requested only noble things. He asked for healing, forgiveness, love. When God said <i>“I will give you whatever you ask.”</i> Abraham’s request was <i>“Help me follow you.”</i> , Moses’s request <i>“Help me free your people.”</i> , Esther <i>“Help me save these people.”</i> . The noble person plans only noble things.
He saw the bigger picture	When Pilate threw Jesus into prison, Jesus said, <i>“You would have no authority over me if it were not given to you from on high.”</i> Jesus was able mentally to accept and integrate injustice as being part of a larger, loving plan. See John 19:10-11
He worked through his fears	Jesus was afraid. He talked about his fears to his staff. He wrestled with his fears to the point of sweating blood. Without fear Jesus could not have been an example to us. Jesus knew the best way to conquer fear was to face forward. He did not shrink from going to Jerusalem. Although he felt fear, he faced it.
He did not despise the little things and he was able to pace his impact	When Jesus set out to change the world, he chose only a dozen people to work with, not a cast of thousands. He packed value into every minute because he knew that out of little things come big ones

Good workers, bad bosses and right attitudes!



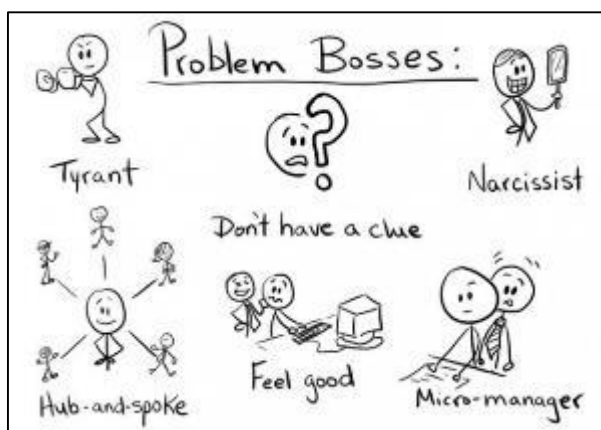
Servants, respectfully obey your earthly masters but always with an eye to obeying the real master, Christ. Don't just do what you have to do to get by, but work heartily, as Christ's servants doing what God wants you to do. And work with a smile on your face, always keeping in mind that no matter who happens to be giving the orders, you're really serving God. Good work will get you good pay from the Master, regardless of whether you are slave or free. Masters, it's the same with you. No abuse, please, and no threats. You and your servants are both under the same Master in heaven. He makes no distinction between you and them. Ephesians 6:5-9 (MSG)

Some quick thoughts

- The Epitaph of the ex-sales director of Unilever "Oh Happy day!"
 - The antidote ... 'Do all without complaining and disputing' Phil 2:14
 - The proactive step ... "No matter (!), you are really serving God" Eph; 6:6
 - Keep perspective ... "Always with an eye"
 - Beware of money being the matter ... "Good work will get you good pay"
 - But bad bosses are often the issue ... "People leave bad bosses, not companies"
- No abuse – No threats – Servants too! (Bad Bosses can be Inept/disconnected/micro-managers/unclear/unrealistic/mean/too familiar)

Bad bosses!

People crave good leadership, and when it doesn't measure up, good employees leave and companies lose lots of money and valuable talent. Here are 5 big reasons why people leave bad bosses, not companies:-



- 1) They aren't engaged.
- 2) They aren't connected to their end user.
- 3) They don't trust their leaders.
- 4) They have no autonomy.
- 5) They don't get any, or enough feedback.

EXERCISE

4. Happy workers!! What puts a smile on your work life ... and what takes it off?
5. Have you left a job due to a bad boss? What was that all about? What did you learn?

Stop the rot!

An article by *Paula Davis-Laack, a burnout prevention and resilience expert.*

People crave good leadership, and when it doesn't measure up, good employees leave and companies lose lots of money and valuable talent.

Here are 5 big reasons why people leave bad bosses, not companies:

1) They aren't engaged. Burnout researchers define engagement as *"a positive, fulfilling, work-related state of mind that is characterized by vigor (high levels of energy and mental resilience), dedication (being strongly involved and challenged by your work), and absorption (when you're working, you're in the zone and time passes quickly)"* (Bakker, Demerouti, & Sanz-Vergel, 2014). Engaged employees perform better on a daily basis, and the higher a person's level of engagement, the higher their objective financial returns (Bakker, 2011). **The problem is that many employees are disengaged** - approximately 70% according to the latest Gallup research. Actively disengaged employees erode both the bottom line and workplace morale. **Good Leaders can help their followers increase engagement by allowing them to use their strengths regularly, craft their job descriptions to best suit their capabilities and help them get connected to their end user**

2) They aren't connected to their end user. People work so hard, yet so often they never get to meet the people directly impacted by their work. Companies need to place more emphasis on the "end user" connection because the research in this area is nothing short of amazing. Here are some examples:

**** Dr. Adam Grant and colleagues worked with call center employees at the University of Michigan. They had the fun task of cold calling alums to ask for money. One of the groups in his study actually got to meet a scholarship recipient and talk to him first hand. The scholarship recipient talked about how much the scholarship had changed his life, and he thanked the folks in the call center for their hard work. Once the call center workers realized how their work had an impact, they became motivated to work harder; in fact, their weekly revenue increased 400% (Grant et al., 2007)!**

**** When a patient's photo was included in the file received by radiologists, they wrote 29% longer reports and made 46% more accurate diagnoses (Turner, Hadas-Halperin, & Raveh, 2008)**

3) They don't trust their leaders. According to Gretchen Pisano, trust is built and maintained with these four traits: (1) common ground (we have similar values and objectives); (2) predictability (I can predict your behavior); (3) consideration (you will take my needs into consideration before you act); and (4) forewarning (you will tell me before you act in a way that is not in my interests).

4) They have no autonomy. Autonomy is a fundamental basic human need, and it's one of the pillars of [self-determination theory](#). Workers who have control over their projects, their time, and decisions tend to be powerfully motivated and engaged. A heavy diet of autonomy has also been shown to be a buffer against job burnout (Bakker, Demerouti, & Sanz-Vergel, 2014).

5) They don't get any or enough feedback. The mantra at one law firm I worked at was, "No news is good news." I only got feedback if I had done something wrong or it was time for my annual review. Feedback is actually an important job resource - an aspect of your job that helps you achieve your goals and stimulates growth and learning, and getting it in high enough doses can help prevent burnout (Bakker, Demerouti, & Euwema, 2005).

There are many tools and strategies leaders can use to build engagement at work and create a sustainable environment. People will think twice about leaving a workplace that is thriving.

Mourinho on prayer!

Chelsea manager José Mourinho has spoken out about his deep Christian faith, but has also admitted he never prays to God about football.

The 52-year-old Portuguese former footballer player, who is regarded as one of the greatest managers of all time, said he is a truly religious man.

"I believe totally, clearly," he told the Telegraph. "Every day I pray, every day I speak with Him. I don't go to the church every day, not even every week. I go when I feel I need to. And when I'm in Portugal, I always go."



Reuters
"I believe totally, clearly," Chelsea manager José Mourinho has said.

He said he prays for his family, children, wife, parents, for happiness and a good family life. "But I can say the reality is I never go to the church to speak with Him about football. Never!"

Join the debate

As always, Mourinho makes us think! Is he right not to pray about football ... his work? He may not be praying about his work because he does not feel it is right to pray for success - does that feels wrong? If he was to pray about football, how should be pray?

And when we look at our own lives, do we pray about our work? Maybe when we are changing jobs and seeking guidance –but what about day to day? It might feel right to pray about colleagues and our witness, but what about our graft - our day to day activity? How might we define “success” from a biblical perspective? (Seek ye first...and...?)

EXERCISE

1. What do you think of Mourinho’s comments about his prayer life?

2. How do you currently pray about your work life and how could that develop?

prayer for success

Lord, I earnestly seek after You
I seek Your kingdom, Your will
That heaven may come to earth
And Your presence would be known by all

I lay my plans before You
Please rearrange them as You see fit
See if there is any corrupt way within me
And lead me in the everlasting way

I give you the desires of my heart
My ambitions and my schemes
I surrender them wholly to You
Please anoint them for Your purposes and glory

I give You my whole being
My giftings and my character
Come sharpen my skills and transform my heart
This day and every day
~Amen~

bible verses about success

Here are three famous scriptures from the Old Testament on the topic of success:-

"For I know the plans I have for you," declares the LORD, "plans to prosper you and not to harm you, plans to give you hope and a future. Then you will call on me and come and pray to me, and I will listen to you. You will seek me and find me when you seek me with all your heart. "

Jeremiah 29:11-12 (NIV)
THE HOLY BIBLE, NEW INTERNATIONAL VERSION®, NIV®
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"Enlarge the place of your tent, and let them stretch forth the curtains of your habitations; don't spare: lengthen your cords, and strengthen your stakes. For you shall spread out on the right hand and on the left; and your seed shall possess the nations, and make the desolate cities to be inhabited".

Isaiah 54:2-3 (WEB)

short prayer for success in business

Lord I give you my business
May it be filled with Your values, Your justice, Your goodness
May it shine with Your success
And be fruitful in this season
Amen

**I believe in
GOD.**
.. never panic, just pray.

Small business insights – tentmakers, carpenters and fishermen!

Tentmakers: Acts 18:3

And because he was of the same trade he stayed with them and worked, for they were tentmakers by trade.” Paul made it his business to join a network of like-minded tradesman! The New Testament reports that Paul worked in Galatia, Corinth, Thessalonica, and Ephesus (1 Th. 2:9; 2 Th. 3:7-8; Acts 20:31-35; 1 Cor. 4:12; 9:6). He used his skill of making tents to support himself so he was not a burden to the local churches, but also to integrate himself into a society buzzing with trade, it was also a stepping stone for his ministry.



Four fishermen called as disciples: Matt: 4-18-22

And Jesus, walking by the Sea of Galilee, saw two brothers, Simon called Peter, and Andrew his brother, casting a net into the sea; for they were fishermen. Then He said to them, “Follow Me, and I will make you fishers of men.” They immediately left their nets and followed Him. Going on from there, He saw two other brothers, James the son of Zebedee, and John his brother, in the boat with Zebedee their father, mending their nets. He called them and immediately they left the boat and their father, and followed Him.

Carpenters: Mark 6:3

Isn't this the carpenter, the son of Mary, and the brother of James, Joseph, Judas, and Simon?

Our craft is God given! Exodus 35: 30-35

“Then Moses said to the Israelites, “See, the Lord has chosen Bezalel son of Uri, the son of Hur, and he has filled him with the Spirit of God, with wisdom, with understanding, with knowledge and with all kinds of skills— to make artistic designs for work in gold, silver and bronze, to cut and set stones, to work in wood and to engage in all kinds of artistic crafts. And he has given both him and Oholiab son of Ahisamak, of the tribe of Dan, the ability to teach others. He has filled them with skill to do all kinds of work as engravers, designers, embroiderers in blue, purple and scarlet yarn and fine linen, and weavers—all of them skilled workers and designers.”

INSIGHTS AND CHALLENGES OF RUNNING, OR BEING PART OF A SMALL BUSINESS

Running your own business can be exciting, draining, liberating, stressful and/or rewarding. There is no shortage of small business seminars and tips: See <http://www.moneymagpie.com/article/top-10-tips-for-running-your-own-business> <http://www.theguardian.com/small-business-network/2013/mar/21/starting-a-new-business>

My experience and thoughts: ***“We can make our plans, but the LORD determines our steps” Proverbs:16:9***

Enjoy and develop ...	Consider and take note of ...
<ul style="list-style-type: none">• Pursuing your own vision• Developing your own craft• Determining your own steps• Mastering your own agenda• Delivering your own results• Being agile/mobile and flexible• Joining up all the dots - Making it happen• Enjoying variety, diversity, and totality• Being streetwise, and savvy• Doing new things• Making your own standards and choices• Seeing direct results from direct action• Finding and developing a support network• Trusting God for the way forward• Living on the edge – where faith is spelt ... R.I.S.K !	<ul style="list-style-type: none">• Knowing that the time is right to step out and being sure of your ideas- being sure of starting out and start as you mean to go on!• Being on your own – lacking interaction and perspective• Lacking accountability, time management and focus• Going down cul-de-sacs ... and staying there!• Living in discouragement, uncertainty or denial!• Missing the big picture - losing the plot• Leaning into the urgent, rather than the important• Lacking a plan and just making it up as you go along• Running out of ideas and/or thinking outside your box• Lacking certain skills (particularly marketing?)• Requiring a new vision and a plan B• Finding help and support• Networking and E-connecting• Asking for help• Praying for integrity, and plans to prosper –Jer 29:11, Prov: 16:9

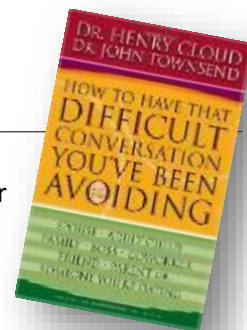
EXERCISE

1. What is the biggest challenge for you as you run or participate in a small business?
2. What hint or action could you take from today?

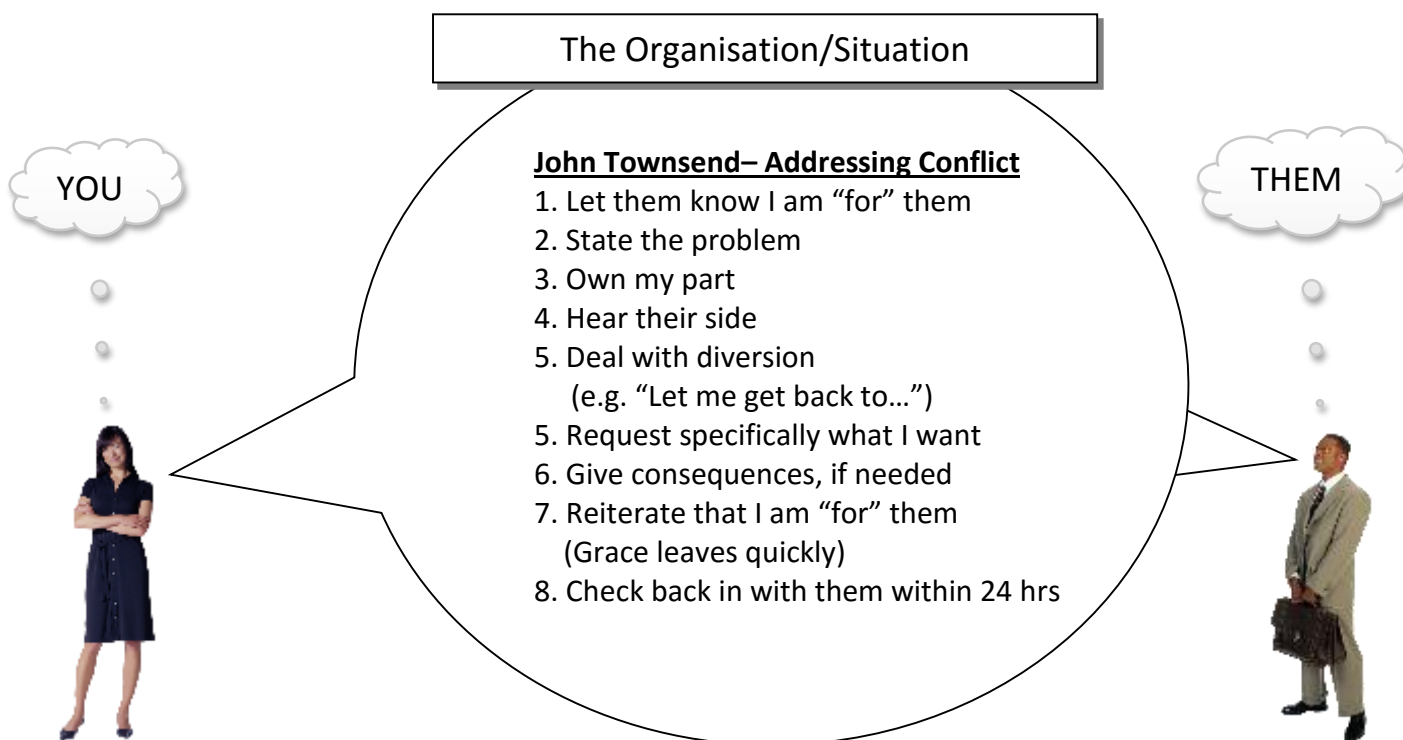


Difficult conversations!

This week we look at **Difficult conversations** – it's probably safe to say this is a "difficult" subject! Our focus will be conversations in the workplace, but the principles will apply beyond. Difficult conversations can be necessary for all sorts of reasons, but often their root is a perceived hidden, implicit or real sense of under-performance, undermining or on-going offence.



Whatever the reason, most of us avoid facing the issue head on and typically allow it to fester, or be swept under the carpet for a good period of time. This usually has the result of making matters worse and the emotional charge of the situation is enhanced rather than diminished. I think Jesus had something to say about this in Matt 5:23-25: *"Therefore, if you are offering your gift at the altar and there remember that your brother or sister has something against you, leave your gift there in front of the altar. First go and be reconciled to them; then come and offer your gift. Settle matters quickly with your adversary who is taking you to court. Do it while you are still together on the way, or your adversary may hand you over to the judge, and the judge may hand you over to the officer, and you may be thrown into prison."*



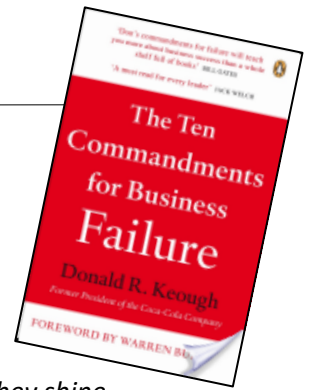
Milton the line manager is a software genius. He is so good that he got promoted quickly by his company to oversee and manage 50 programmers. He mostly enjoys the trouble-shooting side of the work and the mentoring. When it comes to employees that can't or won't do their jobs well, he doesn't know how to handle it. George consistently misses his targets, makes sloppy mistakes, and sometimes comes in late. He is a really nice guy though and tries to be everyone's friend. Milton typically has a few others on the team check and often re-do George's work, but the head office is cracking down and George's competencies are starting to get noticed by the senior managers. The managers sit Milton down and explain to him that George's work needs to improve. Milton is terrified of the conversation he has to have. George catches wind of this through the grapevine and sends a long email time-stamped at 2AM to Milton listing the many ways he is an asset to the team and how he is essential to team morale. The email explains that George hasn't received the support needed to do his job well, but that his work is good enough anyway. There is no problem, except that 'many people' are now upset with the pressures Milton and the other managers are placing on them. The next week Milton struggles to find George anytime he comes out of his office, and there is an awkward feeling within the team.

What should Milton do?

The Ten Commandments for business

INTRODUCTION TO “THE TEN COMMANDMENTS FOR BUSINESS FAILURE” BY Donald Keough

Plenty of speakers and writers are happy to dispense advice on how to succeed in business. However, the same cannot be said of failure. Failure is easy, in fact, there are ten serious blunders that companies and individuals make over and over again leading to failure so consistently that the list ought to be written in stone!



Proverbs 4:19 “The ways of right-living people glow with light; the longer they live, the brighter they shine. But the road of wrongdoing gets darker and darker—travelers can’t see a thing; they fall flat on their faces”.

Proverbs 21:2 “All a man’s ways seem right to him, but the Lord evaluates the motives”

THE TEN COMMANDMENTS OF BUSINESS FAILURE	
1. Quit taking risk	“He that is over-cautious will accomplish little.” Get out of your comfort zone and wake up to new realities.
2. Be inflexible	“I’m in favour of leaving the status quo how it is”. A reluctance to change and go with the flow leads to failure.
3. Isolate yourself	“It’s a rare person who wants to hear what he doesn’t want to hear.” Leaders who isolate themselves shoot themselves in the foot.
4. Assume infallibility	“Mistakes are made ... but not by me.” If you want to fail pose as an infallible leader.
5. Sail close to the wind	“Managers are concerned with doing things right, leaders are concerned with doing the right things.”
6. Don’t take time to think	“The real problem is not whether machines think but whether men do.” Fools rush in, leaders think and reflect!
7. Put all your faith in experts and outside consultants!	“It is better to know some of the questions than all of the answers”. You can’t contract out the responsibility for owning the future.
8. Love your bureaucracy	“A committee is a group of men who individually can do nothing, but as a group decide that nothing can be done.” “What do you do Bob? Nothing!” “And what do you do George?” “I’m his backup!”
9. Send mixed messages	“The problem with communication is the illusion that it has been accomplished.”
10. Be afraid of the future	“Fear is that little dark room where negatives are developed.”

THE WORK-OUT TEN COMMANDMENTS!

What are your Top 3 do’s?

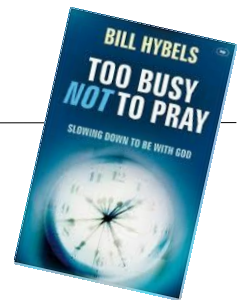
1. _____
2. _____
3. _____

What are your Top 3 don’ts?

1. _____
2. _____
3. _____



Focused or Fraught?



THE BUSY TRAP!

This month we will be looking at the subject: **"Focused or Fraught?"** -Are we just SO busy we can't think straight? – Can we keep all the balls in the air? **Are we fruitful or frantic?**

The cultural obsession with **"busyness"** was named and shamed a few years ago, when Tim Kreider wrote the [now legendary piece "The Busy Trap"](#) for the *New York Times* in June 2012. Here he identified **"busy-worshippers"**. He noticed that the default response when you ask anyone how they're doing was *"Busy- crazy busy!"* He suggested that this is really

a boast disguised as a complaint. And the stock response is a kind of congratulation: *"That's a good problem to have,"* or *"Better than the opposite!"* He concluded ***"Busyness serves as a kind of existential reassurance, a hedge against emptiness; obviously your life cannot possibly be trivial or meaningless if you are so busy!"***

Picking up this theme **Forbes Magazine** in Jan 2015 suggests **4 Ways to counter this Frantic syndrome** (<http://www.forbes.com/sites/dailymuse/2015/01/29/4-ways-to-break-free-from-being-too-busy/>)

1. **Stop talking about being busy:** Stopping the compulsion to constantly insist that you're busy will actually make you feel less busy
2. **Stop multi-tasking during leisure time:** We have plenty of "leisure time" in our lives, but we've become accustomed to multi-tasking during our downtime—organizing stuff while we watch television, checking our email while we're out to dinner, watching a webinar while we're working out etc etc.
3. **Rethink your definition of self-care:** When we think of self-care, we often focus on our physical well-being and fitness. But we shouldn't define self-care so narrowly. In her book *Thrive*, Arianna Huffington identifies the "Third Metric of success" (i.e., a redefinition of success that goes beyond the two traditional metrics of money and power) and breaks into four components: **Well-being, Wisdom, Wonder and Giving**. While she begins with well-being, which includes taking care of yourself by getting plenty of sleep and staying healthy, she considers lifelong learning, meditation and mindfulness, and community involvement equally as important in achieving and defining success.
4. **Delegate and diminish more than you think you should:** Consider what you are doing that you should not be doing. We need at least one strategy for actually being less busy, as opposed to just feeling less busy. At the end of your day—every day, write down two things that you did that someone else could have done for you and/or that you did not actually need to do- and learn from the pattern!

Rob Bell: Nooma: Shells <https://www.facebook.com/GodsWords/videos/121605191234755/>

Join the debate

"So many people are so busy - but actually life is passing them by"

Note Jesus in the book of Luke *"Jesus was on his way to Jerusalem"*(x6)

He had a focus, a compass and an orientation that stopped him trying to do everything for everyone

"What is it that you have said YES to? Because you can't say NO till you have said yes to something else"

"Are your God given gifts and energies focused?"



DISCUSSION

1. Do we suffer a bit from the Busy Trap? How does it manifest itself in our lives?
2. What do we think of the advice in Forbes Magazine (The 4 ways to counter the too busy syndrome) Do any of those resonate with you and /or could work for you?
3. What do we think of Rob Bells "Shells" video? What strikes you most about his thoughts?

Work Out at St Paul's Dorking is led by Simon Gardner

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